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SAN FRANCISCO GENERAL  
Hospital and Trauma Center



# FY 2019-2020 Annual Report



San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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# Welcome



## **To say the least, this has been some year.**

When it started, we knew it would be challenging. We expected to put in a lot of work stabilizing our newly launched medical records data system, optimizing our programs and processes, and fully integrating Epic into our operations. I'm happy to report that Epic has been a success; our teams have already come to rely on its seamlessness, its ability to track patient health throughout the delivery system, and its production of important and useful data.

With the hard work and tireless dedication of our staff, we are now using it throughout our operations to support our journey of continuous improvement.

Then came the COVID-19 pandemic.

How to discuss this, much less describe it, when we're still in the middle of meeting the challenge? Here in San Francisco, in the late

fall, we read about the horrible virus sweeping through Wuhan, China and in very short order, we were preparing for our first cases, because we knew it would be only a matter of time. The entire city government came together very early on, coordinated efforts, and mobilized resources. San Francisco is one of the largest metro areas in the U.S. that kept COVID-19 under control, despite surges. Of course, our essential workers were expected to be right in the middle of preparations and our city's response.

San Francisco immediately adopted the recommendations of medical and epidemiological experts. Still uncertain about the specifics of the challenge, we at ZSFG prepared isolation rooms, personal protective equipment (PPE), testing and training. We brought in additional resources, from other city agencies and from external sources as well. We developed processes for clinical care. It wasn't long before the first cases arrived and we got to see firsthand what it meant to take care of infected people – the challenges, the stresses, the fatigue. The city did everything it could to “flatten the curve,” by public campaigns about hand hygiene and masking, and Health Officer orders closing many of the city's businesses and encouraging people to stay at home. By April, we were facing our first peak surge of cases and patients.

Our staff rose to the challenge, as they have in so many critical moments before, and the surge dissipated. Every essential worker continues to do the right thing by bringing their best to work every single day. Another wave came in July and declined again, in August. COVID-19, as we've come to learn, seems to have many waves, growing and declining. Our staff stands ready for the next.

This has also been an historic year for heat and wildfires in our region and the negative effects on air quality they create. Our most vulnerable populations suffer inequitably when air quality is poor, having fewer resources to escape its unhealthy effects, whether by leaving the city, or simply going inside somewhere safe. Because many of the places to which we direct people at risk – libraries, malls, public buildings – are closed due to COVID-19 health orders, the danger to vulnerable populations is even greater.

At Zuckerberg San Francisco General Hospital and Trauma Center, we were here for it all, doors open, lights on, ready to welcome anyone who walked in, whatever comes.

I am so proud to represent this team, because through thick and thin, we're here – serving the people of this great city.

With gratitude and hope,

**Susan Ehrlich, MD, MPP**

# 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

# About ZSFG

## Acute Hospital & Level 1 Trauma Center

Zuckerberg San Francisco General Hospital (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.

## High Value Care

As San Francisco's public hospital, ZSFG's mission is to provide quality health care and trauma services with compassion and respect to patients, with a special focus on the city's most vulnerable.

ZSFG aims to provide patients 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 more consistent, efficient and effective care.

## Our Patients

ZSFG serves over 94,000 patients per year and provides more than 20% of all inpatient care for San Francisco. Additionally, 30% of all ambulances come to Zuckerberg San Francisco General.

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.



**881,549 SF  
Residents<sup>1</sup>**

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

1. 2019 United States Census Bureau

# About ZSFG

## 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 medical specialty care.

## 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 10 years

**900** residents

**400** medical students

**600** clinical fellows

**850** grants awarded

## 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
- ◆ Geriatrics
- ◆ Gynecology
- ◆ Hematology/Oncology
- ◆ Infectious Diseases
- ◆ Nephrology
- ◆ Neurology
- ◆ Neurosurgery
- ◆ Ophthalmology
- ◆ Oral and Maxillofacial Surgery
- ◆ Orthopaedics
- ◆ Otolaryngology (ENT)
- ◆ Pain Clinic
- ◆ Palliative Care
- ◆ Pulmonary
- ◆ Rheumatology
- ◆ Vascular Surgery
- ◆ Urology



# ZSFG by the Numbers

FISCAL YEAR 2019-2020



PATIENTS SERVED  
**94,968**



OUTPATIENT VISITS  
**338,085**



MEDICAL & PSYCHIATRIC  
EMERGENCY VISITS  
**74,833**



URGENT CARE  
VISITS  
**33,670**



BABIES BORN  
**1,079**



TRAUMA ACTIVATIONS  
**2,557**



LICENSED BEDS  
**397**



UCSF STAFF  
**2,100**



DEPARTMENT OF PUBLIC  
HEALTH STAFF  
**3,500**



VOLUNTEERS  
**400**

# ZSFG by the Numbers

## Gender

	FY 18-19	FY 19-20
Male	51%	52%
Female	49%	48%

## Race/Ethnicity

	FY 18-19	FY 19-20
African American	15%	15%
Asian/Pac Islanders	22%	21%
Native American	1%	0%
Hispanics	38%	37%
White	19%	18%
Other	5%	9%

## Age

	FY 18-19	FY 19-20
Under 18	12%	12%
18-24	8%	7%
25-44	31%	31%
45-64	32%	32%
Over 64	17%	18%

## 4A Skilled Nursing Care

	FY 18-19	FY 19-20
Average Length of Stay	35	35

## Adult Urgent Care

	FY 18-19	FY 19-20
Unique patients (excl. Pediatric Urgent Care)	23,246	24,946

## Acute Care Services

	FY 18-19	FY 19-20
Acute Admissions	16,418	16,094
Acute Psychiatric Admissions	1,253	1,047
Acute Patient Days	88,654	81,027
Acute Psychiatric Days	17,345	17,165
Medical/Surgical Services Average Daily Census	243	222
Acute Psychiatry Average Daily Census	47	47

## Ambulatory Visits

	FY 18-19	FY 19-20
Total Ambulatory Visits	388,904	338,085
Primary Care In-Person Visits	103,684	75,866
Primary Care Telehealth Visits	N/A	14,318
Specialty Care In-Person Visits	186,258	141,347
Specialty Care Telehealth Visits	N/A	15,120
Non-Admit Emergency Encounters (excludes inpatient admits)	65,295	57,764
Urgent Care (includes Pediatric Urgent Care)	33,667	33,670

## Diagnostic and Other Services

	FY 18-19	FY 19-20
Total Diagnostic & Other Services	189,531	221,695

*Due to changes with our new electronic health record system this year, the Diagnostic and Other Services data capture process has changed, and this year's numbers cannot be directly compared to that of previous years.*

## Emergency Services

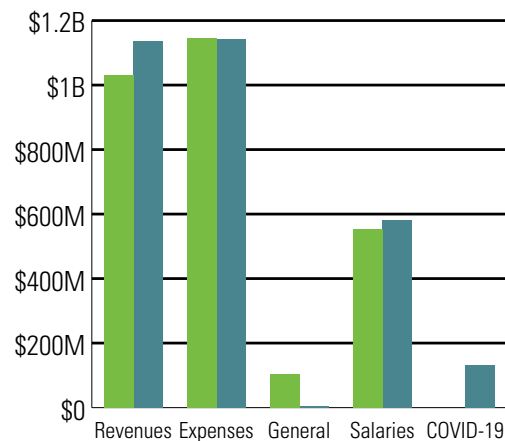
	FY 18-19	FY 19-20
Emergency Visits (includes inpatient admits)	77,795	68,783
Psych Emergency Visits (includes inpatient admits)	7,164	6,050



# ZSFG by the Numbers

## Financials\*

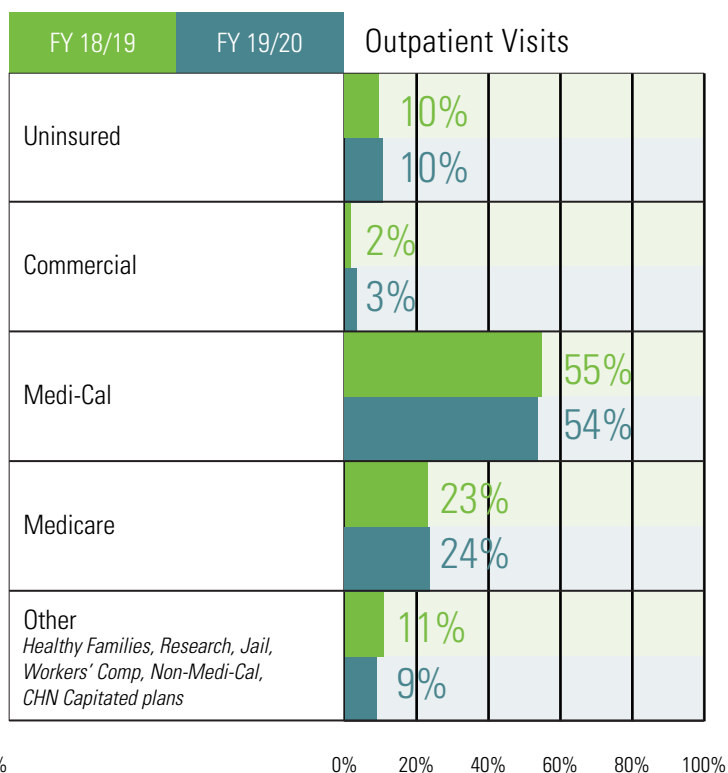
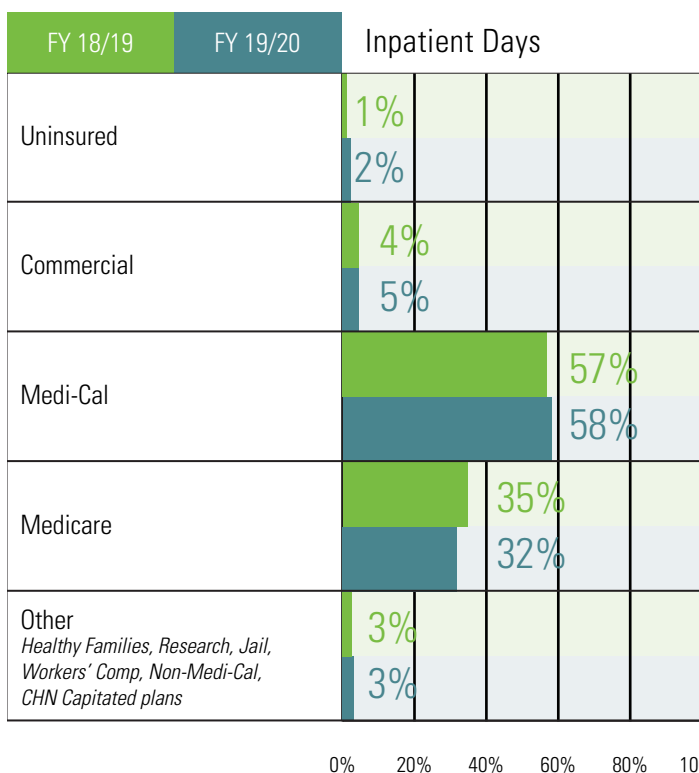
	FY 18-19	FY 19-20
Total Operating Revenues	\$1,032,410,113	\$1,137,363,376
Total Operating Expenses	\$1,146,753,580	\$1,143,475,761
General Fund	\$104,870,000	\$6,112,385**
Salaries and Fringe Benefits <i>(included in total operating expenses)</i>	\$552,383,910	\$579,920,734
Total Department of Public Health COVID Expenditure <i>(not incl. in Operating Exp)</i>	N/A	\$130,944,019



\*The Financials data collection methodology has changed. Financial data from FY1819 and FY1920 reflect the new methodology. Data Source – ZSFG Q4 Health Commission Report.

\*\*FY1920 General Fund Support may change due to Controller adjustments and has decreased due to one-time revenue.

## Payor Sources



# Partnership with UCSF

For more than 150 years, the University of California, San Francisco (UCSF) and ZSFG have worked together to care for San Franciscans and advance health care worldwide. In accordance with the Affiliation Agreement, approximately 2,100 UCSF physicians and employees work side-by-side with San Francisco's Department of Public Health staff to treat patients, conduct research, and train medical, nursing, dental, pharmacy, and advanced science students. This 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 April 2020, the American Association for Dental Research and the International Association for Dental research gave 3 awards from their centennial event to 3 UCSF School of Dentistry Researchers.**

## 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 half of which are at ZSFG.

**In 2019, UCSF School of Nursing received \$10.4 million in federal National Institutes of Health (NIH) funding – a nearly 15% increase from the previous year.**

## School of Medicine

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

**In 2020, UCSF's School of Medicine ranked #6 in research and #2 in primary care by US News & World Report.**

## School of Pharmacy

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

**In 2020, UCSF PharmD students achieved the highest 2020 residency match rate in the country, with 78 of 85 (92%) pharmacy residency applicants successfully matching with a residency program.**

# Partnership with UCSF

## STATE OF UCSF RESEARCH AT ZSFG

UCSF continues to be a leading research facility, remaining a top public recipient of National Institutes of Health (NIH) funding for the 13th year in a row. At ZSFG there are over 800 UCSF principal investigators, researchers and research support working on 850 funded awards, exceeding over \$200 million every year. Below are just a few of the incredible projects that UCSF researchers have worked on this past year.

### Equity

#### UCSF Partners with Community Groups to Bring COVID-19 Testing to Oakland

##### Alicia Fernandez

Dr. Fernandez and team partnered with community-based organizations to test and gather data on high-risk Latinx communities to help stop the spread of COVID-19.

#### Unidos En Salud

##### Diane Havlir

In a unique partnership between Mission community organizers in the Latino Task Force for COVID-19, UCSF and City staff, researchers determined that the Latinx Community, men and those who are economically vulnerable are at highest risk for contracting COVID-19.

#### Usability Testing of Virtual Reality for Opioid-Sparing Pain Management Among Diverse Patients

##### Urmimala Sarkar

With funding from FDA-CERSI, Dr. Sarkar is working to identify if therapeutic virtual reality (VR) is a feasible approach for pain management in safety-net health systems serving diverse patients.



# Partnership with UCSF

## STATE OF UCSF RESEARCH AT ZSFG

### COVID-19

#### Addressing COVID-19 Fear to Encourage Sick Patients to Seek Emergency Care

##### Amanda Sammann

Dr. Sammann and team worked to address the sudden drop in Emergency Department visits after the statewide stay-at-home order was issued.

#### Some Nursing Homes Escaped COVID-19—Here's What They Did Right

##### Anna Chodos

Dr. Chodos has been leading the city-wide efforts to mitigate the risk of COVID-19 for geriatric populations and residential care facilities for the elderly in San Francisco.

#### Searching for the Silver Bullet

##### Annie Luetkemeyer

Dr. Luetkemeyer led a team of UCSF clinical researchers in testing promising therapies for COVID-19.

#### COVID-19 Multi-Phenotyping for Effective Therapies

##### Carolyn Hendrickson

Dr. Hendrickson is working to better understand how COVID-19 affects the immune system, why it causes difficulty breathing, and why some people become more sick than others.

#### COVID-19 Healthcare worker antibody and RT-PCR tracking study

##### Vivek Jain

Dr. Jain is collaborating with researchers at UCSF and Stanford to recruit 3,500 healthcare workers and examine the impact of COVID-19 on health care systems and their workforce.

### Non-COVID-19

#### Urban Health Score: E-Scooters Show Alarming Spike in Injuries

##### Benjamin Breyer

Dr. Breyer has found a major surge of injuries related to scooters, particularly among young adults from 2014 to 2018.

#### POP-UP, Helping Homeless and Unstably Housed People with HIV

##### Monica Gandhi

Dr. Gandhi worked to reduce health disparities among homeless and unstably housed individuals living with HIV and won an award for this work in October 2019.

#### Blood-Based "Liquid Health Check" Beats Traditional Predictors of Multiple Disease Risks

##### Peter Gantz

Dr. Gantz found that patterns of protein levels could be a better predictor of multiple disease risks than traditional risk factors.

# Highlights

## 10th Anniversary of the Institute of Global Orthopedics and Traumatology (IGOT)

2019 marks the 10th Anniversary of the Institute for Global Orthopedics and Traumatology (IGOT), an exceptional international initiative of the Department of Orthopedic Trauma Institute (OTI). This program's mission is to "mend the injured, inspire innovators, and empower leaders to restore lives and to do so through global partnerships."

In early October 2019, IGOT hosted its Surgical Management and Reconstructive Training (SMART) Course at ZSFG, where more than 50 surgeons from 26 different middle-to-low income countries from all over the world came here to learn techniques in the surgical management and bone and soft-tissue reconstruction of severe limb injuries. Annually, the course is estimated to prevent over 1,100 amputations, train an additional 920 surgeons, and have a 93% surgical success rate in preventing amputations.

## Workplace Violence Prevention Townhalls

On January 29th, the Workplace Violence Prevention Committee organized three town halls focusing on Workplace Violence (WPV) Prevention. The town halls took place at 12:00pm, 5:00pm and 10:00pm with the goal of reaching staff from all shifts across the hospital. Over 150 staff attended the three sessions, with a live stream of the noon session for staff to view if they could not attend in person. These town halls are part of a series of activities planned for 2020 to address the issue of WPV on campus. Although WPV continues to be a national problem, driven by many root causes, ZSFG understands there is much more to be done, and is committed to doing so.



# Highlights

## Opioid Safety Excellence

ZSFG is one of 60 hospitals that voluntarily participated in the pilot year of the Cal Hospital Compare Opioid Care Honor Roll Program. This program strives to increase access to addiction treatment for hospitalized patients and to reduce opioid-related deaths.

Just a few of the interdisciplinary teams involved in this work that stand out at ZSFG:

- Emergency Department Buprenorphine Initiation and Naloxone Distribution Programs
- Anesthesia and Pharmacy Pain Consultation Services
- Addiction Care Team and HOUDINI Link (Hospital Opioid Use Disorder treatment INitiation and LINkage to Care)
- Primary Care Addiction Medicine Fellowship
- Department of Surgery Multimodal Pain Management Initiative
- Department of Obstetrics and Gynecology Team Lily Program.

ZSFG's initiatives with this work impact approximately 200 patients each month, making us a statewide leader in opioid safety and the treatment of opioid use disorder.

## 2020 HEI Top Performer

On August 26, 2020, it was announced that ZSFG is listed as one of the 2020 Human Rights Campaign's (HRC) Healthcare Equality Index (HEI) Top Performers! According to HRC, "HEI is the national LGBTQ benchmarking tool that evaluates healthcare facilities' policies and practices related to the equity and inculcation of their LGBTQ patients, visitors and employees." Using this tool, facilities are given a score based on how many LGBTQ-inclusive policies and practices they have in place under four different criteria. HRC then explains, "The first criteria consist of the foundational elements of LGBTQ patient-centered care. The three remaining criteria are Patient Services and Support, Employee Benefits and Policies, and Patient and Community Engagement."

Based on this scoring system, ZSFG earned 80 points or more, putting our organization in the Top Performers category. Congratulations to our Equity Leaders for ensuring that ZSFG continues to promote an equitable and inclusive space for LGBTQ patients and their families.



# Highlights

## Dia De Los Muertos Celebration in the Family Birth Center

The Family Birth Center's Latinx UCSF and ZSFG nurse midwives, nurses, residents, faculty, and medical evaluation assistant staff celebrated Dia de los Muertos by building a welcoming, inclusive and nondenominational altar at the entrance of unit H22 on October 31, 2019. Building the altar was a way to share this culture with the ZSFG community and welcome the unit's incoming women in labor. Many staff shared photos of their female family or friends who have passed away. By celebrating female ancestors and recognizing the women who came before us, the Birth Center staff wanted this altar to inspire incoming women in labor by displaying this positive history.



## Successful Surveys

### Centers for Medicare and Medicaid Services (CMS) Surveys

- Centers for Medicare & Medicaid Services (CMS) Complaint Validation Survey
- 2020 California Department of Public Health General Acute Care Relicensing Survey

### Regulatory Surveys

- Joint Commission Laboratory Accreditation Survey
- San Francisco Emergency Medical Services Agency Trauma Center Designation Survey
- 4A Skilled Nursing Facility Annual Recertification Survey
- 4A Skilled Nursing Facility Fire Life Safety Survey
- California Department of Public Health General Acute Care COVID-19 Infection Control Survey
- California Department of Public Health End Stage Renal Disease (Ward 17) Infection Control Survey

### The Joint Commission Consultative Survey

During the week of January 13th, three surveyors from The Joint Commission (TJC) conducted a Mock Triennial Survey. The survey was intended to prepare staff for the TJC Triennial Survey that will be taking place next fiscal year.

Following the survey, the surveyors shared with the organization many notable accomplishments. For example, they acknowledged that for an organization of ZSFG's size, there are typically two times more findings than what they documented, showcasing ZSFG's "continuous regulatory readiness." Also, the surveyors were impressed with ZSFG's integration of behavioral health services into our ambulatory services, a testament to the organization's dedication and focus on this critical aspect of treating "the whole person." Lastly, the surveyors commended the team on their proficient use of navigating care plans in Epic, especially so soon after implementation.

# Patient Story

In mid-August, ZSFG had the largest number of COVID-19+ patients in the hospital since the pandemic began, as well as the most intensive care unit (ICU) patients in the hospital since moving into Building 25, which was over four years ago. On Thursday, August 13th, ZSFG hit peak numbers with a total of 42 COVID-19+ patients hospitalized, and 14 of those patients requiring ICU care. The day before, ZSFG had a peak of 43 total patients in ICUs, a consequence not only of COVID-19, but an unrelenting number of traumas and other critically ill people.”



Most patients ZSFG cares for get better and go home, many despite very poor prognoses. A favorite of these recent stories involves a patient who came to ZSFG from Southern California and was critically ill – he was with ZSFG for about a month. Early in his stay, ZSFG considered bringing his family to say goodbye. However, with careful attention to his condition and excellent use of therapeutic options available, the patient went home to his family in mid-August.



These stories demonstrate that the team has prepared incredibly well to tackle difficult situations during this pandemic – as an organization and on behalf of each of our patients. Although there is uncertainty around where this pandemic will go, ZSFG will continue to learn from these experiences, which will serve our organization and patients extremely well.

In a national environment that is filled with misinformation, anti-public health and inequitable health practices, ZSFG has a lot to be proud of. Many thanks to our staff for making ZSFG a model for the nation.



# COVID-19 Response

## HOSPITAL PLANS

Since March 2020, ZSFG has been fully engaged with the SFDPH and the City to plan the management of the COVID-19 pandemic, including planning for a potential surge in patients, as well as a demobilization. In doing so, the organization has been working closely with all other hospitals in the City to plan for as much capacity as possible, as well as using state and federal regulatory flexibility to use all spaces as efficiently as possible. ZSFG is also a part of the City's incident command team that identifies and operationalizes spaces that can be used as field clinics, field hospitals and medical shelters. The entire City structure is poised with us to meet the pandemic head on.

### HICS

In order to ensure ZSFG continues to align with the City and support our staff, the Hospital Incident Command System (HICS) has been activated to allow us to closely monitor hospital operations 24/7. This has enabled the leadership team to respond to front-line needs in real time. The team has been meeting at least once daily with all hospital operations leads since early March.

### Surge & De-Surge Planning

Through the leadership of our CMO, CNO and Incident Commander, and with the expert guidance of our Infectious Disease and Control team, ZSFG developed and operationalized our plan to care for persons under investigation (PUI) and COVID-19 + patients. Main principles include:

- Cohorting admitted PUI/COVID-19+ patients in centralized areas
- COVID-19 care teams (provider, nurse, respiratory therapist) are caring for patients on the floor and ICU
- Adhering to ZSFG treatment protocols for admitted PUI/COVID-19+ patients
- Ensuring additional capacity to care for non-PUI/COVID-19- patients

The same principles will be used to plan for de-surfing: accommodating anticipated expansion of non-emergent surgeries, procedures and ambulatory visits. This will allow us to serve more of our patients' needs and simultaneously minimize the spread of COVID-19.

### Hiring

Human Resources (HR) adjusted processes and priorities to meet the hiring needs of ZSFG and the City to respond to the COVID-19 pandemic. They established expedited hiring teams, eliminated barriers to hiring and used focused teams to hire critical positions. In doing so, 174 Nurses, 30 Food Service Workers, and 30 Porters were hired for ZSFG in a shortened hiring timeframe. Additionally, HR helped staff the City's incident command center, hotels, shelters and alternate care sites with approximately 90 Health Workers, Behavioral Health Clinicians and other staff. Many thanks to the HR team for responding to the public health crisis.



# COVID-19 Response

## PROTECTING OUR PATIENTS

### Patient Screening & Triage

To uphold the Health Order, a Screening Work Group (SWG) was created to implement a phased approach to ensure our staff, patients and visitors are properly screened. The SWG includes stakeholders from Operations, Patient Access, the Sheriff's Department, Security, Care Experience, Education & Training, and Facilities. The team meets three times a week in order to understand current conditions and improve.

To screen patients and visitors, the SWG implemented screening in three main entrances on campus: Bldg. 5 main lobby, Bldg. 25 lobby, and Building 80/90 garden entrance. In each of these screening areas, plexiglass barriers have been constructed to protect screeners and patients. In the Bldg. 5 main lobby, Facilities has implemented full registration stations for our Eligibility



Workers to operate multifunctionally – both screening patients and visitors and checking them into their appointments.

Furthermore, in collaboration with the SWG, the Emergency Department, Psychiatric Emergency Services (PES), Urgent Care Clinic and Richard Fine People's Clinic have developed a model that best triages and treats patients coming to the campus with respiratory and non-respiratory symptoms. For example, the team has created workflows to ensure all PES-bound patients are tested rapidly by directly going to the Emergency Department (ED). In order to ensure that the ED is available only for the sickest patients, those presenting with low acuity respiratory symptoms are referred quickly to the Urgent Care Clinic, and those presenting with urgent non-respiratory symptoms are referred to the Richard Fine People's clinic. Patients requiring COVID-19 testing may be tested in the tents located in the AVON parking lot. Our teams in these areas have worked hard and have iterated several different workflows to ensure that the highest acuity patients are in the appropriate settings and to keep our patients and staff safe.



# COVID-19 Response

## PROTECTING OUR STAFF

### Staff Screening

To ensure the safety of our staff, the SWG developed a similar process to patient screening and reduced a total of 13 known staff entrances to only two – the Bldg. 25 lobby and the Bldg. 80/90 garden entrance. Since its inception, they have made multiple changes to the process, starting with a paper form and evolving to an online staff screening form, introducing temperature scans, and relocating from the Bldg. 5 outpatient lobby to the Bldg. 25 lobby. The screening teams themselves have also developed and changed over time, starting with staff from departments within ZSFG, moving to staff from other departments across the City, and eventually including nursing students from USF and the City College of SF. It's a wonderful example of how diverse, interdisciplinary teams come together to conquer challenging tasks.



Furthermore, as the COVID-19 situation escalated, ZSFG moved to universal masking of staff. To alleviate the shortage of personal protective equipment, UCSF Health generously donated 150,000 isolation masks to ZSFG and the SFDPH. Their donation is one of many ways our partnership with UCSF has grown even stronger during this time: through joint advocacy and planning, resource sharing, and collaboration with research and expertise.

### Alternate Break Site

Lastly, to decrease the spread of COVID-19 amongst staff, our Infection Control and Food and Nutrition Services team created and implemented instructions on breakroom best practices, which include: not sitting directly across from a co-worker, not sharing serving utensils, drinks, or food, and avoiding family style meals. Also, on July 8, 2020, ZSFG opened an alternative break site for staff. The cafeteria has been transformed to better allow for social distancing with the requirement of only two staff per table and the addition of partitions to protect staff while they are eating and drinking. Finally, for further safety precautions, cleaning supplies are available for staff to clean their spaces before and after use.



# COVID-19 Response

## COVID-19 COMMUNICATION



### Daily, Weekly & Monthly Communication

During this crisis, the Communication, Care Experience, and Operations teams have partnered to issue relevant, real time information to all ZSFG staff. Because the COVID-19 situation is rapidly evolving, on April 2, 2020, they began issuing a Daily Digest to provide daily hospital updates. In tandem to these daily efforts, the team created a COVID-19 communications website, which is also updated every day with the latest information on local, state, and global cases as well as vital hospital resources. For example, embedded in this website is the COVID-19 Occupational Health Website in which employees can view testing processes and criteria for staff on campus. Also, a resources page was created to catalog a list of pro bono or discounted services available to essential workers during the pandemic.

Next, the team began to roll out weekly communications. The COVID-19 Weekly Bulletin is sent out every Wednesday and was generated to respond to questions from staff that were submitted through a QR code, intended for staff to escalate questions and ensure their patients and colleagues stay safe and healthy.

Another weekly communication that has started because of the pandemic is A Moment to Pause. In these issues that come out every other Tuesday, the Care Experience team offers a reflection on the remarkable spirit of the nearly 6,000 DPH and UCSF

staff, scientists and clinicians contributing at ZSFG. This note highlights ZSFG's collective efforts to becoming the best place to work and shares personal stories written by our very own staff.

Finally, after a brief pause since March, the team has re-started Management Forum in June. Because of COVID-19, both the mobilization for our response and the health orders preventing large group meetings, required the team to suspend the monthly meeting. On Tuesday, June 9th, the team hosted its first ever virtual Management Forum through Microsoft Teams. Over 200 staff members were able to watch the presentations remotely and provide live stream of questions and answers (Q&A). These new communications were a valuable step for our leadership team to ensure our staff receive the most updated information in a timely matter.

# COVID-19 Response

## SAN FRANCISCO GENERAL HOSPITAL FOUNDATION SUPPORT



The San Francisco General Hospital Foundation (SFGHF) was established in 1993 and has since supported ZSFG in raising critical funds to support our patients and community. The Foundation's

mission is to promote excellence in research, education and care for all at ZSFG and their vision is to provide the hospital with the financial resources needed to ensure it remains the Heart of Our City and one of the nation's finest public hospitals, delivering exceptional comprehensive healthcare and trauma services to anyone in need. Since its inception, the Foundation has raised over \$220 million in support for ZSFG and recently set up a ZSFG COVID-19 fund to further support the organization during this public health crisis.

Throughout the pandemic, SFGHF has raised over \$3 million dollars on our behalf. Moreover, the UCSF Foundation provided us with an additional \$2 million from the Heising-Simons Foundation, for a total of \$5 million. These funds will be used for staff and patient testing sites, staff training, staff meals and spiritual/behavioral support to name a few examples.

Furthermore, in early July, the Foundation graciously allocated an additional \$2 million of its fund to support telehealth at ZSFG. This substantial investment will provide an integrated video solution and associated hardware to increase provider rates of telehealth adoption. It will also provide funding to ensure digital equity in our patient engagement with this important work. Many thanks to the SFGHF for their continued support throughout this public health emergency.



# COVID-19 Response

## SUPPORTING OUR STAFF DURING COVID-19

Now more than ever, it is critical that our staff receive the recognition they deserve for being the heroes they truly are. Every single person at ZSFG plays a vital role in ensuring our patients receive the best possible care. Throughout the pandemic, ZSFG made it a top priority to improve staff engagement and recognition and invested in the following efforts to do so.

### Love Letters to Our Healers

ZSFG has received an abundance of letters from our patients, visitors and the community. Each letter was beautifully crafted to thank ZSFG staff for their incredible work and for being the heroes that they are. These beautiful artworks are displayed in Bldg. 5 Outpatient Lobby, Bldg. 80/90 entrance, and Bldg. 25 Mezzanine.

### Staff Recognition

To honor ZSFG staff for all that they do, the Care Experience Team established a few staff recognition efforts. In April 2020, the team put on an event called Chalk the Walk, where staff were able to grab a piece of chalk and draw inspiring art or write an encouraging message to their co-workers and peers. Another effort was the creation of a Staff Shout-Outs Page, where staff had the opportunity to recognize each other for going above and beyond. This shout-out page is also embedded into our COVID-19 Communications website and individual shout-outs are featured in the Daily Digest and posted on the monitors at the Building 25 elevator banks. Finally, Care Experience has sponsored golden star giveaways. Every day a few lucky staff members receive a gold star on their daily screening stickers. From there they can claim their prize, which range from ZSFG merchandise to gift cards to snacks.



DURING THESE TIMES,  
DO NOT BE DISCOURAGED!  
THE LORD IS DOING  
THIS FOR A PURPOSE.  
YOU ARE VERY LOVED!  
DO NOT GIVE UP.  
READ THIS VERSE  
PHILIPPIANS 4:13

YOU ARE  
WONDERFUL  
DARLING



Lastly, on Friday, June 25th, Mayor London Breed personally visited ZSFG to celebrate our Essential Workers. She shared an emotional and inspirational speech about our essential staff caring for the SF community during the COVID-19 pandemic, often at great personal sacrifice, and thanked ZSFG for our continued commitment to serving our patients!

# COVID-19 Response

## SUPPORTING OUR STAFF DURING COVID-19



### All Staff Pop-Up Gift Giveaways & Meals

Through generous donations from our community, the Care Experience team hosted weekly Staff Appreciation Pop-Up Gift Giveaways to all staff. Below are a list of sponsors and donated items:

- Macy's donation of chocolates
- Happy Moose Juice in partnership with Square donation of juices
- Johnny Doughnuts donation
- San Francisco Health Service System donation of dried fruits and nuts
- Energy Packs of Clif Bars and Reign Energy Drinks
- Urban Remedy wellness drinks
- Good Stuff Distributors donation of Ritual Coffee and Lara Bars
- Sports Basement donation of Califia Farms Nitro Coffee and Lara Bars
- Care Experience's donation of chocolates, nuts, hand sanitizers, and key chains

Moreover, in partnership with local businesses, restaurants, and our own Food and Nutrition Services Department, the SFGH Foundation generously provided 5 different all staff meal events.

Finally, Hospital Administration and Care Experience hosted an all staff jacket giveaway. Over 7,000 jackets were distributed to all DPH and UCSF staff to show ZSFG's gratitude for the incredible work that our staff do each and every day.



# COVID-19 Response

## SUPPORTING OUR PATIENTS DURING COVID-19

COVID-19 has been an extremely difficult time for our patients and their families. Visitor restrictions were enacted to protect our patients and staff, and simultaneously prevented families from visiting their loved ones in times of need. To support our patients through this time, our Care Experience team has worked tirelessly to improve their experiences through the following efforts.

### Homemade Masks for Our Patients

ZSFG happily accepted both factory-made and home-sewn masks from the public. These masks were given to patients who are encouraged to wear a mask as they move about the community. Dissemination was based on a tiered system. The first tier consists of units with the most vulnerable patient population, including: Women's Health, Labor and Delivery, Infusion, Dialysis, Psychiatric Emergency, Long Term Care, Chronic Disease Management, and Cancer Awareness Resources and Education. The second tier includes: Urgent Care, Family Health Center, Castro Mission, and the 3M/4M Surgical Clinics. To date over 2,700 masks have been distributed to our patients and families thanks to the contributions from our generous local donors!



### Reducing Patient Isolation

Throughout the pandemic, there have been many iterations of the visitor guidelines at ZSFG to comply with San Francisco's Health Orders, to mitigate spread and to protect our patients and staff. Initially, the visitor restrictions were very stringent, preventing all visitors from accompanying patients with a few exceptions. Over time, these restrictions are still in place, but have been lifted in phases with different exceptions added. However, these restrictions tend to leave patients feeling more isolated than normal. In order to help reduce our patients' anxieties, Care Experience rolled out 600 isolation kits, which included word searches, coloring books and color pencils, to our Med/Surg, NICU, Pediatrics, and Labor and Delivery Units.

### Keeping Patients and Families Connected

The Care Experience team has reviewed measures to support social connections, including providing tablets for patients and their families to facilitate better communication and connections. ZSFG piloted a student and resident-led program to keep hospitalized patients connected with their loved ones through video calls. As of June 1st, the team has transitioned the pilot to a unit-based registered nurse led program to support COVID-19+ and PUI patients connect to their loved ones. The pilot areas were Med/Surg, ICU, and Labor and Delivery. By the end of July 2020, over 60 successful video calls have been completed and users provided positive feedback, including ease of connecting for both patients and loved ones.



# COVID-19 Response

## SUPPORTING OUR PATIENTS DURING COVID-19



### Sojourn Chaplaincy

In addition, our Spiritual Care department has remained committed to supporting patients, families and staff at ZSFG during the pandemic. Chaplains now facilitate video calls for patients to speak with their families

and provide services over the phone for patients who are COVID-19+. They have also expanded their care to provide tele-chaplaincy services for patients and families within the hospital, as well as family members who are unable to visit loved ones. This care is especially important for ZSFG patients who have family in other countries and are unable to visit during this time.



# Advancing Equity at ZSFG

Since 2017, Equity has been a True North Goal for ZSFG. At our organization, health equity is defined as both an outcome, where everyone has a fair and just opportunity to be as healthy as possible, and a roadmap. In order to get there, those with the greatest needs and least resources will require more, not equal effort and resources to equalize opportunities.

Due to the COVID-19 response, select Equity work was postponed. However, after adapting to our new environment and the current civil movement that demands direct actions to advance equity for both our patients and staff, updated countermeasures have been created to utilize new tools for advancing equity.

The updated countermeasures include:

- Create additional venues for communication about equity
- Revise the format of equity pop-up lounges for night staff in response to COVID-19
- Equip equity champions with new resources to lead conversations about race and racism
- Enhance existing equity training resources for staff with online training and support for an in-unit learning series
- Create follow up sessions after PIPS with departments that have stratified data, to assist them in creating countermeasures
- Implement DPH's respect policy and create a response team to track and measure success
- Create a follow up process after equity trainings to track and support equity practices through the Daily Management System
- Create spaces to learn from the experience of Black staff members and listen to their proposed solution



# Advancing Equity at ZSFG

## Equity Pop-Up Lounge

ZSFG held its first ever Equity Pop-up Lounge in December, with over 20 night-shift staff in attendance. The Pop-Up Lounge Series aims to provide ZSFG's night staff with the opportunity to learn about and participate in facilitated conversations around health equity. During the first meeting, Dr. Jeff Critchfield, Chief Medical Experience Officer, presented the overall results of the Staff Engagement Survey and Dr. Ayanna Bennet, Director of the DPH Office of Health Equity, presented the results of the equity questions from the survey. Participants discussed the results and suggested other equity topics they would be interested in learning at upcoming Pop-Up Lounges.

After a hiatus due to COVID-19, the series relaunched on July 29. ZSFG would like to express its deepest gratitude to the San Francisco General Hospital Foundation's Hearts Grants for funding this series and to the Equity Team for putting on such incredible, informative and important events!

## Ward 86's Cultural Humility Lecture Series

Inspired by San Francisco's DPH Black/African American Health Initiative's Equity Learning Series, Ward 86 started their Cultural Humility Lecture Series in 2019 to create a platform for staff to teach, learn and practice collective reflection on their work as community health providers through a lens of racial equity. Each month a lecture, group exercise, interview, discussion, or knowledge sharing meeting is hosted by a staff member to share their experience and skills on topics that include but are not limited to cultural humility, cultural responsiveness, race, anti-racism, anti-blackness, unconscious bias, microaggressions, equity, diversity, and inclusion. Since its inception, Ward 86 has hosted 13 sessions attended by 20-30 staff members each. Topics of the sessions range from the examination of white fragility in oneself and in the health care system to assessing the lasting, yet largely unacknowledged, public health impact of the Black Panther Party.

The Cultural Humility Lecture Series has recently moved to zoom in response to COVID-19, providing Ward 86 the opportunity to reach more staff throughout SFDPH and the broader public health community. Many thanks to Ward 86 for leading this important series!



# Advancing Equity at ZSFG

## George Floyd Vigil

Following the final moments of George Floyd in Minneapolis, ZSFG staff kneeled for 9 minutes in honor of George Floyd and all the Black people who have been murdered by police brutality. Our collective action signaled a renewed commitment to continue to show up for our most vulnerable patients and colleagues whose health outcomes and well-being are impacted everyday by racism and other forms of oppression, so that one day, everyone can have a fair and just opportunity to be as healthy as possible.



## 21-Day Racial Equity Challenge

On July 21st, ZSFG, began participating in DPH's 21-Day Racial Equity Challenge. Led by Dr. Ayanna Bennett, DPH's Office of Health Equity challenged all DPH staff to read, watch, listen and learn about the racial inequities that have and are currently taking place across the country. The goal of the challenge was to build an effective and sustaining practice for learning and doing work towards racial justice and equity. Each week focused on a specific topic, covering the history of racism, racism in public health, and racial justice social movements, past and present.

Specifically, ZSFG's Executive team intentionally focused their time in this challenge, dedicating 45 minutes of three of their weekly Executive Team meetings to discuss and reflect on each member's personal learnings based on readings assigned the prior week by our Director of Equity and Wellness, Anh Thang Dao-Shah, and to improve our equity lens for making strategic and operational decisions. Through our focus, the Executive Team aims to push our thinking to better understanding power, privilege, and equity.

Many thanks to DPH's Office of Health Equity for coordinating this amazing event and to all 4,000 staff who participated!

# Advancing Equity at ZSFG

## Equity Retreat

In order to continue advancing equity at ZSFG, the ZSFG Equity Council held their second retreat in August to discuss how ZSFG can be more responsive to this unique moment. The ZSFG Equity Council was created in 2017 and is comprised of 17 members from all different levels of the hospital. The council meets on a monthly basis and provides governance through:

- Consulting on equity related initiatives and issues at ZSFG;
- Ensuring measurable progress in achieving ZSFG's goals; and
- Communicating with our constituents (executive leadership, department and unit leaders, clinicians, frontline staff, and patients) and community about equity efforts.

During the retreat, council members reflected on the strengths of the council as well as identified areas

where the council could benefit from more knowledge and expertise to address increased demands from the community at large. Finally, the council determined the following next steps:

- Improve communication to make the Equity Council and their specialty area more visible to the ZSFG community
- Provide regular report outs on members' internal and external equity work to align our efforts
- Increase tools for council members to help build motivation and capacity to advance equity throughout the rest of the organization

Much gratitude to the Equity Council for all their fantastic work advancing health equity throughout ZSFG!



# True North Strategies

## TRUE NORTH OVERVIEW

True North is our unwavering commitment to our mission, vision, values, strategies and metrics that represent our commitment to becoming the health care organization of choice for patients and staff.

To ensure we are moving in the right direction, ZSFG developed a True North Scorecard (see table below). The Executive Leadership Team focused on driving improvements to ensure achieve our True North and strategic goals, by using A3 Thinking, Countermeasure Summaries and Daily Management System. At the base of this triangle are our goals: Equity; Safety; Quality; Care Experience; Workforce Care and Development; and Financial Stewardship; as well as the system we use to guide improvement work, the ZSFG Way.



This was a unique year for our strategic work. Due to the pandemic, circumstances have drastically changed and ZSFG was unable to meet select True North Goals, as the hospital's focus shifted to COVID-19 operations beginning in March 2020 through the end of the fiscal year.

During the pandemic, key strategic leaders were redeployed, and as a result, all strategic work was put on hold until next year. However, prior to the crisis, four key strategies were selected to be deployed from FY1920 through FY2021 to drive True North. Highlights of each strategy are detailed in this section.

True North Goal	Measure	FY19-20 Actuals	Target
Equity	Race, Ethnicity and Language (REAL) Data Completeness	87%	75%
	Sexual Orientation and Gender Identity (SOGI) Data Completeness	26%	30%
	Disparities Assessment	76%	70%
Safety	QIP Measure Reporting	17%	100%
	Colon SSI	13	5
	PSI 90	0.97	1.37
Quality	Readmissions	15%	16.5%
	Time on Diversion	43%	40.0%
Care Experience	Care Transitions Composite Score	51%	52.0%
	Specialty Care Courteous and Helpful Office Staff Composite Score	88%	70%
Developing our People	Daily Management System (DMS) Implementation	5	7
	PDP A3 Targets	Deferred	85%
	BTBPTW Project Milestones	0	3
Financial Stewardship	Capital Projects Building 5	30	10
	UCSF RAB	1	3
	Salary Variance	(\$2.78M)	(\$3.7M)
	Improve CMI	1.52	1.7

# True North Strategies

## BECOMING THE BEST PLACE TO WORK

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 fulfill our purpose to our patients and community. This strategy has an intentional focus on organization communication, confidence in leadership and staff wellness and recognition. Additionally, ZSFG will leverage current organizational efforts to address other priority areas such as equity and safety. With this approach, this organization aims to enable our staff and providers to provide the safest and most consistent care to our patients, while being a value added to their teams.

- The Care Experience team developed and disseminated a Staff Engagement Pulse Survey in July 2020 to better understand how ZSFG can improve communication, recognition, wellness and leadership support for our staff. Within a month, nearly 400 staff responded.
- During COVID-19, the Care Experience team implemented the following staff appreciation and recognition countermeasures:
  - ◆ Daily virtual fitness classes
  - ◆ All staff appreciation meals
  - ◆ Bi-weekly all staff giveaways
  - ◆ Increased spiritual care support
  - ◆ Daily giveaways for 3-5 staff per day
  - ◆ Staff appreciation events – chalk the walk, staff appreciation photo wall, love letters to our healers, etc.
  - ◆ Staff shout-out page on our COVID-19 Communications Website

- Throughout the pandemic, communication has increased and improved between ZSFG's leadership team and all staff with new forms now taking place daily, weekly and monthly. Although created in response to COVID-19, these methods will be continued into the future. The new forms of communication are as follows:
  - ◆ Daily Digest - sent out every morning to all staff that shares daily COVID-19 statistics and new hospital updates.
  - ◆ Weekly Bulletin – sent out every week to all staff that contains COVID-19 information in response to questions staff can submit through a QR code.
  - ◆ A Moment to Pause – sent out bi-weekly to all staff that offers a reflective piece of writing, from our staff to their peers.



# True North Strategies

## OPTIMIZING AND LEVERAGING EPIC TO RESPOND TO COVID-19

On August 3, 2019, ZSFG successfully transitioned from 21 disparate systems to a single enterprise wide electronic health record (EHR) – Epic. By November, ZSFG had moved into the Stabilization and Optimization phase, in which the organization worked to refine the system to serve our own needs and drive our business and strategic decisions. ZSFG has also leveraged Epic as a powerful tool to help our response to this health crisis, providing innovative and integrated care for our patients and community.

- Epic has allowed us to better understand and model the pandemic:
  - ◆ Epic dashboards were created with real-time metrics to support operational decisions.
  - ◆ Epic data has enabled epidemiologic modeling to monitor and predict surge risk.
- Epic has facilitated our ability to provide excellent inpatient care in a surge:
  - ◆ Epic was adapted for our Intensive Care Unit (ICU), Psychiatry, Med Surg, Emergency Department, Perioperative Area, Infusion Center, and 4A Skilled Nursing Facility.
  - ◆ Epic was deployed in alternative care sites, including a pop-up field care clinic at Southeast Health Center and the Lower Acuity Care Center in the Presidio.





# True North Strategies

## OPTIMIZING AND LEVERAGING EPIC TO RESPOND TO COVID-19

- Epic has facilitated our ability to provide testing services:
  - ◆ COVID-19 screening tools and clinical decision support were implemented across all care settings.
  - ◆ Multiple Alternate Testing Sites were implemented for high volume testing, including the ZSFG Screening Tent, Castro Mission Health Center, Southeast Health Center, and a Mobile Testing Team for testing at congregate living settings.
  - ◆ Epic tools were developed to improve access to Public Health Lab results.
- Epic has helped us enact community mitigation efforts that will slow transmission:
  - ◆ Epic helped to document at containment sites to ensure care across transitions.
  - ◆ Partnerships were created with studies like Unidos En Salud and with researchers and SFHN leadership to facilitate care for COVID-19+ participants.
- Epic's research module is enabling UCSF researchers at ZSFG to conduct clinical trial investigation of COVID-19 therapies.



- Epic has helped improve patient experience:
  - ◆ To mitigate the social isolation of our inpatients due to visitor restrictions, donated devices were provided to allow patients to communicate with their loved ones in the hospital.
  - ◆ The MyChart patient engagement portal has improved our patients' ability to receive messages, review labs and feel engaged in healthcare despite limited in-person interactions with care team.
  - ◆ As one of our patients said:

“Due to my infrequency of visits to ZSFG I find myself using MyChart more. It has been very helpful in appointment reminders and from getting my COVID-19 test results.”

# True North Strategies

## BUILDING OUR FUTURE

Providing a safe place for patients, visitors and staff is a priority and a True North Goal at Zuckerberg San Francisco General. Currently, the campus infrastructure does not meet our service needs that will help to drive True North Outcomes. Therefore, with the support of the voters, Mayor's Office, Board of Supervisors, DPH, and UCSF, a new vision for ZSFG is being invested in and implemented. This strategy aligns with ZSFG's goals of making the campus a better place to work for its staff, as well as a safer and more desirable health care destination for its patients and the community.



■ After 20 years of discussion and planning the UCSF Research and Academic Building's construction finally began this year.



The pandemic slightly delayed this project as in March 2020, the construction site was temporarily converted to an alternate testing site for ZSFG's patients. Eventually, once escrow closed on August 5, 2020, UCSF moved forward with site construction of the new five-story academic and research facility on our campus, to be located in the present surface parking lots between Building 5 and 23rd Street.

ZSFG is extremely grateful for its continued partnership with UCSF!

# True North Strategies

## THE ZSFG WAY

The ZSFG Way is the name used to describe how ZSFG approaches its work to achieve its mission. The ZSFG Way is a management system and the way staff lead the organization.

- Key Achievements

- ◆ This year, two major 3P (Production, Preparation, and Process) Improvement Workshops took place – one for Psychiatric Emergency Services to prepare for moving into their new space, and one for the Kaizen Promotion Office in order to refocus the future state of their department. Both were great opportunities for each department to collaborate with other stakeholders across all disciplines and problem solve to ensure they were prepared for the changes ahead.
- ◆ The ZSFG Way Strategic team hosted the Expanded Executive Committee Retreat on November 22nd. The retreat incorporated two major themes: learning from our patients and staff; and putting one’s own strengths into action. Over the course of the day, the team reflected on the previous year, celebrated successes, acknowledged challenges, heard from ZSFG’s patient advisors, and developed individual, professional goals for the upcoming year.
- ◆ 24 of 50 Expanded Executive Leaders submitted targets by Feb 2020, but this process was deferred with COVID-19.
- ◆ Many leaders have leveraged their personal development goals from retreat to increase principle-based leadership and staff engagement in response to COVID-19 pandemic.
- ◆ Departments adapted DMS tools and systems to drive and ensure quality care throughout the COVID-19 Pandemic. And the Med-Surg area completed DMS implementation!



# Staff Celebrations

In addition to the increased staff appreciation events during COVID-19, ZSFG has also resumed engagement efforts outside of the pandemic. Below are the ways in which staff are celebrated for the incredible work that they do every day.

## National Environmental Services and Housekeeping Week 2019

From September 8th to the 14th 2019, ZSFG celebrated National Environmental Services and Housekeeping Week - a great time to appreciate our Porters. They are key partners who support and care for all staff and our patients in many essential ways. Porters work twenty-four hours, seven days a week to clean our environment and prevent infections in all our buildings.

## Nursing Professional Development Week 2019

Nursing Professional Development (NPD) Week, which took place on September 23-29, 2019, celebrated the NPD specialty and the roles that these practitioners assume in improving patient care outcomes through orienting and onboarding new nursing staff, role transition programs, competency management, continuing education, and supporting evidence-based practice, quality improvement, and research. This celebration recognized NPD practitioners for their critical role in health care.



## Fall Fest 2019

September 26, 2019 was our third annual Fall Fest. Fall Fest is a great event to celebrate all the outstanding work that our staff do for our community. The festival included carnival games with prizes, wall climbing and a dunk tank. In total, 2,000 staff attended the celebration, resulting in the consumption of 1,200 pounds of turkey, 200 pounds of hamburgers, 300 pounds of pretzel dogs, 250 veggie burgers, 500 candy apples, 500 funnel cakes, 70 gallons of lemonade, and 1000 bags of chips. Many thanks to Chef Mike and his team for catering the event!

## Pharmacy Week 2019

During the week of October 20th 2019, ZSFG celebrated National Pharmacy Week. Pharmacy week is a time to recognize the widespread contributions of the pharmacy team to patient health. This past year, the ZSFG Pharmacy Team made major strides in their improvement efforts, successfully transitioning into Epic and now accepting most Medicare Part D prescription plans. Furthermore, this year's theme, "The Medication Dream Team" focused on the crucial role pharmacists play in collaboration with physicians, nurses, technicians and others in improving patient outcomes throughout the SF Health Network.



# Staff Celebrations

## National Health-Care Facilities and Engineering Week 2019

During the week of October 20th, ZSFG celebrated National Healthcare Facilities and Engineering Week. The Facility Services Department provides ZSFG with an operational, safe and efficient facility by ensuring that there is power, running water, and a comfortable and safe healing environment for all our patients. They are essential members of the health-care team, the unsung heroes who keep our facility up and running all day, every day.



## Annual Employee Dinner 2020

On January 30th, the 2020 Annual Employee Dinner took place in the beautifully decorated cafeteria, honoring all staff who have devoted a great portion of their lives to working at ZSFG. This year, staff who started their years of service in years ending in a 9 or 4, starting from 2009 and earlier, were honored.

Supervisors Safai and Walton provided opening remarks to start the evening, honoring the organization’s commitment to this community and the incredible service to our patients. Then, the organization’s leaders served food to each of the guests in attendance. Afterwards, Grant Colfax, Brent Andrew and Tosan Boyo gave leadership remarks detailing their positive experiences with all the staff. Michael Brown, Director of Human Resources, and Susan Ehrlich recognized each honoree with a certificate and pin that denoted their years of service.

## Medical Staff Dinner 2020

On Monday, June 8th, ZSFG hosted its first ever virtual Annual Medical Staff Dinner. Highlights of the event included the distribution of the Krevans awards to each Department’s outstanding first year residents, as well as the Rapaport Award to Talmadge E. King, Jr., MD. for his outstanding leadership and career contributions to ZSFG.

ZSFG would like to express immense gratitude to the medical staff for continuously providing the highest level of care to our patients.

## New Leaders



Lisa Winston, MD  
CHIEF OF STAFF



Lisa Fortuna, MD, MPH  
CHIEF OF PSYCHIATRY



Erin Amerson, MD  
CHIEF OF DERMATOLOGY

# Staff Celebrations

## STAFF SHOUT-OUTS

One of the major staff appreciation efforts during the pandemic was the establishment of the Staff Shout-Outs web page. Through this page, staff were able to submit “shout-outs” to thank and highlight the great work of their peers. Below are some of the kind words shared by our staff to each other.



“To all my amazing Peers, Nurses, Social workers, Eligibility staff, Housekeeping staff and the Sheriff’s department at the Adult Urgent care who have worked with nothing but diligence and compassion through the past many months, Thank you so much for giving selflessly! You all inspire me daily with the kindness that you show our patients. Big thanks to our leadership for making all of this possible. #choosetobegreat ”

-CHAITHRA

“I would like to acknowledge the entire screening team who are many times the first people we see in the morning. Always upbeat and friendly. I would like to specifically provide a shout out to Brigida Hoffman for overseeing this work. She has completed over 150 competency checks with each screener to assure standard work is applied. Not just anyone can be a screener, it takes patience, dedication and putting on a happy face despite what is occurring at the moment. Chuck Lamb has done an exception job with screening in Bldg. 80/90 and has developed a dedicated team that has made a huge difference in the overall environment in that Bldg.! Aiyana, Jennifer, and Kim have been exceptional partners and work tirelessly to support the front-line staff. Thank you all for keeping us all safe here at ZSFG!!”

-TOM HOLTON



“I’d like to shout out an appreciation to the team who is making our policies around COVID19. They are adopting changes constantly, based on the most current information, to keep us all safe. It’s not an easy job. I want to say thanks because the ZSFG policies allow me to come to work each day and feel protected. Thank you!”

“Shout out to all the staff in 6G (Women’s Option Center) who go above and beyond for their patients. You guys are an awesome team! Definitely a rare Gem!”

# Staff Celebrations

## STAFF SHOUT-OUTS



“Sam Hoffman & the entire Materials Management department. Thank you for an amazing & tireless effort to keep our needed supplies available!”

-TOM TAYLOR

“Thanks to all staff for Protecting Each Other with face coverings and social distancing while waiting in line for the screening process to begin their shifts.”

“I want to share my appreciation of the staff and management at the BHC ARF, RCFE and MHRC. We are all working together as a great team. The challenges are tough, but we are strong and unified. Thank you.”

-A TEAM LEADER

“I want to acknowledge the work of our Administrative, Provider and Custodial/Plant staff at ZSFGH. Thank you for your service. So many of the individuals on our faculty and in our SFDPH are leading at home throughout the country and world, shaping and defining the correct response to the SAR-CoV2 threat. Our ability to observe, measure and respond have created models of care that are being duplicated in the State, country, SSA, SEA and Eastern Europe. Thank you for seeing the commonality of the work you do for our patients and the global community... It's as Real as IT Gets...”

-ERIC GOOSBY MD

“Huge shout-out to all the Respiratory Care and ICU staff for working so incredibly hard during this pandemic. Thank you, team! :)”

“Shout out to the Epic ClinDoc Team members, Norman, Joan, Mike and our PT Lilly! They have continually stepped up and worked hard for the many large areas that we support on so many issues ranging from COVID-19 build, Break/Fixes and how to make something work better for the End Users. They have done all of this mostly while WFH and every day they show up ready to work and get the job done! I am so fortunate to be a part of such a fantastic Team!”

-TERESA THOMAS

“Thank you to clinical laboratory staff for working together as a team to ensure timely COVID-19 testing for all patients and staff.”

“Shout-out to Facilities, IT, Sheriff's, EVS and all the testing personnel who have facilitated the multiple tent moves and daily support at our Testing Plaza. ”

-TERRY SALTZ

# Staff Celebrations

## STAFF SHOUT-OUTS



“Shout out to all the ZSFG NICU nurses for staying calm in stressful code situations and for always helping residents find their way.”

“Thank you to the amazing OTOP staff: Nurses, NP, MD and counselors who deliver outstanding care every day to our patients.”

“Wd 86 Hematology-Oncology & PHP out-patient clinic staff a great BIG Shot Out for all the caring, giving, love and compassion you continue to give all our patients, day in and day out. Someone should make a huge heart dedicated to you! Thank you all for all that you do!”

-G. FISHER

“Thank you to Tina Lee and the entire Metrics, Analytics and Data Integration (MADI) team whose work for SFDPH and the city is helping us better track, understand, and prepare for everything with our COVID-19 response! They are amazing!”

“Want to shout out to EVS and Central Supply. Y’all are the REAL MVPs!! The hospital would not be able to function efficiently and effectively without all of you!! When you are shorthanded, we definitely feel it. I hope they give you more staff! Keep up the strong work!!”

“I’d like to recognize the hardworking and dedicated NOC shift staff of 76/78. Their care and patience to the elderly population has not gone unnoticed. With less resources available during these hours, the RNs and PCAs work great as a team to get the job done efficiently and professionally. The charge nurses have been excellent resources, leaders and colleagues. This floor is one of a kind and we are so lucky to have an ACE unit!”





# Our Patients

## PATIENT ADVISORY COMMITTEE

### Patient Advisor Lunch

In the spirit of gratitude, ZSFG recognized our incredible patient advisors over food and reflections during the November 21st, Patient Engagement Meeting. This past year our advisors partnered with us on the following improvement initiatives: Epic MyChart Design, ZSFG Wayfinding Committee, Building 25 Interpreter Services Optimization, and the Psych Emergency Services 3P Improvement Event. Through these initiatives, they've helped staff better understand and improve workflows and given invaluable knowledge and perspective.

Many thanks to all of our patient advisors for volunteering their time and making ZSFG a better and safer place to serve its patients and community.



# Our Patients

## PATIENT LOVE LETTERS

Dear COVID-19 Response Team,

You are **AMAZING!**

Thank you so much for all the hard work you do.

You are tremendously appreciated!

You work day and night to make sure others are

healthy. Truly you are **SELFLESS!**

You are kind, committed, dedicated, and respected.

It is people like you that help keep others going, such inspiration should be admired.

You are **GREAT!**

We have so much gratitude towards you! Hopefully you are also taking care of yourself and staying safe and healthy!

We are praying for you always.

***Thank you so much!***



- “To the Health Care Team – Thank you for getting up each day, for the long hours, for being in harms way, for protecting us, for the dedication in isolation, for your commitment, for you.”
- “Thank you!! Words cannot describe how awesome you are for working on the front lines against COVID-19. Thank you for your sacrifice! Putting yourself at risk to help others, I aspire to be as giving, selfless and devoted as you. Please look after your own health and well-being during this trying time. Take breaks when you can, drink water and of course get that caffeine! Once again, thank you for all that you do.”
- “Thank you! You are doing brave and important work that is truly making a difference in our world. From the bottom of our hearts, we are so grateful, sending love and strength.”

# Our Patients

## PATIENT LOVE LETTERS

“Thank you for everything you’re doing to keep us all safe. You are all so appreciated.”

“I know you are making HUGE personal sacrifices every day you go to work, and yet you still do. I hope you are getting the support you need.”



- “Thank you, thank you!! Thank you for everything you are doing to keep our communities and world safe. I appreciate everything you are doing to take care of patients in this time of need. Sending (air) hugs of thanks and know I’m thinking about you and your family.”
- “Dear frontline workers, medical staff, nurses, support and janitors, all of you at the General! Thank you! This is an extraordinary time for us all and you all are our heroes!”

- “Every day I am in awe of the kindness and courage you embody every minute. Thank you! You are in my thoughts and prayers.”

- “Dear Heroes, you are amazing! We are forever grateful for all that you do. You keep showing up and we promise to keep staying home and social distancing. Thank you from the bottom of our hearts for all of your continued dedication and devotion to the patients and families impacted by this pandemic. Because of you we will get through this. Stay safe. Stay well.”

“Thank you so much for doing what you do and helping the people in need and for keeping San Francisco healthy!”

“Dear Doctors and Nurses, thank you for saving people’s lives and giving people checkups to make sure they are healthy!! Also, you guys are the best!! Also stay healthy!!”

- “Dear General Hospital Staff, my wife and I would like to thank you all for the ultimate sacrifice you’re all taking o care for the people of San Francisco. I’ve lived here for over 20 years and have always been comforted by our proximity to SF General. We love you for what you do!”

- “Dear General Hospital Staff, we are thinking of you during this difficult time, you are working so hard to support our most vulnerable citizens as well as yourself and your families. Bravo to your team.”

# Our Patients

## PATIENT LOVE LETTERS

“To: the SF General Staff & Emergency Personnel, thank you for relieving the suffering of others. Thank you for being a positive addition to humanity, your work is appreciated. I’m grateful.”

“Wow, thank you so much for ALL you do! I’m not even sure where to begin with all of my appreciation for you and everything you are doing in this great time of need. Know I am staying home and thinking about you and your family every day. We wouldn’t get through this without you! Thank you!”

“Thank you all so much for your service and literally keeping the community alive. I can’t wait to turn these lemons into cocktails for you all.”

“Dear ZSFG Staff, not only do we appreciate you for all the competent and caring treatment you have provided us within the past 6 months in your ER room, but even more so now for the service to the entire community during these difficult times!”

“Thank you!! Words cannot describe how awesome you are for working on the front lines against COVID-19. Thank you for your sacrifice! Putting yourself at risk to help others, I aspire to be as giving, selfless and devoted as you. Please look after your own health and well-being during this trying time. Take breaks when you can, drink water and of course get that caffeine! Once again, thank you for all that you do.”

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“Dear Hospital Team, thank you so much for all you’re doing to take care of us during this COVID-19 outbreak. I can only imagine how overwhelming your jobs feel right now and want to express my gratitude and appreciation.”

“To the healthcare workers at GH, thank you! For all that you are doing in this time of crisis. I know you are making HUGE personal sacrifices every day you go to work, and yet you still do. I hope you are getting the support you need.”



# Profiles

## ZSFG EXECUTIVE TEAM



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



**Brent Andrew, MPP, MS**  
CHIEF COMMUNICATIONS OFFICER



**Dave Woods, Pharm D**  
CHIEF PHARMACY OFFICER



**Jennifer Boffi, MPH**  
CHIEF FINANCIAL OFFICER



**Jim Marks, PhD, MD**  
CHIEF OF PERFORMANCE EXCELLENCE



**Karen Hill**  
DIRECTOR OF MERIT  
AND STAFFING RESOURCES



**Kim Nguyen, MHA**  
DIRECTOR OF  
ADMINISTRATIVE OPERATIONS



**Leslie Safier, MPH**  
ACTING CHIEF QUALITY OFFICER



**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



**Sue Carlisle, PhD, MD**  
VICE DEAN, UCSF



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



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



**Tosan Boyo, MPH, FACHE**  
CHIEF OPERATIONS 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

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**Edward A. Chow, M.D., ZSFG Joint Conference Committee Chair**

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

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**Laurie Green, M.D., Vice President and ZSFG Joint Conference Committee Member**

Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 40 years. In 1989 she co-founded Pacific Women's Obstetrics & Gynecology Medical Group, the second all-female OB/GYN practice in San Francisco, providing state-of-the-art, empathic obstetrics and gynecology care in a woman-run environment. Dr. Green is also the Founder, President, and Chair of the Board of The MAVEN Project, which engages physicians to volunteer their clinical expertise via telehealth technology to medically under-resourced communities in the Bay Area and across the country. Commissioner Green was appointed to the Health Commission in 2018 and is a member of the Joint Conference Committees of Laguna Honda Hospital and Zuckerberg San Francisco General Hospital, where she trained.

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**Susan Belinda Christian, J.D., ZSFG Joint Conference Committee Member**

Commissioner Christian is an Assistant District Attorney in San Francisco. She is currently a co-chair of District Attorney Boudin's Community Health Advisory Committee. From 2012 through 2019, she was assigned to the Behavioral Health Court—a collaborative, multidisciplinary court providing treatment and rehabilitation for people whose criminal justice involvement is tied to behavioral health disorders. In 2012, she was appointed to the San Francisco Human Rights Commission, where she served four terms as Commission Chair and worked with the Mayor's Office to create and implement a pilot program for Implicit Bias trainings for City employees. Commissioner Christian is a member of the ZSFG Joint Conference Committee and the Community & Public Health Committee. She was appointed to the Health Commission in 2020.

# Profiles

## SAN FRANCISCO HEALTH COMMISSION



**Dan Bernal Health Commission President**

Commissioner Bernal is Chief of Staff for Speaker of the House Nancy Pelosi. He has dedicated his career to public service, having served in the White House under President Bill Clinton and as a presidential appointee at the U.S. Department of Education. As Congress debated the Affordable Care Act, he supported Speaker Pelosi's efforts to build support for the legislation in California by convening diverse stakeholders and coordinating activities among Bay Area Members of Congress. He continues to serve as a valuable resource to the California Democratic Congressional Delegation, key policy makers, and advocates in the fight to protect and improve the Affordable Care Act. He was appointed to the Health Commission in 2017.



**Cecilia Chung**

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



**Suzanne Giraudo, Ph.D.**

Dr. Giraudo is a psychologist and is the Clinical Director of the California Pacific Medical Center Department of Pediatrics Child Development Center. In addition to her clinical expertise, Dr. Giraudo's professional background includes development, administration, and supervision of pediatric clinical programs, grant administration, and teaching. She is the founder and trustee of the DeMarillac Academy, a Catholic school located in the Tenderloin, serving underserved children and families. Commissioner Giraudo is chair of the Community and Public Health Committee and represents the Health Commission on the San Francisco General Hospital Foundation. She was appointed to the Health Commission in 2019.



**Tessie M. Guillermo**

Commissioner Guillermo is the Chair of the Board of Directors of CommonSpirit, the largest national non-profit health system in the United States. She is the former President and CEO of ZeroDivide, a philanthropy and consultancy that developed innovative digital equity strategies in support of low-income communities. Commissioner Guillermo was the founding CEO of the Asian and Pacific Islander American Health Forum, leading this national minority health policy/advocacy organization for 15 years. Commissioner Guillermo was appointed to the Health Commission in 2018 and chairs the Laguna Honda Hospital Joint Conference Committee.



**Mark Morewitz, MSW Health Commission Executive Secretary**

Mr. Morewitz has worked in public health research, program development and evaluation; and non-profit administration. First hired at the SFDPH in 1992, he has worked in HIV service contracting and monitoring; provided social work services; and served as the Director of the DPH Jail Health Services Forensic AIDS Project. He has served as the Health Commission Executive Secretary since 2009.



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



PRISCILLA CHAN AND MARK ZUCKERBERG  
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