FY 2021-2022 Annual Report

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

San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Table of Contents

Welcome 3

About ZSFG 4

ZSFG by the Numbers 7

UCSF at ZSFG 10

UCSF Research at ZSFG 12

DEPARTMENT OF PSYCHIATRY AND BEHAVIORAL HEALTH INITIATIVES 13

Partnership with the SF General Hospital Foundation 14

COVID-19 Response & Recovery 17

Highlights 21

Building our Future 26

True North Strategies 29

TRUE NORTH OVERVIEW 29

EQUITY 31

SAFETY 32

QUALITY 33

CARE EXPERIENCE 34

DEVELOPING OUR PEOPLE 35

FINANCIAL STEWARDSHIP 36

Staff Celebrations 37

Our Patients 41

Profiles 42

ZSFG EXECUTIVE TEAM 42

SAN FRANCISCO HEALTH COMMISSION 43

ZSFG thanks the San Francisco General Hospital Foundation for generously contributing several photos for this Annual Report.

Welcome

This year's Annual Report demonstrates what Zuckerberg San Francisco General Hospital and Trauma Center is all about. We are a diverse, excellent, resilient and hardworking staff that operates a world class hospital by providing equitable, compassionate, patient-centered care. We are improving the health and wellness for all the people of San Francisco, regardless of ability to pay or immigration status.

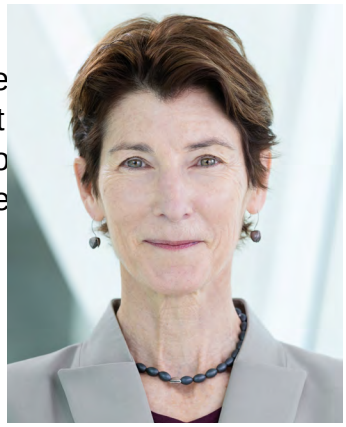
Even as we entered our third year of the COVID-19 pandemic and a fourth surge of cases at the beginning of the scal year, our team's commitment to providing high quality care to our patients remained as strong as ever, even as this time has been ever-challenging for them. We have dealt with the now six COVID-19 surges with excellent, best-practice treatment, expanded testing, robust vaccine and booster programs and continued education and outreach to the community. As we continued to adapt and pivot to best provide services in an ever changing COVID-19 pandemic, we were also confronted with the emerging threat of a monkeypox (MPX) and had to quickly adapt yet again. Our experience over the last three years of dealing with COVID-19 informed our best practices and our vaccine clinic quickly acted, making it a model for the equitable distribution of vaccine to those who needed it.

Even while staff were confronted with everyday emergencies, we kept a laser like focus on our core mission, vision and values of equity, safety, quality, care experience, developing our people and providing sound nancial stewardship for the hospital. The pages that follow tell the story of this past scal year and how we were resilient in the face of new emergencies. I am very proud of the progress we made and continue to make on advancing the hospital's core mission as it entered its 150th year. Our work to advance our mission will ensure we are here for another 150 years.

Importantly, our partnership with UCSF continues to help make excellence and resilience an essential part of who we are. We are home to 20 UCSF research centers, with research budgets of nearly $200 million and nearly 1,000 research awards. I am excited to sh with you our partnership's remarkable progress this y in the following pages. Support from the San Francisc General Hospital Foundation this past scal year also continued to grow. The Foundation helped us raise critical funds and awarded grants to support our work meet our true north goals focusing on ensuring equity access, and quality health care.

Let me conclude with some of the numbers. This year our outstanding interdisciplinary team of **6,300** staff, including **400** volunteers, provided **361,469** outpatient visits and cared for over **100,000** patients and had **2,431** trauma activations. **1,164** babies were born here and we provided emergency and psychiatric care for more than **37,000** people. Additionally, the vaccine clinic administered **38,434** doses of COVID vaccines and boosters. I would like to thank the San Francisco Department of Public Health and the San Francisco Health Network, under which we operate, for their support to make these achievements possible.

At ZSFG, 2022 will be remembered as a year extraordinary challenge but also a year of great progress in service to o patients and the people San Francisco.



Susan P. Ehrlich, MPP, MD

CHIEF EXECUTIVE OFFICER

About ZSFG

Mission

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

Vision

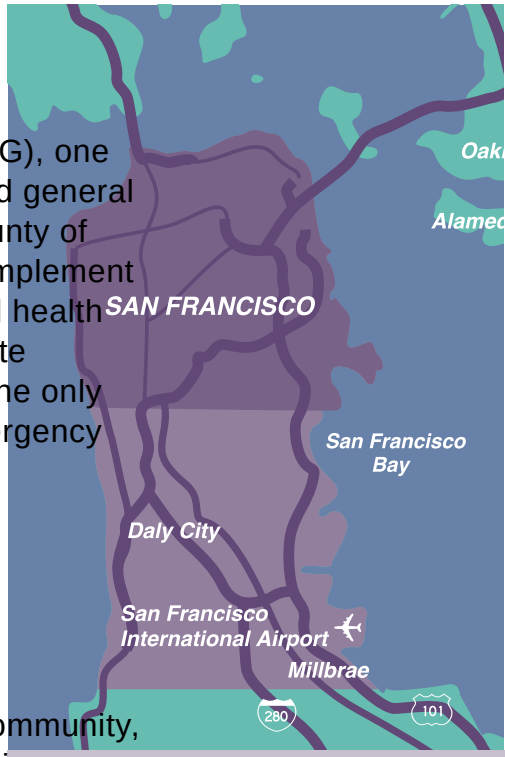
To be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment

Values

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

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 the City and County of San Francisco.



High Value Care

ZSFG aims to provide patients with a better experience, a healthier community, and a more efficient healthcare system. As an integral part of the public healthcare delivery system, ZSFG provides our patients with timely, efficient, high quality, safe, and effective care.

Our Patients

ZSFG serves over 100,000 patients per year and provides more than 20% of all inpatient care for San Francisco. Additionally, 20% of all ambulances in San Francisco are directed to ZSFG.

ZSFG is 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.

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

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 4 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

University faculty & staff: **2400**

Active faculty on ZSFG Medical Staff: **550**

Courtesy faculty on ZSFG Medical Staff: **500**

Staff: **1350**

House staff that rotate throughout the year ZSFG: **1030**

Residents: **800**

Clinical fellows: **230**

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)
- Pain Clinic
- Palliative Care
- Plastic Surgery
- Pulmonary
- Rheumatology
- Vascular Surgery
- Urology

ZSFG by the Numbers

FISCAL YEAR 2021-2022

PATIENTS SERVED

100,385

PUBLIC COVID-19 VACCINATIONS

69,303

STAFF COVID-19 VACCINATIONS

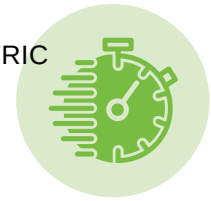
9,131

OUTPATIENT VISITS

361,469

MEDICAL & PSYCHIATRIC EMERGENCY VISITS

69,364



URGENT CARE VISITS

41,533

BABIES BORN

1,164

TRAUMA ACTIVATIONS

2,431

LICENSED BEDS

397

UNIVERSITY FACULTY AND STAFF

2,400

DEPARTMENT OF PUBLIC HEALTH STAFF

3,500

VOLUNTEERS

400

Gender*

	FY 20-21	FY 21-22
Male	52%	51%
Female	48%	49%

Race/Ethnicity

	FY 20-21	FY 21-22
African American	14%	13%
Asian	21%	21%
Native Hawaiian or Pacific Islander	1%	1%
Native American	0.45%	0.43%
Hispanics	37%	41%
White	17%	16%
Other	6%	6%

Age

	FY 20-21	FY 21-22
Under 18	11%	13%
18-24	7%	8%
25-44	31%	31%
45-64	33%	31%
Over 64	18%	18%

4A Skilled Nursing Care

	FY 20-21	FY 21-22
Average Length of Stay	31	33

Behavioral Health Center**

	FY 20-21	FY 21-22
Mental Health Rehabilitation Center Admissions	57	60
Mental Health Rehabilitation Center Days	13,359	13,597

*ZSFG is committed to improving sex and gender identity, equity and inclusion reporting. There is a workgroup currently dedicated to developing standard work to collect it uniformly.
**Adult Residential Facility and Residential Care Facility for the Elderly data is unavailable in Epic.

Adult Urgent Care

	FY 20-21	FY 21-22
Patient Visits (excl. Pediatric Urgent Care)	25,056	32,164

Acute Care Services

	FY 20-21	FY 21-22
Acute Admissions	15,526	15,322
Acute Psychiatric Admissions	842	778
Acute Patient Days	79,554	81,515
Acute Psychiatric Days	16,871	16,523
Medical/Surgical Services Average Daily Census	218	223
Acute Psychiatry Average Daily Census	46	45

Ambulatory Visits

	FY 20-21	FY 21-22
Total Ambulatory Visits	334,603	361,468
Primary Care In-Person Visits	60,641	78,437
Primary Care Telehealth Visits	37,221	22,134
Specialty Care In-Person Visits	124,998	146,435
Specialty Care Telehealth Visits	39,973	29,377
Non-Admit Emergency Encounters (excludes inpatient admits)	41,559	43,553
Urgent Care (includes Pediatric Urgent Care)	30,211	41,533

Diagnostic and Other Services

	FY 20-21	FY 21-22
Total Diagnostic & Other Services	238,108	252,594

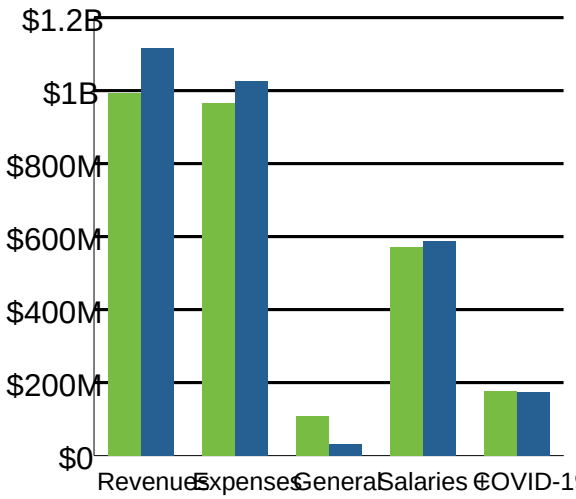
Other services include outpatient procedures such as endoscopy or cystoscop

Emergency Services

	FY 20-21	FY 21-22
Emergency Visits (includes inpatient admits)	53,409	54,856
Psych Emergency Visits (includes inpatient admits)	4,665	3,893

Financials

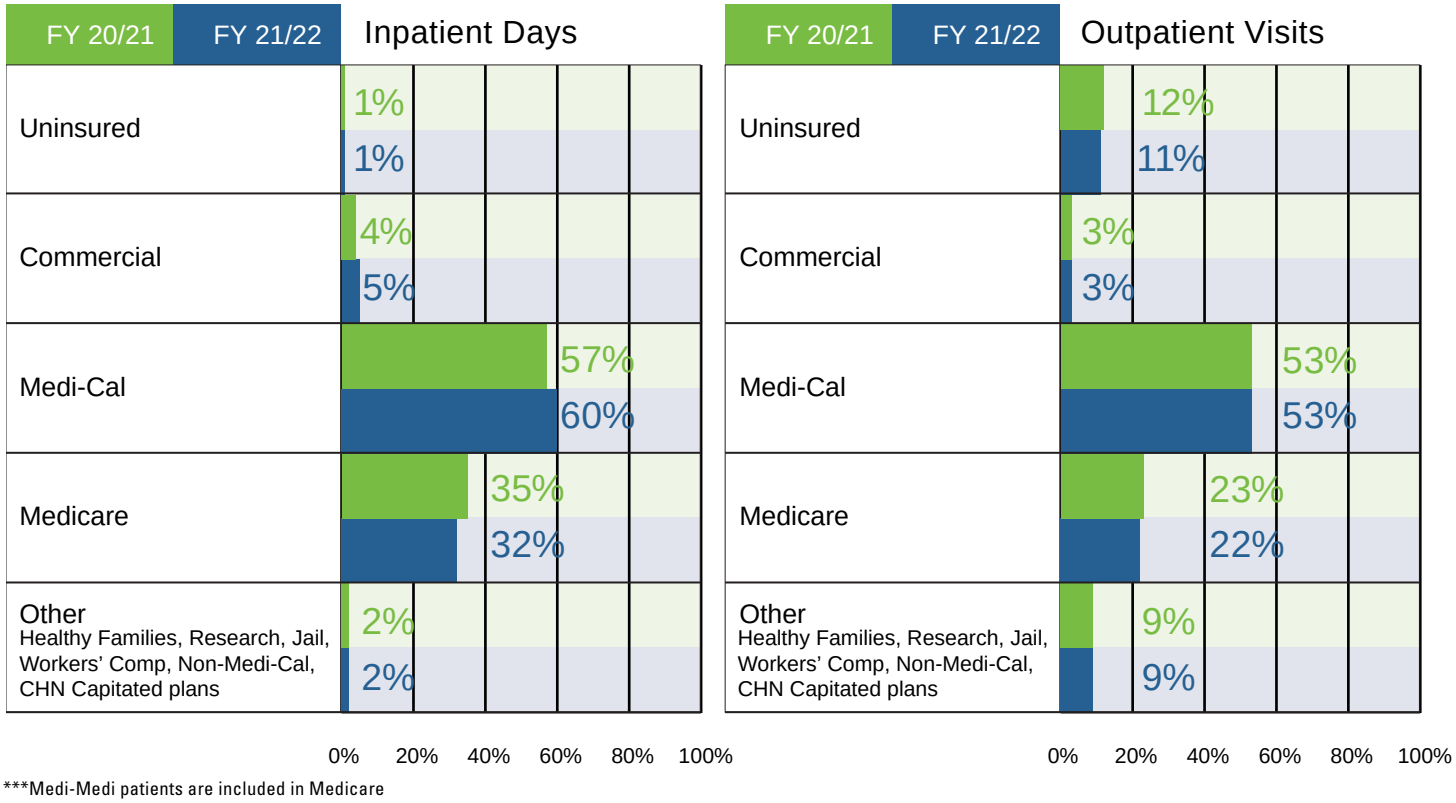
	FY 20-21	FY 21-22
Total Operating Revenues	$992,158,335**	$1,117,120,715**
Total Operating Expenses	$966,927,385**	$1,024,981,855**
General Fund	$109,174,007	$32,170,878*
Salaries and Fringe Benefits (included in total operating expenses)	$570,100,482	$588,873,873
Total ZSFG COVID-19 Expenditures (not incld. in Operating Exp)	$175,729,115	$172,853,115



*FY2022 General Fund Support may change due to Controller adjustments.

**In agreement with DPH and the Controller, methodology for calculating operating revenues and expenditures has changed for FY22. FY21 financials have been restated using the new methodology.

Payor Sources



***Medi-Medi patients are included in Medicare

UCSF at ZSFG

For more than 150 years, the University of California, San Francisco (UCSF) and ZSFG have worked tog for San Franciscans and advance health care worldwide. In accordance with the Affiliation Agreement, a 2,100 UCSF physicians and employees work side-by-side with San Francisco's Department of Public He treat patients, conduct research, and train medical, nursing, dental, pharmacy, and advanced science st partnership provides faculty from all four schools: Dentistry, Medicine, Nursing and Pharmacy.

School of Dentistry

The School of Dentistry operates the UCSF Oral and Maxillofacial Surgery Clinic, which provides inpatient and outpatient services such as trauma surgery for the jaw and facial bone fractures, surgical correction of maxillofacial skeletal and soft tissue deformities and diagnosis and disease.

In 2021, UCSF's School of Dentistry was once again the top recipient of the National Institutes of Health research funding of all US dental schools, receiving $22.0 million.

School of Medicine

The ZSFG rotation ranks as the most popular among UCSF medical residents. After their classroom traini residents complete their education with rotations at ZSFG, the VA Hospital and UCSF Medical Center's Parnassus campus. On any given day, one third of UCSF's physicians-in-training are at ZSFG.

In 2022,UCSF's School of Medicine ranked #4 in research and #2 in primary care in the US News Graduate School Rankings.

School of Nursing

The School of Nursing offers a nurse-midwifery education program that has graduated hundreds of nurse-midwives and has provided more than 12,000 women with midwifery care for their births, about hal of which are at ZSFG.

In 2021, UCSF's School of Nursing ranked #1 among public institutions of National Health Institute funding, capturing $13.2 million in competitive grants.

School of Pharmacy

The School of Pharmacy manages the California Po Control Center, which consists of four answering sites, including ZSFG. UCSF Pharmacy students ca also complete their core clinical rotations in ZSFG's Hospital Pharmacy Operations, Outpatient Pharmac Ambulatory Care Clinics, and General Medicine department.

In 2021, UCSF's School of Pharmacy earned the most National Health Institute funding for the 42nd consecutive year – earning $39.5 million.

UCSF at ZSFG

Major Transitions

A. Sue Carlisle, MD, PhD
Vice Dean of the UCSF School of Medicine at ZSFG. Retired May 2022 after more than 40 years at UCSF.

Elena Fuentes-Afflick, MD, MPH
Vice Dean of the UCSF School of Medicine at ZSFG, May 2022.

Major Awards

Barbara Haller, MD, PhD, Lab Medicine
2022 Rapaport Awardee

Steven G. Deeks, MD, Medicine
2022 Lifetime Achievement in Mentoring Award, UCSF Faculty Mentoring Program

Diane Havlir, MD, Medicine
2022 Lloyd Holly Smith Award for Exceptional Service to the UCSF School of Medicine - Faculty.

Emily Leang, MBA, Pediatrics
2022 Lloyd Holly Smith Award for Exceptional Service to the UCSF School of Medicine - Staff.

Dean Sheppard, MD, Medicine
UCSF Lifetime Achievement in Mentoring Award, Campus Council on Faculty Life.

Daniel Grossman, MD, Obstetrics, Gynecology, and Reproductive Sciences
UCSF Chancellor Award for Public Service - Faculty.

Renee Hsia, MD, MSc, Emergency Medicine
Elected to National Academy of Medicine (NAM)

Ana Delgado, RN, MS, CNM, Obstetrics, Gynecology & Reproductive Sciences
Chancellor Awards for Diversity - Dr. Martin Luther King Jr. Leadership

UCSF Research at ZSFG

Research Stories

UCSF continues to be a leading research facility, remaining the top public recipient of National Institutes of Health (NIH) funding for the 15th year in row. At ZSFG there are more than 300 UCSF principal investigators, researchers and research support staff working on 980 funded awards, totaling nearly $200 million. Below are just a few of the incredible projects that UCSF researchers have worked on this past year.

Total: **$191 million**

Non-Federal: **$92 million**

Federal: **$99 million**

Research Awards at ZSFG: **980**

Principal Investigators at ZSFG: **300**

UCSF

Top Public Recipient of NIH Funding; 15th Year

For the 15th year in a row, UC San Francisco garnered the top spot among public institutions in funding from the National Institutes of Health (NIH) in 2021. UCSF continued to rank highly among all public and private institutions nationwide, ranking fourth overall.

The University was awarded nearly 1,500 NIH grants and contracts, amounting to more than $709 million in funds – a $23 million increase from the 2020 total and a new record for NIH funding to a public university.

Neal Benowitz, MD

The Research Behind Biden's Plan to Reduce Nicotine in Cigarettes

Diana Greene Foster, PhD

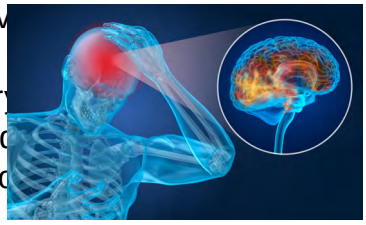
UCSF Turnaway Study Shows Impact of Abortion Access on Well-Being

Dr. Greene Foster and her team conducted a groundbreaking study that revealed the long-term adverse effects of unwanted pregnancy on people's lives, pointing to widespread challenges that will result from the US Supreme Court ruling to overturn the constitutional right to an abortion. The study found more adverse effects among those who were denied an abortion, such as life-threatening complications at the end of pregnancy, worse long-term health, and negative effects on children born from an unwanted pregnancy.

Geoffrey Manley, MD, PhD

Brainpower May Take A Beating Following Concussi

Dr. Manley and his team conducted a study that examined the long term effects of a concussion on cognition. Researchers found that a total of 13.5% o patients, who had been diagnosed a year ago with concussion, or mild traumatic brain injury, were foun to have "poor cognitiv outcome," which included poor memor and processing speed and/or meaningful dr in test scores.



UCSF Research at ZSFG

DEPARTMENT OF PSYCHIATRY AND BEHAVIORAL HEALTH INITIATIVES

This fiscal year, ZSFG's Department of Psychiatry, which is mostly comprised of UCSF staff, prioritized b health to align with the City and County of San Francisco. Below are a few of the key initiatives that the has begun working on and will continue into FY23:

HOUDINI LINK

The Division of Substance Abuse and Addiction Medicine (DSAAM) partnered with Behavioral Health Services to support substance use treatment through HOUDINI LINK (Hospital Opioid Use Disorder treatment Initiation and Linkage to care) and the Bridge Clinic. This project successfully improved post-hospitalization linkage to community-based medication-assisted treatment, decreased substance use and improved quality of life for patients. It was so successful that Mayor Breed funded it as an exemplar program to address the city's overdose epidemic.

Citywide Case Management

Case Managers are working with philanthropic partners on (1) a project focused on digitally enhanced intensive case management and implementation of contingency (incentive based) management of substance use disorders in criminal-justice-involved clients with serious mental illness (SMI); and (2) developing best practice protocols for using telephonic and digital interventions to support chronically homeless clients with SMI. The philanthropic partner is also working with The Division of Infant Child and Adolescent Psychiatry in co-designing a digital app with transitional age youth in foster care for behavioral health navigation and engagement.

The Division of Trauma Recovery Services

The Division of Trauma Recovery Services is workin with the State of California and other states to replicate the Trauma Recovery Center (TRC) model and provide technical assistance to new TRCs. TRC provide integrated and multidisciplinary care focused on mental health and case management to victims o violent crime. Over the past seven years, the numbe of TRCs in California has increased to 19, and in the last several years an additional 20 TRCs were established in Florida, Georgia, Illinois, Iowa, Ohio, Pennsylvania, and New Jersey.

The Transform Mental Behavioral Health Fund

The Department of Psychiatry is a partner in The Transform Mental Behavioral Health Fund (TMBHF), an initiative supported by the San Francisco Genera Hospital Foundation, which was established to address rising mental and behavioral Health needs throughout the City and County of San Francisco. Through this fund, Patient Navigators (PNs) are bein hired to serve as a part of a comprehensive patient navigation program that works with vulnerable and underserved patients at ZSFG. These PNs will work across the following programs: The Addiction Care Team, Behavioral Emergency Response Team, Inpa Psychiatry, Psychiatric Emergency Services, Social Medicine, Solid Start, and and Healthy Steps. Thes teams are also implementing Compass Rose, a mod in the electronic health record focused on complex care linkage and Social Determinants of Health. Th are due to go live in October and November of 2022

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 our 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 over $280 million in support for ZSFG.

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

Each February, the Foundation invites the City of Sa Francisco to join them for Hearts in SF. An evening t celebrate the frontline works of ZSFG, Hearts in SF is also the annual debut of the newest Hearts in San Francisco sculpture series, an iconic public art proje that raises critical funds for ZSFG each year.

2022 Hearts in SF Event

SFGHF was thrilled to have more than a thousand registered guests for the 2022 Hearts in San Francis Virtual Gala, raising $1.8 million to support San Francisco's beloved public hospital and only Level 1 trauma center.

Hosted by KQED's Priya David Clemens live from Oracle Park, this year's virtual celebration was broadcast to homes across the Bay Area and beyon honoring our health care heroes and raising critical funds for ZSFG.

Guests heard from leading doctors, including Heroes and Hearts Award winners Geoffrey Manley, Neil R. Powe, and Malini K Singh, and the Unsung Heroes awardees at the hospital, including the Environment Services unit (Sarah Lew and Francisco Saenz); the Facilities Services unit (Greg Chase, Alexander Qui and AJ Singh); the Sojourn Chaplaincy and Spiritual Care Department (including Claire Bohman and Mor Moore); and ZSFG's Med-Surg nurses, represented Terry Dentoni and Chinelo Amah.

Finally, Dr. Priscilla Chan, in an open and heartfelt conversation with SFGHF's CEO Kim Meredith, inspired all to invest in public health as she shared her personal experience as the child of immigrants and what motivated her to become a physician. The event also celebrated the legacy of Dr. Sue Carlisle, who retired as the Vice Dean of the UCSF School of Medicine at ZSFG this year.

Equity and Innovation Grants

The Foundation has awarded more than 500 grants and $12 million dollars since 2004 to departments across ZSFG. Designed to supplement patient care at San Francisco's only public hospital since its early days, 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. In its most recent award cycle, the Foundation awarded 27 grants that directly impact on-the-ground innovative equity initiatives at the hospital.

Championed by staff and departments, these funded projects will ensure health equity and patient care remain at the center of their work. Grantees showcase the variety of ways staff at ZSFG are working for a more equitable future for both staff and the patients they care for.

Care for All: Equity and Inclusion

San Francisco General Hospital Foundation strengthens the city's public safety net by nurturing cross-sector community partnerships and supporting ZSFG with integrating social determinants of health into its clinical care. By applying the lens of equity, the hospital is better able to address the structural inequities that many in our community face.

Transforming Health Care: Innovation and Leadership

San Francisco General Hospital Foundation invests in Zuckerberg San Francisco General's efforts to test, innovate, and incubate new and transformative models of care with emphases on whole-person care, team-based approaches, and continuous quali improvements.

COVID-19 Response & Recovery

ZSFG, like hospitals throughout the country and world, responded to the rapidly changing COVID-19 pandemic and adapted policies and procedures to quickly meet the needs of patients and staff. ZSFG continued to respond and adapt its COVID-related operations, using data, science and facts to address new and emerging challenges.

As the scal year began in July 2021, San Francisco entered its fourth surge of the pandemic due to the more infectious Delta variant, the rst of three surges during the scal year, driven by new variants. Fortunately, in July 2021, 77% of eligible San Franciscans were fully vaccinated and by the end of the scal year, 85% were fully vaccinated[1] and 67% boosted.[2] Vaccines and boosters remained highly effective in preventing severe illness, hospitalizations, and death.

During the rst part of the scal year, the case rate among unvaccinated people was more than double that of fully vaccinated people; the hospitalization rate was eight times higher among unvaccinated people than among fully vaccinated people. Throughout, ZSFG continued to provide routine and preventative care to its patients while dealing with increased demand for testing and vaccines amid multiple surges.

ZSFG also initiated new return-to-work guidelines, implemented well-practiced surge plans to ensure ZSFG was caring for the highest priority patients, collaborated with community partners to create as many discharge avenues as possible for non-critical and non-acute patients, limited visitors to comply with health orders and to ensure a safe workplace, and provided unprecedented numbers of tests for our patients and staff every day.

Speci cally, due to the Omicron variant, ZSFG activat surge level orange in January 2022, once again responding to a new and unparalleled challenge. ZSFG simultaneously cared for patients while also managing the extensive number of staff who were unable to work either because they had COVID-19 or had a high-risk exposure.

As the scal year ended on June 30, 2022 and after more than 15 months of activation, ZSFG of cially demobilized its Hospital Incident Command System fo its COVID-19 response. COVID-19 updates transition to daily clinical leadership huddles and other established venues.

1 https://sf.gov/data/covid-19-vaccinations
2 https://sf.gov/data/covid-19-vaccine-boosters

Vaccines & Boosters

In July 2021, the San Francisco Health Of cer issued an update to the Safer Return Together Health Order accelerating vaccination requirements for staff at designated high-risk settings, which included staff at ZSFG who were required to receive the initial COVID-19 vaccine series by September 2021.

In August 2021, ZSFG also began offering the supplemental (third) mRNA vaccine shot for immunocompromised staff and patients. SFHN patients who received their mRNA vaccine were able to make appointments or drop into the ZSFG Learning Center to receive their third dose.

And shortly after that, ZSFG made COVID-19 booster shots available to all staff and began providing boosters to nearly 200 staff per day. During the scal year, ZSFG administered 8,835 doses of the booster vaccine to employees, and the ZSFG Urgent Care Clinic administered 46,587 booster doses to patients.

By October 1, all ZSFG staff were required to be vaccinated to come to work on campus. This decision was made by the San Francisco Health Of cer to ensure the safety of San Francisco, especially in high-risk areas such as hospitals. Following implementation of the vaccine mandate, 99% of the DPH ZSFG workforce completed their vaccination series by the end of the scal year.

Upgraded and Expanded Patient Vaccination Clinic Opens

During the fiscal year, the Patient Vaccination Clinic relocated to ZSFG's Learning Center to better accommodate the increased community demand for vaccinations. The Learning Center opened with five new check-in and check-out stations, eight new vaccination stations, 45 monitoring chairs, four vial drawing stations and space for inpatient and outpatient roving teams and carts.

Vendor COVID-19 Vaccination Requirement

In September 2021, suppliers, vendors, and contractors entering ZSFG buildings were required to be fully vaccinated against COVID-19 to comply with San Francisco's updated Health Order. To ensu compliance with the new order, ZSFG instituted Vendormate, a vendor credentialing system to ensur hospital operations were not interrupted.

Roving Vaccine Service

In December, ZSFG began offering a roving vaccine service to all staff and patients on the ZSFG campus. As COVID-19 cases were rising across the country, it was extremely important that staff and patients receiv their booster. The roving team conducted screenings, vaccinated employees and staff, provided vaccination cards and documented their work in EPIC/OHS.

Employee Forum

ZSFG leadership, UCSF, DPH Human Resources, a the leadership of SEIU Local 1021 partnered to prov a forum for employees to learn about the importance of vaccinations. More than 100 people attended and learned about how vaccinations protect us, our colleagues, friends and families, and the importance continuing our COVID-19 prevention work at ZSFG.

Staff Testing

The ZSFG Occupational and Employee Health Services (OHS) provided no-cost COVID-19 testing to employees. In the dynamic environment of shifting testing availability, quarantine and isolation requirements, contact tracing, surveillance standards, and outbreak management, trained telephone hotline staff and testing clinicians served as the main access point for employee education and access to appropriate and timely testing seven days per week using a COVID-19 policy developed by local experts and leaders. The surge staffing model for these teams involved more than 200 employees. Updated policies were also disseminated through internal communications, daily health screening and a public facing web page.

FY 2021/2022	
Hotline Calls	22,205
Completed Tests	15,324
Diagnosed Cases	2,548

The OHS team achieved goals of access to nurse-obtained COVID-19 PCR testing within 24 hours of employee calls and provided results in under twelve hours using the campus clinical laboratory. In September 2021, the OHS team worked with the laboratory team to add self-swab PCR that expanded capacity and efficiency supporting more than 90% adherence to weekly surveillance testing in the 4A skilled nursing facility unit. In October 2021, the team implemented rapid NAAT COVID-19 testing to provide 20-minute point-of-care results and clinical guidance that improved employee experience and wait times, and reduced time away from work by an average of one day per symptomatic employee.

The Omicron surge, which began in December 2021 provided an unprecedented challenge due to increas staff call volume to OHS and a concomitant 10-fold increase in testing need, as well as critical staff shortages due to staff quarantine and isolation. Testing options were expanded and policies were modified to align with the CDC's return-to-work guidelines to reduce the impact on staff shortages. A successful test-to-stay policy was implemented such that even staff with high-risk exposures could remain at work safely so long as frequent tests were negativ and symptoms did not develop.

Swift and successful partnership between our executive team, managers, internal steering committee, and information services ensured the health and safety of our employees.

COVID Surges

San Francisco experienced three surges during the fiscal year, the first due to the Delta variant in July 2021. From December 2021 forward, the Omicron variant and then several sub-variants caused most COVID-19 cases in San Francisco and across Califo and the U.S. The second surge of the fiscal year peaked in January 2022 and resulted in the largest

number of hospitalized patients and staff absences of the pandemic. The third surge due to Omicron sub-variants was long and broad, beginning in May 2022, with case numbers finally declining in August 2022. In response, ZSFG activated surge level orange in January 2022 with 27% of ZSFG inpatients having COVID-19. At the time, the hospital was not only concerned about caring for patients but also managing the staff exposure and risk. Similarly, all hospitals in San Francisco, California and the country were experiencing the same issues, all of this as the two-year anniversary of COVID-19 approached. One unified and comprehensive ZSFG campus-wide surge plan was implemented and served as the basis of multiple and interconnected operational surge plans that were used to drive the work and processes in each area. Countermeasures were implemented and included decreasing the number of in-person specialty care visits, elective procedures, and elective surgeries, and updating return to work and visitor policies.

Throughout each surge, staff stepped up in ways that are truly remarkable: care teams, environmenta services workers, finance teams, occupational healt staff, laboratory teams, and testing and vaccination teams to name just a few.

Below are some of the many ways ZSFG worked to ensure a safe, high quality, well-resourced and fulfilling workplace for everyone:

- Instituted new return-to-work guidelines;
- Implemented well-practiced surge plans to ensur ZSFG cared for the highest priority patients and that staff were available;
- Collaborated with community partners to create as many discharge avenues as possible for non-critical and non-acute patients;
- Limited visitors to comply with health orders and to ensure a safe workplace;
- Provided unprecedented numbers of tests for our patients every day;
- Continuously monitored workforce and patient areas to ensure best distribution of resources; ar
- Listened to staff to better improve service during this time.

Celebrating Successes

On December 14, 2021, San Francisco reached the milestone of fully vaccinating 80% of its population, one of the highest rates in the nation. ZSFG and the outstanding vaccine team were essential in achievin this milestone; between staff and patients more than quarter of a million vaccine doses have been provide on campus since the beginning of the pandemic through June 20, 2022.

Highlights

MPX Response

ZSFG was at the forefront of this emergency. In May 2022, SFDPH began monitoring monkeypox (MPX) following the guidance of the U.S. Centers for Disea Control and Prevention and the California Department of Public Health (CDPH) on the evolving situation in the U.S. and in other countries. SFDPH systems were in place to receive reports of suspected cases from health care providers; identify and reach out to any individuals who have been in contact with cases during their infectious period; and ensure that clinicians remain well informed about testing, infection control and management of MPX as the situation developed. Later that same month, SFDPH received the first shipment of the JYNNEOS vaccine from CDPH for preventative use in people who are identified as close contacts. SFDPH immediately set up a system to administer the vaccine efficiently and equitably. Our mass vaccination clinic in building 30 distributed the vast majority of vaccines within SFDPH and was the largest vaccination site in San Francisco.

ZSFG Mahoney REIGN Nursing Student Externship Program

This year, ZSFG Nursing launched the REIGN Nursi Student Externship Program, made possible by the San Francisco General Hospital Foundation's Equity and Innovation Grants Program. To honor the legacy of Mary Eliza Mahoney, the first African American licensed nurse to graduate from an accredited schoo of nursing, the ZSFG student nurse externship progr strives to Recognize Excellence in Generations of Nursing (REIGN). This initiative will provide 10 stude externs from underrepresented races and ethnicities into the profession of nursing with up to 120 hours o clinical and patient care experience.

This program allows externs to learn more about public health and trauma care; develop competencie clinical skills, and professional confidence; and establish valuable professional relationships.

LGBTQ+ Healthcare Equality Leader 2022

In April 2022, the Human Rights Campaign Foundation gave ZSFG a top score of 100 and the designation of "LGBTQ+ Healthcare Equality Leader" in their 15th anniversary edition of the Healthcare Equality Index (HEI). This is the nation's foremost benchmarking survey of healthcare facilities on policies and practices dedicated to the equitable treatment and inclusion of LGBTQ+ patients, visitors and employees.

ZSFG was granted this designation for our equitable and inclusive care for LGBTQ+ patients and their families. In the last year, ZSFG hosted, partnered, and sponsored several large-scale community events targeting Trans and Non-binary individuals including the Transgender Day of Remembrance, Transgender Day of Visibility, the Trans March, the Trans Wellness & Holistic Fair and, through the Transgender Pilot Program of Behavioral Health Services, the annual Transgender Health Fair in addition to numerous online provider and patient education sessions supporting the LGBTQ+ community.

This designation demonstrates that ZSFG is committed to improving the health and wellness of our LGBTQ+ community and providing world-class care with equity, compassion and respect. It also shows our commitment to our expert, dedicated and hard-working staff and all of our community partners at ZSFG.

ZSFG is honored to be recognized for providing LGBT centered patient care and for creating a welcoming and safe environment for all individuals on campus. Our deepest gratitude and congratulations to our Chie Medical Of cer, Dr. Lukejohn Day, for his leadership in helping us obtain this designation, and many thanks t all of our staff who put our values into action every da

National Gun Violence Awareness Day

From June 3 to June 5, 2022 ZSFG participated in National Gun Violence Awareness Day. Staff were encouraged to wear orange in honor the many peop killed due to gun violence in the U.S. every year and the people we treat here at ZSFG, the only trauma center in the City. The national event honors Hadiya Pendleton, a 15-year-old who was shot and killed in Chicago in 2013, just one week after performing at President Obama's second inauguration parade.

Orange is the color that Hadiya's friends wore in her honor and is worn to raise awareness about gun violence. ZSFG and the San Francisco General Hos Foundation partnered to participate in this important event. Staff wore orange, handed out orange masks staff and visitors and hung orange hearts with name of gun violence survivors.

Published Journal Articles

New England Journal of Medicine: the Evolution of a Hospital-Based COVID-19 Vaccination Program for Inpatients

ZSFG was the first hospital in San Francisco, and one of the first in California, to successfully operationalize the administration of COVID-19 vaccines to hospitalized patients. The interdisciplinary team, led by Dana Freiser, BSN, RN, Medical-Surgical Nursing Performance Improvement Coordinator, developed the Inpatient Vaccine Program by identifying and mitigating 12 workflow considerations to ensure a sustainable system. Between February and July 2021, inpatient clinicians administered 526 COVID-19 vaccines with zero wasted doses, leading to over 80 percent of enrolled patients (or greater than 1,000 patients) having been fully vaccinated while admitted or after discharge. Even after this time period, the program infrastructure remained flexible enough to adapt to evolving vaccination eligibility, including supplemental and booster dose indications.

Journal of Environmental and Occupational Medicine: Temperature Screening of Healthcare Personnel is Ineffective in Controlling COVID-19

Throughout the pandemic, ZSFG monitored the effectiveness of employee temperature screening in managing COVID-19. Having screened and tracked 6,000+ staff every day from March 2020-March 2021 our screening team found only one employee who h an elevated temperature, and no other symptoms, which was later found to be a false high temperature when re-measured with an oral thermometer. Therefore, the researchers concluded that temperatu screening of healthcare personnel at a large US hospital, has no utility in detecting COVID-19 or controlling its transmission. Key members of this publication include: Zaw Maung, MD, MPH; Marissa Kristensen, MSN, NP-C, DCNP, AOCNP; Bridget Hoffman, RN; and Mark A. Jacobson, MD.

Survey	Timeline	Highlights
California Department of Public Health Radiologic Health Branch Survey	September 2021	Staff and Radiology Services team
Annual Residential Care Facility for the Elderly Survey	September 2021	COVID-19 protocols and overall preparedness by the team
Mental Health Rehabilitation Center Licensing Survey	February 2022	COVID-19 protocols, treatment plans, and quality & cleanliness of the kitchen area
CMS Validation Survey	May 2022	Full compliance with plan of correction
Clinical Laboratory Accreditation Survey	June 2022	8 findings out of 226 lab standards and 993 elements of performance (99% compliance)

Successful Surveys

California Department of Public Health Radiologic Health Branch Survey

In September 2021, CDPH visited ZSFG to conduct the Radiologic Health Branch survey. Throughout the visit, surveyors reviewed the hospital's Computed Tomography (CT) program by conducting interviews, inspecting our CT scanner and reading relevant safety reports and service logs. They also reviewed our Radiation Safety and Dosimetry programs by inspecting our licensed machines and output testing and touring the B25 X-ray and AVON Building.

Overall, the survey team was extremely complimentary of our organization, staff, and Radiology services.

Annual Residential Care Facility for the Elderly Survey

In September 2021, the Community Care Licensing (CCL), a unit under the California Department of Social Services conducted an unannounced annual survey of the Residential Care Facility for the Elderly (RCFE). During their one-day survey, they toured the facility and reviewed infection control practices. They assessed staff training and policies, personal protective equipment inventory, quarantine and isolation strategies, signage, and social distancing of residents in communal areas.

The surveyors cited zero deficiencies. The survey team reported that they were impressed with the implemented COVID-19 protocols and overall preparedness and organization of requested items during the survey.

Mental Health Rehabilitation Center Licensing Survey

In February 2022, the Mental Health Rehabilitation Center (MHRC) successfully passed their licensing survey. The MHRC provides rehabilitation services to clients with severe mental health issues and disabilities that require a secure environment.

The surveyors focused on programming, nursing, food and nutrition services, and the environment of care. During the exit conference, surveyors stated that they were most impressed with:

- COVID-19 protocols and restrictions
- The MHRC's treatment plans. The surveyors requested permission to use the MHRC Treatment plan as a tool to assist other MHRCs to improve their practices.
- The quality and cleanliness of the kitchen, and the service overall.

Some members of the MHRC team, from left to right: Anand Iyer, MD; Charisse Li, RN; Leah Baugh, LPT; Alem Tesfai, Activity Leader; Socorro Manansala, MHRW; Irina Gruzman, RN; Caroline Belli, LCSW, Stephan Wyss, MD

CMS Validation Survey

Secondary to a self-report regarding blood transfusi submitted in 2021, in May 2022 CDPH conducted a validation survey to ensure that ZSFG was in compliance with Federal and State regulation relate to the report. In May it was observed that there were areas that ZSFG needed to address to be fully compliant with federal regulation, and CDPH revisite the facility in August 2022 and found the hospital to be in full compliance with the previously submitted plan of correction and in substantial compliance with all federal regulations. Submission of a plan of correction for the state required improvements also occurred with no further inspections or follow up fro CDPH required.

Clinical Laboratory Accreditation Survey

In June 2022, the Joint Commission conducted an unscheduled Clinical Laboratory Accreditation Surve Surveyors reviewed the hospital's laboratory policies procedures and how these are implemented in the operation of the Laboratory, they also observed care treatment and services being delivered as they appl to the laboratories work including point-of-care testi and orientation and training of staff.

The lab's success is well captured by these statistics of the 226 lab standards and 993 elements of performance, only eight findings were identified, representing 99% compliance. Additionally, zero deficiencies were ranked high likelihood for harm, widespread scope, or immediate threat to life. The Anatomic Pathology Lab was inspected with no findings and many compliments about the departme staff, and procedures.

Building our Future

Despite unprecedented supply chain and profound bidding environment challenges over the past year, ZSF make strides in building our hospital's future through multiple capital projects. These projects will improve a our facilities to best serve our patients. Below are some projects that have taken place over the past year:

B5, 3rd Floor

Rehabilitation Services Relocation
Construction completed in Q4 2021 and the department was fully relocated in Q1 of 2022.

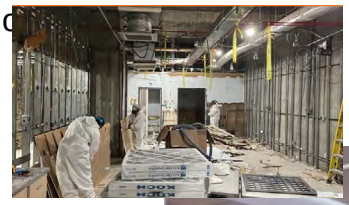
Outpatient Dialysis Relocation
The completion of the Rehabilitation Relocation project has made way for the construction to begin o the Dialysis Relocation project.

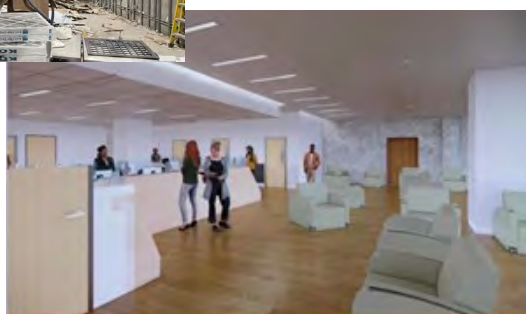
B5, 6th Floor

6H Shared Office Space
Construction has been completed and HCAI has sign off. First interim occupants will likely move in Q4 2022

B5, 1st Floor

Psychiatric Emergency Services (PES) Relocation
Early demolition is underway. Design is currently un HCAI review for permit.





B5, 2nd Floor

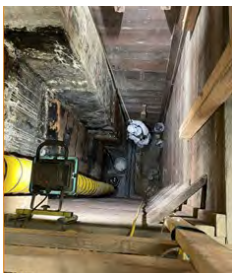
Clinical Laboratory Track Replacement
Phase One construction underway. Specialty FF&E stocked.

B5, Ground Floor

Public Health Lab Relocation
The Rehabilitation and Respiratory Care department have vacated the space making way for the PHL to begin demolition and construction.

B5

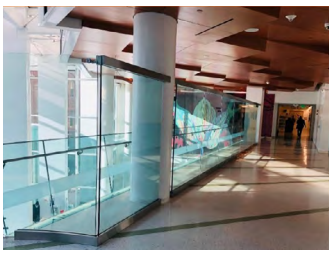
Seismic Upgrades



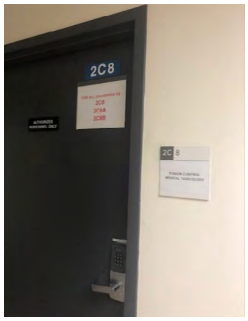
Work includes column strengthening, sunshade removal, and increased expansion joints throughout Building 5. Work has been completed in 1C3, 1C5, Main & OPD lobbies, & M-wing. Work is still underway in the Pharmacy. Upcoming work includes 3rd Floor Courtyard and 2A exterior.

I.T. Infrastructure improvements
Work includes new data distribution rooms, dedicated mechanical cooling, and e-power electrica distribution. Current activity is focused on the equipment installation and mechanical pad near the Building 100 Courtyard and required ground floor AD restroom.

Mezzanine Safety Project
In order to reduce risk and enhance safety, a 7-foot glass barrier was constructed between the mezzanir pathway and balcony. This was completed in Q4, 20



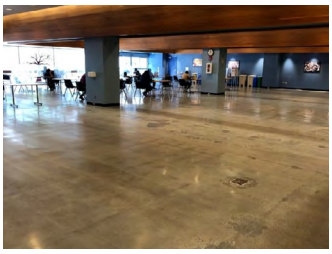
Poison Control Relocation
As part of an enabling effort for renovations in the CHN building, Poison Control was relocated to a fully renovated space in Building 5, room 2C8.



B5 2nd Floor

Cafeteria Refresh
Patching, painting, and flooring was completed in August of 2021. This space is currently divided into an Alternative Break Site for employee use and a construction zone supporting the Dialysis Relocation project.

Before


After

UCSF Research & Academic Building

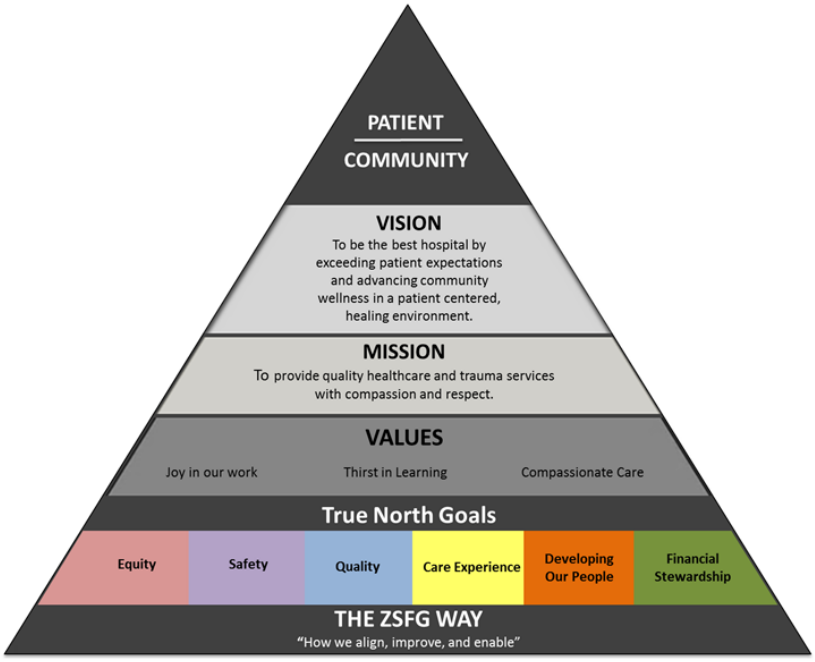
Construction of this five-story, 175,000 square-foot medical research building commenced in 2019 on the site of ZSFG's "Lot B/C" surface parking lot. Completion is tracking for mid-to-late 2023.

True North Strategies

TRUE NORTH OVERVIEW

True North is ZSFG's unwavering commi
to our mission, vision, values, strategies
metrics that represent our efforts to becc
the health care organization of choice fo
patients and staff. To ensure we are mov
in the right direction, ZSFG developed a
North Scorecard.

The Executive Leadership Team focusec
driving improvements to ensure ZSFG a
our True North and strategic goals, by us
A3 Thinking, Countermeasure Summarie
the Daily Management System. At the ba
this triangle are our True North Pillars: E
Safety; Quality; Care Experience; Develc
Our People; and Financial Stewardship;
as the system we use to guide improvem
work, the ZSFG Way.



True North Goal	Measure	Targets (FY 21-22)	Actuals (FY 21-22)
Equity	Departments Driving Equity	50%	50%
Safety	Patient Safety Composite	75%	75%
Quality	Access & Flow During COVID-19	80%	0%*
Care Experience	Real Time Survey Implementation	Significantly impacted by COVID-19 variant surges*	
Developing our People	Operationalizing "Thriving at Work" Strategy		
Financial Stewardship	Salary Variance	$0.0M	-$12.28M**

*This year's strategic initiatives have been significantly impacted by the Delta and Omicron COVID-19 surges in summer 2021 and winter 2022.

**The COVID-19-related costs have not yet been separated out of our operating fund to be charged to the COVID-19 budget. Therefore, these variances will appear inflated, but once these costs are removed, ZSFG is projected to have a salary variance of $0.00.

True North Strategies

TRUE NORTH OVERVIEW

FY21/22 was a year of deployment for ZSFG's strategy initiatives. With the continuing COVID-19 pandemic and deployment of key leaders to the COVID-19 response team, our Kaizen Promotion Office (KPO) pivoted its strategic initiatives to better serve ZSFG's COVID-19 response. In July 2020, the KPO restarted strategic planning with tools and processes designed for increased flexibility, prioritization, and rapid cycle implementation for the uncertain future.

In November 2020, the KPO facilitated a Hoshin Strategic Planning Session for the ZSFG Executive Team Through this process the team approved six key performance indicators (KPI) and six corresponding strategies which align with ZSFG'S True North Pillars. This strategic planning session was used to determine strategic initiatives, assign executive owners and operational teams that would develop and implement organization-wide improvement plans. Calendar year 2021 focused on the continued deployment and operationalizing of these six strategic initiatives.

Aijana Johnson, ZSFG Chief Experience Officer, sta
that:

> "the Hoshin process this year was respectful of the pandemic we were trying to manage. The dynamic tools that were introduced enabled us to have meaningful discussions about what was important while being flexible enough to change direction if needed. It allowed us to be strategically resilient."

ZSFG has pivoted to be more focused with our priorities, even throughout the pandemic, and remai committed to achieving our strategic goals in order to better serve our staff and patients. While progress was significantly impacted by the Delta and Omicron COVID-19 surges in 2021 and 2022, the following strategies represent ZSFG's initiatives for improvem over calendar year 2021 and into 2022.

True North Strategies

EQUITY

At ZSFG, equity means that there is a fair and adjusted opportunity for all to participate, which applies to health, resources, hiring opportunities, retention, workforce development, and overall experience.

The pandemic has underscored the urgency and importance of our equity work, highlighting the major health care disparities within our patient population. ZSFG understands that the journey to equity requires a multifaceted approach that addresses the negative outcomes which stem from institutional racism and patterns of unequal and unequitable practices. Although change is difficult, the strong commitment is palpable towards an equitable solution and inclusion for all.

ZSFG's goal is for its organizational commitment to equity to be at an Institutional Evolution level where the systematic barriers that inhibit the progress of equitable policies and practices are removed, equity strategies are proactively advanced, and staff and providers invest time and financial resources toward developing an environment of belonging. Over FY21/22, the team achieved their equity goal below.

Selected Metrics	Baseline (FY 21 -22)	Target (FY 21 -22)	Actual (FY 21-22)
% of departments that have equity drivers with countermeasures	30%	50%	50%

True North Strategies

SAFETY

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.

To monitor patient harm, the team has identified the following four metrics for the hospital to improve on. 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.

Selected Metrics	Baseline (FY 20-21)	Target (FY 21-22)	Actual (FY 21-22)
Patient Safety Composite	50% (2 out of 4)	75% (3 out of 4)	75% (3 out of 4)
Catheter Associated Urinary Tract Infection (rate/1,000 urinary catheter days)	2.70	2.26	1.98
Central Line Associated Bloodstream Infection (rate/1,000 central line days)	0.74	0.77*	0.46
Colon Surgical Site infection (infections/procedure count)	1.28	1.62*	0.89
Falls with injury (med surg, 4A, ED, inpatient psych) (rate/1,000 Midnight Census)	0.79	0.45	0.93

* Targets for Colon Surgical Site Infections and Central Line Associated Blood Stream Infections are a continuation of FY 20/21 targets and are above previous year's baselines due to the team's focused effort on holding improvement gains, while prioritizing efforts to improve and address the remaining harm events that are off target.

Moving forward, the team will continue to test and implement countermeasures that will improve our prog selected metrics.

True North Strategies

QUALITY

Healthcare quality falls into multiple domains that span effectiveness, efficiency, equity, patient centeredness, safety, and timeliness. Previously, the majority of ZSFG's quality work has been fragmented and siloed, as well as only focused on the inpatient quality indicators. At the same time, the COVID-19 pandemic has turned much of ZSFG's efforts to operational readiness with less of a focus on improving quality indicators. However, operational flow and access to care are critical to several quality elements as well as better prepare our organization for ongoing COVID-19 surges.

While ZSFG is engaged in the COVID-19 pandemic must continue its True North goal of improving acces and quality care for our patients. Over the next fisca year, ZSFG will be focusing on developing a clear and unified approach for how to drive, improve, and sustain improvements with respect to quality across our key operational areas.

Operational Area (Metric)	Baseline (FY 20-21)	Target (FY 21-22)	Actual (FY 21-22)
Flow and Access Composite*	0% (0 out of 4)	80% (4 out of 5)	0% (0 out of 4)
Emergency Department ambulance diversion rate (%)	50.0%	40.0%	64.9%
Department of Care Coordination Lower level of care (patient days)	864	950	1244
Perioperative and procedural areas clinics with OR block utilization > 80% (% clinics)	76%	80%	40%
Medical-Surgical/Critical Care bed cleaning request turnaround time (minutes)	76	60	76
Outpatient specialty care clinics with TNAA < 21 days (% clinics)	76%	90%	81%

*These current efforts have been substantially impacted by the Delta surge summer 2021, and the Omic winter 2022. These surges impacted all areas of our Flow and Access Composite, specifically ED Diver adjusting OR scheduling to assist with hospital surges, and availability of specialty care visits.

With high vaccination rates and low case counts in S Francisco, the next steps for this strategy are to ens the consistent tracking of the following indicators ac operational areas, and targeted problem solving to a those off-target, including the development of plans communicate our progress to frontline staff.

True North Strategies

CARE EXPERIENCE

Six years ago, Care Experience (CEX) was introduc to ZSFG to bring executive and strategic level focus on the patient experience. Since the development of CEX, the organization has undergone transformation events. During this time, CEX focused their efforts on supporting organizational priorities, but has been unable to quantify their impact on the patient experience due to limited measurement tools. Over t last decade, ZSFG has gained some insight on what the organization does well and what can be improve through the required CAHPS/patient experience survey. CEX will work to better quantify the patient experience at ZSFG by:

1. Continuing to roll out their real-time survey pilot t seven more departments across campus;
2. Developing an operational strategic plan; and
3. Fully operationalizing the Care Experience surve strategy.

Once achieved, our CEX team will be able to not only quantify the patient experience, but also better understand where ZSFG can improve the quality of care for our patients and community.

Operational Area (Metric)	Baseline (FY 21-22)	Target (FY 21-22)
Operationalizing Care Experience Survey strategy composite	Progress significantly impacted by COVID-19 variants (Delta and Omicron) surges in 2021 and 2022.	

True North Strategies

DEVELOPING OUR PEOPLE

ZSFG's most valuable resource are the approximately 6,000 [DPH and UCSF] resilient staff and providers that enable the organization to meet our True North goals and ful ll our purpose to our patients and community. Over the past ve years, our staff and providers have experienced incredible change – moving into a new acute care building in 2016, implementing Epic in 2019 and working through a worldwide pandemic in "survival mode" over the past two years. Thus, COVID-19 thrusted our focus to addressing our staff and providers' basic needs of safety, stability and security during the rst phase of the pandemic. This second phase provides us an opportunity to rethink how to engage a more fatigued workforce while reintegrating staff who have been working remotely or deployed elsewhere. COVID-19 has grounded us in four human experience principles that are important to our staff and providers: communication, wellness, safety and recognition. Wi this focus, the team strives to develop a framework that sustains the changes that have been implemente throughout the pandemic and foster a thriving work environment where our staff and providers feel safe and valued so they can provide the safest and most consistent care to our patients, while being a value added to their teams.

At the same time, ZSFG understands that improving staff wellness and engagement requires a combined effort with other key strategic initiatives, such as Equity, Safety and Care Experience. Additionally, some high-value areas of staff wellness are out of ZSFG leadership's control such as parking, staffing and increased bonuses and salaries. Nonetheless, the team remains committed to improving the staff engagement focus areas of recognition, wellness, an communication by operationalizing the Thriving at Work Strategy.

Operational Area (Metric)	Baseline (FY 21-22)	Target (FY 21-22)
Operationalizing "Thriving at Work" Strategy	Progress significantly impacted by COVID-19 variants (Delta and Omicron) surges in 2021 and 2022.	

True North Strategies

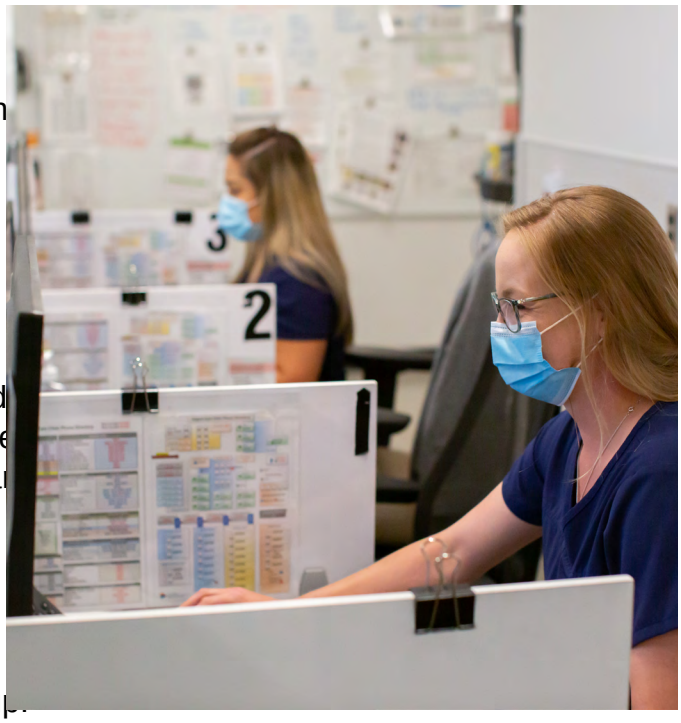
FINANCIAL STEWARDSHIP

With the shutdown of San Francisco in March 2020 due to COVID-19, came economic difficulties felt throughout the country. For the City and County of San Francisco specifically, there was an initial projected loss of $1.7 billion. Moving forward, San Francisco and ZSFG are now faced with balancing the shortfall while maintaining critical city functions, prioritizing vulnerable populations, and continuing to respond to COVID-19.

In order to achieve this goal, ZSFG's Finance Team implemented a major countermeasure this year of introducing the Finance and Operations summits wh included:

- Reporting of available data to directors and executives via Tableau every two weeks, that included drill down functionality to invoice and/or employee depending on the report.
- Monthly meetings between the Finance Team and each Director and Executive to review data. These meetings occurred for Pharmacy, Nursing, Ancilla Services, Administration, and Quality totaling 19 service lines.
- Agreement on metrics, interpretation of data and areas of focus for nancial performance, development of action plans and monthly follow-up.

Moving forward, the team will continue to host these monthly summits and strengthen the partnership between the operational teams and finance team. Additionally, Finance will continue tracking factors related and not related to COVID-19 which may contribute to budget overages and develop plans to address any issues that arise in order to remain with our decreased budget.



Operational Area (Metric)	Baseline (FY 21-22)	Target (FY 21-22)	Actual (FY 21-22)
Variance in budgeted vs actual salary expenditures	-$4.8M	$0.0M	-$12.28M*

*COVID-19-related labor costs have not yet been separated out of our operating fund leading to an inflated salary variance. COVID operations and COVID sick time account for approximately $12,000,000 in labor expenses

Staff Celebrations

Annual Medical Staff Meeting

In June, UCSF held their Annual Medical Staff meeting. Required by regulation, ZSFG uses the opportunity to celebrate staff. Three awards that celebrate faculty and trainees were given out: the Primary Care Awards, the Krevans Awards, and the Rapaport Award.

The Community Primary Care Awards was presented to Dr. Susannah Stout, the former Medical Director at Silver Avenue Family Health Center for her work championing full spectrum Family Practice in CPC, Epic implementation, and COVID-19 physician on call. The award was also presented to Dr. Joanna Eveland, the Medical Director at Castro Mission Health Center, for standing up the COVID Isolation and Quarantine System of Care, primary care-based Hepatitis C treatment, and HIV PrEP and rapid treatment.

The Krevans Awards celebrates outstanding interns from each clinical service and recognizes "excellence in patient care, as exemplified by clinical competence, professional conduct, concern for patients and interaction with all levels of staff, including peers."

The Rapaport Award was presented to Dr. Barbara Haller, Chief of Laboratory Medicine. This award is given each year to a faculty member who demonstrates a significant commitment to ZSFG in one of more of the following areas: leadership, patient care, teaching and research.

ZSFG Annual Employee Celebration

Each year, ZSFG celebrates our staff's many years of service. Though virtual again this year due to COVID-19, the Executive Team honored staff who have devoted much of their working lives to ZSFG. Remarkably, these dedicated individuals have served our patients and our team for 10 to 35 years!

This year, staff were honored at the ZSFG Management Forum. ZSFG honored Cynthia Ma and Wynne Bamberg, two employees who have devoted decades of exemplary service.

Cynthia Ma is a Senior Hospital Eligibility Worker who has dedicated 35 years of service to Patient Financial Services. Her enrollment and application assistance has been signi cant to some of the most impactful healthcare program changes over the years. She was part of the original Enrollment Unit team, created for the implementation of the Healthy San Francisco program in 2008, enrolling thousands of San Francisco residents. She was also part of the same team for the Affordable Care Act implementation in 2014, providing application assistance to the multiple new programs that it provided. Cynthia has assisted countless patients and has done so with patience, kindness, and respect.

Wynne Bamberg spent much of her tenure within the Department of Psychiatry, where she held a variety of roles ranging from projects related to research, education and program development. She then joined the School of Medicine Vice Dean's Office in 2013 as the Executive Assistant to the ZSFG Vice Dean and is currently the Communications Analyst. She is a passionate and dedicated leader whose communication, willingness to help, and commitment to our mission have served our UCSF and ZSFG communities, especially during the pandemic. Her contributions and commitment to Diversity, Equity and Inclusion and other institutional initiatives exhibit a dedication to both ZSFG and UCSF's missions of innovation, education and clinical care.

Our deepest gratitude to Cynthia Ma for 35 years of service and to Wynne Bamberg for 30 years of service. ZSFG would also like to thank and congratulate all the honorees for their incredible work.

Dr. Sue Carlisle Retires

Dr. Sue Carlisle retired as Vice Dean for the UCSF School of Medicine at ZSFG in May 2022. She joined the UCSF faculty in 1990, after completing UCSF residencies in internal medicine and in anesthesia, as well as a chief residency year at ZSFG in anesthesia. She was the hospital's leader in the Dean's Office since 2003. In 2012, she was named the first female Vice Dean of UCSF at ZSFG. Dr. Carlisle has left an indelible mark on the buildings here on campus. She was a key force in the planning and implementation of the Building 25 acute care hospital. She also had the vision, resilience, and patience to see the UCSF Research and Academic Building virtually to completion. Dr. Carlisle has been an incredible leader in stewarding the relationship between UCSF and ZSFG. The entire ZSFG community wishes Dr. Carlisle a happy retirement.

ZSFG Welcomes New Vice Dean

Dr. Elena Fuentes-Afflick was named Vice Dean of t
UCSF School of Medicine at ZSFG. She is professo
and vice chair of pediatrics at UCSF and Chief of
Pediatrics at ZSFG. Dr. Fuentes-Afflick joins a nearl
150-year partnership between UCSF and ZSFG that
known for its mission of advancing health worldwide
through preeminent biomedical research, graduate-
level education in the life sciences and health
professions, and excellence in patient care.

Dr. Sue Carlisle, our outgoing Vice Dean, with Dr. Elena Fuentes-Afflick, our incoming Vice Dean

Nurses Week 2022

The first week of May 2022 was National Nurses Week at ZSFG. ZSFG celebrated with a special edit of the Stethoscoop that highlighted several nursing staff who received awards associated with Nursing Excellence and treated staff with a ZSFG tote bag. Well before the COVID-19 pandemic and certainly through it, advanced practice nurses, registered nurses, licensed vocational nurses, and medical and patient care assistants put their heart and soul into the work they do at ZSFG. They are providing emergency care, inpatient care, procedural care, clinic care, care coordination, education, quality improvement or management. Representing more th 30% of our workforce at ZSFG, they are supporting our staff and our patients expertly and compassionately. Nursing is the heart of ALL clinical care at ZSFG an is an honor to celebrate them during Nurse's Week a throughout the year.

Environmental Services Week 2021!

In September 2021, ZSFG celebrated Environmenta Services (EVS) week. EVS is often referred to as th first line of defense against infection control. At the onset of the COVID-19 pandemic, they were on the frontlines responding to the evolving guidelines for cleaning and disinfecting.

Over the last year two years, the EVS team stepped into new roles to support citywide pandemic operations. A few EVS colleagues, for example, utilized their customer service skills during the vacci rollout by providing line control, translations, and support at the Southeast Health Clinic.

EVS Week was a time to recognize the uniqueness of the healthcare 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 our patients and their loved ones. Our deepest gratitude to our EVS team for being excellent stewards of our facilities and caring so diligently for our patients and our staff.

With appreciation to Casie Aniya, Christine Falvey, Christopher Ross, Kathleen Kowal, and the ZSFG Executive team for their contributions of this Annual Report and gratitude to Christine Baker and the San Francisco General Hospital Foundation for the photos.

Our Patients

IN THEIR OWN WORDS – PATIENT PERSPECTIVES

"At every visit, I've always been treated with dignity and respect."

"In the future I hope I can be as courteous and helpful to someone going through their toughest time as they were to me."

"The service was all excellent. We were confident because it was in our own language, and the people were very kind."

"I was treated with great respect, regardless of my race and skin color."

"The doctor and nurse were both very professional and caring. They made sure I was comfortable and answered my questions thoroughly."

"That they speak to you with courtesy and if they do not speak the language, have them put a translator for you."

"The staff was not only professional and efficient, they were also friendly and caring. I would definitely commend the kind of atmosphere created in their office."

"Very professional and qualified. PS: They included in my care an interpreter in my language."

"Everyone at GH has been so wonderful & so kind each & every one of them. They seem to really care which means a lot."

"I want to thank the team of doctors and nurses for great care, help and comfort in my difficult situation."

"They treated me very well and I did not see any discrimination of race. Thanks for the care."

"I feel that the level of care is very personalized to me, my needs and my care, I'm extremely satisfied and happy."

"From the time I got there I was treated with courtesy, kindness, and respect and everything was excellent. Thank you for your efforts."

"Thanks to all the doctors and physicians for caring for all people without distinguishing race."

Profiles

ZSFG EXECUTIVE TEAM

Adrian Smith, RN, MSN
CHIEF QUALITY OFFICER

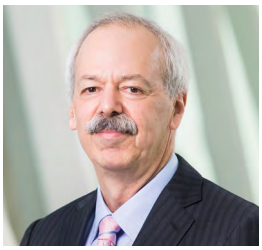
Andrea Turner,
JD, MBA, CNMT, ACHE
CHIEF OPERATIONS OFFICER

Aiyana Johnson, MSW, MPH
CHIEF EXPERIENCE OFFICER

Christine Falvey, MPA
CHIEF COMMUNICATIONS OFFICER

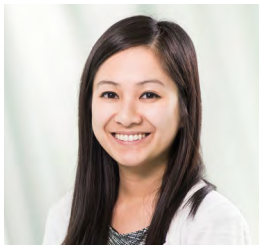
Dr. Elena Fuentes-Afflick, MD, MPH
VICE DEAN, UCSF

Jennifer Boffi, MPH
CHIEF FINANCIAL OFFICER



Jim Marks, MD, PhD
CHIEF OF PERFORMANCE EXCELLENCE

Karen Hill
DIRECTOR OF MERIT
AND STAFFING RESOURCES



Kim Nguyen, MHSA
DIRECTOR OF
ADMINISTRATIVE OPERATIONS

Lisa Winston, MD
CHIEF OF MEDICAL STAFF

Luke John Day, MD
CHIEF MEDICAL OFFICER

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

Neda Ratanawongsa, MD
CHIEF MEDICAL
INFORMATICS OFFICER

Susan P. Ehrlich, MD, MPP
CHIEF EXECUTIVE OFFICER

Terry Dentoni, MSN, RN, CNL
CHIEF NURSING OFFICER

Profiles

SAN FRANCISCO HEALTH COMMISSION

As SFDPH'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
- Zuckerberg SF General 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

ZSFG Joint Conference Committee

Edward A. Chow, M.D., ZSFG JCC Chair

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over
He was previously President and CEO of Jade Health Care Medical Group, affiliated with the Chinese Ho
Health System; Executive Director of the Chinese Community Health Care Association; and Chief Medica
of the Chinese Community Health Plan. Commissioner Chow currently chairs the Zuckerberg San Franci
Hospital Joint Conference Committee; he is also a member of the Finance and Planning Committee and L
Honda Hospital Joint Conference Committee. He was appointed to the Health Commission in 1989.

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

Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco fo
In 1989 she co-founded Pacific Women's Obstetrics & Gynecology Medical Group, the second all-female
practice in San Francisco, providing state-of-the-art, empathic obstetrics and gynecology care in a woman
environment. Dr. Green is also the Founder and Board Chair of The MAVEN Project, which engages phys
volunteer their clinical expertise via telehealth technology to medically under-resourced communities in th
Area and across the country. Commissioner Green was appointed to the Health Commission in 2018 and
of the Joint Conference Committees of Laguna Honda Hospital and Zuckerberg San Francisco General H
where she trained.

Susan Belinda Christian, J.D.

Commissioner Christian is an Assistant District Attorney in San Francisco, and is the office's Managing At
Collaborative Courts. From 2012 through 2019, she was assigned to the Behavioral Health Court—a coll
multidisciplinary court providing treatment and rehabilitation for people whose criminal justice involvemen
tied to behavioral health disorders. In 2012, she was appointed to the San Francisco Human Rights Com
where she served four terms as Commission Chair and worked with the Mayor's Office to create and impl
a pilot program for Implicit Bias trainings for City employees. Commissioner Christian is a member of the
Joint Conference Committee and the Community & Public Health Committee. She was appointed to the H
Commission in 2020.

Profiles

SAN FRANCISCO HEALTH COMMISSION

Dan Bernal, Health Commission President

Commissioner Bernal is Chief of Staff for Speaker of the House Nancy Pelosi. He has dedicated his caree service, having served in the White House under President Bill Clinton and as a presidential appointee at t Department of Education. As Congress debated the Affordable Care Act, he supported Speaker Pelosi's ef build support for the legislation in California by convening diverse stakeholders and coordinating activities Area Members of Congress. He continues to serve as a valuable resource to the California Democratic Co Delegation, key policy makers, and advocates in the fight to protect and improve the Affordable Care Act. appointed to the Health Commission in 2017..

Cecilia Chung, Finance and Planning Committee Chair

Commissioner Chung is nationally recognized as a civil rights leader, advocating for HIV/AIDS awareness LGBT equality, and prisoner rights. She is the Senior Strategist of Transgender Law Center and has serve number of planning bodies, which includes the San Francisco HIV Health Services Planning Council, Trans Community Advisory Board for UCSF TRANS and the Visioning Change Initiative of the California HIV/AID Program. She is a past member of the Presidential Advisory Council on HIV/AIDS. Commissioner Chung c the Finance and Planning Committee and is a member of the Community and Public Health Committee. Sh appointed to the Health Commission in 2012.

Suzanne Giraudo, Ph.D., Community and Public Health Committee Chair

Dr. Giraudo is a psychologist and is the Clinical Director of the California Pacific Medical Center Departme Pediatrics Child Development Center. In addition to her clinical expertise, Dr. Giaraudo's professional back includes development, administration, and supervision of pediatric clinical programs, grant administration, teaching. She is the founder and trustee of the DeMarillac Academy, a Catholic school located in the Tend serving underserved children and families. Commissioner Giraudo is chair of the Community and Public He Committee and represents the Health Commission on the San Francisco General Hospital Foundation. Pri her appointment to the Health Commission in 2019, Dr. Giraudo was a member of the Children and Familie Commission for 12 years.

Tessie M. Guillermo, LHH JCC Chair

Commissioner Guillermo is the former Chair of the Board of Directors of CommonSpirit, the largest national n health system in the United States and former President and CEO of ZeroDivide, a philanthropy and consulta developed innovative digital equity strategies in support of low-income communities. Commissioner Guillermo founding CEO of the Asian and Paci c Islander American Health Forum, leading this national minority health advocacy organization for 15 years. Commissioner Guillermo was appointed to the Health Commission in 20 Laguna Honda Hospital Joint Conference Committee, and is a member of the Finance and Planning Committ

Mark Morewitz, MSW, Health Commission Executive Secretary

Mr. Morewitz has worked in public health research, program development and evaluation, and non-pro t adm First hired at the SFDPH in 1992, he has worked in HIV service contracting and monitoring; provided social w and served as the Director of the DPH Forensic AIDS Project. He has served as the Health Commission Exe Secretary since 2009.