



ZUCKERBERG  
SAN FRANCISCO GENERAL  
Hospital and Trauma Center

# FY 2022-2023 Annual Report



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



San Francisco  
Department of Public Health



San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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# Welcome

## The ZSFG Way

Like the rest of the healthcare world, during 2022-23 we migrated from a primary focus on COVID-19 to our “new normal.” We welcomed back more patients and visitors and eased some COVID-19 restrictions, while sustaining other important prevention practices to keep us all safe. At the same time, we experienced an unusually high census of patients during a winter surge of COVID-19, RSV and an early flu. On top of it all, we swiftly tackled the mpox outbreak leading with equity and with the unwavering resilience that embodies Zuckerberg San Francisco General Hospital (ZSFG).

What carried us through these challenges? Our dedication to continuous improvement, our compassion for our patients, and our expertise in what we do.

The clarity of our vision articulated by our True North goals keeps the work we do at ZSFG on course at every unexpected turn of events. United by the pillars of Equity, Safety, Quality, Care Experience, Developing Our People and Financial Stewardship, we forged our path on what we proudly call The ZSFG Way.

The ZSFG campus also constantly evolved this year. We are upgrading our IT Infrastructure, so that we can expand our digital capabilities, and we are making necessary seismic improvements to Building 5. As we do so, we are relocating and improving many of our outpatient clinic spaces to better provide patient-centered care. UCSF Pride Hall, an exciting new addition to the ZSFG campus, is a state-of-the-art five-story research and education facility that will

support our faculty and staff in the transformational research our UCSF partners do to improve care to our patients and throughout the world.

Over the last year, we reached many milestones even as we faced many challenges thanks to the collective work of our dedicated staff. This year, we focused on their physical and mental wellness after three years of pandemic-related stress that has affected health care workers across the country. We offered health and wellness initiatives that are making a big difference in our staff’s daily work lives.

These achievements would not be possible without the invaluable support from the San Francisco Department of Public Health (DPH) and the San Francisco Health Network (SFHN), and the enduring partnerships with UCSF and the San Francisco General Hospital Foundation, for which I am deeply grateful.

As we look to the coming year, our sights remain firmly fixed upon our ZSFG team, our patients, and the health and well-being of the wonderful and resilient people of San Francisco.



**Susan P. Ehrlich**  
CHIEF EXECUTIVE OFFICER

# About ZSFG and the San Francisco Health Network



## 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

# About ZSFG and the San Francisco Health Network

## 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 City and County of San Francisco, Department of Public Health. 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. 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 aims to provide patients with a better experience, a healthier community and a more efficient health care system. As an integral part of the public health care delivery system, ZSFG provides our patients with timely, efficient, high quality, safe and effective care.

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

## San Francisco Health Network (SFHN)

ZSFG is part of SFHN, the 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 the San Francisco Health Network is to provide high-quality health care that enables all San Franciscans to live vibrant healthy lives. The vision of SFHN is to be every San Franciscan's first choice for health care and well-being.



ZSFG operates the only trauma center (Level I) in San Francisco and provides care for residents of San Francisco and Northern San Mateo County.



San Francisco Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

# About ZSFG and the San Francisco Health Network

## Acute Care

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

## Urgent Care

ZSFG provides evaluation and treatment to patients with non-emergent 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.

## Academics and Research

**150** Years UCSF and ZSFG have worked together

**Top 5** Best graduate schools for 12 years

**2,400** University faculty & staff

**550** Active faculty on ZSFG medical staff

**500** Courtesy faculty on ZSFG medical staff

**1,350** Staff

**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 Fine People's Clinic

Family Health Center

Children's Health Center

Positive Health

## ZSFG Medical Specialty Clinics include:

- ◆ 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

# ZSFG by the Numbers

FISCAL YEAR 2022-2023



PATIENTS SERVED

**99,033**



OUTPATIENT VISITS

**280,592**



MEDICAL & PSYCHIATRIC EMERGENCY VISITS

**64,149**



URGENT CARE VISITS

**44,887**



BABIES BORN

**1,223**



TRAUMA ACTIVATIONS

**2,189**



LICENSED BEDS

**397**



DEPARTMENT OF PUBLIC HEALTH STAFF

**3,500**



UNIVERSITY FACULTY AND STAFF

**2,400**



VOLUNTEERS

**485**



PUBLIC COVID-19 VACCINATIONS

**39,698**



STAFF COVID-19 VACCINATIONS

**2,733**

# ZSFG by the Numbers

FISCAL YEAR 2022-2023

	FY 21-22	FY 22-23
<b>Gender</b>		
Male	51%	51%
Female	49%	49%

	FY 21-22	FY 22-23
<b>Race/Ethnicity</b>		
Black / African American	13%	13%
Asian	21%	20%
Native Hawaiian or Pacific Islander	1%	1%
Native American	0.43%	0.45%
Latinx / Hispanics	41%	42%
White	16%	16%
Other	6%	6%

	FY 21-22	FY 22-23
<b>Age</b>		
Under 18	13%	13%
18-24	8%	7%
25-44	31%	31%
45-64	31%	30%
Over 64	18%	19%

	FY 21-22	FY 22-23
<b>4A Skilled Nursing Care ALOS</b>		
ALOS	33	35

	FY 21-22	FY 22-23
<b>Mental Health Rehabilitation Center</b>		
Mental Health Rehab Admissions	60	56
Mental Health Rehab Days	13,597	13,394

\*Numbers in FY 22-23 include primary and specialty care visits only.

	FY 21-22	FY 22-23
<b>Acute Care Services</b>		
Urgent Care Visits	41,533	44,887
Acute Admissions	15,322	12,516
Acute Psychiatric Admissions	778	712
Acute Patient Days	81,515	89,286
Acute Psychiatric Days	16,523	17,277
Average Daily Census for Medical/Surgical Services	223	245
Acute Psychiatry Average Daily Census	45	47

	FY 21-22	FY 22-23
<b>Office Visits*</b>		
Visits	276,383	280,592
Primary Care In-Person Visits	78,437	85,572
Primary Care Telehealth Visits	22,134	16,566
Specialty Care In-Person Visits	146,435	154,851
Specialty Care Telehealth Visits	29,377	23,603
Diagnostic and Other Services	252,594	250,078

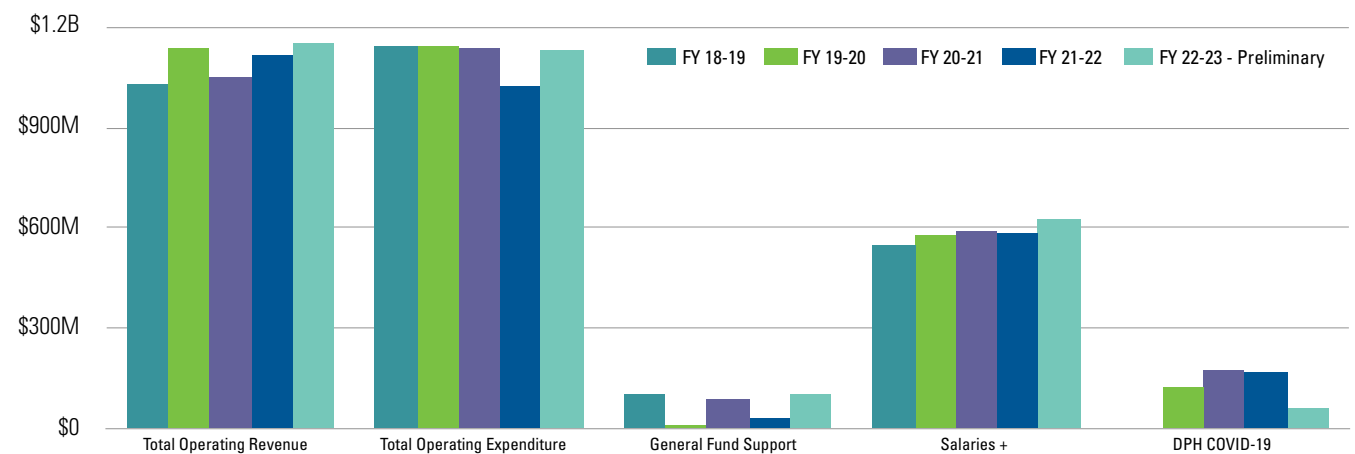
	FY 21-22	FY 22-23
<b>Emergency Services &amp; Urgent Care</b>		
Emergency Visits <i>(includes inpatient admits)</i>	54,856	59,829
Psych Emergency Visits <i>(includes inpatient admits)</i>	3,893	4,320
Urgent Care Visits	41,533	44,887



# ZSFG by the Numbers

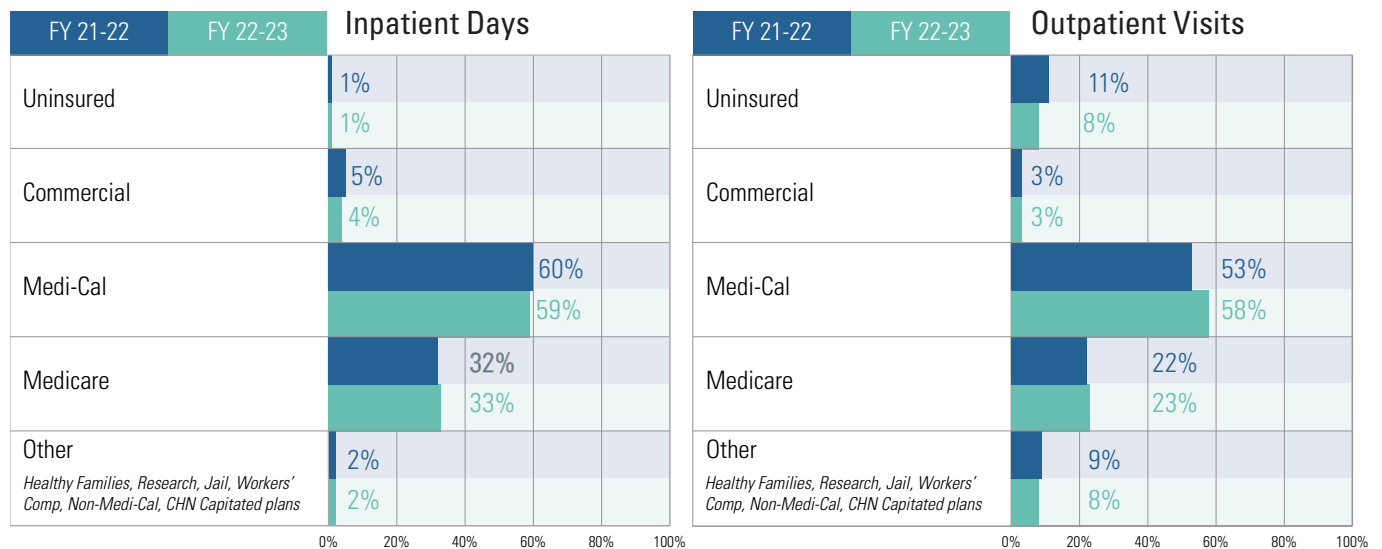
FISCAL YEAR 2022-2023

Financials	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23 - PRELIMINARY
Total Operating Revenue	1,032,410,113	1,137,363,376	1,048,688,450	1,117,120,715	1,150,065,916
Total Operating Expenditure	1,146,753,580	1,143,475,761	1,137,390,783	1,024,981,855	1,127,205,193
General Fund Support	104,870,000	6,112,385	88,702,333*	32,170,878	105,105,133*
Salaries & FB <i>(including operating expenses)</i>	552,383,910	579,920,734	594,837,437	588,873,873	630,380,106
Total Department of Public Health COVID-19 Expenditure <i>(not including operating expenses)</i>	N/A	130,944,019	175,729,115	172,853,115	64,850,516



\*\*FY 2023 General Fund Support may change due to Controller adjustments

## Payor Sources



# UCSF at ZSFG

## RESEARCH HIGHLIGHTS

UCSF continues to be a leading research university and is the top public recipient of National Institutes of Health (NIH) funding for the 16th consecutive year. On the ZSFG campus, there are 338 UCSF principal investigators, researchers and research support staff who work on 1,080 funded awards that totaled nearly \$208 million in 2023. The following projects highlight the impactful work undertaken by UCSF researchers over the last year.

### Small Cells Are Giving Big Answers About Injured Patients

Lucy Zumwinkle Kornblith, MD, FACS, and Roland Bainton, MD, PhD, conducted a study identifying that the very smallest cells circulating in the blood, platelets, carry a genomic fingerprint that rapidly changes after a patient is injured. This platelet fingerprint can be used as a liquid biopsy to help predict which injured patients are at risk of developing complications. They are now leveraging platelet genomic fingerprints to reimagine how we understand, measure and intervene on the biology of injured patients, and using cutting edge molecular technologies to develop a precision medicine approach to recovery from injury.



### Pediatrics

Amy Beck, MD, MPH and her team conducted a study of Futuros Fuertes, a novel primary care-based intervention to promote healthy feeding, screen time and sleep among low-income Latino infants and toddlers. Parents participating in the study received health coaching and education from a culturally and linguistically concordant health educator just after well-child visits in the first year of life, as well as text messages that supported intervention content. Infants in the intervention arm were more likely to be breastfed, viewed less screen time and consumed more fruit than infants in the control arm. Parents valued the intervention, trusted the health educators and used the text messages as a strategy for disseminating study messages to family members and others in their social networks. Dr. Beck anticipates studying an enhanced version of Futuros Fuertes in a larger population.

# UCSF at ZSFG

## RESEARCH HIGHLIGHTS

### Neurology

Felicia Chow, MD, and her team, in collaboration with multiple investigators from UCSF, conducted a study examining the link between psychological stress and inflammation in people living with HIV. They found that people with higher levels of stress had greater systemic and arterial inflammation in the internal carotid arteries. This could help to explain how people with high stress, including people living with HIV, are more likely to have strokes.



### Emergency Medicine

**Robert Rodriguez, MD; Juan Carlos Montoy, MD; Ralph Wang, MD**

#### ***Innovative Support for Patients with SARS CoV-2 Infections Registry (INSPIRE Registry)***

In this prospective cohort study, UCSF researchers are collaborating with the Centers for Disease Control and Prevention (CDC) and other centers nationwide to understand the long-term effects of SARS-CoV-2. The study utilizes a digital platform to longitudinally track symptoms and health outcomes among patients who are under investigation for SARS-CoV-2. The goal is to generate knowledge rapidly and produce actionable insights to combat the pandemic. This collaboration has produced over a dozen publications in high impact journals.

### UCSF @ ZSFG Research Numbers

Total	<b>\$208M</b>	Research Awards at ZSFG:	<b>1,080</b>
Non-Federal	<b>\$101M</b>	Principal Investigators at ZSFG:	<b>338</b>
Federal	<b>\$107M</b>		

#### **Craig Smollin, MD**

#### ***Drug Overdose Toxicology-Surveillance (DOTS)***

ZSFG is a participating site in this FDA-funded study led by the American College of Medical Toxicology. The purpose of this surveillance project is to assess the sociodemographic characteristics, clinical information, and contextual data on opioid, stimulant and/or undifferentiated illicit substance overdoses among patients presenting to participating hospitals around the United States. This project seeks to identify information about current drug use and overdose to inform potential regulatory activities and future public health messaging. Sociodemographic variables will be assessed to determine emerging patterns of overdose within various groups (e.g. by race/ethnicity, age, marital status, employment status, homelessness). Clinical information will be used to classify the severity of medical presentation associated with the substance found in the patients' blood specimens. Toxicological analyses of blood specimens will identify both the type (qualitative) and/or amount (quantitative) of substance present in blood.



# UCSF at ZSFG

## TRANSITIONS AND AWARDS\*

### Transitions

#### **Joseph Cuschieri, MD, Surgery**

Appointed Chief of Service for the UCSF Department of Surgery at ZSFG

### Awards

#### **Suzanne Barakat, MD, Family and Community Medicine**

United Award from President Biden at the United We Stand Summit, the White House

#### **Mary Beth Blasnek, MS, OB/GYN**

2023 Chancellor Award  
for Exceptional University Management

#### **Aileen Chang, MD, Dermatology**

Young Investigators Award,  
American Academy of Dermatology

#### **Chris Colwell, MD, Emergency Medicine**

2022 Outstanding Speaker of the Year Award,  
American College of Emergency Physicians

#### **Margaret Damiano, MBA, Dean's Office**

2023 Chancellor Award  
for Exceptional University Management

#### **Eleanor Drey, MD, MPH, OB/GYN**

2023 Rapaport Award

#### **Elena Fuentes-Afflick, MD, MPH, Pediatrics**

2023 Joseph W. St. Geme, Jr. Leadership Award,  
Federation of Pediatric Organizations

#### **Lucy Kornblith, MD, Surgery**

2023 Holly Smith Award  
for Exceptional Service to the School of Medicine

#### **Alicia Lieberman, PhD, Psychiatry**

2023 Holly Smith Award  
for Exceptional Service to the School of Medicine

#### **Neil Powe, MD, MPH, MBA, Medicine**

Elected to the Royal College of Physicians

#### **Nicole Rosendale, MD, Neurology**

2022 Chancellor Awards for Diversity Recipients -  
Lesbian, Gay, Bisexual, Transgender, Queer and  
Intersex Leadership

#### **Malini Singh, MD, Emergency Medicine**

ZSFG Exceptional Physician Award

#### **Vineeta Singh, MD, Neurology**

ZSFG Exceptional Physician Award



\*This represents a selection of Transitions and Awards for Fiscal Year 2022-23

# Partnership with the SF General Hospital Foundation

The San Francisco General Hospital Foundation (SFGHF) was established in 1993 by a group of volunteers dedicated to supporting those served by the City's public hospital. Since then, the Foundation has supported ZSFG in raising critical funds to support the hospital's patients and community.

The Foundation's mission is to support and fund excellence in patient care and innovation at ZSFG, with a focus on ensuring equity, access and quality health care for all. Since its inception, the Foundation has raised more than \$300 million in support for ZSFG.

For 30 years, the Foundation has raised critical funds to support equity and innovation at ZSFG by fostering collaboration and investing in new ideas and facilities to better serve patients and supporting staff in their own well-being.

Each February, the Foundation invites the City of San Francisco to join them for Hearts in SF, an evening to celebrate the front line work of ZSFG. Hearts in SF is also the annual debut of the Hearts in San Francisco sculpture series, an iconic public art project that raises critical funds for ZSFG each year.

## Transform Mental and Behavioral Health Fund

The Transform Mental and Behavioral Health Fund (TMBHF) invests in mental health programs, services and improvements, bringing together six key programs at ZSFG – Addiction Care Team, In-Patient Psychiatry, Psychiatric Emergency Services, Social Medicine, Solid Start and Team Lily. This novel collaboration has resulted in a shared language between mental and behavioral health programs across the hospital campus as well as the lifespan of a patient.

To date, TMBHF has redesigned the ways programs individually provide care and has created a pathway to a more collaborative model of care. By implementing a stronger patient navigation system, improved linkages to care and shared metrics, these six teams are now better equipped to holistically care for patients. Each year, this ongoing collaboration brings new advancements, and the Foundation looks forward to sharing the impact of TMBHF's next phase.

## Equity and Innovation Grants

The Foundation has awarded more than 500 grants and \$12 million since 2004 to departments across ZSFG. Initially designed to supplement patient care at San Francisco's only public hospital, today the Equity & Innovation (formerly Hearts) Grants program has grown to foster new ideas, fund creative approaches to patient care and place value on programs fighting inequities in health care delivery.

## Hearts in SF 2023

The iconic San Francisco City Hall came alive on February 9, 2023, as the Foundation hosted its Hearts in SF 2023 gala, bringing more than 300



# Partnership with the SF General Hospital Foundation

community members, advocates and a host of local and national public officials together in support of ZSFG. This year's very special Hearts in SF gala, presented by BMO Financial Group, commemorated ZSFG's 150-year legacy of leadership and innovation in public health. The main event was followed by a lively Hearts After Dark party headlined by Grammy award-winning DJ Mix Master Mike and attended by an additional 500 supporters, including many hospital staff members in their Valentine's Day best.

The highlight of the evening was the arrival of Speaker Emerita Nancy Pelosi to accept the SFGHF Lifetime Achievement Award for her unparalleled leadership in advancing equity and access in public health both here in San Francisco and nationwide. And, the return of the beloved Heroes and Hearts Award celebrated the health care heroes that bring so much skill and compassion to each patient they serve.

Through the tremendous support of community members and partners, the gala raised more than \$2.4 million to support patient care and innovation at Zuckerberg San Francisco General.



## Heroes and Hearts Awards

### Anais Arriaga

*Breast Cancer Survivor and Advocate*

Anais Arriaga is a vibrant and fierce survivor of breast cancer, on a mission to spread awareness about the services and care available for others going through a similar reality. Collaborating with the staff at ZSFG and other care providers, like Pink Ribbon Girls, she uses her story as testimony and inspiration in the hopes of easing other survivors' journeys.

### Merjo Roca, RN, BA

*Nurse Manager ZSFG Urgent Care Center, Alternative Testing Site, COVID-19 Vaccine Clinic*

As Nurse Manager for ZSFG's Urgent Care Center, Alternative COVID-19 Testing Site and the COVID-19 Vaccine Clinic, Merjo was integral to the development and management of the COVID-19 Vaccine Clinic – a mass vaccination site for the city that helped vaccinate over 213,000 patients. She was at the center of the City's response to the mpox emergency in 2022, implementing mass vaccination strategies to help vaccinate more than 21,000 patients in four months. Merjo was recently the author of an NEJM Catalyst article: [The Evolution of a Hospital-Based Covid-19 Vaccination Program for Inpatients.](#)

### Joan Torres, MSN, MBA, RN

*Project Manager, Behavioral Emergency Response Team (BERT)*

Joan Torres has dedicated her career to serving vulnerable and under-served populations with compassion and respect. A board-certified Psychiatric-Mental Health Nurse, she has served Psychiatric Emergency Services and Acute Inpatient Psychiatry at ZSFG and spearheaded the development and expansion of the BERT model of care throughout the hospital.

# Partnership with the SF General Hospital Foundation

## 2023 Hearts in San Francisco Sculptures

This year's Hearts in San Francisco sculptures joined an impressive collection of more than 500 Hearts in this notorious public art collection, ranging in size from 400-pound Large Hearts to five-pound Mini Hearts, each raising funds for ZSFG through the annual auction at Hearts in SF. This year's artists showed off their talents with displays all over the city – from the Ferry Building to Neiman Marcus to City Hall.

ICU Cardiology Charge Nurse Nora King was among the 34 artists chosen this year, designing a bright and colorful tabletop mosaic Heart that connected back to her passion for her work at ZSFG. "Everyone here just puts their heart and soul into everything they do! It's one of the greatest things about working here at ZSFG!"

## 150th Anniversary

On August 28, 2022, SFGHF began a year-long celebration of a very important milestone – the 150th anniversary of ZSFG and Trauma Center.

150 years ago, the City of San Francisco opened the doors to the City and County Hospital at 23rd and Potrero streets, making an investment in public health that would withstand plagues and earthquakes, population booms and great inventions. Today, ZSFG still stands, keeping the heart of this city beating strong. The Foundation is proud to celebrate ZSFG's 150th anniversary of providing essential health care to all San Franciscans and honor this legacy of evolving patient care, facing major pandemics and answering the call in moments of crisis.

To commemorate 150 years of caring for all San Franciscans, a very special Hearts in San Francisco sculpture was created by renowned local artist Sirron Norris, bringing to life 150 years of innovation and care at ZSFG. Depicting the wooden structure first built in 1872 as well as the state-of-the-art building we know today, Norris's art brings to life 150 years of public health.

After its debut at City Hall at Hearts in SF, "Heart History" made its way to the Ferry Building, before finding its forever home at ZSFG – prominently on display in the Mezzanine of Building 25.



# COVID-19 and Mpox Response and Recovery

During the fiscal year, there was a significant and stabilizing decline in COVID-19 cases and hospitalizations, except for a surge observed in December 2022. In May 2023, the federal government ended the declared national COVID-19 emergency, marking three years since the pandemic's beginning and when ZSFG first initiated its Hospital Incident Command System. DPH also officially ended many health orders during the fiscal year. These changes allowed ZSFG to cautiously ease restrictions and other mandates while preserving a subset of rigorous safety protocols to protect patients and staff. During the fiscal year, COVID-19 vaccines and testing at ZSFG were transitioned back to health network clinics and primary care after providing 78,434 vaccines during the fiscal year.

In addition to its COVID-19 response, ZSFG also promptly tackled the mpox outbreak during the fiscal year, drawing from the valuable insights gained through the experience responding to the COVID-19 pandemic.

In both public health emergencies, ZSFG was a national model for an effective response centered around equity.



## Our COVID-19 Success Story

San Francisco implemented one of the most intensive and comprehensive COVID-19 pandemic responses in the United States. Results from a 2023 study conducted by DPH, in partnership with UCSF researchers, showed a strong correlation between San Francisco's pandemic response and lower transmission rates, reduced number of hospital patients and lower mortality.

Across diverse age groups and among varying racial and ethnic backgrounds, the city's handling of the crisis led to lower excess mortality from COVID-19 compared to the state of California as a whole. Particularly striking was the lower rate of excess mortality among individuals aged 65 years and older. San Francisco achieved one of the lowest COVID-19-related fatality rates among major metropolitan cities.

The study attributed these outcomes to the four-pronged strategy DPH implemented in partnership with ZSFG, to mitigate the spread of disease in the community and lower incidents of severe illness. The strategy included:

- Aggressive mitigation measures, including asymptomatic testing of vulnerable populations, masking and stay-at-home orders
- Using a health equity lens to prioritize neighborhoods and populations disproportionately impacted, resulting in the accessibility of tests, vaccines and financial support for these populations

[continued](#)



# COVID-19 and Mpox Response and Recovery

- Using timely and adaptive data to determine policy, such as stay-at-home orders and COVID-19 booster recommendations
- Building public trust through engaging and providing expansion funding to community-based organizations, holding regular press conferences by the Mayor and the SFPD Director of Health, launching a COVID-19 dashboard, maintaining consistent communications across Bay Area counties and centralizing resources through partnerships with other hospitals

As of January 2022, the number of COVID-19 deaths in San Francisco was 98 per 100,000 residents, compared to 229 COVID-19 deaths per 100,000 in California and 301 per 100,000 in the US population.

Grant Colfax, MD, MPH, San Francisco's Public Health Director and the senior author of the study, noted the pivotal role of San Francisco's equity-based approach, stating, "The success of San Francisco's COVID-19 response relied on quickly putting public health principles into action and adapting to outcomes in real time through the lens of health equity."

## Safe Return Practices

Due to the dedicated efforts of the ZSFG community there was minimal impact to hospital operations and capacity from COVID-19 by September 2022. A welcomed relaxation of visitation restrictions arrived in October, allowing friends and family to visit again more freely.

## Winter Surge and Case Load

In December 2022, COVID-19 cases surged, possibly triggered by increased travel and gatherings during this time of year. This was combined with surges in other illnesses, such as respiratory syncytial virus and an early influenza (flu) season. In response to this surge, ZSFG activated additional med-surg and ICU surge units, strategically managed the Post-Anesthesia Care Unit to bolster ICU capacity, augmented nursing teams and engaged in resourceful collaborations with DPH and the SFHN to enhance the support available for patients transitioning from the hospital back to the community.

## Staff Appreciation

To celebrate our employees' hard work every day, but especially during the COVID-19 pandemic, the Care Experience team disseminated a Disaster Service Worker coin to all staff. Our most profound appreciation for stepping up extraordinarily over the last three and a half years.



# COVID-19 and Mpox Response and Recovery

## Swift Mpox Response

In July 2022, the World Health Organization declared the mpox outbreak in more than 70 countries an “extraordinary” situation that qualified as a global health emergency. In August, DPH had confirmed 424 cases of mpox in San Francisco, approximately half the cases of the entire state.

ZSFG quickly stepped in to respond.



Even though supplies were limited initially, the ZSFG vaccination team quickly adapted their processes to ensure that all who were eligible received the vaccine. They established new hours of operation, streamlined intake procedures and performed outreach to the community to be sure SFHN patients and community members were served.

The ZSFG mass vaccination clinic in Building 30 administered 21,000 mpox vaccinations, an astounding 75 percent of all mpox vaccines administered in San Francisco.

Our team administered vaccines to those who needed it quickly, with health equity at the forefront of our response. DPH and ZSFG partnered with community-based organizations to reach those disproportionately impacted by mpox. To build immunity in the community, the focus was to vaccinate those at highest risk. In October 2022, the mpox vaccination criteria expanded to include health care workers and clinicians who had a high-risk occupational exposure.

ZSFG was also one of the first to begin addressing the virus with mpox testing, one of the first in San Francisco to set up a dedicated treatment clinic to evaluate and treat patients swiftly and the first to set up a large-scale vaccination site.

Thanks to the response led by DPH, city leaders, our community partners and our fantastic ZSFG staff, mpox cases slowed to less than one case per day in San Francisco, and more than 27,000 San Franciscans are now vaccinated against the virus. Because of this progress, the mpox public health emergency ended on October 31, 2022.



ZSFG hosts press conference to educate public about mpox.

# Staff Experience and Wellness

In recognition of the critical importance of the physical and mental well-being of our dedicated caregivers, ZSFG took decisive steps to address the challenges posed by the pandemic and its impact on health care workers. Over the past year, under the leadership of Aiyana Johnson, Chief Experience Officer, the newly established Staff Experience Team, operating within ZSFG's Care Experience Department, has made significant strides in enhancing the comprehensive wellness of our staff.

## Virtual Wellness and Engagement

Despite challenges posed by the pandemic, the Staff Experience Department adapted quickly to continue offering health and wellness initiatives virtually. Online platforms facilitated a variety of activities, including cooking classes, well-being discussions, Qi Gong & meditation sessions, Feldenkrais exercises and more. Notably, efforts were made to ensure inclusivity by offering classes in languages such as Spanish and Chinese.

A standout initiative introduced during this period was Wellness Wednesdays. This dedicated time provided staff members with a platform for meaningful well-being conversations, fostering a sense of community and support.

On average, 300 members would attend virtual classes offered by the department.



## Creating a Space for Well-Being and Restoration

At the heart of the Staff Experience Department's initiatives lies the Wellness Center, meticulously crafted to offer an exclusive physical haven within ZSFG, promoting restoration. This space, while navigating the challenges posed by pandemic-related restrictions, has dynamically evolved to cater to the ever-changing needs of our valued staff. In light of the pandemic's impact and insights garnered from the employee engagement survey, the Staff Experience team engaged in a thorough reassessment of the Wellness Center's approach to staff support. This process was instigated by the compelling need for a comprehensive care system. The convergence of the pandemic's repercussions and the outcomes of the employee engagement survey underscored the imperative to establish a central wellness hub for staff.

The early months of 2023 marked a pivotal turning point for the Wellness Center, as it realigned its focus and programming to holistically address the multifaceted dimensions of employee health—physical, emotional, mental, social and spiritual. This strategic pivot served as the cornerstone for the formal establishment of the Staff Experience Team, solidifying its role in the betterment of staff well-being.

# Staff Experience and Wellness



## Reconnecting in Person

As conditions improved, the Staff Experience Department gradually reintroduced in-person events over the first half of 2023. Yoga courses, well-being pop-ups offering acupressure and chair massages and fitness classes, such as Total Bootcamp and Zumba, were among the offerings. These reconnections are a precursor to the official reopening of the Wellness Center in the upcoming fiscal year. In total, the team hosted 25 pop-ups in addition to a year-end gratitude event with wellness events, goodie bags and handwritten thank you cards from team leads, which reached more than 4,000 employees. As a whole, the team served more than 8,400 people with their in-person wellness efforts and look forward to returning to pre-pandemic numbers.

## Leadership and Vision

In a significant step forward, the position of Staff Experience Manager was created and filled by Khadijah Grant. With a strong background in mental health, employee training and community program management, Khadijah has proven to be a driving force behind the expansion and continued provision of wellness opportunities for staff members. Her expertise has guided the department's efforts to care for our staff more intentionally and consistently.

Reflecting on the purpose of the Wellness Center, Khadijah Grant remarked, "The Wellness Center is about creating a space for our employees to come and recharge, reset and restore." This sentiment encapsulates the guiding philosophy of the Staff Experience Department—to provide a haven where staff members can prioritize their well-being.

As we reflect on the journey of the newly formed Staff Experience Department, it is evident that the program's dedication to holistic staff well-being has yielded positive outcomes. Through innovation, adaptability and a commitment to supporting our staff, ZSFG remains steadfast in its mission to provide a nurturing environment that promotes the health and happiness of those who care for others.



# Staff Experience and Wellness

## ZSFG's Behavioral Emergency Response Team (BERT) Expands Hours

In August 2022, BERT expanded from a small pilot program to a 24-hours a day, seven days a week operation that integrates behavioral health services across campus.

Under the expansion, BERT members that are skilled in detecting early signs of behavioral escalations were embedded in the Emergency Department (ED) to immediately support staff in caring for patients with challenging behaviors that could lead to potentially unsafe situations. From February 2023 to the end of June 2023, BERT performed 2,961 Emergency Department interventions. Hospital-wide, in FY 22-23 BERT responded to 1,095 BERT Activations, 81 percent of which were without law enforcement present. Aligned with ZSFG's commitment to advancing equity, BERT stratifies their activations/calls and ED interventions by race, ethnicity, age and language (REAL) and by sexual orientation and gender identity (SOGI) to gain a better understanding of the patients they care for.

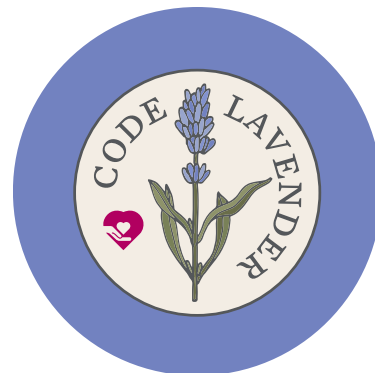


With a goal of preventing violence and improving patient care, BERT revamped their hospital rounding process and completed a total of 3,019 Rounding Consultations in FY 22-23. BERT also provides trainings and disseminates resources to teams across campus to provide education about how to practice safety strategies themselves.

## CODE Lavender Launches at ZSFG

In September 2022, ZSFG launched Code Lavender in partnership with Sojourn Chaplaincy and the SFGHF. Code Lavender is a new support resource that health care workers at ZSFG can now call when incidents that impact staff wellness and safety occur.

Incidents such as a patient death, a severe injury, a trauma or workplace violence can make it difficult for health care workers to return to work and return to center emotionally. Staff can feel isolated or emotionally compromised after these events. When staff calls a Code Lavender, a specially trained team responds with stress diffusing interventions, such as group relaxation exercises, one-on-one support, wellness resources and emotional support referrals.



# Highlights

## UCSF's Pride Hall Set to Open

Pride Hall, the UCSF Research and Academic Building at ZSFG, is set to open in July 2023. At that time UCSF faculty and staff located in labs and non-clinical offices within the red brick buildings throughout the ZSFG campus will move into the new building. The opening of this beautiful, five-story state-of-the-art new facility demonstrates the endurance and strength of the ZSFG and UCSF partnership, which has been the key to keeping our community healthy and safe for the past 150 years.



## ZSFG to Earn Additional Star from CMS

ZSFG is on track to earn an additional star from the Centers for Medicare & Medicaid Services (CMS) in July 2023, demonstrating the significant progress ZSFG is making toward achieving its True North goals of equity, safety, quality, experience and, above all, continuous improvement. The CMS star rating is made up of more than 40 measures, including mortality rates, safety of care, readmissions, reported patient experiences and timely and effective care. ZSFG diligently validated and submitted data to CMS and found many opportunities to align our Star rating with hospital-wide performance improvement efforts.

## ZSFG Implements New SAFE System

In January, ZSFG implemented the SAFE system, which stands for Safety and Feedback Events. This new system replaced the Unusual Occurrence systems at ZSFG, Ambulatory Care and Jail Health Services. This was a monumental milestone for DPH, as we are now able to better identify and measure improvements in quality, safety and patient experience. In addition, the new system has equity and bias fields, further advancing our mission to improve safety and reduce health care disparities for our patients.



## Dr. David Sanchez Way at ZSFG

In December 2022, the San Francisco Health Commission passed a resolution supporting the designation of the ZSFG roadway connecting Building 5 and Pride Hall as "Dr. David Sanchez Way," honoring the connection Dr. Sanchez brought between UCSF, ZSFG and the San Francisco

community. Dr. Sanchez was a beloved advocate and leader in San Francisco and served on the Health Commission for 22 years. During his career he developed programs for children and families and worked with the Latino community. He retired

# Highlights

in 2005 and passed away peacefully in 2020. Now, with “Dr. David Sanchez Way” officially on the ZSFG campus, his legacy lives on as ZSFG continues to improve health equity through the care it provides to patients and the community.



## Keeping ZSFG Ready and Resilient

In April and, again, in June, ZSFG participated in local and regional emergency exercises to improve response, bolster communications and create stronger partnerships with local, regional and



state partners to better respond to emergencies when they happen. In April, ZSFG participated in San Mateo County’s “Rising Phoenix” exercise and, in June, participated in a Mass Casualty Incident (MCI) functional exercise with the DPH’s

Public Health Emergency Preparedness and Response team, the Department of Emergency Management, San Francisco’s Police and Fire departments, the Emergency Medical Services Agency, Office of the Medical Examiner and several area hospitals. At both exercises, ZSFG developed and tracked safety objectives, simulated receiving and treating patients, coordinated local resources and prepared messaging for staff, patients and the public. Practices like these keep ZSFG ready and resilient in times of need.

## ZSFG Hosts Registered Nurse Career Fair

On April 8, 2023, DPH hosted a Registered Nurse Career Fair at ZSFG for prospective RNs to learn more about the exciting nursing opportunities available throughout DPH. We welcomed 100 potential new team members to meet the Nursing Leadership Team, tour the hospital, speak with other ZSFG registered nurses, meet HR representatives to ask questions, learn about the application and hiring process with the City and submit applications on site for nursing positions.



# Highlights

## Community Outreach

### Overdose Awareness Day at ZSFG

August 31, 2022, was International Overdose Awareness Day. The ZSFG Pharmacy Department and Addiction Care Team led a staff and community tabling event to raise awareness and educate staff and community about overdose prevention. The teams provided free naloxone and fentanyl testing kits.



### Breast Care Center Partners with the Community to Raise Awareness

In August 2022, ZSFG's Avon Comprehensive Breast Care Center joined the community at the Batter's Up Guns Down Breast Cancer Awareness Community Event in San Francisco's Bayview neighborhood. The team provided instruction on how to perform breast self-exams and education on breast health to the community.



## Family and Pregnancy Pop-Up Village

In June 2023, the San Francisco Family & Pregnancy Pop-Up Village (SFPV) completed its second successful year of events in its inaugural neighborhood, the Bayview. SFPV, co-led by a group of community-based organizations and institutional partners, is a monthly "block party" event that meets the community where they are and provides one-stop-shop access to a broad range of SF organizations and offerings. SFPV continuously grows in direct response to what community members say they want and need and uses intentional design to create a space that can feel uplifting, celebratory and healing.



This year, the SFHN Primary Care group, ZSFG Ob/Gyn Division and the DPH Maternal, Child & Adolescent Health Division partnered to start delivering a clinical service offering at SFPV events, including consultation/advice from a nurse, midwife and/or doctor; pregnancy testing and dating (via ultrasound) and on-site scheduling into SFHN clinics. After a successful six-month pilot, all partners agreed to continue these services.





# Highlights

## Engaging and Developing our Workforce

At ZSFG, we value compassionate care, thirst for learning and joy in our work. Every individual that works at our hospital strives to embody the “ZSFG Way” through a shared mission of providing quality health care and trauma services with passion and respect for all.

To nurture this drive, it is our goal to continuously support and cultivate our workforce of caregivers and health care providers, especially our nurses, who are truly the heart and center of patient care at our hospital. Last year, we proudly promoted several members of our DPH staff to Registered Nurse (RN) positions. Many of them had previously served as Licensed Vocational Nurses (LVNs), patient care assistants (PCA) and medical exam assistants and subsequently pursued further education to enhance their skills and knowledge. Each of the following has fully demonstrated a dedication to the health of our community by stepping into the role of RN, which also allows them to make an even greater impact on the health outcomes of our patients.

**Annie Cai, RN**, started with the Department of Public Health in 2021 as an LVN, administering COVID-19 vaccines at the City’s COVID-19 Command Center and in Urgent Care. From a young age, she has always enjoyed finding ways to care for family and friends and becoming a nurse was an obvious career choice for her. She has now joined our Oncology team, providing care here at ZSFG.

Annie’s inspiration for being a nurse:

*“Nurses advocate for best quality of care for patients. They educate, provide treatment and promote health maintenance.”*



**Melissa Gutierrez, RN**, has been providing care to the elderly as a Certified Nursing Assistant (CNA) and LVN with DPH for the past 12 years. After receiving her RN certification from City College, she accepted an RN training program position here at ZSFG. Melissa appreciates applying what she has learned and feels accomplished as she continues to learn many skills along the way. Melissa will be joining the Med/Surg Gerontology team at ZSFG.

Melissa’s inspiration for being a nurse:

*“When you’re in the presence of nurses, you know you’ll be safe and secure. I’m excited to join that group.”*

**Jaspinder Kaur, RN**, has been a Patient Care Assistant (CN) here at ZSFG since 2017. In 2022, she completed her certification to be an RN, a position she also held in her home country of India before moving to the U.S. She has since joined the Med/Surg Oncology & Palliative Care team as an RN, providing compassionate care for patients facing end of life.

Jaspinder’s inspiration for being a nurse:

*“Working with patients every day and providing care feels good!”*

# Highlights

**Aubrey Powell, RN**, has been a CNA for more than 20 years. Thirteen of those years have been with the Department of Public Health. In 2022, Aubrey completed her RN certification – serendipitously on her birthday. Aubrey is applying all she has learned in her years of education and experience as she joins the ZSFG Cardiac Unit. She’s beyond excited to have the opportunity to hear and better understand the rhythm of the heart of patients.

Aubrey’s inspiration for being a nurse:

*“Nurses advocate for the patients because as a nurse, you genuinely want to be there and do that. It’s not just a job.”*

**Amy Ruiz, RN**, started as an LVN with the DPH in 2019 and is now with ZSFG’s Acute Care for the Elderly team. Amy’s dream of becoming a nurse sprouted from an experience she had as a young six-year-old, witnessing and having to respond to her mom’s medical emergency. When the paramedic’s responded to her 9-1-1 call, they memorably told Amy, “You just saved your mom’s life” which sparked her desire to become a health care worker. Amy loves providing care as a nurse, and she also aspires to find a specialty and become a nurse practitioner in the future. And now that she’s working here at ZSFG, she feels empowered to keep going – to keep growing.

Amy’s inspiration for being a nurse:

*“We are the first person and last person a patient sees in a day. We also provide the important emotional care they need.”*

**Iris Zhang, RN**, changed paths as an eligibility worker at ZSFG to become a nurse and is now providing a different kind of direct care to patients as an RN. While she thrived and advanced in her role as an eligibility worker, she continued to feel a calling. She never forgot the care nurses provided her own mother when she was growing up. Having witnessed the integral role nurses play in interdisciplinary care, she wanted to be part of it and decided to get her RN certification from City College.

Iris’s inspiration for being a nurse:

*“Ever since I can remember, I’ve accompanied my mom to her medical appointments at Ocean Park and General Hospital – helping her interpret. I was always so amazed by the nurses who provided bedside care to the patients. I feel like I’ve come full circle. It’s really a dream come true.”*



Dr. Grant Colfax, Director of Public Health, visits ZSFG

# Milestones

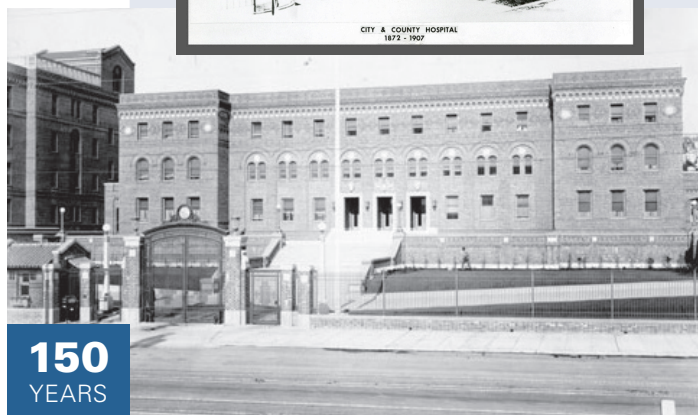
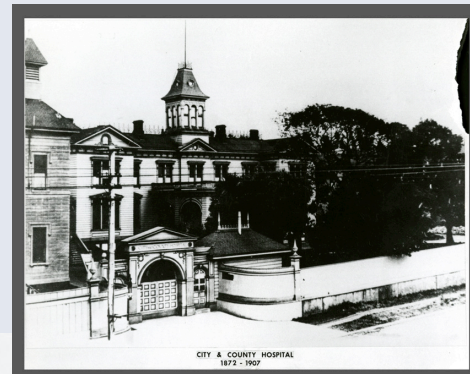
ZSFG celebrated several milestones this fiscal year, including celebrating 150 years of providing quality, compassionate care to the people of San Francisco. However, that wasn't the only major event that we stopped to commemorate.

## At 150, the Heart of ZSFG is Beating Strong

August 28, 2022, marked an extraordinary milestone in the hospital's history. It was 150 years ago on that date that ZSFG opened its doors to the public. Since then, we have been a pillar of the City's health care system, serving those most in need and providing life-saving care during some of our City's most historic moments – from the 1906 earthquake to the 1918 flu pandemic, the HIV/AIDS epidemic to the COVID-19 pandemic and the mpox outbreak. While a lot has changed over the last 150 years, one thing remains constant: the dedication and hard work of every person who works here, committed to our mission, vision and place in this community. This anniversary is a celebration of our staff and all the people over the years who have made an impact on our patients' lives and on promoting health, wellness and equity in our community overall.

## UCSF & ZSFG – Partners in Health

On April 1, 2023, ZSFG celebrated its partnership with UCSF, commemorating 150 years of excellence and resilience. On April 1, 1873, ZSFG became the single clinical facility for UCSF, and we became partners in public health. Together, we have done remarkable work and set the standards for best practice care around the world. Our partnership could not be more important, as it allows us to train the next generation of doctors. ZSFG provides UCSF medical students, residents, specialists and fellows with valuable training experience, as



150  
YEARS

August 28, 1872 - ZSFG opened its doors to the public.



150  
YEARS

CEO, Dr. Susan Ehrlich, joins SFGHF Board Members to commemorate 150 years.

# Milestones

together we serve a diverse population of adult and pediatric patients who access inpatient, outpatient, diagnostic, psychiatric and rehabilitation services. UCSF provides many other services on campus, including clinical laboratory, respiratory therapy and biomedical engineering. UCSF is integrated into virtually all the work we do at ZSFG.

## Opiate Treatment - Ward 93

On January 26, 2023, the Opiate Treatment Outpatient Program (OTOP) at ZSFG – a DPH and UCSF partnership – celebrated 50 years of providing care to all. The program has utilized a combination of medication treatment, counseling services, harm reduction services, psychiatric care, specialty HIV care and on-site hepatitis C treatment to address the many needs of the community.

Located in Ward 93 at ZSFG, OTOP provides methadone detoxification and maintenance to heroin dependent clients in conjunction with medical and psychiatric services. Since the onset of the AIDS epidemic, OTOP has been involved in combating HIV disease among injection drug users through research, prevention and medical care. Ward 93/OTOP was designated as the county methadone treatment provider for the most medically and psychiatrically compromised people with opiate use disorder.

## HIV Clinic - Ward 86

On January 25, 2023, the Ward 86 HIV Clinic in the Division of HIV, Infectious Diseases and Global Medicine at ZSFG commemorated 40 years of providing HIV treatment, prevention and a comprehensive HIV care model. The clinic opened its doors in 1983, 18 months after the first CDC report of AIDS. In the early 1980s, the HIV epidemic spread rapidly. It was a frightening time, and the doctors, nurses, researchers and students at

**50**  
YEARS



Providers and patients gathered to commemorate the milestone in the courtyard of Building 80/90 under the 100-year-old Cedar tree that has stood in its place since the first treatment was provided at Ward 93 as a symbol of serenity.

**40**  
YEARS



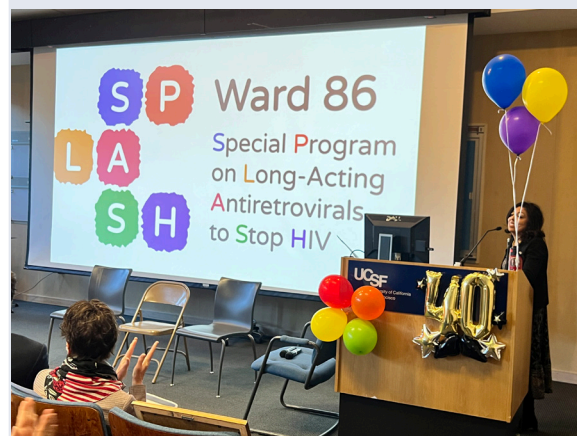
Ward 86 celebrated 40 years of providing HIV treatment, prevention and comprehensive HIV care model.

# Milestones

DPH, ZSFG and UCSF responded to the epidemic by immediately mobilizing care for infected individuals. The pioneering “San Francisco Model of HIV Care” was established emphasizing interdisciplinary care with a team of doctors, nurses, social workers, case managers, psychiatrists, addiction specialists and nutritionists providing medical and social services in a single facility in close collaboration with community organizations. This model of care has been adopted around the world. Today, Ward 86 serves as the largest clinic in the SFHN exclusively serving HIV-infected patients, and a world-renowned center of HIV clinical expertise, teaching and research.

## Sojourn Chaplaincy

In 2022, ZSFG celebrated four decades of partnership between ZSFG and the Sojourn Chaplaincy, which began in 1982 so that the faith community could better support patients suffering from AIDS. Sojourn developed the world’s first AIDS Ministry Training Program and, in the early days of the epidemic, trained hundreds of clergy so that they could support ZSFG patients with compassionate and affirming spiritual care. Since then, Sojourn has expanded, adapted and evolved to serve patients, their families and our staff throughout ZSFG, and they have supported us through some of our most challenging crises, including through the COVID-19 pandemic.



An anniversary event at Carr Auditorium was organized by Monica Gandhi, MD, MPH, and attended by several health care and civic leaders to commemorate Ward 86’s anniversary.



Sojourn Chaplain and Chaplain Intern provide service to a patient in the Emergency Department.



# Surveys

## The Joint Commission (TJC) Advanced Primary Stroke Center Survey

On February 14 and 15, 2023, ZSFG hosted one surveyor from TJC as part of the Advanced Primary Stroke Center Survey.

The surveyor was complimentary of the programs and was specifically impressed by the Acute Care for Elders (ACE) unit, TPA treatment rate, stroke simulations, “first 5” program and outpatient rehabilitation integration. She applauded the teamwork she witnessed and applauded the ZSFG staff’s commitment to “meeting patients where they are.”

The Stroke Program was re-certified by the Joint Commission. ZSFG thanks staff for their continued excellence, and extends particular thanks to Sara Cole, Lawrence Chyall, Tristen James, Dr. Claude Hemphill and Christina Bloom for their outstanding work.



## 4A-Skilled Nursing Facility (SNF) Annual Re-Certification Survey and Fire Life Safety Survey

From June 5 through June 8, 2023, ZSFG hosted four California Department of Public Health (CDPH) surveyors (on behalf of CMS) for the 4A-SNF Annual



Recertification survey, followed immediately by one CDPH Fire Life Safety (FLS) Surveyor on June 12, 2023. These surveys allowed 4A to showcase the high-quality care they provide their residents every day. The surveyors complimented the staff on their engagement and dedication to their patients and were very impressed with the food they tasted with the Food and Nutrition Services teams.

ZSFG thanks the entire 4A team, Food and Nutrition Services, Facilities, Environmental Health Services and Infection Prevention and Control, whose hard work and collaboration provided the framework for a successful 4A recertification survey. Additional thanks for the excellent support provided by Biomedical Engineering, Respiratory Care Services, Emergency Management and Fire Life Safety teams during the FLS survey that immediately followed.



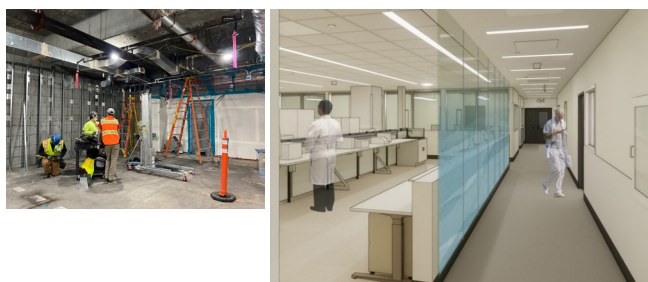
# Building our Future

To improve safety and care, the Capital Projects team at ZSFG has been actively advancing our hospital's future with a range of upgrades and renovations on the ZSFG campus this past fiscal year. Construction work happening now will provide lasting benefits for patients and staff for decades to come. The following highlights a selection of projects undertaken in the past year.

## Building 5, Ground Floor

### Public Health Laboratory (PHL) Relocation

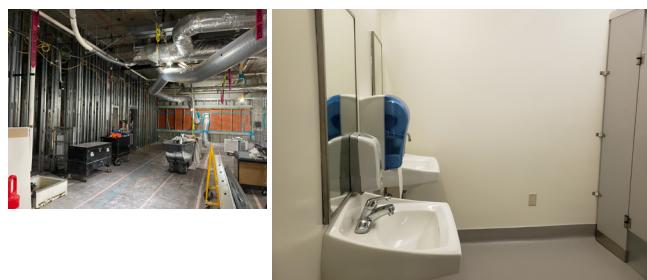
Relocates the PHL from the Central Office to ZSFG, improving sustainability and safety in case of a seismic event and allowing for greater testing capacity. Demolition is complete and construction is underway.



## Building 5, 2nd Floor

### Clinical Laboratory Renovation and Track Replacement

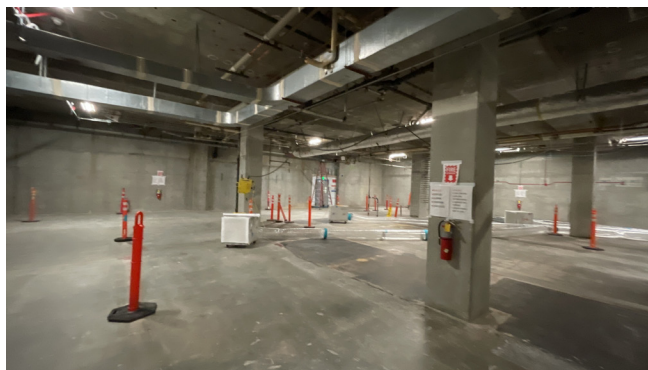
Demolition is complete and construction is underway to make the space ready for a new automated laboratory test system. Americans with Disabilities Act (ADA) improvements in the men's and women's bathrooms were completed at the end of the fiscal year.



## Building 5, 1st Floor

### Psychiatric Emergency Services (PES) Relocation

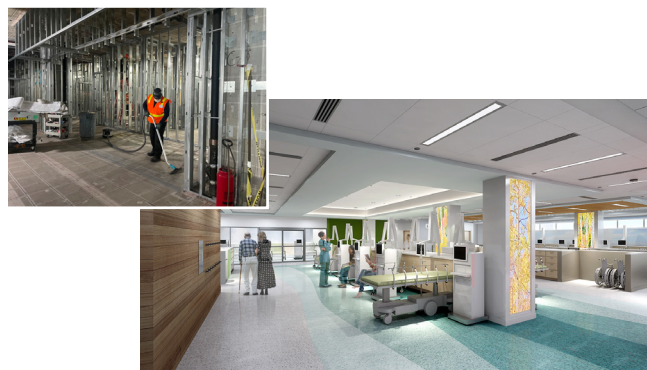
Relocates and upgrades the PES to the southeast side of Building 5. Early demolition is complete, and the project plan has received approval from California's Department of Health Care Access and Information, which reviews all health care facilities. This project will soon be ready for contractor bids.



## Building 5, 3rd Floor

### Dialysis Clinic Relocation

Relocates renal services from one of the campuses oldest buildings into Building 5 to provide a modern space with new dialysis equipment. Construction continues with framing for walls, plumbing work and ceiling installation.



# Building our Future

## Building 5, 5th Floor

### Opening of Wound/OASIS Clinic

As our hospital works to meet growing patient demand and expand our services, the capital and facilities team moved the Wound and OASIS (Outpatient Access Soft Tissue Infection Service) clinics from 4C up to 5R. A dedicated space for this clinic allows the staff to treat more patients in a larger and more patient friendly space and coordinate care with co-located dermatology and tattoo removal services. The hematology and oncology clinic in 4C will also have room to expand services.



## Building 5

### Seismic Upgrades

Overall, 30 percent of the seismic work scheduled in 205 locations throughout Building 5 is complete. Concrete column pours on the first and second floors are complete and the work in and near the Pharmacy is nearly complete. Column strengthening, saw cuts, joint expansion and sunshade removals continue throughout Building 5.



## IT Infrastructure Improvements

Early in 2023 a new chiller was installed on the mechanical pad near the Building 100 Courtyard that will support the environment for rooms housing IT and telecommunications equipment. In the coming year, installation of chilled water lines to support the future cooling of these rooms will begin. Work on the ground floor ADA bathroom, included as part of the infrastructure improvements continues.



## Building 10, 4th Floor

### Care Coordination Offices

Design and construction of two enclosed care coordination offices is complete, allowing social workers to have private and uninterrupted meetings with patients and clients.





# Building our Future

## B25, Emergency Department

### Security Scanner Installation

In April, the Capital and Facilities teams installed a security package scanner at the entrance of the Emergency Department. The new machine helps ensure the safety of staff and patients by scanning the belongings of visitors and patients.



## Service Building

### Security Measures

A secure foyer was created at the entrance of the service building, improving separation between the publicly accessible areas and the power plant operations. Contractors entering the building can now speak to staff at a roll-up window instead of entering the main area of the building.

# True North Strategies

## TRUE NORTH OVERVIEW



True North is ZSFG’s unwavering commitment to our mission, vision, values, strategies and metrics that represent our efforts to becoming the health care organization of choice for patients and staff. To ensure we are moving in the right direction, ZSFG developed a True North Scorecard.

The ZSFG team is focused on driving improvements to ensure ZSFG achieves our True North strategic goals, by using A3 Thinking, Countermeasure Summaries 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

	HARMONIZING AND SYNERGIZING ACCESS AND FLOW ACROSS THE ZSFG CAMPUS	ACHIEVING SAFE & EQUITABLE PATIENT CARE	ACHIEVING SAFE & EQUITABLE STAFF EXPERIENCE	REVENUE CYCLE OPTIMIZATION
	<b>Equity</b>			
<b>True North Pillar</b>	<b>Quality</b>	<b>Safety, Care Experience</b>	<b>Safety, Developing Our People</b>	<b>Financial Stewardship</b>
<b>True North Metric</b>	Emergency Department Ambulance Diversion Rate	Catheter-Associated Urinary Tract Infections	Physical assaults with injury	Hospital Billing Denial Rates
	Third Next Available Appointment	Central Line-Associated Blood Stream Infections		
	Lower Level of Care Patient Days	Colon Surgical Site Infections	Hospital-Acquired Pressure Injuries	
		Falls with Injury		

# True North Strategies

## TRUE NORTH OVERVIEW

Stewardship; as well as the system we use to guide improvement work, the ZSFG Way.

FY2023 was a year of deployment for ZSFG's strategic initiatives. With the lingering pandemic and deployment of key leaders, 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 new priorities or necessary adjustments to current strategies.

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. Fiscal year 2023 focused on the continued refining of FY 22 deployed strategies and the operationalizing of two new FY 23 strategic initiatives.

ZSFG has pivoted to be more focused with our priorities, even throughout the pandemic, and 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 2023.



2023 ZSFG Equity Council

# 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 anti-racism environment where all members of our community feel valued.

This year, ZSFG continued its journey to becoming an anti-racist organization by focusing on three strategic areas:



During FY 2022-2023, ZSFG's new Department of Diversity, Equity, and Inclusion (DEI) and its partners accomplished the following:

- Equity-Driven Performance Improvement:** Increased the percent of departments with equity drivers in their annual Performance Improvement/Patient Safety reports from 50% to 68%, exceeding our target of 65%, by providing technical assistance for departments without drivers.
- Workforce Policies & Procedures:** Reviewed and modified hiring, promotion, and retention policies/practices to ensure equitable treatment by:
  - Piloting an on-boarding assessment tool to support departments in setting new staff up for success
  - Advising HR on integrating equity perspectives into hiring, training, performance review, and discipline policies and practices
  - Developing staff demographics dashboard by classification and race/ethnicity

# True North Strategies

## EQUITY

### 3. Supervisor/Team Support:

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

- Launching the Relationship-Centered Communication for Equity in Teamwork (RCC-ET) trainings, including training 6 diverse front line staff trainers
- Adding “Advancing DEI” requirement into DPH leaders’ annual performance reviews
- Organizing Black/Asian Solidarity Event with Office of Health Equity

### 4. Equity Leadership:

Strengthened equity leadership training for ZSFG workforce by:

- Opening Equity Council applications to all staff to increase inclusion and transparency
- Creating a support network for ZSFG Equity Champions
- Drafting a departmental equity committees guide to provide support for ZSFG departments interested in advancing DEI initiatives
- Providing technical assistance to multiple ZSFG departments on DEI
- Hiring and training a new DEI-dedicated analyst to provide data and technical assistance support



### 5. Communication:

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

- Creating a staff DEI website sharing resources and opportunities and updated the external website for patients/community members
- Keeping staff updated through quarterly newsletter

### 6. Patient Engagement:

Established mechanisms for feedback from under-served patients/communities by coordinating patient review of informed consent form to ensure comprehension

SELECTED METRICS	BASELINE (FY 21-22)	TARGET (FY 22-23)	ACTUAL (FY 22-23)
% of departments with active improvement initiatives around equity and reducing disparities	50%	65%	68%

# True North Strategies

## QUALITY

### Harmonizing and Synergizing Access and Flow Across the ZSFG Campus

Healthcare quality falls into multiple domains that span effectiveness, efficiency, equity, patient centeredness, safety and timeliness. Following the 2022 Omicron COVID-19 surge, ZSFG's turned its quality improvement efforts to operational readiness, specifically a focus on patient flow and improving access to care. In partnership with DPH and the San Francisco Health Network, ZSFG has 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 reduce the amount of time ZSFG's Emergency Department diverts ambulances, to increase the appointment availability rate for specialty clinics on campus and to reduce the length of stay for inpatients with a lower level of care medical acuity. These quality indicators are critical to supporting our patients and community in receiving the right care, at the right time, in the right place post-pandemic.

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

- Increased funding to support additional attending only teams for medicine, family medicine, and critical care.
- Opened unit H58 and funding an additional medicine faculty inpatient service.
- Utilized med-surg nurses in the Emergency Department (ED) to help with increased patient boarding.
- 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 helps with complex discharges.
- The Department of Care Coordination established a process to identify early discharges and provide support to inpatient teams to help with discharges.
- Contracted and collaborated with Chinese Hospital to help discharge patients.



# True North Strategies

- Specialty Care Clinics added additional day and weekend hours to help provide more outpatient access and earlier appointments for patients.
- Urgent Care Clinic partnered with the ED to evaluate and treat less critically ill patients to help decompress the ED waiting room.

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

OPERATIONAL AREA (METRIC)	BASELINE (FY 21-22)	TARGET (FY 22-23)	ACTUAL (FY 22-23)
Emergency Department ambulance diversion rate (%)	64.9%	50%	43.7%
Department of Care Coordination lower level of care (patient days)	1,244	1,100	1,488
Outpatient specialty care clinics with TNAA <= 21 days (% clinics)	81%	90%	84%



# 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 safety through the Hoshin process in previous fiscal years and saw significant reductions in harm events. However, over the past few years with a transition to the Epic system and the COVID-19 pandemic, there has been an increase in harm events, mirroring the upward trends seen nationally.

To monitor patient harm, the team has identified the following five metrics for the hospital to improve upon. These harm events are being tracked via 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 has found success in:

- Implementing a new adverse event reporting system (SAFE)
- Re-invigorating current patient safety program and filling key vacancies
- Partnering with the Diversity, Equity and Inclusion (DEI) team to review disparities in harm events
- Launching unit-based leadership teams for high risk areas to monitor and analyze harm data on a regular cadence

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.

SELECTED METRICS	BASELINE (FY 21-22)	TARGET (FY 22-23)	ACTUAL (FY 22-23)
Catheter-Associated Urinary Tract Infections	1.98	2.26	1.37
Central Line-Associated Blood Stream Infections	0.46	0.77	0.81
Colon Surgical Site Infections	0.89	1.62	0.76
Hospital-Acquired Pressure Injuries	0.15	0.20	0.31
Falls with Injury	0.93	0.45	0.57

ZSFG strives for ZERO Harm but also sets achievable goals that are in line with national benchmarks/targets. When an improvement project meet its target we reevaluate. The data above reflects the targets set for FY 22-23 and new targets have/are being set for FY23-24 in line with CMS Star rating targets and reflects goal to reduce harm wherever possible.



# True North Strategies

## SAFETY & DEVELOPING OUR PEOPLE

### Achieving Safe & Equitable Staff Experience

Workplace violence is an issue for hospitals across the nation. Healthcare workers are nearly four times more likely than workers in most other industries to experience workplace violence. The safety and security of our staff, patients and visitors is one of ZSFG’s highest priorities.

To put this priority into action, ZSFG has developed an organization-wide strategic plan with a holistic approach to keeping our patients and staff safe. This strategy is focused on 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:

- Provide 24/7 non-violent crisis intervention and mental health services in Buildings 5 and 25 through the Behavioral Emergency Response Team (BERT), including a team dedicated to the Emergency Department. The BERT rounding responders regularly check in with departments and are available when incidents arise.
- Install security package scanner in the ED lobby to prevent weapons from making it into the department.



- Support department leaders with timely and accurate data, engage front line staff in root cause analysis, and facilitate the communication and sharing of best practices across high-risk areas through the ZSFG Workplace Violence Prevention Committee.
- Develop a Violence Prevention Screening Tool to assess patient level of agitation more easily and accurately to use de-escalation techniques more proactively.
- Review all physical assaults with an equity lens and advise on how to improve response to and prevention of these incidents with the Assault Governance Task Force.
- Begin hiring trainers for Crisis Prevention Intervention through the Department of Education and Training.

SELECTED METRICS	BASELINE (FY 21-22)	TARGET (FY 22-23)	ACTUAL (FY 22-23)
Reduce the # of physical assaults that lead to injury across 5 high risk areas.	3	2	5

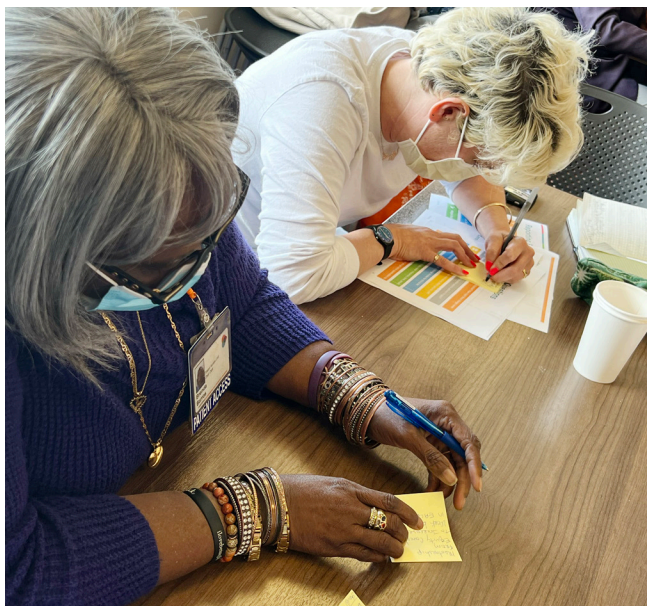
\*Average # of assaults with injury across all areas per month.

# True North Strategies

## FINANCIAL STEWARDSHIP

### Revenue Cycle Optimization

The Department of Public Health (DPH) and the San Francisco Health Network (SFHN) have been exploring financial models to better support and serve our community due to the amount of money spent annually on Out of Network (OON) care. During the scoping and exploration of options, it was uncovered that 50 percent of the inpatient and specialty procedures population at ZSFG is fee for services (FFS) versus our capitated model. Patient populations in the FFS model require a higher level of authorization review and denials management to ensure proper payment to ZSFG and the health plan for services provided. Inaccurate or incomplete authorization and denials managements results in lost revenues.



In order to achieve this goal, ZSFG’s Finance Team implemented the following countermeasures:

- a. Established a denials task force to define root causes of denials and action plans to manage denial rate.
- b. Implemented self-scheduling for patients to free up capacity to support denial management
- c. Established a clinic utilization task force to standardize processes for clinical scheduling and template management.

Moving forward, this team will focus on establishing the described task forces to monitor denials and to support clinical leaders in standardizing clinic schedules and rolling out patient self-scheduling.

OPERATIONAL AREA (METRIC)	BASELINE (FY 21-22)	TARGET (FY 22-23)	ACTUAL (FY 22-23)
Hospital Billing Denial Rate	18.6%	15.6%	Strategy under implementation

# Staff Celebrations



## Annual Medical Staff Meeting

In another sign of the campus emerging from the COVID-19 Pandemic, on June 7 the 2022/23 Annual Medical Staff Meeting was held in Carr Auditorium, the first in-person celebration since 2019. Medical staff and affiliated professionals who are credentialed by Medical Staff Services, including nurse practitioners, physician's assistants, clinical pharmacists and others attended. Dr. Grant Colfax, Director of Public Health, Sam Hawgood, MBBS, Chancellor at UCSF, Dr. Susan Ehrlich, CEO at ZSFG, Health Commissioner Laurie Green, MD, and Talmadge E. King, Jr., Dean of the UCSF School of Medicine, attended the meeting and expressed deep appreciation for our medical staff. In addition, the Community Primary Care and Krevans awards were presented to members of our accomplished medical staff and trainees. Congratulations to Community Primary Care Excellence Awards recipients Elizabeth Abbs, MD, and Anusha McNamara, PharmD, who were recognized as stellar role models in primary care practice. The Krevans awards were presented to outstanding interns from each clinical department at ZSFG. The inaugural UCSF at ZSFG Exceptional Physician awards were presented to Malini Singh, MD, MPH, MBA, (Emergency Medicine) and Vineeta Singh, MD, (Neurology), and the 2023 Rapaport

Award was presented to Eleanor Drey, MD, EdM, (Ob/Gyn). Congratulations to all the awardees, with deep appreciation for all you do for ZSFG's patients and our entire community.

## Annual ZSFG Employee Celebration

In June 2023, ZSFG honored and recognized employees who have been with the hospital from ten to 45 years at the online 2022 Employee Celebration and Recognition Event and with displays throughout the hospital. During the virtual celebration, members of the ZSFG Executive Team honored and congratulated 517 honorees who together represented 8,435 years of experience and service.



Every year, the ZSFG Executive Team recognizes two individuals who have worked at ZSFG for 30 years or more with the Executive Administrator's Award. This year, Bilal Chaney and Paul Garcia, MD, were honored. Mr. Chaney has been a friendly face in Radiology for more than 30 years and is a champion for diversity efforts on campus. He is kind, welcoming and very constructive. He is persistent and persuasive and has a welcoming smile for everyone he greets. Over the years, Mr. Chaney has supported staff and patients, launched new programs and has taken on many roles in his position as Department of Equity and Inclusion Lead for Radiology. With his guidance, the Radiology Department is consistently supporting equity at ZSFG.

# Staff Celebrations

Dr. Garcia has been with the Department of Neurology and ZSFG for more than 30 years. A nationally recognized neurologist, he is the director of the Clinical Epilepsy Services at UCSF Medical Center. His university service is focused on ensuring opportunity for students and faculty across the campus. He is the go-to person for complex seizures, and there are many patients who have benefited from his expertise. He is a humble, hard-working and kind person. Dr. Garcia's tremendous leadership and commitment to ZSFG assures, year after year, that the Neurology Service continues to bring world-class medical care to those who need it most.

Our deepest gratitude to Mr. Chaney, Dr. Garcia and to all of the honorees for their incredible work and commitment to this organization, our patients and community.

## Nurses Week 2023



ZSFG celebrated Nurses Week from May 6 to May 12, 2023. ZSFG honored our nursing staff through a nurses' week giveaway, a special congratulatory edition of the Nursing Newsletter and the presentation of the Daisy and O'Connell awards to several deserving staff. This year's theme was "You

Make a Difference," and the approximately 1,600 nurses working at ZSFG have made a big difference in the lives of countless individuals and their families here in San Francisco and throughout the entire Bay Area. They are quite simply the backbone of patient care at ZSFG. Our deepest gratitude to all our nurses and nursing staff for their unwavering commitment to our patients and community.

## ZSFG Celebrates Nutrition Month

In March, ZSFG recognized our remarkable Food and Nutrition Services (FNS) Team during National Nutrition Month. The FNS Team works on initiatives that improve how we nourish our patients, staff,



and community as well as increase environmental sustainability. During this fiscal year, ZSFG signed on to the Good Food Purchasing Program, which values sourcing the best food possible from local and sustainable vendors. To cut down on food waste and help combat hunger in our community, ZSFG donated all uneaten food from the café to local food pantries and meal sites. This fiscal year, we donated nearly 8,000 meals. All patient trays and cafeteria items feature reusable or compostable plates, and utensils and flow water stations prevented more than 150,000 plastic bottles from reaching land fill.

# Staff Celebrations

The team continues to develop culturally sensitive menus that meet patient nutritional needs as they recover from surgery, illness or manage a chronic disease like diabetes. The team screens patients for food insecurity and talks with them about where they can access food in the community.

## ZSFG Celebrates Black Maternal Health Week



In April 2023, ZSFG celebrated Black Maternal Health Week and the joys of Black maternity and parenting by uplifting the work our staff do to ensure positive health outcomes for Black birthing people. Some highlights from the last year include utilizing measures to prevent c-sections, a leading cause of pregnancy-related deaths. Success in this area led to a 21 percent c-section rate, the

lowest in the county and nearly half the national average, and The California Maternal Quality of Care Collaborative granted ZSFG the Maternal Safety Standards Implementation Award. In a testament to the work of our perinatal teams, ZSFG's Family Birth Center received the best score from a county-wide survey of Black-identified birthing patients for providing supportive and unbiased care. To increase representation of Black voices and excellence in maternity care, the ZSFG Ob/Gyn launched a Community Accountability Board made up, in part, of Black San Franciscans who received obstetric or gynecological care here.

## ZSFG Promotes Trauma Awareness Month

As part of May 2023 Trauma Awareness Month, ZSFG celebrated Trauma Surgery attendings, fellows, residents, trauma nurse practitioners, nurses, care coordinators and counselors who provide care to the injured and vulnerable admitted to the ZSFG Trauma Service. This team provides compassionate trauma informed care to our patients and families. After experiencing a traumatic incident in the City, a patient is likely to be transported to San Francisco's only Level 1 Trauma Center at ZSFG's emergency department, which is equipped to have services ready right away. From care in the ED, in the ICU, followed by ongoing care in the hospital or rehab to care coordination and follow up clinics, our Trauma Team is at the bedside of the trauma patient providing care each step of the way.

In tandem with Trauma Awareness Month, ZSFG also honored the thousands of lives lost and took a stand with those whose lives have been forever changed by gun violence on National Gun Violence Awareness Day, held the first week of June. Firearms are the number one cause of death for children and teens.

# Staff Celebrations

Nationwide, more than 120 people are killed every day due to gun violence. In 2022, more than 180 people received care at ZSFG for gunshot wounds. We joined Moms Demand Action in the annual #WearOrange campaign, marching across the iconic Golden Gate Bridge and rallying together to encourage folks to take a stand against gun violence. Gun violence cannot be ignored.



## ZSFG Celebrates Social Worker Month

ZSFG celebrated Social Worker Month in March 2023 with the theme of “Social Work Breaks Barriers.” Every ZSFG service – emergency and trauma, urgent care, pediatrics, primary and specialty care, critical care, medical-surgical, skilled nursing, behavioral health, oncology, palliative care and dialysis (to name just a few) is touched by the guiding hands of our social workers. Social workers play a key role in helping patients and their families along their journey of healing. This journey may include assisting patients in crisis and/or families whose loved ones are in crisis. They help patients deal with severe or chronic illness, provide information and guidance regarding substance use or mental health treatment, link them to community

resources and support them with their transition to home and community. This fiscal year, our medical inpatient social workers responded to more than 6,500 consults, seeing more than 6,450 patients. Thousands more patients are seen by social workers in emergency and outpatient care and other services. In these and other areas of the hospital, what really counts is that individual connection with patients and listening to what they need. Given the hardships and social determinants of health that ZSFG patients are dealing with, this can be quite involved.

## ZSFG Celebrates Environmental Services Week

In September, ZSFG celebrated Environmental Services (EVS) Week. EVS is often referred to as the first line of defense against infection control. At the onset of the COVID-19 pandemic, they were on the front lines responding to the evolving guidelines for cleaning and disinfecting. EVS Week recognized the uniqueness of the health care setting and the role EVS plays in patient-centered care. While the EVS team’s day-to-day work may consist of cleaning, delivery of linens, disinfecting and other measures to keep our spaces healthy and clean, the goal is to always serve patients and their loved ones. The interpersonal skills required to be in a space with people who may be feeling scared, overwhelmed or otherwise vulnerable, is a gift. Our deepest gratitude to our EVS team for being excellent stewards of our facilities and caring so diligently for our patients and our staff.

# Our Patients

## IN THEIR OWN WORDS

★ *"I have received nothing but the best from all involved, start to finish. I am extremely grateful to be treated by such a wonderful, caring group of health care professionals. You most certainly all deserve a great big A+ on your report card."*

★ *"Thanks to all the emergency staff for prompt treatment and referrals. It was a scary experience, but nurses and doctors were great in explaining my situation and treatment plan. Thank you!"*

★ *"Very caring. Treated me like family, they were kind. All had smiles. If there was anything they saw on the test you would never know it. It kept me calm because they were calm. I appreciate that I was able to be relaxed."*

★ *"I felt completely comfortable and in professional competent hands. During a painful emergency, I found peace and relief."*

★ *"I am happy to have been in a place where they made me feel that they really care about people's health at all times. They took very good care of me and made me feel very good."*

★ *"The staff is so attentive, friendly, understanding and welcoming."*

★ *"I will always appreciate all the care they gave me in an emergency. Usually, the mere word scares us, because we are very sick. Yet I felt very calm, and, as always, I was cared for with respect and professionalism. A million thanks to everyone!!"*



★ *"All staff were courteous, attentive, communicated among others — and they explained everything before every procedure in depth. This was my best hospital visit by far."*

★ *"All of the staff with whom I interacted, from the intake nurses to the doctors, were incredibly attentive, thorough and very helpful. My situation was unusual, and the doctors took time and expertise to arrive at a suitable treatment path. Every member of staff was professional, accommodating and accomplished. Great job!"*

★ *"That there are Spanish-speaking staff is important to me. They are very attentive and helpful. The treatment of the patient is with empathy and they give confidence."*

★ *"Wonderful service. Caring, professional, warm, compassionate, knowledgeable and efficient. The best."*

★ *"I cannot believe how good I was treated when I was at General. They were so good to me. They took their time. They were very patient. There was a lot of communication, and they told me everything I needed to know. It's probably the best treatment I've ever had being at any hospital. Thank you very much to the nurses and all the doctors."*

# Profiles

## ZSFG EXECUTIVE TEAM



**Susan P. Ehrlich, MD, MPP**  
CHIEF EXECUTIVE OFFICER



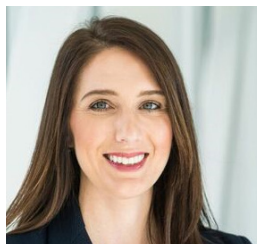
**Elena Fuentes-Afflick, MD, MPH**  
UCSF VICE DEAN



**Andrea Turner, JD, MBA, CNMT, ACHE**  
CHIEF OPERATING OFFICER



**Angelica Journagin, JD, MHA**  
CHIEF ADMINISTRATIVE OFFICER



**Jennifer Boffi, MPH**  
CHIEF FINANCIAL OFFICER



**Christine Falvey, MPA**  
CHIEF COMMUNICATIONS OFFICER



**Terry Dentoni, MSN, RN, CNL**  
CHIEF NURSING OFFICER



**Adrian Smith, RN, MSN**  
CHIEF QUALITY OFFICER



**Lukejohn Day, MD**  
CHIEF MEDICAL OFFICER



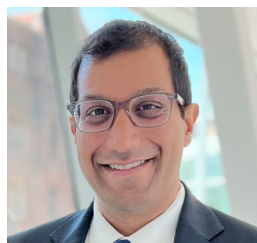
**Aiyana Johnson, MSW, MPH**  
CHIEF EXPERIENCE OFFICER



**Gabriel Ortiz, MD, PhD**  
CHIEF OF MEDICAL STAFF



**Margaret Damiano, MBA**  
ASSOCIATE DEAN FOR ADMINISTRATION  
AND FINANCE



**Hemal Kanzaria, MD**  
CHIEF PERFORMANCE OFFICER



**Gillian Otway, RN**  
INTERIM CHIEF NURSING OFFICER



# Profiles

## SAN FRANCISCO HEALTH COMMISSION

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 Tuesday of each month at 4:00 p.m. in Room 300 at 101 Grove Street. 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 following external bodies:**

- San Francisco Health Plan Board of Directors
- SF General Hospital Foundation Board of Directors
- San Francisco Public Health Foundation Board of Directors
- In-Home Supportive Services Public Authority Governing Board



# Profiles

## SAN FRANCISCO HEALTH COMMISSION



**Dan Bernal**  
HEALTH COMMISSION PRESIDENT

Commissioner Bernal is Chief of Staff for Speaker Emerita Nancy Pelosi. He has dedicated his career to public service, having served in the White House under President Bill Clinton and

as a presidential appointee at the U.S. Department of Education. As Congress debated the Affordable Care Act, he supported Speaker Pelosi's efforts to build support for the legislation in California by convening diverse stakeholders and coordinating activities among Bay Area Members of Congress. He continues to serve as a valuable resource to the California Democratic Congressional Delegation and key policy makers and as an advocate in the fight to protect and improve the Affordable Care Act. He was appointed to the Health Commission in 2017.



**Laurie Green, MD**  
HEALTH COMMISSION VICE PRESIDENT

Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 40 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.



**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 is currently a Member of the Anthem Blue Cross of California Physician Relations Committee. Commissioner Chow currently chairs the ZSFG Joint Conference Committee; he is also a member of the Finance and Planning Committee and 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.

# Profiles

## SAN FRANCISCO HEALTH COMMISSION



### **Cecilia Chung**

Commissioner Chung is nationally recognized as a civil rights leader, advocating for HIV/AIDS awareness and care, LGBTQ equality and prisoner rights. She is the Senior Strategist

of Transgender Law Center and has served on a number of planning bodies, which includes the San Francisco HIV Health Services Planning Council, Transgender Community Advisory Board for UCSF TRANS and the Visioning Change Initiative of the California HIV/AIDS Research Program. She is a past member of the Presidential Advisory Council on HIV/AIDS. Commissioner Chung chairs the Finance and Planning Committee and is a member of the Community and Public Health Committee. She was appointed to the Health Commission in 2012.



### **Tessie M. Guillermo**

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 15 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.



### **Suzanne Giraud, PhD**

Dr. Giraud 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. Giraud'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 under-served children and families. Commissioner Giraud 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. Giraud was a member of the Children and Families First Commission for 12 years.

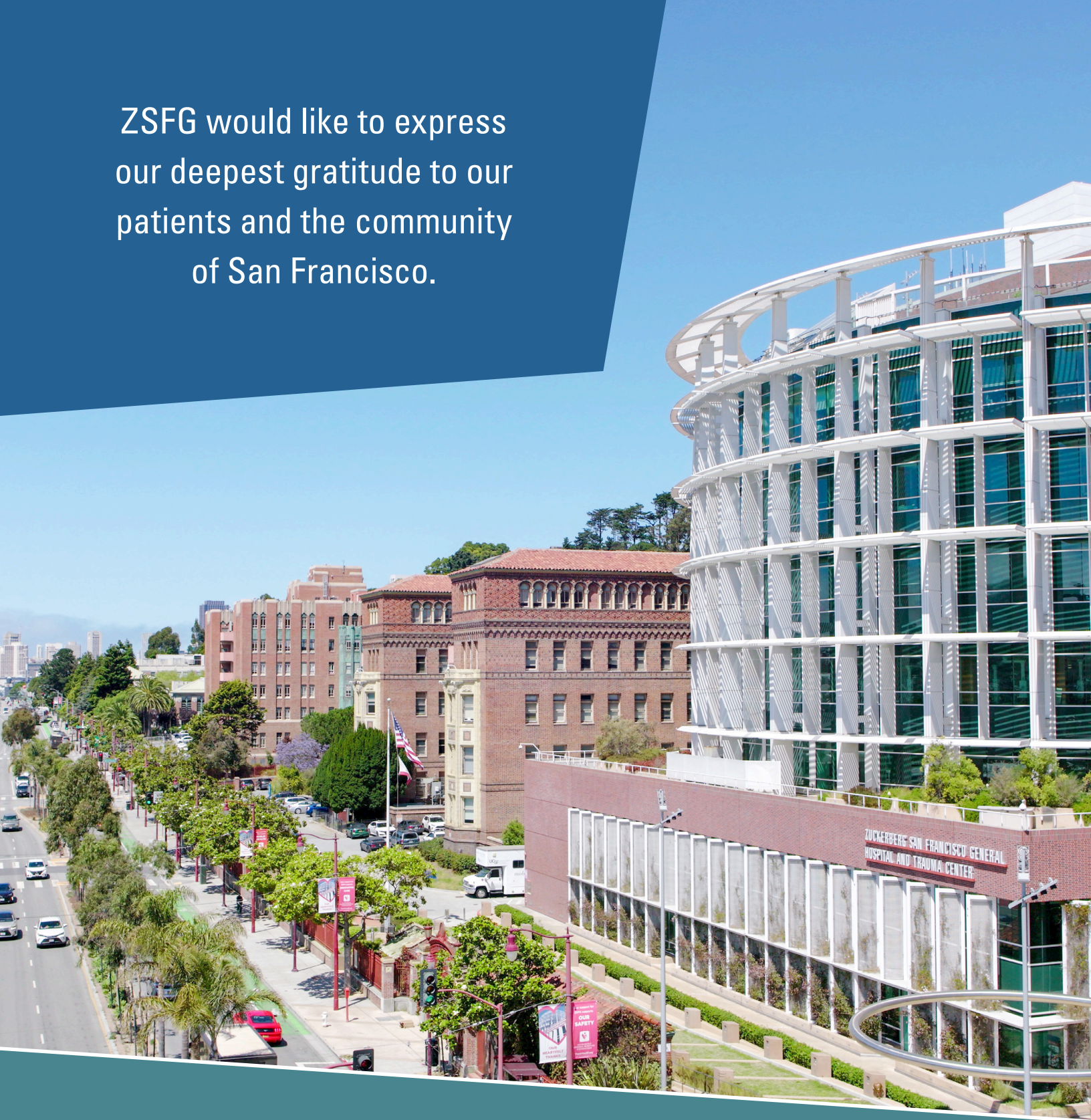


### **Mark Morewitz, MSW**

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.

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



@ZSFGcare

1001 Potrero Avenue  
San Francisco, CA 94110  
628-206-8000  
zsficare.org