



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

ZSFG FY 22-23 ANNUAL REPORT

Susan Ehrlich, MD, MPP
October 24, 2023



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



San Francisco
Department of Public Health

About ZSFG

Who We Are

- Part of DPH's SF Health Network
- Only Trauma Center for SF & Northern San Mateo County
- City's only 24/7 psychiatric emergency service
- Top academic medical center partnering with UCSF

Who We Serve

- ~100,000 patients per year
- >20 percent of all inpatient care for SF
- A diverse patient population providing services in >20 languages



About ZSFG



OUR MISSION

Provide quality health care and trauma services with compassion and respect



OUR VISION

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



OUR VALUES

Joy in our Work

Staff satisfaction is related to higher quality of care and outcomes for our patients

Compassionate Care

Our deep social justice mission is how we distinguish ourselves

Thirst in Learning

A learning organization allows for transformation and continuous improvement

ZSFG By the Numbers



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



UCSF STAFF
2,400



DEPARTMENT OF
PUBLIC HEALTH STAFF
3,500



VOLUNTEERS
485



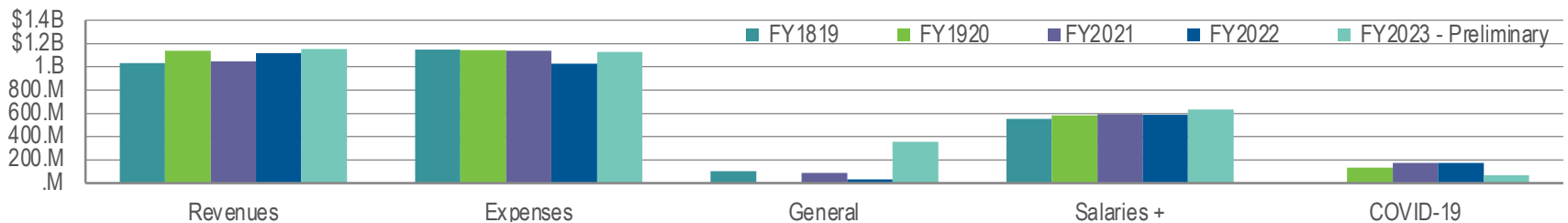
PUBLIC COVID-19
VACCINATIONS
39,698



STAFF COVID-19
VACCINATIONS
2,733

ZSFG Financials

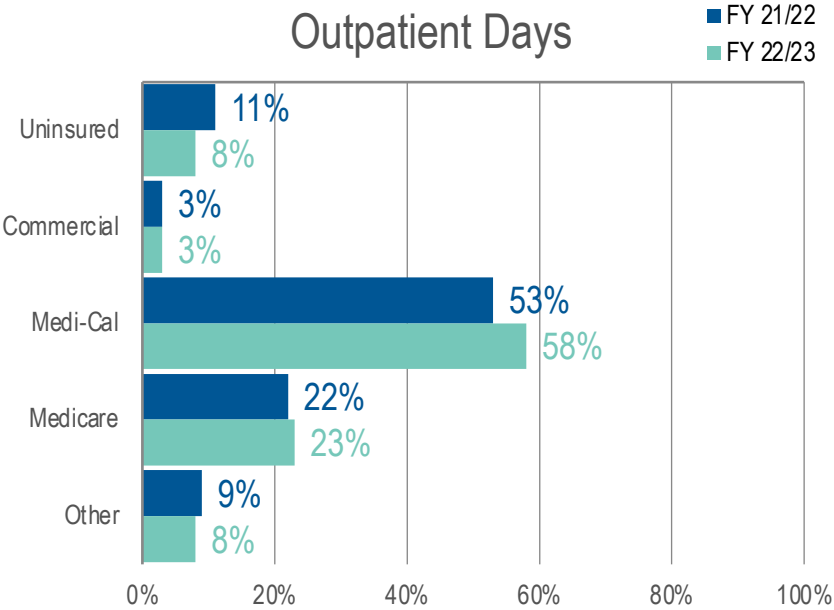
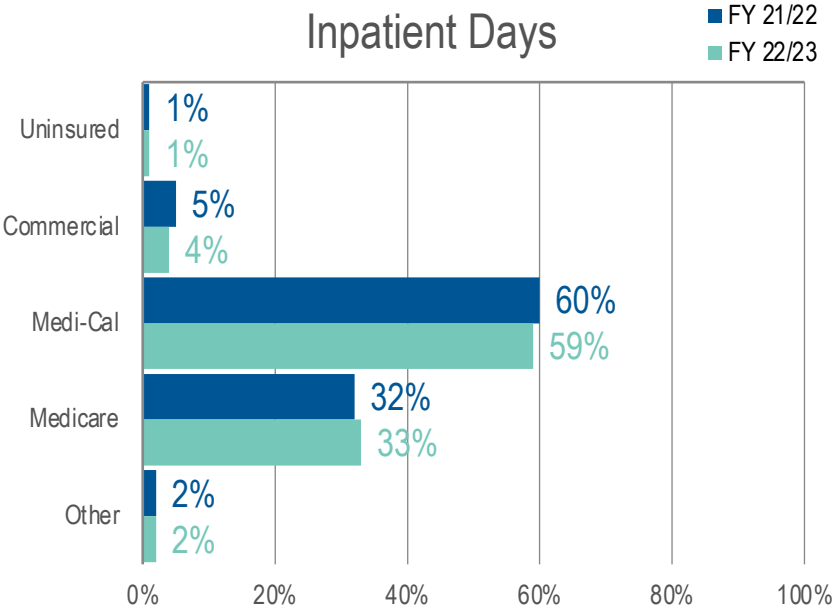
Financials	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23 - Preliminary
Total Operating Revenue	\$1,032,410,113	\$1,137,363,376	\$1,048,688,450	\$1,117,120,715	\$1,150,065,916
Total Operating Expenditure	\$1,146,753,580	\$1,143,475,761	\$1,137,390,783	\$1,024,981,855	\$1,127,205,193
General Fund Support	\$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

ZSFG Payor Sources

Payor Sources



UCSF at ZSFG

RESEARCH HIGHLIGHTS

UCSF @ ZSFG Research Numbers

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



Small Cells are Giving Big Answers About Injured Patients



Pediatrics



Neurology



Emergency Medicine

Partnership with the SF General Hospital Foundation

150th Anniversary & Hearts in SF Event

- + Celebrated ZSFG's 150th anniversary
- + \$2.4 million raised to support patient care & innovation

Equity and Innovation Grants

- + Awarded more than 500 grants and \$12 million since 2004

Transform Mental & Behavioral Health Fund

Investing in mental health programs, services & improvements:

- + Addiction Care Team
- + In-Patient Psychiatry
- + Psychiatric Emergency Services
- + Social Medicine
- + Solid Start
- + Team Lily



COVID-19 and Mpox Response and Recovery

COVID-19 Recovery

- Significant and stabilizing decline this Fiscal Year
- National emergency ends in May
- Cautiously eased restrictions while preserving safety protocols



Swift Mpox Response

- San Francisco had about half the cases in the entire state
- Responded utilizing the lessons learned & leading with equity
- Mass vaccination administered:
21,000 mpox vaccinations
(75 percent of all mpox vaccines administered in SF at the time)

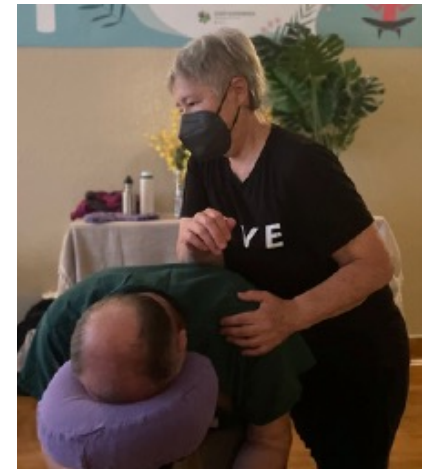


Staff Experience and Wellness

In recognition of the importance of the physical and mental well-being of ZSFG staff, we took decisive steps to address challenges posed by the pandemic and its impact on health care workers.

Virtual Wellness and Engagement

- Cooking classes, well-being discussions, Qi Gong & meditation sessions, Feldenkrais exercises and more
- Efforts were made to ensure inclusivity by offering classes in other languages



In-Person at the Wellness Center

- Reintroduced in-person events in 2023
- Yoga, well-being pop-ups with acupuncture, chair massages, fitness classes, etc.
- Served >8,400 people



Staff Experience and Wellness



BERT Team Expands Hours

From a small integrated behavioral health pilot program to a 24/7 operation



CODE Lavender Launched

A support resource for health care workers

Highlights

UCSF Pride Hall Opening



Street Dedication



Highlights



RN Career Fair

DPH hosted a Registered Nurse Career Fair at ZSFG



Promotion of Nurses

We proudly promoted several members of our DPH staff to Registered Nurse positions

Highlights

COMMUNITY OUTREACH



International Awareness Day

Overdose prevention awareness and education



Avon Comprehensive Breast Care

Community event in the Bayview provided education on breast health

Milestones



150
YEARS of Care



150
YEARS of UCSF Partnership



50
YEARS OTOP (Ward 93)



40
YEARS HIV Clinic (Ward 86)



40
YEARS Sojourn Chaplaincy

Surveys



TJC Survey

February 2023:

Hosted Joint Commission for a successful Advanced Primary Stroke Center Survey



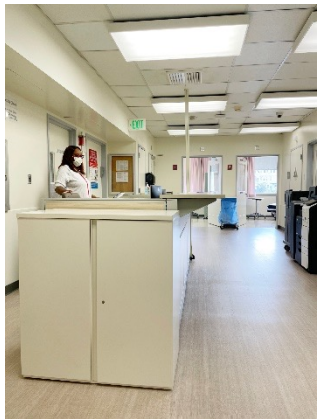
4A-SNF Survey

June 2023:

ZSFG hosted CDPH on behalf of CMS for a successful 4A-Skilled Nursing Facility Annual Re-Certification Survey and Fire Life Safety Survey

Capital Projects

BUILDING OUR FUTURE



Opening OASIS Wound Clinic

The Wound and OASIS clinics moved to a dedicated space

Seismic Work in Building 5 Continued

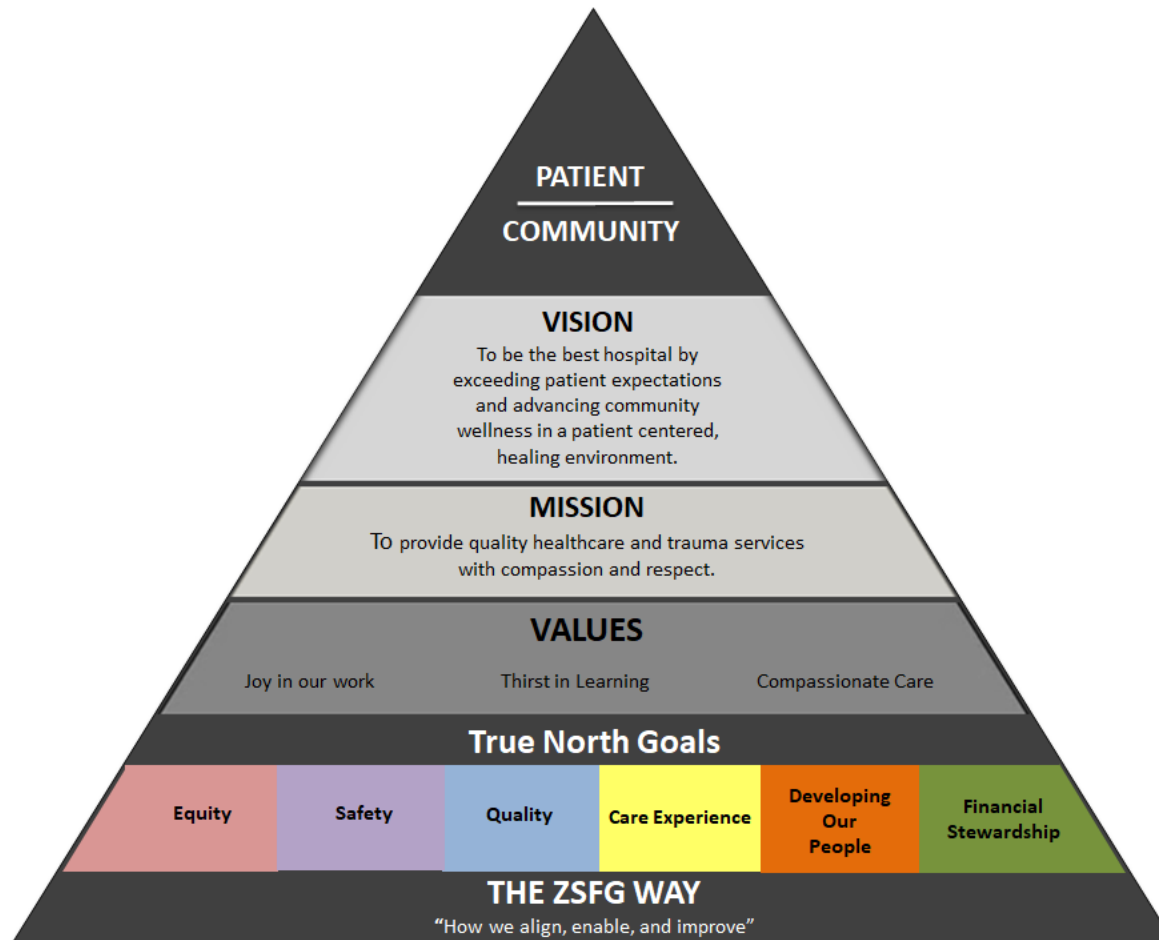
30 percent of seismic work scheduled in 205 locations throughout Building 5 is complete

Security Scanner Installation

Capital and Facilities teams installed a security package scanner in the Emergency Department

True North Strategies

TRUE NORTH OVERVIEW



True North Strategies

TRUE NORTH OVERVIEW

True North Pillar	True North Metric	Baseline	Target	Actual
Equity	“Departments Driving Equity”	50%	65%	68%
Quality	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%
Safety, Care Experience	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
Safety, Developing Our People	Physical assaults with Injury	3	<2	5
Financial Stewardship	Hospital Billing Denial Rates	18.6%	15.6%	under implementation

Staff Celebrations



Employee Celebrations

Honored employees for their years of service and recognized Executive Administrator Awardees



Nurses Week

Celebrated ZSFG ~1,600 nurses recognizing how “You Make A Difference”



Trauma Month

Honored the thousands of lives lost and took a stand against gun violence

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!”

“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.”



Profiles

ZSFG EXECUTIVE TEAM



Susan P. Ehrlich, MD, MPP
Chief Executive Officer



Elena Fuentes-Afflick, MD, MPH
Vice Dean, UCSF



Andrea Turner, JD, MBA, CNMT, ACHE
Chief Operations Officer



Angelica Journagin, JD, MHA
Chief Administrative Officer



Jennifer Boffi, MPH
Chief Financial Officer



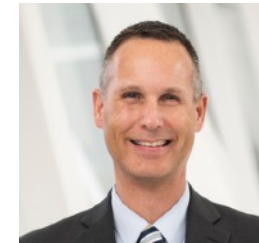
Christine Falvey, MPA
Chief Communications Officer



Terry Dentoni, MSN, RN, CNL
Chief Nursing Officer



Adrian Smith, RN, MSN
Chief Quality Officer



Luke John Day, MD
Chief Medical Officer



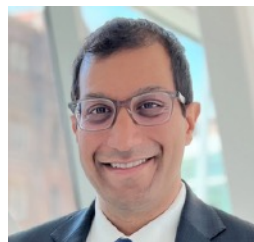
Aiyana Johnson, MSW, MPH
Chief Experience Officer



Gabriel Ortiz, MD, PhD
Chief of Medical Staff



Margaret Damiano, MBA
Associate Dean for Administration and Finance,
UCSF



Hernal Kanzaria, MD
Chief Performance Officer



Gillian Otway, RN
Interim Chief Nursing Officer

Profiles

SAN FRANCISCO HEALTH COMMISSION



Dan Bernal,
Health Commission President



Laurie Green, M.D.,
Health Commission Vice President



Edward A. Chow, M.D.



Susan Belinda Christian, J.D.



Cecilia Chung



Suzanne Giraud, Ph.D.



Tessie M. Guillermo



Mark Morewitz, MSW,

In Summary



**Continuous
Improvement:
True North Goals**



**Wellness and
Engagement:
ZSFG Community**



**Gratitude:
San Francisco
Community**



THANK YOU