



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



# FY 2015 - 2016 ANNUAL REPORT

**EXPANDED CARE. Opened for YOU in Spring 2016**

We've been San Francisco's hospital for more than 150 years and we look forward to caring for you in our new facility



San Francisco Department  
of Public Health

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## OUR MISSION

The mission of Zuckerberg San Francisco General Hospital & Trauma Center is to provide quality health care and trauma services with compassion and respect.

## OUR VISION

Our vision is to be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment.

## OUR VALUES

1. Joy in our Work
2. Thirst in Learning
3. Compassionate Care

As leaders of ZSFG, we believe in respect for people and continuous improvement as demonstrated by a commitment to our values of joy in our work, thirst in learning, and compassionate care and reflected through our principles that guide our daily behaviors and decisions.

## OUR PHILOSOPHY

# TABLE OF CONTENTS

**1**

## **MESSAGE FROM THE CHIEF EXECUTIVE OFFICER**

SUSAN EHRLICH, MD, MPP

**3**

## **HIGHLIGHTS IN FISCAL YEAR 2015-2016**

**7**

## **ABOUT ZSFG**

ZSFG IS UNIQUE  
ZSFG SERVICES  
A YEAR IN REVIEW  
ZSFG BY THE NUMBERS

**13**

## **FOCUSING ON VALUE**

TRUE NORTH  
EMERGENCY DEPARTMENT IMPROVEMENT WORK  
INPATIENT SERVICES IMPROVEMENT WORK  
A3 THINKING AND DAILY MANAGEMENT SYSTEM

**21**

## **CONNECTING WITH EXCELLENCE**

ABOUT iCARE  
EXEMPLIFYING CARE  
TOP PERFORMERS  
MATERNITY CARE

**29**

## **CELEBRATING DIVERSITY & STAFF**

**33**

## **COMMUNITY ENGAGEMENTS**



# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



## One Hospital, Many Buildings, Many Extraordinary People: One Heart

Zuckerberg San Francisco General (ZSFG) is our community's medical center: a key part of the San Francisco Health Network, providing over half a million outpatient visits, including specialty care, and service to over 100,000 inpatients.

Thanks to the outstanding support shown by San Francisco's voters, we will soon undertake a significant seismic upgrade and renovation to Building 5, the old hospital building, turning it into a comprehensive primary and specialty outpatient service center, allowing us to serve our community more effectively in years to come.

I am personally both honored and humbled to be the Chief Executive Officer of the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center. Starting at this precise moment in the organization's history has been exciting, to say the least, and I most sincerely offer my thanks and gratitude to the unfailing support of our staff, the Department of Public Health and our Commission. Every single day I look forward to working together to continue our service to this city and to improving the work we do. We have made tremendous progress, and the best is yet to come!

No matter what moment in time, ZSFG's team of remarkably talented and dedicated staff and providers have been here for the city. One team, one heart.

- Dr. Susan Ehrlich, MD, MPP

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# HIGHLIGHTS IN FISCAL YEAR 2015-2016

## New Hospital Opening

2016 is a pivotal year in the journey of this venerable institution.

The opening of the new hospital and patient move was an extraordinary accomplishment.

This striking new building will provide a beautiful, healing environment for our patients and outstanding tools for our staff to deliver care.

Opening the hospital has been nothing less than a Herculean feat. What has been involved in its opening is a long list of tasks which included: planning, improvement work, training, construction, cleaning, stocking, licensing and feeding thousands of people. There were a million steps and processes every member of our exemplary team has been through together to get to this place.

Building 25 will help and serve all the people of San Francisco in the best ways we can. With our new building, we now operate a hospital fully worthy of the people we serve and the people who serve them. We can now see more patients, welcome them into a world-class facility, and provide them better care.



Caption: Leaders making the big move!

## Support of Prop A

Proposition A: what a show of support! On election day, 78.85% of San Francisco voters said “yes” to Prop A, the Public Health and Safety Bond. This bond provides \$350 million of capital improvements for city-wide health related projects, including \$222 for Zuckerberg San Francisco General Hospital. These funds will go towards making Building 5 (our 1970s-era concrete building) more earthquake-safe, and to renovating the inside of the building to create an improved environment for our psychiatric patients and for primary, multi-specialty and urgent care clinic services.

These improvements will be made over the next several years.

Prop A won with a very comfortable margin, even though it required 2/3 of the electorate to win. It also came on the heels of Prop A from November, 2008, that provided \$887.4 million for our new Building 25, and won with a whopping 83.81% of the electorate.

This incredible support comes with a responsibility to provide the highest value care – safe, high quality care with a delightful patient experience – as efficiently and effectively as possible. We owe this to our patients and to our community, those who have entrusted us with this investment.



Caption: Leaders transporting patients through the 2nd floor bridge



# HIGHLIGHTS IN FISCAL YEAR 2015-2016

In November 2014, Facebook founder and CEO Mark Zuckerberg and his wife, Dr. Priscilla Chan, donated \$75 million to San Francisco General Hospital to help fund critical equipment and technology for the new public hospital, which opened in May 2016. Dr. Priscilla Chan, a pediatrician, did medical training at San Francisco General Hospital.

The donation to the San Francisco General Hospital Foundation, the hospital's fundraising arm, was the largest single gift to the hospital since the foundation's creation in 1994; hospital officials believe it is the largest single private gift from individuals to a public hospital in the nation.

The city added the couple's name to the hospital, making it the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center to honor their generosity, in the hope it inspires additional support for the hospital, as well as for other public hospitals.

## Understanding Who We Are

Zuckerberg San Francisco General Hospital's values are encapsulated in our brand. They are the pillars that support the overall brand of the hospital.

### Intelligence

Collective intelligence is expressed through skills, experience, know-how, education and innovation.

### Spirit

Spirit that is embodied here takes shape in service, healing, mercy, a zeal to help, hope, a feeling of family and in making sacrifices for what is most important.

### Radical Inclusion

We collectively open our arms to all. Everyone is the same when they need help.

### Heart

This is a mission-driven place. At the center of that mission is heart. That heart gets expressed as warmth, compassion, graciousness and caring. And beneath that is humility.

Our overall brand represents all our beautiful staff and what makes ZSFG special.



Caption: New signage in front of Building 25.

## Our Unifying Idea is CARE

Zuckerberg San Francisco General's strategy boils everything down to a simple idea. It's not just a tagline, it's a unifying idea.

The word "care" is multifaceted. It describes what we do—we provide care. It describes how we feel—we care about people. It is also a verb that reminds us all what to do—to care.



# Care.



# HIGHLIGHTS IN FISCAL YEAR 2015-2016

## Joint Commission Traumatic Brain Injury Survey & Stroke Program Certification

In February 2016, a surveyor from The Joint Commission (TJC) arrived on campus to initiate the Stroke Certification survey for re-certification of the Stroke Program at ZSFG. Overall, the surveyor was enthusiastic and complimentary about ZSFG and the Stroke program. The Stroke Program was re-certified by the Joint Commission following this visit.

Similarly, in March 2016, another surveyor from TJC arrived on campus to initiate the Joint Commission Traumatic Brain Injury Certification survey. The Joint Commission Surveyor stated "ZSFG has one of the best Traumatic Brain Injury Programs in the country. The program thrives because of the dedication and passion of the clinical teams who care for patients daily". The result was that the Traumatic Brain Injury Program was certified.

With the certification of these two programs, ZSFG continues to be recognized for excellence in care. These certifications signify ZSFG's dedication to providing the best possible care to all San Franciscans as the only level 1 trauma center in the City.



Caption: Susan Ehrlich, Director Barbara Garcia, and Roland Pickens

## ZSFG Names New CEO

Susan Ehrlich came to Zuckerberg San Francisco General from the San Mateo Medical Center, where she most recently served as its Chief Executive Officer, from 2009 to 2016, overseeing a staff of close to 1,500 and budget of \$270 million. Previously, over her 14 years of service at the center, she was chief medical officer, vice president and medical director.

Dr. Ehrlich has a deep background in both medicine and public health, with numerous posts in health policy and finance, including serving as Budget and Planning Director for the San Francisco Department of Public Health. She also continues to be a practicing physician. Her education includes an undergraduate degree in public policy from the Terry Sanford School of Public Policy at Duke University, a graduate degree in public policy from the Richard and Rhoda Goldman School of Public Policy at the University of California, Berkeley, and an MD degree from the Medical School at the University of California, San Francisco.

We are very proud to welcome Susan to Zuckerberg San Francisco General.

# HIGHLIGHTS IN FISCAL YEAR 2015-2016

## ZSFG'S NEW PHILOSOPHY, PRINCIPLES, AND VALUES

This year, ZSFG developed and deployed our leadership philosophy, principles and leaders. ZSFG's philosophy believes in respect for our patients and staff and continuous improvement as demonstrated by a commitment to our values of joy in our work, thirst in learning and compassionate care, and reflected through our principles that guide our daily behaviors and decisions.

### Our values are deeply held beliefs that drive culture



### Our principles are the externalization of values that drive behaviors



### Philosophy Into Practice

ZSFG aims to provide executive leaders and staff the environment to practice behaviors that reflect principles that align, enable and improve.

To cultivate a mindset focused on developing our people and improving care for our patients, the executive leaders developed principles and behaviors.

In June, the executive team divided into work groups to develop principles and behaviors, which translated into competencies.

### Competency Deployment

By developing the behaviors, the Executive Leadership team deployed a competency framework.

ZSFG piloted 360 surveys in July with the intent of helping our leaders better understand their personal strengths and development opportunities as it relates to Lean Leadership. The 360 surveys allow colleagues, peers, supervisors to anonymously rate the leader.

The benefits of ZSFG's competency deployment increases leadership self-awareness and clarifies behaviors. By doing so, ZSFG is encouraging personal development and continuous improvement. This work has prepared our leaders to as we moved into the new hospital.



# ABOUT ZSFG



## Acute Hospital & Level 1 Trauma Center

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



## High Value Care

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

ZSFG aims to provide patients a better experience, a healthier community and a more efficient health care system. By actively coordinating with the public health care delivery system that had previously operated independently, ZSFG will be able to provide our patients with more consistent, efficient and effective care.



## 106,000 patients

ZSFG serves approximately 106,000 patients per year and provides over 20% of all inpatient care for San Francisco. Additionally, 30% of all ambulances come to Zuckerberg San Francisco General.

ZSFG is also one of the nation's top academic medical centers, partnering with the University of California, San Francisco School of Medicine on clinical training and research.

## Academics & Research

For more than 140 years, the University of California, San Francisco (UCSF) and ZSFG have worked together to care for San Franciscans and advance healthcare worldwide. In accordance with the Affiliation Agreement, approximately 1,900 UCSF physicians and employees work side-by-side with San Francisco's Department of Public Health staff to treat patients, conduct research, and train medical, nursing, dental, pharmacy, and advanced science students.

# 800,000 SF Residents

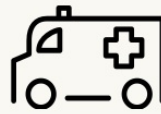
ZSFG operates the only trauma center (Level I) for the residents of San Francisco and northern San Mateo County, about 1.5 million people.

# ABOUT ZSFG

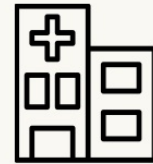
# ZSFG IS UNIQUE



Only trauma center in San Francisco. Being cared for at ZSFG lowers the risk of death by 20-25% compared to non-trauma centers



Only Psychiatric Emergency Services in San Francisco with nearly 7,000 annual encounters



Largest acute & rehabilitation hospital for psychiatric patients. ZSFG provides 63 of the 81 adult inpatient psychiatric beds in San Francisco with over 2,000 admissions per year.



High-performing Stroke certification by The Joint Commission. There is a 100% success rate in delivering t-PA to patients presenting within the eligible timeframe.



Only baby friendly hospital in San Francisco, certified by the World Health Organization, with an 85.3% in-hospital exclusive breastfeeding rate. This rate is one of the highest in California.



First ACE (Acute Care for Elders) geriatric inpatient unit in California. The unit reduced readmissions for ACE patients from 10% to 6%.



Innovative training in the Orthopaedic Trauma Institute Surgical Training Facility. The facility is a state-of-the-art teaching facility dedicated to innovative medical, health and science workshops and has trained 1,500 physicians & medical personnel since 2009.



Rapid Video Medical Interpretation services in over 10 languages. There is improved timely interpreter access from an average wait of 30 minutes to under 1 minute.



Advanced San Francisco Injury Center and Wraparound Project, which has reduced violent injury recidivism from 33% to 11%.



Pioneering First Traumatic Brain Injury Program certified by The Joint Commission.



## 1 ACUTE CARE

Critical patients remain in the hospital for more than a few days.

## 2 URGENT CARE

Provides evaluation and treatment to patients with non-emergent conditions.

## 3 AMBULATORY CARE

ZSFG is part of San Francisco Health Network and operates five out of ten Primary Care Clinics on campus. ZSFG is the sole provider of specialty care.

## 4 MEDICAL EMERGENCY

Level 1 Trauma Center and is the primary receiving facility for mass casualty.

## 5 PSYCHIATRY EMERGENCY

Emergency stabilization for psychiatric patients.

### Primary Care on Campus

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

## 6 4A SKILLED NURSING

Short-term skilled nursing care

## 7 TRAUMA SERVICES

Comprehensive care for severely injured patients.

### Specialty

Gastroenterology, Diabetes, Gynecology, Urology, Breast Surgery, Cardiology, Dermatology, Endocrinology, General Surgery / Trauma, Hematology, Hepatology, Neurology, Neurosurgery, Obstetrics, Oncology, Ophthalmology, Optometry, Oral and Maxillofacial Surgery, Orthopaedic Services, Otolaryngology (ENT), Plastic Surgery, Anesthesia Pre-Operative, Pulmonary, Nephrology, Rheumatology, Vascular Surgery

## 8 ACADEMICS & RESEARCH

**140 YEARS** UCSF and ZSFG have worked together

**900** residents

**400** medical students

**60** clinical fellows

## 9 DIAGNOSTIC & ANCILLARY



PATIENTS  
SERVED

106,874



OUTPATIENT  
VISITS

539,310



MEDICAL &  
PSYCHIATRIC  
EMERGENCY  
VISITS

75,815



URGENT  
CARE VISITS

29,681



TRAUMA  
ACTIVATIONS

4,541



LICENSED  
BEDS

397



BABIES  
BORN

1,101



UCSF STAFF

1,900



DPH STAFF

3,400



VOLUNTEERS

677

## GENDER

	FY1415	FY1516
Female	49%	49%
Male	51%	51%

## RACE / ETHNICITY

	FY1415	FY1516
TOTAL PATIENTS SERVED	107,451	106,874
African American	16%	17%
Asian/Pac Islanders	22%	23%
Hispanics	34%	35%
Native American	1%	1%
Others/ Unknown	6%	3%
White	21%	21%

## AGE

	FY1415	FY1516
Under 18	13%	12%
18-24	9%	8%
24-44	32%	32%
45-64	35%	34%
Over 64	11%	14%

## ACUTE CARE SERVICES

	FY1415	FY1516
Acute admissions	16,522	14,761
Acute psych admissions	1,818	1,757
Acute patient days	89,012	72,945
Acute psychiatric days	16,022	15,867
Average daily census	200.4	231
Acute psych average daily census	43.5	48

## AMBULATORY SERVICES

	FY1415	FY1516
Visits	536,000	539,310
Primary Care	107,200	101,651
Specialty Care	235,840	160,892
Non-admit	64,320	60,696
Urgent Care	21,440	29,681
Diagnostic Services	107,200	131,882
Other		54,508

## EMERGENCY SERVICES

	FY1415	FY1516
Emergency Visits	68,592	68,779
Psych Emergency Visits	7,000	7,036

## 4A SKILLED NURSING

	FY1415	FY1516
Avg. Length of Stay	26	39



## FINANCIALS

	FY 1415	FY 1516
Total Operating Revenues	\$953,600,000	\$948,899,000
Total Operating Expenses	\$1,114,230,000	\$1,158,854,000
General Fund	\$160,630,000	\$209,955,000
Salaries and Fringe Benefits (included in total operating expenses)	\$452,670,000	\$474,887,000



## PAYOR SOURCES

	FY 1415		FY 1516	
	Inpatient Days		Outpatient Visits	
Uninsured	7%	3%	11%	10%
Commercial	3%	0.4%	1%	1%
Medi-Cal	51%	50%	57%	57%
Medicare	24%	28%	20%	21%
Others	15%	19%	11%	11%



# FOCUSING ON VALUE

## Our True North

True North is the unwavering commitment to achieving our goals. Our True North is defined by our mission, vision, values, tactics and metrics that represent the direction we are heading in terms of being a health care organization of choice for our patients and staff.

Part of our True North journey is doing improvement work through Value Stream Mapping (VSM), which is a lean-management method for analyzing the current state and designing a future state.

Additionally, achieving our True North means the modeling of the Daily Management System (DMS), which is comprised of standard processes and tools that allow leaders to problem-solve.

How do we know we're heading in the right direction? We utilize those tools to plan, do, study and adjust (PDSA). There is evidence of our team of staff doing this everyday at ZSFG.

### Improvement SPOTLIGHT

Part of the ED's future state envisioned used a "Fast Track" system to help deliver patient-centered care for the least sick patients in the quickest way. In preparation for the move and based on multiple tests, the team decided to locate its "Fast Track" in the new ED's Pod B.

Shortly after moving into the new space, however, they realized that for many reasons their "Fast Track" might work better in a different location.

In a spirit of continuous improvement, the ED team has decided to study how their "Fast Track" works in Pod C. This will allow them to study and adjust again, based on staff input and cycle times. Using the improvement tool, we can improve how we provide services anywhere, not just in the ED.

For more improvement information, refer to page 15.

2011



**Developed ZSFG Strategic Plan**

2012



**Lean Transformation Value Stream Mapping (VSM)**

July 2012 Urgent Care VSM  
3M Specialty Clinic VSM  
Nov 2012 OR SPD VSM

2013



**Value Stream Mapping (VSM)**

July 2013 Inpatient 4D VSM  
Sept 2013 Castro Mission VSM  
Oct 2013 Radiology VSM

2014



**3P Visioning Identified True North**

Mar 2014 Outpatient Pharmacy VSM  
Aug 2014 Human Resources VSM  
Oct 2014 Urgent Care Clinic VSM

2015



**A3 Thinking and Daily Management (DMS)**

Feb 2015 OR PACU 5D DMS  
May 2015 Food and Nutrition VSM  
Sept 2015 UCC 3M DMS  
Oct 2015 Emergency Dept VSM  
Dec 2015 Emergency Dept DMS

2016



**Building 25 Move In**

Jan 2016 Inpatient VSM

# FOCUSING ON VALUE TRUE NORTH

To achieve our True North, ZSFG developed a True North Scorecard to ensure we are moving in the right direction. The Executive Leadership Team focused on driving improvements to ensure we continuously aim to achieve our True North and strategic goals. In order to do so, ZSFG utilized A3 Thinking, Countermeasure Summaries and Daily Management System.

## Continuous Improvement

Since early 2015, ZSFG has adopted A3 Thinking as the framework for strategy deployment. A3 thinking is a methodology designed to allow individuals to define problems, understand root causes, identify potential countermeasures and develop an action plan using the Plan-Do-Study-Adjust cycle. Through practicing “catchball”, individuals can share their A3s amongst each other by asking open-ended questions to improve thinking and promote mutual learning and understanding.

Since the first implementation, ZSFG has now trained over 200 staff members on A3 Thinking. 100% of all executive members have also been trained and now own individual A3s. Each rapid improvement event now includes an A3 to ensure full understanding of the current state and root causes, before implementing improvements. Recently, weekly A3 Learning Labs have been introduced as an additional resource to provide refresher training and allow staff from across ZSFG to share their A3s amongst each other. A team of master trainers are being developed to create best practices for A3 Thinking. A3 Thinking has now been adopted as the primary method for solving hospital-wide problems, including falls, hospital flow and care experience.



## Daily Management System

In 2015, ZSFG began integrating the daily management system (DMS) as a way to empower frontline staff to become problem solvers. The original three “model cell” areas included the Operating Room, Inpatient Services and the Pre-Op/PACU department. This year, DMS spread to three more existing value streams: Urgent Care Center, 3M Surgical Clinic and the Emergency Department.

The daily management system comprises of a set of tools created to empower front line staff to become problem solvers and use data to drive performance. Daily status sheets are designed as coaching opportunities to learn and better understand the business of the unit. Daily performance huddles allow staff to propose improvement ideas and work collaboratively as a team, while discussing important “driver” data metrics. The unit leadership team is made up of frontline staff who decide which driver metrics to study, in efforts to improve the department’s overall performance. Ultimately, the daily management system will allow us to develop future problem solvers to drive improvements using data.



# FOCUSING ON VALUE EMERGENCY DEPT

ZSFG's True North is ensuring the patient is at the center of all improvement work. ZSGH has dedicated to continuous improvement in order to focus on value for the patients.

The Emergency Department (ED) is the front-door of ZSFG for approximately 70,000 patients/year, and most admitted patients present through the ED. ZSFG is the level-one trauma center within the city and county of San Francisco. A value stream mapping (VSM) is an improvement workshop that examined each step of patient flow and identified areas for improvement during a patient visit. Thereafter, a series of improvement workshops were conducted to improve ED flow and quality of care.

## Value Stream Mapping

The Emergency Department (ED) participated in a Value Stream Mapping workshop in October 2015. Value Stream Mapping allowed the team to observe and understand the flow of care for patients. The team mapped the flow for patients in the Emergency Department from the time patients are greeted, until the patients are discharged or admitted to the hospital. The Value Stream Mapping team consisted of staff and providers from the Emergency Department and throughout the organization.

The team mapped the current state through the practice of observing the workplace. By going observing, the team was able to see from the patient's perspective. The team documented observations, reflected on what they saw, and generated ideas for improvement. By doing so, the team created a Future State Map, where perfect care is delivered every time in the Emergency Department.

The team established a 6-month improvement plan that will support the necessary redesign and systems improvements. This is a collaborative effort across all areas of the hospital and clinics.



Caption: This is the emergency department kaizen team in July 2016

## Our Patient Commitment

The team affirmed their commitment to improving patient experience and demonstrating respect for our staff through continuous improvement. During a workshop, the team focused on the front-end flow for our patients, the time from when a patient is welcomed at the Emergency Department front desk, to the moment when a provider assesses the patient.

The team used time observations to measure progress and the results were breathtaking. For low-acuity patients, the team was able to reduce total time at welcome through physician assessment from 59 minutes to 28 minutes. The percentage of patients who left the ED without being seen dropped from 7% to 0% during the time of the workshop improvement work.

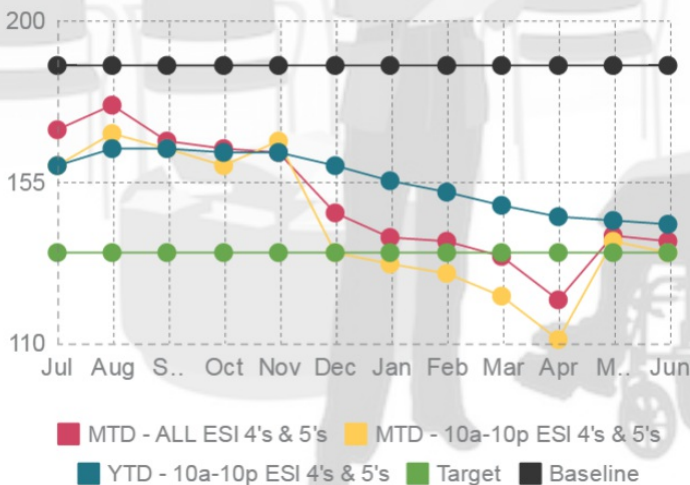
The improvement work was further strengthened as the team also received feedback from our patients throughout the process.

## Fast Track

Following the Plan-Do-Study-Act problem solving process, the ED implemented a Fast Track system, with a target to reduce the length of stay for low acuity patients to below 135 minutes (from a baseline of 187 minutes). Approaches to Fast Track were designed, simulated, tested and rolled out in the Emergency Department in a two week improvement workshop in December 2015. After the workshop, Fast Track became a permanent component of the Emergency Department operation. From December 2015 to the close of the fiscal year in June 2016, the length of stay for fast track patients has averaged less than the 135 minute target. As a result, the rate at which patients leave the Emergency Department left without being seen (LWBS) has decreased from a baseline of 8.3% to 5.7%. This represents more than 1,700 patients who received care in the Emergency Department during fiscal year 15-16 who otherwise would have left without receiving care because of long wait times.



**FY 2015-2016 ED FAST TRACK**



## Acuity-Based Flow

Despite extensive planning on how to operationalize the new Emergency Department in Building 25, it became clear after the move in May 2016, the flow of patients through the new Emergency Department was not optimal and was contributing to long wait times for care. Utilizing the Plan-Do-Study-Act problem solving process, the team focused their improvement efforts around acuity-based flow, team-based care, and how to best optimize their new space to provide compassionate care for our patients.

Similar to work with developing Fast Track, the Emergency Department aimed to decrease excessive lengths of stay for moderately ill walk-in patients, which averaged 353 minutes during observation periods, to 210 minutes. During two one week workshops, a specific area was designated in the ED for these patients and standard work developed for how to care for these patients. This area, called "Mod 3" is now operational with workflows being perfected to reduce length of stays. During the workshops, the ED also developed standard work around adopting a team-based care approach to serving patients, with nurses designated to specific patients and localized to organized zones, as well as the use of a flow nurse, in order to promote efficiency, safety and patient visibility.

In addition to improving workflow within the ED pods, the team also looked to improving the flow with the Emergency Department's imaging resources.

In August, the team reduced the time from x-ray order to X-ray completion from 56 mins to 30 mins, a significant improvement for our patients



## Optimizing Workflow

Before the Emergency Department moved into Building 25, the team focused on modifying existing improvement work to optimize front-end workflows including Fast Track (flow for our low acuity patients) and Provider at Triage.

The team tested several different models and scenarios in the new ED using Plan-Do-Study-Adjust cycles to create and revise existing standard work. Several stakeholders, like Eligibility, also provided input as the team developed the future state emergency department workflows. This workshop has allowed the team to finalize all necessary training materials to align with Building 25 ED staff/provider training.

These results were achieved through multidisciplinary teamwork (including ZSFG patients), creation and coaching of standard work, and implementing the daily management system to develop problem solvers and use data to drive this improvement work.

**Getting patients to Fast Track is an instrumental and dynamic contribution for the team.**

- Sharon, Patient during ED Improvement Workshop



## Metrics For Fast Track (FT) and Imaging

	FY1415 Baseline	August 2016
Triage to FT Placement	48 mins	2.5 mins
Median Door to FT Provider Time	49 mins	27 mins
Median FT Provider to Dispo Time	70 mins	60 mins
Median FT Lead Time	187 mins	131 mins
Time of X-ray Order to Completion	56 mins	30 mins

# FOCUSING ON VALUE INPATIENT SERVICES

In January 2016, ZSFG embarked on an Inpatient Value Stream, mapping the flow for our patients from decision to admit in the Emergency Department, until the patient has been discharged and the room is cleaned on the Inpatient Medical/Surgical units. The team was also able to accomplish mapping the Future State, or our vision for the ideal flow for our patients that is achievable in 3-5 years.

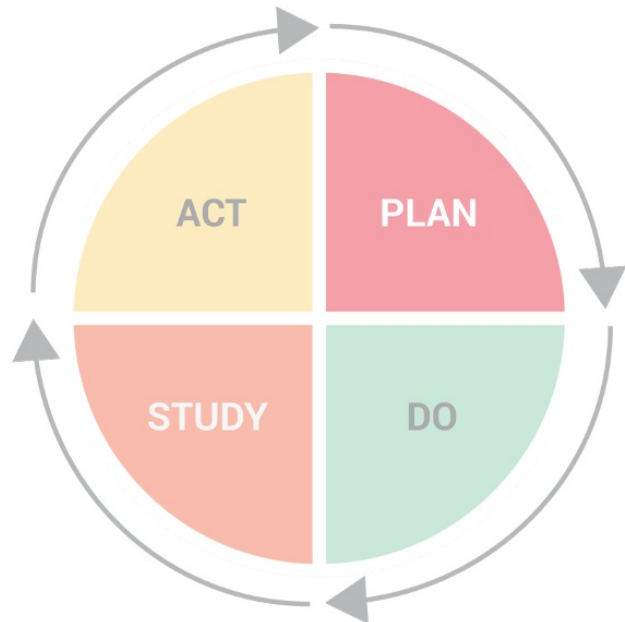
This work launched further improvement workshops that will follow the Plan-Do-Study-Act problem solving method to improve care for our patients. The improvements will be sustained by the Daily Management System, which is already implemented in Medical Surgical Unit 5D.

In March 2016, Inpatient Services held their first Kaizen workshop related to the Inpatient Value Stream mapping event that occurred in January this year. The team focused their improvement efforts around provider decision to discharge, to the discharge order written, with the overall goal of improving patient flow. This aligns to our True North Metric related to Care Experience and is aligned with our Improving Flow Tactic.

## Discharge Planning

The team standardized discharge planning, the process for providers to review patient progress, anticipate discharge, and communicate with other members of the care team. Earlier communication improves care and promotes a perfectly timed discharge.

The team tested several different ideas using Plan-Do-Study-Act cycles to create standard work. They tested and implemented a new order set using Computerized physician order entry (CPOE) for communicating anticipated discharges to nurses. When the new anticipated DC order was used, DC by noon rates improved by approximately 50%. Utilization Management and Social Work are also now accessible via Pager Box! In addition, the team studied a "Model Cell" for Multidisciplinary Rounds (MDR), fully leveraging the strengths of all team members.



## Screening Patients

In the July kaizen workshop, the team worked on early identification of patients with high risk of becoming lower level of care, and optimally cohorting patients by clinical service.

In August 2016, 100% of patients were screened for lower risk. This early detection and of lower level of care (LLOC) patients decreases traffic in the inpatient clinic and ensures that each patient is seen by the right person, at the right time.



	Baseline	Aug 2016
Admitted patients/day screened for Lower Level of Care (LLOC) risk	0%	30%
Communication (ED UM -> Inpt UM) patients with Lower Level of Care (LLOC) risk	0%	100%

# FOCUSING ON VALUE INPATIENT SERVICES

Once patients are screened as high risk for LLOC status, that information is communicated within the UM dept, and the team is now testing a series of responses, creating standardized approaches to a variety of common scenarios.

The Inpatient Flow Team also focused their improvement efforts on minimizing unnecessary telemetry and CPO use and distracting alarms, early identification of patients with high risk of becoming lower level of care, and optimally cohorting patients by clinical service.

The team addressed the excessive alarm activation within the inpatient department. The goal was to reduce the rates of alarms and monitors per hour by 50% (220 alarms to 110, and 46 monitors to 20). By the end of the week they reduced the rates of alarms to 84 per hour.

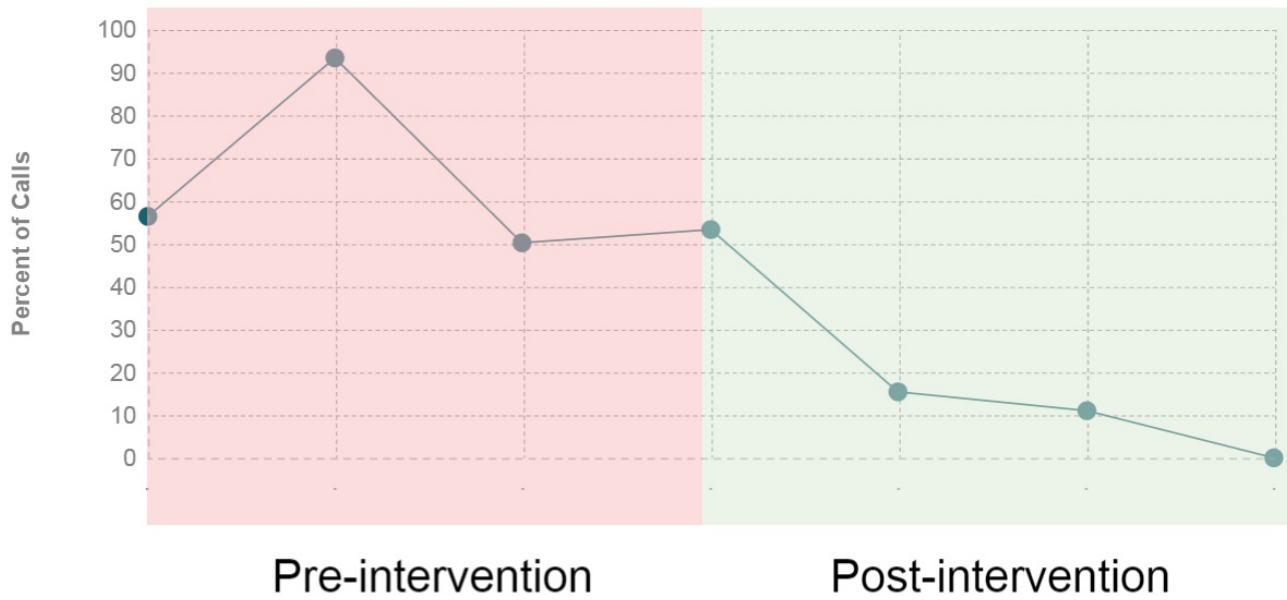


Caption: This is the inpatient kaizen team in July 2016

The Kaizen team demonstrated serious commitment and dedication towards improving inpatient and overall hospital flow. Through coaching, accountability, visual management and using data to drive improvement, ZSFG saw great results from the work planned.



## Calls from Tele Room for Battery Change







# CONNECTING WITH EXCELLENCE



INTRODUCE



CONNECT



ASK



RESPOND



EXIT



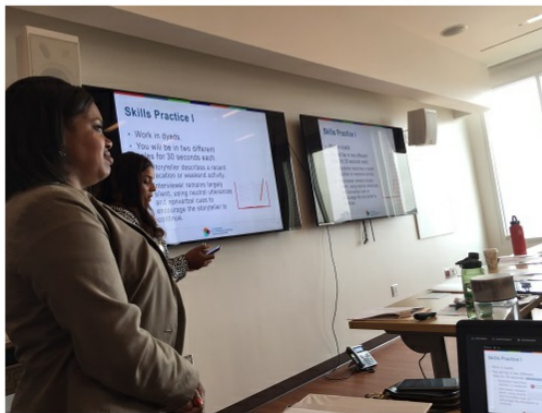
What makes ICARE so much better was how the program was designed and implemented. With ICARE, the staff was given the vision of the program and an outline to follow, then they were put in small groups and asked to come up with scenarios and cues to help guide a staff member through the scenario, following the outline. This gave each staff member a chance to own the process and make the final product; something that they can be proud of and follow.

- David Snyder,  
Manager of  
Rehabilitation Programs

## ABOUT ICARE

Building upon leadership philosophy, we believe that staff are the most valuable resource to enrich care experience.

In our learnings of best practices, significant improvements were seen in the 'Likelihood to Recommend' scores for hospitals that established and implemented a communication framework to support consistent behaviors and interactions.



Caption: Aiyana Johnson and Brandi Frazier leading the learnings.

To enhance the care experience for our patients and staff, ICARE (Introduce-Connect-Ask-Respond-Exit) was launched in spring of 2016. ICARE is ZSFG's caring framework, which is centered on staffs' inherent desire to care and provides the structure and tools to support compassionate, respectful interactions with each person, each time. ZSFG has adopted three organizational wide caring framework's to serve as templates to guide dialogue around Wayfinding, Service Recovery and Telephone Etiquette. Additionally, each department is taking this framework and adapting it to its particular responsibilities and setting. For example, Food and Nutrition Services has developed a framework for the hosts who deliver inpatient food trays. The framework captures the responsibility of 'tray passing' while structuring their encounter with patients.

Leadership support and alignment in implementing ICARE and achieving care experience outcomes is central. ICARE is focused on equipping our leaders to be coaches, to inspire and model the ICARE framework. To date, over 200 leaders have attended the ICARE workshop where they learned about the shared responsibility of improving the patient and staff experience, were introduced to the caring framework, practiced coaching, and were provided with tools for service recovery and celebrating staff.

## Compassionate, Respectful Attention, Each Person, Each Time.

The ICARE roll-out will continue through fall 2016. Patients have noticed a difference in their communication with their care team and are providing us with daily feedback through the inpatient room TV's.

ICARE is a team effort. It is driven by our True North Care Experience metric, aligned with our values, modeled by leaders and staff across the organization and supported by a structure that enables clear, consistent and respectful experiences.



Caption: ZSFG staff meeting in small groups to discuss iCare.





Caption: Dr. Fine and Dr. Schillinger

## Irvine Foundation Leadership Award

Dr. Dean Schillinger was named as a recipient of the James Irvine Foundation Leadership Award, for his work with underserved youth on the reduction or prevention of diabetes, an epidemic that afflicts an estimated 3 million Californians – and fast growing among youth in the state. One in four teens has diabetes or pre-diabetes, and the risk is nearly double among African Americans, Latinos and Asians. By helping young people tell their stories, Dean has helped move the conversation away from shaming and blaming individuals to the changes we need to make as a society.

He co-founded “The Bigger Picture Campaign” with the nonprofit Youth Speaks, which is enabling California’s youth to share their stories and help change the conversation about diabetes.

This is a well-deserved acknowledgment of his great and important work.

## Honoring Dr. Richard H. Fine

ZSFG’s Medical Clinic was named for Dr. Richard H. Fine, prominent ZSFG Physician. He spent 40 years dedicated to treating the patients who came to San Francisco General and, in 1970, created one of the first outpatient clinics at a public hospital in the U.S.

At ZSFG, Dr. Fine served as chief of the adult health center for 25 years and found the primary care residency program to train doctors to work with poor and vulnerable patients. He was known for his strong sense of moral justice.

In August 2015, the city’s Health Commission voted to rename the General Medicine Clinic at ZSFG the Richard H. Fine People’s Clinic. The concept of the outpatient clinic was that if patients had a place to go to seek early treatment, their health would be maintained so they wouldn’t have to keep returning to the hospital for overnight stays.



Caption: Staff in CARR to celebrate the renaming of the General Medicine Clinic to the Richard H. Fine People's Clinic.



## ZSFG Volunteers

Volunteers are an integral component of compassionate, comprehensive, cost-effective patient services at ZSFG. The Volunteers augment Hospital staff services to help meet patients' emotional, recreational, social and medical needs to enhance the quality of care and the overall patient experience.

Our Volunteer Services Department assists in placing volunteers in over 60 hospital departments including the Emergency Department, Radiology Department, Birth Center, Sojourn and Chaplaincy.



Caption: Wayfinders in the lobby ready to assist patients

## Wayfinder Volunteers Exemplify Care



ZSFG's Volunteer Department started the Wayfinder Patient Experience Ambassador program in 2013. Wayfinder Ambassadors are a group of volunteers who aim to provide positive first impressions; Wayfinders are the first to interact with patients as patients enter the main lobby.

Wayfinders assist patients with directions, provide wheelchair and escort assistance, support patients with non-clinical needs (registration, pharmacy, lost and found), work with patients in waiting areas to ensure their questions are answered, and most importantly, support patients by listening, addressing needs, and presenting an open, friendly, and caring attitude. These volunteer Wayfinders help improve patient experience and enhance patient satisfaction every day.

In an effort to quantify the Wayfinder Volunteer Program's efforts, volunteers began tallying and documenting their patient interactions. I am happy to share that in December 2015, there were 3,003 interactions. In January 2016, Wayfinders helped 4,016 patients, visitors and staff. This is a significant increase of 1,013 patient interaction within one month. Imagine the amount of lives our volunteers have touched. Wayfinder volunteers truly exemplify CARE.

## Top Performer on Key Quality Measures for 2015



ZSFG was recognized by The Joint Commission as a Top Performer on Key Quality Measures for 2015 (using 2014 data).

This achievement for ZSFG demonstrated the hospital's commitment to assuring that evidence-based interventions are delivered in the right way and at the right time for patient benefit. As a Top Performer, ZSFG was recognized in the America's Essential Hospitals' Improving Quality and Safety annual report, on The Joint Commission website, and on The Joint Commission's Quality Check Website.

### Heart Attack Care

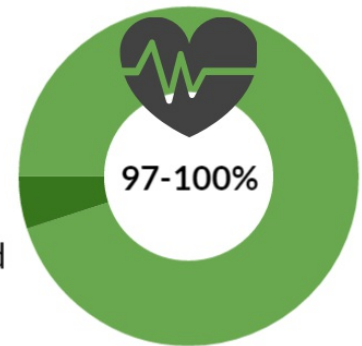
7 measures, including Aspirin at arrival and discharge, PCI (percutaneous cardiac intervention) received within 90 minutes of arrival, statin at discharge.



### Heart Failure Care

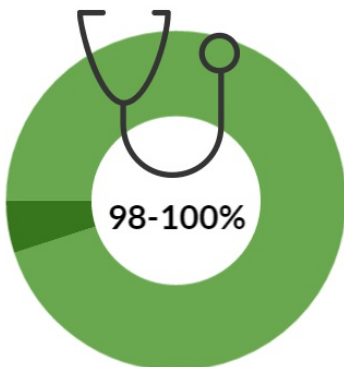
97-100% on all measures over past 2 years

2 measures, including evaluation of heart function and inhibitor prescribed, if needed



### SCIP Surgical Care

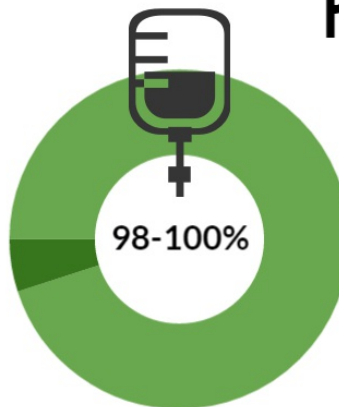
7 measures, including appropriate timing and selection of antibiotics, removal of urinary catheter, prophylaxis, Beta blocker received.



### Pneumonia Care

98-100% on all measures over past 2 years

2 measures including blood cultures performed within 24 hours for Intensive Care Unit patients, antibiotic selection.





## America's Essential Hospitals Honorable Mention Winner: The Gage Awards

America's Essential Hospitals, a national group representing hospitals committed to high-quality care for all people, awarded ZSFG a 2016 Gage Award honorable mention for quality June 16, at its annual conference in Boston.

ZSFG's award was for its program to reduce avoidable hospital readmissions by encouraging patient follow-up visits and improving post-discharge communication among providers.






In one year, ZSFG's 30-day readmission rate fell from 13.1 to 10.2 percent. The proportion of patients attending follow-up visits within seven days increased from 38 to 51 percent. Just 6 percent of patients who went for a follow-up were readmitted.



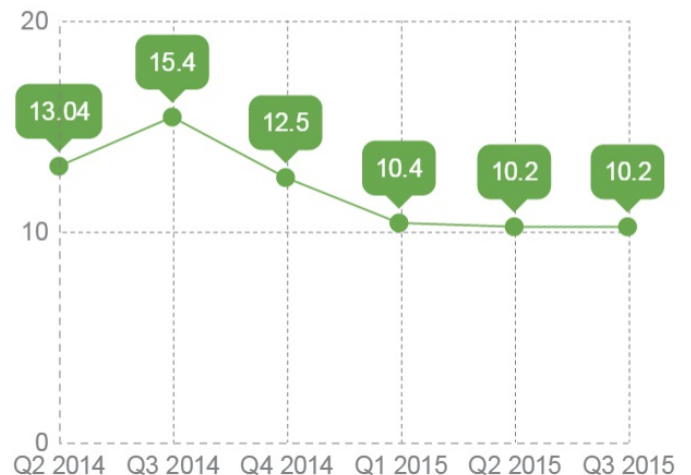
Congratulations to our physician leads, Michelle Schneidermann and Larissa Thomas, Dr. Elizabeth Davis and Dr. Jack Chase, as well as their all-star analyst, Karishma Oza. In addition, the Director of Primary Care, Dr. Hali Hammer and her team worked incredibly hard to support the work of this team to expand access so that patients can be seen within 7 days of discharge and to provide clinic-based post-discharge phone calls.

To address the problem of high readmission rates, in 2012 ZSFG created a Care Transitions Taskforce. The taskforce developed a care model to help ensure timely and high-quality post-acute care for all patients discharged from the hospital by:

-  Scheduling follow-up clinic visits within seven days of discharge;
-  Scripting email guidance from inpatient providers to outpatient providers and staff; and
-  Creating electronic medical record discharge database to help primary care clinics track discharges.



### ZSFG Readmission Rates





## Improving Specialty Care Access

The 2015 California Association of Public Hospitals and Health Systems Safety Net Institute (CAPH/SNI) Annual Conference was held in Napa, CA on December 2-4, 2015. During the conference, SFHN's Specialty Care was recognized for their outstanding effort to build data infrastructure, develop data analytics capacity, and leverage data to improve clinical care.

Specialty Care embarked on a two-year project aimed at addressing disparities in access to care and streamline specialty care delivery. The performance improvement work has included the expansion of clinics, the use of non-physicians to evaluate patients, improving efficiencies through workplace organization, the utilization of group classes for patients, and collaboration with outside hospitals to perform the backlog of diagnostic procedures.

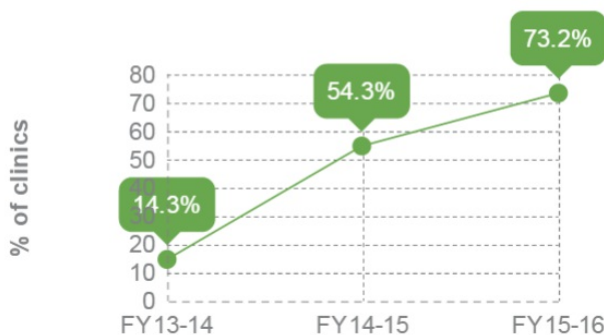


The result of this work on TNAA (third next available appointment) numbers have been staggering. Before the project, almost one quarter of clinics had TNAA of more than 120 days. Now, that number is less than 3%.

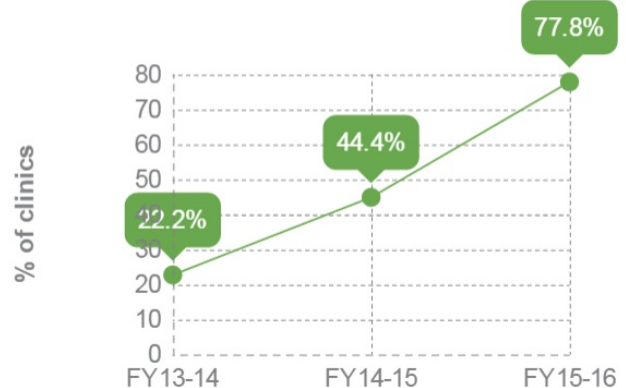
Many thanks to Lukejohn Day and Rosaly Ferrer for their continued dedication and leadership.



Specialty Care Clinic Third Next Available Appointment (TNAA) < 21 days



Specialty Care Diagnostic Services Third Next Available Appointment (TNAA) < 21 days



## Kirsten Bibbins-Domingo Appointed Chair of U.S. Preventive Services Task Force

UC San Francisco Professor Kirsten Bibbins-Domingo, MD, PhD, MAS, was appointed as the chair of the U.S. Preventive Services Task Force, an independent panel of national experts in prevention and evidence-based medicine.

Bibbins-Domingo was appointed to the position by the director of the Agency for Healthcare Research and Quality.

Bibbins-Domingo has served as a member of the Task Force since July 2010 and was previously appointed vice chair in March 2014. She is the Lee Goldman, MD, Endowed Chair in Medicine and a Professor of Medicine, Epidemiology and Biostatistics at UCSF. Bibbins-Domingo is a general internist, attending physician, and director of the UCSF Center for Vulnerable Populations at the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center. She is also the director of the UCSF Clinical and Translational Science Institute's training programs.

Bibbins-Domingo's research has focused on the epidemiology of cardiovascular disease; racial, ethnic and income disparities in health; and clinical and public health interventions aimed at chronic disease prevention.

Bibbins-Domingo will serve a one-year term as chair of the Task Force.



Caption: Kirsten Bibbins-Domingo, MD, PhD, MAS

### About Kirsten Bibbins-Domingo

Kirsten Bibbins-Domingo is a general internist and attending physician at Zuckerberg San Francisco General Hospital engaged in outpatient clinical activities, as well as the supervision of medical students and residents. Dr. Bibbins-Domingo has expertise in cardiovascular epidemiology, particularly hypertension and chronic heart failure; racial, ethnic, and income disparities in health; and clinical and public health interventions aimed at chronic disease prevention.

Throughout her career, Dr. Bibbins-Domingo has conducted extensive research on the prevention and treatment of cardiovascular disease. She has received funding from both government and nongovernment organizations, including the National Institute of Diabetes and Digestive and Kidney Diseases; National Heart, Lung, and Blood Institute; National Institute on Minority Health and Health Disparities; National Institute on Neurological Diseases and Stroke; the Centers for Disease Control and Prevention; and the American Heart Association. She is currently the principal investigator of a Center of Excellence in Minority Health and Health Disparities funded by the National Institute of Minority Health and Health Disparities, focused on chronic disease prevention in young adults, and the joint principal investigator of a collaborative center grant from the National Institute of Neurological Diseases and Stroke, focused on prevention of stroke and stroke disparities.

Dr. Bibbins-Domingo has been the recipient of many honors and awards, including induction into the American Society for Clinical Investigation and the National Academy of Medicine.



## Maternity Care Among the State's Best

Along with all hospitals, both public and private, offering maternity services in the state of California, ZSFG was surveyed and reviewed by CalQualityCare.org, a healthcare consumer website operated by the California Healthcare Foundation. ZSFG was rated among the top hospitals in the state.

Based on the most important factors, including Cesarean (C-section) birth rate, episiotomy rate, vaginal birth after C-section (VBAC) rate and breastfeeding rate, ZSFG was rated superior in C-section rate, episiotomy rate and VBAC rate (ZSFG was rated best in the entire state of California for VBAC rate.) and above state average in other measures, making it among the top performing institutions in all of California. Among Bay Area hospitals, Zuckerberg San Francisco General had the lowest C-section and episiotomy rates and the highest VBAC rate. Full results of the study are available at: [www.CalQualityCare.org](http://www.CalQualityCare.org).

Zuckerberg San Francisco General is the only hospital in San Francisco to offer 24-hour midwife care to all prenatal patients. Maternity services moved into the hospital's newly completed, state-of-the-art facility in the spring. The new labor and delivery suites include mostly private rooms with soaking tubs and plenty of space for private family visits.



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

## *Beyond new baby* **Care.**

### **World-class care for moms and their babies**

The Family Birth Center was named the safest place to have a baby in California by the Office of Statewide Health Planning and Development.

### **Supporting the birth experience you want**

Our unique 24-hour midwifery service is here to help you throughout your labor and delivery. Working with our doctors, these highly skilled nurse midwives are experts in supporting you to have a normal childbirth, and will monitor you for any complications.

### **Welcoming and culturally respectful staff**

Our staff speak more than 20 languages and we welcome families of all cultures and backgrounds.



# CELEBRATING STAFF

Throughout the year, ZSFG is excited to celebrate the cultural diversity at our hospital. CHEARS committee, an employee-directed organization that facilitates recreational, cultural, and entertainment resources, organize and support events that celebrate and recognize our amazing staff. These ongoing events contribute to the enhancement of employee morale and joy at ZSFG.

## Black History Celebration



## Lunar New Year Celebration

On February 19th, ZSFG celebrated Black History Month in the main cafeteria. Roland Pickens, ZSFHN Director, made opening remarks to recognize this celebration. There were over 100 staff members joining the event to honor the accomplishments of African Americans, while enjoying the wonderful soul food prepared by our Food and Nutrition staff. It was a wonderful time to reflect and recognize the many contributions that African Americans have made throughout U.S. History.



To honor the great contributions being made at the San Francisco Health Network and ZSFG, Roland shared activities of the Black/African American Health Initiative (BAAHI). This group was launched in 2014 and is responsible for identifying issues and strategies within our system to address health disparities in the African American community. Staff from our very own ZSFG are a part of this wonderful group.

On February 25th, ZSFG celebrated Lunar New Year in the main cafeteria. Lunar New Years is an important time celebrated at the turn of the traditional lunisolar calendar.

Iman Nazeeri-Simmons kicked off the celebration with opening remarks, then introduced the San Francisco Police Department Lion Dancing team. The cafeteria became a lively place as two lions danced throughout the cafeteria to the beat of the drums and cymbals.



# CELEBRATING STAFF



## Pharmacy Week October 19-23, 2015

ZSFG celebrated Pharmacy Staff for their dedication and energy in promoting exemplary pharmaceutical care.

Pharmacy Week is also a time to ensure that consumers know how to take their medicines safely. ZSFG Pharmacy Residents, along with a team from Respiratory Care, educated patients on the asthma, COPD, and medication use in the Hospital Lobby.



## National Healthcare Supply Chain Week October 5-9, 2015

ZSFG celebrated Materials Management as they work daily to provide the right supplies, to the right place in the most effective manner. Resource and materials managers and supply chain professionals represent an integral role in the hospital setting by supporting quality patient safety and customer service. ZSFG honors them for the role they play in delivering safe, high quality care throughout the hospital.

## Healthcare Risk Management Week during June 20-24, 2016.



This annual campaign from the American Society for Healthcare Risk Management raises awareness about the critical role healthcare risk managers and safety professionals play in patient safety, patient care practices, quality assurance, safe work environments, and liability. It also promotes solutions to help prevent some of the most common patient safety events. This year's theme, "Making a World of Difference," also recognizes the impact that health care risk managers have on health care. Together healthcare risk managers are Making a World of Difference in health care, advancing patient safety, reducing uncertainty and maximizing value.

## National Nurses Week May 6 - 12, 2015



ZSFG is proud to celebrate the role nurses play in delivering the highest level of quality care to their patients and their contributions in creating a patient-centered organization. We continue to celebrate and recognize their strong commitment, compassion and care.



# CELEBRATING STAFF



## National Medical Laboratory Week April 25-29, 2016

During Medical Laboratory Professionals Week (MLPW), ZSFG celebrates our staff who performs tests, interpret the results, and help provide a complete picture of a patient's health. Using modern biomedical equipment and complicated analysis, laboratory staff can detect the presence of cancer, identify infectious viruses and bacteria, and measure glucose, cholesterol, or drug levels in blood. Without this precise and valuable information, medicine would not be as accurate.

ZSFG celebrates lab week as lab staff are key members of the health care team.



## Healthcare Food Service Workers Week October 5-9, 2015

For the past 30 years, the first week of October is the time to recognize the integral role food service staff have in helping patients and employees of healthcare facilities stay well-nourished and healthy. Each month at ZSFG, twenty-seven thousand meals are served with approximately 4500 meals having therapeutic modifications. Healthcare food service workers are an important part of delivering meals to meet specific dietary restrictions and ensuring customer service excellence.



## National Healthcare Environmental Services Week September 14-18, 2015

This is a time when we celebrate the critical role environmental services plays in providing care to our patients and making all of our areas clean and welcoming. We recognize what ZSFG's great team of Porters, Porter Supervisors, and EVS Leaders do every day of the year to make our campus safer and healthier. They really do make ZSFG shine.



## Radiology Technology Week November 8-14, 2015

During this special week, ZSFG thanked all staff at SFGH who work in Imaging Services and provide care in a professional, kind and safe manner every day.

As Radiology Technology Week wrapped up, we were able to share the accomplishment of Wilhelm Conrad Roentgen. It was 120 years ago in November 1895 that the first x-ray was taken of his wife's hand. This celebration takes place every year across the nation to recognize the vital work of Radiology Technologists - and all involved - in providing safe and timely Imaging Services to the patients we serve.



# CELEBRATING STAFF



## 35th Annual Employee Recognition Dinner

ZSFG celebrated the 35th Annual Employee Recognition Dinner on November 5, 2015. Employees who have served 10, 15, 20, 25, 30, or 35 years were invited to attend a milestone recognition reception. In 2015, Service Awards ceremony honored over 180 employees.



After opening remarks from Health Commissioner David Singer, Health Director Barbara Garcia, and Jim Marks our Chief of the Medical Staff, our very own Elizabeth Carthagena-Meyer and Terry Dentoni recognized each employee in attendance with a service pin.



ZSFG is especially proud to recognize Vanda Mendoza Baptista, Admitting & Eligibility Director, Patient Financial Services, as the recipient of the Executive Administrator Award for 2015. Vanda has been exemplary in her years of service at ZSFG; she has demonstrated the characteristics and qualities that we value most at San Francisco General Hospital. She is planning to retire in May 2016. We are sad to see her go, but Vanda's commitment to improving patient care services, and her willingness to share her knowledge and experience are what make her such a special member of the ZSFG family.

## Annual Medical Staff Meeting and Dinner



On June 8th, ZSFG held the Annual Medical Staff Meeting and Dinner. The dinner celebrated and selected Officers of the Medical Staff, as well as members of the Medical Executive Committee. The evening also included reports from the President of the Health Commission, DPH report from the Director of Public Health, Chief of Staff, UCSF Dean, and ZSFG CEO.

To celebrate the evening, UCSF announced award winners for the 2016 Julius R. Krevans Awards, Faculty Awards, and the Rapaport Award.



# CELEBRATING STAFF

The Krevans Award recognizes "excellence in patient care, as exemplified by clinical competence, professional conduct, concern for patients and interaction with all level of staff, including peers." Recipients are selected by the chiefs of the various departments at ZSFG.



## Congratulations to the 2016 Krevans Awardees:

Arash Eslami, MD

Daniel Austin, MD

Tiffany Cobb, MD

Nicholas Kenji Taylor, MD, MSc

Nicole Therrien, MD

Chukwuka A. Didigu, MD, PhD

Kunal Prakash Raygor, MD

Zoë Julian, MD, MPH

Justin Krogue, MD

Annick Aubin-Pouliot, MD

Corina Iacopetti, MD, MA

Brooke Rosen, MD

Kirema I. Garcia-Reyes, MD

Caitlin Collins, MD

Claire M. De La Calle, MD

## Leadership Award for Ben Liu, MD

Ben Lui, the Medical Director at Chinatown Public Health Center, was recognized with an award for his contributions to the patients and staff at CPHC, his commitment to the Chinese immigrant community and for his steady leadership in DPH.



## Elliot Rapaport Award Dr. Jim Marks, MD, PhD

The Elliot Rapaport Award is given annually at the Medical Staff Dinner to a physician who demonstrates a significant commitment to ZSFG in one or more of the following areas: leadership, patient care, teaching, and research. The 2016 Rapaport Awardee was Jim D. Marks, MD, PhD. Congratulations to Dr. Marks!





# COMMUNITY ENGAGEMENT



## Wellness Program

This year, ZSFG took great strides in its multifaceted wellness initiative. The Community Wellness Program sponsored and promoted many events with a common aim to build upon participants' strengths, abilities, and interests, while maintaining linguistic and cultural accessibility, and relevance to our patients, volunteers and staff. The wellness events this year focused on a variety of topics. A personal development seminar kicked off the New Year in January with a focus on maintaining New Years Resolutions, uplifting and energetic enlivening fusion belly dance lessons were offered as a fun exercise workshop, and Leah's Pantry Food Smart Workshops taught participants how to prepare healthy, budget-friendly and well-balanced meals.



On June 10th, the Wellness Center celebrated 5 years of Community Wellness at ZSFG at their annual seasonal festival. CWP's 2016 Summer Fest transformed this year into a vivacious, interactive event to promote and celebrate community and staff members. Activities featured music, dance and cooking demos from various cultural backgrounds as well as a farmer's market and raffle. Vendors, community agencies, and the department of public health represented programs from Mission/Potrero Hill, Tenderloin and Bayview districts. Our CHEARS committee was also there to promote staff engagement and celebration as part of our ongoing mission to unify and commemorate members of the ZSFG community.



## Summer Fest



Summer Fest focused on healthy eating and benefits of exercise and enjoying San Francisco's great outdoors. The festival hosted booths that offered fun, interactive wellness activities and health-related 'giveaways'. Main attractions of the festival were a healthy cooking demo with Chef Jay-Ar, meet and greet with Lou Seal, and a free farmer's market. The Summer Fest was extremely well attended and a lot of fun.





Intended to be blank

# ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL

## *Executive Team*



**Aiyana Johnson, MSW, MPH**

Chief Patient Experience Officer



**Sue Carlisle, PhD, MD**

Vice Dean ZSFG



**Brent Andrew**

Chief Communication Officer



**Susan P. Ehrlich, MPP, MD**

Chief Executive Officer



**David Woods, Pharm. D**

Chief Pharmacy Officer



**Terry Dentoni, MSN, RN, CNL**

Chief Nursing Officer



**Eric Shaffer, RN CCDS**

Director of Clinical Informatics



**Todd May, MD**

Chief Medical Officer



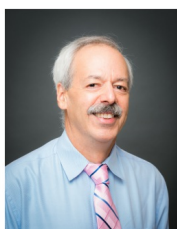
**Iman Nazeeri-Simmons, MPH**

Chief Operations Officer



**Troy Williams, RN, MSN**

Chief Quality Officer



**Jim Marks, PhD, MD**

Chief of Staff | Chief of Anesthesia



**Valerie Inouye**

Chief Financial Officer



**Karen Hill**

Departmental Personnel Officer,  
HR

# SAN FRANCISCO HEALTH COMMISSION

## Joint Conference Committee for Zuckerberg San Francisco General

As the governing and policy-making body of the Department of Public Health, the San Francisco Health Commission is mandated by the City & County Charter to manage and control the City and County hospitals, to monitor and regulate emergency medical services, and all matters pertaining to the preservation, promotion, and protection of the lives, health, and mental health of San Francisco residents. The Joint Conference Committee (JCC) for San Francisco General Hospital reviews and approves the policies and directions of SFGH. Committee members are appointed by the Health Commission President.

The objectives of the San Francisco General Hospital JCC are:

- To evaluate, monitor, approve and maintain the quality of patient care and patient safety;
- To evaluate monitor, approve and maintain the proper operation of the Hospital;
- To review and approve Hospital policy, as delegated by the Health Commission, including additions, modifications and deletions to the Hospital Policy and Procedure Manual; and
- To review Hospital revenues and expenditures on a quarterly basis.



**Edward A. Chow, M.D.**

Dr. Chow is a practicing internist. He is Board Advisor to the Chinese Community Health Care Association and is the Senior Advisor for the Chinese Community Health Plan. He is also Treasurer of the Board of Directors of the Institute of Medical Quality, a subsidiary of the California Medical Association. Dr. Chow is currently the President of the San Francisco Health Commission and chairs the San Francisco General Hospital Joint Conference Committee. He is serving his seventh term on the Health Commission.



**David J. Sánchez, Jr., Ph.D.**

Dr. Sanchez is Professor Emeritus at University of California, San Francisco. Dr. Sanchez is a member of the San Francisco General Hospital Joint Conference Committee and Chair of the Laguna Honda Hospital Joint Conference Committee. He is a member of the San Francisco General Hospital Foundation Board. He has also served on the San Francisco Board of Education and the Community College Board, the San Francisco Police Commission, and is Trustee Emeritus of the San Francisco Foundation. He was appointed to the California Commission on Aging in 2013. He has served on the Health Commission since 1997.



**David B. Singer, MBA**

David B. Singer is responsible for Maverick's Private Investments globally since 1994. Mr. Singer is a founder and former CEO of three healthcare companies: Affymetrix, Inc., Corcept Therapeutics, Inc., and Genesoft Pharmaceuticals. Mr. Singer currently serves on the boards of private and public companies in the fields of healthcare information technology, healthcare delivery, and biotechnology. Mr. Singer received a B.A. from Yale University and an M.B.A. from Stanford University. He was a Crown Fellow of the Aspen Institute and a member of the Rand Corporation's Health Advisory Board. He is currently a Sterling Fellow of Yale University, and a director of College Track. Commissioner Singer sits on the Finance and Planning Committee and the San Francisco General Hospital Joint Conference Committee. He was appointed to the Health Commission in 2013 and is currently the Vice-President of the Health Commission.

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

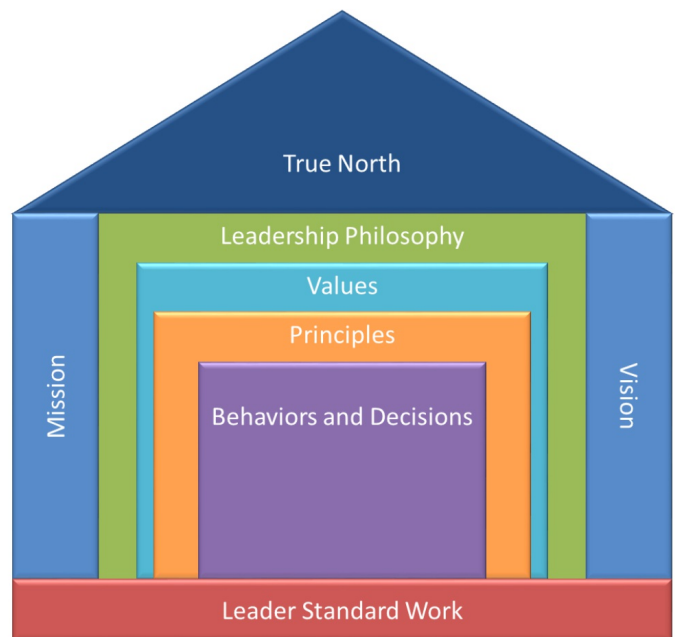


# OUR PLANS

Achieving and maintaining excellence is an ongoing journey.

As we look to the year ahead, the entire organization will work to sustain our accomplishments and achieve even higher levels of excellence for our patients.

The commitment to our leadership values, principles, and behaviors will become more ingrained in our culture and will be key for continuous pursuit of perfection. Our leadership competency efforts will build an excellent organizational culture based around humility, respect, trust, and empowerment.



The insights of our philosophy, values, principles, behaviors will stay firmly focused on patient-centered care, as we fulfill our Mission of service to our patients and community.

# GET IN TOUCH



415.554.2500



1001 Potrero Avenue  
San Francisco, CA



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