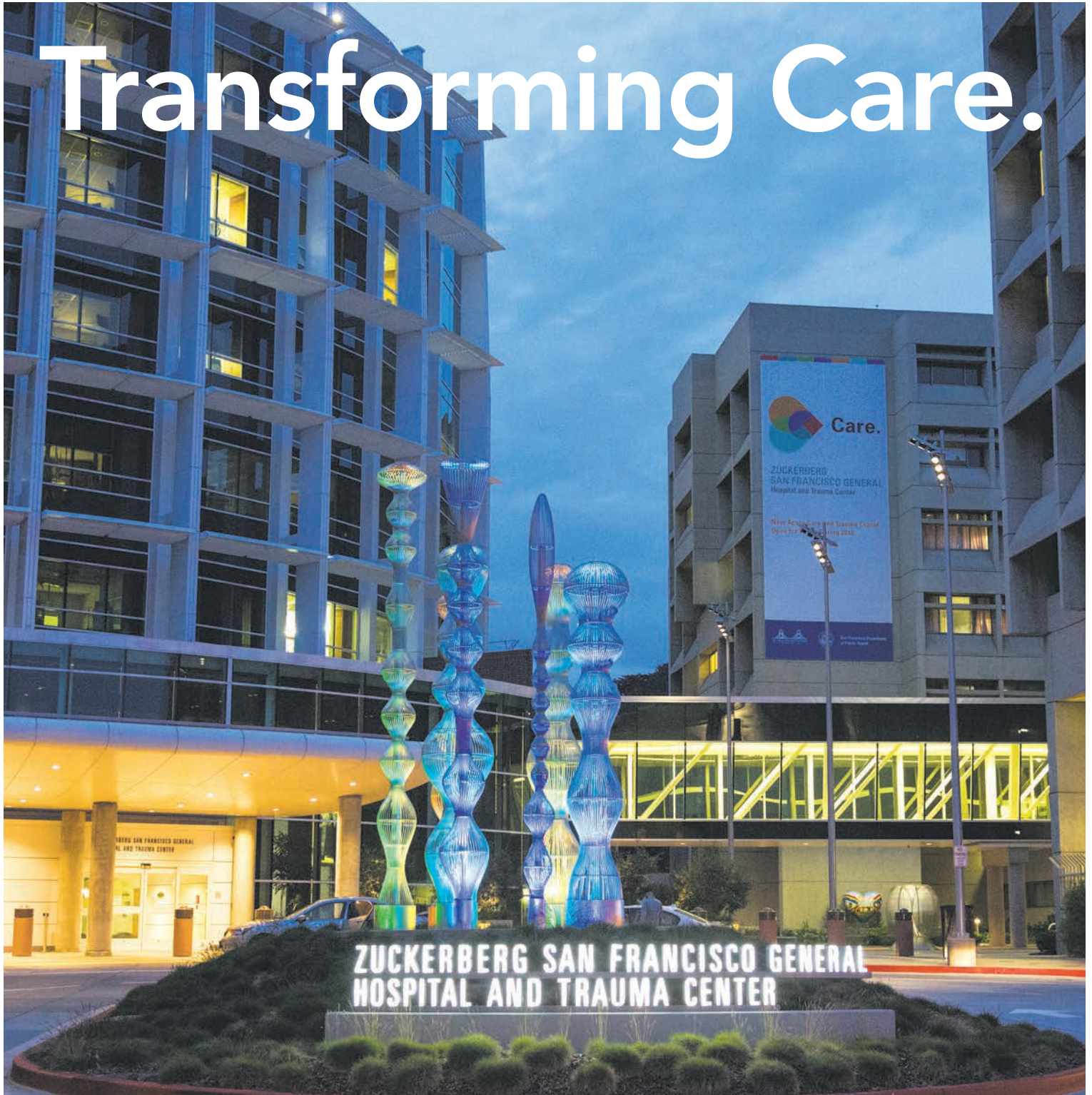


ADVERTISING FEATURE OF THE SAN FRANCISCO CHRONICLE

# Transforming Care.



# Creating the trauma center of the future

By Carey Sweet

As the trauma center for San Francisco and northern San Mateo counties, the new Zuckerberg San Francisco General was designed first and foremost to serve more than 1.5 million residents.

Yet as it opens its doors this weekend, it will also be a state-of-the-art home for its staff, embracing the many doctors and nurses on 24-hour duty, as well as first-responders called in during catastrophes. Critical features include six new trauma resuscitation suites as well as full internal and external decontamination areas for disasters. There are also two new CT scanners in the Emergency Department to facilitate the care of injured patients. Their close proximity allows for the doctors, nurses and staff to provide faster and better care.

During the design process we had more than 450 staff involved in user group meetings, said the hospital's Rebuild Director Terry Saltz. It's reflected in every detail, from much more efficient reusable sharps (needles) boxes nurses requested, to breakaway doors in front of each patient room to accommodate lots of equipment being rolled in, to dialysis connections in every ICU room so patients don't have to be moved.

Perhaps no one is more ready for the new trauma center than 23-year trauma team veteran Dr. Andre Campbell, Professor of Surgery at UCSF, Trauma Surgery and Acute Care Surgeon at Zuckerberg San Francisco General. He served on the Blue Ribbon Committee on San Francisco General Hospital's Future Location in 2005. Dr. Campbell was part of a panel of administrators, nurses and other stakeholders which decided what would go into the new hospital to replace the original 1976-built, outdated trauma center he had worked in for so



PHOTOS BY LAURA MORTON / SPECIAL TO THE CHRONICLE

**Dr. Andre Campbell, Professor of Surgery at UCSF, Trauma Surgery and Acute Care Surgeon at Zuckerberg San Francisco General, in one of six new trauma rooms.**

**People depend on us. So we wanted to build the trauma center of the future, and this is it.**

*Dr. Andre Campbell*

long.

We've had to stack patients on stretchers in hallways, he said. That was just how it was done. We had to move patients to numerous rooms over multiple floors for each evaluation and treatment. Putting the CT scanners next to the trauma rooms in the new hospital allows us to reduce the movement of injured



**Artist Jetro Martinez created Amate San Francisco, a ceramic tile mosaic mural, at the entrance of the Emergency Department and Trauma Center.**



**Nurse station in the Emergency Department and Trauma Center.**

patients around the hospital.

As he walks through the new center now, he proudly shows off the six trauma rooms, including two with dedicated CT scanners. A patient moves directly from the ambulance bay, to the evaluation room, with scanning as needed, and then directly onto one of 13 operating rooms just steps away.

The list of high-tech features expands to the intensive care units, each of which is private and outfitted with what Campbell calls "treasures" like independent computer workstations (instead of shared units on-wheels that usually needed to be tracked down), medical equipment installed on booms from the ceiling and self-contained free-rolling beds to allow doctors 360-degree patient access. Some units also feature opaque windows between patient rooms that can be flipped with a light switch to clear glass so nurses can monitor multiple patients at once.

Nurse stations are curved, mimicking the curved footprint of the building so staff can

see into many rooms at once. Hallways are wide and rounded to make navigating large equipment easier, with no blind spots.

And architect David Fong of San Francisco's Fong & Chan Architects is particularly proud of a tiny, but important detail: unobstructed wall-mounted handrails leading from beds into bathrooms, offering safety where patients historically have been most likely to fall.

With 58 beds, the emergency department more than doubles the capacity of the old unit. Each room contains double sets of all equipment needed to make private rooms into doubles in case of a large-scale emergency.

People depend on us, Campbell said. So we wanted to build the trauma center of the future, and this is it.

But the new emergency department and trauma center doesn't only have technical advances. It also keeps with the hospital's theme of interweaving art, with a ceramic tile mosaic mural by artist Jetro Martinez at the entrance.

Amate San Francisco is inspired by Mexican amate (tree bark paper) folk art painting, which acknowledges the Latino heritage of the Mission District surrounding the hospital.

The original design was inspired by amate from the states of Morelos and Guerrero, but the bird, flower and animal motifs are universal symbols used by many cultures, said Martinez. The artwork expresses the global nature of the hospital's staff, patients, visitors and city as a whole.

**"In the midst of working on the Zuckerberg San Francisco General rebuild, I was involved in an accident while running to work. Instead of reporting to the office that day, I showed up on site at the hospital not for work but to undergo treatment. Upon arrival, I felt a sense of calm in spite of the trauma I had undergone. I felt I was in good hands and the care I received has enabled me to run again. Thanks to Zuckerberg San Francisco General, not only have I recovered, but I have seen a beautiful building evolve from drawings to reality."**

*Rachel Peters, Grateful Patient*

## TRAUMA CENTER POINT IN HISTORY

### 1968

The first Level I Emergency and Trauma Center was established at Zuckerberg San Francisco General and remains the only Level I trauma center in the city and county of San Francisco.

A Level I Trauma Center is capable of providing total care

for every aspect of injury from prevention through rehabilitation.

The hospital is the home of several innovative trauma treatment programs, such as the Traumatic Brain Injury Program and the Wraparound Project, which works with survivors of violence and community-based programs to teach young people about violent crime prevention.



COURTESY ZUCKERBERG SAN FRANCISCO GENERAL HISTORICAL ARCHIVES



PHOTOS BY LAURA MORTON / SPECIAL TO THE CHRONICLE

Above: Margy Hutchison, chair of the Leadership Council of the Nurse-Midwives of Zuckerberg San Francisco General, and Maya Vasquez, nurse manager of the Family Birth Center, in a new patient room. Below: The Neonatal Intensive Care Unit unit at the hospital's new Family Birth Center features state-of-the-art equipment.

# Innovative program puts focus on babies, family



By Peggy Spear

When a woman is in labor, chances are she and her family are not focusing primarily on the soothing colors of the maternity ward, the state-of-the-art delivery and post-partum rooms or even the enchanting mosaic artwork surrounding them.

But at Zuckerberg San Francisco General's new Family Birth Center, that all becomes apparent as the family receives

top-notch maternity care.

We pride ourselves on providing some of the best and most innovative care available to women, not only in San Francisco but throughout the country, said Maya Vasquez, nurse manager of the Family Birth Center.

Zuckerberg San Francisco General has always provided a high-level of maternity care and is recognized by the World Health Organization as the only San Francisco hospital

with a Baby Friendly distinction, which honors its commitment to both breast-feeding and including all the family in the birth-bonding process.

It's a commitment that won't change when the new Family Birth Center opens this weekend, but now, there are the tools to take it to the next level, said Margy Hutchison, chair of the Leadership Council of the Nurse-Midwives of Zuckerberg San Francisco General.

**When I see this hospital, I think of the word, open. The doors are open; our arms are open; our minds are open and our hearts are open to care for the most vulnerable who live in San Francisco. Having this state-of-the-art, beautiful hospital not only will allow us to provide cutting edge care, but it also conveys the respect we have for our patients and shows them that we care about them.**

*Deborah Coban, MD, MPH-  
Department of Obstetrics,  
Gynecology & Reproductive  
Sciences*

That includes private delivery and post-partum rooms, exam lights that only come down when necessary, deeper and stylishly tiled tubs for women who want to labor in the bath and the option of pain management with nitrous oxide for those women who prefer less invasive anesthesia. Patient rooms provide enough room to handle all the family a woman wants with her during this special and stressful time. There is also comfortable fold-out furniture for a partner to spend the night.

We are creating an environment for childbearing that works for all women, she said. There is no cookie-cutter approach. Each woman's experience is unique, and we can honor that.

For those babies with special needs after birth, the new spacious Neonatal Intensive Care Unit (NICU), with a large window overlooking the city, offers a soothing environment with private curtained spaces to help ease the stress of having a sick or premature newborn. There is also a space for mothers who have

already been discharged to stay while their baby is in the NICU, Vasquez said.

Care at the Family Birth Center is provided by an integrated team of nurses, doctors, midwives and doulas. UCSF doctors bring the medical skills necessary to provide state-of-the-art care in the case of medical emergencies or high risk births, and the presence of midwives members of the longest-standing hospital-based midwifery service in San Francisco has led to an environment where all patients, regardless of who cares for them, are supported during the normal processes of childbearing.

Every woman deserves the best care possible, no matter her circumstances, Vasquez said. We provide a comprehensive team-based approach has led to low C-section rates and optimal lactation support. These are just a few reasons we are widely recognized as a top program.

Of course, once a woman has safely delivered her child, she might be more inclined to take stock of her surroundings, including the beautiful mosaic artwork designed by San Francisco artist Lena Wolff.

In planning the project, I wanted to make images that would be uplifting and enchanting for children, families and everyone working in the hospital in a potentially stressful situation, Wolff said. In one piece, in particular, a large maternal-looking quail, the state bird of California, leans down lovingly toward a very small monkey on a branch. There's a familial connection between them, even though they are different species. This was just one of the ways that I wanted the works to potentially portray non-traditional family structures and relationships.

Indeed, the new Family Birth Center does that takes the traditional strengths of its old Birth Center, adds state-of-the-art features, addresses the unique needs of all types of families and lovingly brings them all together.



**Above: San Francisco artist Lena Wolff designed mosaic artwork in the Family Birth Center, including Quail and Monkey Branch and Tree of Life. Below: The spacious Neonatal Intensive Care Unit has curtained spaces for increased privacy.**



## BIRTH CENTER POINT IN HISTORY

### 1975

UCSF and San Francisco General launched a nurse-midwifery service as part of the Department of Obstetrics, Gynecology and Reproductive Sciences, just one year after

California allowed nurse midwives to be licensed in the state.

The program gave the hospital and UCSF a reputation for medical innovation in obstetrics and gynecology. The Alternative Birth Center opened at the hospital in 1976 and a nurse-midwife certificate program followed.



COURTESY ZUCKERBERG SAN FRANCISCO GENERAL HISTORICAL ARCHIVES

Zuckerberg San Francisco General is a **quintessential San Francisco institution**. The new building is going to be a game changer for the entire community. The city has come together to create a new institution that will not only set a precedent for future public and private hospitals around the world but also benefit San Francisco for generations to come.

- Larry Baer, CEO, San Francisco Giants

We are not just delivering the highest standard of care to San Franciscans; we are **pioneering treatments for the future**. Anybody who lives in this city - regardless of what neighborhood they come from - could suffer a traumatic injury and be brought to Zuckerberg San Francisco General - we are here for you.

- Geoff Manley, MD, PhD, Chief, Department of Neurosurgery

**The hospital is the beating heart of the City of Saint Francis.**

It extols compassion and love.

- Sophie Maxwell, Community Leader

Optimal patient healing happens when patients and their families feel comfortable with the place where they are being treated; they need to know they are welcome, safe and a top priority. They also want to know the health care team is the best at what they do and they have

**all necessary equipment at the ready.**

At the new Zuckerberg San Francisco General, our patients can be assured that they will be cared for by an expert team of doctors, nurses and health care providers using state-of-the-art equipment in the most amazing new facility anywhere.

- Theodore Miclau, MD, Chief, Department of Orthopaedic Surgery

This new building reflects **the future of emergency and trauma care**.

With this new building, we are more than doubling the capacity of Zuckerberg San Francisco General to take care of its emergency needs. It's seismically safe, because we know the "big one" is going to hit San Francisco and California in the coming decades. It's also cutting-edge when it comes to the building's impact on the environment. These are all elements of what make a great institution, what makes a great building and what continues to make Zuckerberg San Francisco General the Heart of Our City into the 21st century and beyond.

- David Chiu, California State Assembly Member

This new building is an extraordinary **testament to collaboration**, to the values of the city, and to the remarkable capacity of human beings to imagine a new, a better and brighter world.

- Gavin Newsom, California Lieutenant Governor

Zuckerberg San Francisco General represents **San Francisco values at their best** and demonstrates that our city is a leader in both innovation and compassion. A world-class public hospital with an acute trauma center is absolutely necessary for any world-class city where we invite millions of people every year to come and visit. Zuckerberg San Francisco General is keeping San Francisco healthy, safe and affordable by providing high quality healthcare that serves all San Franciscans, regardless of their insurance status or ability to pay.

- Edwin M. Lee, Mayor of the City and County of San Francisco

The new hospital has much more capacity. So, in an emergency, I know Zuckerberg San Francisco General can handle the needs of San Franciscans. Zuckerberg San Francisco General is the place where **people who need the most help** are taken. With this new state-of-the-art facility, there is no better place for us to have as a resource here in San Francisco.

- Anne Kronenberg, Executive Director, Department of Emergency Management

When I see the hospital, the word that comes to mind is **community**.

- Richard Santana, RN

Zuckerberg San Francisco General is the heart of the San Francisco Health Network. Not only is it at the heart geographically, it's also at the heart because of the vast array of services it provides - from primary care clinics, to acute care and trauma, to skilled nursing, to supportive ancillary therapies like physical therapy and speech therapy. The hospital will be a tremendous **aid in the delivery of care** that we provide through the network. The new facility will provide us the space and the resources we need to serve generations to come.

- Roland Pickens, Director, San Francisco Health Network

The new hospital is beautiful, filled with natural light that create **wonderful healing environment for patients** and an exceptional place to work for our staff. It is a reflection of the best of San Francisco!

- Iman Nazeeri-Simmons, MPH, Chief Operating Officer

If something happens to you or your loved one, this is absolutely, without a doubt, the location that you want to receive treatment. **This hospital is the great equalizer.** When you walk in the doors, you're going to get top-notch service, time and time again.

- Malia Cohen, San Francisco Supervisor

San Francisco without Zuckerberg San Francisco General just wouldn't be San Francisco. We're so proud of it because it's so excellent. It is a **model for the nation** and a source of care to our families. I'm very proud of it. The visibility of the new facility, the philanthropy it has attracted and the attention it has gained, will enable more people to know what a terrific facility it is and more people to take advantage of it. The more people know about Zuckerberg San Francisco General, the more they will use it and the healthier our community will be. We all owe a great debt of gratitude to those who worked so hard to make this facility possible.

- Nancy Pelosi, U.S. Congresswoman and House Democratic Leader

At Zuckerberg San Francisco General we serve a critical role for the millions of people that live in, visit and travel through San Francisco every year. **My heart is in nursing, and the heart of our nurses is in the diverse community in which we serve.** As Chief Nursing Officer I am very proud to lead our dedicated nurses into the future with our new state-of-the-art hospital.

- Terry Dentoni, MSN, RN, CNL, Chief Nursing Officer

Countless times I've seen **lives improved and lives saved** by the good work - the incredible, miraculous work in some cases - that's done at Zuckerberg San Francisco General. It's a symbol of our future, the future of our city and how we will continue to care for the public we serve, be they residents, visitors, or even first responders. I'm very excited about the investment made in Zuckerberg San Francisco General.

- Chief Joanne Hayes-White, San Francisco Fire Department



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www.sfhealthnetwork.org



SAN FRANCISCO GENERAL HOSPITAL FOUNDATION

sfghf.org

Anyone living in San Francisco, or even just traveling through, who may have a sudden medical emergency, will be brought to Zuckerberg San Francisco General. As a result, these patients, their families and the community-at-large will be very well-served by the opening of this new state-of-the-art facility.

This outstanding hospital reflects well on the **generosity of San Francisco,**

our staff and the patients who use the hospital each and every day.

- James W. Dilley, MD, Chief, Department of Psychiatry

I had an incredible experience at the [Zuckerberg San Francisco General] Birth Center. Although my daughter is already 9 years old, the day lives in my memory as if it was just yesterday. **My birth plan was followed and respected.** I share my birth story with many and I give a lot of credit to the staff for partnering with me during one of the most memorable moments of my life. If I could, I would choose to relive those days. They taught me a lot about community and about what it truly means to give support where and when it is needed the most.

- Karla Ayala, Grateful Patient

I was once a patient at San Francisco General's Emergency Department years ago. **I know firsthand what a godsend this hospital is to ALL of us.** The new emergency department is going to more than double in capacity. There are going to be three additional operating rooms as well as state-of-the-art technology. Everything is first-rate!

- Jackie Speier, U.S. Congresswoman

Without Zuckerberg San Francisco General, we would not have a complete medical care system in our city. It's critically important to our well-being. This new building will be the only hospital built in San Francisco on base isolators. It will, as necessity demands, **survive and be able to care for all those who may need care as a result of a serious earthquake.**

- Mark Leno, California State Senator

This is **a hospital for the people and by the people.** With the same staff, heart, compassion, mission and purpose we have always had, the hospital will now have state-of-the-art facilities that provide us with the infrastructure to care for our community in a much better way and on a larger scale. Our new emergency department will be more than double its current size with the ability to increase capacity in the event of a disaster.

- Malini Kishen Singh, MD, MPH - Interim Chief, Department of Emergency Services

Zuckerberg San Francisco General is the heart of the city because we take care of everyone. We take care of people in need; we take care of people who are visiting; we **take care of anyone who needs our services** and we do it with compassion and respect. We now can deliver state-of-the-art care in our exceptionally beautiful new hospital.

- Sue Carlisle, PhD, MD, Vice Dean, UCSF School of Medicine at Zuckerberg San Francisco General

As the Director of Health, I am honored to serve a city that has chosen to provide a full range of health care and behavioral health services to *everyone* who needs them. This new building will help our staff provide **extraordinary care for patients** who need to be hospitalized, who suffer trauma, or who give birth to the next generation of San Franciscans.

- Barbara A. Garcia, MPA, Director of Health, City & County of San Francisco

As a San Francisco native and medical professional in the Mission District for over 30 years, I was thoroughly impressed and proud of the new Zuckerberg San Francisco General building after seeing the facility first hand. The modern and extreme high-tech environment will allow the hospital to **treat patients at the highest level** currently available. I salute them for their commitment to the community and to San Francisco for its concern for the wellbeing of all its citizens.

- Dr Bernardo D. Gonzalez III, Community Leader

Congratulations to everyone who worked so hard to make Zuckerberg San Francisco General Hospital a reality. The new hospital represents a significant milestone in the delivery of top quality care for the entire San Francisco community. The Sheriff's Department is proud to partner with the Department of Public Health to provide a **safe and secure environment for patients, staff and visitors.**

- Sheriff Vicky L. Hennessy, San Francisco Sheriff's Department

Throughout my time in the city government, I came to treasure San Francisco General Hospital, and had the opportunity to watch multiple trauma teams in action. In fact, Zuckerberg San Francisco General has been **the number-one place for any accident or trauma victim** to be taken. I, for one, wouldn't want to be sent anywhere else should I become a trauma victim of any kind. Looking forward, it's no surprise to me that the hospital will continue to lead the way in cutting-edge health care technology and treatment.

- Dianne Feinstein, U.S. Senator

This hospital is the heart of our city: the heart which keeps us all alive. This is a state-of-the-art hospital **designed for all San Franciscans.** Regardless of background, I know that every San Franciscan will be treated equally here.

- Richard Guggenheim, San Francisco General Hospital Foundation Heart of Our City Capital Campaign Co-Chair

Our new, state-of-the-art hospital enables us to be an even more vital part of the community. It will be a **beacon - not just in times of trouble, crisis, or challenge** - and a place for us to come together in the ongoing process of making San Francisco a healthier community.

- Susan Ehrlich, MD, MPP, Chief Executive Officer Zuckerberg San Francisco General

I've worked at Zuckerberg San Francisco General for 20 years and, like my other colleagues, I'm mission-driven and our mission is serving the people of San Francisco. Many of our patients come to us quite sick and we have the opportunity to make a major difference in their lives. **The hospital gives us the tools** to treat stroke patients faster and better. With the new Emergency Department and the new, state-of-the-art Neurological Intensive Care Unit, I can get a CT scan faster, my team can get to the patient faster, we can get the patient to treatment faster and we can provide a better place for them to heal.

- Claude Hemphill, MD, MAS, Chief, Department of Neurology

I've been a cop for 35 years and I can tell you there's no other hospital that any cop or firefighter wants to get to more when they're in trouble. We believe that if you can get to the driveway of Zuckerberg San Francisco General and you're still alive, they're going to make sure that you stay that way. In San Francisco, we live in the hub of innovation and should have a state-of-the-art hospital. Now we do. We're also in earthquake country and it's not a question of if, but when, a big event occurs. This new hospital will **improve our ability to respond to any disaster.**

- Chief Greg Suhr, San Francisco Police Department

# Leaders at the forefront of Getting to Zero

By Natalie Feulner

Since 1983, Zuckerberg San Francisco General has been a global leader in HIV/AIDS treatment, prevention, research and education. At the helm of the Division of HIV, Infectious Diseases and Global Health is Dr. Diane Havlir and a peerless team of caregivers and scientists.

Havlir and her team are revolutionizing prevention, care and treatment through their leadership in all aspects of San Francisco's multi-sector and multi-stakeholder Getting to Zero Consortium.

The Consortium, strongly supported by the Mayor, city leadership, Health Department and the larger community, aims to make San Francisco the first municipal jurisdiction to achieve UNAIDS goals of zero HIV transmissions, zero HIV deaths and zero HIV stigma. The near-term goals are to reduce new transmissions and deaths by 90 percent by 2020. Zuckerberg San Francisco General with its mission to provide care to all San Franciscans regardless of resources is a key player in this effort.

At its historic and world-renowned clinic, Ward 86, some of the hardest to treat and retain in-care patients are seen. The roughly 2,800 patients comprise over a quarter of HIV patients in the city and the clinic is able to achieve treatment success undetectable levels of virus in almost 90 percent of patients. One of the key innovations of the Getting to Zero effort, and one that is now copied around the country and the world, is the RAPID program developed by caregivers and researchers at Ward 86.

The program links patients to care and starts them on medications immediately on diagnosis, said Havlir.

The Consortium, founded in 2013, has a three-pronged approach. They are working to expand access to pre-exposure prophylaxis, expand the reach of the RAPID program within



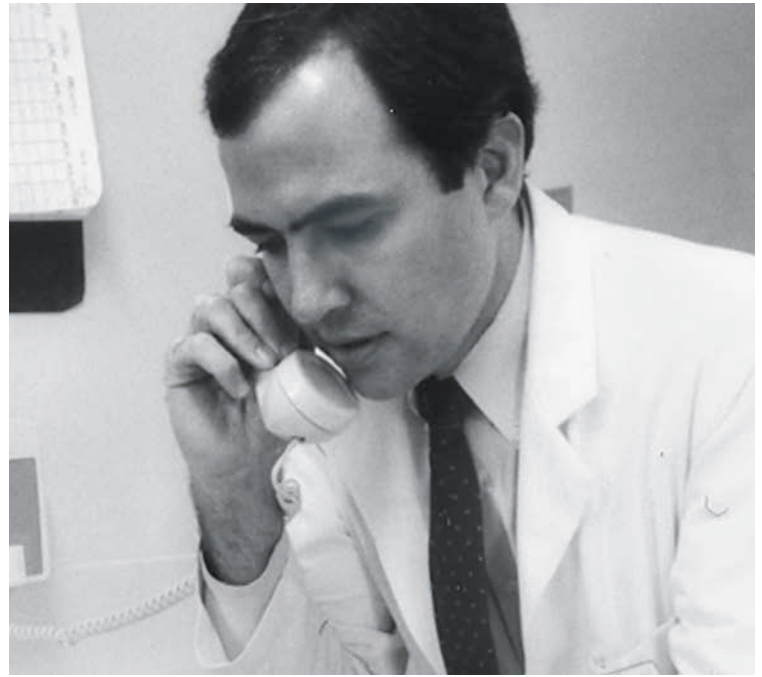
LAURA MORTON / SPECIAL TO THE CHRONICLE

**Dr. Diane Havlir, Chief of HIV, Infectious Diseases and Global Medicine Division at Zuckerberg San Francisco General, is leading a team to reduce HIV transmissions and deaths by 90 percent in San Francisco by 2020.**





COURTESY ZUCKERBERG SAN FRANCISCO GENERAL HISTORICAL ARCHIVES



COURTESY ZUCKERBERG SAN FRANCISCO GENERAL HISTORICAL ARCHIVES

**Left: San Francisco General staff were at the forefront of HIV/AIDS research in the 80s. Right: Dr. Paul Volberding founded the first inpatient HIV ward at the hospital.**

the city and coordinate services to insure that people can stay on their treatment programs even when they face challenges like employment or insurance changes, which can affect access to clinics or life-saving medications.

Havlr also discussed the innovative research toward a cure for HIV by her team of global leaders in her division and at the hospital's Division of Experimental Medicine.

At Zuckerberg San Francisco General, we were leaders in the initial response to AIDS in the early 80s. That wave of compassion and innovation in caregiving helped create the San Francisco Model, which has spread throughout the world and continues to be refined. Through our transformative initiatives in Getting to Zero, which are being adopted around the globe, and our cutting edge research, our team and our partners at Zuckerberg San Francisco General hope to finally bring about an end to this epidemic, she said.

San Francisco's approach

to HIV has been characterized by an ethos of all in and care for all. We meet people where they are and we work with them to get them healthy and stable. The larger community is tightly integrated into our care model with community based organizations on site helping provide the care our patients need. And our team, the best and brightest people I have ever worked with, care for our patients with the highest level of commitment and compassion, said Havlr.

Havlr also hopes the launch

**At Zuckerberg San Francisco General, we were leaders in the initial response to AIDS in the early 80s. That wave of compassion and innovation in caregiving helped create the San Francisco Model, which has spread throughout the world.**

Dr. Diane Havlr, Chief of HIV, Infectious Diseases and Global Medicine Division at Zuckerberg San Francisco General

of the new nine-story hospital will draw the community's attention to the hospital, and the groundbreaking work being done there, especially if it encourages people to find ways to help.

People sometimes think that HIV/AIDS is no longer a problem and that the problem is solved. In reality, we have always had unmet needs in terms of the whole HIV/AIDS response. Today, 34 million

people are infected globally. Even if we make progress getting to zero new infections locally, there will still be over 10,000 San Franciscans living with HIV. We need to make sure we have resources to continue to support patients and all of their needs. We need new tools for prevention, like a long lasting pre-exposure prophylaxis medication injected monthly or quarterly, and we need a cure, she said.

Zuckerberg San Francisco General is a place where all of this can happen.



STEVE KEITH, KATY RADDATZ / THE CHRONICLE

**Rita Rockett and her Brunch Bunch from the early 90s.**

**HIV/AIDS FIGHT POINT IN HISTORY**

**1987**

In many hospitals, an inpatient ward dedicated to HIV/AIDS patients might have been unrelentingly gloomy.

But at San Francisco General Hospital, Ward 5A had moments of brightness and fun. Rita Rockett, a single mother and dancer, was close friends with four men who had AIDS.

In their honor, she began organizing parties at Ward 5A every other Sunday, putting on tap dancing shows and bringing home-cooked lunches for the patients. Her events brought some sunshine into the lives of the ward's patients and staff, and they named a sitting area after her in thanks.

Zuckerberg San Francisco General Hospital is still a leader in treating patients today.

# A vibrant history of caring for others

By Kyla Cathey

At 5:12 a.m. April 18, 1906, a violent earthquake shattered the San Francisco morning. Many of the buildings that survived the quake fell to the fires that roared through the city. The citizens of San Francisco were left refugees in their own city. Disaster brought disease in its wake.

But one building survived the earthquake: San Francisco General remained standing on Potrero Avenue and brought medical care and comfort to the city's shell-shocked residents.

The hospital, now the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center, has a tradition of helping San Franciscans in need that goes back to its earliest days. From disasters like the 1906 earthquake and fire, to epidemics of cholera, plague, tuberculosis and HIV/AIDS, the hospital has been a bastion of care.

Recent years have brought big changes to Zuckerberg San Francisco General.

The biggest change, of course, is the new hospital, which has state-of-the-art equipment, so we can continue to provide the kind of diagnostic and inpatient services that are available at the best hospitals, anywhere in the country, said Dr. Sue Carlisle, PhD, MD, Vice Dean, UCSF School of Medicine at Zuckerberg San Francisco General.

In the 35 years Dr. Carlisle has been at Zuckerberg San Francisco General, she has watched the hospital evolve from a medical center and teaching hospital with limited resources to a state-of-the-art research facility and a leader in a number of global health initiatives.

Another change: As many as 40 percent of the hospital's patients were once uninsured. With the advent of the Affordable Care Act, that number is down to about 7 percent, Dr. Carlisle said. Many are on Medi-Cal, which while not the same as private insurance, is an improvement over the city having to fully cover costs of patients who could not



COURTESY ZUCKERBERG SAN FRANCISCO GENERAL HISTORICAL ARCHIVES

**Above: The San Francisco General Hospital expanded in the 1920s. Below left: The original hospital was on Potrero Avenue. Below right: The hospital provided nurse training and some of the first medical internships.**



COURTESY ZUCKERBERG SAN FRANCISCO GENERAL HISTORICAL ARCHIVES



COURTESY OF SAN FRANCISCO HISTORY CENTER, SAN FRANCISCO PUBLIC LIBRARY

afford treatment.

Those aren't the only positive changes she's seen. In her early days at the hospital, it was the first in the world with an inpatient HIV/AIDS ward—one in which patients came to live out their final days, because the virus could not be treated at that time. Now, the hospital no longer has an inpatient ward, because most of its HIV/AIDS patients have been living long, full productive lives after their diagnosis. The San Francisco model of care pioneered at Zuckerberg San Francisco General has been

adopted worldwide.

At the same time, some things have stayed the same—such as Zuckerberg San Francisco General's partnership between UCSF and the city's Department of Public Health, which goes back more than 140 years.

We feel that we're a very important hub not only for clinical care but for research and education as well, Dr. Carlisle said.

With so much going on at the hospital, especially with new disease research and a focus on creating policy for care and treatment of underserved popula-

tions, it's a partnership that is more vital than ever, for patients, students, residents and faculty alike.

It's a very active place for UCSF staff to be, Dr. Carlisle said.

## Here are some key moments in the hospital's long and illustrious history:

► **1851:** The roots of the hospital stretch back to the earliest days of the city, when the population was growing rapidly. Crises like the cholera epidemic of 1849

which reached San Francisco in late 1850 were difficult to treat in the tent hospitals that existed in the city at that time. On April 30, 1851, the State Legislature of California passed an act creating a State Marine Hospital in San Francisco, with \$50,000 earmarked for its construction.

► **1855:** The State Marine Hospital building became the City and County Hospital of San Francisco, with Dr. Hugh Toland, a doctor from South Carolina, serving as the hospital's surgeon.

► **1857:** The City and County Hospital purchased the North Beach School, transforming it into a 150-bed hospital. The beds were filled quickly, and the hospital was often overflowing with up to 400 patients at a time.

► **1873:** The Toland Medical College was gifted to the University of California system, becoming the university system's medical school.

► **1874:** The regents of the Medical Department of the University of California, as UCSF was then known, passed a resolution allowing women to attend the medical school. Teacher Lucy Wanzer was the first to take advantage of the new opportunity, graduating in 1876.

► **1895:** The hospital started a horse-drawn ambulance service.

► **1897:** Physicians at the City and County Hospital began distributing a diphtheria antitoxin to San Franciscans free of charge. Diphtheria had been a leading cause of death among the city's children throughout the city's history.

► **1900:** In March, the first bubonic plague cases in the continental U.S. were recorded in San Francisco's Chinatown. The epidemic lasted four years and led to 113 deaths, mainly among Chinatown residents.

► **1906:** The historic San Francisco earthquake strikes, putting San Francisco General at the forefront as first responders.

► **1907:** In the wake of the earthquake and fire, a second epidem-

ic of bubonic plague swept through the city, this time spilling outside of Chinatown's borders. Rats infected with the plague were found in the hospital's buildings in 1908, and the hospital was condemned and burned. The hospital staff spent three years at the Ingleside Jockey Club.

- ▶ **1910:** Tuberculosis was the leading cause of death in San Francisco, and the city had the highest mortality rate from the disease among major U.S. cities.
- ▶ **1915:** A new hospital, called San Francisco General Hospital (SFGH), opened at the Potrero Avenue site with two buildings. The main building was for general hospital use, and a second building was to house tuberculosis patients.
- ▶ **1918:** The Spanish influenza epidemic reached San Francisco, and the hospital struggled with overcrowding and understaffing as doctors and nurses were infected.
- ▶ **1924:** The first psychiatric ward opened at San Francisco General.
- ▶ **1938:** The Maternity Hospital opened at San Francisco General.
- ▶ **1939:** San Francisco General opened the first blood bank in Northern California.
- ▶ **1960:** The hospital established a premature baby clinic after a large number of premature births.
- ▶ **1964:** San Franciscans voted to pass a \$33.7 million bond to replace the aging hospital, allowing it to expand to 563 general beds as well as provide space to 226 psychiatric inpatients.
- ▶ **1975:** UCSF and SFGH launched a nurse-midwifery service as part of the Department of Obstetrics, Gynecology and Reproductive Sciences.
- ▶ **1976:** The Alternative Birth Center opened as part of SFGH.
- ▶ **1981:** San Francisco General Hospital first began documenting cases of Kaposi's sarcoma, pneumocystis pneumonia, and other unusual illnesses, primarily among gay men—the first AIDS cases in San Francisco. A



PHOTOS COURTESY ZUCKERBERG SAN FRANCISCO GENERAL HISTORICAL ARCHIVES

**Above:** San Francisco General Hospital started a horse-drawn ambulance service in 1895. **Below left:** Toland Medical College was gifted to the University of California system in 1873. **Below right:** The hospital had to convert horse stables into extra space for services.



- grant from the American Cancer Society let researchers from SFGH and UCSF begin studying Kaposi's sarcoma.
- ▶ **1983:** In January, the hospital opened Ward 86, the first outpatient clinic in the country dedicated to AIDS patients. In July, Ward 5B, the first dedicated inpatient AIDS clinic in the U.S., also opened. It was later moved to the larger 5A.
- ▶ **1987:** The hospital and UCSF began running trials of the AIDS treatment drug AZT.
- ▶ **1989:** The first students entered UCSF's master's degree in nursing program.
- ▶ **1991:** San Francisco General Hospital Foundation is established by a small group of like-minded individuals that included local community leaders and health care providers, as an independent, nonprofit organization to raise philanthropic funds through individual, foundation and corporate donations to support what is now Zuckerberg San Francisco General.
- ▶ **1992:** The AIDS Clinical Research Center opened at the hospital.
- ▶ **2002:** San Francisco General and UCSF worked together with the World Health Organization to develop guidelines for anti-retroviral treatment of AIDS that would be used worldwide.
- ▶ **2004:** The hospital opened the Avon Comprehensive Breast Care Center, providing care and breast cancer screening.
- ▶ **2007:** San Francisco General received Baby-Friendly status from the United Nations Children's Fund and the World Health Organization. Zuckerberg San Francisco General is the only Baby-Friendly certified hospital in San Francisco.
- ▶ **2008:** San Francisco voters overwhelmingly pass Proposition A, approving \$887 million in general obligation bonds to build the new hospital. San Francisco General Hospital Foundation embarks on the Heart of Our City Capital Campaign to raise additional funds to equip the new hospital with life-saving equipment and furnishings.
- ▶ **2015:** Priscilla Chan and Mark Zuckerberg announce their \$75M gift, the largest single private gift from an individual to a public hospital in the United States and the largest gift San Francisco General Hospital Foundation has received since it was incorporated in 1994.

# ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL AND TRAUMA CENTER

**3,900**  
**ADULTS & CHILDREN**  
TREATED FOR  
TRAUMATIC  
INJURIES ANNUALLY

**ONLY**  
**TRAUMA CENTER**  
LEVEL 1 FACILITY  
IN SAN FRANCISCO

THE HOSPITAL FOR  
**15**  
**PRIMARY CARE**  
**CLINICS**  
OF THE  
SAN FRANCISCO  
HEALTH NETWORK



**Treats more than**  
108,000 patients  
annually  
(approximately 1 in 8  
San Franciscans)



**Provides care to children**  
through 40,000 pediatric  
visits a year



**Delivers specialized care**  
to thousands of people  
living with HIV/AIDS



**Nationally recognized**  
Centers of Excellence,  
including those in  
Neurotrauma, Stroke and  
Orthopaedics



**Only Baby Friendly**  
hospital in San Francisco, as  
certified by the World Health  
Organization, with 1,200 babies  
delivered annually



**Houses more than**  
20 UCSF research  
centers conducting  
more than \$150  
million in research  
annually. Teaching  
hospital for all UCSF  
graduate students.



**New building**  
features 90%  
private rooms



**City's largest** primary  
care facility and part of  
the SF Health Network



**Hub** of the City's  
disaster response in  
an earthquake or  
major crisis. New  
emergency  
department has the  
ability to double  
capacity in a disaster.



**Largest** acute and  
rehabilitation hospital  
for psychiatric  
patients in San  
Francisco

TREATS  
**1 IN 8**  
SAN  
FRANCISCANS  
ANNUALLY

OVER  
**20**  
LANGUAGES  
SPOKEN

THE HOSPITAL  
HAS BEEN A  
PARTNER IN  
PUBLIC HEALTH  
WITH UCSF  
SINCE  
**1873**

# Embracing a new model of philanthropy

By Natalie Feulner

For as long as hospitals have existed, they have served as places to treat patients. But some, like Zuckerberg San Francisco General, also serve as places to conduct research and train the next generation of leaders in patient care.

The resources necessary to serve those purposes, however, haven't always been easy to come by, especially for publicly-funded institutions.

Enter hospital foundations. San Francisco General Hospital Foundation is an independent, nonprofit organization established in 1991 by a small group of like-minded individuals that included local community leaders and health care providers. The foundation was established to raise philanthropic funds through individual, foundation and corporate donations to support what is now Zuckerberg San Francisco General, San Francisco's only trauma center (Level 1) and primary health care provider for San Francisco's most vulnerable residents.

The hospital is ground zero for research and innovative community programs that go beyond the walls of the hospital to serve the city's most vulnerable populations, Connie Shanahan, President of the San Francisco General Hospital Foundation's Board of Directors said. Most San Franciscans are not aware of the amazing work that goes on at the hospital every day. Once you get involved like I have, the hospital just captures your heart.

Over the last decade, philanthropy at public hospitals in general has grown and experienced a shift to include more public-private philanthropic partnerships. It's a move many say is mutually beneficial, for donors, the public and the institutions supported.

Amanda Heier, CEO of the San Francisco General Hospital Foundation, said the hospital's connection to community members was critical in the organization's recent initiative to raise

**Most San Franciscans are not aware of the amazing work that goes on at the hospital every day. Once you get involved like I have, the hospital just captures your heart.**

*Connie Shanahan, President of the Foundation's Board of Directors*

more than \$141 million for a new hospital. She said the foundation has relied increasingly on private individual donations from some of the area's top philanthropists, including a historic gift of \$75 million from Priscilla Chan and Mark Zuckerberg that helped put the hospital over its goal. It's a responsibility, Heier said, many of San Francisco's philanthropists welcome.

It is critical to our community to ensure that our city's public hospital—the hospital for anybody who needs service—is able to provide the most high-level, quality care for its patients, she said.

But it's not just financial gifts. Pam Baer, the Foundation Emeritus Director, said all hospital supporters are critical.

Donors are important no matter what they contribute: volunteer time, services, small, medium or large amounts of dollars—all have impact and help steward our mission, she said.

One of the biggest challenges the foundation faced this past year was educating the public and making sure people understood Zuckerberg San Francisco General was much more than the city's hospital. It is a world-renowned training and research institution, most notably for its excellence in neurotrauma and orthopedics, women's and children's health, mental health and HIV/AIDS services.

As a result, the community responded, an indication, Heier



PHOTOS BY LAURA MORTON / SPECIAL TO THE CHRONICLE

**Pam Baer, left, the Foundation Emeritus Director, and Judy Guggenhime, Chair of the San Francisco General Hospital Foundation Board of Directors.**



Connie Shanahan, President of San Francisco General Hospital Foundation Board of Directors, left, and Amanda Heier, Foundation CEO, on the hospital's new skywalk.

said, that more San Franciscans are understanding the importance of ongoing philanthropy and what it means in terms of providing top of the line care that public dollars alone cannot provide. Public institutions have the added benefit of early support from the public which is leveraged by philanthropy to make an even bigger impact and difference.

Judy Guggenhime, Chair of the San Francisco General Hospital Foundation Board of Directors said, from her perspective, the shift is paramount to ensuring valuable patient care and research programs continue and giving the hospital a competitive edge.

What I find is [philanthropy is] of mutual importance, she

said. It's very important to the hospital and donors because donors can provide things the city can't always [fund], she said.

For example, our foundation can give startup money to launch an innovative community pro-

gram or fund a piece of research that will then enable a program to grow and attract additional funding from other entities such as the federal government.

Baer agreed, adding that all residents, visitors and tourists

need the hospital, and donors need to understand its importance and their impact.

I have found the people in San Francisco and our surrounding counties believe strongly in giving and that everyone has to

receive healthcare, she said.

As for making a new model of philanthropy long lasting, Guggenhime said it is already happening thanks to a long-standing tradition of philanthropy in the San Francisco area.

## PHILANTHROPY POINT IN HISTORY

### 1991

A group of volunteers saw a need among some of San Francisco General Hospital's patients for care beyond just medical help. They collected food, clothing and donations to aid San Francisco residents in need who sought care at

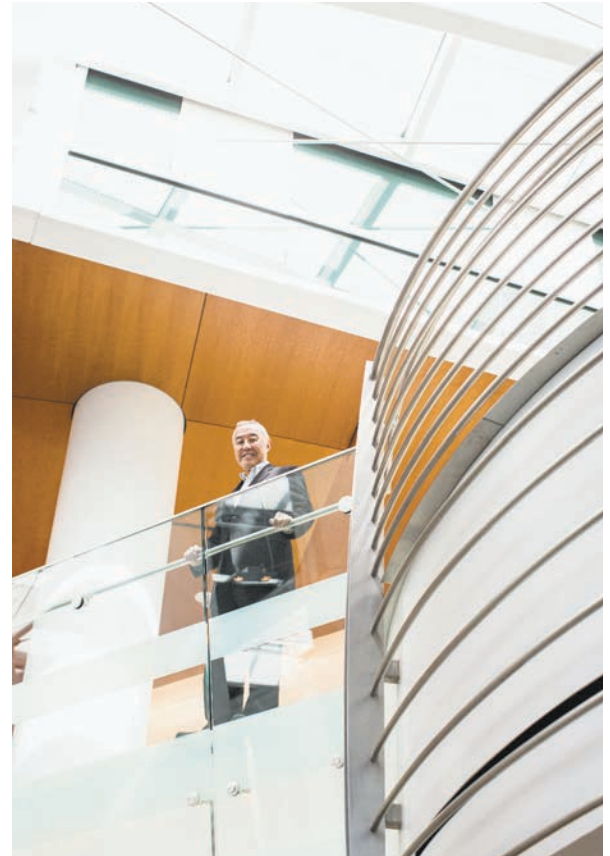
the hospital.

In 1994, these volunteers incorporated as San Francisco General Hospital Foundation, with the goal of ensuring that all of Zuckerberg San Francisco General's patients receive the care and comfort they deserve, regardless of their background.

Ground broke on the new hospital in 2008.



PHOTO BY RAY CHAVEZ



PHOTOS BY LAURA MORTON / SPECIAL TO THE CHRONICLE

Left: The entrance of the Zuckerberg San Francisco General Hospital and Trauma Center. Right: Architect David Fong on the steps of the lobby.

# Constructing a haven for care, healing

By Carey Sweet

It soars seven stories above ground, with two sub-basements, in an impossibly compact footprint tucked between the original brick hospital built in 1915 as a retreat for tuberculosis patients and the 1976 concrete structure that has long contained primary medical facilities at Zuckerberg San Francisco General.

A work in progress since 2009, the new hospital project was managed by San Francisco Public Works, designed by Fong & Chan Architects and built by Webcor Builders, with construction management by Jacobs Project Management Company. The new hos-

pital received its certificate of occupancy in Nov. 2015, was licensed by the state health department in May, and had been awaiting its first patients, which arrived this weekend.

Yet for its designers, it's very much more than a 484,000-square-foot center where patients—especially those with life-threatening injuries—can find answers.

This building is a step into the future of public health, where state-of-the-art meets cultural art, healing is approached with not only precise technology but organic mindfulness and the construction challenges that once stood in its path can now be celebrated as world-class

**Zuckerberg San Francisco General is our network's largest primary care facility and a cornerstone of the San Francisco Health Network. This new building is going to be transformational, in particular for patient experience. It is a gorgeous setting, which will be healing by its very nature. Our new Emergency Department will be over double the size of our current department, so patient wait times will be reduced. Most of the rooms are single rooms, where patients can have family and friends stay with them. It's going to bring out the best in everyone.**

*Alice Chen, Chief Medical Officer, San Francisco Health Network*

achievements.

It was a restricted site between historical buildings, said the hospital's Rebuild Director Terry Saltz, of the construction. And it had a 100-year-old tunnel beneath it where Steve McQueen

chased an assassin in the 1968 movie Bullitt—live with steam lines, sewer, electrical utilities and phone lines connecting north and south buildings. We needed to keep it functioning, so we had to unravel cables and reroute

everything.

Lead architect David Fong of San Francisco's Fong & Chan Architects, meanwhile, was busy creating a design that functioned as a hospital, but felt more like art statement than medical fortress.

**We wanted a very contemporary feel, warm, friendly and inviting. Patients should immediately feel cared for, not threatened by an institutional feel, bringing them confidence in the healing process.**

*David Fong, lead architect of San Francisco's Fong & Chan Architects*

The look is stunning, reminiscent of a spaceship, with fluid rounded corners, glass and steel, for a style that is modern and inviting.

Yet another goal loomed: achieving Gold LEED status by having at least 60 percent improved water efficiency and 25 percent electrical efficiency, via touches like smart shades to automatically cover the window expanses as the sun shifts.

We wanted a very contemporary feel, warm, friendly and inviting, Fong said. Patients should immediately feel cared for, not threatened by an institutional feel, bringing them confidence in the healing process.

Each patient room 90 percent are private features broad windows to flood in healing natural light and invite in gorgeous views, augmented by four central light wells.

A rooftop garden is the crowning touch, set with dozens of lavender plants, rosemary bushes and olive trees, brick structure walls echoing the pattern of the 1915 brick design next door and curved balcony glass for stunning city views.

The hospital's critical components that meet California law for safety and seismic requirements are a particular point of pride for Saltz. The building is set in a deep basin, made of shoring walls with thousands of anchors and an innovative foundation of horizontal plates, pendulums, air space and teflon coated discs



**Above: The modern lobby features skylights, fluid rounded corners, glass and steel. Below: Rebuild Director Terry Saltz in the lobby.**

in a moat system that allows the entire facility to move with the earth. This means when, not if, a significant earthquake occurs, the building will remain nearly stationary while the earth can move up to 30 inches horizontally and 6 inches vertically, protecting everyone and everything inside.

By the end, I had a five-pound bag of hospital planning criteria I had to meet, said Fong. But by keeping in mind that patient and staff safety and comfort were top concerns, we made the design not just practical, but actually welcoming.







PHOTOS BY LAURA MORTON / SPECIAL TO THE CHRONICLE

Edgar Pierluissi, Medical Director of the Acute Care for Elders Unit in the rooftop garden.

## ACE Unit helps seniors get back to their lives

By Peggy Spear

The aim of Zuckerberg San Francisco General's Acute Care for Elders (ACE) unit is simple: treat and rehabilitate patients as efficiently and quickly as possible so they can return to active lives in their communities.

But with its soothing envi-

ronment, cheerful, community-oriented staff, state-of-the-art rooms and astounding artwork, patients may just not want to leave.

It is a response to the many hazards older adults face when they are hospitalized.

Things like worsening disability and increased confusion can threaten an older adults

capacity to live independently in the community. These hazards also add significantly to healthcare costs. ACE units have been shown to improve the chances a hospitalized older adult will go home rather than to a nursing home.

The ACE unit occupies the top floor of the new building and offers an enriching rooftop

garden. But besides the physical features, it's the jovial leadership of founder and Medical Director Dr. Edgar Pierluissi that drives the unit, as he has created one of the most unique programs for elderly patients in the U.S.

I've never seen anything like this, Pierluissi said. And I've seen a lot of eldercare

units.

Indeed he has, as he has spent his career—including running the Veterans Affairs Hospital's nursing home—working on how to treat older patients and help them get back home to their lives.

The unit itself welcomes patients and their families with soothing, fall-toned colors that

Pierluissi said helps calm many patients who may be confused or disoriented.

The 32 rooms in the ACE unit — 10 more than in the old building — are spacious and designed with elderly patients in mind, including rails from the beds to the bathroom. Light permeates the entire unit with vast views of the city from almost every room. But if it gets too bright, there are automatic window shades to help control the environment.

It helps with dehydration if the patients get too hot, Pierluissi said. But he adds that increased exposure to natural light helps patients who are disoriented, and also regulates regular sleep patterns.

Besides sleep, eating is an important component of care in the ACE unit. Staff works with each patient to get them moving, out of their beds, if possible, and have them eat sitting up in a social setting. There is now a larger community dining room where patients can gather for meals and boasts a sprawling view of the city.

It's wonderful to see the community that develops, Pierluissi said. Sometimes there are many different languages spoken here but that doesn't seem to stop patients from bonding with each other. And, ultimately that sense of community helps healing.

In fact, views and aesthetics are an important part of the new ACE unit. It is centered by the shimmering blue-green-colored stained-glass windows at the entrance to the unit, designed by renowned stained-glass artist Alan Masaoka.

My thoughts on what inspired me were from my walks along the local Carmel Valley River and how the flow and reflective light revitalized me, and how it was very healing experience, Masaoka said.

So I found it was a very natural theme for my windows. My hope was that they would create a moment of reflection and peace. And that this creative gift would last well beyond my years.

The artwork on the unique rooftop garden is also de-



**Above:** Stained-glass artist Alan Masaoka created *River of Time*, a piece displayed at the entrance of the ACE Unit. **Below:** Artist Masayuki Nagase created hand-carved granite boulders that are installed in the garden, including *Breath Between Sky and Ocean*.

signed to bring peace. Artist Masayuki Nagase designed a series of hand-carved granite boulders, sculptural benches and pavers that are installed throughout the garden, connected by arching paths.

I wanted the artwork to offer a restful and restorative experience for the patients and their families and the Zuckerberg San Francisco General staff, Nagase said. The garden itself provides a space where patients can stroll or sit in wheelchairs and enjoy the views of the Golden Gate Bridge and the Marin

Headlands.

Boredom is common in hospitals, Pierluissi said. This type of environment helps alleviate that.

Pierluissi estimates there are approximately 250 ACE units in the United States and the number is growing. The one he has run for 10 years was the first in California and the second on the West Coast. He says they are now springing up at other hospitals, including UCSF, Veterans Affairs and Kaiser to meet the growing demand of caring for frail older adults who are at risk.



## ACE UNIT POINT IN HISTORY

### 2007

In February, the hospital launched its Acute Care for Elders Unit, the first ACE unit in California.

The unit was developed to combat declines in cognitive and physical health that many older adults go through after hospitalization. The ACE unit

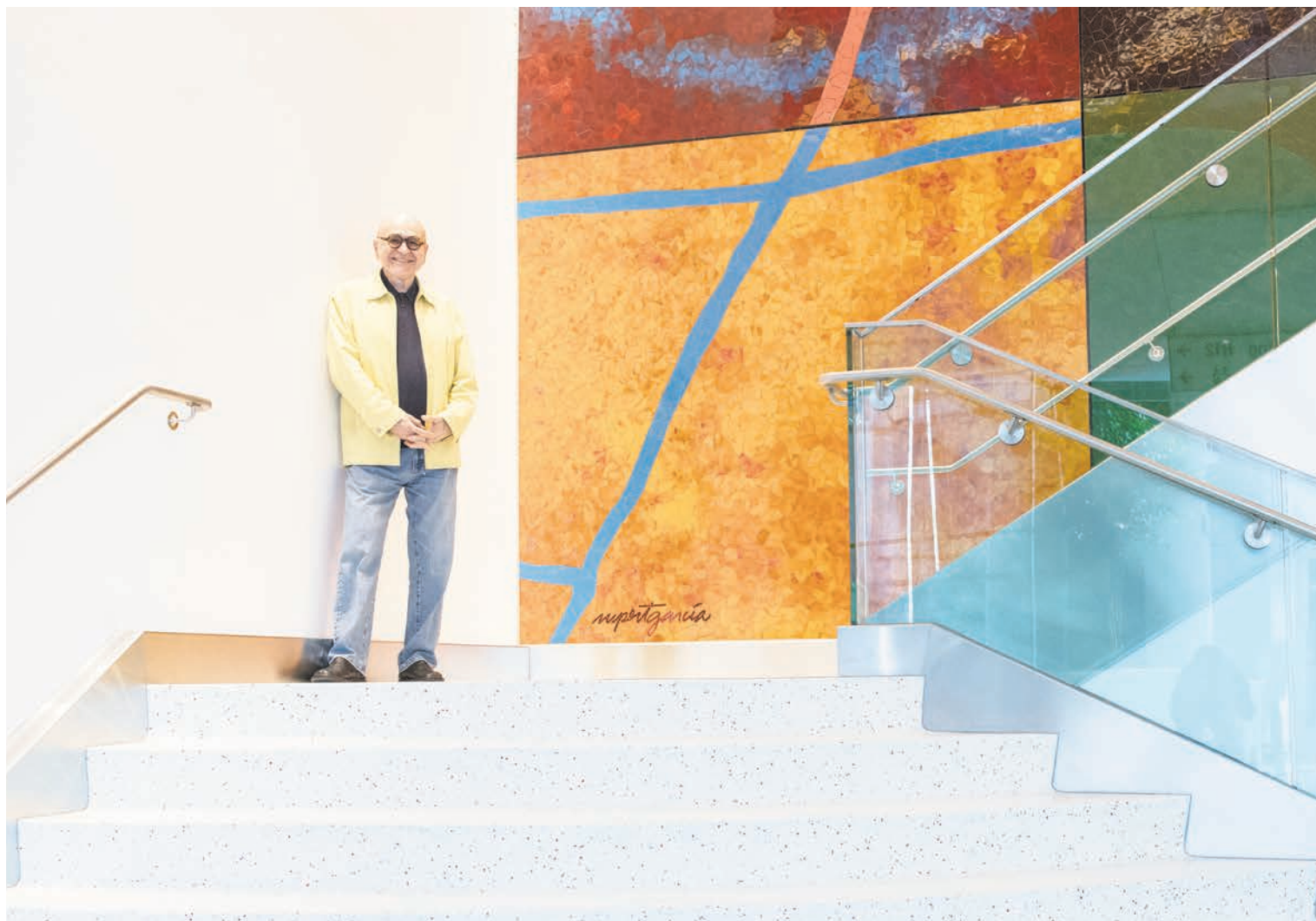
offers inpatient care specifically tailored to the needs of older adults.

For example, older patients at Zuckerberg San Francisco General participate in programs specifically to maintain and improve their cognitive function in addition to their physical health.

Now, the ACE Unit features a rooftop garden where patients can relax and heal.



PHOTO BY ARLA ESCONTRIAS



LAURA MORTON / SPECIAL TO THE CHRONICLE

Artist Rupert Garcia.

## Finding healing through the creative process

By Carey Sweet

It was cruel timing that shortly after artist Rupert Garcia was awarded his installation commission for Zuckerberg San Francisco General Hospital and Trauma Center in 2009, he was diagnosed with a grave illness.

Yet as he labored through treatment, and eventual recovery, he found that the gamut of emotions he was experiencing

added incredible depth and an emotional layer to his work.

It gave me new appreciation for what hospitals are, and should be, he said. There's very serious business going on here, so I wanted to create an inviting environment filled with vitality, color and hope.

Standing in the lobby literally on top of one of his pieces—a dramatic travertine floor inlay that explodes in

brilliant rivers of teal, cerulean, apricot and rich raspberry—he glows now, his eyes framed by large, fashionably round glasses.

Boasting commissions at prominent projects like the San Francisco International Airport and at Oakland's Elihu M. Harris State Office Building, a biography that spans a dozen pages of international shows and awards. This was Garcia's

first project for a public hospital. As the anchor of an array of other artist creations spanning nearly every nook and cranny of the 484,000-square-foot facility, his pieces frame the entire lobby, from the terrazzo floor, to two massive mosaic pieces, one above the reception area and the other dominating the landing of an adjacent, glass and steel staircase.

The theme is flowers—instantly recognizable in the impressionist, tulip-reminiscent installation over the reception desk—yet only revealed after studying the two-story, enormous checkerboard panel staircase abstract, and the long petal designs flowing across the floor across what Garcia calls “an ocean of tranquillity.”

I've always loved flowers, the San Francisco Bay Area-

**When you come in sick, it feels like gravity is working against you. I want you to feel buoyant, uplifted.**

*Rupert Garcia*

based artist said. Growing up in Stockton, my mother grew roses and carnations. Flowers hold such potential symbolism in their colors, shape, blooming, withering and rejuvenation.

Above the highly polished, nearly glass-like floor, the mosaics draw the eye upward to soaring multi-level ceilings, and frameworks of tall windows reaching toward the sky.

Stepping on the shimmering floor feels a bit like floating, as if a guest might fly above the space like a bird.

When you come in sick, it feels like gravity is working against you, Garcia said. I want you to feel buoyant, uplifted.

Indeed, flooded with natural light against the stimulating color and virtual motion of the pieces, the lobby does its remarkable job of making the patients, providers, nurses, staff and visitors feel impossibly free.

There's a relationship between nature and healing illnesses and an ancient and contemporary connection to alleviate sickness, the artist said. This association is my conceptual and symbolic motif.

Even those colors have special meaning for their very special place, he explained. Each floor of the hospital is designated by a unique San Francisco icon and vibrant color. When Garcia discovered that, he knew his palette had been decreed.

But since we go to the hospital to cure or mitigate our infirmities, why shouldn't the point of entry be part of the treatment, too? he mused. I hope the lobby, and my art, can be experienced as an encouraging part of the healing process.



PHOTO BY ARLA ESCONTRIAS

The hospital interweaves art throughout the building, including artist Rupert Garcia's pieces in the lobby.

# The art of healing

By Carey Sweet

Many studies have been conducted on the role art plays in reducing anxiety and alleviating depression and chronic stress. Ultimately, as many health and psychology professionals believe, viewing and interacting with art brings physical, mental and social wellbeing.

Yet it doesn't take a team of scientists to prove this.

As patients and visitors pass through the courtyards, lobby and hallways of the new Zuck-

enberg San Francisco General, they are greeted with hundreds of original pieces including metal and stone sculptures, stained glass, mosaic murals, terrazzo floor designs, video installations, framed works and artist-created seating. Instantly, moods lift and spirits soar.

The artwork collection was selected by the San Francisco Arts Commission, fulfilling a city policy that sets aside two percent of the construction cost of civic buildings for public art.



PHOTOS BY LAURA MORTON / SPECIAL TO THE CHRONICLE

## NANCY BLUM REVIVAL

With curved glass walls framing the elevator lobby and interior courtyard windows flanking the central corridor of the fifth floor, the artists' Revival incorporates vitreous (coated glass) enamels and sandblasting for 25 dramatic panels spanning a total of a total of 100-feet long and 7 feet high. Divided into five hall length compositions, the pieces showcase flowers indigenous to the Bay Area that boast medici-

nal benefits, including arnica, angelica, foxglove, aconite, passion flower, yarrow and Echinacea.

The word revival is defined as an improvement in the condition or strength of something, Blum said. These plants historically are valued for their ability to help in acute care situations; I based my drawings on their flowers, and robust botanical imagery.

## STEPHEN GALLOWAY REDBUD REDUX SUITE

The installation graces the 4th floor in an 8-by-8-foot curved piece of backlit glass, welcoming guests to the elevator lobby and drawing them on to two courtyard windows.

Backlit by natural light, the encapsulated photography works appear to glow from

within, for a feeling a visitor is walking through nature and experiencing up-close the beauty of the Western Redbud native California shrub.

The work is art with a job to do, to enhance the design of the space and support the therapeutic mission of the

## CLIFF GARTEN ETHEREAL BODIES

As you pull up to the car turnaround at the new hospital, the first art piece you see is eight brushed stainless steel columns, made dynamic with LED lights and tall grasses planted on the median.

The sculpture offers the public two different images, Garten said. One by day when their transparent structures fill with sunlight, and another at night when LED light illumination changes the colors of each rod. Their position in the center island of the roundabout offers a cinematic quality, blending different shapes interacting with one another as one travels around them.

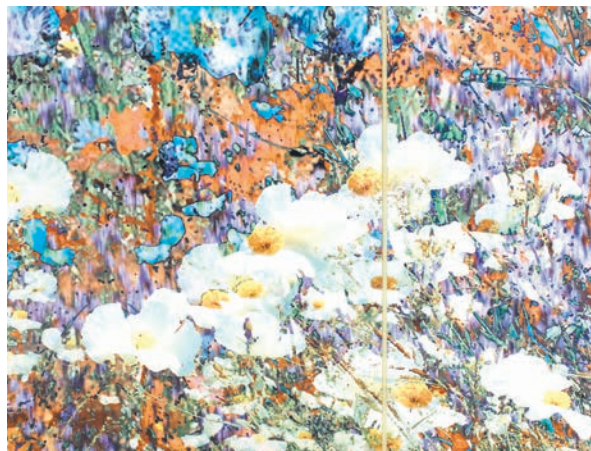


## MILDRED HOWARD FOREVER YOURS

Let yourself be drawn into the glass mural of overlaid and collaged photographs, and wander the impressionistic beauty of springtime poppies against the golden hills of San Francisco. The artist, who was born at the hospital, created her piece for the third floor and worked with Lenihan Architectural Glass and Magnolia Editions in Oakland to craft her star-fire glass that is hand painted with vitreous enamel paint and embedded with a digital printed inner layer.

Trees, plants and the natural world have a calming, restorative function that is essential to our physical and mental health, Howard said.

My imagery seeks to bring this engaging potential of the natural world to the interior of



the building; it transforms the space by creating an atmosphere that patients, family members and medical staff can

enjoy, one that will impart a mood of gentle strength, healing and vitality to help process stress and challenges.





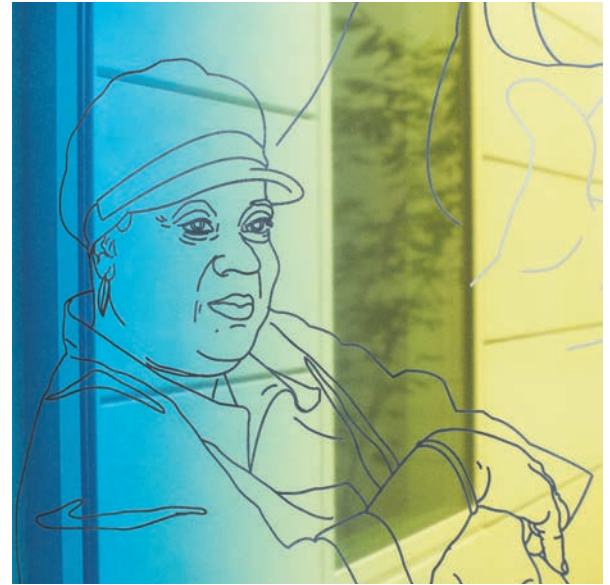
PAUL KOS QUAKING ASPENS

Like taking a stroll through the forest, viewing this video inspires with a virtual view of Aspen trees dancing in the wind, offering soothing movement of leaves to create a meditative visual poem.

The installation acts as an oasis in the surgery waiting room.

The Emergency Surgery Waiting Room is the last place one would ever want to enter, as a patient, or as a family member

or friend of that patient said Kos. Addressing what can be high anxiety in a concentrated moment, Quaking Aspens attempts to calm and pacify that experience.



JULIO C SAR MORALES

REPEAT MELODY

Flanking the sixth floor elevator lobby, this glass with ink and vitreous enamels creation was inspired by photographs taken during the artist's collaboration with patients, visitors and hospital staff as he strove

to capture the community that is Zuckerberg San Francisco General.

I wanted to capture the hospital's variety of experiences and people, and to explore its social interactions, he said.

ARTHUR STERN THE STREETS AND HILLS OF SAN FRANCISCO

The hospital's interior western courtyard glows in two, 25-foot-long laminated hand blown and textured glass walls accented by water jet cut aluminum, for images depicting a colorful patchwork of buildings, parks, streets and sky.

The work speaks to the international neighborhoods and unique mix of cultures that make up modern San Francisco, said Stern. The art experience is inclusive, like the city, which prides itself on welcoming everyone of any age, gender, identity, primary language or immigration status. The stepped design of the hills also references the theme of transition for example, the aging process or the experience of healing itself.



ANNA VALENTINA MURCH

ARCHIPELAGO

An entire Pedestrian Plaza on the east side of the new building comes alive as a visual metaphor of life, in the changing and adapting course of a river. Incorporating granite, stainless steel, glass fiber reinforced concrete

planters, olive trees, LED lights and structural forms. And, the seating areas act as islands, flowing to areas of solitude anchored by an internally lit sculpture.

Archipelago is a series of illuminated seating

elements that drift through the linear plaza, creating places where people can sit and catch their spiritual breath at a time of emotional anxiety, uncertainty and reflection, said the late artist's widower, Doug Hollis.



**Karla** had the birth she wanted. Created the family she imagined.

# *Beyond new baby*

# Care.



**ZUCKERBERG  
SAN FRANCISCO GENERAL**  
Hospital and Trauma Center



SF HEALTH NETWORK  
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



San Francisco  
Department of Public Health

[ZSFGcare.org](http://ZSFGcare.org)