



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



# FY 18-19 ANNUAL REPORT



San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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# WELCOME



Just a few years ago we finished construction of our beautiful new state-of-the-art acute care hospital and prepared for the extraordinary challenge of moving operations into the new building. As we planned for working in our new spaces and prepared to move a hospital full of patients, we knew it would have significant, long-lasting and beneficial effects on the quality and safety of patient care. We were proud that our patients would have a hospital facility worthy of them and our city.

While we didn't open any beautiful new buildings this year, we did launch something that will improve patient care just as significantly, if not more so. As we look back on it, we will remember 2019 as the year we launched Epic, our revolutionary new comprehensive patient electronic health records system. It has been just as challenging, and just as heavy a lift as moving into Building 25 in 2016.

Epic has already proven itself a marvel. It has taken the data from over 60 electronic databases and countless pieces of paper, and integrated them into one universally accessible source of information. Further, it has helped us streamline the process of taking care of patients; scheduling them for appointments, surgeries and treatments; admitting and discharging them; and keeping track of their conditions and medications, throughout the health-care system.

Preparing for the transition to Epic involved training almost 10,000 people, installing lots of new equipment, and digging in deeply to improve our processes. And it has truly been an epic feat. We will remember this as the year we launched Epic but as you'll see in this annual report, it was so much more.

This year, we also signed our first contract with a private insurer, opened a new adult urgent care center, started the work to improve the seismic safety of the campus, served many more patients and became much more skilled at the collection and use of data to improve the ways we work. In sum, 2019 will be remembered as a year of extraordinary progress in service of our patients and the people of San Francisco.

With Gratitude,  
Susan Ehrlich, MD, MPP



# ABOUT ZSFG



## MISSION

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



## VISION

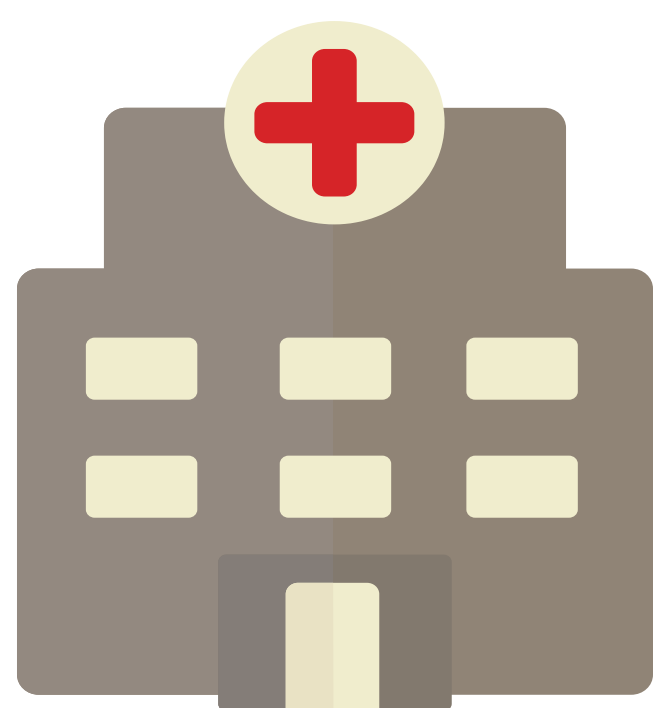
To be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment



## 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 health care system. As an integral part of the public health care delivery system, ZSFG provides our patients with more consistent, efficient and effective care.



## Our Patients

ZSFG serves over 107,000 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.

## Academics & Research

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.

# 884,363 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. 2017 United States Census Bureau



# ABOUT ZSFG

## 1 ACUTE CARE

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

## 2 URGENT CARE

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

## 3 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.

## 4 MEDICAL EMERGENCY

ZSFG provides comprehensive care for severely injured patients.

## 5 PSYCHIATRY EMERGENCY

ZSFG offers the city's only 24/7 psychiatric emergency service.

### Primary Care on ZSFG Campus

- Richard Fine People's Clinic
- Family Health Center
- Children's Health Center
- Positive Health

## 6 4A SKILLED NURSING

Short-term skilled nursing care is available for patients.

## 7 TRAUMA SERVICES

ZSFG is the sole certified Level 1 Trauma Center for San Francisco and northern San Mateo County.

### ZSFG Medical Specialty Clinics include:

- Gastroenterology
- Diabetes
- Gynecology
- Urology
- Dermatology
- General Surgery
- Neurology
- Neurosurgery
- Oncology
- Oral and Maxillofacial Surgery
- Orthopaedics
- Otolaryngology (ENT), Pain Clinic
- Nephrology
- Rheumatology
- Vascular Surgery

## 8 ACADEMICS & 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

## 9 ANCILLARY CARE

High-volume diagnostic and therapeutic services include: laboratory, pathology, radiology, rehabilitation, and wellness.

# ABOUT ZSFG

## PARTNERSHIP WITH UCSF

ZSFG and UCSF have been partners in public health since 1873. Having UCSF physicians and scientists in house means that top-notch care and cutting edge research is available to all San Franciscans. 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 October 2018, the National Institute of Health (NIH) awarded two NIH Director's Awards to two early-career UCSF scientists from the School of Dentistry.**

### 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 2019, UCSF's School of Medicine ranked #5 in research and #3 in primary care, nationally.**

### 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 June 2019, the Center for First-Generation Student Success recognized UCSF as a First Forward Institution, an acknowledgement of the university's commitment to first-gen students.**

### 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 May 2019, UCSF's School of Pharmacy scientists discovered a new target for treating Parkinson's disease.**

## Research

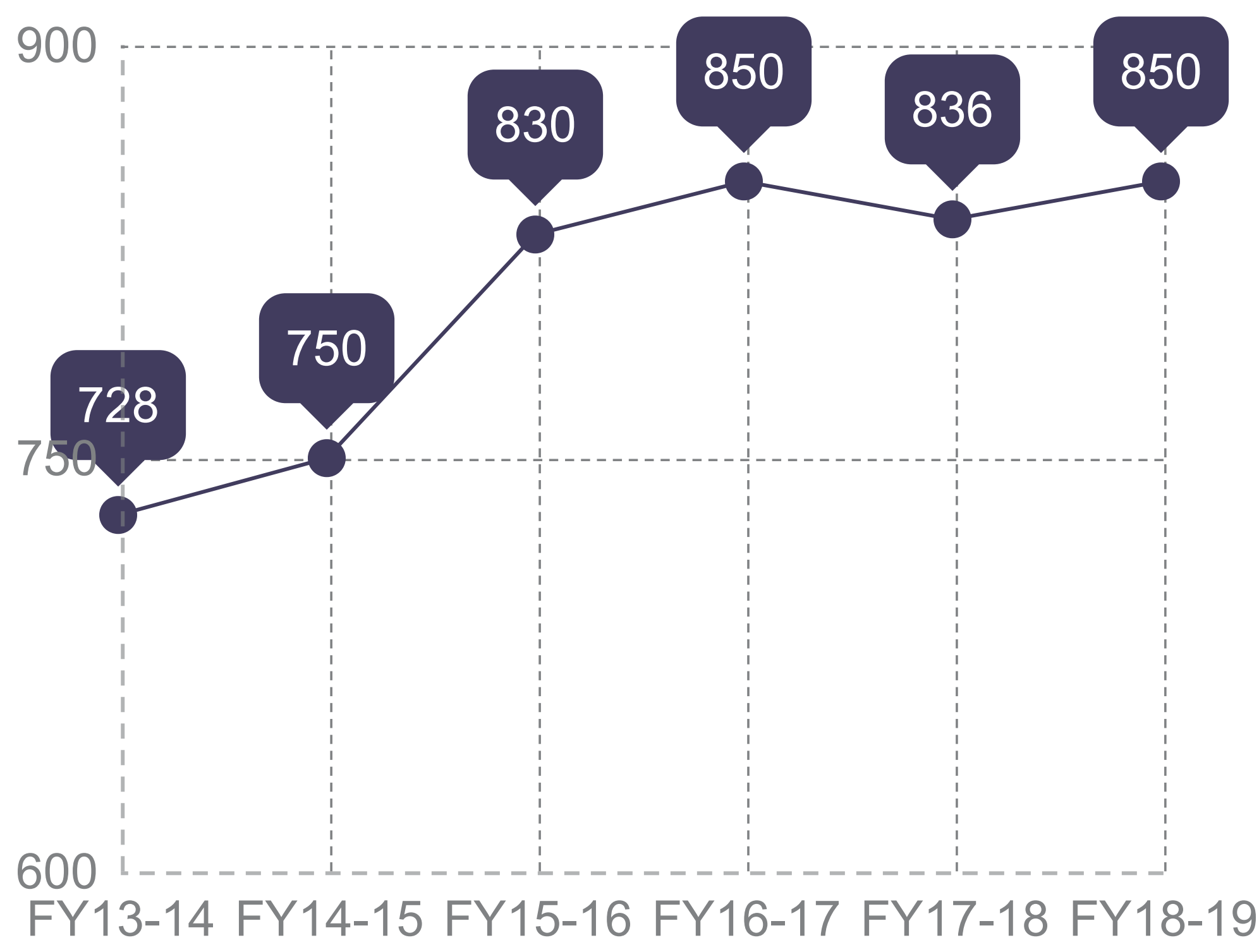
At ZSFG, there are more than 20 UCSF research centers, affiliated institutes and major laboratories and more than 250 UCSF researchers whose research budget exceeds \$200 million every year. These research activities support ZSFG's patient care by enabling ZSFG to attract leading physician scientists, who provide patient care as well as pursuing their research activities. UCSF is also in the process of building a new Research and Academic Building on campus, with a projected completion date of 2021.



# 2019 STATE OF UCSF RESEARCH AT ZSFG

The ZSFG Dean's Seminar hosts a breadth of research studies in basic sciences, bench-to-bedside, and clinical studies to encourage research discussions and collaborations that will lead to innovations in medical research and clinical benefit.

## UCSF Research at ZSFG Award Count



## Research published in **NEJM Catalyst** The “Behavioral Health Vital Signs” Initiative

Leigh Kimberg, MD, Eliza Hayes Bakken, MD, Ellen Chen, MD & Dean Schillinger, MD

In 2019, New England Journal of Medicine (NEJM) Catalyst published innovative work done within and in very close partnership with the SFHN/SFDPH, supported by a grant from the US Office of Women's Health that Leigh Kimberg and Dean Schillinger were principal investigators on.

The article describes the implementation of a model to promote trauma-informed care in the Ambulatory setting, by integrating a number of behavioral health screening tools into a "behavioral health vital sign" (BHVS).

## In the News!

- ▶ **Lucy Kornblith**, 2019 School of Medicine Perstein Award for Innovative Research specific to platelet genomics.
- ▶ **Amanda Sammann**, founded The Better Lab to use design to study and fix healthcare challenges.
- ▶ **Rachael Calcut** Artificial Intelligence That Reads Chest X-Rays Is Approved by FDA

## Local - National - Global Impact

- ▶ **Kara Lynch**, Lab Medicine, developing an ultrasensitive method for the quantitation of THC in blood and breath.
- ▶ **Esther Yuh**, Radiology, **Geoffrey Manley**, Neurosurgery, **Claude Hemphill**, Neurology, localizing and quantifying features on imaging exams provides granular data for neurological best treatment studies.
- ▶ **Center for Vulnerable Populations** at ZSFG using tools to help patients track their health care.
- ▶ **James Marks**, **Bin Liu**, **Eunice Yu Zhou**, Anesthesia, **Stephen Nishimura**, Pathology, recombinant antibody display technology.
- ▶ **Renee Hsia**, researching access, pricing, and quality metrics for emergency care and trauma centers, specifically for vulnerable populations.

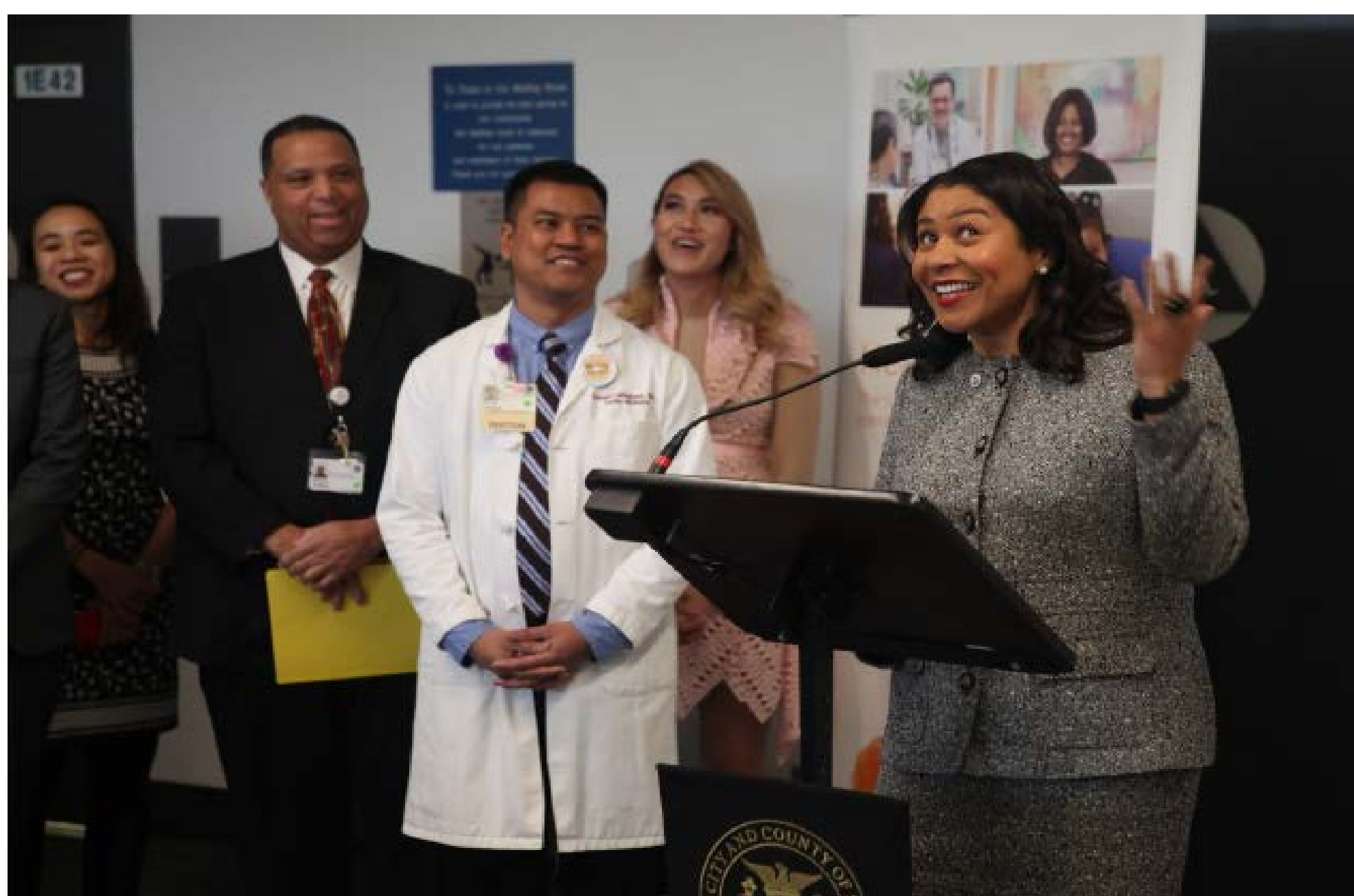
“The BHVS is a key innovation that highlights, for patients and health care staff, that relationships and experiences are key determinants of health. By incorporating not only IPV, depression, and substance use but also coping strategies and resilience factors, the BHVS provides hope for healing.”



# HIGHLIGHTS IN FISCAL YEAR 2018-2019

## Adult Urgent Care Grand Opening

On February 12, 2019, Zuckerberg San Francisco General celebrated the opening of the relocated Adult Urgent Care Center in the first floor of Building 5, unit 1E. Mayor London Breed led the ribbon-cutting ceremony to preview the opening. In addition to the ZSFG community, DPH and SF Public Works staff, and Patient Advisory Committee members participated and toured the clinic. The newly expanded clinic has 12 patient rooms – 3 more rooms than the previous space. The clinic officially opened for patients on Wednesday, February 21. Many thanks to the Facilities, Capital and Urgent Care Center teams for the wonderful accomplishment!



Mayor London Breed at the Urgent Care Clinic Opening

## Positive Health Onsite Program- Unstably House Populations (POP-UP)

ZSFG has been at the forefront of groundbreaking, compassionate care for people with HIV and AIDS. POP-UP (**P**ositive health **O**nsite **P**rogram - **U**nstably housed **P**opulations) is Ward 86's newest innovation, focused on the current needs of San Francisco's population. POP-UP aims to reduce health disparities among homeless and unstably housed individuals living with HIV in San Francisco.

The innovative clinic attempts to provide a different model of care for those who are unstably housed and have high viral loads, by allowing drop-in (no appointment) primary care for these patients at Ward 86 and by having a multidisciplinary team to help meet each enrolled patient's unique life and medical needs.

## Clinton Foundation Supports Pre-Literacy Program

On October 11, 2018, Chelsea Clinton and a team from the Clinton Foundation visited ZSFG to see the pediatric team's results from the program: Talk, Read, Sing (TRS), which is part of the Clinton Foundation's *Too Small to Fail* initiative, supporting early brain and language development in children ages 0-5. TRS promotes early language and brain development and supports parents with tools to talk, read, and sing with their young children from birth. Leveraging a multidisciplinary team at well-baby discharge, this project empowers parents to make even small moments meaningful. A pilot program using talk, read, sing messaging & materials in the Children's Health Center was overwhelmingly successful, with 84% of parents noticing a positive change in their child's behavior after receiving an early literacy toolkit from their pediatrician.



Chelsea Clinton visits the Children's Health Center at ZSFG



# HIGHLIGHTS IN FISCAL YEAR 2018-2019

## "Stop the Bleed" Campaign

From June 2018 through December 2018, the Trauma Program at ZSFG conducted a "Stop the Bleed" course on the first Thursday of every month from 11:30am – 1:00pm for staff, patients, and the public. The didactic portion was approximately 40 – 45 min followed by a 20- minute hands-on skills station. During the course, participants learned how to recognize life-threatening bleeding and three simple techniques to stop it. To date, over 1,200 people have been trained.



ZSFG Trauma Program at the "Stop the Bleed" Training

## Expansion of Midwifery Access

On August 5th, 2019, Canopy Health and SFHN signed a contract that would expand hospital-based midwifery access at ZSFG, by providing services to those with commercial health plan coverage. "Canopy Health is a physician and hospital owned medical alliance" (PR Newswire) that consists of five physician groups and nineteen medical centers across the Bay Area. Effective July 1st, 2019, "the contract allows UCSF patients through Hill Physicians Medical Group, one of the five physician groups that comprise the Canopy Health alliance, to access ZSFG's midwifery program."

This will be the first time that women with private insurance will have the option of delivering their babies at our campus. ZSFG looks forward to expanding its patient population and serving more people!

## Improvement Workshops

In FY18-19, the Kaizen Promotion Office worked closely with specific departments to help prepare them for new services, relocation and redesign of spaces. During these workshops, teams performed table-top simulations to better understand and anticipate the barriers of their new spaces. Additionally, new and innovative countermeasures were created to improve existing workflows. Congratulations to all involved teams on setting a great example of the collaboration and proactive improvement work that is possible at ZSFG. The following are the workshops that took place this fiscal year:

- Observation Services Workshop
- Rehabilitation Services 3P Workshop
- Specialty Services 3P Workshop
- Food and Nutrition Services 5S Workshop



Rehabilitation Services 3P Workshop



# HIGHLIGHTS IN FISCAL YEAR 2018-2019

## SUCCESSFUL SURVEYS

Each year, ZSFG must undergo multiple surveys, administered by various governing bodies in order to ensure that the hospital is following state and federal guidelines. The following is a summary of the surveys that took place this past fiscal year.

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

- CMS survey of the the plan of correction implementation in Psychiatric Emergency Services (PES)
- California Department of Public Health (CDPH)/CMS Re-licensing/Re-certification Survey of the Skilled Nursing Facility (SNF) Long Term Care
- CMS Inpatient Quality Reporting (IQR) Program Validation for FY 17-18

### **Regulatory Surveys**

- Commission on Accreditation of Rehabilitation Facilities (CARF) survey of the Opioid Treatment Outpatient Program (OTOP)
- California Department of Health Care Services (DHCS) surveyed the Opioid Treatment Outpatient Program (OTOP)
- DPH conducted the annual Hazardous Materials and Waste Program (HMUPA) inspection
- DHCS survey of the Office Based Opioid Treatment (OBOT) Program in Ward 95

### **California State Board of Pharmacy Survey**

The California State Board of Pharmacy performed an annual inspection of all California pharmacies with sterile compounding licenses. ZSFG maintained three licensed areas where

staff compound a variety of medications. In the past year, pharmacy staff prepared more than 156,000 parenteral preparations. Despite ever-changing regulations and the implementation of new technologies, ZSFG Pharmacy has maintained its vigilance to comply and embrace these changes. This was confirmed by the latest inspection by the Board of Pharmacy in July 2019, which identified no corrective findings or deficiencies. The pharmacy team is firmly committed to the ZSFG True North pillars of patient safety and excellent quality of care.

Congratulations to the Pharmacy Department on a successful inspection and on their continued performance excellence!

### **Joint Commission Laboratory and Pathology Survey**

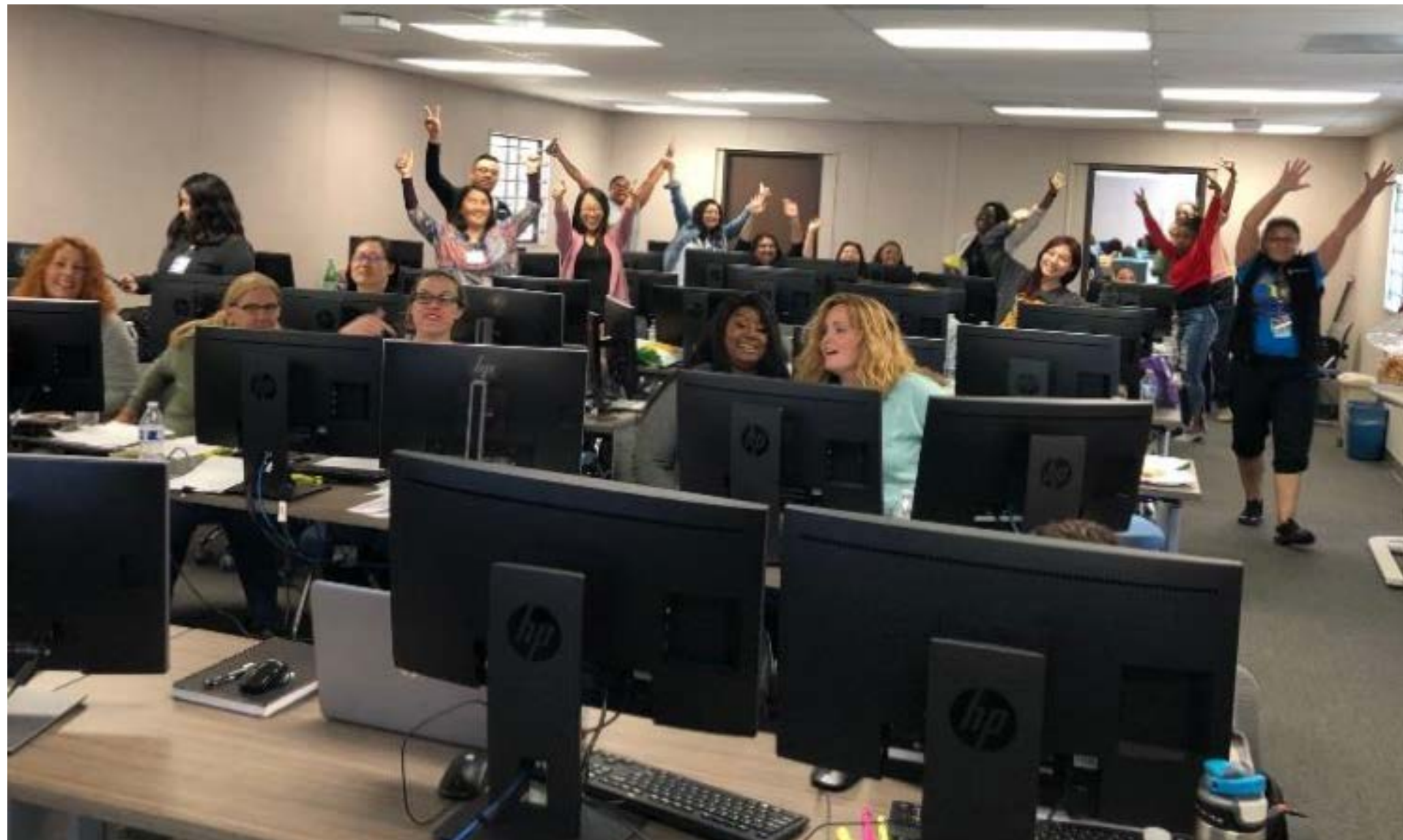
On July 22, 2019, surveyors from the Joint Commission visited ZSFG to complete their biannual laboratory survey. Out of the 1,305 standards that Laboratory and Pathology were surveyed against, the Joint Commission only had 10 findings. Furthermore, of those 10 findings, none were considered high risk or having widespread impact. One surveyor commented, "I've never seen an organization with better communication skills between departments. I know this means you are taking great care of your patients."

Congratulations to the Quality and Regulatory team, and the Pathology and Laboratory departments on an incredibly successful survey, especially amidst a trying time of Epic implementation preparation!



# EPIC HIGHLIGHTS

## Soft Epic Go-Live



Staff in the computer lab during soft go-live

On Saturday, July 20th, ZSFG celebrated Epic scheduling! The patient access team completed the conversion of over 11,000 patient appointments from the previous system (LCR/Invision) to Epic. By the end of Saturday, the completed 7,285 appointments, including all Operating Room and Gastroenterology procedures. One analyst, who has helped other hospitals launch Epic, commended the team that this scheduling implementation was one of the most seamless in his experience. Moving forward, every appointment scheduled after 8/3 was populated in Epic. The soft go-live was a great way to solidify the new workflows and prepare ZSFG for go-live on August 3rd.

## EPIC Go-Live



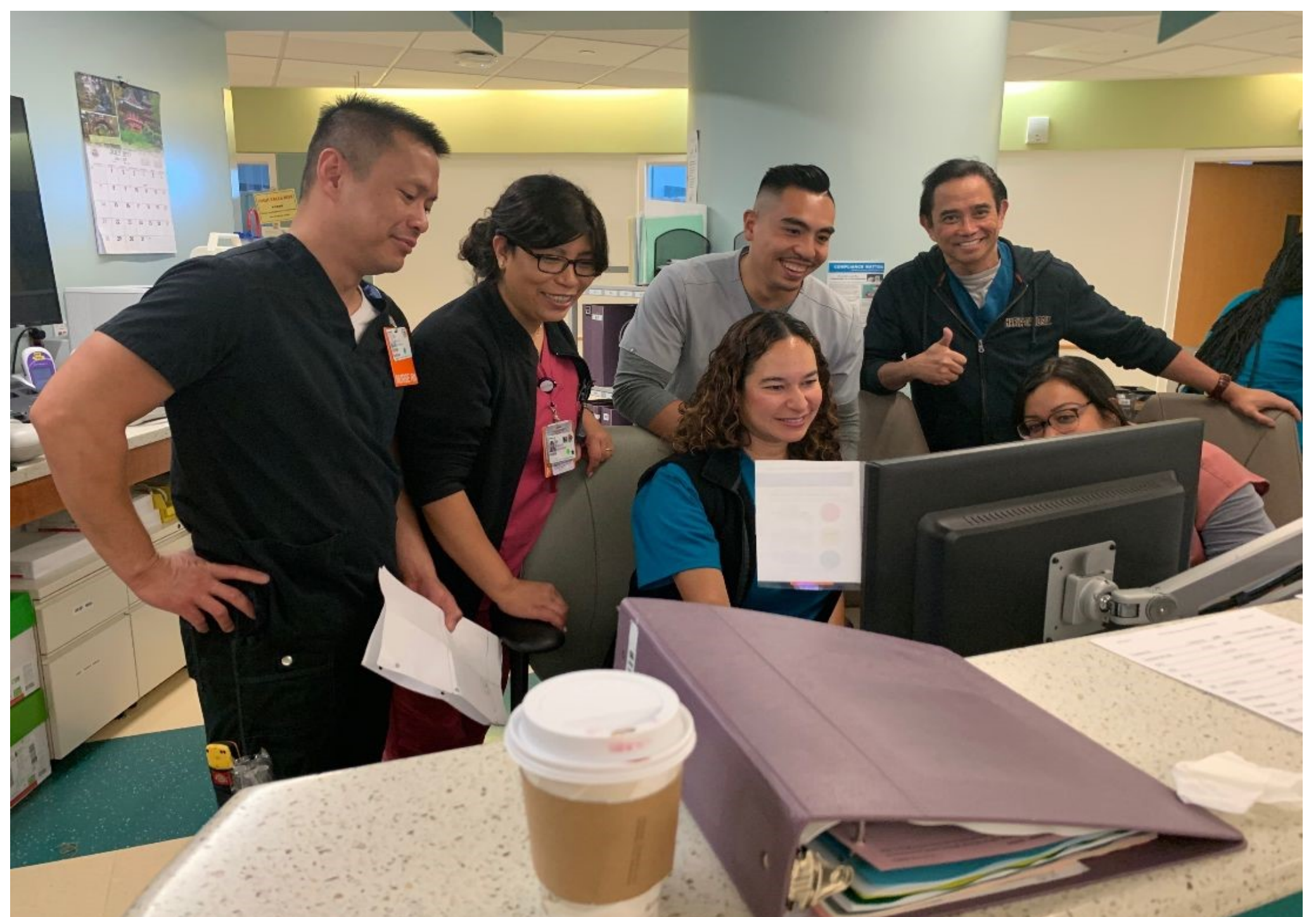
Go-Live in the IT Command Center

At 7:00AM on Saturday, August 3rd, 2019, ZSFG went live with Epic. In the IT command center, the proverbial switch was flipped, signaling that ZSFG had truly gone live.



Super Users at ZSFG

Within two days, 76% of issues from the initial go-live had been resolved through the support of the Super Users and At-the-Elbow support.



At-the-Elbow Support Team

This successful go-live comes as a result of thousands of people's work: almost 2,000 system design decisions made, 4,800 devices deployed, 38,000 appointments converted from our legacy systems into Epic, and more than 7,300 people completing 114,000 trainings.



# EPIC HIGHLIGHTS



Some of the incredible night shift staff during go-live

The team can expect to stabilize the system and train staff over the next several months. ZSFG will then optimize the system and support other parts of DPH to go live over the next few years. This work is all in service of safer, more effective, and higher quality care to our patients and a better experience for the teams.



OR Rounding during Epic go-live



Staff Huddles

In the weeks following go-live, ZSFG leadership rounded in all units across the hospital, and developed communication plans through Daily Epic Newsletters. The newsletter highlighted ZSFG's accomplishments, any root causes or issues, and the countermeasures that were being implemented.



Executive Zone Rounding



Zone Coordinators

ZSFG would like to express gratitude to the superusers, At-the-Elbow support, zone coordinators, and all ZSFG staff for the great work leading up to and during this historic event!



# EPIC HIGHLIGHTS

## Achievements

- 1

21 systems were consolidated into the Epic solution.
- 2

\$377 million were invested into this successful Epic project.
- 3

82% of over 14,000 tickets were resolved in the first three weeks post go-live.
- 4

Over 7,000 staff completed training and passed a proficiency test.
- 5

Over 360 at-the-elbow support staff and five command centers were active 24/7 during go-live.
- 6

12,000 patients have information from non-DPH facilities in their records within Epic.

## Highlights

- August 3rd

—○ Epic Go-Live
- ⋮
- August 6th

—○ 100% of At-the-Elbow Support were on campus
- ⋮
- August 7th

—○ The first patient appointment was scheduled through MyChart
- ⋮
- August 9th

—○ 95 patients logged into MyChart
- ⋮
- August 10th

—○ 24,000 medical records were received through Epic and 3,950 were sent out
- ⋮
- August 12th

—○ First eight patient revenue statements went out
- ⋮
- August 13th

—○ \$3 million of revenue in insurance claims were generated
- ⋮
- August 15th

—○ Ambulatory teams have 946 completed appointments
- ⋮
- August 20th

—○ Over 23,000 records have been exchanged with outside providers
- ⋮
- August 21st

—○ Operational Command Center closed

# EPIC HIGHLIGHTS

## What patients are saying:

A Patient Advisory Member shared how meaningful it is that all her providers are now connected in a way they were not before.

A Patient Advisor showed on his phone the MyChart application and shared that this is the first time he has ever been able to go to his doctor prepared with his lab results... "I see them, know what they are and what questions to ask."

No more faxes or phone calls for appointments. All the information is available in Epic!

"MyChart is such an upgrade from what we had previously! I'm really pleased to be able to email my Primary Care Provider."

"In spite of all the possible confusion from Epic, the opportunity for patient harm was nearly 0%. That tells you how diligent the staff have been."

"The amount of data that we are getting is amazing and I think this will truly transform care for our patients"

We had a patient with a critical lab result, and the Call Center was able to see, for the first time, that the patient was currently in our Sobering Center. We were able to contact the team to address it right away. Prior to Epic, the Sobering Center charted on paper and wouldn't have been able to do this.

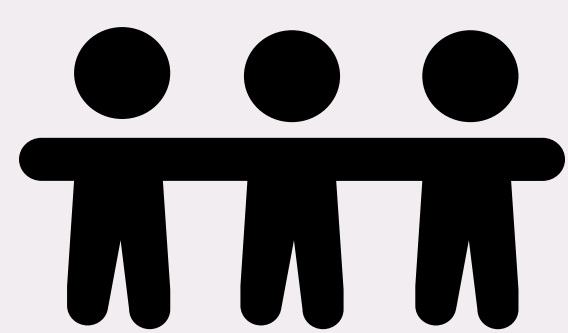
A provider was completing a patient visit and was in the process of sending the patient to the lab. The patient asked for the paperwork for the lab and the provider informed the patient that the paper was no longer needed. The patient was surprised and responded, 'What are you talking about?'

An outpatient physical therapist was able to get an e-referral for an admitted patient and was able to touch base with the patient right away.

## Staff Stories

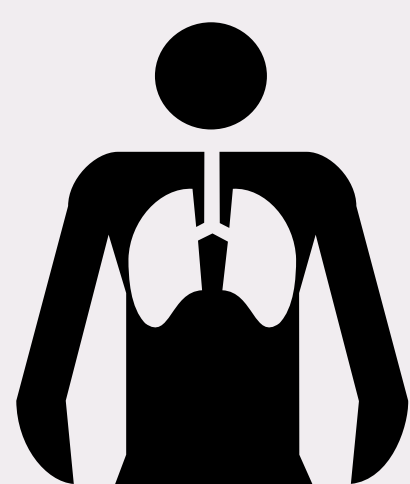


# ZSFG BY THE NUMBERS



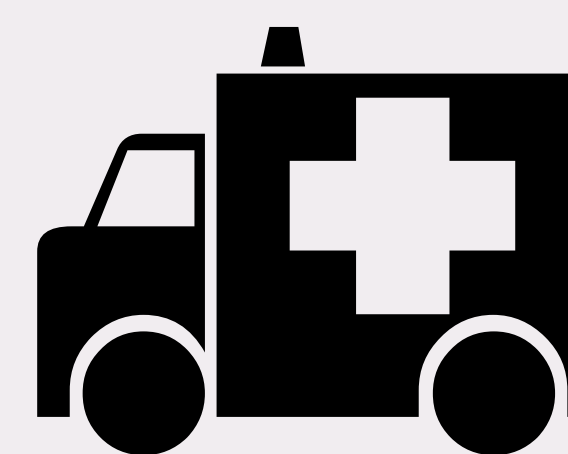
PATIENTS  
SERVED

107,435



OUTPATIENT  
VISITS

578,435



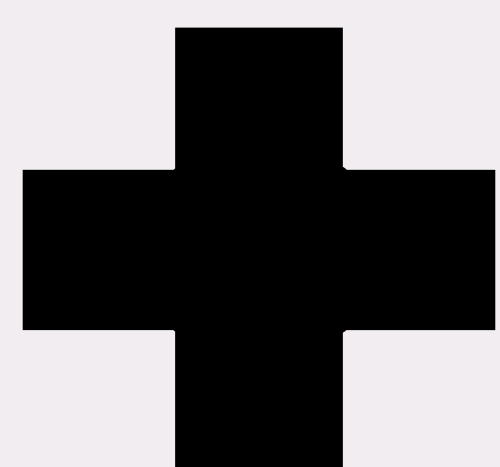
MEDICAL &  
PSYCHIATRIC  
EMERGENCY  
VISITS

84,959



ADULT URGENT  
CARE VISITS

33,667



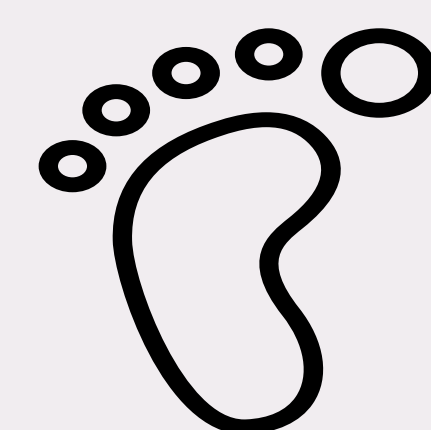
TRAUMA  
ACTIVATIONS

3,134



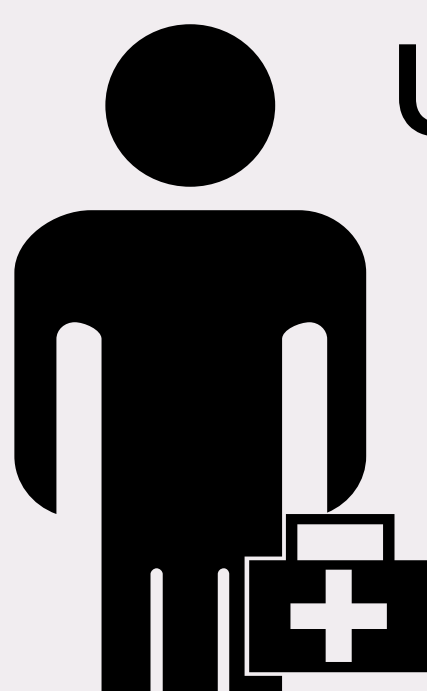
LICENSED  
BEDS

397



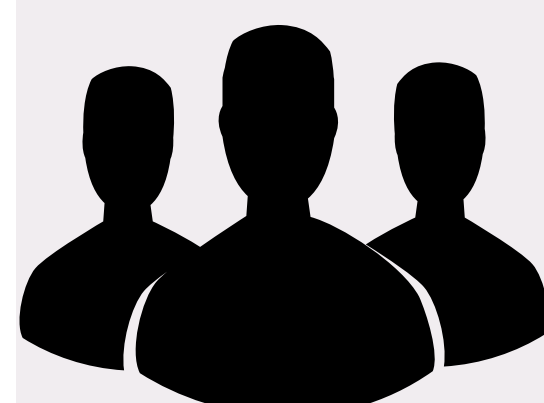
BABIES  
BORN

1,067



UCSF STAFF

2,100



DPH STAFF

3,900



VOLUNTEERS

1,050



# ZSFG BY THE NUMBERS

## GENDER

	FY18-19	FY17-18
Female	49%	49%
Male	51%	51%

## RACE / ETHNICITY

	FY18-19	FY17-18
Total Patients Served	107,521	108,850
African American	15%	15%
Asian/Pac Islanders	22%	21%
Hispanic	38%	37%
Native American	1%	1%
Others/ Unknown	4%	6%
White	19%	19%

## AGE

	FY18-19	FY17-18
Under 18	12%	12%
18-24	8%	8%
24-44	31%	32%
45-64	32%	32%
Over 64	17%	16%

## 4A SKILLED NURSING

	FY18-19	FY17-18
Avg. Length of Stay	35	40

## ACUTE CARE SERVICES

	FY18-19	FY17-18
Acute admissions	16,418	16,018
Acute psych admissions	1,253	1,199
Acute patient days	88,654	86,901
Acute psychiatric days	17,345	17,186
Average daily census	243	238
Acute psych average daily census	47	47

## AMBULATORY SERVICES

	FY18-19	FY17-18
Total Ambulatory Visits	578,435	596,121
Primary Care	103,684	106,836
Specialty Care	186,258	190,895
Non-admit Emergency (excludes inpatient admits)	65,295	63,998
Urgent Care (excl. Pediatric Urgent Care)	33,667	30,576
Diagnostic Services	80,257	84,452
Other	109,274	119,364

## EMERGENCY SERVICES

	FY18-19	FY17-18
Emergency Visits (includes inpatient admits)	77,795	76,130
Psych Emergency Visits	7,164	7,118

## ADULT URGENT CARE

	FY18-19	FY17-18
Unique Patients (excl. Pediatric Urgent Care)	21,999	19,562



# ZSFG BY THE NUMBERS



## FINANCIALS

	FY 18-19	FY 17-18
Total Operating Revenues	\$1,038,854,523	\$955,668,624
Total Operating Expenses	\$1,133,079,843	\$1,077,207,527
General Fund	\$104,868,865	\$97,372,925
Salaries and Fringe Benefits (included in Total Operating Expenses)	\$544,191,426	\$532,159,660



## PAYOR SOURCES

	Inpatient Days		Outpatient Visits	
	FY 18-19	FY 17-18	FY 18-19	FY 17-18
Uninsured	1%	1%	9%	10%
Commercial	5%	4%	2%	2%
Medi-Cal	58%	57%	56%	55%
Medicare	33%	35%	23%	23%
Others (Healthy Families, Research, Jail, Worker's Comp, Non-Medi-Cal CHN capitated plans)	3%	3%	11%	11%



# TRUE NORTH

## Achieving Our Goals

True North Scorecard

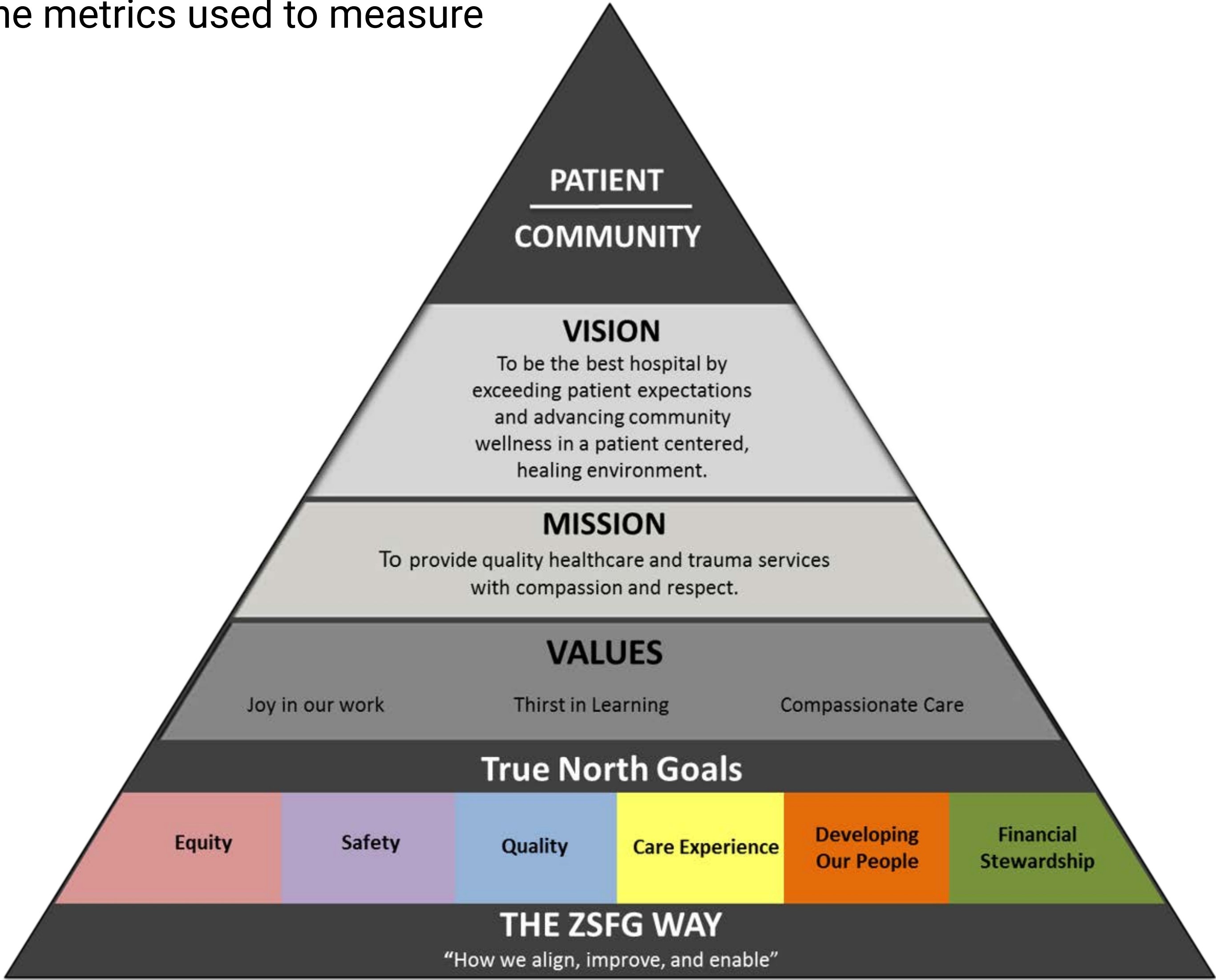
True North Goal	Measure	FY1819 Actuals	Target
Equity	Race, Ethnicity, and Language (REAL) Data Completeness	68.80%	60%
	Disparities Assessment	65.20%	35%
Safety	QIP Measure Reporting	90%	90%
	Readiness for EHR Implementation	8	9
Quality	All-Cause Readmissions	15.68%	14.18%
	Time on Diversion	46.90%	40.00%
Care Experience	iCARE Adoption	22	30
Developing Our People	Daily Management System (DMS) Implementation	4	14
	PDP A3 Targets	95%	85%
	Staff Preparedness for EHR Implementation	54%	60%
Financial Stewardship	Capital Projects Slippage Days	27	10
	Salary Variance	(\$9.2M)	\$0

True North is ZSFG's unwavering commitment to its mission, vision, values, strategies and metrics that in turn represent its commitment to becoming the health care organization of choice for patients and staff. To ensure movement in the right direction, ZSFG developed a True North Scorecard [see Table 1]. The Executive Leadership Team focused on driving improvements to ensure the achievement of these True North and strategic goals, by using A3 Thinking, Countermeasure Summaries and Daily Management Systems.

At the base of the True North Triangle are the goals: Equity; Safety; Quality; Care Experience; Developing Our People; and Financial Stewardship; as well as the system that is used to guide the improvement work.

Table 1: True North Scorecard. 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.

Each goal has strategic improvement plans. These plans further detail the six True North goals, as well as the metrics used to measure progress.



True North Triangle





# TRUE NORTH STRATEGIES

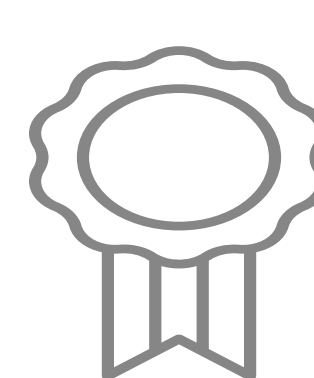
The executive team participated in a strategic planning session, where the leaders further analyzed ZSFG's vision. From this session, three strategic plans were prioritized in order to achieve True North goals. These strategic plans are: The ZSFG Way, Implementing an Electronic Health


Record System, and Building Our Future. Additionally, under each of these strategies are operational improvement plans. The next section will continue to detail these strategic and operational improvement plans further.


## 1 THE ZSFG WAY


- 

Advancing Equity
- 

Improving Value and Patient Outcomes
- 

Ensuring Flow and Access
- 

Optimizing Care Experience
- 

Financial Stewardship
- 

Developing Our People

## 2 IMPLEMENTING AN ELECTRONIC HEALTH RECORD SYSTEM

- 

Clinical and Revenue Cycle Domains
- 

Communications
- 

Policies and Procedures
- 

Data and Analytics
- 

Labor and Backfill
- 

DPH Training
- 

Med Staff and Residents Readiness
- 

Stabilization and Downtime
- 

Build

## 3 BUILDING OUR FUTURE

- 

Optimizing Care Experience
- 

Safety
- 

Developing Our People
- 

Ensuring Flow and Access



# TRUE NORTH STRATEGIES

## 1 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.

With the new Electronic Health Record (EHR) system implementation, two key improvements were made this past year in order to prepare for the critical change and create focus: (1) the integration of the six operational improvement plans into the ZSFG Way: Advancing Equity, Improving Value and

Patient Outcomes, Ensuring Flow and Access, Optimizing Care Experience, Financial Stewardship and Developing Our People and; (2) the development and dissemination of daily management systems throughout ZSFG to improve communication throughout the Epic roll-out.

This section will detail the six improvement plans within the ZSFG Way and how each have driven True North outcomes to ensure that ZSFG is a top health care destination.

THE TEAM FOCUSING ON IMPROVEMENT





# TRUE NORTH STRATEGIES



## Advancing Equity

The first operational improvement plan within The ZSFG Way is Advancing Equity. ZSFG defines health equity as an outcome where everyone has a fair and just opportunity to be as healthy as possible. Those with the greatest needs and least resources require more, not equal, effort and resources to even out opportunities.

Focusing on building data infrastructure and transforming existing processes, the strategy uses a three-pronged approach: Understanding patients through REAL (race, ethnicity, and language) and SOGI (Sexual Orientation Gender Identity) data, eliminating disparities through performance improvement processes, and developing our people through multiple learning opportunities.

### Key Accomplishments

- By August 31st, 2018, **1,200 staff** had **participated** in the Equity Survey to share their experiences and perspectives of equity on campus.
- In fiscal year 2018-2019, **67% of hospital departments** have used REAL data to stratify at least one driver metric and to identify countermeasures to close gaps.
- ZSFG established 70% completeness for **REAL** stratification (Chart 1) and the **SOGI** completeness rate exceeded the Public Hospital Redesign and Incentives in Medi-Cal (PRIME) SOGI compliance rate by almost 30%.

33 SOGI Workshops were offered from July 2018 - April 2019 and 877 staff members attended.

### How ZSFG is advancing equity on campus

#### Understanding the Patients

- 60% of patients have complete REAL data
- >3,500 staff have completed SOGI training

#### Eliminating Disparities

>50% of quality metrics are stratified by REAL

#### Developing Our People

Providing resources and tools to promote inclusion in the workplace

Purpose of survey

### # of Departments with REAL- Stratified Performance Improvement and Patient Safety (PIPS) Metrics

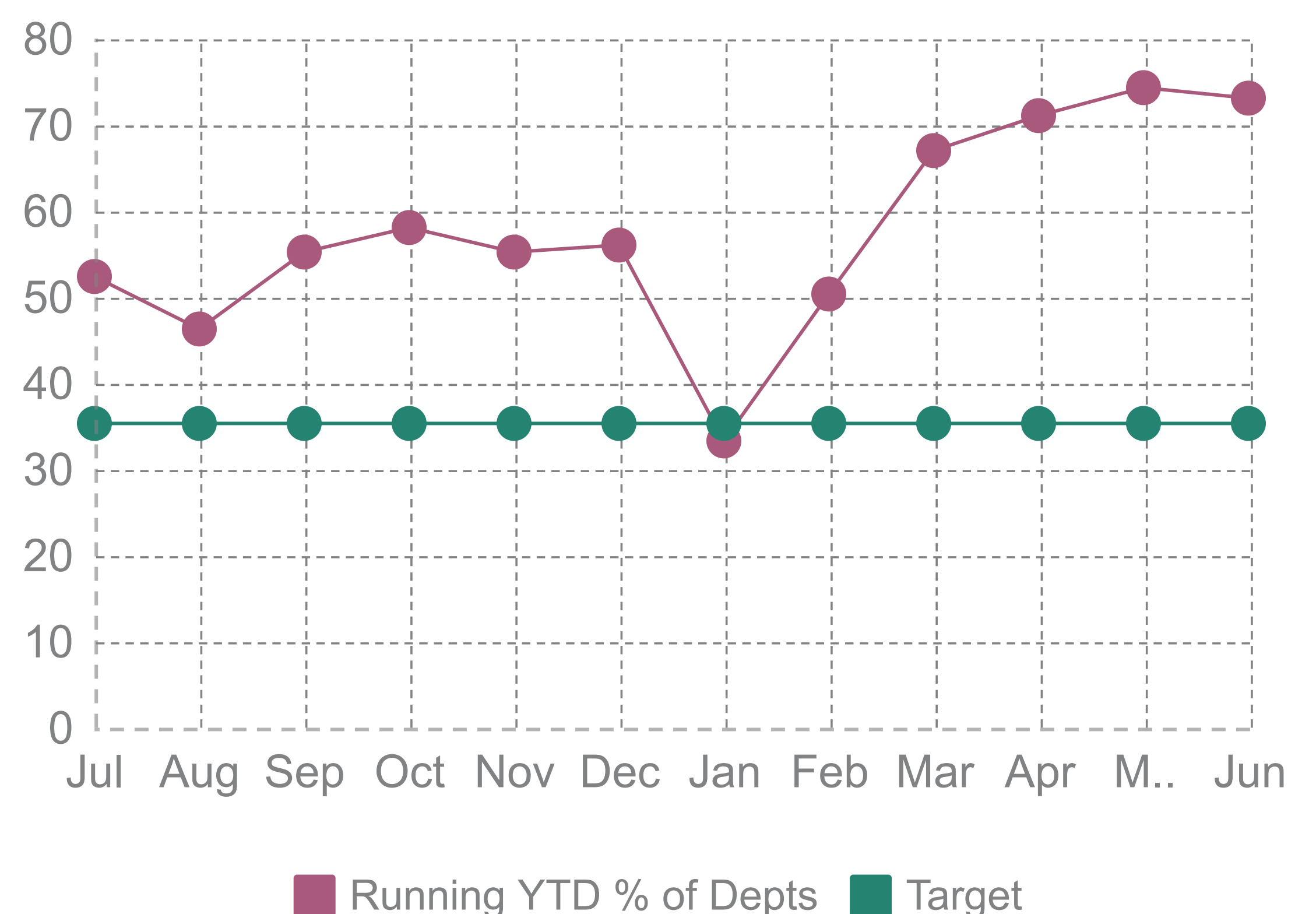


Chart 1: # of Departments with Stratified Data



# TRUE NORTH STRATEGIES



## Improving Value and Patient Outcomes

The second operational plan is Improving Value and Patient Outcomes. Over the past couple of years, SFHN, along with all California Public Hospitals, began participating in the Quality Incentive Program (QIP), which is part of the Medicaid Managed Care Rule.

QIP is a performance program tied to approximately \$20 million/year of funds. ZSFG reports on 12 metrics across three out of four domains: Specialty Care, Inpatient Care, and Resource Utilization.

### Key Accomplishments

- By December 15, 2018, ZSFG successfully reported all 12, resulting in \$12 million of QIP funding for DPH (Chart 2).
- By June 2019, 90% of the ZSFG metrics with reportable data were on target.

### 2018: # of QIP Measures Finalized

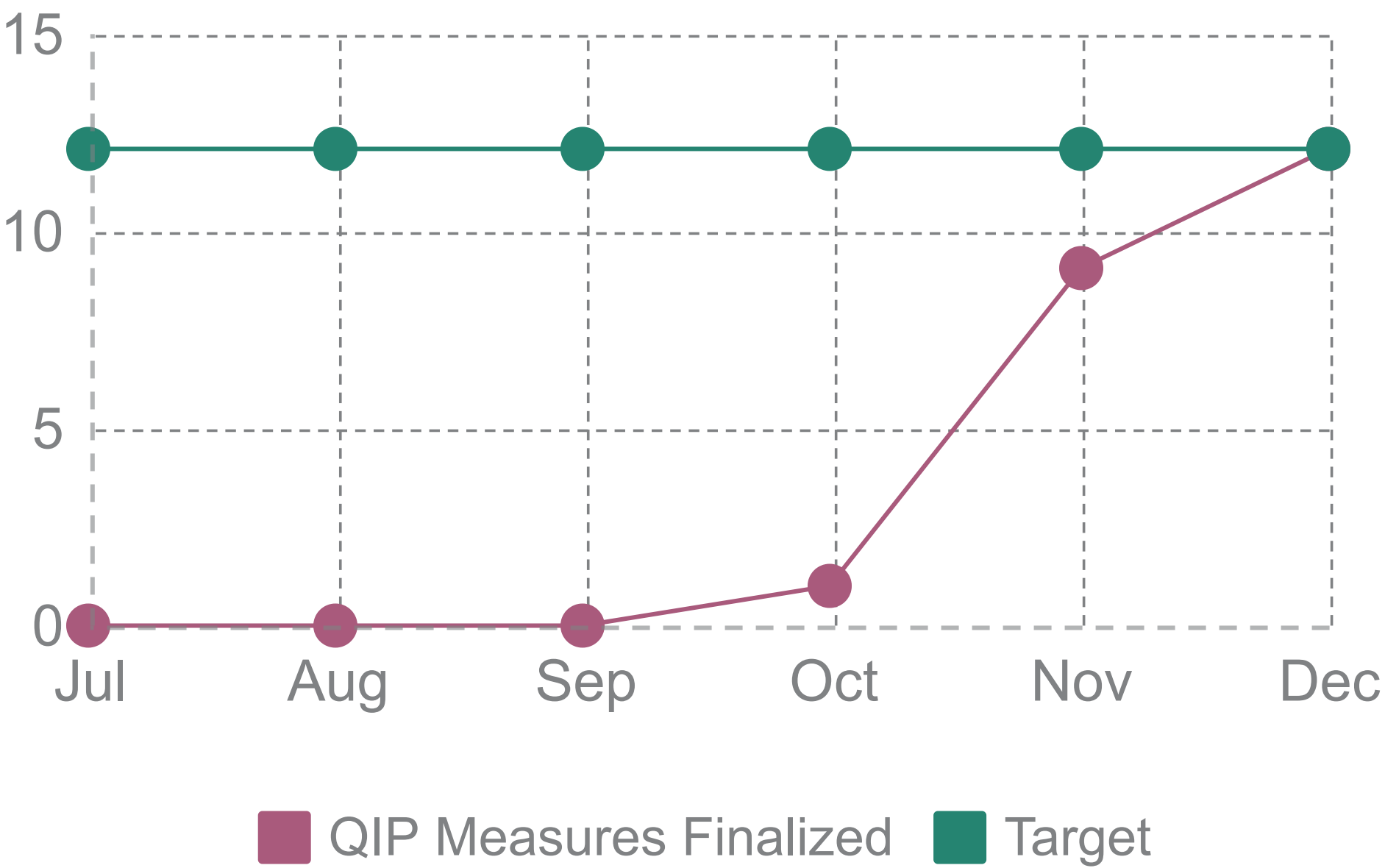


Chart 2: # of QIP Measures Finalized



## Financial Stewardship

The third operational plan is Financial Stewardship. In FY18-19, ZSFG focused on minimizing an unfavorable salary variance to drive its True North outcomes.

### Key Accomplishments

- Finance team partnered with department directors and managers to build staffing models for their teams.
- Team created operational plans to change current staffing practices and identify further opportunities to close gaps.
- Team developed and published a new twice monthly payroll report that helped drive operations.
- With this improved partnership, finance was able to better understand operational challenges and patient flow variances that impact staffing models.

Even with these major accomplishments in FY18-19, the finance team will continue to expand their partnerships and close the salary variance gap in FY19-20.



# TRUE NORTH STRATEGIES

## Ensuring Flow and Access

Under ensuring flow and access, ZSFG focused on improving two measures: (1) readmissions and (2) time on diversion. For the first measure, ZSFG tracked two PRIME, pay for performance readmissions metrics, each tied to \$600,000. The first metric was all-cause readmissions, which was reported on the True North Scorecard. The second metric tracked specialty care readmissions, which is a subset of all-cause readmissions. Additionally, the second measure leveraged the new CareSTART model and new standard work to reduce time on diversion.

### Key Accomplishments

- ▶ The specialty care readmission metric achieved its target in July 2019 (Chart 3) resulting in \$600,000 of funding
- ▶ This past fiscal year, a new model (CareSTART) was implemented to decrease let without being seen rates, length of stay and time on diversion.
- ▶ There was a 4% reduction in ZSFG'S average percent of time on diversion from 51% in FY17-18 to 47% in FY18-19 (Chart 4).
- ▶ CareSTART reduced the average daily number of patients who left the ED without receiving care by 2% from 6% of patients in FY17-18 to 4% of patients in FY18-19.

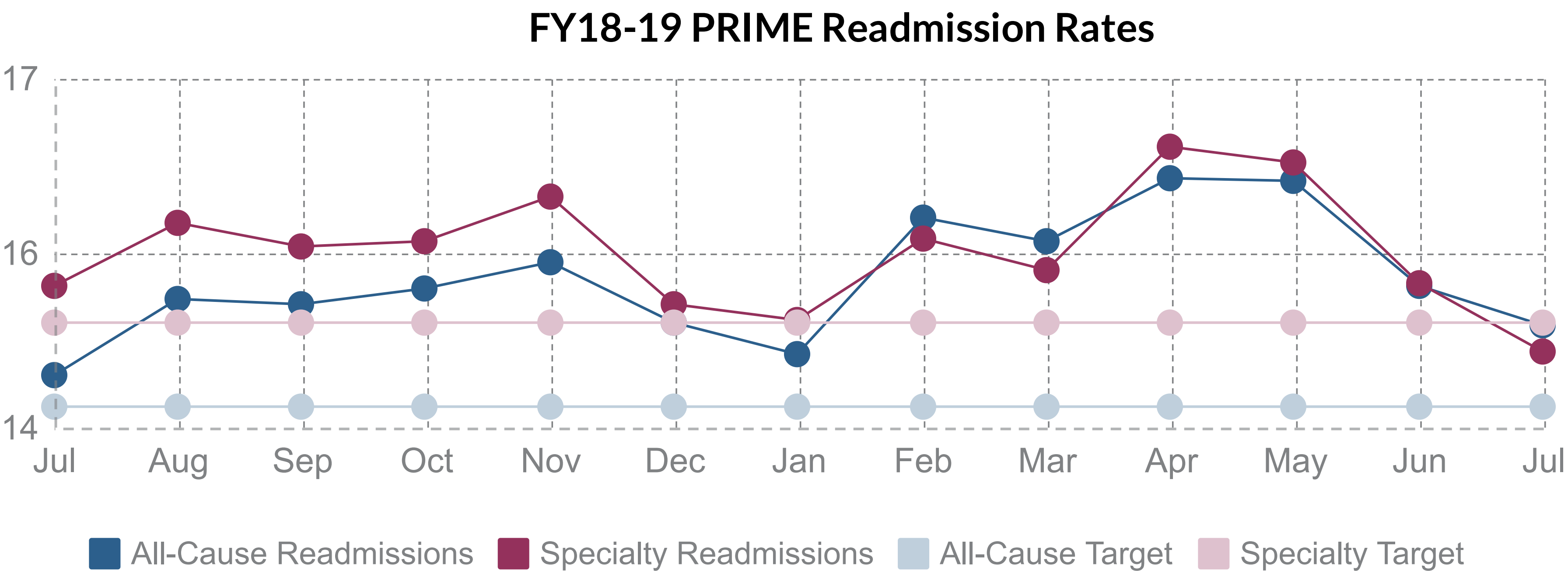


Chart 3: FY18-19 Readmission Rates

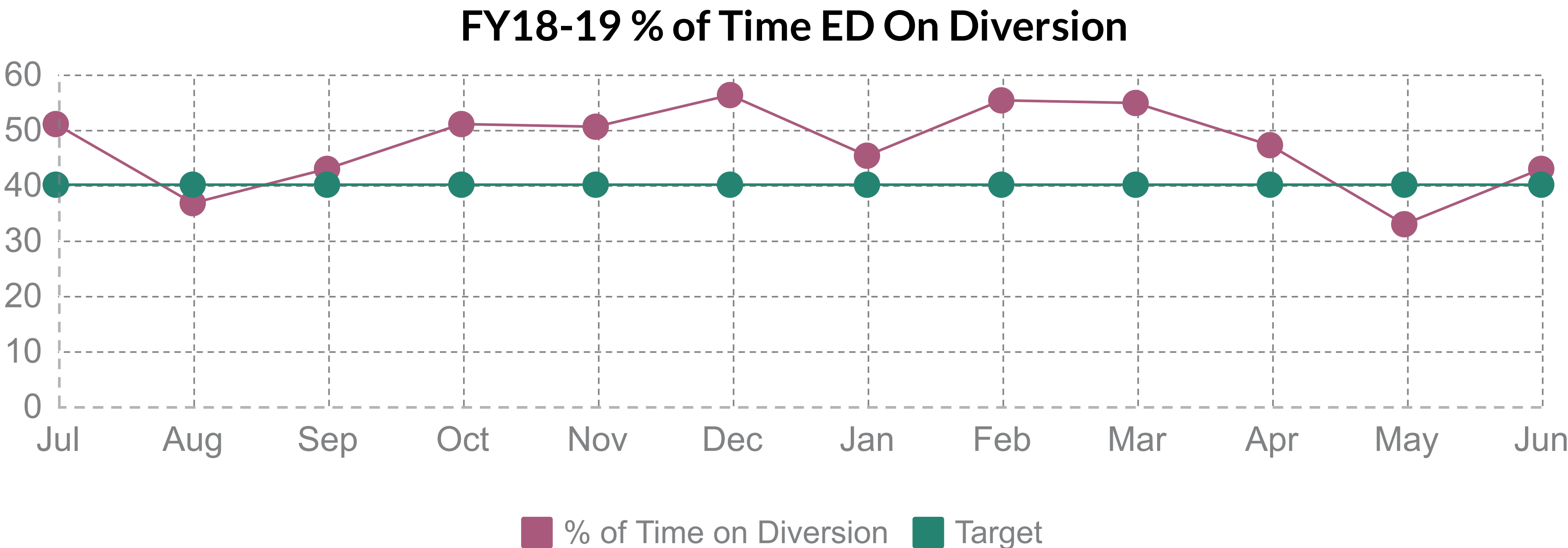


Chart 4: % of Time ED on Diversion



# TRUE NORTH STRATEGIES



## Optimizing Care Experience

The fifth operational plan is Optimizing Care Experience. Over the past couple of years, staff have focused on ICARE (Introduce, Connect, Ask, Respond, Exit) in order to create consistent behaviors and interactions that would improve patients' likelihood to recommend ZSFG as their desired health-care destination.

This past fiscal year, ZSFG's Care Experience team focused on improving Care Transitions in inpatient units by striving for all 30 clinical and ancillary units to adopt the ICARE bundle. This bundle is comprised of three parts:

- 1 Establish ICARE key behavior.
- 2 ICARE status sheet question.
- 3 Patient experience drivers and / or watch metrics.

FY18-19 # of Departments that Adopted ICARE Bundle

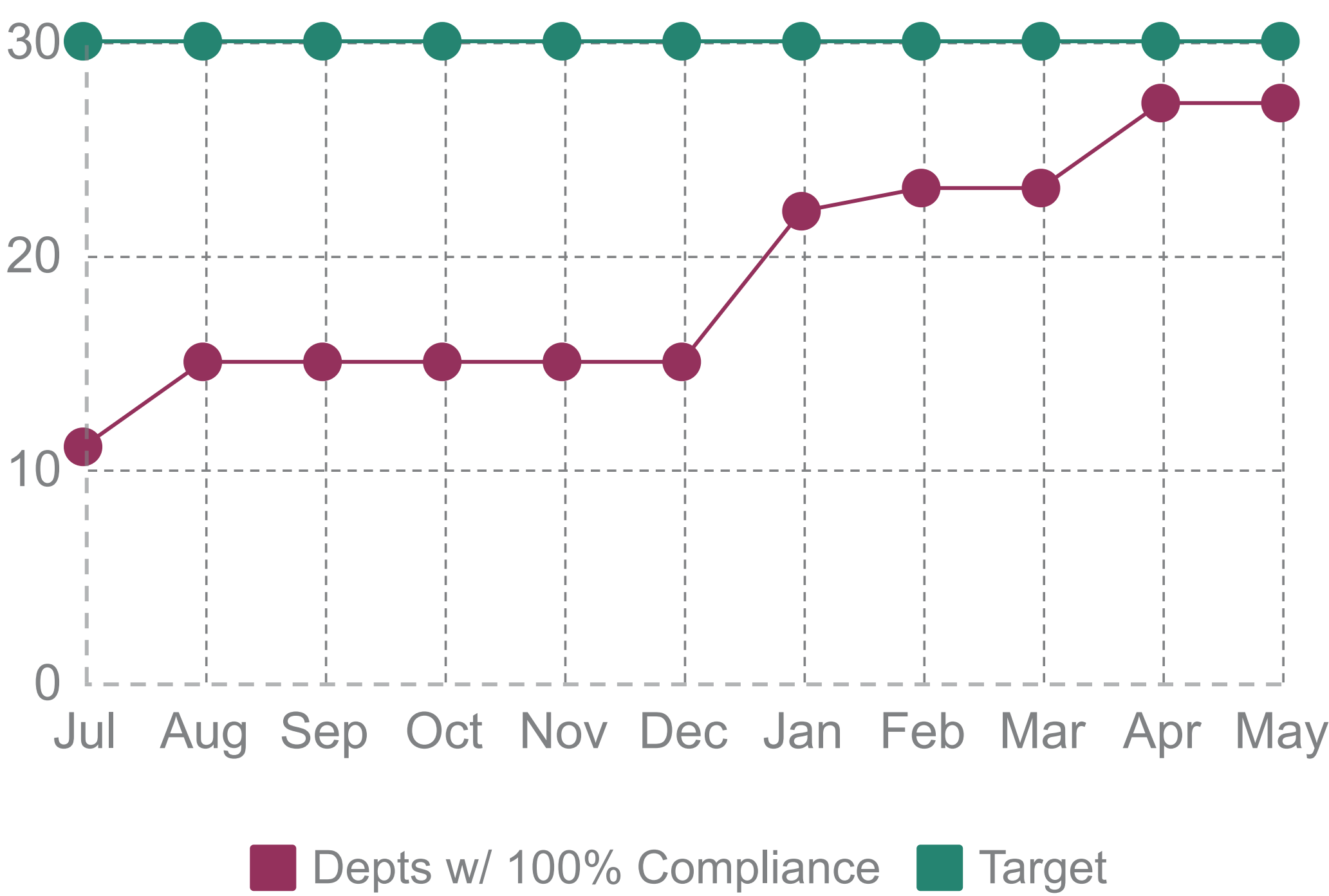


Chart 5: # of Departments that Adopted ICARE Bundle

### Key Accomplishments

- Care Experience partnered with Interpreter Services to train staff on how to engage interpreters during critical encounters.
- With 27 out of 30 clinical and ancillary units having adopted the ICARE bundle by May 2019 (Chart 5), ZSFG is confident that patient experience has come a long way this past fiscal year and will continue to improve moving forward.



# TRUE NORTH STRATEGIES



## Developing Our People

The sixth operational plan is Developing our People through the ZSFG Way. In FY18-19, The ZSFG Way focused on ensuring that each member of the Expanded Executive Team adopted leadership principles and behaviors in order to align and enable all staff and improve the organization as a whole. These behavioral goals can be broken down into three different paradigms: Principle Based Leadership, Strategic Deployment, and Daily Management Systems (DMS).

### Principle-Based Leadership

Principle based leadership includes developing a personal development plan (PDP) , setting targets that align with the ZSFG Way, and tracking and measuring personal goals.

#### Key Accomplishments

- ▶ In FY18-19, 95% of Expanded Executives had identified a PDP Goal (Chart 6). This surpassed the goal of 85%.



Psychiatric Emergency Services Huddle

FY18-19 % of Expanded Executives that have Identified a PDP Goal

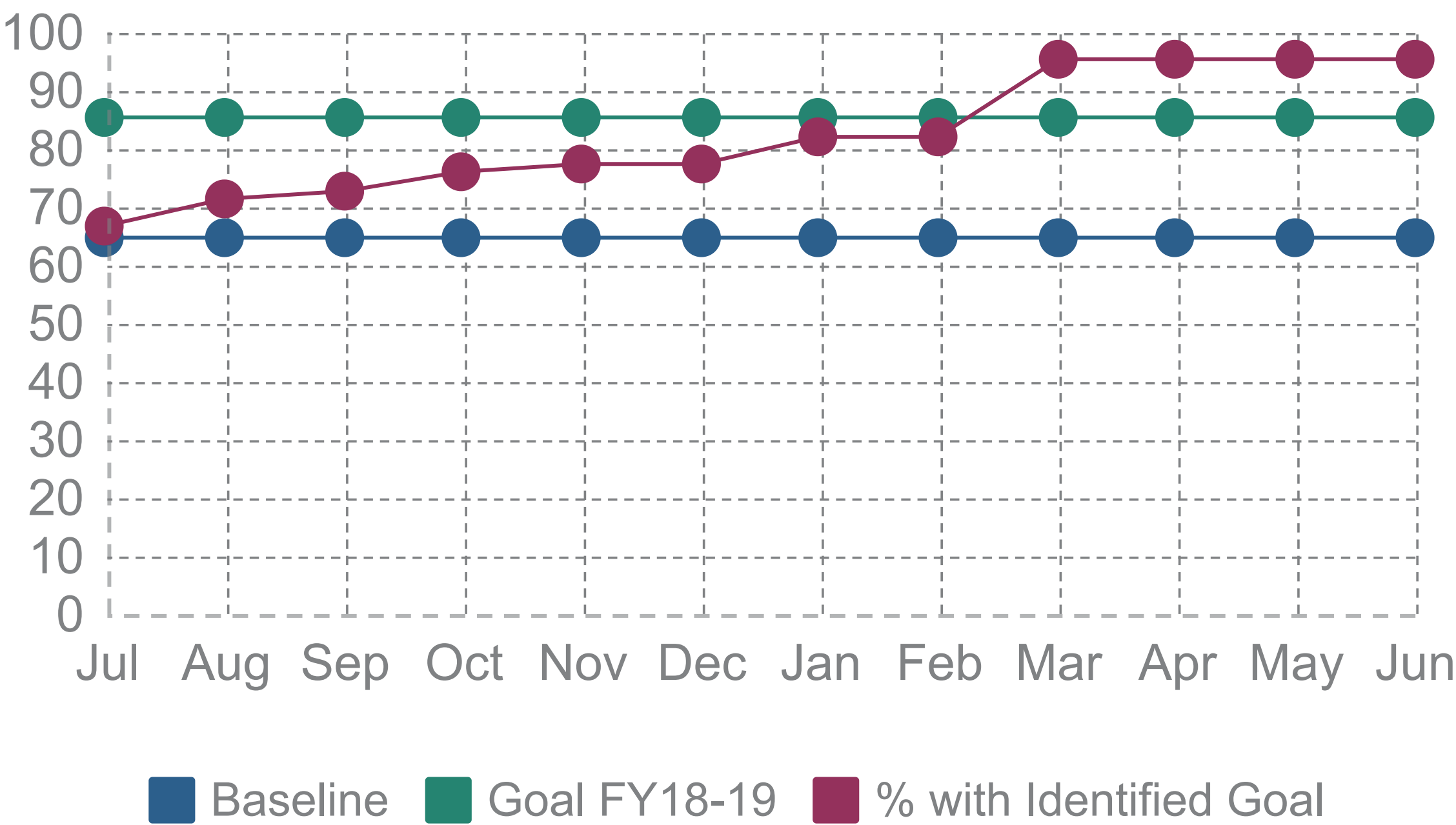


Chart 6: % of Expanded Executives that have Identified a PDP Goal

### Daily Management System

The Daily Management System is an additional strategic tool that was implemented to allow all leaders to better understand our business, have a seamless communication strategy and above all, maintain excellence in performance for patients through change.

ZSFG had a goal of deploying the Daily Management System throughout 14 departments.

#### Key Accomplishments

- ▶ Currently four out of the fourteen departments have accomplished 100% competency in the Daily Management System (Chart 7).
- ▶ In addition 10 out of 14 departments are 1-2 components away from full implementation.
- ▶ Overall implementation as of May, 2019 was: 83% Unit competency and 74% Leader competency.



# TRUE NORTH STRATEGIES

## FY18-19 # of Departments that Fully Implemented DMS

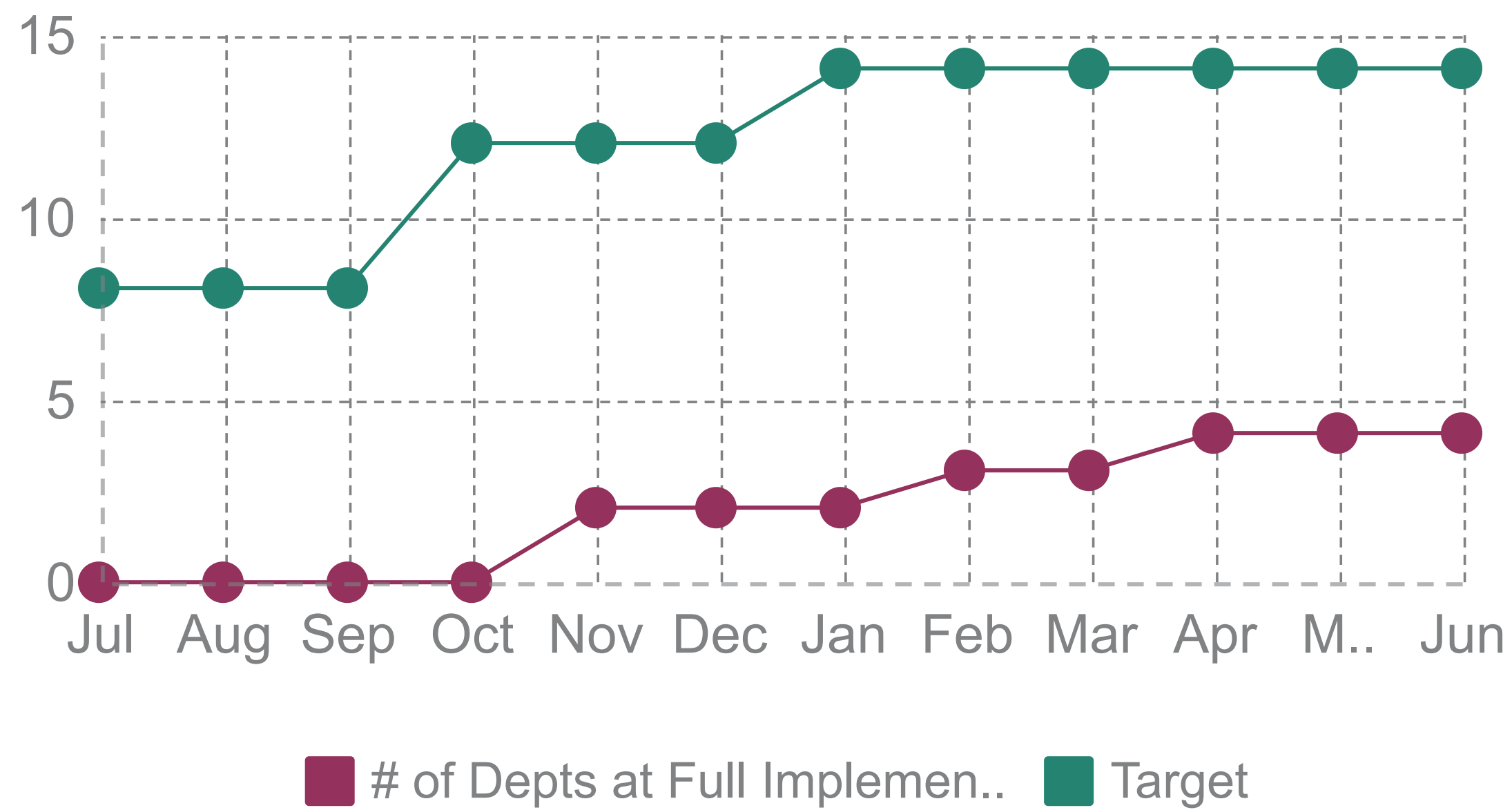


Chart 7: # of Depts at DMS Full Implementation

## Strategic Deployment

Strategic deployment is another key component of The ZSFG Way. Strategic Deployment focuses on True North Goal Reporting, Hoshin and Retreat Planning, and A3 Training and Education as a way of implementing strategic and operational improvement plans. In FY18-19, the team held monthly A3 thinking classes, two Hoshin sessions, and two retreat plannings.

## EXECUTIVE STRATEGIC PLANNING





# TRUE NORTH STRATEGIES

2

## IMPLEMENTING AN ELECTRONIC HEALTH RECORD SYSTEM

### 100% ON TARGET AT GO LIVE

The second True North strategy is Implementing an Electronic Health Record System. In order to fully optimize and prepare for Epic at go-live, the Executive Team created a visibility wall to clearly track the progress of each operational area that needed to be completed prior to Epic implementation. The below outlines the nine operational areas that were on target in July 2019.

9 OPERATIONAL AREAS

#### Data and Analytics

- Partnered with the Stabilization team to engage Epic superusers and operational leads on go-live key performance indicators (KPI).
- Development of a centralized report request process and a data dictionary.

**Data and Analytics is well on its way to fully optimizing its new, robust structure in Epic.**

#### Communications

- Team consistently sent weekly announcements to all staff, DPH-wide.
- Utilized an electronic platform as a tool to track the open rate of messaging.

**Communications operational area was on target during go-live.**

#### Clinical and Revenue Cycle

- 15 domains were identified to close workflow gaps and 9 of those were largely or exclusively based at ZSFG.
- **The 9 domains are:** Perioperative, Inpatient, Laboratory, Pharmacy, Emergency Services, Health Information System, Care Coordination, Perinatal, and Imaging and Diagnostics.

**At the end of FY18-19, 8 of the 9 domains were on target, as stated in the True North Scorecard. However, by July 2019, all 9 ZSFG-based domains were on target (Chart 8).**

CY1819 # of Clinical and Revenue Cycle Domains on Target

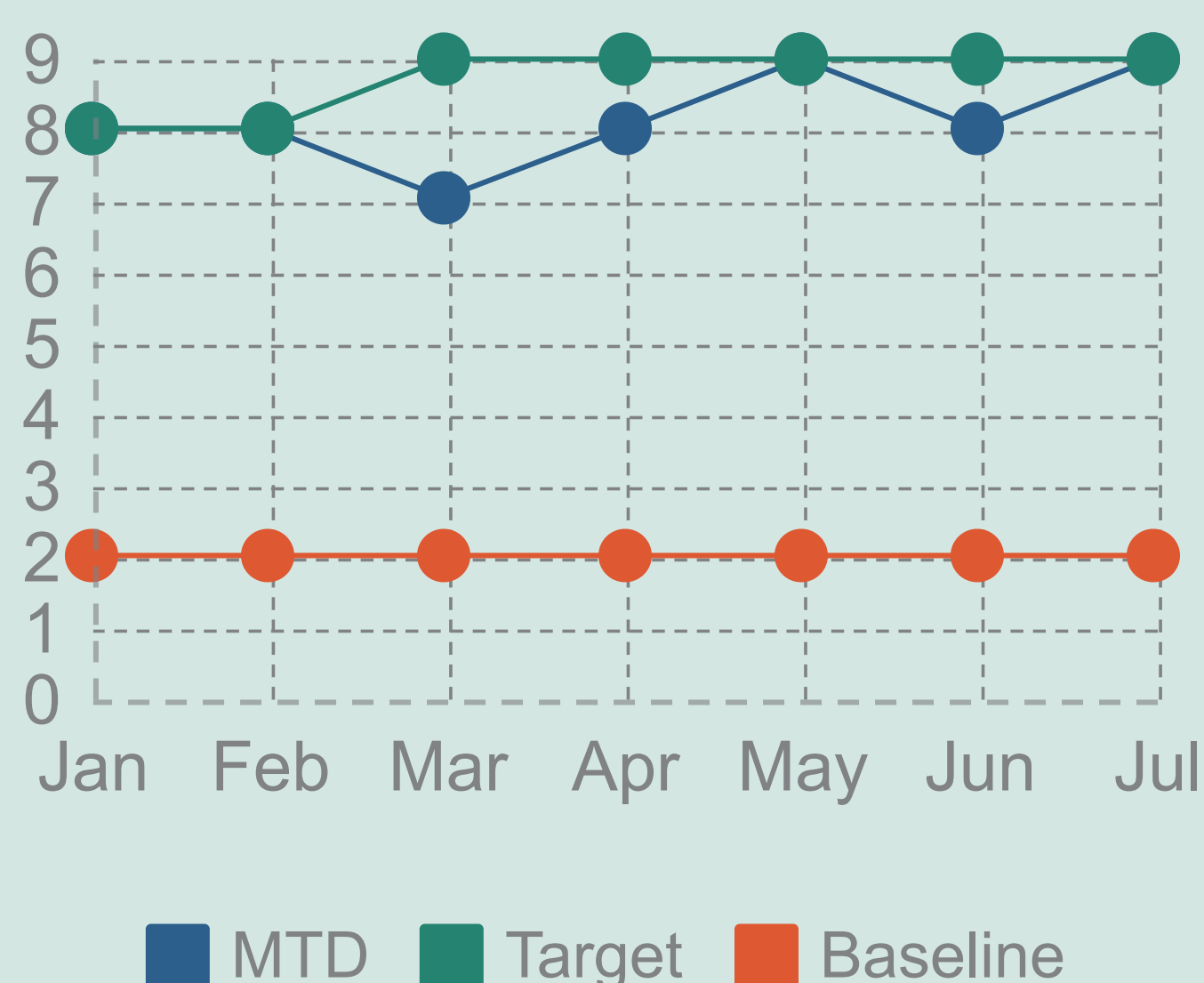


Chart 8: # of Clin. & Rev. Cycle Domains on Target

#### Policies and Procedures

- An Epic P&P Committee was created to provide structure, oversight and accountability to ensure all administrative policies and procedures were approved before go-live.

**100% of policies on target by August 3rd, resulting in an "on target" status (Chart 9).**

CY1819 % of Approved Policies and Procedures

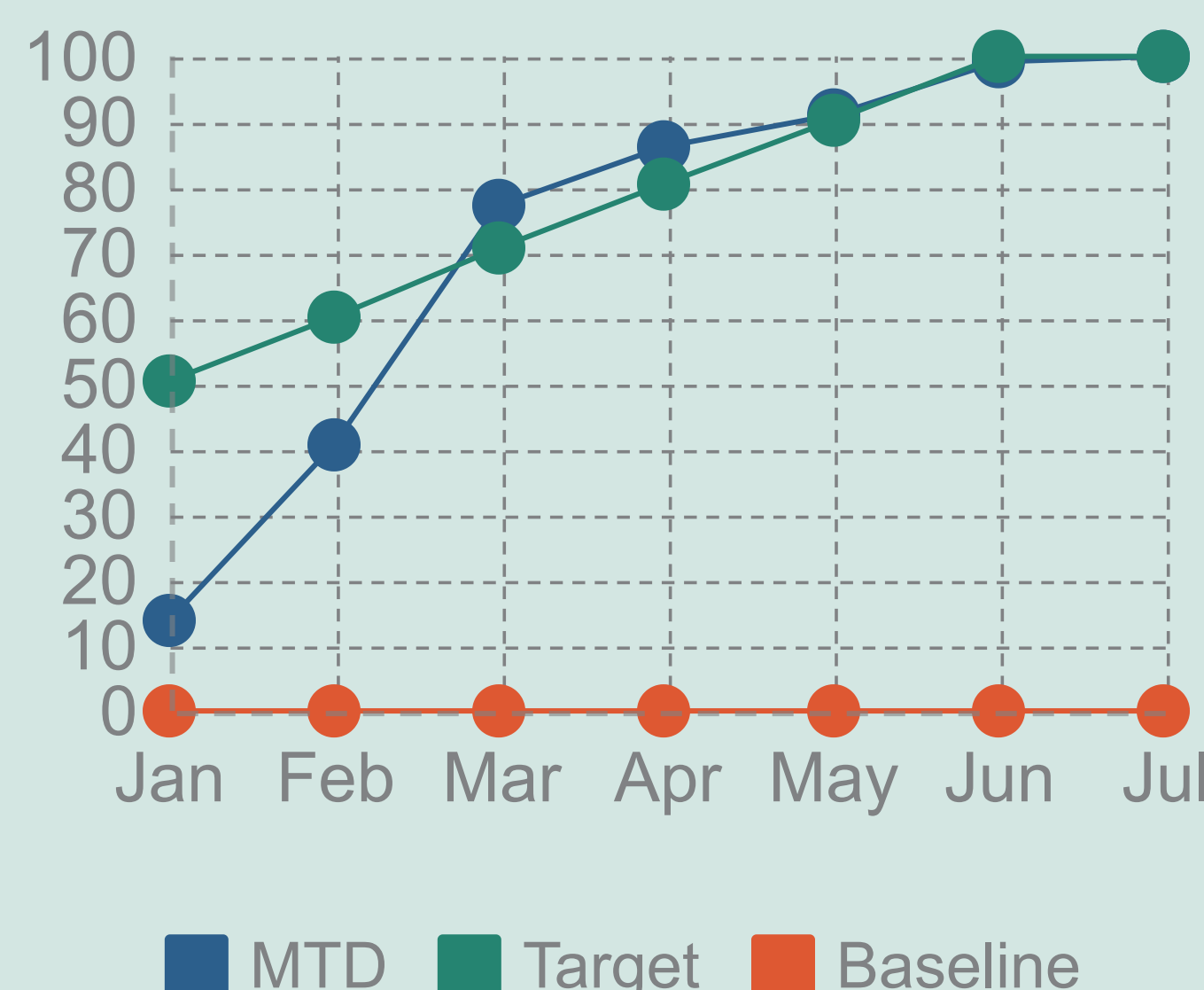


Chart 9: % of Approved Policies and Procedures

#### Labor and Backfill

- A contract was initiated to provide a specified amount of backfill nursing staff who would cover the hours of those being trained.
- Maintain full clinical capacity while staff were being trained, and to remain within budget.

**The Labor and Backfill operational area was on target before go-live (Chart 10).**

Actual to Budgeted Registry Backfill

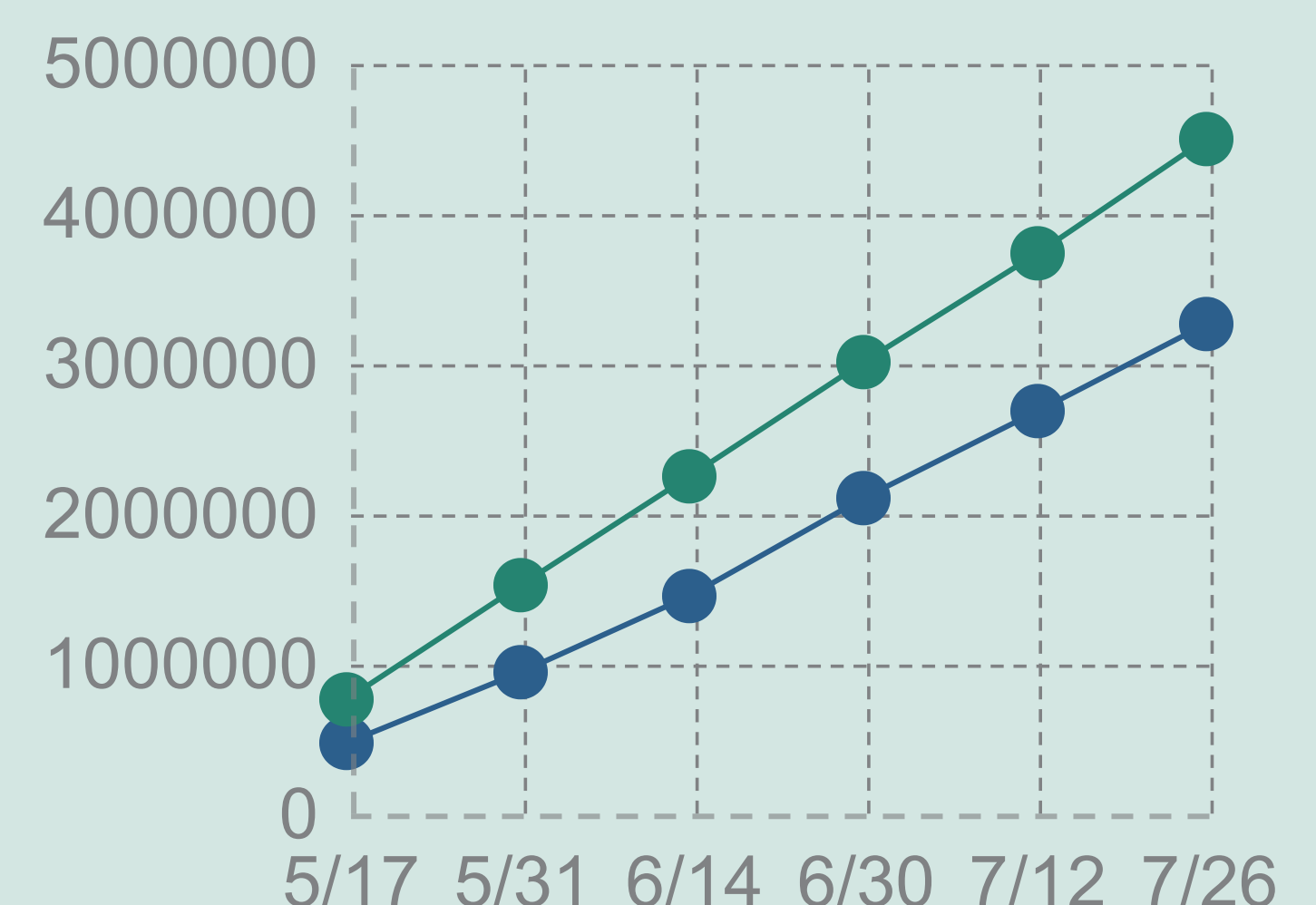


Chart 10: Actual to Budgeted Registry Backfill



# TRUE NORTH STRATEGIES

2

## IMPLEMENTING AN ELECTRONIC HEALTH RECORD SYSTEM

**100% ON TARGET AT GO LIVE**

Transitioning to one unified electronic health record system, ZSFG represented the largest and most complicated entity when looking at the scope of the implementation.

9

**OPERATIONAL  
AREAS**

### DPH Training

- 10,000 UCSF and DPH staff and providers from different disciplines, unions, and skill sets were trained within a 60 day period, while maintaining operational need.
- Ensure that staff were enrolled in the appropriate training courses so that they were adequately prepared for go-live.

**Before go-live, 99% of staff were enrolled in classroom training (Chart 11)**

Number of DPH Staff Enrolled in Classroom Training

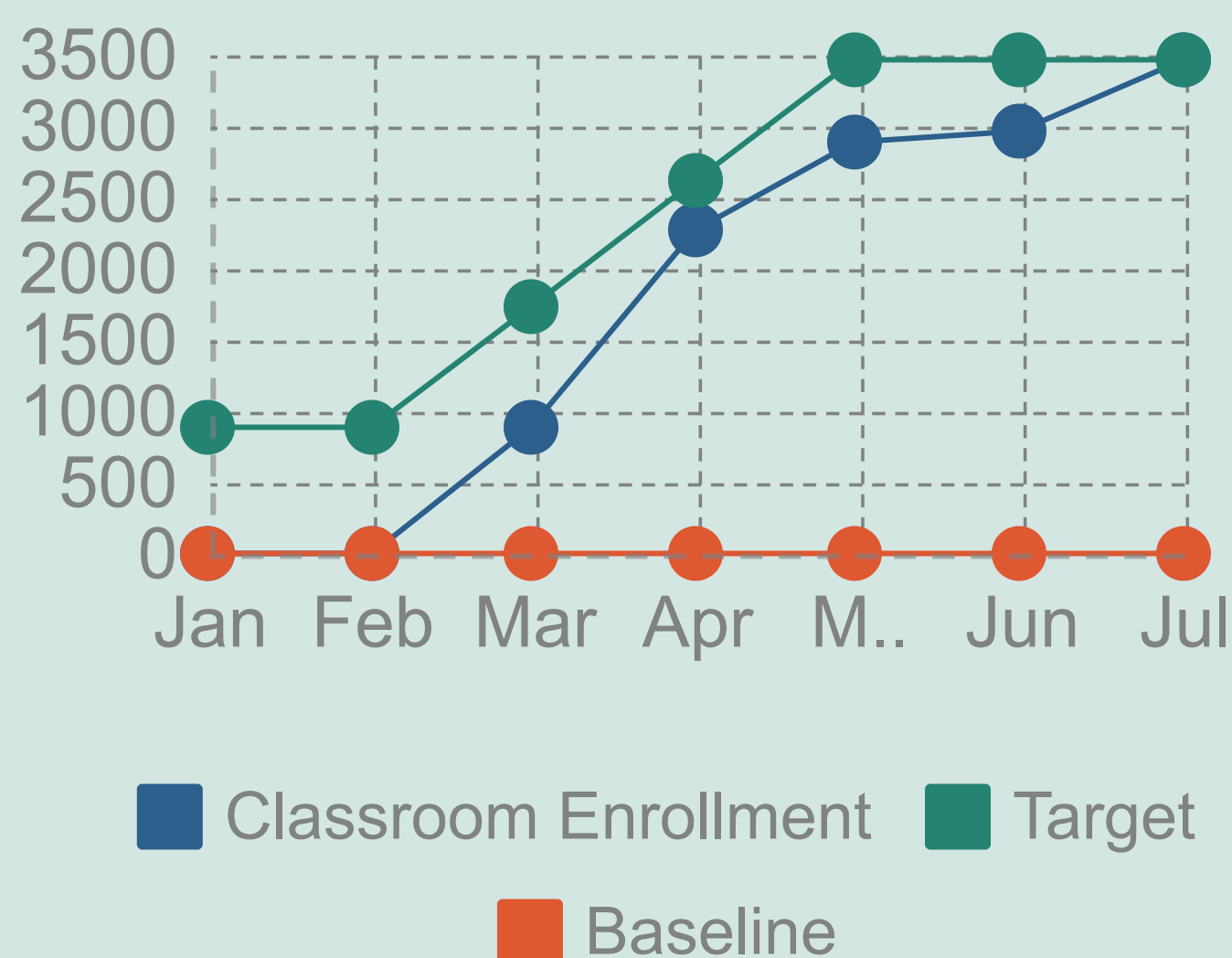


Chart 11: Number of DPH Staff Enrolled in Training

### Med Staff and Residents Readiness

- Focused on the 1,378 Medical Staff with over 900 Residents who needed to be enrolled in training.
- Partnered with Central Enrollment and IT to enroll Med Staff and Residents in correct training.

**Before go-live, 100% of Med Staff and Residents were enrolled in the appropriate training (Chart 12).**

Number of UCSF Medical Staff and Residents Enrolled in Classroom Training

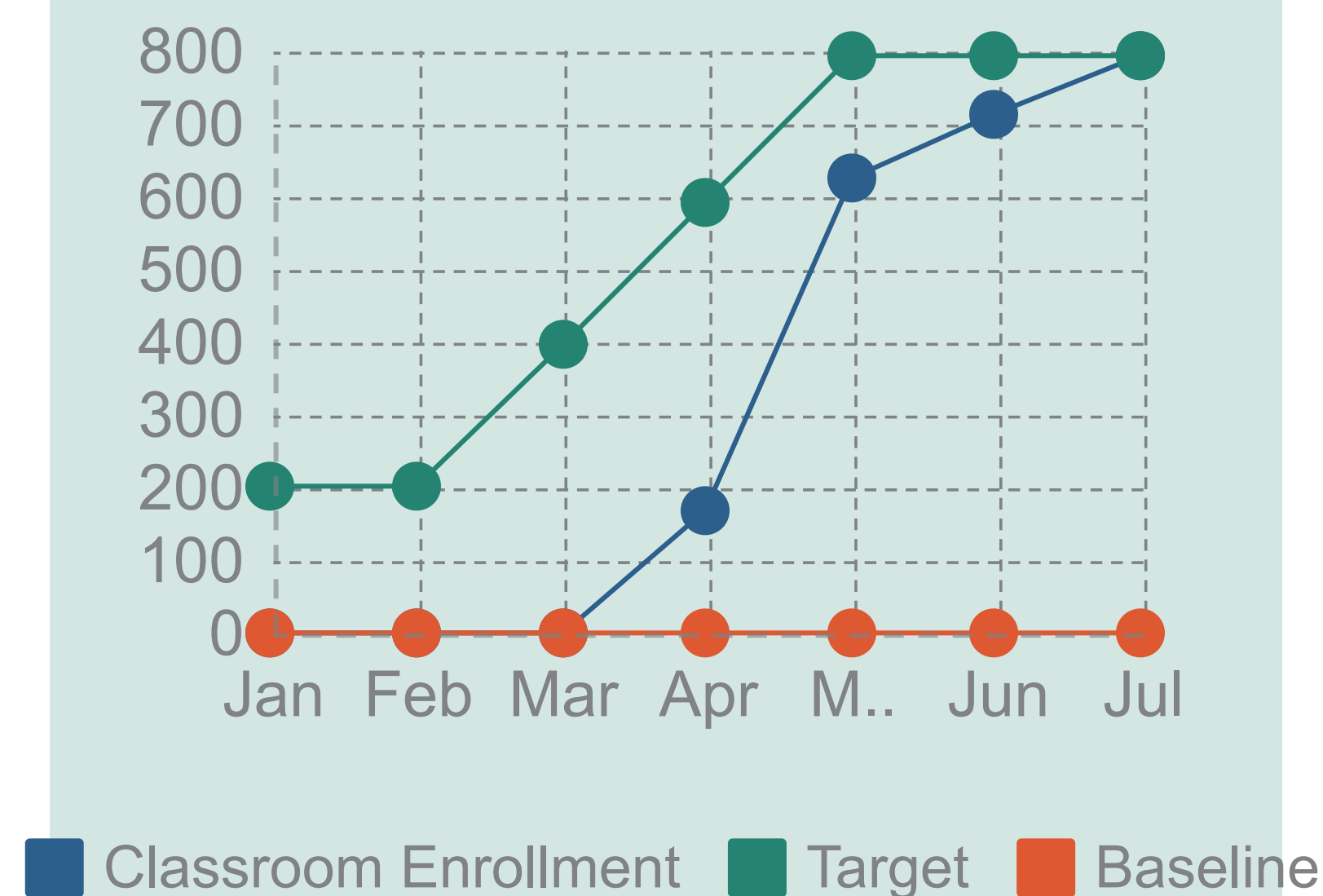


Chart 12: Number of UCSF Medical Staff and Residents Enrolled in Training

### Build

- Focused on the actual design of the Epic platform to meet the needs of the health system and the population ZSFG serves, on campus and DPH-wide.

**The build operational area was on target by 7:00AM on August 3rd.**

### Stabilization and Downtime

- Created standard work and policies around downtime procedures and reporting systems that would need to be followed in a time of crisis.

**100% of departments had downtime policies stored onsite (Chart 13) and 100% of DMS areas had go-live metrics on their dashboards (Chart 14) by go-live.**

Number of Downtime Policies Stored Onsite

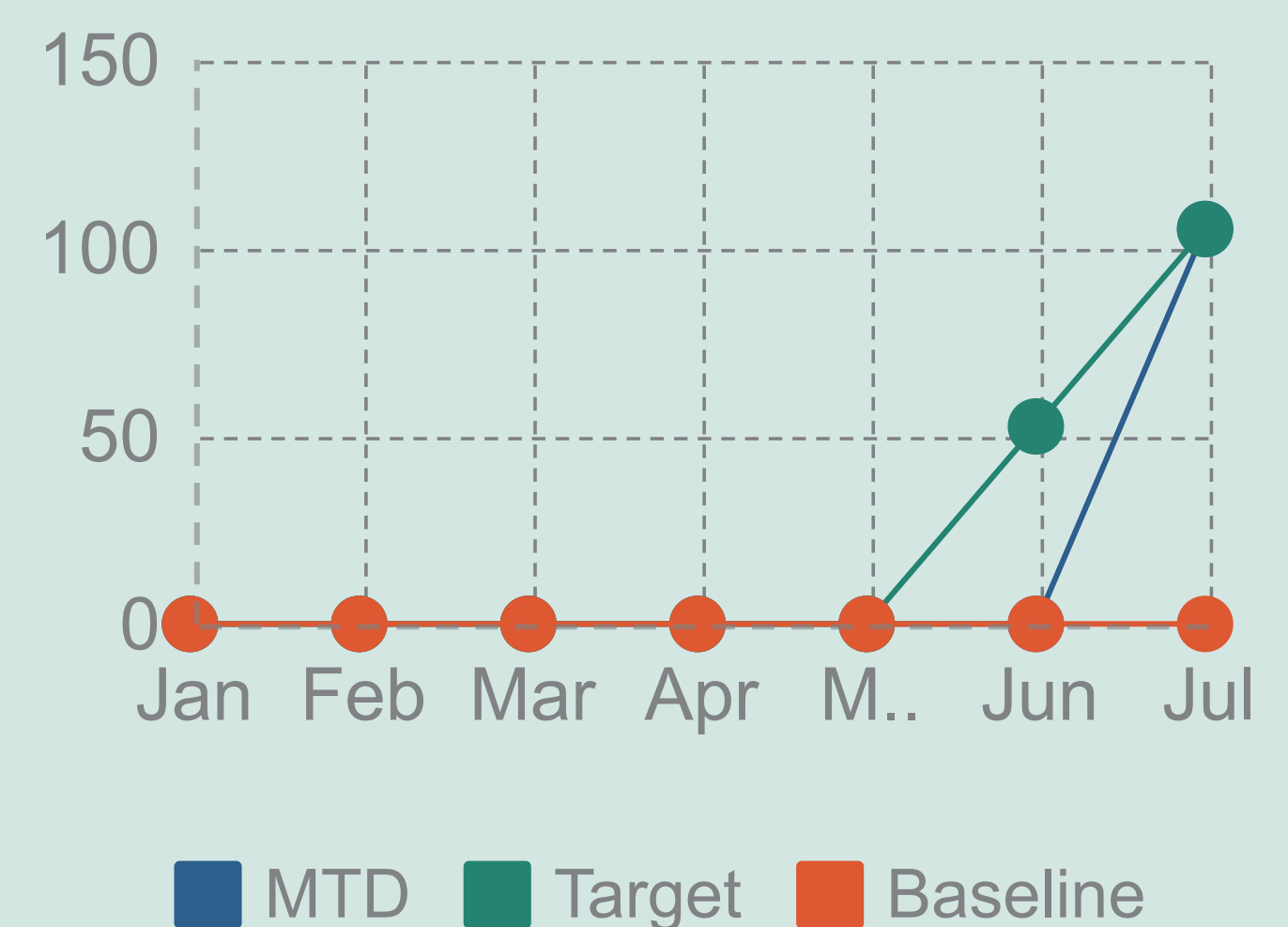


Chart 13: Number of Downtime Policies Stored Onsite

Number of DMS Areas with Go-Live Metrics on Dashboards

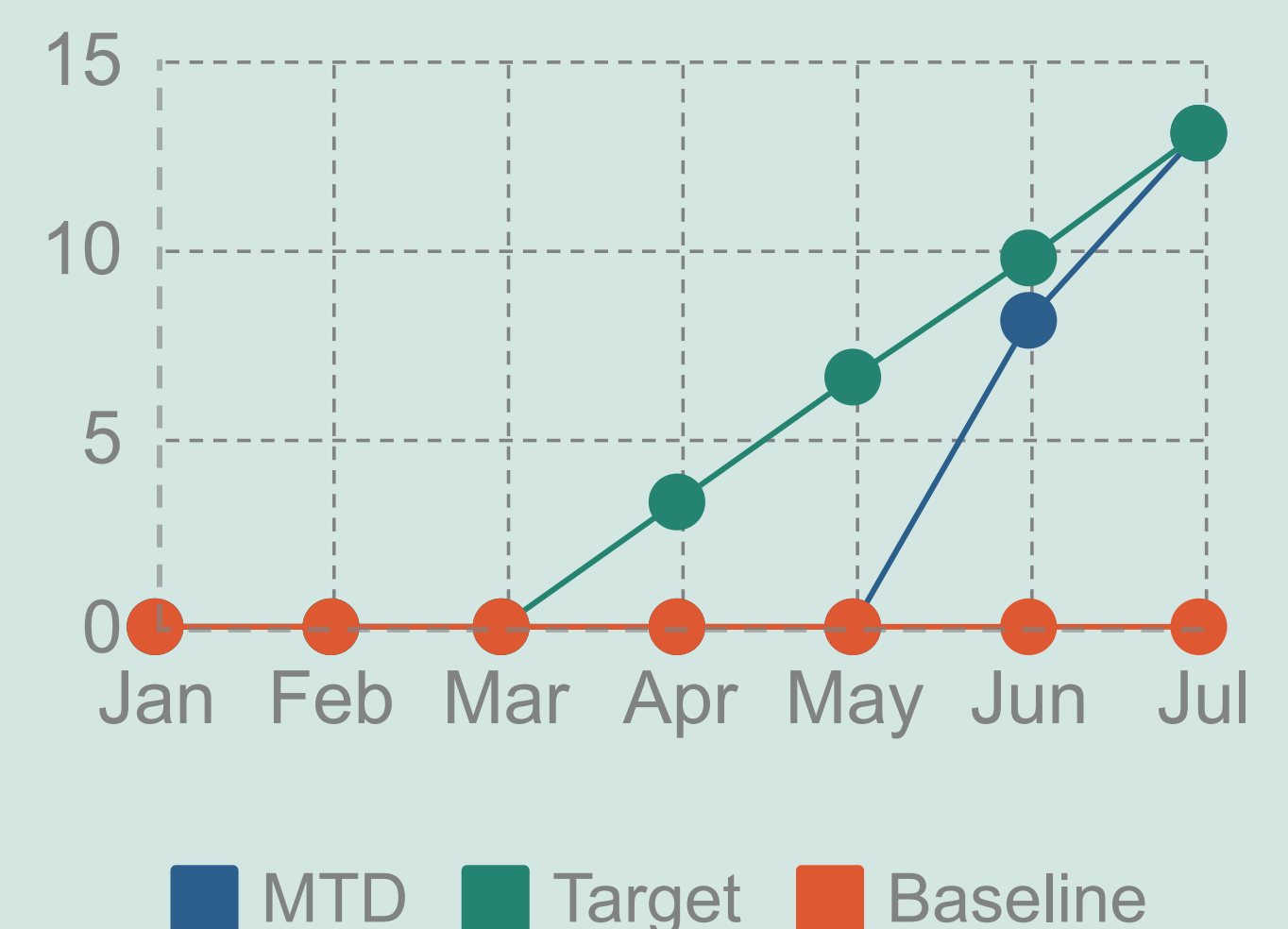


Chart 14: Number of DMS Areas with Metrics on Dashboards



# TRUE NORTH STRATEGIES

## 3 BUILDING OUR FUTURE

Building our Future is ZSFG's third strategy. 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 work 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.

In order to reach this strategic goal, a part of the operational plan was to initiate specific capital projects that would both enhance parts of campus and expand it. By the end of fiscal year 2018-2019, 110 capital project milestones had already been achieved (Chart 15).

FY18-19 # of Capital Project Milestones

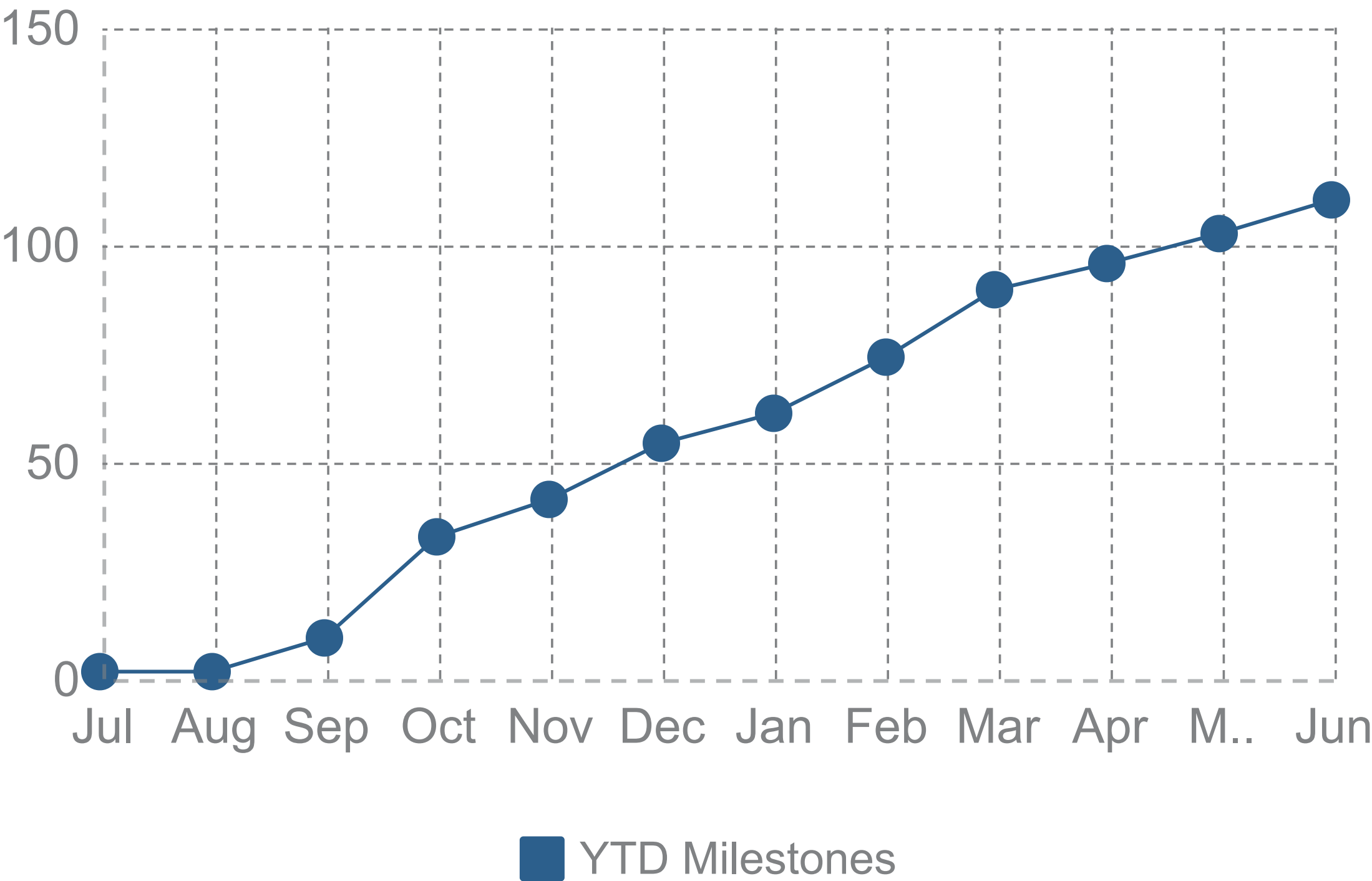
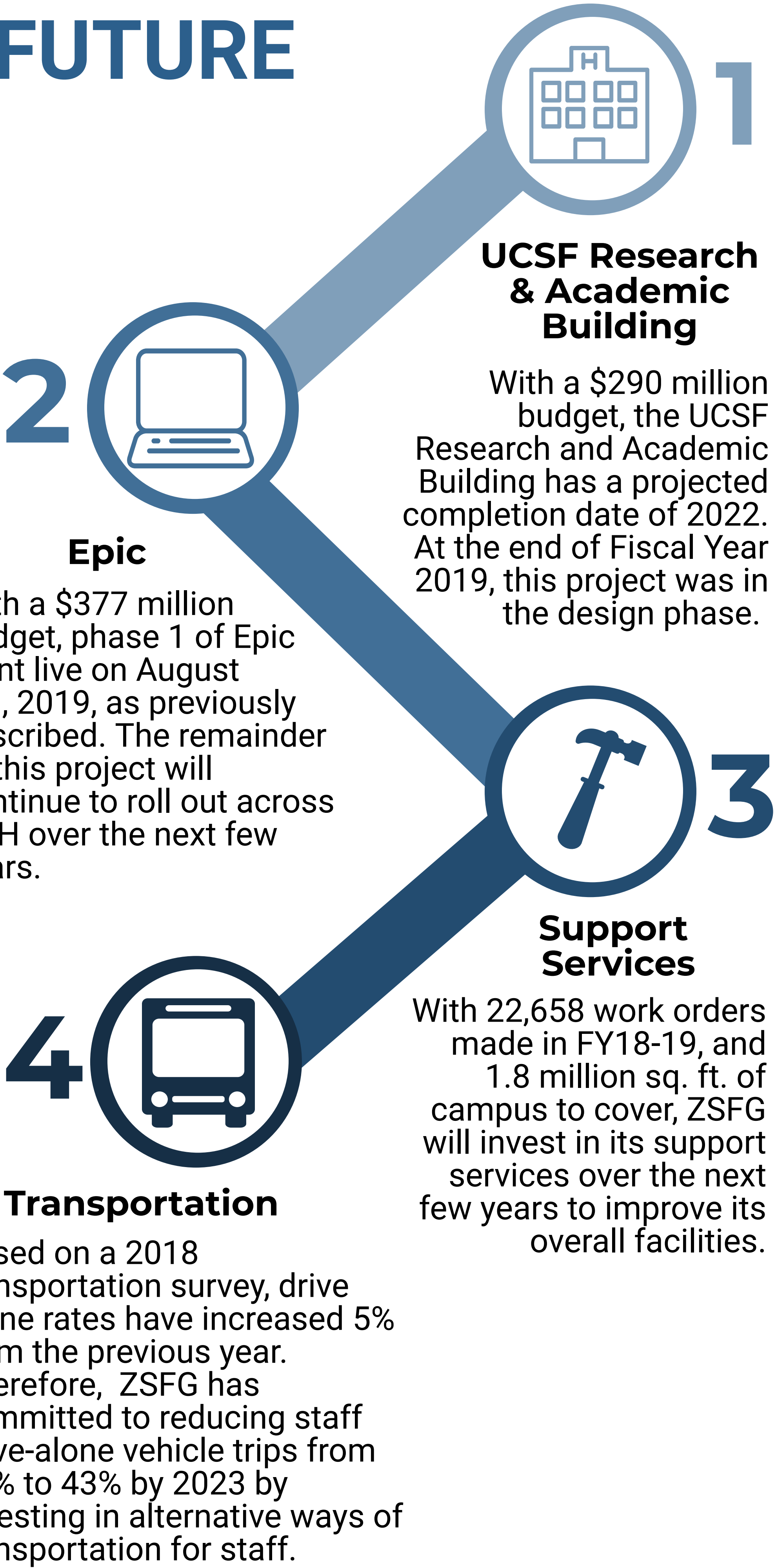


Chart 15: # of Capital Project Milestones in FY18-19

Specifically, some of the areas that the Capital Projects Team focused on are as follows:



The overall goal for next fiscal year is to control unplanned work, which creates delays in projects, putting timelines off track. Moving forward, the project teams hope to pro-actively prepare for intersections that might cause delays to ensure a timely completion of all of projects that will help to make ZSFG a better place to work for staff and a better place to serve this community.



# STAFF CELEBRATIONS

## Fall Festival 2018



Leaders volunteering to serve food to staff.

The 2nd Annual Fall Festival took place on Monday, September 24, 2018. This event was sponsored by Food and Nutrition Services and the CHEARS (Care & Hospital Employee's Activities Recognition & Service) committee. Fall Fest is a celebration to recognize staff for their commitment to Truth North and to show one of ZSFG's values, joy in our work. This year, 3,000 ZSFG & UCSF employees attended. Staff gathered in the courtyard of building 100 to enjoy music, play carnival games, and feast on carnival themed menu items that included turkey legs, funnel cakes, and cotton candy. One of the highlights of the festival was the dunk tank, where participants lined up to take turns tossing a ball to dunk ZSFG Executives and leaders.

Fall fest was a great success in rewarding well-deserved employees for all their hard work and incredible patient care.



Leaders participating in dunk tank activity,

## It's- It Ice Cream Social



Hospital Administration distributing ice cream.

On Thursday, June 6th, 2019, the CHEARS committee hosted an It's-It Ice Cream Social to celebrate all ZSFG staff and volunteers for their continued hard work in preparation for Epic implementation. Almost 3,500 ice cream sandwiches were distributed, with Executive staff and CHEARS volunteers delivering 900 of the ice cream sandwiches to departments with employees unable to leave their stations.

ZSFG is extremely grateful for all staff, who continue to provide the best possible care for our patients while also tackling Epic implementation.



ZSFG Staff receiving their It's-It ice cream.



# STAFF CELEBRATIONS

## Staff Celebrations

ZSFG would like to celebrate all of its incredible employees and especially congratulate the following staff who have been recognized for their hard work and dedication to patients:

- **Nicole Rosendale, MD**, for her recently published study in JAMA Internal Medicine regarding the effects of health-care provider attitude and approach on transgender patients.
- **Diane Lovko-Premeau, MBA**, for her Employer Partner Award from the City College of San Francisco.
- **Baby-Friendly Team, Health Information Services, Ben Mellott, Pharmacy Drug Shortage Team, Urgent Care Team, and the Street Violence Intervention Program** for the recognition of their outstanding service by the San Francisco Health Commission.
- **6M Pediatric Clinic** for their DAISY Award, which recognized those who personify ZSFG's True North commitment to Quality and Care Experience.
- **Nursing Workforce Development Team and Nursing Administration Department** for their recognition as an Employer Partner with nursing students and nursing allied health professionals through the City College of San Francisco.
- **Margaret Damiano, MBA**, on her Lloyd Holly Smith Award for Exceptional Service to the UCSF School of Medicine.
- **Karen Napitan, RN**, on her FACES partnership award that honored her for her continued partnership as an internship preceptor for John O'Connell High School students.
- **Neil Powe, MD, MPH, MBA**, on his 2019 David M. Hume Memorial Award from the National Kidney Foundation for his high ideals of scholarship and humanitarianism in an outstanding manner.

## New Leaders

- **Anh Thang Dao-Shah, Ph.D.**, Manger of Equity Strategies
- **Chris Dunne, MPH**, Manager of Capital Operations
- **Delphine Tuot, MD**, Associate Chief Medical Officer for Specialty Care and Diagnostics
- **Diane Lovko-Premeau**, Network-wide Health Information Systems Director
- **Hemal Kanzaria, MD**, Medical Director of Care Coordination
- **Laura Lang, MD**, Medical Director of Perioperative and Procedural Services
- **Lukejohn Day, MD**, Chief Medical Officer
- **Neda Ratanawongsa, MD, MPH**, Chief Medical Informatics Officer, SFDPH
- **Val Barnett, FACHE**, Director of Support Services

## National Environmental Health Services Week 2018

September 9 through September 15, 2018 was National Environmental Health Services Week. This was a time to celebrate and show appreciation for the fantastic Environmental Services team at ZSFG that works 24 hours a day, 7 days a week, taking great care of a complex hospital environment. Our team does an incredible job of not only ensuring that this campus is a beautiful place to work, but also that it is a safe place to serve our patients.

Many thanks to all the Porters of the Environmental Services Team for their continued performance excellence!



# STAFF CELEBRATIONS

## National Pharmacy Week 2018

October 21 through October 27, 2018 was National Pharmacy Week. This week celebrates the invaluable work done by pharmacists and pharmacy technicians in both our inpatient and outpatient settings at ZSFG. This is also a time to emphasize the importance of proper and safe use of medications to patients and their families.

ZSFG would like to congratulate and show its deepest appreciation to each member of the Pharmacy staff for their hard work and dedication to every patient served at ZSFG.

## Nurses Week 2019

The Nurses Week Celebration and Awards Ceremony was held at ZSFG on Thursday, May 2nd. The following awards were presented:

- **Daisy Award:** Amy Lee, Glenna Walker, Shannon Macfarland, Shayda Alaghemand O'Hara, Mal Osuagwu, and the IMPACT ICU team
- **O'Connell Society Award:** Jennifer Berke
- **Dorothy Washington Scholarship:** Tanisha Brooks and Elizabeth Sanchez
- **Ambulatory Care Nursing Leadership Award:** Consuelo Mesina and Patricia Grandberry
- **Friend of Nursing Award:** David Sanchez, MD
- **Harris Family National Teaching Institute Scholarship:** Kristina Lesiuk and Jennifer Miller

Thank you and congratulations to our nurses at ZSFG for their continued hard work and outstanding patient care!



Emergency Department Nursing Team

## Medical Staff Dinner 2019

On Wednesday, June 12th, approximately 175 staff attended the ZSFG 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 Chief Medical Experience Officer, Chief Medical Risk Officer and former Chief of Staff, Jeff Critchfield, MD, for his outstanding leadership and career contributions to ZSFG. Furthermore, Director Grant Colfax, MD, presented an award to Carol Taniguchi, NP for her excellence in primary care, CEO Susan Ehrlich, MD, recognized the inspirational ZSFG medical leadership, current Chief of Staff, Claire Horton, MD, was unanimously approved for an additional term, and Health Commissioner Edward Chow, MD, provided a strong expression of support and status update of the Department of Public Health.

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



# PATIENT LETTER



I write to you today to commend the extraordinary work and the amazing consideration of your employee, the inpatient food service phenomenon that made my recent five-day stay at Zuckerberg San Francisco General (ZSFG) so calm and so compassionate following a rather complicated spinal surgery on October 19, 2018. This staff member is indeed an amazing employee who kindly and considerately delivered hot meals to my room twice a day during his shift and did so always with a smile and warm greeting. His extra special attention made my hospital stay extra calm, especially in light of Neurosurgery's requirement that I needed to lie flat on my back for the first 72 hours of my inpatient stay as a result of a dural tear and possible CSF leak while having my third spinal surgery in the last seven and a half years with the amazing surgeons from Neurosurgery.

While a patient in the acute setting at ZSFG, I looked forward to seeing this employee twice daily for delivery and twice daily for pick-up of the food tray at my bedside. I was truly blessed, as were all of the patients at the hospital, to have the good fortune of his kindness, his bedside manner and his assistance when visiting my room armed with nutritious and delicious lunches and dinners each day.

He assisted adjusting the bedside table to fit between the wheels of the hospital bed, something I could not manage alone, as well as to alter the height so that I could attempt to eat while lying flat. He always did so with a smile on his face, with a gentle and calm greeting hello, and with a bedside manner that rivals that of the doctors and staff in Neurosurgery, who are at the top of my personal list for exemplary bedside manner, professional expertise and compassionate care.

My partner of over thirty--seven years and husband of over ten years, was by my side each day from 9:00 am but was at times in the cafeteria enjoying a bowl of delicious soup each day when this employee delivered my noon meal, and was leaving for his way home each afternoon when he delivered my evening meal. A number of times when my partner was in my room with me, he commented on how amazingly considerate, how truly friendly and how completely kind he was when bringing sustenance to my room AND when returning to reclaim the finished tray afterwards.

The nursing care that I received while at ZSFG was remarkable of course as many fine nurses exist within the inpatient hospital and clinic settings there. The housekeeping staff that I encountered throughout my hospital stay was also one-of-a-kind. The facilities are so very comfortable and my single room on the 4th floor with its beautiful view towards Sutro Tower atop Twin Peaks was amazing. The inpatient PT and OT that I met with the day that I was discharged were delightful and kind. The charge nurses on the 4th floor were very considerate and helpful. And I think you know much I appreciate the entire Neurosurgery staff at the hospital!

But really, the most truly kind, considerate, helpful, polite, attentive, friendly and compassionate soul that I had the distinct pleasure to meet during my stay was one from Food Services. He left a truly indelible mark on my hospital experience and he made what was otherwise a very difficult time navigating food from a lying down position for the first three full days of my stay, not only manageable, but something that I looked forward to twice each day.

Thank you so much for taking time from your extremely busy schedule to read this letter and hear about a fantastic and considerate member of the ZSFG family of caregivers and providers."

## ZSFG staff placing patients at the center of all we do.



# OUR PATIENTS

“

We had a 40-year old woman who came in having suffered the worst headache of her life. It was discovered that she had a ruptured aneurysm in her brain. Through expert neurosurgical critical care, her condition steadily improved. A few weeks later she and her husband expressed their deepest gratitude for the lifesaving and brain-preserving care she received here at ZSFG."

“

It's so amazing the amount of care I've received. I saw being a patient adviser as an opportunity to pay back all of the great care I've received."

“

We have this tremendous ED experience because we have this incredible new ED. That also continues with the new Urgent Care Center!"

“

I have an excellent primary care provider and we work together as a team."

“

I am writing to express my deepest gratitude for the wonderful treatment my mother received at SF General when admitted as a result of a horrific accident she has experienced. The dedication, professionalism, and kindness of your staff were beyond words and helped us to overcome an extremely challenging period to my mom and my family. Thank you also for listening to us, for being so attentive and understanding. We deeply appreciate all you did for us."



Our Incredible ZSFG Staff ensuring patients are receiving the best care,

“

The Environmental Services employee provides great service and reaches out making a personal connection to all patients in her unit."

“

I've been volunteering for four years now and the Pharmacy staff is great!"

“

Treating this patient population creates staff that are really sympathetic to patients who are having a difficult time. I'm always so impressed by that."

“

We had a boy who was here for his birthday. The patient was not able to eat because his jaw was wired shut, so we couldn't send him a birthday cake. Instead we sent up a few stuffed animals and balloons from the carnival. He was really excited to get the birthday treats!"



# Profiles

## ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL

### *Executive Team*



**Aiyana Johnson, MSW, MPH**  
Chief Experience Officer



**Brent Andrew, MPP, MS**  
Chief Communications  
Officer



**Claire Horton, MD**  
Chief of Medical Staff



**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, MHSA**  
Director of Administrative  
Operations



**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



**Troy Williams, RN, MSN**  
Chief Quality Officer



# Profiles

## SAN FRANCISCO HEALTH COMMISSION

As the governing and policy-making body of the Department of Public Health, the San Francisco Health Commission is mandated by the City & 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.

### Joint Conference Committee for Zuckerberg San Francisco General

The Joint Conference Committee (JCC) for ZSFG is a sub-committee of the Health Commission. Committee members are appointed by the Health Commission President.



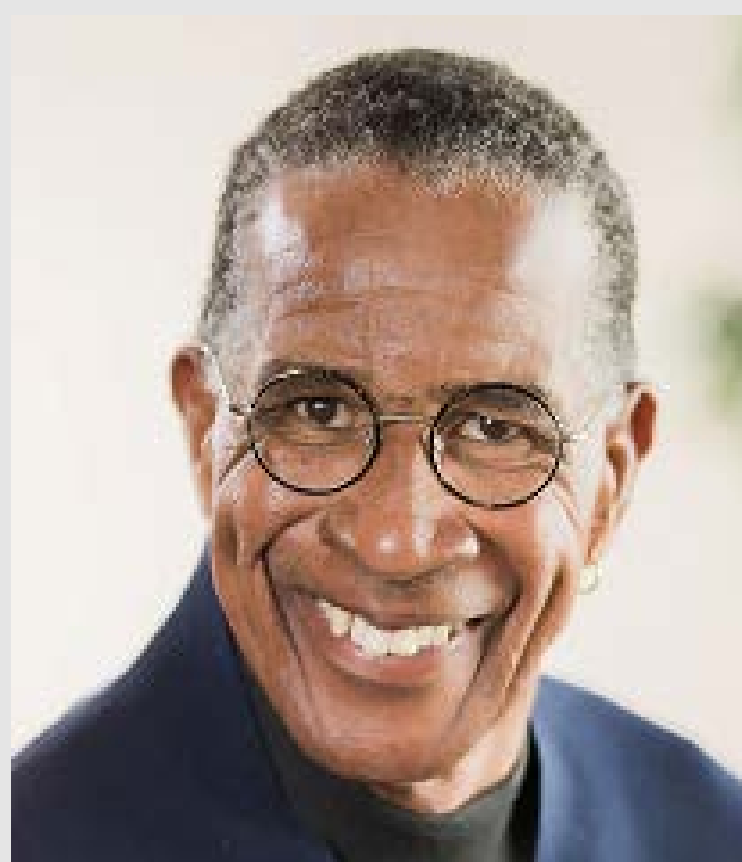
#### **Edward A. Chow, M.D., JCC Chair**

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over 45 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. He is co-chair of the Asian American Native Hawaiian and Pacific Islander Diabetes Coalition; member-at-large of the Federation of Chinese American and Chinese Canadian Medical Societies Board of Directors; and founding member of the National Council of Asian Pacific Islander Physicians. He has received numerous awards for his work in health disparities and cultural competency, including the 2008 Alumni Merit Award from St. Louis University School of Medicine, Laureate Award from the American College of Physicians Northern California Chapter (2008), San Francisco Asian Pacific American Heritage Lifetime achievement Award (2010), and the Silver SPUR award (2012) for enhancing the quality of life and vitality of the San Francisco Bay Area. Dr. Chow is the former President of the Health Commission, currently chairs the San Francisco General Hospital Joint Conference Committee, and is a member of the Finance and Planning Committee.



#### **Laurie Green, M.D., JCC Member**

Laurie Green, MD, is a founding partner of Pacific Women's OB/GYN Medical Group. For many years, she served as a media consultant and on air reporter for medical issues at KTVU and other Bay Area television and radio stations. In addition to her interest in medical communications, she has deep experience in high-risk pregnancy, twin pregnancy, and change-of-life care. She has served on the Board of Directors of Brown and Toland Medical Group for the past 16 years, and has been responsible for many initiatives to improve physician communication and quality of care. Most recently, she was elected to serve as President of the Harvard Medical Alumni Association, advising the school on alumni relations and medical education.



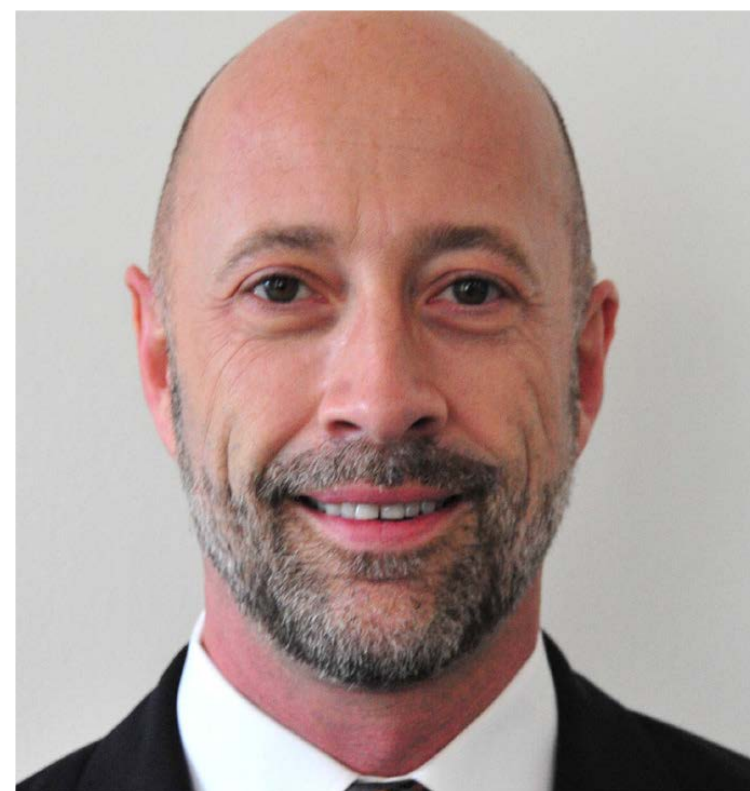
#### **James Loyce Jr., M.S., Health Commission President and JCC Member**

Commissioner Loyce is a Public Health and Non-Profit professional and advocate with over 35 years of experience. He began his career in the Non-Profit Sector in clinical staff positions progressing over time to the role of Executive Director/CEO. His advocacy work included co-founding The Black Coalition on AIDS and serving on numerous Boards of Directors for Non-Profits. He also has been involved in local, state and federal health policy advocacy. In the public sector, Commissioner Loyce served the City and County of San Francisco in a variety of senior administrative roles that spanned health policy, budget development and advocacy at local, state and federal levels. He retired from the San Francisco Department of Public Health as a Deputy Director in 2007 after 20 years of service. Since his retirement, he has returned to Public Health and Non-Profit advocacy work serving on a number of San Francisco Bay Area and National Boards. He is also an Organizational Development Consultant to Non-Profits. Commissioner Loyce was appointed to the Health Commission in 2016 and is a member of the Community and Public Health Committee and the Zuckerberg San Francisco General Hospital Joint Conference Committee.



# SAN FRANCISCO HEALTH COMMISSION (CONTINUED)

As the governing and policy-making body of the Department of Public Health, the San Francisco Health Commission is mandated by the City & 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.



**Dan Bernal, Vice President**

Commissioner Loyce is a Public Health and Non-Profit professional and advocate with over 35 years of experience. He began his career in the Non-Profit Sector in clinical staff positions progressing over time to the role of Executive Director/CEO. His advocacy work included co-founding The Black Coalition on AIDS and serving on numerous Boards of Directors for Non-Profits. He also has been involved in local, state and federal health policy advocacy. In the public sector, Commissioner Loyce served the City and County of San Francisco in a variety of senior administrative roles that spanned health policy, budget development and advocacy at local, state and federal levels. He retired from the San Francisco Department of Public Health as a Deputy Director in 2007 after 20 years of service. Since his retirement, he has returned to Public Health and Non-Profit advocacy work serving on a number of San Francisco Bay Area and National Boards. He is also an Organizational Development Consultant to Non-Profits. Commissioner Loyce was appointed to the Health Commission in 2016 and is a member of the Community and Public Health Committee and the Zuckerberg San Francisco General Hospital Joint Conference Committee.



**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. Her other professional affiliations include San Francisco Families First Five Commission Chair, Home Away from Homelessness, St Anthony's Pediatric Clinic, Marin Community Pediatric Program, and the Northeast Medical Services Pediatric Clinics. Dr. Giraudo earned her Doctorate in Educational Psychology and Counseling from the University of San Francisco; a Master's degree in education from San Francisco State University, and her Bachelor Arts Degree from the University of San Francisco.

**Tessie M. Guillermo**



Commissioner Guillermo is the Chair of the Board of Directors of CommonSpirit, the third 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. In recognition of her national leadership, Commissioner Guillermo was appointed by President Bill Clinton to serve as an inaugural member of the President's Advisory Commission on Asian Americans and Pacific Islanders. She also currently serves on the boards of the Marguerite Casey Foundation, the Nonprofit Finance Fund, the Center for Asian American Media and the Smithsonian Museum's Asian Pacific American Center. Commissioner Guillermo is an alumnus of the University of California, Berkeley; and California State University East Bay, where she has been awarded recognition as a Distinguished Alumni of the School of Business and Economics. She was appointed to the Health Commission in 2018 and chairs the Laguna Honda Hospital Joint Conference Committee.



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

Mr. Morewitz has worked in public health research; program development and evaluation; and non-profit program administration. At SFDPH, he has worked in HIV service contracting and monitoring; provided social work services; and served as Director of the Forensic AIDS Project. He has worked with the Health Commission since 2009.





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