



ANNUAL REPORT



FISCAL YEAR
2024-2025



San Francisco
Department of Public Health



San Francisco
Health Network



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

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WELCOME

A Message from our CEO

Care for Everyone, Always

At Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG), we believe everyone deserves access to high-quality, compassionate health care—no exceptions. Every day, our staff comes together to make this mission a reality for our city.

In a hospital as busy as ours, the demand is constant and the challenges are complex. Over the past year, our teams have taken on these challenges with creativity, resilience, and collaboration. From new approaches to expanding hours and improving scheduling in our clinics, to expanding surgical capacity with an additional operating room, to piloting a process that allows psychiatric emergency patients to bypass the ER and get care faster—we've found innovative ways to meet rising demand without compromising care.

Behind the scenes, our Capital Projects team has been instrumental in strengthening our capacity. A new robotic track system in the Clinical Lab now processes specimens more efficiently, getting patients their results—and their treatment—sooner. And thanks to our community's support in passing Proposition B last November, we can move forward on additional critical projects, including nearly doubling the size of Psychiatric Emergency Services and retrofitting a building to move staff into a seismically safer workplace.

At the same time, we've faced a tough budget year and changes in federal policies. I am proud that our teams continue to meet these challenges with resourcefulness, perseverance, and a commitment to our True North that keeps patient care at the center of everything we do.

I am deeply grateful to the leadership and entire staff at the San Francisco Department of Public Health, the San Francisco Health Network, the San Francisco Health Commission, University of California San Francisco, and the San Francisco General Hospital Foundation, who are all essential to making this work possible.

You'll read more about our milestones and accomplishments in the pages ahead. But above all, know this: none of these accomplishments would be possible without the dedication of our staff and the trust of our San Francisco community.

It is an honor to care for you. Thank you for allowing us to serve.



Susan P. Ehrlich, MD, MPP
Chief Executive Officer



"Everyone deserves access to high-quality, compassionate health care—no exceptions. Every day, our staff comes together to make this mission a reality for our city."

About Us



*Care is here.
We provide patients with timely, efficient,
high-quality, and effective care in a
welcoming and safe environment.*

CARE IS HERE



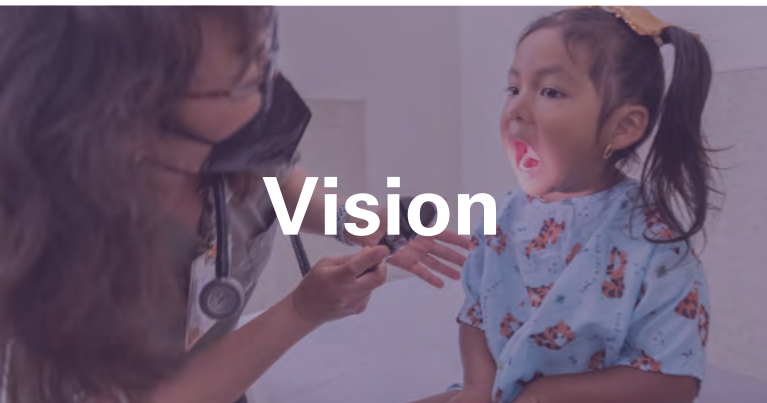
Mission

To provide quality health care and trauma services with compassion and respect



Values

Joy in our Work, Compassionate Care, and Thirst in Learning



Vision

To be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment

WHO WE ARE

ZSFG operates the only Level 1 trauma center serving San Francisco and Northern San Mateo County and serves as a hub of the City's disaster response in an earthquake or major crisis.

Acute Hospital & Level 1 Trauma Center

Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG), one component of the San Francisco Health Network (SFHN), is a licensed general acute care hospital, which is owned and operated by the San Francisco Department of Public Health (DPH). ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health, and rehabilitation services for adults and children. It is the largest acute inpatient hospital for psychiatric patients in the city and includes a Mental Health Rehabilitation Center to serve individuals on conservatorships. Additionally, it is the only acute hospital in San Francisco that provides 24-hour psychiatric emergency services and the only Level 1 trauma center in San Francisco.

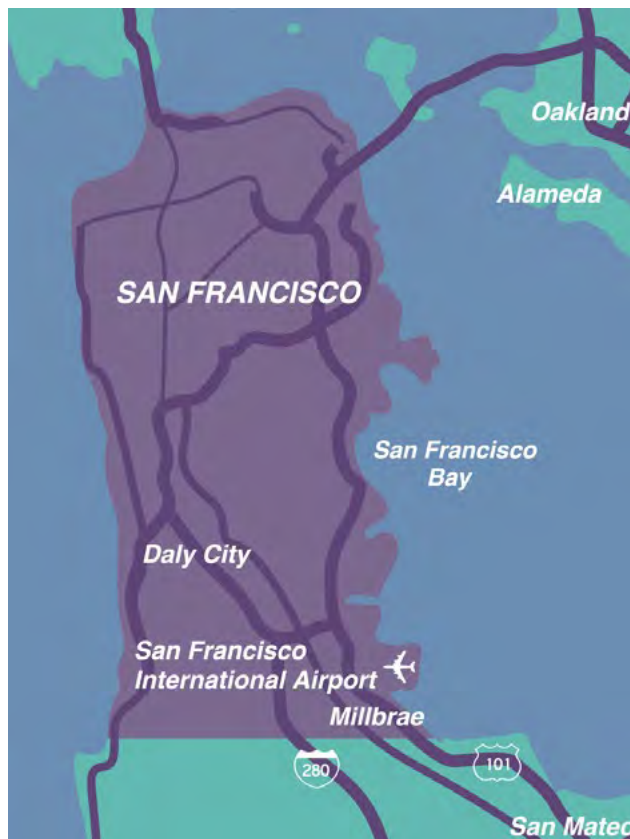
High Value Care

ZSFG is an integral part of the public health care delivery system working in partnership with the SFHN to improve the health of the San Francisco community. We provide patients with timely, efficient, high-quality, and effective care in a welcoming and safe environment.

We are also one of the nation's top academic medical centers, partnering with the University of California San Francisco School of Medicine, Dentistry, Nursing, and Pharmacy on clinical training and research.

Our Patients

ZSFG serves more than 100,000 patients every year and provides more than 20% of all inpatient care for San Francisco. Additionally, 20% of all ambulances in San Francisco are directed to ZSFG. We serve a diverse patient population, providing services in more than 20 languages to San Francisco's ethnically and racially diverse community.



San Francisco Health Network (SFHN)

ZSFG is part of SFHN, DPH's integrated delivery system of care. SFHN was launched in 2014 as San Francisco's first complete system of care with the goal of improving value of services provided to patients, staff, and all San Franciscans. The mission of SFHN is to provide high-quality health care that enables all San Franciscans to live vibrant healthy lives, regardless of income, immigration status, or insurance coverage. The vision of SFHN is to be every San Franciscan's first choice for health care and well-being.



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

WHO WE ARE

Acute Care

ZSFG operates San Francisco's only public acute care hospital.

Urgent Care

ZSFG provides evaluation and treatment to patients with non-emergency conditions.

Ambulatory Care

As part of the San Francisco Health Network, ZSFG operates four of 14 SFHN primary care clinics. ZSFG is the network's sole provider of specialty care services.

Medical Emergency

ZSFG provides comprehensive care for severely injured patients.

Psychiatry Emergency

ZSFG offers the city's only 24/7 psychiatric emergency service.

Trauma Services

ZSFG is the sole certified Level 1 Trauma Center for San Francisco and northern San Mateo County.

UCSF at ZSFG

Since 1873, UCSF has been a partner in public health with ZSFG. Through this unique affiliation, UCSF physicians and scientists provide top-notch medical care and cutting-edge research that is available to all San Franciscans.

Academics and Research

152 Years UCSF and ZSFG have worked together

Ranked Tier 1 in Research and Primary Care by *U.S. News and World Report Best Medical Schools*

1,540 University faculty & staff

- ♦ **576** Active faculty on ZSFG medical staff
- ♦ **659** Courtesy faculty on ZSFG medical staff
- ♦ **305** Affiliated professionals

1,030 House staff that rotate throughout the year at ZSFG

- ♦ **800** Residents
- ♦ **230** Clinical fellows

Ancillary Care

High-volume diagnostic and therapeutic services include laboratory, pathology, radiology, rehabilitation, and wellness.

Primary Care on ZSFG Campus

- ♦ Richard H. Fine People's Clinic
- ♦ Family Health Center
- ♦ Children's Health Center
- ♦ Positive Health Clinic/Ward 86

ZSFG Medical Specialty Clinics:

- ♦ Cardiology
- ♦ Dermatology
- ♦ Diabetes
- ♦ Endocrinology
- ♦ Gastroenterology/Hepatology
- ♦ General Surgery/Trauma
- ♦ Geriatrics
- ♦ Obstetrics/Gynecology
- ♦ Hematology/Oncology
- ♦ Infectious Diseases
- ♦ Nephrology
- ♦ Neurology
- ♦ Neurosurgery
- ♦ Ophthalmology
- ♦ Oral and Maxillofacial Surgery
- ♦ Orthopedic Surgery
- ♦ Otolaryngology (ENT)
- ♦ OTOP-Ward 92
- ♦ Pain Clinic
- ♦ Palliative Care
- ♦ Plastic Surgery
- ♦ Pulmonary
- ♦ Rheumatology
- ♦ Vascular Surgery
- ♦ Urology



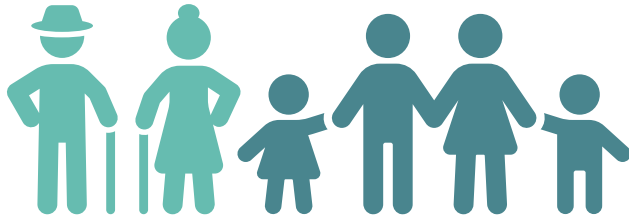
A photograph of a healthcare worker, likely a nurse, in a hospital setting. She is wearing a light brown scrub top over a black long-sleeved shirt, black-rimmed glasses, and has her hair in a braid. She is holding a white piece of paper and looking towards the camera with a slight smile. In the background, other hospital staff and equipment are visible, including computer monitors and a purple storage cart. The image has a green overlay on the left side.

By the Numbers

ZSFG is one of the busiest hospitals in San Francisco, serving more than 100,000 patients annually and handling more than 20% of the city's total inpatient care.

BY THE NUMBERS

Fiscal Year 2024-2025

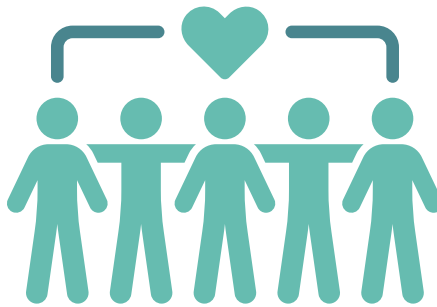


Patients Served

104,598

Department of
Public Health Staff

3,501



UCSF Staff
at ZSFG

2,570



Trauma
Activations

2,210



Medical and Psychiatric
Care Emergency Visits

73,291



Urgent Care Visits

51,584



Licensed Beds

397

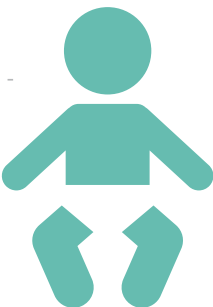


Outpatient Visits

295,146

Babies Born

1,238



BY THE NUMBERS

Fiscal Year 2024-2025

		FY 23-24	FY 24-25
GENDER	Male	50%	50%
	Female	50%	50%

RACE/ETHNICITY	Black / African American	13%	12%
	Asian	20%	19%
	Native Hawaiian or Pacific Islander	1%	1%
	Native American	0.45%	0.5%
	Latine/x	43%	44%
	White	16%	15%
	Other / Unknown	7%	8%

AGE	Under 18	13%	13%
	18-24	7%	7%
	25-44	31%	31%
	45-64	30%	30%
	Over 64	19%	19%



	FY 23-24	FY 24-25
4A SKILLED NURSING CARE		
Average Length of Stay	31	33

MENTAL HEALTH REHABILITATION CENTER		
Mental Health Rehab Admissions	53	53
Mental Health Rehab Days	13,584	11,780
Average Daily Census	data not available	33

EMERGENCY SERVICES		
Emergency Visits (includes inpatient admits)	65,130	68,726
Psychiatric Emergency Visits (includes inpatient admits)	4,143	4,565
Urgent Care Visits	48,394	51,584

ACUTE CARE SERVICES		
Acute Admissions	12,978	13,026
Acute Patient Days	91,247	89,927
Average Daily Census for Medical/Surgical Services	249	247
Acute Psychiatric Admissions	567	585
Acute Psychiatric Days	17,870	17,697
Acute Psychiatry Average Daily Census	48	48

OFFICE VISITS		
Visits*	291,361	295,146
Primary Care In-Person Visits	93,222	92,277
Primary Care Telehealth Visits	13,181	11,417
Specialty Care In-Person Visits	162,216	163,829
Specialty Care Telehealth Visits	22,742	22,168
Diagnostic and Other Services	258,706	293,635

*Numbers include primary and specialty care visits

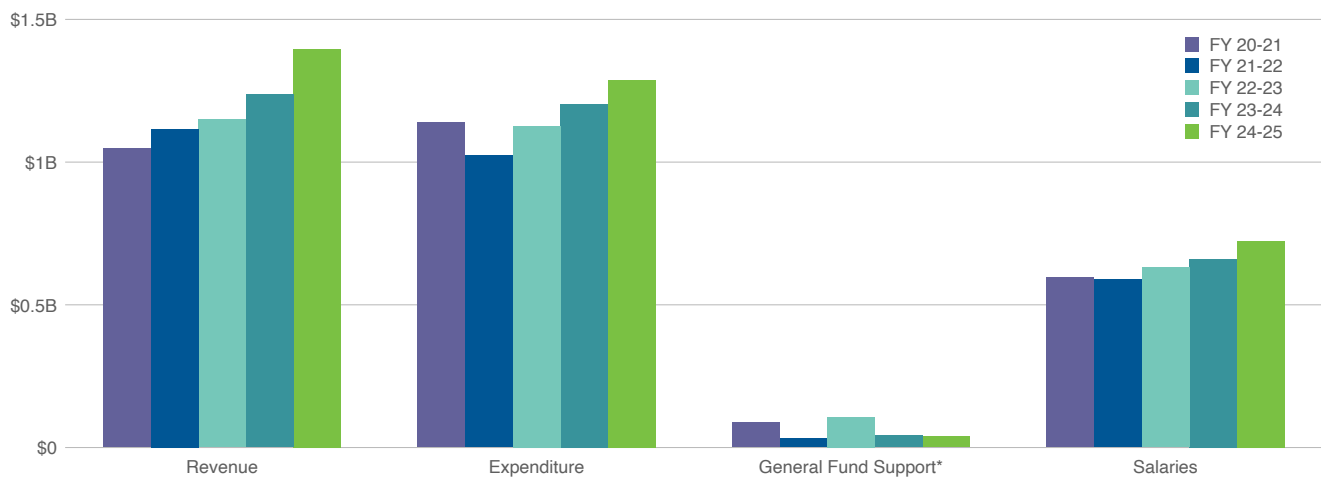
BY THE NUMBERS

Fiscal Year 2024-2025

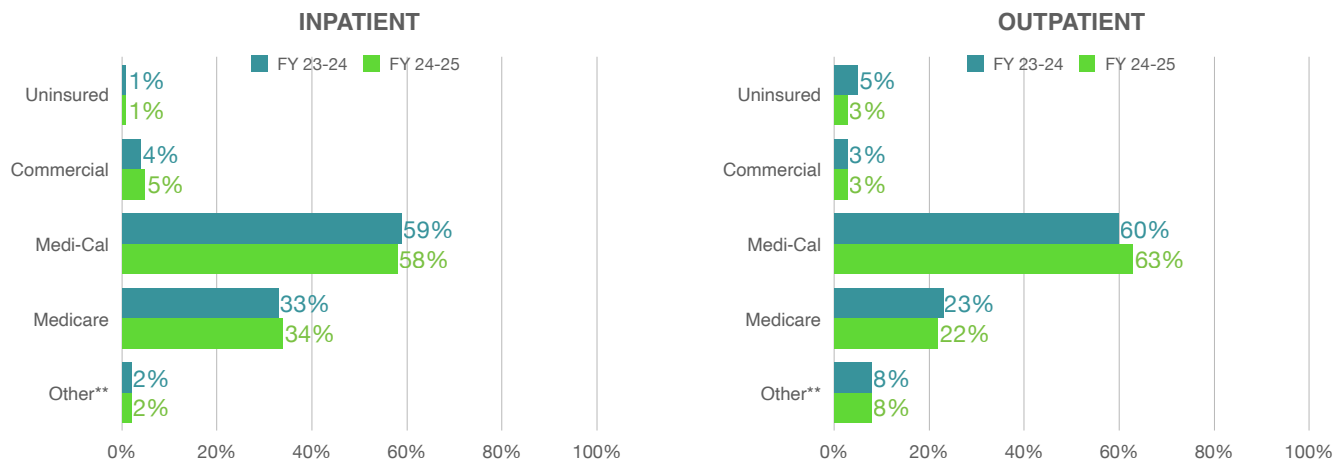
Financials

	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Total Operating Revenue	1,048,688,450	1,117,120,715	1,150,065,916	1,236,711,255	1,397,179,850
Total Operating Expenditure	1,137,390,783	1,024,981,855	1,127,205,193	1,204,037,292	1,288,651,487
General Fund Support (<i>net</i>)	88,702,333	32,170,878	105,105,133	41,734,407	39,461,006*
Salaries & Fringe Benefits	594,837,437	588,873,873	630,380,106	660,724,604	723,482,310

* Net General Fund Support varies each year due to prior year cost report settlements, unanticipated revenues, and year-end intra-departmental transfers. Does not include local funds to the State to draw down matching federal dollars.



Payor Sources



** Healthy Families, Research, Jail, Workers' Comp, Non-Medi-Cal, CHN Capitated plans

A group of approximately 15 healthcare professionals, mostly women, are posing for a photo in a hospital hallway. They are wearing green scrubs and have their ID badges on. In the center, two people are holding a large, light-colored award plaque. The plaque features the ZSFG logo and text. Overlaid on the left side of the image is the text 'Honors and Awards' in a large, white, sans-serif font.

Honors and Awards

ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

NICU of the Year
Zuckerberg San Francisco General

We are proud to celebrate the people and programs at ZSFG whose leadership, innovation, and compassion earned recognition from local and national organizations this year. These honors reflect our collective commitment to health equity, clinical excellence, and public service.

HONORS AND AWARDS



DPH, SFHN & ZSFG Heart Failure Equity Team

2024 Bernard J. Tyson National Award, The Joint Commission & Kaiser Permanente

2024 Quality Leader Award, California Association of Public Hospitals / Health Care Safety Net Institute

A multidisciplinary team at ZSFG earned two prestigious equity awards for innovative heart failure care addressing Black/African American (B/AA) patient outcomes. These honors recognize innovative initiatives, such as integrating AI-driven tools in electronic health records that provide recommendations about medical and social care and establishing an addiction medicine/cardiology co-management clinic that combined primary care, cardiology, social medicine, addiction medicine, and palliative care. Results of this work included eliminating the gap in readmission rates for B/AA patients, reducing readmission rates by 13%, and lowering mortality risk by more than 6%.

ZSFG Emergency Department (ED)

Level 3 Geriatric Emergency Department Accreditation, GEDA

ZSFG's ED earned Level 3 GEDA accreditation, recognizing its commitment to high-quality, age-friendly care for older adults. This accreditation signals to the public that we are "focused on the highest standards of care for our community's older adults." The accreditation process provides more than two dozen best practices for geriatric care and the level of GEDA accreditation achieved depends on how many of these best practices an emergency department can meet.



Dr. Eric Silverman

Emergency Medical Services Agency (EMS) Hospital Provider Award

Dr. Eric Silverman received the EMS Hospital Provider Award from the SF Emergency Medical Services Agency, honoring his outstanding contributions to patient care and EMS leadership. As ZSFG's EMS Base Hospital Medical Director, Dr. Silverman supports prehospital care and trains future clinicians. He called the award "a profound honor," reflecting the shared mission of ED and EMS teams.

Dr. Susan Ehrlich, CEO

San Franciscan of the Year

The *San Francisco Examiner* named Dr. Susan Ehrlich as San Franciscan of the Year in their inaugural awards along with 11 other renowned San Franciscans chosen based on their contributions as leaders and stewards of our community.



Dr. Susan Ehrlich, CEO

Women Hospital CEOs to Know 2025, Becker's Hospital Review



Dr. Susan Ehrlich was recognized by Becker's Hospital Review for her leadership in advancing access, equity, and inclusive healthcare.

The publication shared, she is one of the "inspiring leaders and champions of expanding care access, advancing equity and inclusion, and driving meaningful improvements in how healthcare is delivered," and that her "vision and leadership are shaping a stronger, more inclusive future for healthcare."

Dr. William Huen & Christopher Ross, KPO Leadership

Level 3 Hoshin Kanri (Strategy Deployment) Certification

Dr. William Huen and Christopher Ross achieved advanced certification in Hoshin Kanri, reflecting their leadership in aligning strategic goals with daily operations to improve patient care and performance at ZSFG. The rigorous certification demonstrates their ability to identify key organizational goals, create actionable plans to achieve them, and monitor progress through metrics and regular reviews.

ZSFG's Skilled Nursing Facility

One of 2025's Best Nursing Homes, *U.S. News and World Report*

U.S. News & World Report recognized ZSFG's 30-bed Skilled Nursing Facility (SNF) as one of the "2025 Best Nursing Homes," earning a "High Performing" rating—the highest possible distinction—and a perfect five out of five overall score.

This honor places ZSFG among the top 19% of SNFs nationwide, celebrated for delivering high-quality care to patients recovering from surgery, stroke, heart attack, or other serious health conditions.



ZSFG Labor & Delivery (L&D) Team

Superstar Award & Quality and Sustainability Award, California Maternal Quality Care Collaborative (CMQCC)

L&D was recognized by CMQCC for sustained excellence in maternal care, data engagement, and maintaining low cesarean birth rates aligned with national targets.

The Superstar Award recognizes hospitals with 1,000 to 2,499 births that had high levels of engagement with the Maternal Data Center, an online tool that generates near real-time data and performance metrics on maternity care services for hospital participants.



The Quality & Sustainability Award

assesses cesarean birth rates in low-risk pregnancies, focusing on first-time birthing people. The award recognizes hospitals that met and maintained target rates for three consecutive years (2021-2023) for first time birthing parents who carry a baby to full term.

ZSFG Neonatal Intensive Care Unit (NICU) Team

2025 NICU of the Year, California Breastfeeding Coalition

The NICU received statewide recognition for excellence in equity-focused lactation care. With exclusive breastfeeding rates well above the state average, the team fosters a culture that recognizes lactation as essential to infant health and parent-infant bonding—no matter a family's circumstances.

A deep commitment to clinical excellence, health equity, and compassionate care by the NICU's multidisciplinary team of bedside nurses, lactation consultants, occupational therapists, dietitians, and providers make this success possible.



Gillian Otway, RN, Chief Nursing Officer

One of the Most Influential Women in the Bay Area, SF Business Times

Gillian Otway was named one of the Most Influential Women in the Bay Area by the San Francisco Business Times. Her leadership in nursing, health equity, and advocacy at ZSFG continues to uplift staff and improve care for the communities we serve. Of her leadership style, Gillian says, "Success is measured in trust earned, relationships built, and the positive change created in people's lives and communities. Fulfillment comes from purpose-driven work and being able to uplift those around me."





Highlights

ZSFG continually advances the hospital's mission of providing high-quality, compassionate care to all San Franciscans.

Here are some highlights celebrating the dedication, innovation, and resilience of our teams this year.

HIGHLIGHTS

Grand Reopening of 4A Skilled Nursing Facility – The Redwoods

ZSFG’s 4A Skilled Nursing Facility reopened in April with a new name—The Redwoods—symbolizing strength, healing, and renewal. After months of seismic improvements, the facility welcomed patients and staff back to a refreshed, functional space. With an average stay of 33 days, The Redwoods provides expert post-acute care to more than 300 patients annually. Thanks to cross-team collaboration, the renovation was completed with minimal disruption.

Newcomers Health Program

The Population Health Division’s Newcomers Health Program at ZSFG’s Family Health Center, in partnership with UCSF, supports newly arrived refugees and humanitarian immigrants as they navigate health coverage. Serving San Francisco, San Mateo, and Marin counties, the program provides patients with physical exams, lab work (including TB screening), vaccines, treatment, and referrals to specialists. In the past year, the program served people from 23 countries, including Nicaragua, Ukraine, Guatemala, Honduras, El Salvador, Venezuela, Ethiopia, Mongolia, and Afghanistan. By connecting newcomers to vital medical and social resources, the program supports healthy beginnings in a new country.



Live Music for Inpatient Psychiatry Patients

For more than 30 years, *Bread & Roses Presents* has brought live music to ZSFG’s locked Inpatient Psychiatric Units. Performances, offered twice monthly, are part of a broader program that promotes recovery through meaningful activities and community connection. Listening to live music can uplift mood, provide coping skills, and help process trauma, grief, and anxiety—benefits supported by medical research. After recent performances, one patient shared, “Listening to live music helped me feel much better,” while another was inspired to attend concerts after discharge as a stress management tool. *Bread & Roses* exemplifies how art and community partnerships can profoundly support emotional well-being and recovery in hospital settings.

“Listening to live music helped me feel much better.”

– ZSFG Patient, Inpatient Psychiatry

ZSFG Expands Perioperative Services

To meet growing demand for urgent procedures and surgeries, ZSFG's Perioperative Leadership Team increased anesthesia staffing in October, adding capacity for one more operating room each day. This expansion allows more timely completion of surgical and interventional procedures—reducing delays that can worsen patient outcomes, lengthen hospital stays, increase provider workload, and affect trauma readiness. Tracking metrics such as case volume, on-time starts, room utilization, revenue, and length of stay reductions will measure the program's impact.

Triage Taskforce Puts Patients' Needs First

Facing high patient volumes and boarding, the Emergency Department's Triage Taskforce strategized a new way to reduce the number of patients leaving without being seen by starting care directly in the waiting room and triage areas. Recent accomplishments include increasing seating from 23 to 41 (with wheelchair and other accessibility options), creating a pediatric/family waiting room with books and toys, filling two nurse practitioner vacancies, and installing soundproofing for privacy. On days when the ED is fully staffed, the leave-without-being-seen rate drops to 1.7–2.3%. This interdisciplinary team keeps patients at the center of their work, improving comfort, privacy, and access.



ZSFG Welcomes Global Emergency Response Leaders

In May, ZSFG hosted disaster and emergency management professionals from 22 countries as part of the U.S. Department of State's International Visitor Leadership Program in collaboration with Global Ties U.S. These global leaders visited ZSFG to explore how a local trauma hospital prepares for and responds to community needs during disasters and major crises. The visit included a tour of campus facilities and presentations by ZSFG hospital leadership, Emergency Department staff, and DPH's Public Health Emergency Preparedness and Response team, who showcased how we coordinate across all internal and city departments to prepare for any emergency—earthquakes, fires, pandemics, or mass casualty events.

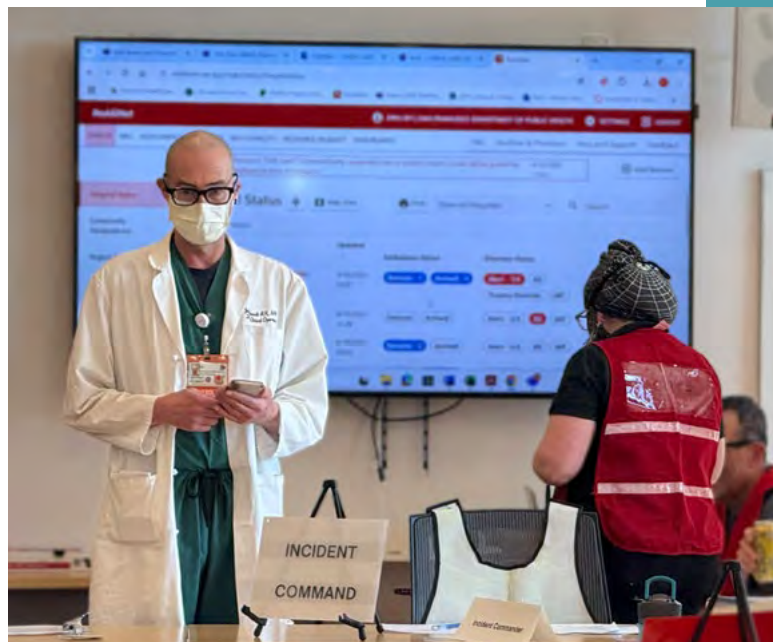


Honeycomb Clinic Celebrates First Anniversary

The Honeycomb Clinic with the Children's Health Center celebrated its first anniversary in January. The clinic increases health care access and addresses social determinants of health for ZSFG's Black/African American patients by pairing Black doctors with Black patients who express interest in receiving culturally concordant care. By reducing barriers to access through transportation assistance and case management for housing and food insecurity, the clinic has achieved impressive outcomes in a short time, including enrolling more patients and reducing number of patients overdue for a visit. This is a great example of the innovative work ZSFG and UCSF do in partnership to advance health equity and transform lives in our community.

Emergency Response and Preparation

In April, ZSFG participated in "SEISMIC SURGE," a large-scale citywide disaster drill led by DPH's Emergency Preparedness Branch. The scenario—a major earthquake—tested how hospitals and first responders coordinate care for disaster victims. ZSFG worked with 10 hospitals, Laguna Honda, DPH, and EMS to assess bed capacity, supplies, and staffing in a simulated emergency. The exercise was a success, highlighting strengths and areas for improvement.



"Dr. McBride was so nice to me. I feel very confident asking her a lot of questions."

– ZSFG Patient, Honeycomb Clinic



San Francisco 49ers Honor Trauma and Emergency Teams

In September, the San Francisco 49ers honored ZSFG during Monday Night Football for the care provided to wide receiver Ricky Pearsall. Dr. Lucy Kornblith, the physician who treated Pearsall for a gunshot wound, received an official 49ers jersey on the field, and the Trauma and ED teams were recognized with a photo tribute. The moment underscored ZSFG's role as a Level 1 Trauma Center serving all of San Francisco and northern San Mateo County. It was a proud night for ZSFG—celebrating both expert emergency and trauma care and a 49er win.



"The doctors and staff were very kind and patient. I couldn't have had a better surgery."

– ZSFG Patient, Anesthesia

Avon Comprehensive Breast Care Center Celebrates 20 Years

In July, the Avon Comprehensive Breast Care Center marked 20 years of delivering compassionate, high-tech breast care to all, regardless of income or immigration status. Staff perform up to 10,000 exams annually and provide imaging, diagnostics, surgery, genetic counseling, and culturally sensitive support. The anniversary event honored staff and long-time patients, with speakers Drs. Mark Wilson, Lori Strachowski, Bonnie Joe, and others. The Center is one of the first all-digital breast centers in the Bay Area and remains a model of inclusive, patient-centered care.



Pilot Program for Patient Transportation Vouchers

In early 2025, the Inclusion Excellence team and the Otolaryngology Clinic launched a pilot transportation voucher program to reduce no-show rates and improve access for patients facing transportation challenges to ensure timely equitable care. Qualifying patients—prioritized from areas underserved by transportation or experiencing homelessness—received taxi vouchers for upcoming Specialty Clinic appointments. By directly addressing these barriers to health care access, this program helped reduce missed visits and delayed care.



Food & Nutrition Services Hosts Seitoku University

In February, ZSFG hosted 73 dietetic students and faculty from Seitoku University in Japan for an educational visit. Led by ZSFG's Registered Dietitians, the group toured the hospital kitchens, NICU, and emergency food storage. They learned about the role of Medical Nutrition Therapy in patient recovery and how the Food and Nutrition Services team supports both daily meals and disaster readiness. The visit provided an inspiring look into nutrition's vital role in health care and was a valuable cross-cultural learning experience for all involved.





Staff Experience & Wellness

Staff are the heart of ZSFG's mission to provide high-quality, compassionate care to all San Franciscans. From town halls to wellness programs, we're committed to creating a workplace where every team member feels valued, heard, and empowered.

STAFF EXPERIENCE & WELLNESS

ZSFG Hosts All-Staff Town Halls

Hundreds of staff attended ZSFG's All-Staff Town Hall at two virtual sessions held in June for day and evening shifts. DPH Director Dan Tsai provided an overview of department priorities, and CEO Dr. Susan Ehrlich shared updates on ZSFG priorities and budget, reaffirming her commitment to staff well-being. Chief Operating Officer Sabrina Robinson addressed parking and transportation, while Chief Medical Officer Dr. Gabriel Ortiz highlighted efforts to improve hospital access and patient flow. Staff engaged in open Q&A with leaders. Town Halls are held quarterly to foster direct communication between leadership and staff.



Transition in Spiritual Care

ZSFG continues to expand its spiritual care services while honoring its decades-long partnership with Sojourn Chaplaincy. This fiscal year, Chaplain John Wolff is leading the effort and ZSFG welcomed two full-time chaplains to the Spiritual Care and Counseling department. Chaplain Dr. Beena Kalelly, PhD, STL is supporting patients with empathy and spiritual guidance across hospital departments and Chaplain Freddie Thomas is serving on the Palliative Care team.

Listening to Staff: Culture of Safety Survey

In December, the Quality Management team issued the Culture of Safety Survey to gather staff feedback on ZSFG's patient safety environment. The results will help identify areas for improvement, benchmark progress, and support a culture of safety across the hospital.



Improving the UCSF Faculty Experience

ZSFG unites two incredible partners—DPH and UCSF—in the shared mission of serving vulnerable San Franciscans. Under a broad agreement, all ZSFG physicians are UCSF faculty members, and ZSFG provides educational opportunities for hundreds of medical students, residents, and fellows each day. To ensure the well-being and satisfaction of their faculty at ZSFG, UCSF collects feedback on their workplace environment. This year's survey revealed a generally positive outlook. Faculty burnout declined from 47% to 39%, remaining below national and UCSF Health averages. Faculty cite ZSFG's mission-driven culture and community focus as reasons they stay. In response to staffing concerns, DPH Human Resources Department has reduced vacancy rates, including the addition of dozens of new nursing positions. UCSF leadership will follow up with faculty on results and next steps to ensure continued progress and engagement.

Crisis Prevention Training Relaunch

The crisis prevention training program has been part of ZSFG for over a decade as part of ZSFG's broader efforts to improve staff and patient safety. In the past year, the Staff and Patient Care Experience team relaunched the program to make it more impactful, measurable, and better aligned with staff needs.

Now called the Mindset, Verbal De-escalation & Prevention training program, the updated training focuses on high-need areas such as the Emergency Department, Urgent Care Clinic, Behavioral Health Center, Psychiatric Emergency Services, and Medical-Surgical units. Key improvement goals include tracking the percentage of staff trained in these priority departments year over year, improving documentation of training progress, and evaluating outcomes more effectively.

The relaunch also aims to centralize and strengthen the training process by offering support to trainers and tailoring instruction to the unique needs of each team or unit.





Supporting Wellness on Campus

The ZSFG Wellness Center continues to be a valued space for staff to relax, recharge, and connect five days a week. Popular programs like pet therapy and massage therapy remain in high demand, helping staff stay grounded and well.

Gratitude Month

The Wellness Center programmed a wealth of events to express ZSFG's heartfelt gratitude for the amazing staff during November's Gratitude Month. Featured events included a pampering Spa Day, furry cuddles on Pet Therapy Day, Sweet Treat Monday, and a live music performance. The mezzanine featured a Recognition Gallery Walk and the Wellness Center staff provided Thank You cards for managers to send to their direct report staff.

Holiday Festivities at ZSFG

ZSFG capped off the year in reflection and celebration. The Staff and Patient Care Experience team and UCSF's Dean's Office organized a Toy Drive where donations were shared with the Pediatric patients and with the community through the Jewish Family and Children's Services Gift Drive, Toys for Tots, and the SFFD Toy Program. Staff also enjoyed participating in the annual Gingerbread decorating contest.



A photograph of three nurses in an operating room. They are wearing green scrubs, blue bouffant caps, and white face masks. One nurse in the center is wearing blue gloves and is focused on a patient lying on a table. Another nurse on the left is adjusting equipment, and a third on the right is looking at a device. The room is filled with medical equipment, including monitors and IV stands. The word "Nursing" is overlaid in large white letters.

Nursing

ZSFG continues to invest in our nurses and excellence through hiring, promotions, and professional education. From recruitment events to an inaugural nursing research symposium, ZSFG demonstrated its commitment to supporting nurses at every stage of their careers.

NURSING



ZSFG and DPH HR partner to Host Successful Nurse Hiring Event

ZSFG and the DPH Human Resources Team welcomed more than 40 nurse candidates to a special hiring event and open house in September. Attendees met with hospital leaders including CEO Dr. Susan Ehrlich and Chief Nursing Officer Gillian Otway, along with nursing and department staff across ZSFG. In partnership with DPH Human Resources, the team shared an overview of ZSFG's mission, values, and role as the City's only Level 1 Trauma Center.

Candidates toured key areas of the hospital—including the Emergency Department, Medical-Surgical, Critical Care, Psychiatry, Maternal Child Health, perioperative services, and specialty clinics—getting an inside look at ZSFG's dynamic clinical environment.

Addiction Care Symposium Advances Nurse Education on Substance Use

More than 200 ZSFG and DPH staff gathered in December for the Second Annual Addiction Care Symposium, cohosted by the San Francisco General Hospital Foundation, the Addiction Care Team (ACT), and DPH. The daylong event focused on equipping nurses and other providers with tools to better understand and treat substance use disorders.

Sessions covered evidence-based care for opioid and stimulant use disorders, effective patient communication, alcohol withdrawal, and the ACT Nurse Liaison Program.

The symposium offered six hours of continuing education credits and strengthened staff capacity to provide compassionate, informed care to people affected by substance use.

Registered Nurse Promotions

Angelica Uribe, RN

Medical-Surgical
Promoted from PCA

Gabriela Guardado Ramirez, RN

Medical-Surgical
Promoted from LVN

Bich Thao Dao, RN

Medical-Surgical
Promoted from LVN

David Osborne, RN

Medical-Surgical
Promoted from LVN

Jason Dela Rosa, RN

Medical-Surgical
Promoted from LVN

Zelynn Tirona, RN

Medical-Surgical
Promoted from LVN

Grace Garcia, RN

Medical-Surgical
Promoted from Health Care Billing Clerk

Will Carpenter, NP

Medical-Surgical
Promoted from RN

Connie Yee, NP

Neurosurgery
Promoted from RN

ZSFG Celebrates Nurses Week

In May, ZSFG honored its incredible nursing staff during Nurses Week under the inspiring theme, “The Power of Nurses to Transform Health.” Throughout the week, leaders and colleagues recognized the essential role nurses play in delivering compassionate, expert care—whether coordinating complex treatments, advocating for timely interventions, or offering comfort and support at a patient’s bedside.

ZSFG capped off the week with a joyful appreciation ceremony honoring DAISY, BEE, Friends of Nurses, and Ambulatory Care Award recipients, whose work uplifts ZSFG’s mission. Congratulations to the awardees:

DAISY Awards:

Brent Abel, Cristina Abella, Robert Alvernaz, Gabriella Bridges, Giovanni Palasigui, and Vannie Phan

BEE Awards:

Dorothy Carson, Chloe Yang, Indah Chan, Henry Viray, MJ Haney, Nhi Chau, Elina Durnell, Keith Turk, Brenda Gotera, Wutyi Hlaing, Yohannes Beyenne

Friends of Nurses Award:

Danyelle Diggs

O’Connell Society Award:

Rachel Perry Limon



ZSFG Welcomes Nurse Educators from Switzerland

ZSFG hosted a delegation of nurse educators from Switzerland representing hospitals, government agencies, and nursing schools. During their visit, the group met with CNO Gillian Otway and ZSFG nursing leaders to exchange ideas on innovation, collaboration, and the evolving role of nursing in healthcare systems around the world.

One highlight was a visit to the Equity and Innovation grant-funded sensory room, where Psychiatric Occupational Therapists demonstrated how patients use therapeutic tools to identify and process their emotions. The visit fostered meaningful dialogue and cross-cultural learning, strengthening ZSFG’s global connections and shared commitment to patient-centered care.



Nurses Week Research Symposium

A major highlight was ZSFG's **Inaugural Nurses Week Research Symposium**—a full day dedicated to showcasing the innovative, evidence-based work led by our nurses. Presentations explored advancements in patient care, quality improvement, health equity, and cutting-edge nursing practices. The event also offered valuable opportunities for professional networking and collaboration, inspiring even more nurses to get involved in research that drives meaningful change in health care. Congratulations to the awardees who were honored at the event:

Catalyst Award Recipient:

Dr. Monica R. McLemore

Best podium presentations:

Postpartum Hemorrhage

Mavourneen Hoover, MSN, RNC

A Multi-Pronged Approach to Improving Access in Specialty Care

Alonn Ilan, RN; Merjo Roca, RN, Specialty Care Nursing Director; Ann Caltagirone, RN, Nurse Manager 3M/3D Specialty Clinics; Marisella Carranza, RN, Nurse Manager 5M/6G Specialty Clinics; Vanessa Almaguer, RN, Nurse Educator Specialty Care



Best Poster

Exploring the Barriers: Key Factors Influencing Patient Safety Incident Reporting

Adrian Smith, Emma Uwodukunda, Christian Alarcon, Amber Johnson, Bonny Lee, Mary Lee, Tess Marstaller Solty, Denise Nucum, Chief Quality Officer Adrian Smith

"This event was truly a celebration of knowledge, innovation, and the extraordinary impact of our amazing nurses..."

- Dr. Susan Ehrlich, ZSFG CEO





Surveys

ZSFG's multidisciplinary teams excelled during survey visits in fiscal year 24-25, showcasing their strong commitment to delivering excellent patient-centered care. The Regulatory Affairs team provided critical guidance and support, ensuring that departments across the hospital were well-prepared and confident. These efforts reflect the dedication and collaboration that define ZSFG.

SURVEYS

“The Redwoods” 4A Skilled Nursing Facility (SNF)

Centers for Medicare and Medicaid Services (CMS) and California Department of Public Health (CDPH)

The Redwoods 4A SNF Annual Recertification

The Redwoods 4A SNF hosted a five-day CMS/CDPH Recertification Survey involving a large team of surveyors and an extensive review process in July 2024. Staff demonstrated professionalism, leadership, and responsiveness throughout the visit, which included incident investigations and facility-wide assessments. The success of this survey was due to the quality care provided by the interdisciplinary teams in 4A.

Fire Life Safety (FLS) Recertification Survey

In July, CMS/CDPH conducted a FLS Survey at the SNF. The one-day review included facility tours, staff interviews, and safety documentation. Staff promptly addressed a few minor findings. Thanks to the Facilities, Capital Projects, and SNF teams for their outstanding collaboration and support.

Life Safety Code (LSC) Validation Survey

In September, one CMS FLS surveyor validated the evaluation conducted by CDPH FLS in July during the 4A SNF annual FLS survey. This validation survey was rapid and smooth with no additional findings.



Opiate Treatment Outpatient Program (OTOP) and Office-Based Opiate Treatment Program (OBOT)

Department of Health Care Services (DHCS) Relicensing Survey

In August, DHCS completed a weeklong annual survey of OTOP and OBOT. The surveyor was impressed, noting the quality care the staff provided for clients was truly heart-warming. With a statewide initiative to expand mobile opiate treatment units, the surveyor planned to share the best practices observed during this survey statewide.

“Staff was wonderful. I liked talking to them and I have no complaints. They’re good at their jobs and work really hard. I liked the activity coordinators. My days went really fast!”

- ZSFG patient, 4A The Redwoods

Ward 93 OTOP Clinic

Commission on Accreditation of Rehabilitation Facilities (CARF) Reaccreditation Survey

In October, two CARF surveyors conducted a three-day survey at the Ward 93 OTOP Clinic. The surveyors described care delivered by the staff at the OTOP clinic as “life-changing” and praised the “welcoming, supportive environment” they created for patients. More than 1,000 accreditation standards were reviewed and only two non-patient care-related recommendations were noted; this confirmed the excellent care this team provided.



Behavioral Health Center (BHC) Residential Care Facility for the Elderly (RCFE)

Department of Social Services Community Care Licensing (DSS CCL) Annual Relicensing Survey

In mid-September 2024, two DSS CCL surveyors conducted the annual relicensing survey at the RCFE, and no findings were identified. The RCFE, a 59-bed facility, provides stable housing and care supervision for San Francisco residents with severe mental illnesses. The RCFE, a 59-bed facility that provides board and care services for elderly patients with serious mental illness. The RCFE and support teams demonstrated their unwavering commitment to exceptional care provided every day.

Avon Comprehensive Breast Care Center and Mammovan

CDPH Radiological Health Branch and Federal Food and Drug Administration (FDA) Annual Inspection

In October, the Avon Comprehensive Breast Care Center celebrated passing the annual inspection, jointly conducted by CDPH Radiological Health Branch and the FDA under the Mammography Quality Standards Act.

Behavioral Health Center Adult Residential Facility (ARF)

Department of Social Services (DSS) Annual Relicensing Survey

In February, a DSS surveyor conducted a one-day annual relicensing survey at the ARF, and no deficiencies were found. The ARF is a 41-bed facility offering placement, care, and supervision for seriously mentally ill adults. RCFE services and programs empower residents to gain vital life skills, fostering greater independence and self-determination in their daily lives.

Advanced Primary Stroke Program

The Joint Commission Biennial Recertification

In April, the Joint Commission evaluated the Advanced Primary Stroke Program over two days. During the survey, the Neurosciences team guided the surveyor through several areas, including the Emergency Department, Critical Care Unit, Imaging/Interventional Radiology, and Medical-Surgical Units. Documentation was thoroughly reviewed, staff interviews were conducted and the program was successfully recertified for two years.

Family Birth Center (FBC)

Newborn Screening Program Site Visit

FBC hosted Stanford's Newborn Screening team in June for a review of hospital practices and compliance with state regulations. Participating departments included the NICU, Labor and Delivery, and Health Information Management. The visit featured a presentation and walkthrough of screening procedures from collection to send-out.



BHC Mental Health Rehabilitation Center (MHRC)

DHCS Annual Audit

DHCS conducted an unannounced annual survey for a four-day site visit with three surveyors at the MHRC in mid-June. The surveyors recognized the compassionate

and high-quality care provided by the interprofessional teams at the MHRC, a locked psychiatric facility serving adults 18 years of age and older who have severe mental illness and may also have co-occurring substance-related disorders. This annual audit confirmed that the interdisciplinary MHRC team and supporting departments continue to comply with state regulations and standards.

"The staff and doctors were so kind and respectful. They used my correct pronouns and made sure I understood everything that was happening and going to happen. Also, love the warm blankets they provide, LOL! Thanks y'all for doing what you do."

– ZSFG Patient, Obstetrics and Gynecology



True North Strategies

True North is ZSFG's unwavering commitment to our mission, vision, values, strategies and metrics that represent our efforts to become the health care organization of choice for patients and staff. Every year, the Executive Leadership Team looks to the True North Scorecard to drive improvements.

TRUE NORTH STRATEGIES

Overview

To ensure ZSFG achieves our True North strategic goals, the team uses performance improvement principles and tools like A3-Thinking, Plan-Do-Study-Act Cycles, and the Daily Management System. At the base of this triangle are our True North Pillars: Equity, Safety, Quality, Care Experience, Developing Our People, and Financial Stewardship—as well as the system we use to guide improvement work, the ZSFG Way.

In fiscal year 24-25, our Kaizen Promotion Office (KPO) facilitated a series of strategic planning sessions with the ZSFG Executive Team to reflect on our past year's performance and identify opportunity to further improve current strategies.

These strategic planning sessions resulted in a greater focus on patient length of stay to address the main barriers to patient flow, aligning with SFHN and DPH priorities on patient safety and overdose prevention, and expansion of our revenue cycle strategy.



These strategic planning sessions resulted in the ZSFG Executive Team establishing annual performance metrics and accompanying strategic plan with executive owners and defined operational teams.

ZSFG remains committed to achieving our strategic goals in order to better serve our staff and patients. The following strategies represent ZSFG's initiatives for improvement over fiscal year 24-25.

TRUE NORTH PILLAR	Quality	Safety, Care Experience	Safety, Developing Our People	Financial Stewardship
	Equity	Equity	Equity	Equity
TRUE NORTH STRATEGIC INITIATIVE	HARMONIZING AND SYNERGIZING ACCESS AND FLOW ACROSS THE ZSFG CAMPUS	ACHIEVING SAFE & EQUITABLE PATIENT CARE	ACHIEVING SAFE & EQUITABLE STAFF EXPERIENCE	REVENUE CYCLE OPTIMIZATION
STRATEGIC INITIATIVE METRIC	- Adult Hospitalized Inpatient Length of Stay - Boarding – Medical Patients (ED, PACU, ICU) - Boarding – PES Patients - Psychiatry – Percent Acute Patients	- Sepsis Bundle Compliance - Falls with Moderate and Major Injury	Physical assaults with injury	- Account Receivable Days - Percent Realized Revenue - Hospital Billing Denial Rates

TRUE NORTH STRATEGIES

Equity

At ZSFG, we believe everyone should have a fair and just opportunity to be as healthy as possible. Equity is different from equality: People with the greatest needs and fewest resources require more support to equalize opportunities and health outcomes.

Our goals are to address ongoing concerns about health disparities for San Francisco's populations of color and create an inclusive environment where all members of our community feel valued.

ZSFG continued its journey to becoming an anti-racist, equitable, and inclusive organization by focusing on three strategic areas:



During fiscal year 24-25, the Department of Inclusive Excellence (formerly DEI) and its partners accomplished the following to advance health equity, foster belonging, and support departments across ZSFG in embedding equity into daily practice:

Patient & Community Engagement:

- ♦ Developing future health equity champions by partnering with Black 2 San Francisco to place students from Historically Black Colleges and Universities (HBCUs) at ZSFG for a six-week paid internship to gain hands-on experience across clinical and administrative areas.
- ♦ Partnered with Ambulatory Care to launch a pilot transportation program aimed at supporting patients who face transportation challenges. This initiative was designed to provide non-emergent

transportation options for eligible patients to improve appointment adherence and reduce no show rates.

- ♦ Introduced a MyChart enrollment initiative in partnership with Specialty Clinics whereby staff and trained volunteers provide at-the-elbow support for patients introduced to the application. The goal of this program is to assist patients with activating their MyChart accounts, thereby providing them with direct access to their health information, enhancing their ability to manage their health effectively.
- ♦ Collaborated with clinicians, Care Experience, and Department of Education and Training to produce an informational flyer to provide step-by-step instructions for patients seeking to independently enroll in MyChart. This flyer will be distributed throughout the San Francisco Health Network.
- ♦ In February 2025, launched free notary services for patients referred by Care Coordination to complete critical health-related legal documents, such as Advanced Health Care Directives and Powers of Attorney.



TRUE NORTH STRATEGIES

Equity

Supervisor/Team Support

Provided resources to support supervisors/teams in creating inclusive and equitable workplace cultures by:

- ♦ Coordinating staff event for Latine/x Month, and creating mezzanine displays for Latine/x, Native American, Black History, and Asian American & Pacific Islander months
- ♦ Integrating equity framework into ZSFG's workplace prevention training (Crisis Prevention Institute)
- ♦ Delivering 13 Relationship-Centered Communication for Equity (RCC-ET) workshops, engaging 84 staff in reducing bias and strengthening inclusive teamwork.

Equity Leadership:

Strengthened equity leadership training for ZSFG workforce by:

- ♦ Supporting Equity Leaders Departmental Committees with guidance and technical assistance.
- ♦ Hosting the Second Annual Equity Awards in June 2025. These awards recognize and build individuals and teams advancing equity across ZSFG and building on the success of the inaugural event in 2024.
- ♦ Sustaining the Equity Champions Program as a peer-support and leadership development cohort.
- ♦ Supporting continuous learning through BAAHI Equity Learning Series and Equity in Focus learning series.

Communication & Staff Engagement:

Increased external & internal online communication regarding ZSFG equity efforts by:

- ♦ Publishing and distributing ZSFG's first Equity Report for fiscal year 24-25, highlighting key accomplishments and opportunities in advancing equity across the hospital campus.
- ♦ Hosting ZSFG's first Employee Equity Town Hall to share staff equity survey findings, strategies, and opportunities for engagement.
- ♦ Publishing quarterly Inclusive Excellence newsletters to keep staff informed of initiatives and progress.
- ♦ Maintaining transparency through updates to the Inclusive Excellence website with goals, resources, and progress reports.



TRUE NORTH STRATEGIES

Equity

Equity-Driven Performance Improvement

Embedded Equity throughout ZSFG True North by:

- ♦ Supporting departments and clinical leaders to proactively identify and address disparities.
 - Over the last fiscal year, 90% of departments have stratified their department specific improvement metrics by Race, Ethnicity, Age, or Language (REAL)
 - Achieved target of percent of departments with active equity drivers in their annual Performance Improvement/Patient Safety reports by providing technical assistance for departments to identify and address disparities. (Fiscal Year 24-25 actual 74%; target >65%)
 - Embedding Equity throughout strategic goals by stratifying ZSFG Strategic Annual targets and long-term outcomes by REAL.



SELECTED METRIC	BASELINE (FY 23-24)	TARGET (FY 24-25)	ACTUAL (FY 24-25)
% OF DEPARTMENTS WITH ACTIVE IMPROVEMENT INITIATIVES AROUND EQUITY AND REDUCING DISPARITIES	78%	65%	74%

TRUE NORTH STRATEGIES

Quality

Harmonizing and Synergizing Access and Flow Across the ZSFG Campus

Healthcare quality spans several domains: effectiveness, efficiency, equity, patient centeredness, safety, and timeliness. In fiscal year 24-25, ZSFG directed its quality improvement efforts toward operational readiness, with a particular focus on improving patient flow and access to care. In partnership with DPH and SFHN, ZSFG identified key flow and access metrics that support ZSFG's flows challenges but also align and support patient access across the entire care continuum network.

This strategic initiative sets forth a plan to ensure that the "Right Care" is delivered in the "Right Place," and to ensure that length of stay is clinically appropriate. The key performance measures of the strategy include:

Right Care, Right Place

- ♦ Reduce the number of physical health patients boarding in the wrong place. This includes waiting for a hospital bed in the Emergency Department, Intensive Care Units (ICU), and Post-Anesthesia Care Unit (PACU).
- ♦ Reduce the amount of time behavioral health patients spend boarding in Psychiatric Emergency waiting for an inpatient psychiatry bed.

Clinically Appropriate Length of Stay

- ♦ Reduce the overall time a physical health patient spends in the hospital to what is clinically appropriate
- ♦ Increase the percentage of acute behavioral health patients in Inpatient Psychiatry



Over the last fiscal year, ZSFG implemented the following countermeasures to improve flow and access on campus:

- ♦ Created a dedicated lower level of care team that consists of a social worker, nurse, and physician, to round daily on Lower Level of Care patients and help with complex discharges.
- ♦ Established a process for the Department of Care Coordination to identify early discharges and provide support to inpatient teams to help with discharges.
- ♦ Filled Registered Nurse and Nurse Practitioner vacancies in Emergency Department (ED) to support triage and reduce waiting times to see a provider.
- ♦ Piloted and funded a program to fast-track discharges for skin soft tissue infections by prescribing antibiotics (Dalbavancin) in the ED, reserving hospital bed capacity for patients who have no other alternatives to care.
- ♦ Opened an additional Operating Room dedicated to performing inpatient surgeries and secured funds to support the opening of a tenth Operating Room to create more access for our community.

TRUE NORTH STRATEGIES

Quality

- ♦ Re-opened ZSFG's 4A Skilled Nursing Facility and now has Laguna Honda Skilled Nursing Facility as a placement option for lower level of care patients.
- ♦ Partnered with Residential Systems of Care teams to identify community dispositions for patients ready to be discharged from our acute psychiatric care areas.
- ♦ Directed ambulance admissions to Psychiatric Emergency Services (PES), resulting in improved flow through Psychiatry and the ED.
- ♦ Worked on reducing referrals for patients who are out-of-network to preserve limited access to patients with no other care options, while standing up workflows to assist patients making appointments in their home care networks.
- ♦ Partnered with modified-duty nursing staff to assist our Patient Access team in making appointments and decreasing work queues so that patients are scheduled for appointments in a timely manner.

SELECTED METRICS	BASELINE (FY 23-24)	TARGET (FY 24-25)	ACTUAL (FY 24-25)
ADULT HOSPITALIZED – INPATIENT LENGTH OF STAY (DAYS)	5.8	5.0	6
BOARDING – PHYSICAL HEALTH NUMBER OF PATIENTS (ED, PACU, ICU)	39	15	35
BOARDING HOURS BY PES PATIENTS	72.2	57.8	57.1
PSYCHIATRY – % ACUTE PATIENT DAYS	16.5%	19.8%	21.8%

The next steps for this strategy are to ensure the consistent tracking of the above indicators across operational areas, and targeted problem solving to address those off-target, including the development of plans to communicate progress to front line staff.



TRUE NORTH STRATEGIES

Safety, Care Experience

Achieving Safe & Equitable Patient Care

As healthcare providers, it is our responsibility to provide safe, high-quality care to the patients we serve. ZSFG leadership prioritized workplace safety through prior strategic planning cycles and saw significant reductions in harm events. While the Covid-19 pandemic resulted in an increase in harm events here and nationally, ZSFG leadership reviewed and strengthened our focus. Through our strategic planning process and by studying data associated with the chosen metrics, we made updates to the Harm Dashboard. To enable change to happen and be operationalized, teams from leadership and staff doing the work came together to create and reinvigorate Harm Taskforces for the key performance indicators. In 2023, DPH implemented a new, electronic incident-reporting software, called SAFE. The user-friendly nature and sophistication of the new system has yielded a much higher volume of reports from staff and consequently provided more data to study.

To reduce patient harm, the team targeted three metrics for improvement. These harm events are being tracked through the monthly patient safety dashboard, Patient Safety and Performance Improvement Committee reports, the Daily Management System, root cause analysis, and condition-specific task forces.

Over the past fiscal year, the patient safety team found success in the following efforts:

- ♦ Engaging the Patient Safety team to review disparities in harm events through data analysis.
- ♦ Launching unit-based leadership teams for high-risk areas to monitor and analyze harm data on a regular cadence, piloting small tests measuring change for falls, HAPI (hospital acquired pressure injury), preoperative bathing, and other patient safety projects.
- ♦ Partnering with the Citywide initiatives to target patients with opioid use disorder at ZSFG, focused on safe prescribing of medications for opioid use disorder on discharge from the ED, PES, and Inpatient areas. Definition of baseline and monthly Key Performance Indicators will be finalized at beginning of fiscal year 25-26 after significant collaboration with the Citywide STAR (Stabilization Treatment and Recovery) Initiative.
- ♦ Forming a Harm Taskforce to assess and plan improvements in the documentation of Sepsis in the electronic health record to improve care for this high-risk group of patients.

SELECTED METRICS	BASELINE (FY 23-24)	TARGET (FY 24-25)	ACTUAL (FY 24-25)
SEPSIS BUNDLE COMPLIANCE	40%	59%	38%
FALLS WITH MODERATE AND MAJOR INJURY	0.10	0.07	0.08

Moving forward, the team will continue to support clinical departments in implementing countermeasures, while also determining what other patient harm events should be the next area of focus.

TRUE NORTH STRATEGIES

Safety, Developing Our People

Achieving Safe & Equitable Staff Experience

Workplace violence continues to be a serious challenge for hospitals nationwide. Across the country, healthcare workers face nearly four times the risk of workplace violence than workers in most other industries. Protecting the safety and security of our staff, patients and visitors remains one of ZSFG's highest priorities.

To advance this commitment, ZSFG has launched a comprehensive, organization-wide strategic plan aimed at fostering a safer and more secure environment. This strategy emphasizes creating an environment where staff feel safe and equipped with the tools to provide care to patients with compassion and respect.

To support our staff's safety, this strategic plan has focused on implementing the following:

- ♦ Department of Education and Training revamped ZSFG's de-escalation training and rolled it out across hospital staff.
- ♦ Started implementation of the campus security assessment including installing weapons detection systems in Buildings 5 and 25 to secure the building, placing new badge readers to access Building 25, and updating line of sight for security cameras.
- ♦ Evaluating Violence Prevention Screening Tools to assess patient level of agitation more easily and accurately to use de-escalation techniques more proactively.
- ♦ Assault Governance Task Force to review all physical assaults with an equity lens and advise on improvements to response and prevention of these incidents in focused areas of the organization.
- ♦ Partnering with national health improvement organizations and safety net hospitals to learn and share best practices.



SELECTED METRIC	BASELINE (FY 23-24)	TARGET (FY 24-25)	ACTUAL (FY 24-25)
REDUCE THE # OF PHYSICAL ASSAULTS THAT LEAD TO INJURY ACROSS 5 HIGH RISK AREAS	Average of 7 assaults with injury per month, across all areas	On average, less than 4 assaults per month with injury, across all areas	Average of 6 assaults with injury, per month, across all areas

TRUE NORTH STRATEGIES

Financial Stewardship

Revenue Cycle Optimization

In 2024, given the City and County of San Francisco forecasted budget shortfall, we recognized the need to evolve and broaden the focus of our revenue strategy. To overcome ZSFG clinical and financial workflows that result in denied claims and lost revenue, we implemented the following countermeasures:

- ♦ Established a Revenue Cycle Optimization Strategic Team with executives and operational leaders from Patient Financial Services, Health Information Management/Clinical Documentation Integrity, and the Department of Care Coordination.
- ♦ Adopted new Key Performance Indicators related to revenue capture and claims processing efficiency.
- ♦ Established three key taskforces focused on Denials, Health Information Management, and Front-End Revenue Process Efficiency.
- ♦ Developed data dashboards to visualize and track progress, and to inform improvement efforts.
- ♦ Enhanced medical record completion rates and note closures by partnering with the Chief of Staff to ensure timely provider responses to facilitate billing.



With the above countermeasures underway, the team has demonstrated improvement on numerous strategic and operational metrics.

SELECTED METRICS	BASELINE (FY 23-24)	TARGET (FY 24-25)	ACTUAL (FY 24-25)
ACCOUNT RECEIVABLE DAYS	61	59	58
% REALIZED REVENUE	13.50%	14.25%	14%
HOSPITAL BILLING DENIAL RATE	16.4%	15.6%	15.8%



Building Our Future

ZSFG is building the future of care. We are also advancing our seismic safety upgrades and launching several projects that will expand services, create a more welcoming environment, and give our world-class staff the tools they need to deliver the patient-centered care they are known for.

BUILDING OUR FUTURE

ZSFG Receives Funding for Critical Capital Upgrades

With the passage of Proposition B in November 2024, DPH will receive more than \$200 million to strengthen healthcare infrastructure—including seismic upgrades, modern mechanical and IT systems, and climate-resilient infrastructure such as a new chiller and cooling tower at ZSFG. Prop B will also fund a full seismic retrofit of Building 3, a six-story building that will provide working space for about 300 staff and will continue to house the hospital’s Anatomic Pathology Lab. Additionally, funding will expand ZSFG’s Psychiatric Emergency Services, enabling the hospital to serve patients in a more therapeutic, patient-centered, and coordinated setting.



Clinical Lab

The Capital Projects Team completed the Clinical Lab Track Replacement Project in May. This tremendous undertaking included the installation of a modern robotic clinical lab track that can now process more diagnostic tests, helping to meet increasing patient demand.

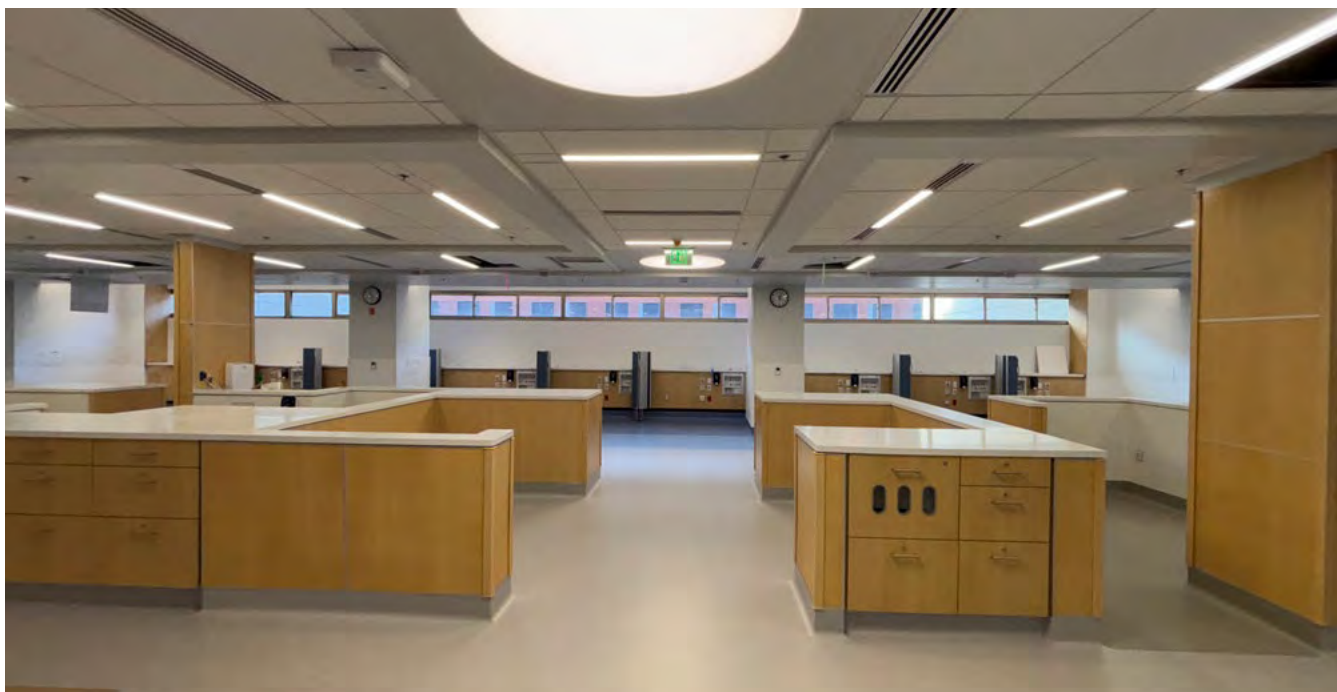
The newly renovated space includes a new floorplan with fresh flooring, lighting, walls, cabinets, staff break room, plumbing, electricity, and increased cooling capacity to support the robotic track machine and provide ample workspace for staff.

Completing the project is a proud accomplishment for all involved, delivering both a refreshed workspace for lab staff as well as upgrades to critical equipment.

Urology

The Capital Projects Team completed the construction of the new Urology Clinic in Building 5 in June. The renovated space includes a new clinic space for cystoscopy and ADA-compliant bathrooms. With the reopening of the clinic, providers have their own space for procedures and outpatient care, freeing up Building 25’s Operating Room that has been used for this service during construction.





Dialysis Relocation Project

This new and modern facility for dialysis patients is on track to be substantially complete by the end of 2025. Walls, flooring, and cabinetry have been added to the underpinnings of plumbing, electrical, and cooling systems, making way for new and improved dialysis machines that will increase the capacity to treat patients.



Psychiatric Emergency Services (PES) Expansion

Construction is underway on a new 8,000-square-foot Psychiatric Emergency Services (PES) unit in Building 5, designed to bring in much-needed daylight for patients and expand the size of the unit for better patient care. Now more than 40% complete in just one year, the project is moving forward at a fast pace.

This work builds on six years of collaboration between the Capital Planning team and PES to address long-standing space challenges affecting patient care. Together, they set priorities around safety, security, compliance, workflow, space needs, and overall quality of care.



Public Health Lab Relocation

The new Public Health Lab in Building 5 is three-quarters complete. Once open, the new 11,700 square-foot facility will replace the lab located in the Civic Center. The lab performs infectious disease tests to protect the health of San Franciscans and beyond. Over the last year, the team installed all heating/cooling, plumbing, and electrical systems and much of the flooring and walls are now in place.



Chiller and Cooling Tower Project + IT Infrastructure

A key goal of the Capital Projects team is to increase the cooling efficiency of Building 5 to support newly opened clinics with modern equipment along with future installation of IT rooms that require cool air for maintaining operation of servers and other equipment. Over the last year, Capital Projects made significant progress, working closely with contractors and Facilities Services to remove old chillers from the service building and excavate the area behind the service building all in preparation to install new cooling towers and chillers that will feed cool air to Building 5.

Seismic Renovation of Building 5

With 72% of the work across 211 locations complete, the Seismic Renovation of Building 5 made steady progress this past fiscal year. The team completed key tasks including concrete pours to reinforce structural columns, saw-cutting of exterior sunshades, and installation of new windows.

In order to prepare for the most challenging phase of seismic upgrades, involving installation of a flexible seismic joint between the M-Wing and the rest of Building 5, many clinics moved out of the M-Wing into temporary spaces. Thanks to the close coordination between Facilities Services, the Capital Projects team, and clinic staff, these impacted clinics were successfully and efficiently relocated. This collaboration helped minimize disruption to patient care while allowing this critical seismic work to move forward.

IT Infrastructure

The project will provide new chilled water resources for Building 5. The new chillers will service the Clinical Lab space in 2M as well as the IDF room at Level 3 Rehab. Future plans include a connection to the new Public Health Lab.





UCSF at ZSFG

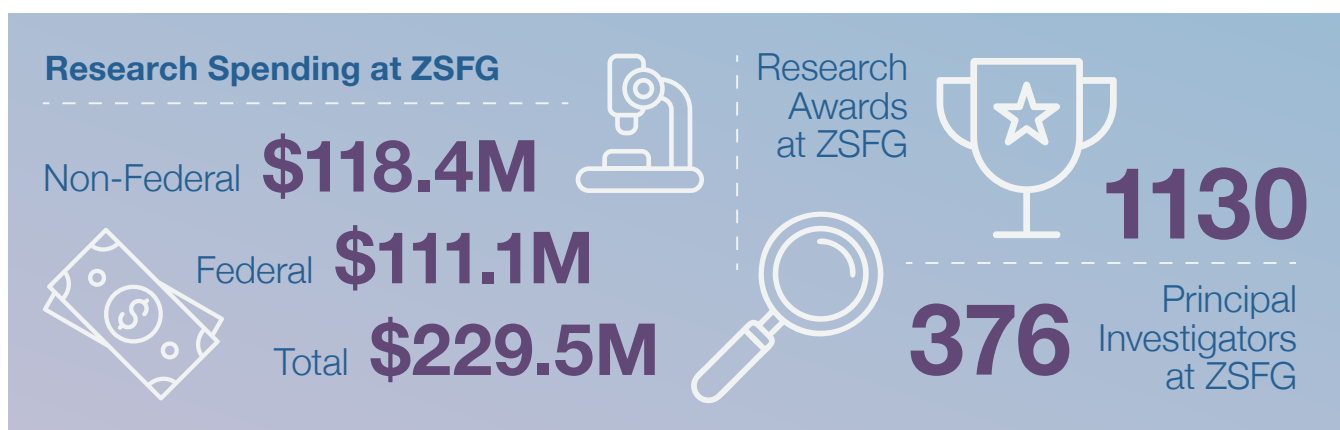
*Through the unique affiliation with ZSFG,
UCSF physicians and scientists provide top-
notch medical care and cutting-edge research
available to all San Franciscans.*

UCSF AT ZSFG

Research Highlights

The ZSFG Department of Medicine (DOM) research community continues to grow and make impactful contributions to science from basic discovery to clinical trials to treatment that address issues important to vulnerable populations locally and across the globe.

As a leading research university, UCSF is consistently one of the top recipients of National Institutes of Health funding. On the ZSFG campus, there are 376 UCSF principal investigators who work on 1,130 funded awards that totaled nearly \$230 million in 2024. The following projects highlight the impactful work undertaken by UCSF researchers over the last year.



Highlighting research in the Division of Surgery

Over the past year, the Division of Surgery at ZSFG has advanced its mission of improving outcomes for trauma and critically ill patients through impactful research, collaboration, and innovation. The Division produced more than 90 peer-reviewed publications, reflecting its growing national and international influence in surgical science. Research efforts have spanned from optimizing trauma resuscitation and advancing the understanding of trauma-induced coagulopathy (improper blood clotting) to improving the management of shock due to blood loss, sepsis, and organ failure, while also informing national trauma guidelines and advancing and adapting a national trauma-informed care curriculum.

Investigators have led equity focused initiatives to improve access to surgical and post-injury care for underserved populations—including Project REACH, which aims to enhance surgical services for people experiencing homelessness. Project REACH's innovative approaches include a drop-in clinic to receive care and partnerships with DPH's Whole Person Integrated Care and community organizations to meet complex post-discharge needs.

A notable effort by the division is the CRISP (Cold Stored Platelet Transfusion Following Severe Injury) Study. This randomized Phase 2 trial assessed whether early administration of cold-stored platelets to injured patients at risk of hemorrhagic shock is safe and feasible. Results published at the end of 2024 indicated that early use of cold-stored platelets is both practicable and safe, with no increase in adverse events and a trend toward improved 24-hour survival.



Department of Neurology

Investigation on Substance Use-Related in Cardiac Arrest Patients Informs New Harm Reduction Outreach Initiatives

Eddy Amorim, MD, in collaboration with others in ZSFG's Neurology, Radiology, and Medicine teams, investigated the impact of fentanyl and amphetamine use on neurological outcomes after cardiac arrest at ZSFG. This study involved a cohort of more than 250 patients from ZSFG who were admitted to intensive care units. They identified that four out of five patients with cardiac arrest died or had major functional impairment. The subgroup of patients exposed to fentanyl had signs of much more severe brain injury and were more likely to develop seizures, brain swelling, and other complications despite being much younger. This work motivated outreach initiatives about resuscitation education with several non-profit groups in San Francisco involved in overdose prevention.

Department of Emergency Medicine: Research Highlights

The Department of Emergency Medicine continues to make significant contributions to scientific advancement and patient care, with more than 150 peer-reviewed publications and substantial sustained research funding. The department actively participates in national research associations, including the American College of Medical Toxicology and the Strategies to Innovate Emergency Care Clinical Trials Network (SIREN). Through these collaborations, UCSF has led and contributed to several impactful projects.

One notable initiative is the Drug Overdose Toxicity-Surveillance (DOTS) reporting program, which evaluates sociodemographic, clinical, and contextual data related to opioid and stimulant overdoses, integrating biological specimens to inform public health messaging and potential regulatory actions. Another major effort is the Patterns of Survivors' Recovery Trajectories sub-study, which aims to identify evidence-based targets to preserve and restore recovery among survivors of out-of-hospital cardiac arrest.

Faculty are also engaged in a broad spectrum of independent research projects including: patient-centered survey studies to better understand the needs of ZSFG's diverse patient population (Dr. Theresa Cheng), examining the effects of federal immigration policy on immigrant perceptions of healthcare access (Dr. Melanie Molina), assessing patient knowledge and uptake of age-appropriate vaccinations (Dr. Robert Rodriguez), national surveillance studies on opioid use disorder (Dr. Craig Smollin), studies on prehospital interventions, including bystander use of naloxone (Narcan) (Dr. Joseph Graterol), quality improvement work focused on using weighted blankets to comfort patients initiating buprenorphine in the Emergency Department (Dr. Kathy Le Saint), exploring patient perspectives on traumatic brain injury and contributing to cross-departmental research on cardiac arrest (Dr. Debbie Madhok and Dr. Claude Hemphill).

UCSF Transitions & Awards

Transitions



Jeff Critchfield, MD
Appointed Vice Dean
at ZSFG



Laurae Pearson
Appointed Associate Dean of
Administration and Finance



Lucy Zumwinkle Kornblith, MD
Appointed Director of Research,
Vice Dean's Office



Fumi Mitsuishi, MD, MS
Appointed Chief
of Psychiatry



David Bayne, MD, MPH
Appointed Chief
of Urology



Michael Terry, MD
Appointed Chief
of Plastic Surgery



Adam Oskowitz, MD, PhD, MPH
Appointed Chief
of Vascular Surgery

Awards

**2024 The UCSF Faculty Mentoring Program,
Lifetime Achievement in Mentoring Award**
Monica Gandhi, MD, MPH

**2024 Physicians Medical Forum, Outstanding
Mentorship and Service for the Future of
Medicine Award**
Starr Knight, MD

2025 Interprofessional Collaboration Award
Age Friendly Emergency Department

2025 Interprofessional Collaboration Award
BRIDGE Clinic

**2025 Exceptional Advanced Practice Provider
Award**
Amanda Ling, NP, MS, RN

**2025 Exceptional Advanced Practice Provider
Award**
Alan Wands, PA-C

Family and Community Medicine
Family Health Center

2025 Exceptional Physician Award
Jonathan Davis, MD

2025 Rapaport Awardee
Brian Bast, DMD, MD

**2025 Founders Day Awards, Exceptional
University Management**
Jennifer Tuveson McElroy

**2024 Induction into the National Academy of
Medicine**
Alicia Fernandez, MD
Professor, Department of Medicine

San Francisco General Hospital Foundation



The San Francisco General Hospital Foundation is dedicated to supporting those served by ZSFG. Guided by its mission to fund and advance excellence in patient care and innovation, the Foundation focuses on ensuring equity, access, and quality health care for all.

SAN FRANCISCO GENERAL HOSPITAL FOUNDATION

Hearts in SF 2025

Vital Care for a Vibrant City: Hearts in SF

Hearts in SF 2025 was a heart-filled celebration of ZSFG's world-class public hospital and its care for one in eight San Franciscans. Returning to The Conservatory at One Sansome, guests celebrated the health care heroes who keep our city healthy. Following inspiring remarks by Mayor Daniel Lurie, nearly 400 attendees enjoyed a moving program that honored The Honorable Willie L. Brown, Jr. with the Lifetime Achievement Award, GLIDE Foundation with the Community Impact Award, as well as Dr. Kate Margolis, Dr. Marlene Martin, and Michael Texada, this year's Hero and Heart awardees.

At the celebration, guests were moved by a surprise announcement showcasing the power of San Franciscans coming together for their community. Salesforce announced a \$1.66 million gift to fund a new, state-of-the-art Mammovan, ensuring the mobile mammography clinic will continue to bring life-saving preventative screenings to community centers and clinics in San Francisco's most underserved neighborhoods.



Equity and Innovation Grants

The Foundation celebrated the return of the Equity & Innovation Grants with support for two exciting programs. Thanks to a multi-year partnership with the BMO Bank, each grantee was awarded a \$100,000 capacity-building grant, allowing for critical investment in new initiatives that will have a widespread impact on patient care.

Project REACH

This innovative program is transforming surgical care for ZSFG patients experiencing housing instability or homelessness. By combining human-centered design, whole-person care, and on-the-ground innovations, Project REACH creates more healing environments, enables more frequent check-ins, and develops care plans that truly meet patients where they are.

2025 Hero & Heart Awards

This year's Hero & Heart Awards honored extraordinary leaders whose dedication has strengthened ZSFG and touched the lives of countless patients. Their achievements embody the spirit of Hearts in SF—bringing people together to champion the mission of San Francisco's public hospital and the community it serves.



Kathryn Margolis, PhD, Founding Director, HealthySteps is a child clinical psychologist at ZSFG where she leads the integrated behavioral health program in the Children's Health Center. Committed to social justice and culturally responsive care, Dr. Margolis has dedicated her career to enhancing systems of care to better serve marginalized children and families across California.

Marlene Martin, MD, Founder, Addiction Care Team is an addiction specialist at ZSFG and a founding director of the Addiction Care Team, an evidence-based treatment and linkage-to-care program for patients with substance use disorders. ACT integrates vital

substance use care throughout the hospital with compassion, including the recent expansion into the Family Birth Center and the addition of nurse liaisons.

Michael Texada, Violence Prevention Professional Supervisor, The Wraparound Project has been a leader with The Wraparound Project for 20 years. He works with young people during their recovery at ZSFG, who are victims of violence. He provides opportunities for education, employment, mental health services, and mentorship to end the cycle of community violence.

2025 Hearts in San Francisco Sculptures

The Hearts in San Francisco project debuted in 2004, with 131 heart sculptures popping up around the city. This year, the Foundation added 22 new Hearts to the collection, each raising critical funds for ZSFG.

The 2025 Hearts in San Francisco series debuted two large, 10 table top, and 10 mini Hearts and included sculptures created by a host of young artists, including sisters Quinn and Rowan Heyrana de Leyos and Jessica Rosenfeld's 3rd-grade art class at César Chávez Elementary School in San Francisco.



Hearts in San Francisco Across the City

This year, three Hearts in San Francisco found new homes in surprising places through the Foundation's Community Hearts Program, bringing these symbols of support for public health to neighborhoods across the City and beyond.

"Labyrinthine" Goes to Vacaville

Genentech, a longtime supporter of ZSFG, gifted Wendy Ackrell's "Labyrinthine," to the city of Vacaville, honoring its commitment to community revitalization and partnership.



A Bit of Lombard Street in the Sunnydale

United Airlines recently gifted Nicole Terzic's "Lombard Street: Left My Heart in San Francisco" to the new Boys and Girls Clubs of San Francisco's Springer Clubhouse.



GLIDE's Love Agenda

This year's 2025 Hearts in SF Gala came with a special commission for the Community Impact Awardee, GLIDE. Jaz Cameron's Hearts in San Francisco sculpture, "Fractured Harmony," was recently unveiled on the corner of Ellis and Taylor streets, making this the first Heart to call the Tenderloin community home.



AFED Sensory Cart

Through a special project in the Emergency Department, health care providers have designed a hub of supplies targeted to support patients with age-related cognitive decline. The Age-Friendly Emergency Department Sensory Cart brings calming activities, books, and therapeutic items like robotic pets to the bedside, allowing patients to find comfort while awaiting care.

The Hearing Screening Project

This initiative is tackling a critical yet often overlooked health care gap—hearing loss in marginalized communities. By integrating audiology screening into primary care visits and taking the screening test to community centers across San Francisco, this project ensures that more patients receive essential screenings for hearing loss treatment.

AI for Good

This spring, the Hospital and Foundation joined leaders in health care and technology at the San Francisco Business Times' Intersect 2025: AI-Health Care Symposium to discuss advancements in artificial intelligence.

The Foundation hosted a panel showcasing the power of AI for good in a public health setting. Foundation CEO Kim Meredith joined Dr. Lucas Zier to discuss his work addressing poor health outcomes for patients with heart failure and how his team used AI to reverse disparities, making ZSFG one of the best in the state on this metric.

Earlier this year, Dr. Zier's PROSPECT Lab was honored with the Quality Leaders Award in Equity at the California Association of Public Hospitals and Health Systems Safety Net Institute. The team was also recently awarded the Joint Commission's Bernard Tyson Award for Excellence in Pursuit of Healthcare Equity.

Slice of Life Catering Finds a New Home

For patients at ZSFG with mental and behavioral health needs, whole-person care means a continuum of supportive services. The Vocational Rehabilitation Program at ZSFG, in partnership with DPH Behavioral Health, provides job readiness and training courses to individuals with chronic mental illness as they transition into a new phase of their lives. One such Department of Psychiatry Citywide Employment Program, Slice of Life Catering, plays an important role on campus, sharing culinary creations at special events and meetings, as well as at the coffee carts and food stands throughout the ZSFG campus. Slice of Life opened its first commercial space this year, providing more space to support former patients as they gain skills in the kitchen and prepare for a career in the service industry.





ZSFG is deeply committed to improving the health of San Franciscans, not just on campus, but throughout the community. By partnering with local organizations and City agencies, ZSFG brings essential services directly to neighborhoods across the city ensuring health care reaches those who need it most.

COMMUNITY OUTREACH

ZSFG Hosts Community Health Fair in the Western Addition

The ZSFG Stroke Team and Wraparound Project hosted their first Community Health Fair in May at the Turk Mini Park in the heart of the Western Addition. The free, family-friendly event brought together doctors, nurses, pharmacists, and staff from across DPH — including maternal, child and adolescent health, ears/nose/throat, emergency preparedness, and trauma teams. Community partners included Project Open Hand, Community Youth Center, and MAX415 — as well as City agencies such as the Department of Emergency Management and the Recreation and Parks Department.

Attendees received free health screenings, CPR, and Stop the Bleed training, mental health and nutrition resources, and guidance on stroke prevention, overdose response, and vocational support.

ZSFG Emergency Medicine Team Supported Large Civic Events throughout the Summer

ZSFG's Emergency Medicine team, led by Dr. Chris Colwell, provided medical support at Bay to Breakers and SF Pride, treating hundreds of attendees. In partnership with UCSF Health, the team also staffs first aid tents at Giants games and concerts in Oracle Park. From sprained ankles and sunburns to asthma, allergic reactions, and eye injuries, clinicians responded to a wide range of needs with expertise and compassion. This presence at large-scale events ensures the City is prepared to respond in the event of a public health emergency. Additionally, these efforts improve safety, reduce ED demand, and extend ZSFG's care into the heart of the community.



ZSFG Marks International Overdose Awareness Day

Leading up to Overdose Awareness Day, ZSFG hosted several tabling events throughout August. The Richard H. Fine People's Clinic, Opioid Treatment Outpatient Program, Bridge Clinic, and Addiction Care Team distributed free fentanyl strips, naloxone, and provided information about resources available for those interested in treatment and recovery services available at ZSFG and throughout DPH. At these events, staff raised awareness, encouraged open conversations, and connected community members to addiction services.

ZSFG Raises Awareness for Colorectal Cancer

In March, ZSFG's Gastroenterology (GI) and Nutrition teams hosted two community events to promote colorectal cancer prevention. Staff endoscopists, nurses, endoscopy technicians, and nutrition staff helped organize this event, offering education and healthy eating tips to encourage screenings and reduce stigma. Last year, the GI team performed nearly 5,000 screening and surveillance procedures.



ZSFG Walks for Breast Cancer Awareness

At the 7th annual NOVA Walk in October, 144 participants raised nearly \$65,000 to support breast cancer patients at ZSFG. The event kicked off with an opening ceremony in Fort Mason, where the crowd heard from CEO Dr. Susan Ehrlich, along with patients who have benefited from Nova12 funds. Dr. Judy Luce, who was instrumental in opening the Avon Comprehensive Breast Care Center in 2004, was honored as this year's Nova12 SF Grand Marshal. The 12-mile walk through San Francisco honored the 12% of women affected by breast cancer and highlighted disparities in care across neighborhoods with varying socio-economic resources. Funds help cover groceries, rent, and treatment supplies for patients in need.

ZSFG Engages Older Adults in Richmond District

ZSFG's Age-Friendly Emergency Department team visited the Jackie Chan Senior Center to hear from older adults about their experiences. The visit provided new ideas to improve language access, support technology use, and provide links to follow-up care after ED visits. ZSFG holds Level 3 Geriatric Emergency Department Accreditation and continues engaging communities to enhance care.

"The staff was very attentive and friendly. I was very happy with the fast and safe service."

– ZSFG Patient, Avon

ZSFG Hosts First Milk Drive in San Francisco

In August, ZSFG hosted San Francisco's first Milk Drive in partnership with the Mother's Milk Bank of California. Staff from ZSFG's Family Birth Center collected more than 3,000 ounces from 23 donors to support NICUs and families in need across the country. The event highlights ZSFG's commitment to giving all babies the healthiest start.

As a certified Baby-Friendly hospital, ZSFG implements the highest standards of care for breastfeeding and mother-baby bonding. This includes providing support for breastfeeding mothers, promoting skin-to-skin contact, and educating families on infant feeding, regardless of whether they choose to breastfeed or formula-feed.





Staff Celebrations

Every day, ZSFG staff go above and beyond to care for patients, support one another, and build a more equitable health system. This year, we celebrated important milestones, recognized outstanding leadership, and honored the contributions of staff. These moments remind us of the deep commitment and compassion that define our ZSFG community.

STAFF CELEBRATIONS

Honoring Equity Champions Across ZSFG

At the Second Annual Equity Awards, ZSFG leaders and the Equity Council recognized staff who are advancing equity, inclusion, and belonging across the organization. COO and Co-Equity Council Lead Sabrina Robinson emceed the event, celebrating honorees for their contributions to health equity and workplace culture.

This year's awardees:

Food and Nutrition Services Team

Building a Culture of Inclusion and Belonging

Dr. Taylor Clark

Eliminating Health Disparities

Elaine Martin, RN

Ensuring Workforce Equity

Tanvi Bhakta, MSN, RN, CNL

Career Achievement

These honorees exemplify what's possible when equity is embedded in every level of care and leadership.



Values in Action Awards

Each month, ZSFG honors a staff member who exemplifies ZSFG's core values of Joy in Work, Thirst for Learning, and Compassionate Care. Recipients are recognized at Expanded Executive Committee Meetings. Congratulations to these outstanding recipients:

Patty Coggan

Nursing Director of Surgical and Procedural Services

Emma Moore

Director of Regulatory Affairs

Swati Patel

Associate Chief Medical Officer of Specialty Care and Diagnostics Services at ZSFG

Merjo Roca

Nursing Director of Medical and Surgical Specialty Clinics

Joan Torres

Nursing Director for the Department of Psychiatry

David Staconis

Nursing Director, Emergency Department

Christopher (Toff) Peabody

Associate CMO of Performance Excellence

Christopher Ross

Director of Operational Excellence, Kaizen Promotion Office

UCSF at ZSFG Celebrates Medical Excellence

UCSF faculty at ZSFG gathered in Pride Hall for the annual Medical Staff Meeting to honor colleagues for their outstanding contributions to patient care. Public Health Director Daniel Tsai joined CEO Susan Ehrich, Chief Medical Officer Gabriel Ortiz, the ZSFG Executive Team, School of Medicine Dean Talmadge King, Vice Dean Jeff Critchfield, Chief of Medical Staff Mary Mercer, Health Commission President Laurie Green, and Health Commissioner Judy Guggenheimer to recognize this year's awardees:

Primary Care Provider Awardee:

Andria Saldaña, FNP

Primary Care Clinician Awardee:

Hong Vuong, PharmD

Whole Person Integrated Care Excellence Awardee:

Tanya Majumder, MD

UCSF at ZSFG Interprofessional Collaboration Award:

Age Friendly Emergency Department and Bridge Clinic

UCSF at ZSFG Exceptional Advanced Practice Provider Award:

Amanda Ling, NP, MS, RN, and Alan Wands, PA-C

UCSF at ZSFG Exceptional Physician Award:

Jonathan Davis, MD

2025 Rapaport Award for a Physician Lifetime Contribution:

Brian Bast, MD, DMD, *Chair of Oral and Maxillofacial Surgery (OMFS) at UCSF, Chief of OMFS at ZSFG*

Devan Diwanji, MD, PhD, *Radiology*

Helena Record, MD, MAS, *Surgery*

Sudarshan Srirangapatnam, MD, *Urology*



Celebrating Staff Years of Service

This year, ZSFG brought back in-person celebrations to honor staff for their years of service. In January, staff celebrated 10, 15, and 20 years of service in Carr Auditorium with an abundance of praise from ZSFG leaders, poetry, and a Thai dance performance. In March, leaders recognized long-serving staff with 25 to 45 years at ZSFG with a Mocktail Party, featuring food, specialty mocktails, dancing, and heartfelt appreciation. All staff received a certificate and commemoration pin. From clinical teams to support services, every individual honored contributes to the hospital's compassionate and mission-driven culture.



Black History Month Celebration

In February, ZSFG hosted a powerful Black History Month celebration led by labor partners IFTPE Local 21 and SEIU 1021. The event featured music, reflections, and remarks from DPH and community leaders, including Director and CEO of the San Francisco Health Network Roland Pickens, ZSFG CEO Dr. Susan Ehrlich, and San Francisco Supervisor Shamann Walton. Staff speakers Elaine Martin and Jessica Brown shared heartfelt stories about the ongoing work of advancing equity in health care.



Honoring ZSFG Social Workers

ZSFG held its first Social Workers Awards Ceremony in March to recognize the essential role they play in patient care and advocacy. Staff nominated colleagues based on National Social Work values.



Pathima Nathan-Funk

The Mila Ruiz Tecala Importance of Human Relationships Award

Jaqueline Lumpkins

Ida B. Wells Service Award

Shaw Talley

Diana Ming Integrity Award

Jennifer Wahr

Antonia Pantoja Competence Award

Maral Pirinjian

Lynette Kahekili Kaopuiki Paglinawan Dignity and Worth of Person Award

Jessica Hooker

Ronald G Lewis Social Justice Award

Pediatric Asthma & Allergy Clinic (PAAC) Marks 25 Years

In July, the PAAC at the 6M Children's Health Center at ZSFG celebrated 25 years of serving San Francisco's pediatric community. As the only DPH asthma clinic for children, PAAC provides comprehensive care—including home visits, allergy testing, nutrition support, and education—serving more than 700 patients annually. Using a unique model of care, the PAAC pairs patients with Community Health Workers who offer clinic and home visits, education, and case management to address both clinical and social needs.

"My social worker is a caring person and very professional. She is perfect for her job, as she has empathy and goes the extra mile. This woman is just amazing!"

– ZSFG Patient, Hepatology



Our Patients

At ZSFG, there is no prouder moment than when our patients leave the hospital happy and healthy. We are honored to serve the people of San Francisco and receive their appreciation. Here is what some of them have to say about getting care at ZSFG.

OUR PATIENTS

Pamela Turns Struggle into Survival

When Pamela Dorsey was diagnosed with a silent heart attack and advanced heart disease in 2020, her prospects were not good. Dr. Jonathan Davis, a cardiologist at ZSFG, knew she wouldn't survive unless she got a heart transplant. But first she would have to make healthier choices and get her diabetes under control.

Pamela's will to survive motivated her to make big changes in her life. Her health care team quickly rallied around her, helping her get an accessible unit in a permanent supportive housing, accompanying her to appointments, and making sure she took all her medications.

Post-transplant, Pamela is building her strength, exercising regularly, and singing her heart out in the church choir.



*"Dr. Davis saved my life.
He really did."*



*"The staff was wonderful.
Every time I came in, I felt
comfortable with the nurses
and the doctors.
We really got on well."*

Roscoe Makes a Strong Recovery

It wasn't the first time Roscoe Rollins came to ZSFG's Emergency Room short of breath; a heart attack in 2004 damaged his lungs, and he often struggled to get enough oxygen. But this time it was more serious, his blood pressure suddenly tanked, and he was immediately admitted into the ICU. Thanks to the quick response of the emergency team and the attentive care of doctors and nurses, he received timely treatment and made a strong recovery.

ZSFG's Age-Friendly Emergency Department (AFED) team spent time with Roscoe to learn more about his situation at home. They found out he lived up several flights of stairs and had trouble going to the pharmacy and grocery store on his own. The AFED team connected him with a community partner, Stepping Stone, whose staff pick up his medications and bring him food.

Thanks to this support, Roscoe is happily living at home in San Francisco taking one step at time and making it to the top of all those stairs.



Executive Team

Meet the ZSFG Executive Team.

ZSFG EXECUTIVE TEAM



**Susan Ehrlich,
MD, MPP**

Chief Executive Officer



**Jeff Critchfield,
MD**

UCSF Vice Dean



**Gillian Otway,
MSN, RN**

*Chief Nursing
Officer*



**Gabriel Ortiz,
MD, PhD**

*Chief Medical
Officer*



**Mary Mercer,
MD, MPH**

*Chief
of Staff*



**Adrian Smith,
MSN, RN**

*Chief Quality
Officer*



**Sabrina Robinson,
MBA, CMPE, FACHE**

*Chief Operating
Officer*



**Hemal Kanzaria,
MD, MSc**

*Chief Performance
Excellence Officer*



**Angelica Journagin,
JD, MHA**

*Chief Administrative
Officer*



**Eric Wu,
MPA**

*Chief Financial
Officer*



**Justin Dauterman,
MSN, RN**

*Chief Experience
Officer*



**Angelica Almeida,
PhD**

*Chief Integrative
Officer*



**Christine Falvey,
MPA**

*Chief Communications
Officer*



**Laurae
Pearson**

*Associate Dean
Administration & Finance*



Health Commission

ZSFG is grateful for the guidance and support it receives from The San Francisco Health Commission, DPH's governing and policy-making body.

HEALTH COMMISSION

Profiles

As DPH's governing and policy-making body, the San Francisco Health Commission is mandated by City and County Charter to manage and control the City and County hospitals, to monitor and regulate emergency medical services and all matters pertaining to the preservation, promotion and protection of the lives, health, and mental health of San Francisco residents. The full Health Commission meets on the first and third Monday of each month at 4:00 p.m. in room 408 at City Hall. The Health Commission's committee structure consists of:

- ♦ The Zuckerberg SF General Joint Conference Committee
- ♦ The Laguna Honda Hospital Joint Conference Committee
- ♦ The Community and Public Health Committee
- ♦ The Finance and Planning Committee

The Health Commission also participates in the Zuckerberg SF General Foundation Board of Directors.



HEALTH COMMISSION

Laurie Green, MD

Health Commission President



Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 42 years. In 1989 she co-founded Pacific Women's Obstetrics & Gynecology Medical Group, the second all-female OB/

GYN practice in San Francisco, providing state-of-the-art, empathic obstetrics and gynecology care in a woman-run environment. Dr. Green is also the Founder and Board Chair of The MAVEN Project, which engages physicians to volunteer their clinical expertise via telehealth technology to medically under-resourced communities in the Bay Area and across the country. Commissioner Green was appointed to the Health Commission in 2018 and is a member of the Joint Conference Committees of Laguna Honda Hospital and ZSFG, where she trained.

Tessie M. Guillermo

Vice President



Commissioner Guillermo is the former Chair of the Board of Directors of CommonSpirit, the largest national non-profit health system in the United States and former President and CEO of ZeroDivide, a philanthropy

and consultancy that developed innovative digital equity strategies in support of low-income communities. Commissioner Guillermo was the founding CEO of the Asian and Pacific Islander American Health Forum, leading this national minority health policy/advocacy organization for 16 years. Commissioner Guillermo was appointed to the Health Commission in 2018, chairs the Laguna Honda Hospital Joint Conference Committee, and is a member of the Finance and Planning Committee.

Edward A. Chow, MD



Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for more than fifty years. He was previously President and CEO of Jade Health Care Medical Group, affiliated

with the Chinese Hospital Health System; Executive Director of the Chinese Community Health Care Association; and Chief Medical Officer of the Chinese Community Health Plan. He was a cofounder and serves on the board of the Federation of Chinese American and Chinese Canadian Physicians Medical Societies. Commissioner Chow chairs the Zuckerberg San Francisco General Hospital Joint Conference Committee and the Finance and Planning Committee. He is a member of the Laguna Honda Hospital Joint Conference Committee. He was appointed to the Health Commission in 1989.

Susan Belinda Christian, JD



Commissioner Christian is an Assistant District Attorney in San Francisco and is the office's Managing Attorney for the Collaborative Courts and Mental Health Unit. From 2012 through 2019, she was assigned to the

Behavioral Health Court — a collaborative, multidisciplinary court providing treatment and rehabilitation for people whose criminal justice involvement is tied to behavioral health disorders. In 2012, she was appointed to the San Francisco Human Rights Commission, where she served four terms as Commission Chair and worked with the Mayor's Office to create and implement a pilot program for Implicit Bias trainings for City employees. Commissioner Christian is a member of the ZSFG Joint Conference Committee and the Community & Public Health Committee. She was appointed to the Health Commission in 2020.

HEALTH COMMISSION

Suzanne Giraudo, PhD



Dr. Giraudo is a psychologist and is the Clinical Director of the California Pacific Medical Center Department of Pediatrics Child Development Center. In addition to her clinical expertise, Dr.

Giraudo's professional background includes development, administration and supervision of pediatric clinical programs, grant administration, and teaching. She is the founder and trustee of the De Marillac Academy, a Catholic school located in the Tenderloin, serving underserved children and families. Commissioner Giraudo is chair of the Community and Public Health Committee and represents the Health Commission on the SFGHF. Prior to her appointment to the Health Commission in 2019, Dr. Giraudo was a member of the Children and Families First Commission for 12 years.

Judy Guggenhime



Commissioner Guggenhime was born and raised in Boston. She is a graduate of Milton Academy, Mills College and the University of Pennsylvania. Earlier in her career, Commissioner Guggenhime worked for Election Central, an

independent nonprofit organization providing results to the news media in Houston. Moving to San Francisco, she made her mark as a board member of the San Francisco Education Foundation. Commissioner Guggenhime chaired the CORO Foundation Board and served as Co-Chair of the "I Heart" City Capital Campaign for the San Francisco General Hospital Foundation. A past president of the Foundation board, she is also its longest-serving member. Commissioner Guggenhime was appointed to the Health Commission in 2024.

Karim Salgado



Commissioner Salgado is a Peruvian-American business owner who immigrated to the United States from Peru in 1979. She double majored and earned her degrees in Sociology and Criminal Justice from San

Francisco State University in 2000, making her the first in her family to earn a college degree.

Before opening her own business, Commissioner Salgado worked for several San Francisco based companies including, Wells Fargo Corp., the Gap, in their Loss Prevention Departments and U.S. Customs (Homeland Security). In 2002, she opened her business on the UCSF campus.

She has served on the SFMTA Citizen Advisory Committee (2020-Present), Daly City Partnership Board of Directors (2023-Present), Western Neighborhoods Project Board of Directors (2020 - 2022) and on the San Francisco State University Honoree Doctorate Committee (2023).

Commissioner Salgado established two endowed scholarships at San Francisco State University in the Business and Literature Departments in honor of her loved ones to help support students economically. She was appointed by Mayor London Breed to the Health Commission in 2024.

Mark Morewitz, MSW

Health Commission Executive Secretary



Mr. Morewitz has worked in public health research, program development and evaluation and non-profit administration. First hired at the DPH in 1992, he has worked in HIV service contracting and monitoring, provided social work services and

served as the Director of the DPH Forensic AIDS Project. He has served as the Health Commission Executive Secretary since 2009.

Report produced by ZSFG Office of Communications

*ZSFG would like to express our deepest gratitude to
our patients and the community of San Francisco.*



PRISCILLA CHAN AND MARK ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

This report can be viewed on our website at zsfgcare.org.

Photos courtesy of ZSFG Office of Communications, UCSF Communications and San Francisco General Hospital Foundation.

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