

Annual Report

FISCAL YEAR 2025-2026

San Francisco Department of Public Health

San Francisco Health Network

ZUCKERBERG SAN FRANCISCO GENERAL Hospital and Trauma Center

Table of Contents

A Message from our CEO 1

About Us 2

By the Numbers 5

Fiscal Year 2025-2026 7

In Memoriam 8

Focus on Safety & Security 9

Honors & Awards 14

Highlights 20

Staff Experience & Wellness 30

Nursing 34

Surveys 40

True North Strategies 43

Overview 44

Equity 45

Quality, Access & Flow 47

Safety, Care Experience 50

Safety, Developing Our People 52

Financial Stewardship 54

Building Our Future 55

UCSF at ZSFG 59

San Francisco General Hospital Foundation 65

Community Outreach 71

Staff Celebrations 75

Our Patients 80

Executive Team 84

Health Commission 85

Always ready and here for you, San Francisco.



A MESSAGE FROM OUR CEO, DR. SUSAN EHRLICH

This fiscal year, Zuckerberg San Francisco General Hospital celebrated the 10-year anniversary of Building 25, our acute care hospital. A decade later, it remains state-of-the-art, delivering expert, compassionate care to San Franciscans in a safe, modern healthcare environment.

Building 25 was designed to meet San Francisco's needs, today and in a crisis. More operating rooms, inpatient beds, and private rooms create a safer, more comfortable environment for healing. Our expanded capacity also means the Emergency Department (ED) can double in size during a citywide emergency, helping ensure ZSFG is ready when our community needs us most.

Why does this matter? ZSFG has never been busier. This past year, we served more than 100,000 San Franciscans and our ED remains the busiest in the City. With such historic volume, we focused on improving access and flow throughout the system, and I am proud of the work we accomplished. In this report you will read how we reduced the rate of patients leaving without being seen, reduced ambulance diversion, and strengthened care coordination to help patients transition home or to a more appropriate care setting faster.

We also stayed laser-focused on helping the City confront the behavioral health and substance use crises on our streets, by expanding access to medications for opioid use disorder across the hospital. This work is helping to break the cycle of overdose.

This year brought a major focus on safety and security. In honor of our colleague Alberto Rangel, and in partnership with DPH and UCSF, we made significant, sustained safety upgrades, including an expanded security presence, new weapons detection systems, improved lighting, better emergency communications, enhanced safety trainings, more cameras, badge readers, and duress devices; and a new safety governance structure. More improvements are underway as part of our ongoing commitment to a safer environment for all.

ZSFG was a resilient force this year thanks to our extraordinary staff who showed up for our patients with compassion and excellence, while building a stronger hospital for our community.

I am deeply grateful to the DPH, the Health Network, the Health Commission, UCSF, and the General Hospital Foundation who are all essential to making our work possible.

Susan P. Ehrlich, MD, MPP
Chief Executive Officer

Care is here

MISSION

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

VALUES

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

VISION

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



Who we are

ACUTE HOSPITAL & LEVEL 1 TRAUMA CENTER

Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG), one component of the San Francisco Health Network (SFHN), is a licensed general acute care hospital, operated by the City and County of San Francisco's Department of Public Health (DPH). ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health, and rehabilitation services for adults and children. It is the largest acute inpatient hospital for psychiatric patients in the city. Additionally, it is the only acute hospital in San Francisco that provides 24-hour psychiatric emergency services and the only Level 1 Trauma Center in San Francisco.

HIGH VALUE CARE

ZSFG is an integral part of the public health care delivery system working in partnership with SFHN to improve the health of the San Francisco community. We provide patients with timely, efficient, high-quality, and effective care in a welcoming and safe environment.

We are also one of the nation's top academic medical centers, partnering with the University of California San Francisco (UCSF) School of Medicine, Dentistry, Nursing, and Pharmacy on clinical training and research.

OUR PATIENTS

ZSFG serves more than 100,000 patients every year with 20 percent of all ambulances in San Francisco being directed to ZSFG. We serve a diverse patient population, providing services in more than 20 languages to San Francisco's ethnically and racially diverse communities.

SAN FRANCISCO HEALTH NETWORK (SFHN)

ZSFG is part of SFHN, DPH's integrated delivery system of care. SFHN was launched in 2014 as San Francisco's first complete system of care with the goal of improving the value of services provided to patients, staff, and all San Franciscans. The mission of SFHN is to provide high-quality health care that enables all San Franciscans live vibrant healthy lives, regardless of income, immigration status, or insurance coverage. The vision of SFHN is to be every San Franciscan's first choice for health care and well-being.



ZSFG operates the only Level 1 Trauma Center serving San Francisco and Northern San Mateo County and serves as the hub of the City's disaster response in an earthquake or major crisis.

San Francisco Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Who we are

ACUTE CARE

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

URGENT CARE

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

AMBULATORY CARE

As part of the San Francisco Health Network, ZSFG operates four of 14 SFHN primary care clinics. ZSFG is the network's sole provider of specialty care services.

MEDICAL EMERGENCY

ZSFG provides comprehensive care for severely injured patients.

PSYCHIATRY EMERGENCY

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

TRAUMA SERVICES

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

UCSF AT ZSFG

Since 1873, UCSF has been a partner in public health with ZSFG. Through this unique affiliation, UCSF physicians and scientists provide top-notch medical care and cutting-edge research that is available to all San Franciscans.

ACADEMICS AND RESEARCH

153 years UCSF and ZSFG have worked together.

Ranked Tier 1 in Research and Primary Care by U.S. News and World Report Best Medical Schools.

2,570 University faculty & staff

- **576** Active faculty on ZSFG medical staff
- **659** Courtesy faculty on ZSFG medical staff
- **305** Affiliated professionals

1,030 House staff that rotate throughout the year at ZSFG

- **800** Residents
- **230** Clinical fellows

ANCILLARY CARE

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

PRIMARY CARE CLINICS

- Richard H. Fine People's Clinic
- Family Health Center
- Children's Health Center
- Positive Health Clinic/ Ward 86

SPECIALTY CLINICS:

- Cardiology
- Dermatology
- Diabetes
- Endocrinology
- Gastroenterology/ Hepatology
- General Surgery/Trauma
- Geriatrics
- Obstetrics/Gynecology
- Hematology/Oncology
- Infectious Diseases
- Nephrology
- Neurology
- Neurosurgery
- Ophthalmology
- Oral and Maxillofacial Surgery
- Orthopedic Surgery
- Otolaryngology (ENT)
- OTOP-Ward 92
- Pain Clinic
- Palliative Care
- Plastic Surgery
- Pulmonary
- Rheumatology
- Vascular Surgery
- Urology

By the Numbers

FISCAL YEAR 2025 - 2026



101,453
PATIENTS SERVED





3,579
DEPARTMENT OF PUBLIC HEALTH STAFF

2,570
UCSF STAFF AT ZSFG



TRAUMA ACTIVATIONS

2,269



MEDICAL & PSYCHIATRIC CARE EMERGENCY VISITS

77,863



41,148
URGENT CARE VISITS

397
LICENSED BEDS





309,782
OUTPATIENT VISITS



1,161
BABIES BORN

By the Numbers

FISCAL YEAR 2025 - 2026

		FY 24-25	FY 25-26
GENDER	Male	50%	50%
	Female	50%	50%
RACE/ETHNICITY	Black / African American	12%	12.5%
	Asian	19%	19%
	Native Hawaiian or Pacific Islander	1%	1%
	Native American	0.5%	0.5%
	Latine/x	44%	43%
	White	15%	16%
	Other / Unknown	8%	8%
AGE	Under 18	13%	13%
	18-24	7%	7%
	25-44	31%	31%
	45-64	30%	29%
	Over 64	19%	20%



	FY 24-25	FY 25-26
4A Skilled Nursing Care		
Average Length of Stay	33	29
Mental Health Rehabilitation Center		
Mental Health Rehab Admissions	53	65
Mental Health Rehab Days	11,780	14,652
Average Daily Census	33	40
Emergency Services		
Emergency Visits (includes inpatient admits)	68,726	73,000
Psychiatric Emergency Visits (includes inpatient admits)	4,565	4,863
Urgent Care Visits	51,584	41,148
Acute Care Services		
Acute Admissions	13,026	12,942
Acute Patient Days	89,927	83,786
Observation Patient Days	2,963	5,155
Average Daily Census for Medical/ Surgical Services	247	230
Average Daily Census for Medical/ Surgical Services (Observation)	8	14
Acute Psychiatric Admissions	585	551
Acute Psychiatric Days	17,697	17,864
Acute Psychiatry Average Daily Census	48	49
Office Visits		
Visits*	295,146	309,782
Primary Care In-Person Visits	92,277	79,029
Primary Care Telehealth Visits	11,417	16,188
Specialty Care In-Person Visits	163,829	168,290
Specialty Care Telehealth Visits	22,168	27,798
Diagnostic and Other Services	293,635	295,977

** Numbers include primary and specialty care visits*

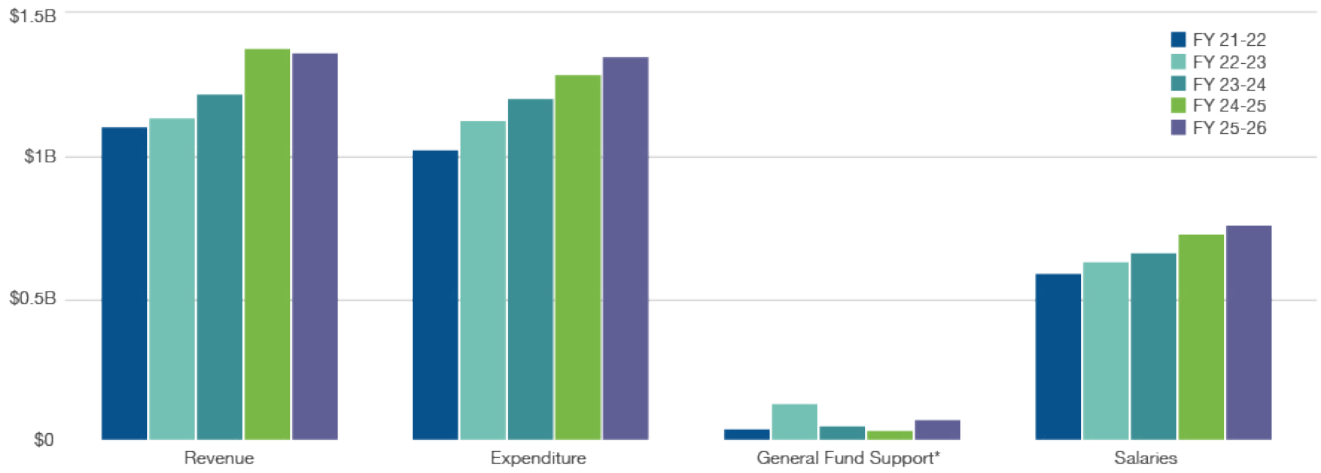
By the Numbers

FISCAL YEAR 2025 - 2026

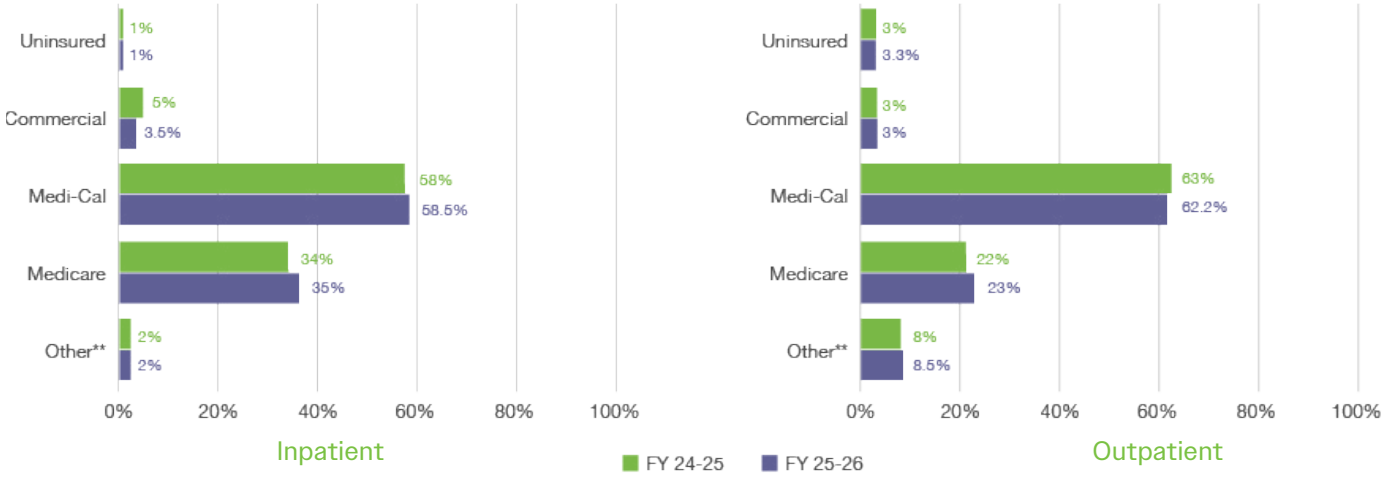
Financials

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Total Operating Revenue	1,117,120,715	1,150,065,916	1,236,711,255	1,397,179,850	1,351,765,423
Total Operating Expenditure	1,024,981,855	1,127,205,193	1,204,037,292	1,288,651,487	1,360,996,024
General Fund Support (net)	32,170,878	105,105,133	41,734,407	39,461,006	52,337,601*
Salaries & Fringe Benefits	588,873,873	630,380,106	660,724,604	723,482,310	770,931,291

* Net General Fund Support varies each year due to prior year cost report settlements, unanticipated revenues, and year-end intra-departmental transfers. Does not include local funds to the State to draw down matching federal dollars.



Payor Sources



** Healthy Families, Research, Jail, Workers' Comp, Non-Medi-Cal, CHN Capitated plans



In Memoriam: Honoring the Life of Alberto Rangel

DPH lost a beloved member of our community on December 6, 2025, with the passing of Alberto Rangel, a deeply compassionate person who was a social worker at Ward 86 on the ZSFG campus. His loss is felt profoundly across our entire community, and the outpouring of grief from Ward 86 and the entire DPH, UCSF, and ZSFG communities reflects the depth of his impact and how greatly he is missed.

Alberto was a cherished member of the UCSF and ZSFG teams, having spent the last five years of his 15-year career working at Ward 86. He is remembered as a warm, dedicated, and deeply compassionate social worker who devoted his career to supporting thousands of patients during their most vulnerable moments. Known for his kindness, his ability to meet people with humanity and respect, and his unwavering belief in the dignity of every person he served, Alberto touched countless lives. He offered comfort, connection, and healing to patients, families, and colleagues alike.

We are proud of our staff who work every day to carry on our mission to provide exceptional care with dignity to everyone in our community, just as Alberto modeled so beautifully. In his memory, DPH remains committed to honoring his legacy by making all of our facilities as safe as possible for our staff, patients and visitors.

Focus on **Safety & Security**



"You deserve to be heard, supported, and safe, and I am committed to delivering on that promise."

– Dr. Susan Ehrlich, CEO

Focus on Safety & Security

ADVANCING A SAFER, MORE SECURE ZSFG CAMPUS

In December 2025, a tragedy in Ward 86 at ZSFG resulted in the death of a beloved UCSF social worker, Alberto Rangel. Over the past year, SFDPH in partnership with UCSF has made meaningful, sustained progress in strengthening safety and security across the ZSFG campus. These improvements reflect DPH's systemwide commitment to creating a safer, more supportive environment for patients, visitors, and staff. Guided by staff feedback, regulatory partners, and a comprehensive safety assessment, ZSFG has advanced key enhancements to infrastructure, communication systems, and workplace safety practices.



STRENGTHENING SECURITY INFRASTRUCTURE

ZSFG expanded campus-wide security capabilities, aligning with DPH's broader effort to ensure onsite security coverage at all facilities by increasing Sheriff and contracted security presence, including adding Safety Ambassadors. A 24/7 Threat Management Team, established shortly after the tragic incident, now responds to non-emergency security concerns, supporting timely, coordinated action.

ZSFG continues to align with DPH's expanded safety and security training plan, strengthening coordination with UCSF, the San Francisco Sheriff's Office, and private security. Formal threat-escalation protocols are now in place for all staff.

Physical upgrades continue across campus. New weapons detection systems were installed at Buildings 25 and 5 in July 2025, and at Building 80/90 in December 2025. A major lighting improvement project was completed, including upgraded stadium-style light poles and expanded walkway lighting to ensure safer passage. New exterior cameras were installed along the south and east sides of the campus to improve visibility. Additional improvements include mapping and installing new duress devices, upgrading badge readers, and adding safety barriers.

Safety enhancements also extend to the SFMTA Garage, where Emergency Call Stations are now answered by the ZSFG Sheriff's Operations Center for faster response. A dedicated security officer patrols the garage daily and is available to escort staff.



MAJOR IMPROVEMENTS AT BUILDINGS 80/90

A significant amount of campus safety work has focused on Buildings 80/90. In addition to the installation of the new weapons detection system mentioned above, key upgrades include:

- Replacement of 17 fixtures on the exterior of Buildings 80/90 with brighter 5000K LEDs, similar to those used in high-security areas and installation of new energy-efficient fixtures along frequently used pathways. Crews also trimmed and thinned trees and shrubs to maximize visibility.

- Access to the building was limited, and lockers and Safety Ambassadors were added to support with patient belongings.

- Concrete work for an expanded exterior patient locker pavilion was completed.

- Planning for the installation of more than 40 dome safety mirrors designed to eliminate blind spots in locations such as stairwells, patient waiting areas, and near elevator banks was completed.

- High grade safety glass partition was installed at Ward 86's reception area.

These improvements collectively create a more visible, navigable, and secure environment for everyone who enters these buildings and surrounding areas.



ENHANCING EMERGENCY COMMUNICATION AND TRAINING

ZSFG Telecom and DPH IT launched improved emergency notification capabilities. In buildings without overhead paging, emergency announcements now broadcast through Cisco desk phones, ensuring consistent alerts across brick structures such as the Behavioral Health Center and the CHN building. These upgrades complement department-wide efforts to re-register staff for WarnMe and Everbridge.

LAUNCHING THE ZSFG DIVISIONAL WORKPLACE SAFETY COMMITTEE

Under DPH's new governance structure, ZSFG launched the Divisional Workplace Safety Committee, replacing the former Workplace Violence Committee and Assault Governance Taskforce. Co-chaired by Sabrina Robinson, COO, Angelica Journagin, CAO, and Emma Uwodukunda, Risk Management Director. The committee meets monthly and continues to expand participation to elevate frontline perspectives and strengthen shared accountability for safety across campus.

TRACKING REQUESTS THROUGH DIVISIONAL REVIEW

To improve transparency for frontline workgroups, ZSFG is developing and rolling out a centralized tracker and stoplight report that shows where safety-related requests stand as they move through the Divisional Workplace Safety Committee's review process. The stoplight format (red/yellow/green) will give submitting workgroups a clear, at-a-glance status update — flagging for immediate action, under active review, or resolved/closed.

This tool reinforces the committee's commitment to shared accountability by making the review pipeline visible to the people who raised the concern.



CONTINUING OUR COMMITMENT TO SAFETY AND SECURITY

These initiatives build on a year of steady progress across ZSFG and the larger DPH system. Ongoing engagement with Cal/OSHA and other regulatory partners continues to inform priorities, validate improvements, and shape policy updates.

While much has been accomplished, this work is ongoing. ZSFG remains committed to long-term improvements that make our campus safer for staff, patients, and visitors.

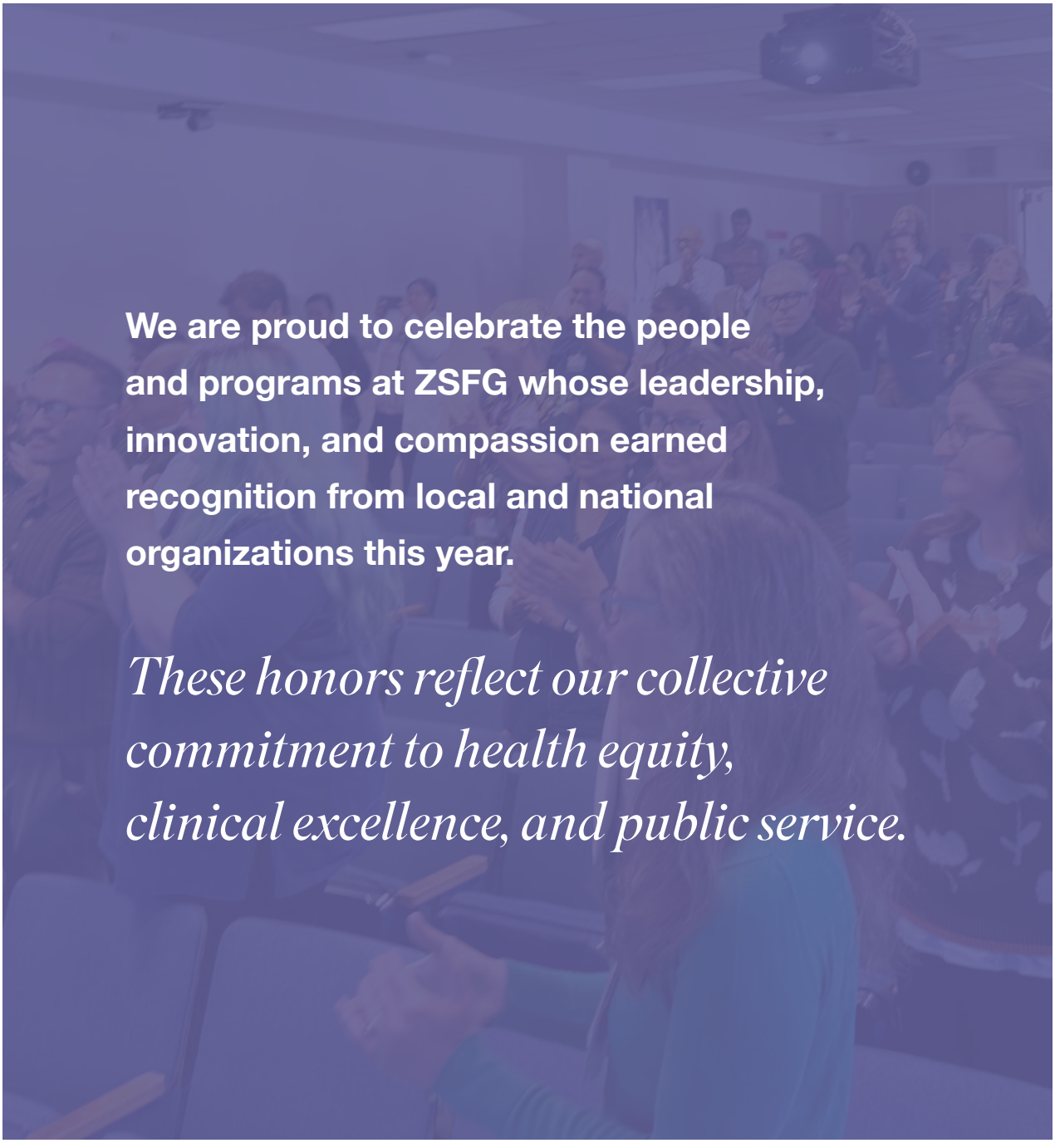
"We heard from many staff members within ZSFG and our partner clinical sites about ways to make meaningful and lasting improvements to safety. Staff also reminded us not to forget the importance of making sure our patients feel welcome. We need to remain accessible to our vulnerable City residents, while instituting changes that protect everyone who walks through our doors," said Dr. Susan Ehrlich, CEO. "We are committed to working with the Department of Public Health to constantly advance improvements in order to make sure our working environments - both at ZSFG and everywhere our patients are seen - are as safe as possible while maintaining a welcoming, humane environment essential for people seeking care at the General," said Dr. Jeff Critchfield, Vice-Dean for the UCSF School of Medicine at ZSFG.

"We need to remain accessible to our vulnerable City residents, while instituting changes that protect everyone who walks through our doors."

– Dr. Susan Ehrlich, CEO



Honors & Awards



We are proud to celebrate the people and programs at ZSFG whose leadership, innovation, and compassion earned recognition from local and national organizations this year.

These honors reflect our collective commitment to health equity, clinical excellence, and public service.

Honors & Awards





STAFF HONORED BY AMERICAN COLLEGE OF EMERGENCY PHYSICIANS

The American College of Emergency Physicians awarded Dr. Starr Knight Outstanding Speaker of the Year and presented Janis Farnholtz Provinse, RN, with an Honorary Membership Award. These awards recognize faculty who consistently demonstrate teaching excellence through performance, versatility, and dependability during ACEP educational meetings throughout the year and who provide outstanding service to the specialty of emergency medicine.

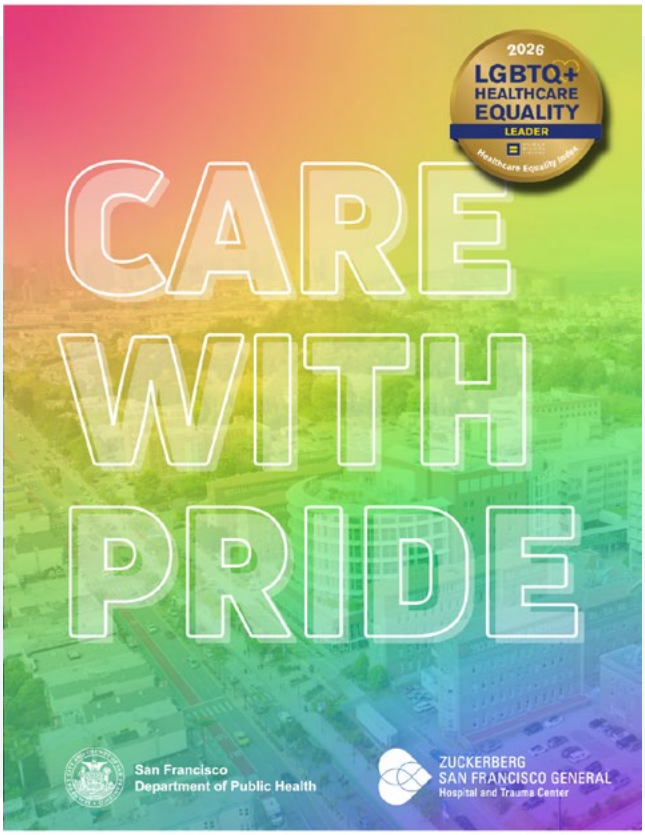
FAMILY BIRTH CENTER RECOGNIZED FOR EXCELLENCE IN MATERNITY CARE

The Family Birth Center has once again earned a place on the Cal Hospital Compare and California Health and Human Services Maternity Care Honor Roll. This year, ZSFG was one of 54 hospitals that achieved “superior” status for exceeding performance targets on five key obstetrics outcome indicators. These measures represent a cross section of perinatal health metrics for birthing people undergoing a vaginal or cesarean birth and their newborns. This recognition underscores the dedication, expertise, and compassion of the team.



RECOGNIZED AS AN LGBTQIA+ HEALTHCARE EQUALITY LEADER

ZSFG earned a perfect score of 100 on the Human Rights Campaign's Healthcare Equality Index, making the hospital an LGBTQIA+ Healthcare Equality Leader. Only 384 hospitals nationwide achieved this top rating, highlighting the hard work of staff and ZSFG's commitment to how we serve LGBTQIA+ patients, visitors, and staff. The Human Rights Campaign reviews nondiscrimination policies, staff training, inclusive practices and workplace support. A top score reflects the hospital's dedication to creating a safe, welcoming environment.



DIABETES EDUCATION PROGRAM RECOGNIZED BY THE AMERICAN DIABETES ASSOCIATION

The American Diabetes Association recertified the ZSFG Diabetes Education Program through January 2030, recognizing its continued excellence in Diabetes Self-Management Education and Support. This achievement reflects the program's long-standing commitment to high-quality, patient-centered diabetes care, as it provides hundreds of patients each month with individualized education, group sessions, and coordinated services. This honor also reflects the outstanding work and dedication to improving patient health outcomes by the endocrine fellows, residents, and medical students who rotate through the clinic.

2025 INNOVATION AWARD BY CALIFORNIA HOSPITAL INSTITUTES

ZSFG has received the annual 2025 Innovation award by the California Association of Public Hospitals and Health Systems and the California Health Care Safety Net Institute, which recognize California's public health care systems for outstanding leadership in advancing quality, equity, and innovation in care.

This award recognized the project, "Sustaining Change at the Front Door: A Multidisciplinary Approach to Emergency Department Triage Design," which reimagined how patients enter and move through ZSFG's Emergency Department triage to improve patient flow, responsiveness, and access to care.

SAN FRANCISCO'S EMERGENCY MEDICAL SERVICES AGENCY HONORS ZSFG STAFF

The San Francisco Emergency Medical Services Agency (EMS) awarded ZSFG's Amber Quelvog, RN, CEN, with the 2026 EMS System Hospital Provider Award in recognition of her leadership in hospital disaster preparedness. Amber has spent 18 years in the ZSFG Emergency Department and currently serves as Disaster Coordinator.





NEONATAL NURSES RECEIVE 2026 CPQCC JANET PETTIT MEMORIAL AWARD

Shilu Ramchand, RN, MSN, CNS, ZSFG's Nursing Director of Maternal, Child & Adolescent Health Division and a Clinical Nurse Educator in our NICU, and Liezl Uy, RN, received the 2026 California Perinatal Quality Care Collaborative (CPQCC) Janet Pettit Memorial Award.

Shilu and Liezl were honored for their outstanding leadership and measurable improvements in neonatal outcomes, such as improving care for newborns affected by opioid withdrawal syndrome while supporting families in recovery. They achieved a 40% relative risk reduction in treatment with morphine, shortened duration of treatment, and reduced length of stay, among other improvements.

NATIONAL RECOGNITION FROM THE LOWN INSTITUTE HOSPITALS INDEX

The 2026–27 Lown Institute Hospitals Index, one of the nation's leading independent assessments of hospital social responsibility, ranked ZSFG tenth in the nation for Health Equity among more than 2,700 hospitals, placing it in the Top 10 nationally and Top 5 in California. The Index evaluates hospitals on health equity, value of care, and community impact.

ZSFG also earned Top 5 rankings in California for Community Benefit and Avoiding Overuse, and received Grade A ratings in Health Equity, Community Benefit, Avoiding Overuse, Pay Equity, and Inclusivity, earning nine badges across the Lown Institute's measures of social responsibility.

DOCTORS EARN MASTER CLINICIAN AWARDS

Congratulations to Drs. Vivek Jain and Scott Steiger for receiving UCSF's Master Clinician awards. Dr. Jain serves as Director of the ZSFG Infectious Diseases Clinic, an attending physician on the Infectious Diseases Consult Service, and an HIV-focused primary care doctor in the Positive Health Practice Clinic at ZSFG. Dr. Jain was recognized as an exceptional clinician and innovative leader who exemplifies excellence in care and teaching.

Dr. Steiger is Deputy Medical Director of the Opiate Treatment Outpatient Program where he maintains a primary care practice and attends on the inpatient Addiction Care Team. Dr. Steiger was celebrated for clinical expertise that extends beyond textbooks and guidelines.



DR. EHRLICH NAMED BECKER'S WOMEN PRESIDENTS AND CEOS TO KNOW 2026

For the second year in a row, Dr. Ehrlich was named to Becker's Hospital Review's list of 236 Women Hospital and Health System Presidents and CEOs to Know. Becker's Hospital Review recognizes hospital and health system presidents and CEOs who are driving growth, expanding access to care, bringing a strong commitment to health equity, and a leadership style that consistently centers people.

Dr. Ehrlich noted that the recognition reflects the incredible work of the entire ZSFG staff. "Every day, our staff shows extraordinary compassion, dedication, and resilience in caring for our community. I'm grateful to work alongside such committed colleagues, and I look forward to continuing our mission of expanding access, advancing equity, and supporting the health and wellbeing of all San Franciscans."

VALUES IN ACTION

Throughout the year, ZSFG honors staff who exemplify ZSFG's core values of Joy in Work, Thirst for Learning, and Compassionate Care. Congratulations to this year's outstanding recipients:



Emma Uwodukunda
Director of Risk Management



Mary Holloway
Executive Director of the Health Information Management Services



Sabrina Robinson
Chief Operating Officer



Mary Mercer, MD, MPH
Medical Chief of Staff



Matthew Talmadge, MSN, FNP-BC, PHN
Nursing Director, Emergency Dept.

Highlights



ZSFG continually advances the hospital's mission of providing high-quality, compassionate care to all San Franciscans.

Here are some highlights celebrating the dedication, innovation, and resilience of our teams this year.

Highlights

10 YEARS OF LIFESAVING CARE

ZSFG marked the ten-year anniversary of delivering lifesaving care in its current, state-of-the-art acute care and trauma center. In 2008, San Franciscans voted by an overwhelming majority to transform a green space on the ZSFG campus into a new, innovative hospital. Soon after the REBUILD team began work designing a space that would better meet the needs of a growing community. And the Foundation began an impressive $141 million campaign to equip this new hospital with the tools it would need to meet the moment.

Rising quickly along Potrero Avenue, the new hospital was completed in 2015, with a ribbon-cutting ceremony to mark this impressive feat.

After months of planning and with the help of an incredible team, ZSFG moved more than 200 patients from the old wards to the new units on May 21, 2016. Wheeling beds, carts, and supplies alongside the patients themselves, health care continued as usual, with the Family Birth Center welcoming its first birth and the Emergency Department accepting its first ambulance in the new facility.





LEVEL 1 TRAUMA CENTER

This new acute care tower and trauma center created more space for individualized care across the hospital's inpatient units. The Emergency Department, divided into four pods with centralized nursing stations, allowed for 58 individual rooms that promote more responsive care. Another addition to the trauma center was the dedicated space for MRI and CT scanners near the resuscitation rooms, allowing the city's only Level 1 trauma center to quickly provide life-saving diagnostics in moments of crisis.

The addition of a pediatric pod and waiting room in the emergency department, featuring a colorful mural by local artist Sirron Norris, created a dedicated space for our youngest patients.

MEDICAL AND SURGICAL CARE

The new nine-story building, with two subterranean floors built for 13 operating rooms and other specialty care, became home to all inpatient care at ZSFG. From the Family Birth Center with large suites and birthing tubs, as well as a dedicated operating room, to the Acute Care for the Elderly unit, the beautifully designed unit hosts 284 light-filled, single-occupancy patient rooms. With stained glass hallways and San Francisco Arts Commission Permanent Collection hung on the walls, Building 25 became an environment suited for true healing.

INTENSIVE CARE UNITS

With several dedicated intensive care units at the ready, ZSFG was critical to the city's ability to respond to the COVID-19 pandemic. Flexible rooms and integrated equipment allowed the teams to safely care for the sickest patients in the early days of the pandemic.

BUILT TO LAST

The building itself became the first hospital to use a base-isolated foundation, preparing ZSFG to actually shift during major seismic events, thus ensuring the new hospital could withstand future earthquakes and remain operational during a citywide disaster. A LEED Gold-certified space, the new hospital also boasts a rooftop labyrinth garden.

Ten years later, the new state-of-the-art hospital has enabled ZSFG to care for more than one million San Franciscans, ensuring that every person receives the care they deserve.

ZSFG LEADING THE WAY IN SUBSTANCE USE SERVICES

ZSFG is committed to improving care for people with substance use disorders. The hospital has been a leader in substance use treatment disorders since 1973 when the Opiate Treatment Outpatient Program (OTOP) began. Since then, ZSFG has expanded services and provides evidence-based treatment and increased access to medications for opioid use disorder among hospitalized patients.

ZSFG is central to DPH's strong and sustained response to the crisis in substance use disorder and incidents of overdose in our community, working with partners to strengthen linkages to care and retention in treatment.

Key initiatives include:

- Expanding access to addiction care, especially buprenorphine starts, in the Emergency Department and Psychiatric Emergency Services.
- Continuing to train nurses as addiction medicine champions through the Addiction Care Team Nurse Liaison Program.
- Supporting pregnant and postpartum people navigating substance use disorder through Team Lily.
- Implementing cutting-edge evidence-based treatments such as rapid methadone and injectable buprenorphine, thanks to the Addiction Pharmacy & Therapeutics Subcommittee, and updating the alcohol withdrawal care procedures.
- Training 31 physicians in the Primary Care Addiction Medicine Fellowship.
- Starting intakes at the mobile site in Bayview-Hunters Point through OTOP.
- Expanding Bridge Clinic's methadone access and hours – it is now open six days a week to support access to MOUD, direct to inject, and contingency management.
- Implementing hospital-based contingency management through ACT to help patients with stimulant use disorders complete their hospitalization.
- Treating the impacts of acute stimulant intoxication at Psychiatric Emergency Services (the only psychiatric emergency room in SF) where many patients have a Stimulant Use Disorder.

ZSFG SUCCESSFULLY LAUNCHES BEAKER, SOFTBANK, AUTOMATION TRACK

In October 2025, the Department of Public Health laboratory information systems (ZSFG Clinical Lab, ZSFG Pathology Lab, and Public Health Lab) successfully transitioned to the Epic Beaker application. The Blood Bank also transitioned to Soft Bank software.



This was an enormous and complex undertaking, many years in the making and involving many departments and staff.

What made this go-live particularly complicated was that it was paired with go-live for the automated track for Chemistry and Hematology instruments. This automated track utilizes amazing robotics and software that guide specimen tubes around the track so they can be tested by instruments at different stations and then stored in a refrigeration unit. Meanwhile test results flow from the instruments into Beaker and then into Epic where providers can see results.

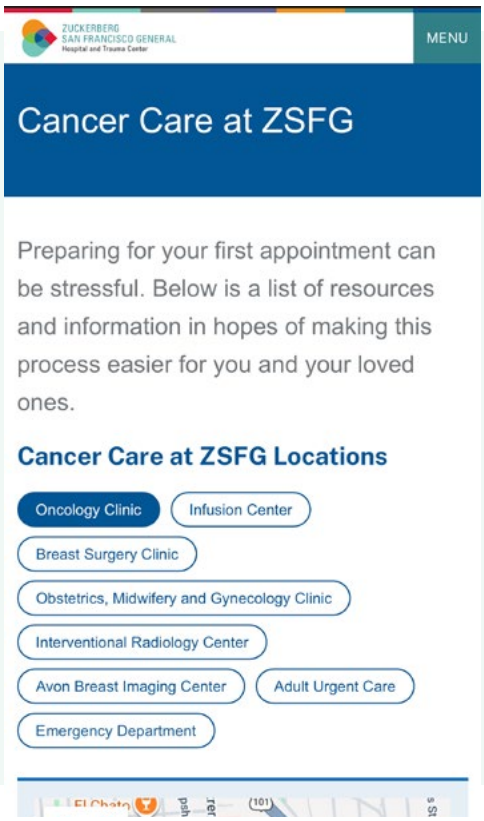
We now have integrated Beaker software in place, which will increase efficiency, improve communication, allow for better management of shared specimens, and help with utilization management across all three labs. The automated track will also contribute to increased efficiency in the Clinical Lab and provide faster reporting of test results.

CANCER CARE WEBSITE LAUNCH

In November 2025, ZSFG launched the new Cancer Care website, designed as a comprehensive “roadmap to cancer care” to help patients and families navigate an often complex journey.

Created through collaboration among Cancer Program care teams, the ZSFG Communications Team, Patient Experience, and patient input, the website aims to advance health equity by offering inclusive, language-accessible resources tailored to the diverse needs of our community.

It also simplifies navigation, builds trust by reassuring patients of compassionate, high-quality care, and empowers decision-making by helping patients understand their care and make informed choices.



PREPARATIONS FOR THE NEXT EMERGENCY

ZSFG conducts multiple emergency preparedness drills and exercises each year to strengthen its readiness to respond to disasters and mass-casualty events. ZSFG is the only Level 1 Trauma Center serving San Francisco and northern San Mateo County.

ZSFG participated in the Great ShakeOut Drill on October 16, 2025, at 10:16 a.m., where staff practiced earthquake safety steps: drop, cover and hold on. As part of the Great ShakeOut exercise, teams conducted Medical Response Surge Exercise, a hands-on training with Laguna Honda Hospital simulating a mass casualty incident following a major quake. The exercise tested backup systems, logistics, and resource planning, including coordinating patient transfers.



In October 2025, SFDPH also conducted its annual emergency notification drill as part of the city's support for Fleet Week. The exercise provided an opportunity to test and exercise many of the City's emergency operations and protocols, including DPH Alert, the Department's emergency alert and notification system.

In preparation for the influx of visitors and heightened security that came with the 2026 Super Bowl and FIFA World Cup, ZSFG partnered with city and federal partners to enhance coordination, including a joint response to hazards and seamless communication across agencies and with the public. The preparation deepened regional hospital coordination for potential mass-casualty incidents.

In June 2026, a multidisciplinary team began reviewing our preparedness for the Ebola outbreak in Central Africa, even though the likelihood of encountering an Ebola patient remained low. This work brought together leaders from Infection Prevention and Control, Emergency Medicine, Critical Care, Nursing, Laboratory Medicine, Facilities, Occupational Health, Supply Chain, and many other teams across our organization.

Together these exercises provide opportunites for teams to strengthen their understanding of emergency response protocols, test critical systems and partnerships, and reinforce ZSFG's readiness to respond.



EXPANDING THE ENVIRONMENTAL HEALTH AND SAFETY TEAM

The ZSFG Environmental Health and Safety Team expanded to improve efficiency, strengthen partnerships, and enhance collaboration across safety groups within DPH.

As part of this expansion, the DPH-HR Occupational Safety and Health team merged with ZSFG's Environmental Health and Safety team, creating a larger unit that serves ZSFG, Ambulatory Care, the Population Health Division, Behavioral Health Services, and DPH administrative teams.

Services include site visits for regulatory compliance, employee safety training programs such as the Injury and Illness Prevention Program, workplace violence prevention, ergonomics, and respirator fit testing. The team also collaborates on facility and capital projects.

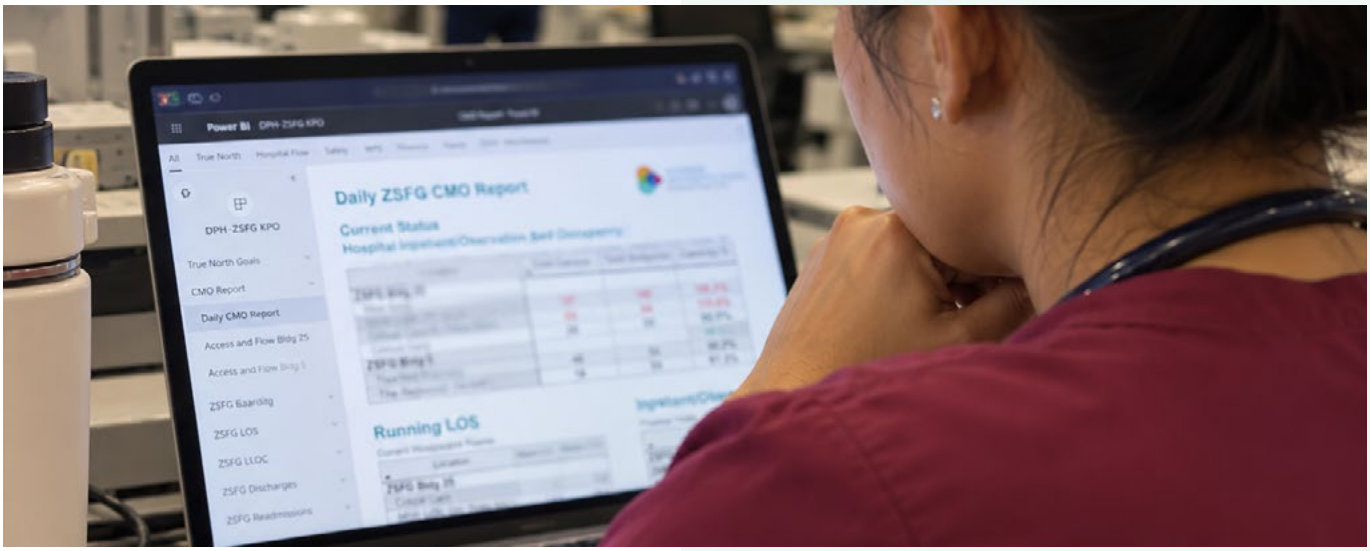
ZSFG TRUE NORTH DASHBOARD

ZSFG launched Project Phoenix, its new True North Dashboard, to better support strategic planning and continuous improvement. The tool was developed by the Kaizen Promotion Office in close collaboration with the Quality Management Data Center and the Metrics, Analytics and Data Integration teams.

The new dashboard makes ZSFG's True North goals more visible and actionable by linking hospital-wide strategy to department and unit-level work, and offering validated data, detailed equity information, and clear performance trends.

Developed with extensive input from staff and leadership, the dashboard functions as more than a reporting tool, it serves as critical infrastructure that enables ZSFG to identify where performance is on target, and where we remain off target, particularly during periods of financial pressure and evolving patient needs.

Staff across all roles are using the dashboard as a guide to drive improvement and keep efforts aligned with ZSFG's mission.





LAUNCH OF THE EPIC SEPSIS PATHWAY

Sepsis is an urgent and deadly condition, and it can be difficult to recognize early and manage consistently.

Over the past two years, a multidisciplinary team redesigned the sepsis care process to improve reliability and outcomes at ZSFG. In April, the team launched the new Epic Sepsis Pathway in the Emergency Department and inpatient areas. This streamlined workflow brings key steps - antibiotics, blood cultures, lactate testing, and fluids - into one coordinated process to ensure patients receive the right care at the right time.

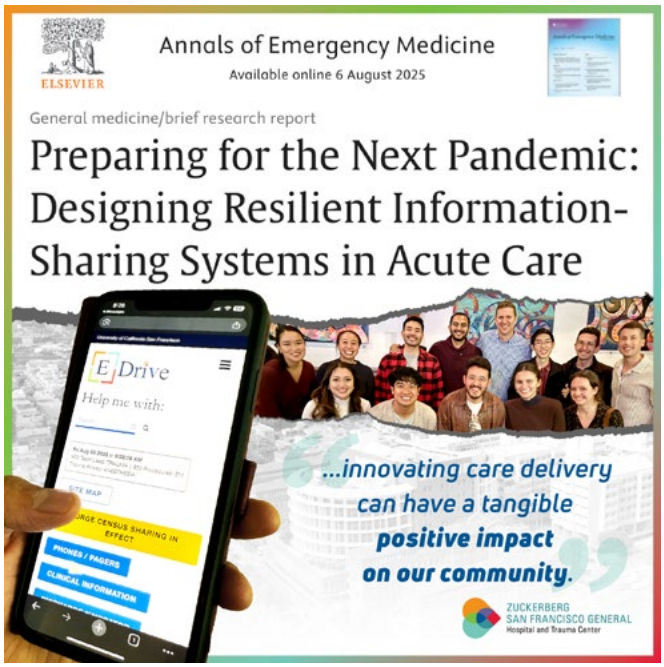
Early clinician activation in Epic allows the pathway to guide care, support team coordination, and ensure that time-sensitive interventions are not missed.

This work demonstrates what is possible when providers come together across disciplines with a shared commitment to improving care and outcomes.

PREPARING FOR THE NEXT HEALTH CRISIS: BUILDING STRONGER INFORMATION SYSTEMS FOR ACUTE CARE

ZSFG Emergency Department physicians published an article on the development of the E*Drive tool in the Annals of Emergency Medicine. The article details how the E*Drive tool served as a digital hub during the COVID-19 pandemic for sharing up-to-date information with emergency physicians treating patients with rapidly evolving conditions.

E*Drive continues to provide clinicians with quick access to the most up-to-date care protocols, improving the quality and timeliness of patient care delivery during critical moments. The platform enabled a more proactive response during the mpox outbreak and can serve as a replicable model for future public health emergencies.



PROJECT REACH: PROVIDING SURGICAL CARE FOR THE UNHOUSED

Project REACH, a groundbreaking pilot program founded in 2024, helped eight unhoused patients receive surgical care last year — an achievement that demonstrates the potential of this new model of care. Funded by DPH and a $100,000 Equity and Innovation Grant from the San Francisco General Hospital Foundation, the program is the first of its kind in the U.S. to offer surgical care to unhoused individuals.

Funding supports outreach teams who work night and day to connect with unhoused individuals and encourage them to seek care before their conditions escalate into emergencies and require more intensive and costly care. In addition, the program also provided wraparound services, including temporary housing, food, and post-surgery support.

Project REACH has not only improved the lives of our patients, but also demonstrated the promise of this innovative on-the-ground care and laid the foundation for future expansion.

CLINICAL LABORATORY LAUNCHES IMPROVED HEPATITIS C VIRUS TEST

The ZSFG Clinical Laboratory launched an improved Hepatitis C Antibody test that helps speed up the process of identifying Hepatitis C infection and delivering a diagnosis to patients faster.

If a patient's initial antibody test is positive, the lab will now automatically run a follow-up test that looks for presence of the actual virus (Hepatitis C Viral Load) eliminating the need for an extra order or blood draw.

IMPROVING WASTE SORTING ACROSS ZSFG

The Environmental Services (EVS) Team at ZSFG was recognized by the San Francisco Environment Department for its leadership in advancing zero-waste practices. In partnership with the City Government Zero Waste Team, EVS is leading the reintroduction of Centralized Collection Stations in office areas and clinics, ensuring recycling, compost, and landfill materials are placed in clearly marked shared locations.

As ZSFG is classified as a large refuse generator, EVS has been guiding compliance with the Refuse Separation Ordinance and preparing the campus for its next audit. EVS continues to emphasize the importance of keeping stations in place, and the goal of reducing municipal solid waste generation by 15% by 2030. ZSFG's progress reflects EVS's ongoing commitment to strengthening zero-waste efforts.



INTERNS GAIN HANDS-ON EXPERIENCE AT ZSFG

In July, ZSFG welcomed two cohorts of students for summer internships.

The Achieve Program is a four year academic enrichment and scholarship program for high school students from underserved communities. Achieve supports motivated students from low income families through individualized guidance and opportunities that expand their academic and career pathways. Each student had the opportunity to shadow a different department every week and learn about different aspects of healthcare.



This year's cohort were interested in a variety of topics including psychiatry, pediatric medicine, becoming an RN or NP, and hospital operations. In addition to hands-on work experience, they received resume support, interview coaching, and job training — all while contributing to their college savings and building skills for the future.

The DPH Office of Equity partnered with Black2SanFrancisco.org to place students from Historically Black Colleges and Universities (HBCUs) at ZSFG for six-week paid internships. The program, part of the SF Human Rights Commission's Black 2 San Francisco initiative, provided students with hands-on experience across a range of health care settings.

Interns worked with teams in Hospital Operations, Acute Care, Pharmacy, BERT and Specialty Care, gaining experience in areas including Clinical Lab, Respiratory Therapy, Biomed, Med Surg and IR Nursing. They also joined Medicine and Palliative Care rounds, shadowed Cancer Navigators and attended Psych Treatment meetings, gaining a broader understanding of patient care and the many roles that support it.

Staff Experience & Wellness



Staff are the heart of ZSFG's mission to provide high-quality, compassionate care to all San Franciscans.

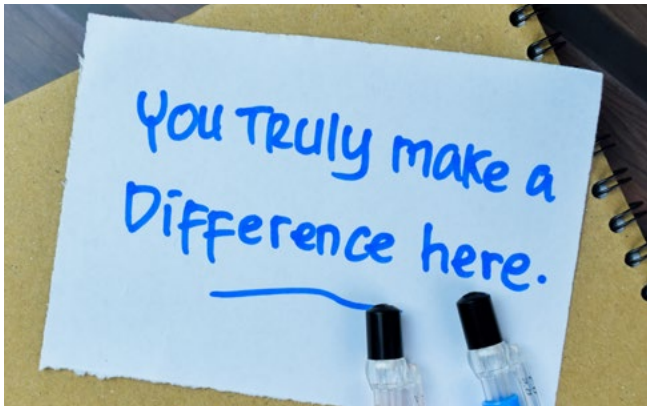
From town halls to wellness programs, we're committed to creating a workplace where every teammember feels valued, heard, and empowered.

Staff Experience & Wellness

WELLNESS HUB HIGHLIGHTS

Over the past year, the Wellness Center offered a wide range of programs and activities to help staff recharge, manage stress, and build connection, including Hatha and Flow Yoga, Zumba, and Feldenkrais, as well as chair massages. Staff could also take a break with pet therapy dogs, try Reiki or ear seed acupressure, or get their biometric screenings. To support staff working overnight, the Wellness Center also offered Nite Chair Massage.





STAFF RECHARGE IN THE NEW YEAR

The Wellness Center kicked off the new year with “New Year, New You” events to support staff mind, body and spirit. Staff could start the year with a warm cup of chai at Chai for the Soul, unwind with Sanctuary Yoga, or pause for Sound Healing at Noon, an experience using therapeutic sounds to promote relaxation and renewal.

GRATITUDE IN ACTION

During Gratitude Month in November, ZSFG recognized the people who care for our patients every day. The Gratitude Walk displayed messages of appreciation from leaders and staff to their colleagues in the mezzanine of Building 25. Supervisors and managers also took part by writing personal thank-you cards to their direct reports.

Together, these efforts made the Wellness Center a place where staff could find moments of rest, connection, recognition, and support throughout the year.

2026 EQUITY AWARDS

In June, ZSFG hosted the 2026 Annual Equity Awards in Carr Auditorium to recognize staff and teams whose work advanced equity, inclusion, belonging, and fair access to care and opportunity across the hospital.



Family Health Center,
Quality Improvement, Health Workers Team
Eliminating Health Disparities: Recognizes work that reduces barriers to equitable care and improves outcomes for patients and communities who experience disparities.



Trauma Recovery / Rape Treatment Center (TRC/RTC) Medical Forensic Team
Building a Culture of Inclusion and Belonging: Recognizes work that strengthens inclusion, psychological safety, respect, and belonging across ZSFG teams and departments.



Norlissa Cooper, Administrator on Duty,
Nursing Leadership
Ensuring Workforce Equity: Recognizes efforts that improve fairness in the staff experience, including access to learning, development, mentorship, and workplace opportunity.



Gillian Otway, Chief Nursing Officer
Career Achievement: Recognizes sustained equity-centered leadership and service over time, including mentorship, system improvement, and advocacy for fair treatment and care.

The 2026 Equity Awards helped make visible the practical ways staff are advancing equity across patient care, workforce experience, and organizational culture at ZSFG.

CELEBRATING THANK A RESIDENT DAY

In February, ZSFG celebrated Thank a Resident Day, an opportunity to recognize the essential contributions residents and fellows make to patient care and the hospital's mission. Through the strong ZSFG-UCSF partnership, 800 residents and 230 clinical fellows train at the hospital each year, providing around-the-clock care, mentoring medical students and shaping the next generation of physicians committed to health equity. In addition to their demanding clinical schedules, trainees are leading numerous quality and safety initiatives, from improving intra-operative temperature monitoring and dermatology patient education to expanding addiction treatment access, increasing Hepatitis C and diabetic retinal screenings, enhancing communication of critical image findings and providing language-concordant discharge instructions.

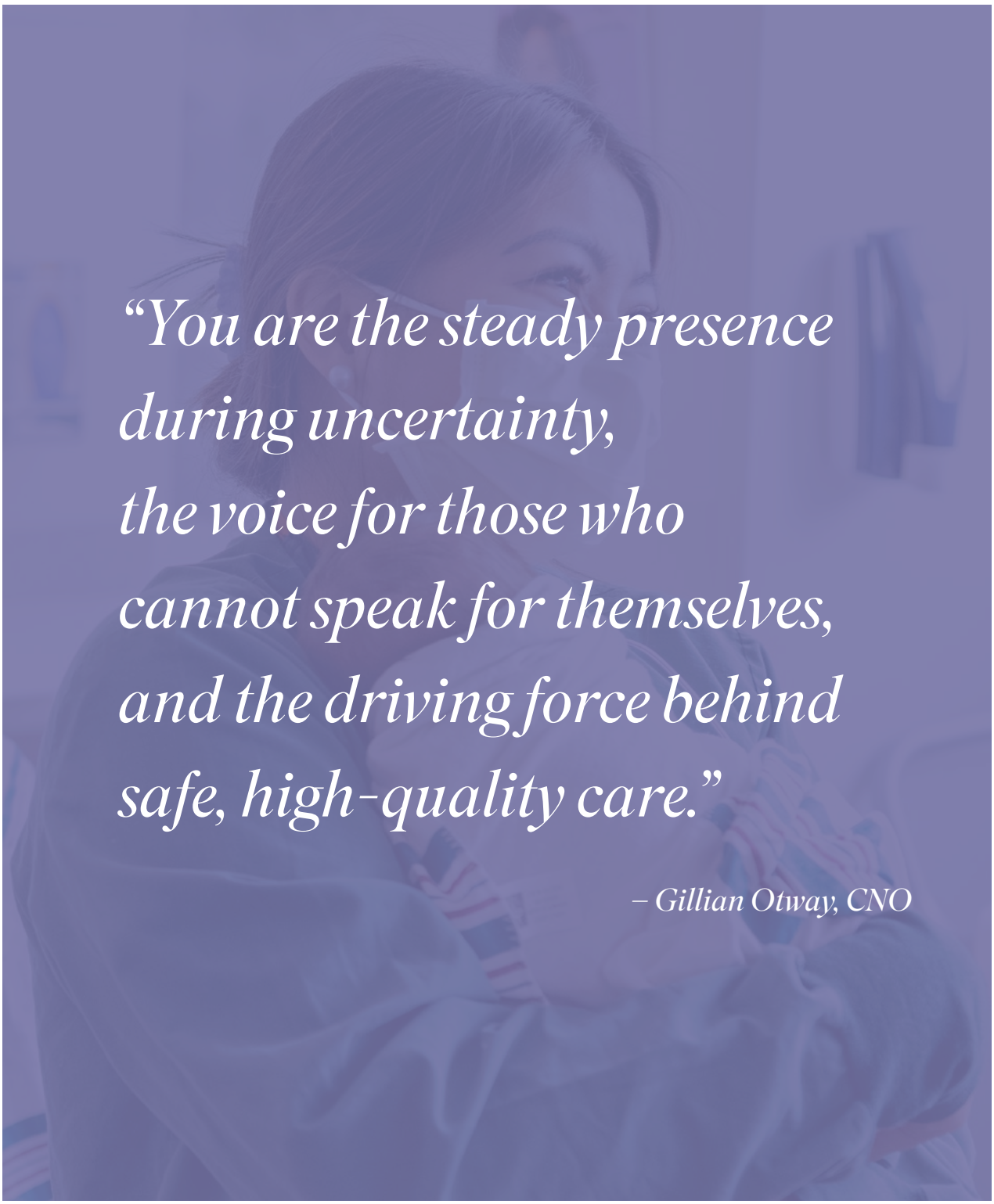


BOOKMOBILE SUMMER FRIDAYS

A visit to the pediatrician often means so much more than vaccines and check-ups at ZSFG. This year, families from the Children's Health Center had the chance to sign up for their first library card or bring home books for the whole family after their appointment.

Dr. Yasi Vafai and Dr. Neeti Doshi led a new partnership with the San Francisco Public Library to bring the bookmobile to campus, expanding resources that support language development, school readiness and lifelong wellbeing.

Nursing



"You are the steady presence during uncertainty, the voice for those who cannot speak for themselves, and the driving force behind safe, high-quality care."

– Gillian Otway, CNO

Nursing



CELEBRATING NURSES WEEK

During Nurses Week in May, ZSFG celebrated the dedication and impact of nurses across the hospital. San Francisco Health Director Dan Tsai joined hospital leadership and SEIU partners to distribute sweet treats across the units.

ZSFG honored excellence at the 2026 Nurses Week Recognition and Awards Ceremony and showcased the commitment of nursing staff to advance care at the 2nd Annual Nursing Research Symposium at UCSF Pride Hall.



NURSING PROMOTIONS

Nasrin Aboudamous, NP
Family Medicine
Promoted from RN

Xenia Garay-Guandique, RN
Medical-Surgical
Promoted from LVN

Joyce Loyola, Nurse Manager
4A Skilled Nursing Facility
Promoted from clinical nurse lead

Dung Nguyen, RN
Medical-Surgical
Promoted from MA

Evelyn Okwori, RN
Medical-Surgical
Promoted from CNA

Rico Polett, RN
Medical-Surgical
Promoted from MA

BEE AWARDS

Honoring non-nursing team members who go above and beyond to support safe, person-centered care and a connected care environment.

Specialty Care

Dean Chuong
Eligibility Worker 2903 - 4M 4J

Sonja McPherson
Patient Access

Marissa De Vicente
MEA - Urgent Care

Nursing Staff Office Administration

Jinky Rajerison

Miranda Contreras

Cherrish Hollis

Health Workers/Patient Experience

Allen Hom

Dellfinia Hardy

George Fernandez

Med Surg

Erica Mendoza
Unit Clerk 5th floor

Noemy Duenas
Unit Clerk 7th floor

Birth Center Social Workers

Liza Wu

Sarah Davis

Emergency Department

Tamika Vaughn, MA

Yesenia Martinez, MA

Psychiatry

Carmen Eng
Unit Clerk - BHC

Mireya Lopez
Unit Clerk - CASARC

Ramona Gaines
Unit Clerk - Ward 93

Nathalie Guevara Alvarez
Trauma Recovery Center
Admin Assistant/Analyst

Michaela Rahorst
Trauma Recovery Center
Admin Assistant/Analyst

Environmental Services

Si Ling Zhang

Huimei Wu

Yanting Jiang

Randell Turner

Biomedical Engineering

James King

PeriOp Surgical Technicians

Lexter Sarmiento

Pharmacy Tech

Yohannes Zewdie







DAISY AWARDS

Honoring nurses who provide above-and-beyond compassionate care to patients and families

Brittany Hewett
RN min Med Surg

Charina Sunga
LVN in 4A

Justin Rabie
RN in ED

Sharifa Rahman
PCA in BHC

Ilse Reyna Ramirez
RN in 4C Clinic

Jessica Marques
NM CASARC

O'CONNELL AWARDS

Celebrating nurse leaders who advance improvement, support colleagues, and advocate for the nursing profession.

Frank Ladra

Nicole Joe

FRIENDS OF NURSING AWARDS

Recognizing non-nurse leaders, administrators, and operational partners who actively support, promote, and collaborate with our nursing staff.

Kristin Slown

Juan Murillo

2ND ANNUAL NURSING RESEARCH SYMPOSIUM

The symposium on May 6, 2025, brought together nurses, clinicians, and care teams to share research, quality improvement projects, and practices shaping the future of patient care.

Representing areas including ICU, NICU, neurosurgery, nutrition, primary and specialty care, care coordination, risk management, and more, presenters highlighted projects which are powered by curiosity and grounded in care – focused on improving compassionate, high-quality, and equitable care for our patients and communities. At the event, ZSFG CEO Dr. Ehrlich expressed her deepest gratitude to the nursing teams and partners and to CNO Gillian Otway for her leadership, compassion and dedication.

The symposium created an opportunity for teams to learn from one another, exchange ideas, and strengthen collaboration across disciplines, reinforcing how shared knowledge and evidence-based practice continue to drive meaningful improvements throughout our health system to improve lives.

PODIUM AWARDEES:

- **No Wrong Door:**
  Evaluating Uptake, Persistence, and Pathways to PreP in a Low-Barrier Clinic for People Who Use Drugs

  Authors: Christina Camp with: Albert Liu, Cesar Arauz Cuadra, Mary Shiels, Jon Oskarsson, Janessa Broussard, Amutha Rajagopal, Janet Grochowski, Stephanie Cohen, Monica Gandhi, Ayesha Appa

- **The Ticking Clock of A Traumatic Spine**

  Authors: Sara Cole, Rachel Perry, Debra Hemmerle

- **Beyond the Code:**
  Standardizing Debriefing to Improve Care

  Authors: Allison Preston, Christina Bloom, Diane Scarlet, Samantha O'Brien, Kristin Slown, Rachel Perry Limon, Tyler Law

POSTER AWARDEE:

- **Building Systems That Last:**
  A LEAN Roadmap to ZSFG Cancer Program Quality & Impact
  Author: Shayda O'Hara

CATALYST AWARD:

- **Dr. Heather Leutwyler,** a professor and vice chair in the Department of Physiological Nursing at the UCSF School of Nursing



"Nurses are the translators of medicine for families."

NURSES SUPPORTING SUBSTANCE USE CARE IN THE EMERGENCY DEPARTMENT

Last year, the Addiction Care Team in the Emergency Department increased support for substance use thanks to the contributions of Kristine Mizutani, RN. Kristine proactively identified patients with substance use needs, offered motivational interviewing, and helped assess readiness for treatment. Her clinical insight and compassionate approach made her a trusted resource for patients and staff, ensuring individuals received help. Kristine collaborated with Substance Use Navigators and other consult teams, helping improve patient outcomes.







INSPIRING THE NEXT GENERATION OF HEALTHCARE PROFESSIONALS

In March, Nursing Workforce Development, Quality, and Clinical Education team invited students from two Bay Area high schools received an inside look at what careers in health care are like. They explored the Emergency Department, operating rooms, and the NICU, participated in hands-on CPR and Stop the Bleed trainings and learned how to measure and interpret vital signs. By exposing students to the many paths available in the healthcare field, ZSFG is helping inspire the next generation of health care workers.

Surveys

Throughout Fiscal Year 2025-26, ZSFG continued to navigate a dynamic regulatory environment with professionalism and teamwork.

Regulatory Affairs supported more than 40 onsite surveys and audits from state, federal, and accreditation partners, ranging from hospital-wide reviews to focused inspections.

These efforts reflect our ongoing commitment to safety, quality, and a positive environment for patients and staff. We extend our sincere appreciation to all ZSFG teams whose collaboration and dedication made these successes possible.

Surveys



BEHAVIORAL HEALTH CENTER REGULATORY ACTIVITY

September 2025
The Residential Care Facility for the Elderly achieved a deficiency-free annual licensing survey.

January 2026
The Adult Residential Facility facilitated DHCS surveys.

March 2026
The Mental Health and Rehabilitation Center completed a four-day DHCS relicensing survey with strong recognition for compassionate, high quality care.

PHARMACY AND CONTROLLED SUBSTANCE OVERSIGHT

August 2025
The California State Board of Pharmacy completed its annual sterile compounding review. Opiate Treatment Outpatient Program (OTOP) and Office-Based Opiate Treatment Program (OBOT) earned commendations from the California Department of Health Care Services (DHCS) for full compliance, and the federal Drug Enforcement Agency approved OTOP's new medication dispensing room.

CALIFORNIA DEPARTMENT OF PUBLIC HEALTH (CDPH) SURVEYS

CDPH conducted several unannounced visits across Fiscal Year 2025-26, focusing on incident reviews and validation audits.

In October 2025, two CDPH teams visited ZSFG to review patient care concerns. In January 2026 CDPH surveyors completed a five day validation survey of the discharge planning process and in April and May 2026, CDPH conducted several, multi day hospital wide reviews, assessing self reported incidents.

RADIOLOGIC HEALTH & BREAST CARE SERVICES

October 2025

The Avon Comprehensive Breast Care Center and Mammovan successfully completed annual inspections from the joint CDPH Radiologic Health Branch and the Food and Drug Administration.

WARD 86 EVENT RESPONSE

December 2025–Ongoing

ZSFG worked closely with multiple regulatory agencies following the Ward 86 tragedy in late 2025. Initial and follow up inspections emphasized actions taken to strengthen safety for both staff and patients.

4A SKILLED NURSING FACILITY: "THE REDWOODS"

January 2026

The Skilled Nursing Facility hosted major surveys including Centers for Medicare & Medicaid Service annual recertification, CDPH triennial licensing, and a fire life safety review. The 4A SNF team earned a CMS 5 star rating for excellence in skilled nursing care.

JOINT COMMISSION CLINICAL LABORATORY & POINT OF CARE TESTING

June 2026

During the three-day biennial reaccreditation Joint Commission survey, fewer than six findings were identified out of more than 900 standards reviewed. Surveyors praised the skill and dedication of the laboratory, pathology, blood bank, point of care, and therapeutic phlebotomy teams.



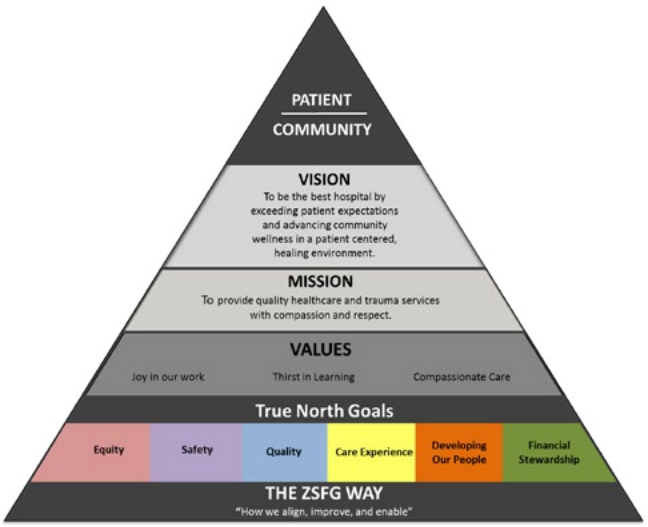
True North

True North provides ZSFG with a clear path for developing strategies that align with our mission, vision and values. At the foundation of this framework are our six True North Pillars: Equity, Safety, Quality, Care Experience, Developing Our People and Financial Stewardship, along with the ZSFG Way, our system for guiding continuous improvement. Together, these elements help focus our ongoing efforts to make ZSFG a health care organization where San Franciscans choose to receive care and staff choose to work.

To help us track our progress and stay focused on our priorities, ZSFG developed a True North Scorecard. The Executive Leadership Team worked to ensure ZSFG achieves our True North goals by aligning strategic planning and deployment efforts, enabling staff to be problem-solvers, and improving using tools like A3-Thinking, data science, and the Daily Management System.

True North

In Fiscal Year 2025-26, our Kaizen Promotion Office (KPO) facilitated a series of strategic planning and deployment sessions with the ZSFG Executive Team to reflect on our past year's performance and identify opportunity to further improve current strategies.



These strategy sessions resulted in a greater focus on patient length of stay to address the main barriers to patient flow, aligning with SFHN and DPH priorities on patient safety and overdose prevention, and expansion of our revenue cycle strategy. From these sessions, ZSFG's Executive Team established annual performance metrics and an accompanying strategic plan with executive owners and defined operational teams.

ZSFG remains committed to achieving our strategic goals in order to better serve our staff and patients. The following strategies represent ZSFG's initiatives for improvement over Fiscal Year 2025-26.

	Harmonizing and Synergizing Access and Flow Across the ZSFG Campus	Achieving Safe & Equitable Patient Care	Achieving Safe & Equitable Staff Experience	Revenue Cycle Optimization
True North Pillar	**Quality**	**Safety, Care Experience**	**Safety, Developing Our People**	**Financial Stewardship**
	Equity			
True North Metric	• Adult Hospitalized – Inpatient Length of Stay • Boarding – Medical Patients (ED, PACU, ICU) • Boarding – PES Patients • Psychiatry – % Acute Patients	• Sepsis Bundle Compliance • Medication for Opioid Use Disorder	• Total Recordable Incident Rate (per 200,000 working hours)	• Account Receivable Days • Gross Collection Ratio • Hospital Billing Denial Rates

True North - *Equity*

Equity means ensuring every person has a fair and just opportunity to achieve the best possible health and workplace experience. During Fiscal Year 2025-26, ZSFG continued to embed equity across patient access, workforce development, leadership, communication, and performance improvement.

Patient & Community Engagement

- Advanced efforts to reduce barriers to care through transportation-access support and multilingual MyChart resources, including materials in six threshold languages.
- Supported equitable access and prevention through the 2025 Equity & Innovation Grants. The Eye Clinic and Healthy Lifestyles Clinic each received $100,000 in capacity-building grants to expand access to specialty care and connect children and families with preventive health resources.
- Continued hospital-wide models that meet patients where they are, including Project REACH's whole-person surgical care for people experiencing housing instability or homelessness.
- Celebrated 50 years of ZSFG midwifery as a model of evidence-based, patient-centered maternity care, and elevated gun violence prevention, trauma recovery, and community partnership as public health and equity priorities.

Supervisor / Team Support

- Integrated equity learning into workforce development through Relationship-Centered Communication for Equity and a Framework for Equity presentation for New Employee Orientation.
- Used staff-engagement data and manager access to support team-level understanding of workplace experience and identify opportunities to strengthen belonging, value, and equitable staff experience.
- Expanded staff learning through an Understanding Juneteenth session offered by Inclusive Excellence, supporting historical awareness and cultural understanding.



Equity

Communication & Staff Engagement

- Connected equity and care experience through hospital-wide staff engagement during Patient Experience Week. Staff identified presence, dignity, listening, and meeting people where they are as core behaviors that shape equitable patient experience.

- Used recognition and storytelling, including the Equity Awards and public-facing Foundation communications, to make equity work visible and share examples that teams across ZSFG can learn from.

- Used Pride Month communications and DPH's "Health Access for All" theme to reinforce inclusive, affirming, equitable, and culturally responsive care for LGBTQIA+ communities.





Equity-Driven Performance Improvement

- Developed the PIPS Equity Driver Guide FY2026 to help departments identify equity risk points, stratify relevant measures, and move from data review to active disparity-reduction improvement work.

- Continued integrating equity into department-level performance improvement through REAL-stratified measures and active equity drivers.

Selected Metric	Baseline (FY 24-25)	Target (FY 25-26)	Actual (FY 25-26)
% of departments with active improvement initiatives around equity and reducing disparities	78%	65%*	**74%**

**The 65% target is a stable minimum standard, not a forecast. Participation varies year to year, so the target remains fixed to ensure consistent, equity-focused improvement across departments, even though the 78% baseline exceeded it.*

True North - *Quality, Access & Flow*

Healthcare quality spans several domains: effectiveness, efficiency, equity, patient centeredness, safety, and timeliness. In Fiscal Year 2025-26, ZSFG continued its quality improvement work with a focus on operational readiness, building on efforts from the prior year to make new strides in patient flow and access to care. In partnership with DPH and SFHN, ZSFG identified key flow and access metrics that support ZSFG's flows challenges while strengthening access and coordination across the care continuum.

This strategic initiative sets forth a plan to ensure that the "Right Care" is delivered in the "Right Place," and to ensure that length of stay is clinically appropriate.

Some successes include:

- **Inpatient Value Stream Mapping:**
  This is an effort led by the Kaizen Promotion Office to map the patient journey for ZSFG's top 5 patient diagnoses from ED admission to discharge was completed in May. This collaborative exercise brought in subject matter experts across clinical services to share the patient's clinical journey and highlight where delays or breakdowns happen that unnecessarily prolong a patient's length of stay. Next steps from this patient journey mapping is to analyze health record data for additional insights, circulate these learnings with each clinical team, and prioritize improvement projects to address in FY26-27.

- **Emergency Department:**
  - Ambulance diversion decreased from 48% to 32%
  - Left-without-being-seen rates have sustained at <2%

- **Psychiatry (PES & Inpatient):**
  - PES boarding has decreased from 78 hours to 62 hours, which improves flow, most notably in Inpatient Psychiatry.
  - Direct to PES launched June 2025 – 766 patients arrived directly to PES via this route, reducing patient volume impacts to ED and improving flow from community to specialized care.
  - Inpatient psych saw an increase in their percentage of acute to non-acute patients, which reduced Lower Level of Care (LLOC) days and increased reimbursement.

Quality, Access & Flow

- **Mental Health Rehabilitation Center (MHRC):**
  With increased MHRC beds available (up 17% from last FY), teams are working to stabilize patients who otherwise would require higher levels of care (e.g., acute hospitalization or state hospital).

- **Medical-Surgical Inpatient Care Areas:**
  Our teams have been successful in discharging, on average, a higher number of patients this fiscal year, creating capacity for new admissions and boarding ED patients. Notable to this effort is an increase use of our "Discharge Waiting Room," averaging around 24 hours of bed time saved per month, and dedicated projects to improve Discharge Coordination driven by two KPO Fellows (nurse manager and hospitalist).

- **ICU Critical Care Inpatient:**
  These teams are working hard to meet census demands while maintaining safe and high-quality care. They are exploring the transfer of polytrauma patients to our hospital from outlying counties.



Quality, Access & Flow

- **Specialty Care:**
  Care teams worked diligently over the past year to provide self-scheduling access to our patients and to decrease backlogs of referrals and out-of-network appointments, while also increasing clinic availability.

- **Peri-Operative Services:**
  The ninth operating room block has reduced LOS for hospitalized patients awaiting surgical procedures, saving an estimated 2,889 days each year and necessitating fewer "bumps."

- **Department of Care Coordination:**
  This team supports all of our care areas, especially by identifying care plans and placement for our most complex patients. Through their efforts and partnerships across ZSFG and DPH, LLOC days are down to 1,300 per month from 1,900 over FY26. The DOCC team continues to partner with Laguna Honda Hospital on the timely admission and transfer of ZSFG patients.

The next steps for this strategy are to ensure the consistent tracking of the following indicators across operational areas, and targeted problem solving to address those off-target, including the development of plans to communicate progress to frontline staff.

Selected Metric	Baseline (FY 24-25)	Target (FY 25-26)	Actual (FY 25-26)
Adult Hospitalized Inpatient Length of Stay	6	<5.0	**5.98**
Boarding Peak Medical Patients (ED, PACU, ICU)	31	<15	**24**
Boarding Length of Stay PES Patients	57.1	<57.8	**62**
Inpatient Psychiatry % Acute Patients	21.8%	>19.8%	**25.5%**

True North - *Safety, Care Experience*

ZSFG prioritizes safe, high-quality patient care. Patient safety is a discipline grounded in systems thinking and safety science — designing environments where staff can confidently do their best work and patients can trust that they will be protected from harm (such as medical errors).

Last year, we advanced patient safety by strengthening adherence to sepsis prevention protocols and increasing buprenorphine prescriptions at discharge for patients with opioid use disorder (OUD). Together, these two initiatives align with DPH priorities to improve equitable health outcomes and prevent overdoses in the community.

To drive these efforts and reduce patient harm events across our campus, these key metrics are now tracked through the monthly patient safety dashboard, committee reports, the Daily Management System, root cause analyses, and condition-specific task forces.

Over the past fiscal year, the patient safety team found success in the following efforts:

- Identifying disparities in harm events through data analysis.
- Sustained unit-based leadership teams for ongoing monitoring and analysis of harm data on a regular cadence, piloting small tests measuring change for falls, HAPI (hospital acquired pressure injury), preoperative bathing, and other patient safety projects.
- Sustaining a Harm Taskforce to assess and implement improvements in the documentation of sepsis in the electronic heath record to streamline how we recognize, communicate about, and address sepsis care needs, all in an effort to improve care for this high-risk group of patients.
    - The sepsis taskforce received the UCSF and ZSFG Inter-Professional Collaboration Award, recognizing the team's clinical excellence, commitment to UCSF and ZSFG values, and contributions to advancing ZSFG as a model clinical workplace.



Safety, Care Experience

- Sustaining a Harm Taskforce to assess and plan improvements in the care of patients with a primary or co-occurring substance use disorder, focusing on prescribing medication for opioid use disorder (MOUD) at discharge in three key areas: Inpatient, Emergency Department, and Psychiatric Emergency Services. This work is directly contributing to breaking the cycle of overdose and helping patients transition into safer, more stable care.

    - The Emergency Department is on track to double the volume of long-acting injectable Buprenorphine (LAIs) provided to patients from calendar year 2025 to 2026, driven by the increase in Substance Use Navigator consults in the ED.

    - More than 80% of Psychiatric Emergency Services encounters are now screened for opioid use.

    - The RN Liaison program went live in 2024 on the Labor & Delivery Unit and now has expanded to include nurse liaisons from the ED, PES, and Med-Surg.

Over the next fiscal year, our quality management, patient safety, and executive teams will re-examine the highest impact opportunities for improvement in Patient Safety efforts across our hospital, including an initiative to increase the percentage of hospital departments that have department-level improvement work aligned to ZSFG True North Goals.

Selected Metric	Baseline (FY 24-25)	Target (FY 25-26)	Actual (FY 25-26)
Sepsis Bundle Compliance	38.2%	>59%	**36.5%**
Unique Patients Discharged with Buprenorphine*	18.5%	>22%	**16.58%**

**oral discharged with oral buprenophine prescriptions*

True North - *Safety, Developing Our People*

ZSFG worked closely with DPH to take a broader, more coordinated approach to workplace safety—looking beyond individual incidents to strengthen the systems, processes, and structures that help prevent them. Guided by A3 thinking, ZSFG examined root causes, identified opportunities for improvement, and translated those insights into sustainable changes across the hospital. This work strengthened prevention, security, communication, and accountability.

Key improvements included:

- Formal threat-escalation protocols are now in place for all staff, including a 24/7 Threat Management Team that responds to non-emergency security concerns.

- Campus infrastructure improvements include weapons detection systems, badge readers to control access, and expanded visibility through security cameras and lighting.

- De-escalation training was redesigned by the Department of Education and Training and is now being delivered to staff across the hospital. ZSFG is also assessing violence-prevention screening tools that could help staff recognize patient agitation earlier and use de-escalation techniques proactively.

- Using A3 Thinking, teams mapped the safety resources and escalation process available to staff at different times and locations when unsafe. This work found wide differences in access to security staff, facility improvements, personal duress systems, and safety notifications.







Safety, Developing Our People



- ZSFG established a new safety governance structure that creates two-way communication from local safety huddles and workgroups to the ZSFG Workplace Safety Committee and the DPH Patient Safety and Security Oversight Committee. These groups regularly address local safety needs, elevate system-level concerns, and share safety information with staff.

- ZSFG joined the Institute for Healthcare Improvement to collaborate with other healthcare organizations to study workplace violence and share effective practices and lessons learned.

- To study the impacts of these efforts, ZSFG has also changed how we measure workplace violence. Instead of relying only on the number of events, ZSFG now tracks the event rate based on employee hours worked. This allows for meaningful comparisons with others in the IHI Workplace Violence Safety Cohort and track our improvement from the ZSFG baseline over time, which helps us better understand whether our efforts are improving staff safety.

Selected Metric	Baseline (FY 24-25)	Target (FY 25-26)	Actual (FY 25-26)
Total Recordable Incident Rate (per 200,000 working hours)	13.76	<12.39	**20.68**

True North - *Financial Stewardship*

In 2024, the City and County of San Francisco forecasted a significant budget shortfall. For ZSFG, the budget allows us to maintain core inpatient, emergency, trauma, and specialty care services despite significant fiscal challenges. While the hospital continues to face operational pressures from rising labor and supply costs, the budget minimizes direct impacts to patient care services and supports continuity of care for the communities we serve.

We recognized the need to evolve and broaden the focus of our revenue strategy to include all aspects of our revenue cycle. To overcome ZSFG clinical and financial workflows that result in denied claims and lost revenue, we implemented the following countermeasures:

- Strengthened partnerships across clinical, operational, and Revenue Cycle teams to improve documentation, billing, and revenue capture.
- Achieved the lowest billing-denial rate (23.5% down to 15.4%) and accounts-receivable time (68 down to 58 days) reached since ZSFG launched Epic in 2019.
- Built broader awareness and skills in financial stewardship and cost management as ZSFG prepared for growing budget pressures.
- Expanded improvement capacity by recruiting three Kaizen Promotion Office Fellows to lead data analysis and operational improvement across the hospital.

With the above countermeasures underway, the team has demonstrated improvement on numerous strategic and operational metrics, including:

Selected Metric	Baseline (FY 24-25)	Target (FY 25-26)	Actual (FY 25-26)
Account Receivable Days	64	<59	**57.8**
% Gross Collection Ratio	12.54%	>13%	**12.31%***
Hospital Billing Denial Rate	15.9%	<15.6%	**15.4%**

** Gross Collection Ratio is measured at 6 months post-discharge. Actual FY 25/26 represents the 12 month rolling average as of 3/31/2026.*

Building *Our* Future



Our Capital Projects and Facilities teams work together to transform plans into spaces that support safe, high-quality patient care. From planning and construction to installation and ongoing maintenance, the teams work together to keep projects moving while minimizing disruptions to patients and staff.

Together, they ensure that our facilities are safe, reliable, and equipped to meet the evolving needs of our patients and care teams.

Building *Our* Future



CHILLER & COOLING TOWER REPLACEMENT

This project will replace aging equipment that provides cooling for Building 5. The new equipment will improve reliability, reduce the need for temporary cooling equipment, and help ensure a stable environment for patient care.

Progress over the last year: The new cooling towers, located adjacent to 22nd Street have been installed, and the new chillers will be installed inside the power plant in late 2026. A new PG&E electrical service is also being added to support the equipment.

Construction complete: 72% overall



PSYCHIATRIC EMERGENCY SERVICES RELOCATION PROJECT

This project in Building 5 will create larger, safer, and more functional spaces for patients receiving behavioral health care.

The expanded space will improve patient and staff safety, support better workflows, and provide specialized equipment and furnishings designed for behavioral health patients.

Progress over the last year: Construction has continued with a focus on quality and safety. Framing, building systems, plumbing, heating and cooling, and walls are well underway.

Construction complete: 65% overall

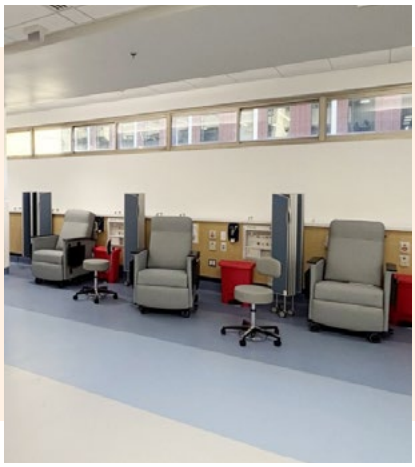


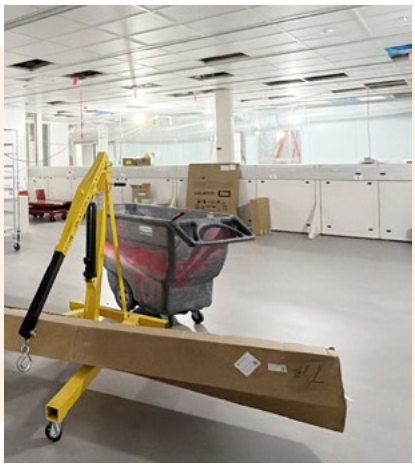
BUILDING 5 SEISMIC RETROFIT

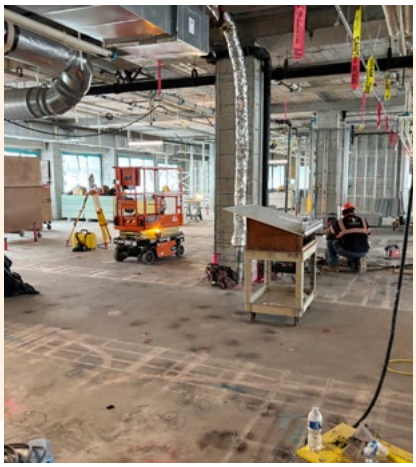
This project will strengthen the building so that patient care areas are safer and more resilient during an earthquake.

Progress over the last year: Major seismic improvements were completed at the connections between the main building and its wing on all floors. Only corridor work remains and is expected to be completed in the next fiscal year.

Construction complete: 95% across 211 locations







DIALYSIS RELOCATION PROJECT

This project will create a modern, more efficient space in Building 5 for dialysis care, with improved comfort, privacy, equipment, and dedicated rooms for patients who need isolation.

The new layout improves staff workflow and supports more efficient care.

Progress over the last year: Patient care areas are nearly finished. Staff and regulatory teams are completing licensing requirements and preparing equipment and materials for the new space.

Construction complete: Approximately 99%

PUBLIC HEALTH LAB RELOCATION

This project will provide modern laboratory space in the basement of Building 5 that will increase testing capacity and improve the reliability of laboratory operations that support patient care and public health.

Progress over the last year: Major structural work is complete at the ground level and roof. Installation of major equipment is underway, along with significant progress on electrical wiring and connections.

Construction complete: 93% overall

BEHAVIORAL HEALTH CONTINUUM INFRASTRUCTURE PROJECT (BHCIP)

This project will expand and modernize behavioral health treatment space for adolescents on the seventh floor of Building 5. The improved space will provide a more appropriate and supportive environment for young people receiving behavioral health care.

Progress over the last year: Demolition of the existing space is complete, and construction is underway to frame the new treatment areas and walls.

Construction complete: 23% overall

OTHER BUILDING IMPROVEMENTS:

Throughout the year, the Facilities team makes ongoing improvements across the campus through smaller projects that help keep our buildings safe, reliable, and comfortable for patients, visitors, and staff.



CAMPUS LIGHTING IMPROVEMENTS:

Replaced older light fixtures with LED lighting to improve visibility along walkways and in parking areas.



ELECTRICAL MAINTENANCE:

Over the next three years, the team is maintaining and upgrading critical electrical equipment to improve power supply reliability.



BUILDING 5 HOT WATER IMPROVEMENTS:

Replaced hot water heat exchanger to provide a more reliable supply of hot water for faucets and showers.



CAMPUS STEAM LINE REPAIRS:

Continuing repairs to more than 50-year-old steam lines to improve reliability of heat and hot water and extend the life of this critical campus infrastructure.

UCSF @ ZSFG



Through the unique affiliation with ZSFG, UCSF physicians and scientists provide top-notch medical care and cutting-edge research available to all San Franciscans.

UCSF @ ZSFG

Research at ZSFG spans basic discovery, clinical trials, and health systems science, all directed at questions that matter most to the patients and communities the hospital serves.

As a leading research university, UCSF is consistently one of the top recipients of National Institutes of Health (NIH) funding. On the ZSFG campus, there are 358 UCSF principal investigators who work on 1,168 funded awards totaling nearly $205 million in 2025. The projects below highlight the impact of that work over the last year.



1,168
RESEARCH AWARDS @ZSFG

$204.3M
RESEARCH SPENDING @ZSFG

NON-FEDERAL:$101.6M | FEDERAL: $102.7M

358
PRINCIPAL INVESTIGATORS @ZSFG

2,570
UCSF STAFF @ZSFG

RESEARCH HIGHLIGHTS

A NATIONAL TURNING POINT FOR TRAUMATIC BRAIN INJURY RESEARCH

For decades, traumatic brain injury (TBI) has resisted the kind of treatment breakthroughs achieved for stroke and heart attack. Trial after trial has failed, in part because "traumatic brain injury" has functioned as a single label for what are, in fact, many different injuries with different biology and different trajectories. Over the past year, the Brain and Spinal Injury Center (BASIC) at ZSFG - the research home of the Department of Neurosurgery at the hospital - has been at the center of changing that.



BASIC investigators contributed to the NIH-NINDS (National Institute of Neurological Disorders and Stroke) Traumatic Brain Injury Classification and Nomenclature Initiative, published in Lancet Neurology, which proposes a new way to characterize acute TBI based on clinical findings, imaging, and blood-based biomarkers rather than severity labels alone. That reclassification is the foundation for the trial now enrolling at ZSFG. The TRACK-TBI NETWORK, led by Geoffrey Manley, MD, PhD, professor and vice chair of neurological surgery at ZSFG, has launched the first large-scale, multi-site traumatic brain injury clinical trial in more than a decade. It is an adaptive platform trial, meaning it can test multiple treatments and adjust as evidence accumulates, and it uses blood-based biomarkers and imaging to sort patients into the groups most likely to benefit from a given therapy.

The trial is designed as a learning trial: beyond testing therapies, it is intended to establish how TBI trials should be run in the trauma center setting, so that future studies do not repeat the design problems that undermined earlier efforts. The work also includes building a diagnostic infrastructure needed for such trials, including studies validating biomarkers for complicated mild TBI, and a program examining how biomarker levels map onto specific injury patterns visible on imaging.

(A NATIONAL TURNING POINT FOR TRAUMATIC BRAIN INJURY RESEARCH)

The center's work extends beyond brain injury to the spinal cord:

- Investigators are conducting a trial of acute spinal cord injuries and studying how inflammation drives dysfunction after injuries that combine spinal cord damage with trauma elsewhere in the body — the pattern most often seen at a Level 1 trauma center.
- Adam Ferguson, PhD, who directs data science efforts in the center, leads the Pan-Neurotrauma Data Commons, an effort to pool and standardize neurotrauma data across institutions so that findings from small studies can be tested at scale.

Recognition this year spanned career stages. Dr. Ferguson received the NINDS Director's Award for Outstanding Programmatic Achievement and joined the scientific advisory board of the Wings for Life Foundation. John Yue, MD, received the National Neurotrauma Society Rising Star Award along with young investigator awards from the Congress of Neurological Surgeons and its foundation. New federal career awards went to junior faculty including Britta Lindquist, MD, PhD, studying how acidosis affects ischemic stroke, and Neel Singhal, MD, PhD, who leads a five-year NIH program to discover drug delivery vectors capable of reaching the central nervous system.



"After years of failed trials in traumatic brain injury, this is the first large-scale, multi-site trial in over a decade — and it is designed so that what we learn will shape every trial that follows."

– Dr. Manley and Dr. Fabian

Department of Radiology,
Avon Breast Center

ARTIFICIAL INTELLIGENCE CUTS THE WAIT FOR BREAST CANCER ANSWERS FROM WEEKS TO AN HOUR

A screening mammogram that finds something suspicious sets off a sequence of appointments — a call back for diagnostic imaging, then a biopsy, then results — and each step adds days or weeks of waiting. For patients at a safety-net hospital, those gaps can stretch considerably longer.

Maggie Chung, MD, and colleagues in the Avon Breast Center tested whether artificial intelligence could compress that timeline. Their approach applies an AI risk model to each screening mammogram as it is acquired, identifying the women at highest risk so that their images are read immediately and, when warranted, diagnostic imaging is completed the same day. In a prospective deployment in ZSFG's diverse patient population, women whose cancers were found on screening went from waiting weeks for a diagnostic evaluation to receiving results in about an hour, and time to biopsy fell from more than two months to under 10 days. Nearly all enrolled patients received an immediate interpretation, and the redesigned workflow did not delay care for anyone else.

The work, published in *npj Digital Medicine*, is notable for where it was done. AI screening tools are typically piloted in well-resourced systems; this study demonstrates a deployment model in a safety-net setting, where the patients who stand to gain the most from faster answers have historically waited the longest.

Department of Pediatrics

FAMILIES AT THE TABLE: SHAPING CARE COORDINATION FROM LIVED EXPERIENCE

Children affected by adversity are served by health care, child welfare, behavioral health, and managed care systems that rarely coordinate well with one another — and families navigating all of them at once are seldom asked how the pieces should fit together.

The Toxic Stress Network Improvement Collaborative (TONIC), led by Anda Kuo, MD, addresses this by putting family leaders in the room where decisions are made. Over the past year TONIC established the Cross-Bay Family Accountability Board, which brings caregivers together with DPH, the SF Human Services Agency, the Department of Early Childhood, managed care plans, health systems, and community organizations to co-design solutions. The board contributed family-centered expertise to the San Francisco Child Welfare Enhanced Care Management pilot and partnered with the UCSF Center for Advancing Dyadic Care in Pediatrics to shape how the new dyadic care benefit is explained to families.

The collaborative published a statewide toolkit on consent and information sharing, giving counties, managed care plans, and providers practical guidance on the data-sharing rules that govern Medi-Cal services for families involved with child welfare — one of the most common practical obstacles to coordinated care. Family leaders themselves presented the toolkit at a statewide webinar and at regional and national conferences.

AWARDS

2025 Rapaport Awardee

- Alan Gelb, MD

2026 Interprofessional Collaboration Award

- ZSFG Multidisciplinary Sepsis Task Force
- IR in 60
- Team Lily

2026 Exceptional Physician Award

- Eleanor Chung, MD
- Ashraf El Naga, MD
- Sriranjani Padmanabhan, MD

2026 Exceptional Advanced Practice Provider Award

- Johanna Sluser, NP, MSN
- Asmara Gebre, CNM
- Shauna Brodie, NP, MSN

ZSFG Executive Award

- Laurae Pearson
- Alan Gelb, MD

2026 Hopewell Mentorship Award

- Joel Ernst, MD

2025 American College of Emergency Physicians' Outstanding Speaker of the Year Award

- Starr Knight, MD

2025 Induction into the National Academy of Medicine

- Christine E. Dehlendorf, MD, MAS

National Academy of Medicine Emerging Leader

- Romain Pirracchio, MD, PhD

TRANSITIONS

- **S. Andrew Josephson, MD**
  Appointed Dean
  UCSF, School of Medicine

- **Anna Chodos, MD, MH**
  Appointed Inaugural
  Site Chief of Geriatrics

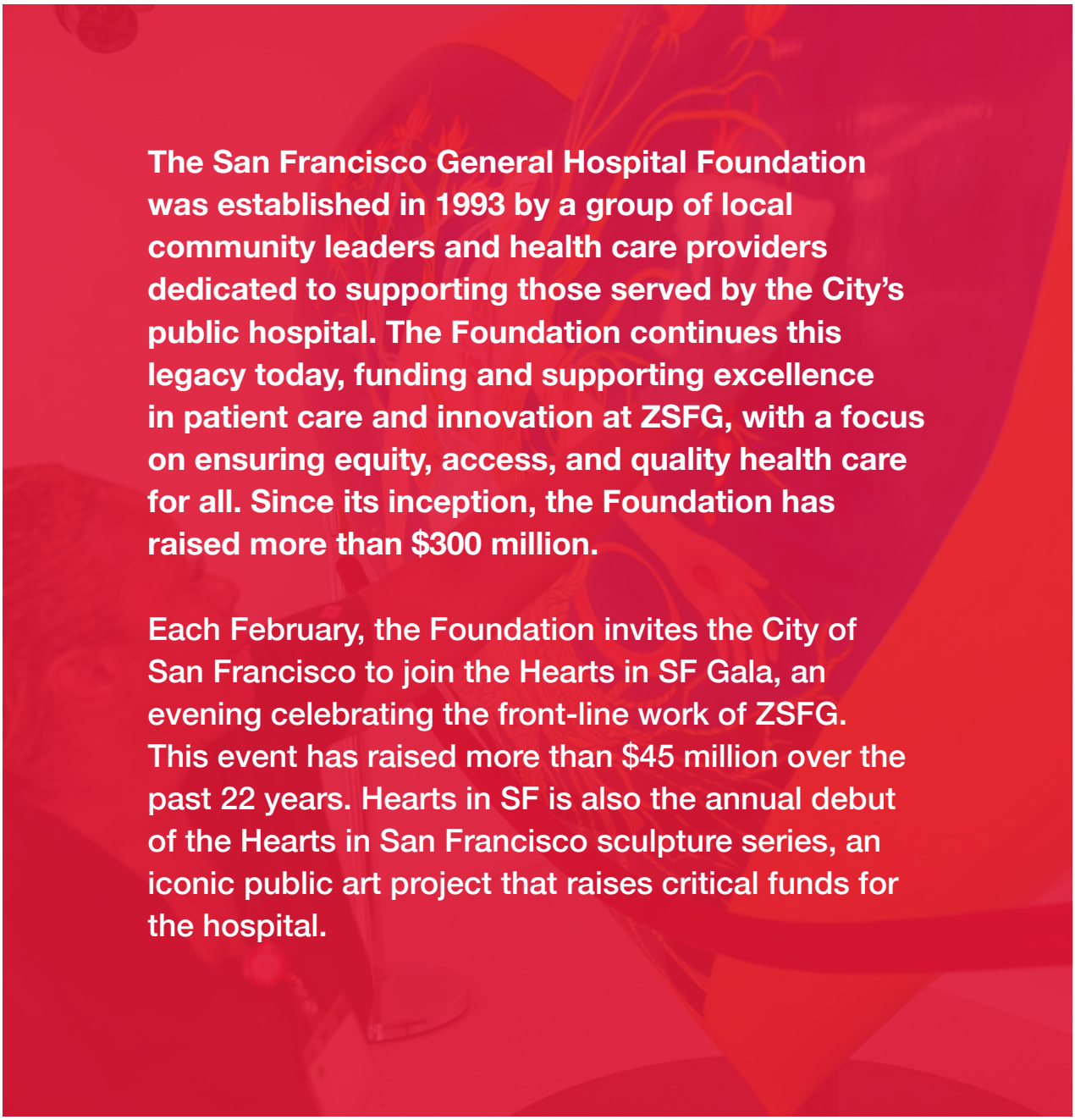
- **Candice Corder**
  Appointed Director of Finance
  Vice Dean's Office

- **Juanita Villanueva**
  Appointed Director,
  Clinical Practice Group
  Vice Dean's Office



San Francisco General Hospital Foundation

www.sfghf.org



The San Francisco General Hospital Foundation was established in 1993 by a group of local community leaders and health care providers dedicated to supporting those served by the City's public hospital. The Foundation continues this legacy today, funding and supporting excellence in patient care and innovation at ZSFG, with a focus on ensuring equity, access, and quality health care for all. Since its inception, the Foundation has raised more than $300 million.

Each February, the Foundation invites the City of San Francisco to join the Hearts in SF Gala, an evening celebrating the front-line work of ZSFG. This event has raised more than $45 million over the past 22 years. Hearts in SF is also the annual debut of the Hearts in San Francisco sculpture series, an iconic public art project that raises critical funds for the hospital.

San Francisco General Hospital Foundation

EQUITY AND INNOVATION GRANTS

The Foundation recently celebrated the return of the Equity & Innovation Grants with support for two exciting programs. Thanks to a multi-year partnership with BMO Bank, each grantee was awarded a $100,000 capacity-building grant, allowing critical investment in new initiatives that will have a widespread impact on patient care.





EYE CLINIC

This program focuses on expanding access to ophthalmology and optometry care and reducing wait times through new diagnostic equipment and hybrid visits. By addressing critical barriers to timely care for diseases such as cataracts and glaucoma and offering patients earlier interventions to reduce the risk of adverse health outcomes, the Eye Clinic is committed to ensuring that all San Franciscans have equitable access to care.

HEALTHY LIFESTYLES CLINIC

This initiative focuses on childhood obesity and links children of low-income families with community resources for physical activity and healthy eating. These early interventions prevent adverse health outcomes, like diabetes, in children with obesity while also improving mental health, all of which leads to longer-term success over the lifespan.



HEARTS IN SF 2026

Hearts in SF 2026 took over The Conservatory at One Sansome on February 12, 2026, to celebrate our city's outstanding public hospital, ZSFG. Community support was out in full force, showing us just how beloved our city's health care heroes truly are.

The night featured heartfelt speeches from Mayor Daniel Lurie, San Francisco Health Director Dan Tsai, Foundation CEO Kim Meredith, and ZSFG CEO Dr. Susan Ehrlich, who all spoke about the essential role ZSFG plays in San Francisco to keep our city healthy and strong.

2026 HERO & HEART AWARDS AND COMMUNITY IMPACT AWARDS

The Foundation celebrates the people and programs that exemplify the compassion, innovation, and perseverance it takes to care for an entire city, reminding us of the power of seeing humanity in each other.

The Foundation celebrated three Hero & Heart awardees:



Kelly Brandon
MSN, RNC, CNS, and ZSFG Clinical Nurse
Specialist and Co-Founder of the Addiction Care Team Nurse Liaison Program



Melissa Pitts
RN, BSN, and ZSFG
Emergency Department Administrator on Duty



Pamela Dorsey
ZSFG heart transplant recipient

The Foundation awarded the San Francisco Free Clinic with the Community Impact Award. For more than 20 years, Dr. Patricia Gibbs and Dr. Richard Gibbs have opened their doors to those most in need, offering not only vital medical care, but also a model of equity, generosity, and respect that has inspired our community.

2026 HEARTS IN SAN FRANCISCO SCULPTURES

The Hearts in San Francisco project debuted in 2004, with 131 heart sculptures popping up around the city.

The 2026 Hearts in San Francisco series added 21 new Hearts to the collection, including 12 tabletop and nine Mini Hearts. Artists included a volunteer at ZSFG and a classroom of young artists.







2026 ARTIST SPOTLIGHT: NIKAELLA MARIANO

Nikaella Mariano is a nursing student in San Francisco and a Health Advocate at ZSFG, where she serves as a volunteer resource navigator for the Family Birth Center and Children's Health Center, meeting with patients and families to screen for social determinants of health and curate resources tailored to their needs. Bringing together her love of art and her dedication to public health, Nikaella created "Puso ng Mangga: Heart of the Mango," inspired by cultural heritage and nursing work.

HEARTS IN SAN FRANCISCO ACROSS THE CITY

This year, two Hearts in San Francisco found new homes through the Foundation's Community Hearts Program, bringing these symbols of support for public health to neighborhoods across the City and beyond.



GLIDE

The Foundation joined forces with GLIDE to bring the first Hearts in San Francisco sculpture to the Tenderloin. A special commission presented with the Community Impact Award at Hearts in SF 2025, Jaz Cameron's Fractured Harmony now stands at the corner of Ellis and Taylor streets, sharing its message of resiliency with the entire community.

At a lively ceremony, CEO Kim Meredith and Board Secretary Robert Turley joined San Francisco Supervisor Bilal Mahmood and GLIDE President and CEO Dr. Gina Fromer to unveil the Heart, celebrating a shared commitment to healthier futures for all San Franciscans.



CHAN NATIONAL QUEER ARTS CENTER

The Foundation unveiled a special new Hearts in San Francisco sculpture at The Chan National Queer Arts Center. The sculture named "VASU: Vibrance Within" by Amaura Arts is a visual representation of The Chan Center's values: celebrating artistic expression and community.

The festive unveiling included Foundation CEO Kim Meredith, ZSFG CEO Dr. Susan Ehrlich, Supervisor Rafael Mandelman, and San Francisco Gay Men's Chorus Artistic Director Jacob Stensberg, each reflecting on the deep history between ZSFG and the LGBTQIA+ community, the Hospital's critical role during the HIV/AIDs pandemic, and the care provided today.



EVERY ACT MATTERS

The Addiction Care Team at ZSFG works to transform how health care providers care for people with substance use disorders, bringing not only expertise in evidence-based treatments to the bedside but also empathy and understanding. Through a new campaign on campus funded by the Foundation, ACT expanded its work beyond patient care to collaborate directly with staff, shifting the narrative around addiction care at ZSFG.

Every ACT Matters recently debuted the first of 18 informative videos, bringing together insights from people with lived experience and addiction medicine champions at ZSFG. Each video highlights the importance of showing up without bias and encourages all providers to recognize the critical role they play in a patient's road to recovery. Paired with helpful tips and addiction care resources, Every ACT Matters is a renewed commitment to making ZSFG the best place to receive care for patients dealing with addiction.

WEAVING COMMUNITY FOR MENTAL HEALTH AWARENESS

Mental Health Awareness Month is a time to destigmatize mental and behavioral health needs and encourage open conversations about how to care for one another. This May, the Foundation joined the **San Francisco Giants' annual Mental Health Awareness Day** for a powerful pregame reception. This year's national theme, "More Good Days, Together," felt especially alive as we gathered with mental health advocates, experts, and community partners.



Earlier this spring, the Foundation joined Pam and Larry Baer for a celebration of an iconic Heart sculpture, newly on display across from the ballpark. *Fibers of Life,* by The Apexer, found its home at the revamped China Basin Park at Mission Rock. Proceeds from this 2025 Heart benefited ZSFG's Transform Mental and Behavioral Health Fund, of which Pam was a founding director. The 500-pound sculpture weaves together vibrant oranges, a nod to the SF Giants.

Community Outreach



We are deeply committed to improving the health of San Franciscans, not just on campus, but throughout the community.

By partnering with local organizations and City agencies, ZSFG brings essential services directly to neighborhoods across the city ensuring health care reaches those who need it most.

Community Outreach



SECOND ANNUAL ZSFG MILK DRIVE

ZSFG's Family Birth Center and the NICU teamed up this year with Mother's Milk Bank California to host the second annual Milk Drive in San Francisco. Held during Breastfeeding Awareness Month in August 2025, the event brought in 2,500 ounces from generous donors to support babies and families locally and beyond.

As a Baby-Friendly hospital, ZSFG is dedicated to ensuring every newborn gets a healthy beginning by offering lactation support to birthing parents who choose to breast/chest-feed human milk and providing alternatives when breastfeeding is not possible, such as offering donor human milk. With more than 1,300 babies born at ZSFG each year, even the smallest act can make a big difference: just two tablespoons of donated human milk can help a baby in need thrive, and a quarter-ounce is a full feeding for a NICU baby.

DONATIONS BRING THE GIFT OF BETTER SIGHT AND HEARING

Two ZSFG clinics, 4M and 4J, collected more than 230 pairs of eyeglasses and several hearing aids during a community donation drive benefiting the Lions Eye Foundation, a nonprofit that provides comprehensive vision and hearing services to uninsured people throughout Northern California and Nevada.

ZSFG thanks the staff, patients, and community members who donated and helped make the drive a success.





ZSFG HOSTS COLORECTAL CANCER AWARENESS EVENT

The Gastroenterology Team held an event in March for Colorectal Cancer Awareness Month, featuring an inflatable walkthrough colon displayed at ZSFG. The interactive model offered staff, patients, and visitors a hands-on way to learn about colorectal cancer risks, prevention, and the importance of early detection.

Endoscopy and Nutrition staff, along with community partners such as the San Francisco Cancer Initiative and Project Open Hand, were present to answer questions, share evidence-based screening guidelines, and highlight available resources. The event prompted meaningful conversations about the life-saving impact of early screening and encouraged attendees to consider scheduling a screening for themselves or loved ones.

PUTTING PATIENT VOICES AT THE CENTER OF CANCER CARE

In April, Cancer Care and Patient Care Experience teams brought patients, caregivers, leaders, and frontline staff together for the "Voices of Cancer Care – Lived Experience Forum." The conversation offered a valuable opportunity to learn directly from people navigating cancer care, what is working well, where barriers remain, and how ZSFG can strengthen access, care, and support.



COMING TOGETHER TO BEAUTIFY ZSFG

ZSFG was proud to be part of One City Day, Mayor Daniel Lurie and First Lady Becca Prowda's citywide day of service held in July focused on strengthening and beautifying San Francisco neighborhoods.

Volunteers from DPH, UCSF, the San Francisco General Hospital Foundation, and community partners spent the day giving the areas around the hospital campus some extra care. Teams picked up litter, tended gardens, removed graffiti, and polished the iconic Hearts throughout the campus.

ZSFG CONNECTS WITH DISTRICT 10 AT ANNUAL HEALTH FEST

ZSFG and DPH staff joined community organizations and residents in October for the 13th Annual District 10 Health Fest.

The event offered free health screenings, family activities, wellness resources, and cultural performances. ZSFG's Stroke Program, Trauma Program, and Pulmonary Clinic joined community partners to share information and connect residents with health resources.

Together, staff conducted 81 blood pressure screenings and educational sessions, completed 128 stroke awareness surveys, and distributed 144 boxes of Narcan and 100 fentanyl test strips.

The outreach reflected the collective effort of many ZSFG and DPH teams, including medical-surgical and ICU nurses, Population Health staff, neurology nurses and providers, neurology administration staff, and neurocritical care physicians.



Staff Celebrations



"Thanks for bringing your whole self to our patients and our community. While the efforts you all make to form connections with our patients may seem small in the moment, they make a world of difference to our patients."

– Dr. Gabriel Ortiz, CMO

Staff Celebrations



HONORING 50 YEARS OF MIDWIFERY & ADVANCING EQUITY IN WOMEN'S HEALTH

This year marks the 50th anniversary of ZSFG's Certified Nurse Midwifery Service, one of California's oldest 24/7 hospital-based midwifery programs. Since 2008, our midwives have supported more than 10,000 births, championing evidence-based, patient-centered care that has helped keep our C-section rate at 16%, half the national average, with research confirming that midwifery care improves outcomes and reduces maternal and neonatal mortality. Beyond patient care, our service launched the UCSF midwifery education program, training generations of midwives.

As the first site on the West Coast to implement Centering Pregnancy group care, we now offer this model in Spanish and through our Black Centering program, which is improving outcomes for Black/African American families. This work is reinforced by our Community Accountability Board, which has spent the past three years helping shape more respectful, equitable maternal care practices and address gaps in cesarean rates and preterm birth outcomes.

CELEBRATING THE ORTHOPAEDICS TRAUMA INSTITUTE AT ZSFG

In February, the Orthopaedic Trauma Institute (OTI) celebrated 17 years of service to the Bay Area. OTI provides essential musculoskeletal and trauma care as San Francisco's only Level I trauma center and leads nationally and internationally with the largest international outreach program and the most trauma fellowship-trained specialists in North America. Since its founding, the institute has grown to 27 clinical and research faculty. At the event, Dr. Ted Miclau praised the team's dedication and collaborative spirit, and Dr. Susan Ehrlich recognized OTI's continued growth and impact on the community.





CELEBRATING 25 YEARS OF THE TRAUMA NURSE PRACTITIONER PROGRAM

This year marks a significant milestone, the 25th anniversary of the Trauma Nurse Practitioner (NP) Program.

Over the past two decades, this program has been a cornerstone of our trauma services, providing expert, timely, and compassionate care to patients when they need it most.

From the bedside to system-wide coordination, our Trauma NPs play a critical role in improving patient outcomes, supporting multidisciplinary teams, and strengthening the continuum of care across our hospital and community.

The impact of this team and this work extend far beyond our hospital walls shaping trauma care practices, advancing clinical excellence, and improving the health and well-being of the communities we serve.



SOCIAL WORK MONTH CELEBRATION & AWARDS CEREMONY

In March 2026, ZSFG held its second annual Social Work Month Celebration & Awards Ceremony, honoring social workers across the hospital who bridge medical care and real-world needs for patients.

San Francisco Health Director Dan Tsai joined CEO Dr. Susan Ehrlich to recognize the vital work of ZSFG's social workers.

Congratulations to this year's awardees for exceptional service and outstanding contributions to patient care:

- **Amy Kwan**
  5M Women's Health Center (DPH)
- **Wyatt Barcelo**
  Inpatient Hospital Team (DPH)
- **Caroline Belli**
  BHC (DPH)
- **Shayla Goldlist**
  PES (UCSF)
- **Jason Herbert**
  OTOP (UCSF)
- **Megan Oakes**
  ED Case Management (UCSF)

ANNUAL MEDICAL STAFF AWARDS

UCSF medical staff at ZSFG gathered in Pride Hall for their Annual Meeting in June. San Francisco Health Director Daniel Tsai, ZSFG CEO Susan Ehrlich, School of Medicine Dean Talmadge King, Jr., Vice Dean Jeff Critchfield, Chief of Medical Staff Mary Mercer, Health Commissioners Dr. Laurie Green and Judy Guggenhime, and the ZSFG Executive Team came together to recognize this year's award recipients for their outstanding dedication to patient care.

At the event Dr. King, Jr., received a special tribute from UCSF Vice Dean for his many years of leadership as Dean of the UCSF School of Medicine and champion of ZSFG and health equity. Dr. King, Jr. stepped down from his leadership role in June.

(ANNUAL MEDICAL STAFF AWARDS)

Rapaport Award for Commitment to ZSFG

- **Dr. Alan Gelb**
  Attending Physician of Emergency Medicine at ZSFG and UCSF Clinical Professor of Emergency Medicine.

Exceptional Advanced Practice Provider Award

- **Johanna Sluser**
  NP, MSN, Medicine
- **Asmara Gebre**
  CNM, Obstetrics and Gynecology
- **Shauna Brodie**
  NP, MSN

Interprofessional Collaboration Award

- **ZSFG Multidisciplinary Sepsis Task Force**
- **Interventional Radiology**
- **Team Lily**

Exceptional Physician Award

- **Eleanor Chung**
  MD, Pediatrics
- **Ashraf El Naga**
  MD, Orthopedic Surgery
- **Sriranjani Padmanabham**
  MD, Ophthalmology

Community Primary Care, Primary Care Provider Award

- **Levis Owens,** NP
  Southeast Family Health Center

Community Primary Care, Clinician Award

- **Rita Lam**
  PharmD

Whole Person Integrated Care Provider Award

- **Neal Sheran**
  MD, MS, Medical Respite and Sobering Center and Permanent Supportive Housing

Krevans Awards

- **Jane Buchanan,** MD, PhD, Anatomic Pathology
- **Graham Beck,** MD, MBA, Anesthesia and Perioperative Care
- **Kennis Htet,** MD, Dermatology
- **Anna Claire G. Fernández,** MD, MS, Emergency Medicine
- **Christopher Huerta,** MD, MPH, Internal Medicine
- **Nkiru Ezeakudo,** MD, MPH, Obstetrics, Gynecology & Reproductive Services
- **Leo Shen,** MD, MSc, Ophthalmology
- **Sahm Rafati,** DDS, Oral and Maxiliofacial Surgery
- **Anna Laura Park,** MD, MPhil, Orthopaedic Surgery
- **Connie Jiayu Zhou,** MD, Otolaryngology Head and Neck Surgery
- **Genesis Trirene Trejo,** MD, Pediatrics
- **Caroline Chiu,** MD, Psychiatry
- **Ankush Bajaj,** MD, Radiology
- **Lucas Wachsmuth,** MD, PhD, Surgery
- **Daniela Orozco Rendon,** MD, Urology

Our Patients



At ZSFG, there is no prouder moment than when our patients leave the hospital happy and healthy.

We are honored to serve the people of San Francisco and receive their appreciation.

Our Patients

CARE EXPERIENCE TEAM ENGAGES STAFF DURING PATIENT EXPERIENCE WEEK

During Patient Experience Week in June 2026, the Care Experience team invited staff across the hospital to answer one question:

"How do you support patient experience?"

Nurses, physicians, social workers, pharmacists, librarians, students, volunteers, and others shared their responses on four posters throughout the hospital. Common themes included presence, dignity, listening, and meeting people where they are — reinforcing that patient experience is everyone's work.

There's no better way to understand the impact staff make in the lives of the people we serve than by hearing directly from them. At ZSFG, we're proud to care for all San Franciscans and grateful when patients take the time to share their experiences.

Here are a few of their kind words about the care they received at ZSFG.







"I just want to say that I appreciate the kindness and the attention that the staff gave me and I would definitely recommend to all my friends and family members how well you treated me."

– Perioperative patient

"The radiologist or doctor was very patient with my baby."

- Outpatient Ultrasound patient

"Excellent staff, has always been my experience here. The technician performing the mammogram was outstanding-the best."

– Avon Breast Clinic patient



"I just wanted to thank the staff of Ward 86 for their warmth and compassion. Dr. Weiser has succeeded in making me believe that doctors do care... She has my full trust and confidence that she does look out for what is best not for just me as a patient, but for me as an individual."

– Positive Health Program patient

"I appreciate the excellent attention and care. I was at ease the whole time."

- ED patient

SIX WEEKS OF CARE, COMPASSION, & SUPPORT

Over six weeks, Bernadette made several Emergency Department visits, attended follow up medical appointments, and saw an ENT specialist while managing a prolonged illness.

"From triage through treatment, I felt heard, respected, and supported. The physicians, nurses, specialists, and support staff worked diligently, answered my questions, and helped me navigate a stressful and prolonged illness. After more than six weeks, I am finally on the mend, and I am deeply grateful.

I also want to recognize the compassion I observed toward others. The department served people from many walks of life, including people experiencing homelessness and financial hardship, with a wide range of situations and medical needs. From what I witnessed, staff moved patients efficiently through triage while treating each person with dignity, patience, and attentive care."

SHOTS DON'T HAVE TO END IN TEARS

For one young patient at ZSFG's Children's Health Center (CHC), getting ready for the school year included a trip to the clinic for her back-to-school vaccinations—and a surprisingly positive experience, thanks to a welcoming, patient-centered care she received. Her smile says it all!

Her experience is one of thousands each summer. From May through September, CHC cares for nearly 6,000 pediatric patients, about 70% of whom are Spanish-speaking, providing preventive care, vaccinations and other essential services to help San Francisco's children stay healthy and ready to learn.

"From triage through treatment, I felt heard, respected, and supported."

JOSE GETS A SECOND CHANCE

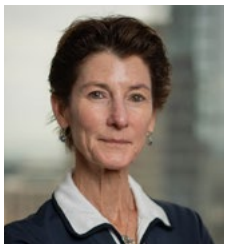
Jose was visiting San Francisco from Chicago where he works as a Firefighter/Paramedic. While visiting, he was involved in a traumatic accident. After being treated by first responders, he was transported to ZSFG.

*"From the moment I arrived in the ER to the point where I was transferred to the inpatient rehabilitation hospital … you guys provided my family and I with a sense of reassurance, calm, and support that made all the difference as we tried to make sense of everything and navigate this difficult situation … **We will be forever grateful for the second chance you all handed us that day. I don't intend to waste it."***



Jose, pictured right, with son, Joshua.

Executive Team



Susan Ehrlich
MD, MPP
Chief Executive Officer



Jeff Critchfield
MD
UCSF Vice Dean



Gillian Otway
MSN, RN
Chief Nursing Officer



Gabriel Ortiz
MD, PhD
Chief Medical Officer



Mary Mercer
MD, MPH
Chief of Staff



Adrian Smith
MSN, RN
Chief Quality Officer



Sabrina Robinson
MBA, CMPE, FACHE
Chief Operating Officer



Hemal Kanzaria
MD, MSc
Chief Performance Excellence Officer



Angelica Journagin
JD, MHA
Chief Administrative Officer



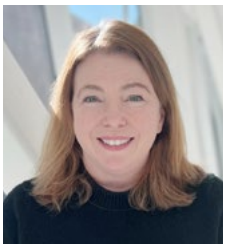
Eric Wu
MPA
Chief Financial Officer



Justin Dauterman
MSN, RN
Chief Experience Officer



Angelica Almeida
PhD
Chief Integrative Officer



Christine Falvey
MPA
Chief Communications Officer



Laurae Pearson
Associate Dean
Administration & Finance

Health Commission

Profiles

As DPH'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 Monday of each month.

The Health Commission's committee structure consists of:

- The ZSFG 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 body:

- Zuckerberg SF General Foundation Board of Directors

Health Commission



LAURIE GREEN, MD

Health Commission President

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 and Board Chair 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.



SUZANNE GIRAUDO, PHD

Vice President
(Elected May 2026)

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. Prior to her appointment to the Health Commission in 2019, Dr. Giraudo was a member of the Children and Families First Commission for 12 years. Vice President Giraudo is a member of the Finance and Planning Committee and represents the Health Commission on the San Francisco General Hospital Foundation.



EDWARD A. CHOW, MD

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



SUSAN BELINDA CHRISTIAN, JD

Commissioner Christian is an Assistant District Attorney in San Francisco, and is the office's Head Attorney for the Collaborative Courts and Mental Health Unit. 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.

Health Commission



TESSIE M. GUILLERMO

Vice President
(Served thru May 2026)

Commissioner Guillermo is the former Chair of the Board of Directors of CommonSpirit, the largest national non-profit health system in the United States and 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, chairs the Laguna Honda Hospital Joint Conference Committee, and is a member of the Finance and Planning Committee.



JUDY GUGGENHIME

Commissioner Guggenhime was born and raised in Boston. She is a graduate of Milton Academy, Mills College and the University of Pennsylvania. Earlier in her career, Commissioner Guggenhime worked for Election Central, an independent nonprofit organization providing results to the news media in Houston. Moving to San Francisco, she made her mark as a board member of the San Francisco Education Foundation. Commissioner Guggenhime chaired the CORO Foundation Board and served as Co-Chair of the “I Heart” City Capital Campaign for the San Francisco General Hospital Foundation. A past president of the Foundation board, she is also its longest-serving member. Commissioner Guggenhime was appointed to the Health Commission in 2024 and is a member of the Community and Public Health Committee.



KARIM SALGADO

Commissioner Salgado is a Peruvian-American business owner who immigrated from Peru in 1979. She earned degrees in Sociology and Criminal Justice from San Francisco State University (SFSU) in 2000, making her the first in her family to earn a college degree. She established two endowed scholarships at SFSU in the Business and Literature Departments in honor of her loved ones. Before opening her own business on the UCSF campus in 2002, Commissioner Salgado worked for Wells Fargo Corp., the Gap, in their Loss Prevention Departments, and U.S. Customs (Homeland Security). She has served on the SFMTA Citizen Advisory Committee (2020-Present), Daly City Partnership Board of Directors (2023-Present), Western Neighborhoods Project Board of Directors (2020 - 2022) and on the SFSU Honoree Doctorate Committee (2023). She was appointed to the Health Commission in 2024 and is a member of the Community and Public Health 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 worked in HIV service contracting and monitoring; provided social work services in the San Francisco County Jail; and served as the Director of the DPH Forensic AIDS Project. He has served as Health Commission staff since 2009.



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

Report produced by ZSFG Office of Communications

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This report can be viewed on our website at zsfgcare.org.
Photos courtesy of ZSFG Office of Communications, UCSF Communications and San Francisco General Hospital Foundation.