



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



FY 18-19 ANNUAL REPORT



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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WELCOME



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

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

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

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

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

With Gratitude,
Susan Ehrlich, MD, MPP

ABOUT ZSFG



MISSION

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



VISION

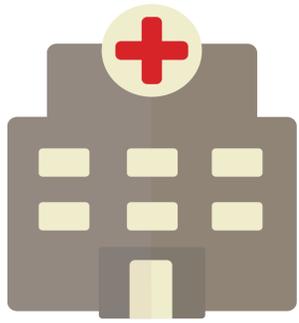
To be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment



VALUES

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

ABOUT ZSFG



Acute Hospital & Level 1 Trauma Center

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



High Value Care

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

ZSFG aims to provide patients a better experience, a healthier community and a more efficient health care system. As an integral part of the public health care delivery system, ZSFG provides our patients with more consistent, efficient and effective care.



108,000 patients

ZSFG serves over 108,000 patients per year and provides more than 20% of all inpatient care for San Francisco. Additionally, 30% of all ambulances come to Zuckerberg San Francisco General.

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

Academics & Research

For more than 150 years, the University of California, San Francisco (UCSF) and ZSFG have worked together to care for San Franciscans and advance health care worldwide. In accordance with the Affiliation Agreement, approximately 2,100 UCSF physicians and employees work side-by-side with San Francisco's Department of Public Health staff to treat patients, conduct research, and train medical, nursing, dental, pharmacy, and advanced science students.

884,363 SF Residents¹

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

1. 2017 United States Census Bureau

ABOUT ZSFG

1 ACUTE CARE

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

2 URGENT CARE

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

3 AMBULATORY CARE

As part of the San Francisco Health Network, ZSFG operates 4 of 14 SFHN primary care clinics. ZSFG is the network's sole provider of medical specialty care.

4 MEDICAL EMERGENCY

ZSFG provides comprehensive care for severely injured patients.

5 PSYCHIATRY EMERGENCY

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

Primary Care on ZSFG Campus

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

6 4A SKILLED NURSING

Short-term skilled nursing care is available for patients.

7 TRAUMA SERVICES

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

ZSFG Medical Specialty Clinics include:

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

8 ACADEMICS & RESEARCH

150 YEARS UCSF and ZSFG have worked together

TOP 5 best graduate schools for 10 years

900 residents

400 medical students

600 clinical fellows

850 grants awarded

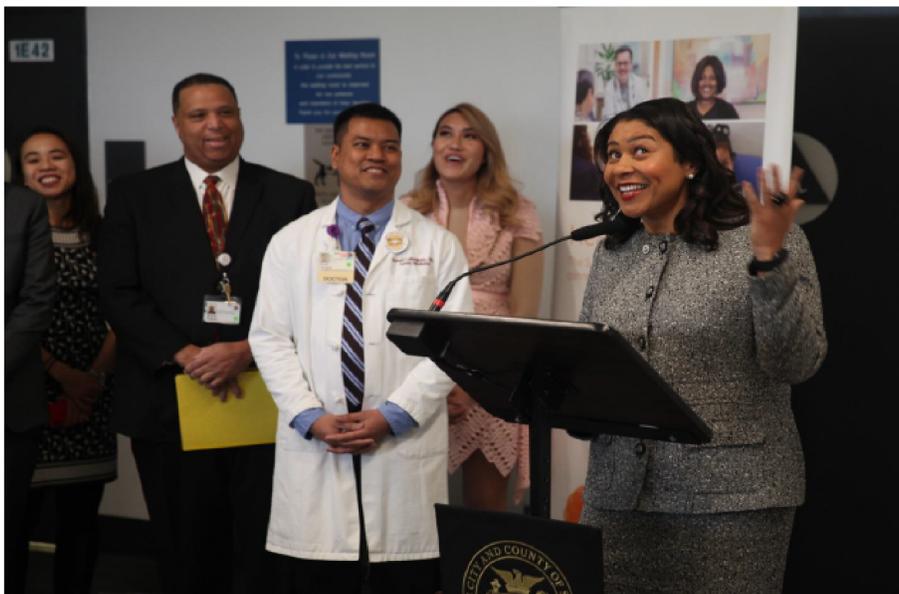
9 ANCILLARY CARE

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

HIGHLIGHTS IN FISCAL YEAR 2018-2019

Adult Urgent Care Grand Opening

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



Mayor London Breed at the Urgent Care Clinic Opening

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

ZSFG has been at the forefront of groundbreaking, compassionate care for people with HIV and AIDS. POP-UP (Positive health Onsite Program - Unstably housed Populations) is Ward 86's newest innovation, focused on the current needs of San Francisco's population. POP-UP aims to reduce health disparities among homeless and unstably housed individuals living with HIV in San Francisco.

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

Clinton Foundation Supports Pre-Literacy Program

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



Chelsea Clinton visits the Children's Health Center at ZSFG

HIGHLIGHTS IN FISCAL YEAR 2018-2019

"Stop the Bleed" Campaign

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



ZSFG Trauma Program at the "Stop the Bleed" Training

Expansion of Midwifery Access

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

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

Improvement Workshops

In FY1819, the Kaizen Promotion Office worked closely with specific departments to help prepare them for new services, relocation and redesign of services. During these workshops, teams performed table-top simulations to better understand and anticipate the barriers of their new spaces. Additionally, new and innovative countermeasures were created to improve existing workflows. Congratulations to all involved teams on setting a great example of the collaboration and proactive improvement work that is possible at ZSFG. The following are the workshops that took place this fiscal year:

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



Rehabilitation Services 3P Workshop

HIGHLIGHTS IN FISCAL YEAR 2018-2019

SUCCESSFUL SURVEYS

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

Centers for Medicare and Medicaid Services (CMS) Surveys

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

Regulatory Surveys

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

California State Board of Pharmacy Survey

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

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

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

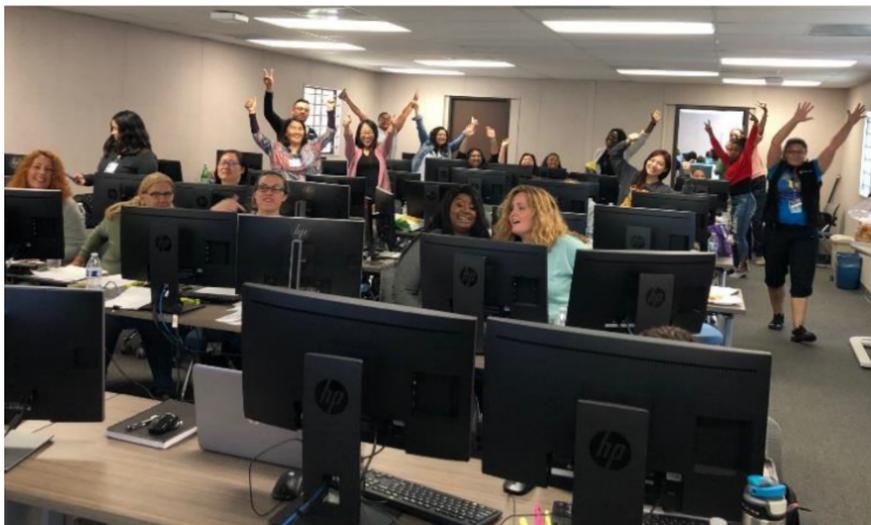
Joint Commission Laboratory and Pathology Survey

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

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

HIGHLIGHTS IN FISCAL YEAR 2018-2019

Soft Epic Go-Live



Staff in the computer lab during soft go-live

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

EPIC Go-Live



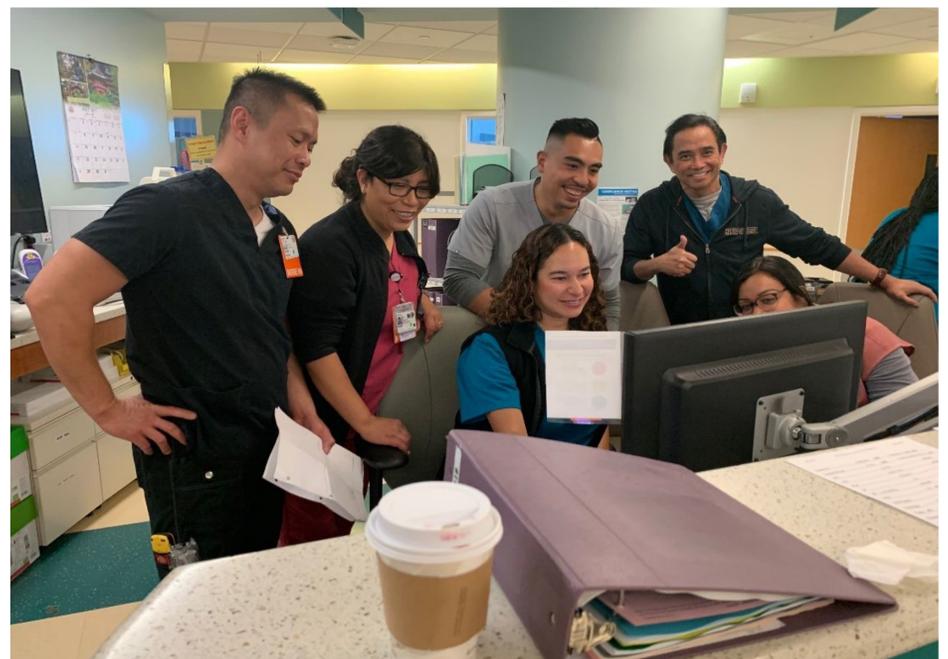
Go-Live in the IT Command Center

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



Super Users at ZSFG

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



At-the-Elbow Support Team

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

HIGHLIGHTS IN FISCAL YEAR 2018-2019



Some of the incredible night shift staff during go-live

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

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



Executive Zone Rounding



OR Rounding during Epic go-live



Zone Coordinators



Staff Huddles

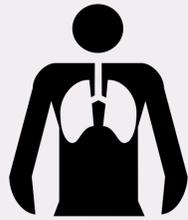
ZSFG would like to express gratitude to the superusers, At-the-Elbow support, zone coordinators, and all ZSFG staff for the great work leading up to and during this historic event!

ZSFG BY THE NUMBERS



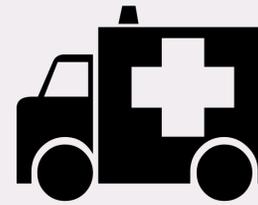
PATIENTS
SERVED

107,435



OUTPATIENT
VISITS

578,435



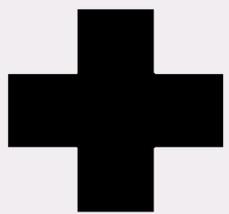
MEDICAL &
PSYCHIATRIC
EMERGENCY
VISITS

84,959



ADULT URGENT
CARE VISITS

33,667



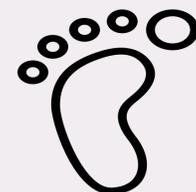
TRAUMA
ACTIVATIONS

3,134



LICENSED
BEDS

397



BABIES
BORN

1,067



UCSF STAFF

2,100



DPH STAFF

3,900



VOLUNTEERS

1,050

ZSFG BY THE NUMBERS

GENDER

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

RACE / ETHNICITY

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

AGE

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

4A SKILLED NURSING

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

ACUTE CARE SERVICES

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

AMBULATORY SERVICES

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

EMERGENCY SERVICES

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

ADULT URGENT CARE

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

ZSFG BY THE NUMBERS



FINANCIALS

	FY 18-19 *	FY 17-18
Total Operating Revenues	\$1,038,854,523	\$955,668,624
Total Operating Expenses	\$1,133,079,843	\$1,077,207,527
General Fund	\$195,023,276	\$97,372,925
Salaries and Fringe Benefits (included in Total Operating Expenses)	\$544,191,426	\$532,159,660

*Final Financials pending at Controller's Office -- the General Fund subsidies to be finalized soon.



PAYOR SOURCES

Inpatient Days

Outpatient Visits

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

TRUE NORTH

Achieving Our Goals

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

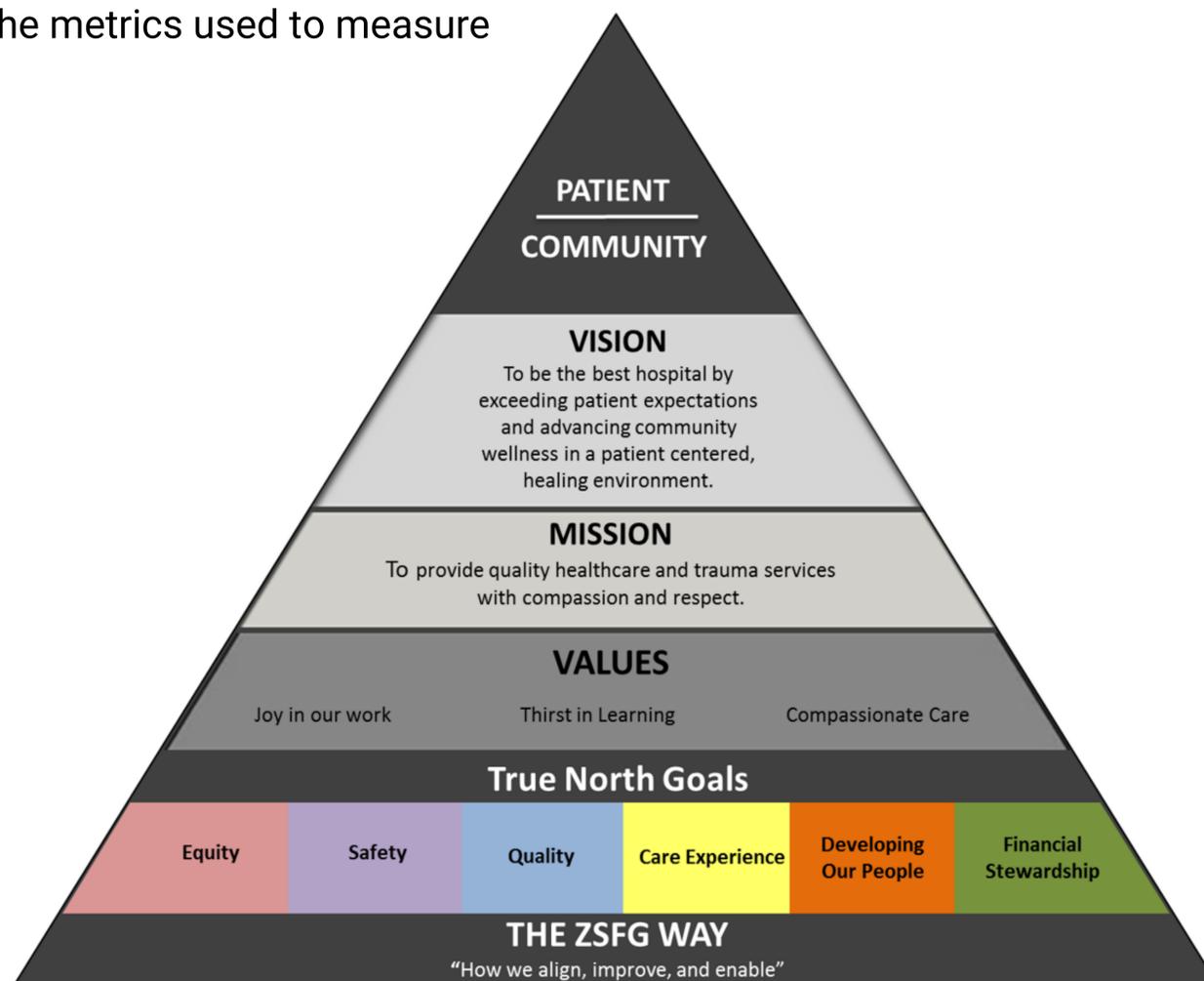
At the base of the True North Triangle are the goals: Equity; Safety; Quality; Care Experience; Developing Our People; and Financial Stewardship; as well as the system that is used to guide the improvement work.

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

True North Scorecard

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

Table 1: True North Scorecard. The Executive Leadership Team focused on driving improvements to ensure achieve our True North and strategic goals, by using A3 Thinking, Countermeasure Summaries and Daily Management System.



Caption: True North Triangle

TRUE NORTH STRATEGIES

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

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

1 THE ZSFG WAY



Advancing Equity



Improving Value and Patient Outcomes



Ensuring Flow and Access



Optimizing Care Experience



Financial Stewardship



Developing Our People

2 IMPLEMENTING AN ELECTRONIC HEALTH RECORD SYSTEM



Clinical and Revenue Cycle Domains



Communications



Policies and Procedures



Data and Analytics



Labor and Backfill



DPH Training



Med Staff and Residents Readiness



Stabilization and Downtime



Build

3 BUILDING OUR FUTURE



Optimizing Care Experience



Safety



Developing Our People



Ensuring Flow and Access

TRUE NORTH STRATEGIES

1 THE ZSFG WAY

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

With the new Electronic Health Record (EHR) system implementation, two key improvements were made this past year in order to prepare for the critical change and create focus: (1) the integration of the six operational improvement plans into the ZSFG Way: Advancing Equity, Improving Value and Patient Outcomes, Ensuring Flow and Access, Optimizing Care Experience, Financial Stewardship and Developing Our People and; (2) the development and dissemination of daily management systems throughout ZSFG to improve communication throughout the Epic rollout.

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

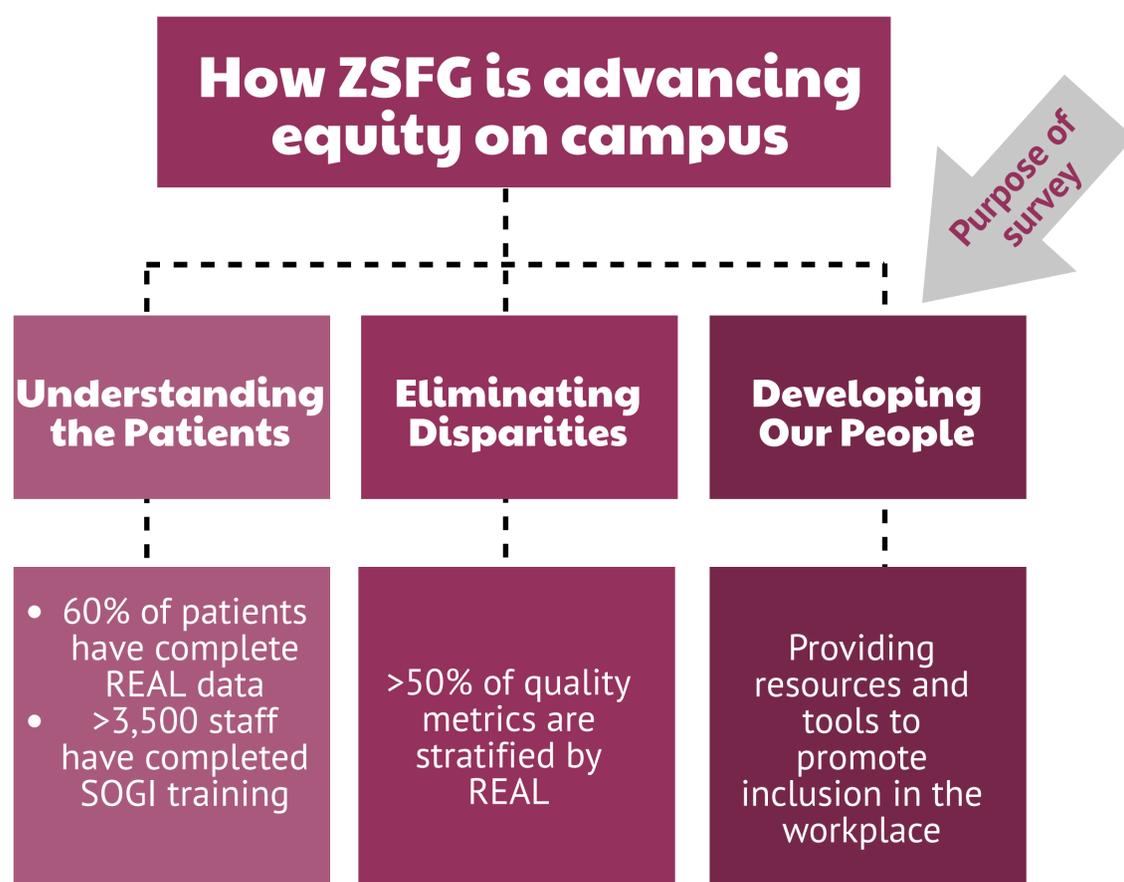


Advancing Equity

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

This past fiscal year, ZSFG hired a new Manager of Equity Strategies, Anh Thang Dao-Shah, to further its commitment to improving health equity on campus.

ZSFG's Equity Strategy is operationally integrated with validated standard work for departments to stratify key performance indicators by race, ethnicity and language (REAL), which will help to assess disparities and develop countermeasures to close gaps. Focusing on building data infrastructure and transforming existing processes, the strategy uses a three-pronged approach: Understanding patients through REAL and SOGI (Sexual Orientation Gender Identity) data, eliminating disparities through performance improvement processes, and developing our people through multiple learning opportunities. This approach was shaped by the results of an equity survey that was developed and implemented by the ZSFG Equity Council in June 2018.



TRUE NORTH STRATEGIES

By August 31st, 2018, 1,200 staff had participated in the survey to share their experiences and perspectives of equity on campus. The committee then held town halls to discuss results, insights, and proposals to adapt programs and increase the amount of trainings available. A quarterly equity newsletter was also developed to provide regular and transparent communication about equity efforts on campus to all staff.

In fiscal year 2018-2019, 67% of hospital departments have used race, ethnicity and language data to stratify at least one driver metric and to identify countermeasures to close gaps. As of May 2019, ZSFG established 70% completeness for REAL stratification (Chart 2) and the SOGI completeness rate exceeded the Public Hospital Redesign and Incentives in Medi-Cal (PRIME) SOGI compliance rate by almost 30%.

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

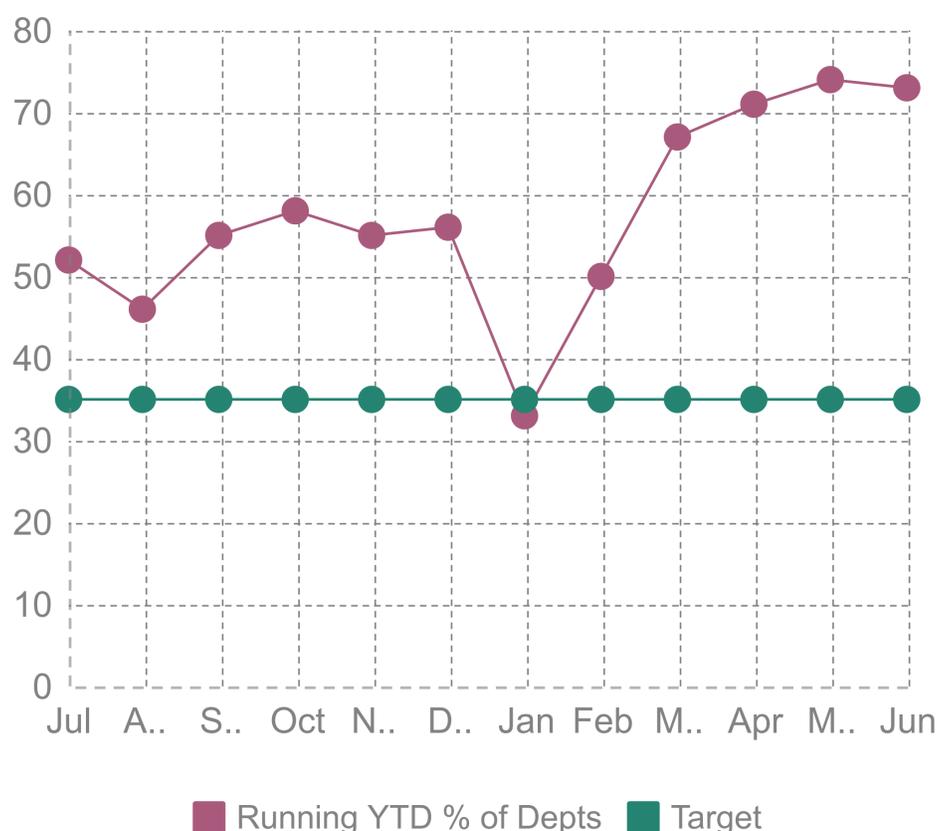


Chart 2: # of Departments with Stratified Data

The latest newsletter was read by almost 2,000 staff on campus and continues to bring updates on equity progress to staff and providers. Multiple trainings and learning series are also offered across campus to provide staff with the right tools and a conducive environment to proactively identify and eliminate disparities. In 2018, ZSFG's strategy received the *Best Project Award* from the Disparities Solution Center at Massachusetts General Hospital. Equity also drove the implementation of "Code Tan" which ensures families of victims of gunshot wounds, stabbings or assaults with deadly weapons (disproportionately people of color) do not receive disparate support services on campus.

The goal for the upcoming fiscal year will be for ZSFG to move towards an organizational commitment to equity at an Institutional Evolution level where institutional barriers are removed, equity strategies are proactively advanced by committing to organizational priorities, and staff time and financial resources are put towards developing inclusive environments. To that end, the Equity Council will continue to work with SFHN Divisions to develop and test rapid response teams which will address employee and patients concerns not covered under the Equal Employment Opportunity policy. These teams will also provide trainings and dedicated time to frontline staff to advance equity in their division through a championship program. Lastly, the council will continue to leverage Epic and the PIPS Committee to better understand and improve health outcomes for the most vulnerable patients.

TRUE NORTH STRATEGIES



Improving Value and Patient Outcomes

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

QIP is a performance program tied to approximately \$20 million/year of funds. These funds replace supplemental payments that aim to align with the Medicaid Managed Care Rule. With this change in programs, ZSFG leadership shifted the strategic safety goals from reducing four patient harm events (i.e., falls with injury, CAUTI, Colon SSI and HAPI) to meeting QIP targets. ZSFG now reports on 12 metrics across three out of four domains: Specialty Care, Inpatient Care, and Resource Utilization. QIP reporting is based off of a calendar year reporting schedule. The first half of FY1819 focused finalizing all 12 QIP metrics. By December 15, 2018, ZSFG successfully reported all 12, resulting in \$12 million of QIP funding for DPH (Chart 3). By June 2019, 90% of the ZSFG metrics with reportable data were on target (Chart 4).

2018: # of QIP Measures Finalized

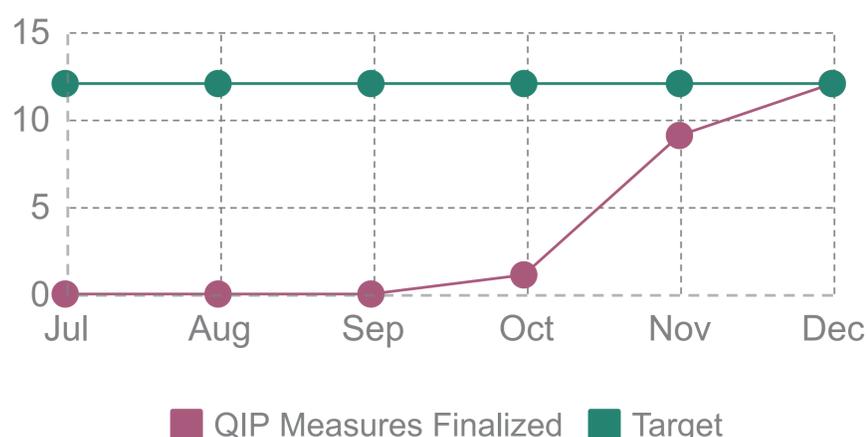


Chart 3: # of QIP Measures Finalized

2019: % of Metrics on Target

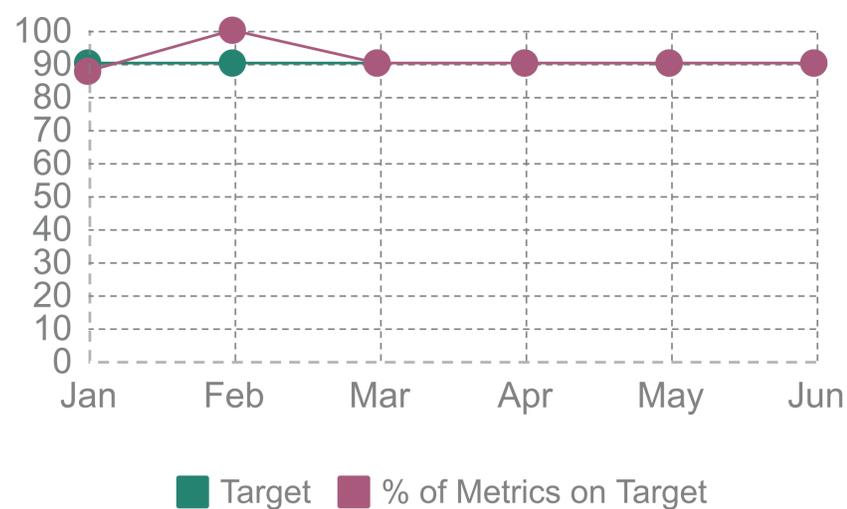
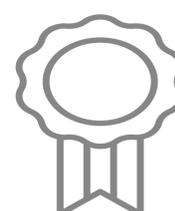


Chart 4: % of Metrics on Target

Moving forward, ZSFG will focus on implementing daily management systems across all units at ZSFG and integrating QIP metrics with departmental drivers in order to align departmental goals with strategic priorities. ZSFG will engage in improvement work to ensure the team continues to meet its metric targets.



Ensuring Flow and Access

Under ensuring flow and access, the team focused on the measures: readmissions and time on diversion. A poor flow of patients throughout ZSFG resulted in long wait times and poor access to health care, negatively impacting all True North goals. In Fiscal Year 18-19, ZSFG focused on decreasing readmissions and time spent on ambulance diversion.

ZSFG tracked two PRIME, pay for performance readmissions metrics, each tied to \$600,000. The first metric was all-cause readmissions, which was reported on the True North Scorecard. The second metric tracked specialty care readmissions, which is a subset of all-cause readmissions. According to the True

TRUE NORTH STRATEGIES

North Scorecard, the goal for FY1819 was to reduce all-cause readmissions to 14.18% and specialty care readmissions to 14.88%. The all-cause readmissions did not meet its target in FY1819; however, the specialty care readmission metric achieved its target in July 2019 (Chart 5) resulting in \$600,000 of funding. With this baseline data, the team was able to determine the top contributors to all-cause readmissions and narrowed down the causes to seven Diagnosis- Related Groups. From there, the Quality team researched potential root causes for these top contributors and created corrective plans to close gaps. These plans consisted of creating standard work for discharge follow up for Clinical Pharmacists, and obtaining real-time patient experience data.

FY1819 PRIME Readmission Rates

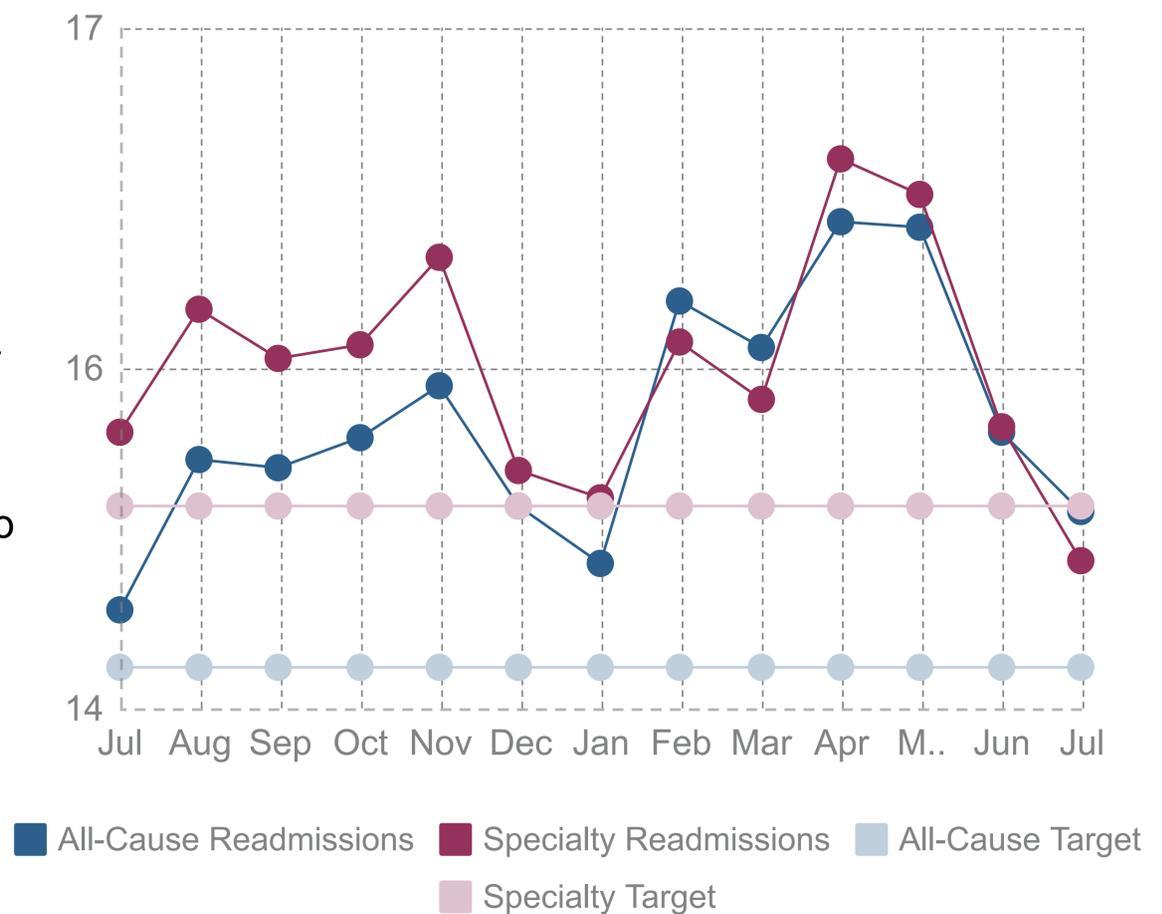


Chart 5: FY1819 Readmission Rates

FY1819 % of Time ED On Diversion

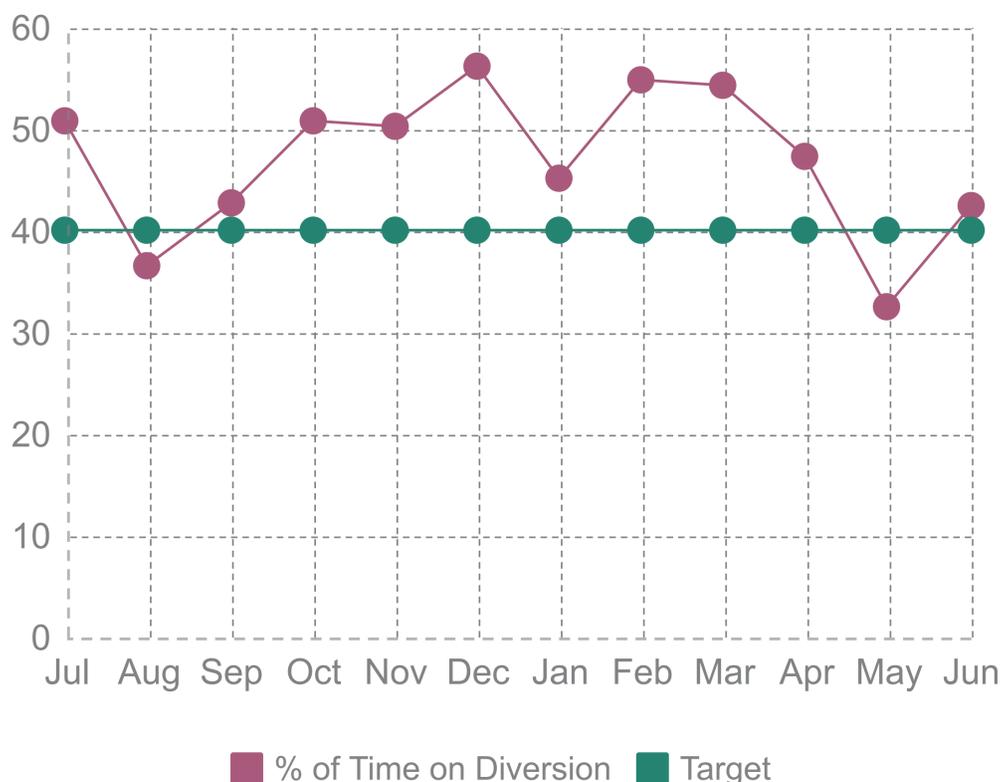


Chart 6: % of Time ED on Diversion

Second, ZSFG aimed to decrease the amount of time the Emergency Department (ED) was on diversion to 40%. This past fiscal year, a new model (CareSTART) was created to manage walk-in patient flow and rapidly evaluate patients. Additionally, new standard work was developed allowing leadership and providers to openly discuss when diversion was appropriate through a set criteria. These two countermeasures contributed to a 4% reduction in ZSFG'S average percent of time on diversion from 51% in FY1718 to 47% in FY1819 (Chart 6). In addition, CareSTART reduced the average daily number of patients who left the ED without receiving care by 2% from 6% of patients in FY1718 to 4% of patients in FY1819.

Although both of these metrics continue to be opportunities for growth at ZSFG, great strides were made this year to improve quality and access to health care for patients.

TRUE NORTH STRATEGIES



Optimizing Care Experience

The third operational plan is Optimizing Care Experience. Patients and community are at the pinnacle of ZSFG's True North, leading staff to provide compassionate and respectful care to every patient, every time. Over the past couple of years, staff have focused on ICARE (Introduce, Connect, Ask, Respond, Exit) in order to create consistent behaviors and interactions that would improve patients' likelihood to recommend ZSFG as their desired health-care destination.

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

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

In order to reach this goal, Care Experience partnered with Interpreter Services to conduct training for staff and providers around engaging interpreters during critical encounters such as discharge planning. The team also partnered with the Medical Surgical department to develop processes that would remind nursing staff to introduce the online patient portal, eVideon, to patients for healthcare reminders, a process which will be streamlined with EPIC. With 27 out of 30 clinical and ancillary units having adopted the ICARE bundle by May 2019 (Chart 7), ZSFG is confident that patient experience has come a long way this past fiscal year and will continue to improve moving forward.

FY1819 # of Departments that Adopted ICARE Bundle

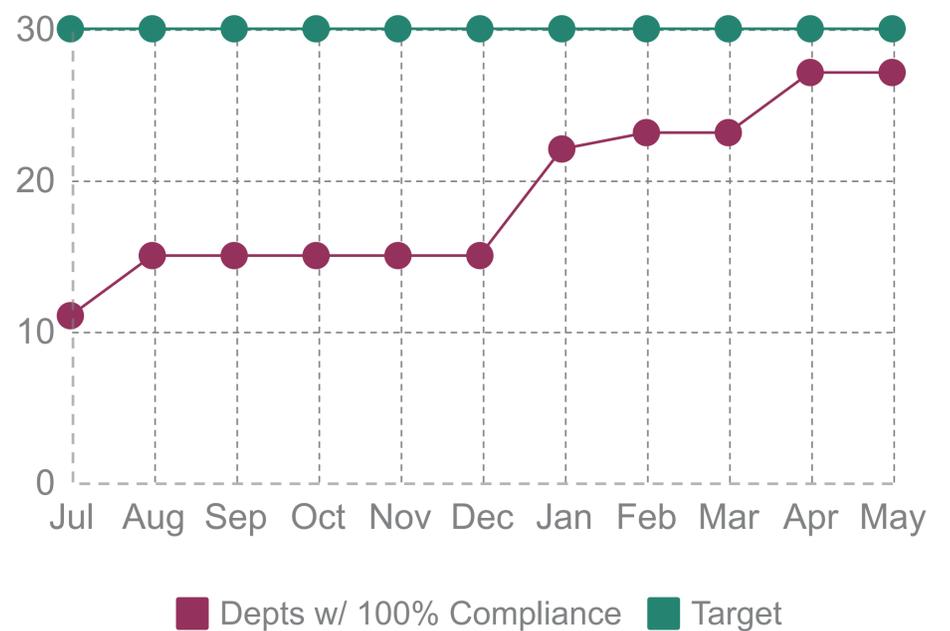


Chart 7: # of Departments that Adopted ICARE Bundle

TRUE NORTH STRATEGIES



Financial Stewardship

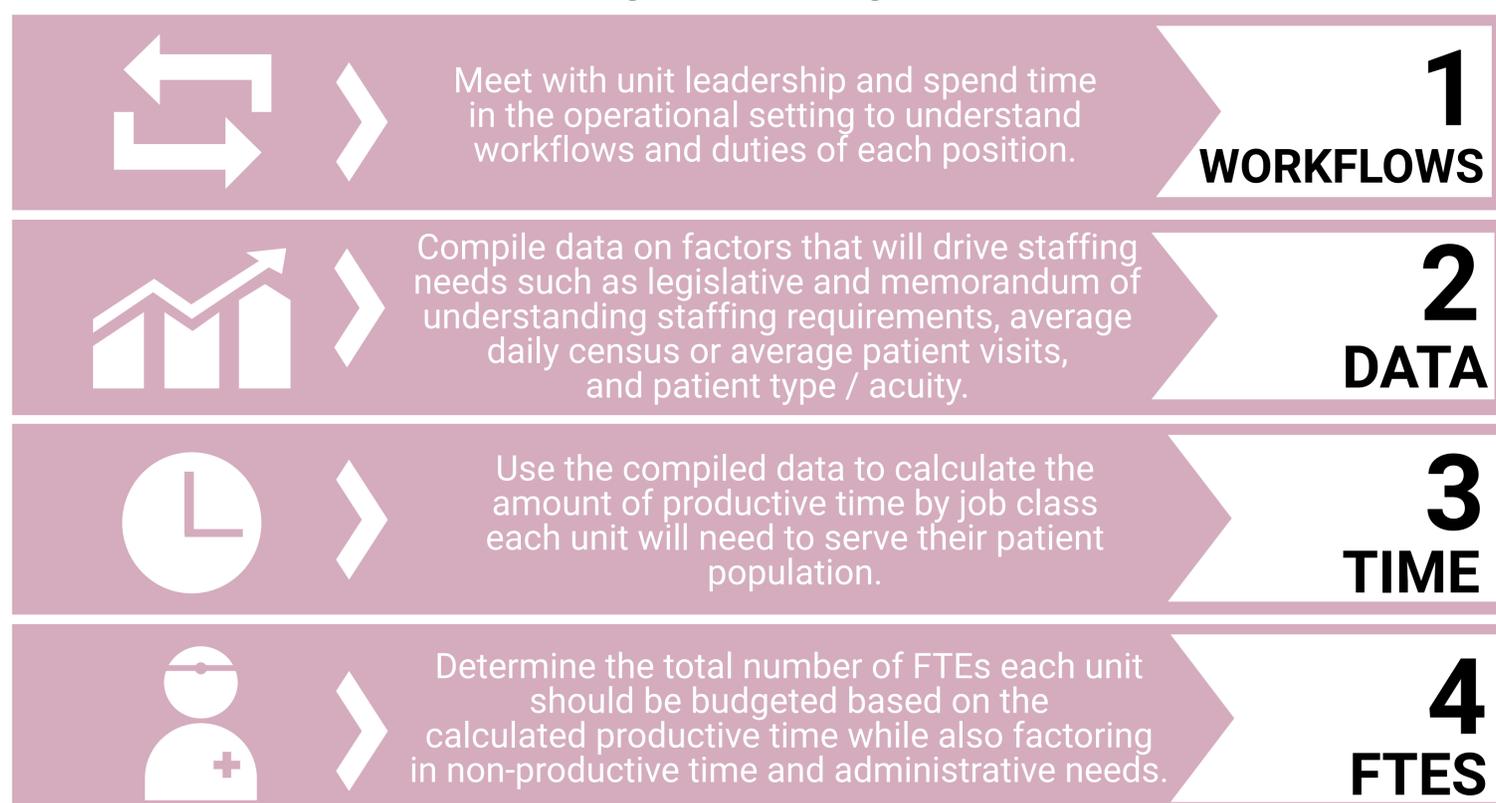
The fourth operational plan is Financial Stewardship. In FY1819, ZSFG focused on minimizing an unfavorable salary variance to drive its True North outcomes. To do so, the finance team partnered with department directors and managers to build staffing models for their teams. These models analyze current work activity and nonproductive time to accurately budget a sufficient amount of staff to maximize efficiency and assume full operational functionality for all departments. Additionally, the team was able to create operational plans to change current staffing practices and identify further opportunities to close gaps.

Another achievement from this past fiscal year included developing and publishing a new twice monthly payroll report that helped to drive operations.

This bi-weekly report detailed data by department with pay type and job class that allowed managers to easily distinguish between variance driven by volume of patients and variance due to opportunities for efficiency changes. Furthermore, the finance team also strengthened partnerships with operational teams. With this improved partnership, finance was able to better understand operational challenges and patient flow variances that impact staffing models.

Even with these major accomplishments in FY1819, the finance team will continue to expand their partnerships and close the salary variance gap in FY1920. They will also continue to create staffing models in non-patient care areas or areas where there currently are none. Lastly, they will partner with HR to create standard work around staffing. ZSFG Leadership is confident that by making stronger partnerships between operations and HR, payroll gaps will close, which will aid in decreasing the City's overall expenses.

Creating a Staffing Model



TRUE NORTH STRATEGIES



Developing Our People

The fifth operational plan is Developing our People through the ZSFG Way. In FY1819, The ZSFG Way focused on ensuring that each member of the Expanded Executive Team adopted leadership principles and behaviors in order to align and enable all staff and improve the organization as a whole. These behavioral goals can be broken down into three different paradigms: Principle Based Leadership, Strategic Deployment, and Daily Management Systems (DMS).

Previously, in FY1617, ZSFG deployed the leadership philosophy, principles, and values. 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 is reflected through our principles that guide our daily behaviors and decisions.

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

Principle Based Leadership

Develop a Personal Development Plan

After a 360 evaluation has been completed for each leader by their peers and supervisors, leaders use the results to develop a PDP. A PDP includes background, current status, targets and goals, and countermeasures. The personal development plan is the process of: establishing aims and objectives - what leaders strive to achieve or where they want to go, in the short, medium or long-term in their careers, assessing current realities, and identifying needs for skills, knowledge or competence. Each leader would then share this PDP with their supervisor to obtain final approval.

Set Targets that Align Leadership Principles

These goals must align with lean principles: Align, Improve, or Enable and should be SMART (Specific, Measurable, Attainable, Relevant, and Timely). Our principles are the externalization of values that drive behaviors.

Begin Tracking and Measuring Goals

Expanded Executives check in with their supervisors monthly to determine the status of their targets and goals. Every quarter, supervisors must review PDP Status Reports to review progress and every year, supervisors must incorporate each employee's PDP goals into their Performance Appraisals.

TRUE NORTH STRATEGIES

Strategic Deployment

Strategic Deployment focuses on True North Goal Reporting, Hoshin and Retreat Planning, and A3 Training and Education as a way of implementing strategic and operational improvement plans.

2

Strategic (Hoshin) and Retreat Planning

Each year, the improvement team plans two Hoshin and retreat plannings. During Hoshin, ZSFG Executives determine the progress of each True North targets. This is a method for ensuring that the strategic goals drive progress and action at every level within the organization.

1

True North Goal Reporting

The executive team reported the status of the True North goals through the scorecard and countermeasure summaries. The reporting highlights improvement plans, data, root cause analysis and countermeasures.

3

A3 Training

This training is a two day course that is supported by four A3 learning labs. A3 Thinking is utilized to define a problem, understand the root causes, consider and test countermeasures and study and adjust for results. It reinforces critical thinking, humility and respect, learning through data and observation, process and systems thinking, engagement and alignment.

In FY1819, 95% of Expanded Executives had identified a PDP Goal (Chart 8). This surpassed the goal of 85%. In the coming fiscal year, leadership will continue to track progress and personal goals.

FY1819 % of Expanded Executives that have Identified a PDP Goal

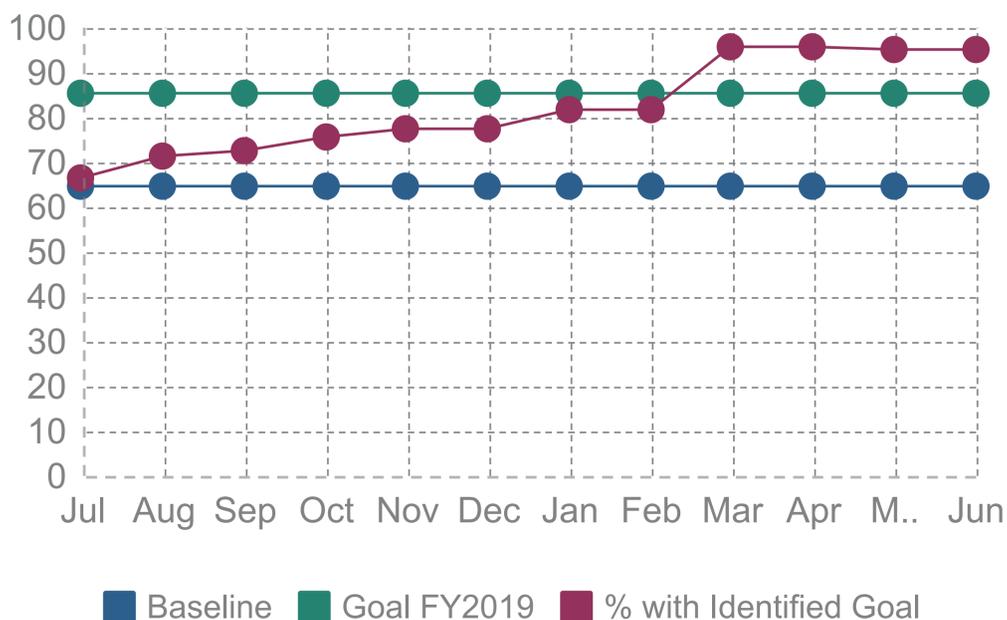


Chart 8: % of Expanded Executives that have Identified a PDP Goal

Strategic Deployment

Strategic deployment is another key component of The ZSFG Way. Strategic Deployment focuses on True North Goal Reporting, Hoshin and Retreat Planning, and A3 Training and Education as a way of implementing strategic and operational improvement plans. In FY1819, the team held monthly A3 thinking classes, two Hoshin sessions, and two retreat plannings.



Executive Hoshin

TRUE NORTH STRATEGIES

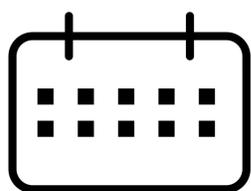
Daily Management System

The Daily Management System is an additional strategic tool that was implemented to allow all leaders to better understand our business, have a seamless communication strategy and above all, maintain excellence in performance for patients through change. In order to supplement these efforts, ZSFG began spreading the ZSFG Way hospital-wide, in specific, critical areas.

Originally in 2016, ZSFG had introduced leader standard work, a no meeting zone and the development of six model cell units, each

practicing Thedacare's Daily Management System. A key takeaway from the implementation is that there is a correlation between the practice of the ZSFG Way and harm reduction, achievement of flow targets, and positive AHRQ results related to safety and communication. This initial ZSFG Way rollout included daily status sheets, huddles, PDSA, standard work, and area improvement center.

Eventually, in January of 2018, ZSFG had a goal of deploying the Daily Management System throughout 14 departments in preparation for a transition to an enterprise-wide electronic health record system on August 3rd, 2019.



Daily Status Sheets

A structured way to understand the business, problem solve together, and coach each other. These will also provide a platform for escalation of communications related to the electronic health record.



Huddles

A forum for everyone in a unit to suggest opportunities for daily continuous improvements, and a way for the unit to prioritize this work and to monitor progress. Huddles are also a way to demonstrate leadership behaviors, understand capacity and drive improvement.



PDSA (Plan, Do, Study, Act) and Standard Work

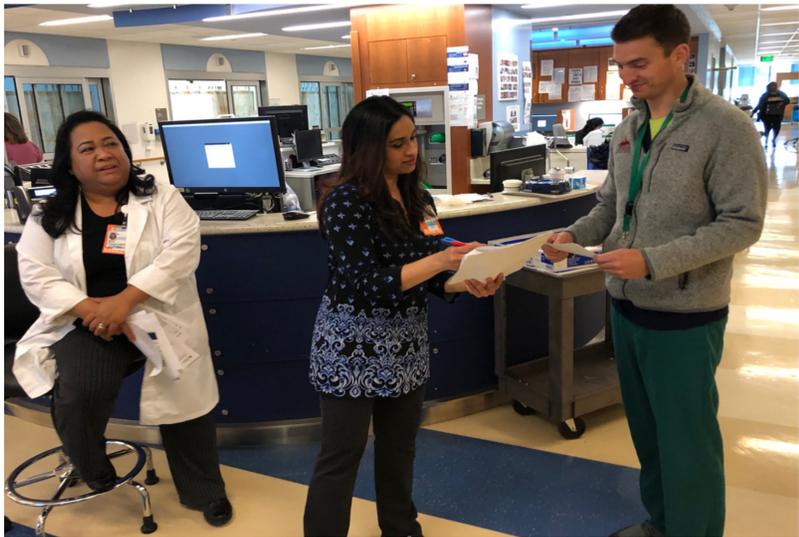
Fundamentals for problem solving and a standardized approach to implementations, or rollouts. Standard Work will be increasingly important to understand opportunities and limitations in the electronic health record.



Area Improvement Center

A form of visual management to quickly and easily understand data, stratify, prioritize and improve. This involves the development of a leadership team who will drive improvement and develop others on the unit into problem solvers.

TRUE NORTH STRATEGIES



Care Coordination Process Observation

Currently four out of the fourteen departments have accomplished 100% competency in the Daily Management System (Chart 9). This includes both adherence to leader standard work and unit-based competencies. In addition 10 out of 14 departments are 1-2 components away from full implementation. Overall implementation as of May, 2019 was: 83% Unit competency and 74% Leader competency.

FY1819 # of Departments that Fully Implemented DMS

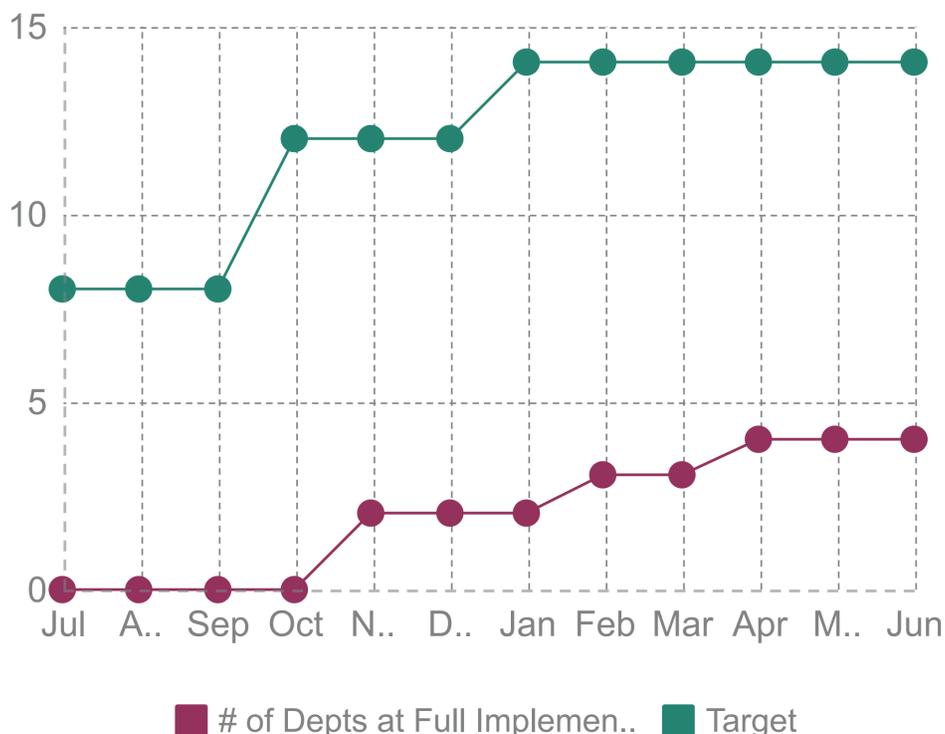


Chart 9: # of Depts at DMS Full Implementation

Next steps in deployment of the Daily Management System include:

- ▶ **Study** DPH Staff engagement survey to understand the correlation between DMS and staff engagement
- ▶ **Pilot** executive rounding schedule and standard work in gemba
- ▶ **Coach** PDSA coaching structure to improve quality and expedite progress toward full DMS implementation
- ▶ **Build** a strategy to enhance staff engagement, target individual department needs and leverage individual coaching strengths
- ▶ **Develop** a spread approach including a departmental commitment and readiness tool for DMS.



Psychiatric Emergency Services Huddle

In FY1920, the Kaizen Promotion Office will continue to implement the Daily Management Systems to departments across the hospital. Additionally, ZSFG leadership is looking forward to next year's Expanded Executive Retreat where they will continue to improve upon their PDP goal tracking and strategies to better the organization as a whole, through their leadership.

TRUE NORTH STRATEGIES

2

IMPLEMENTING AN ELECTRONIC HEALTH RECORD SYSTEM

100% ON TARGET AT GO LIVE

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

9 OPERATIONAL AREAS

Data Analytics

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

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

Communications

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

Communications operational area was on target during go-live.

Clinical and Revenue Cycle

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

At the end of FY1819, 8 of the 9 domains were on target, as stated in the True North Scorecard. However, by July 2019, all 9 ZSFG-based domains were on target (Chart 10).

CY1819 # of Clinical and Revenue Cycle Domains on Target

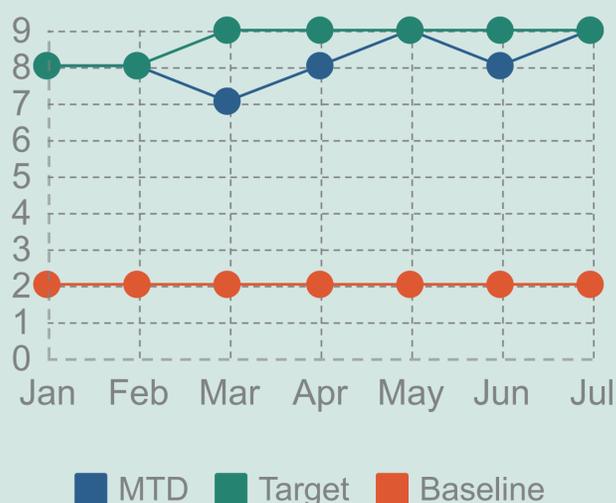


Chart 10: # of Clin. & Rev. Cycle Domains on Target

Policies and Procedures

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

100% of policies on target by August 3rd, resulting in an "on target" status (Chart 11).

CY1819 % of Approved Policies and Procedures

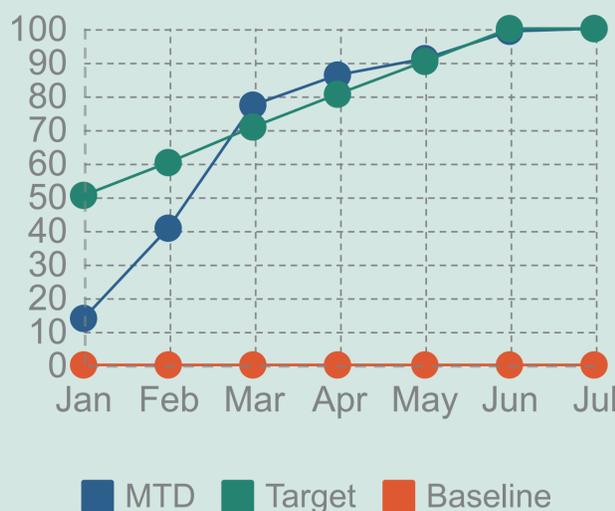


Chart 11: % of Approved Policies and Procedures

Labor and Backfill

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

The Labor and Backfill operational area was on target before go-live (Chart 12).

Actual to Budgeted Registry Backfill



Chart 12: Actual to Budgeted Registry Backfill

TRUE NORTH STRATEGIES

2

IMPLEMENTING AN ELECTRONIC HEALTH RECORD SYSTEM

100% ON TARGET AT GO LIVE

Having transitioned from 64 disparate systems to one unified electronic health record system, ZSFG represented the largest and most complicated entity when looking at the scope of the implementation.

9 OPERATIONAL AREAS

DPH Training

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

Before go-live, 99% of staff were enrolled in classroom training (Chart 13)

Number of DPH Staff Enrolled in Classroom Training

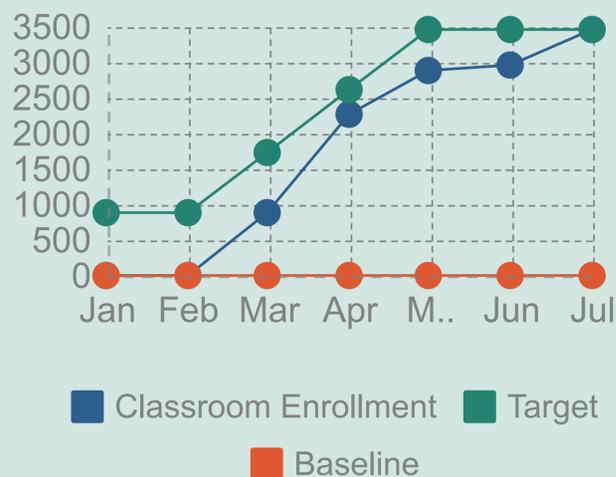


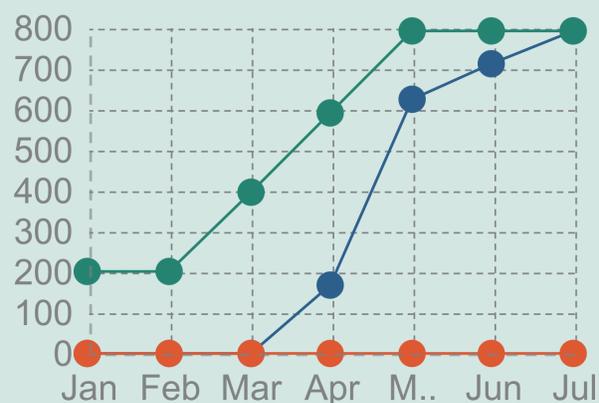
Chart 13: Number of DPH Staff Enrolled in Training

Med Staff and Residents Readiness

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

Before go-live, 100% of Med Staff and Residents were enrolled in the appropriate training (Chart 14).

Number of UCSF Medical Staff and Residents Enrolled in Classroom Training



Classroom Enrollment Target Baseline

Chart 14: Number of UCSF Medical Staff and Residents Enrolled in Training

Build

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

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

Stabilization and Downtime

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

100% of departments had downtime policies stored onsite (Chart 15) and 100% of DMS areas had go-live metrics on their dashboards (Chart 16) by go-live.

Number of Downtime Policies Stored Onsite

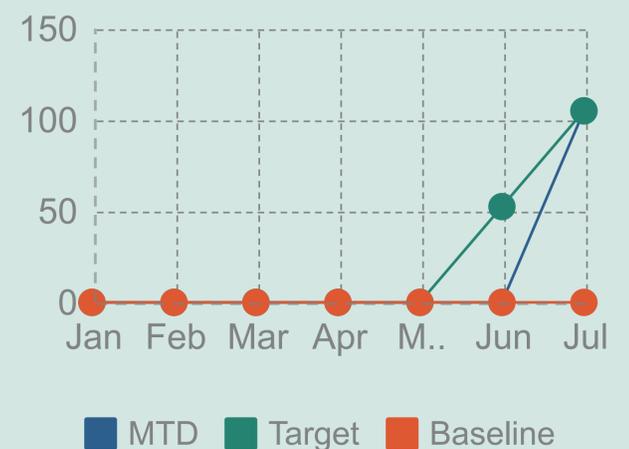


Chart 15: Number of Downtime Policies Stored Onsite

Number of DMS Areas with Go-Live Metrics on Dashboards

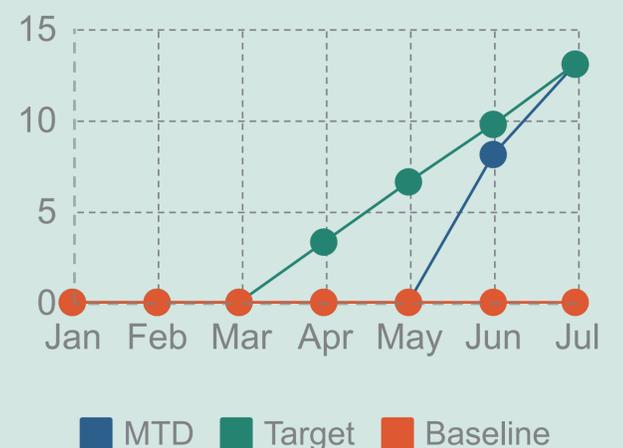


Chart 16: Number of DMS Areas with Metrics on Dashboards

TRUE NORTH STRATEGIES

3 BUILDING OUR FUTURE

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

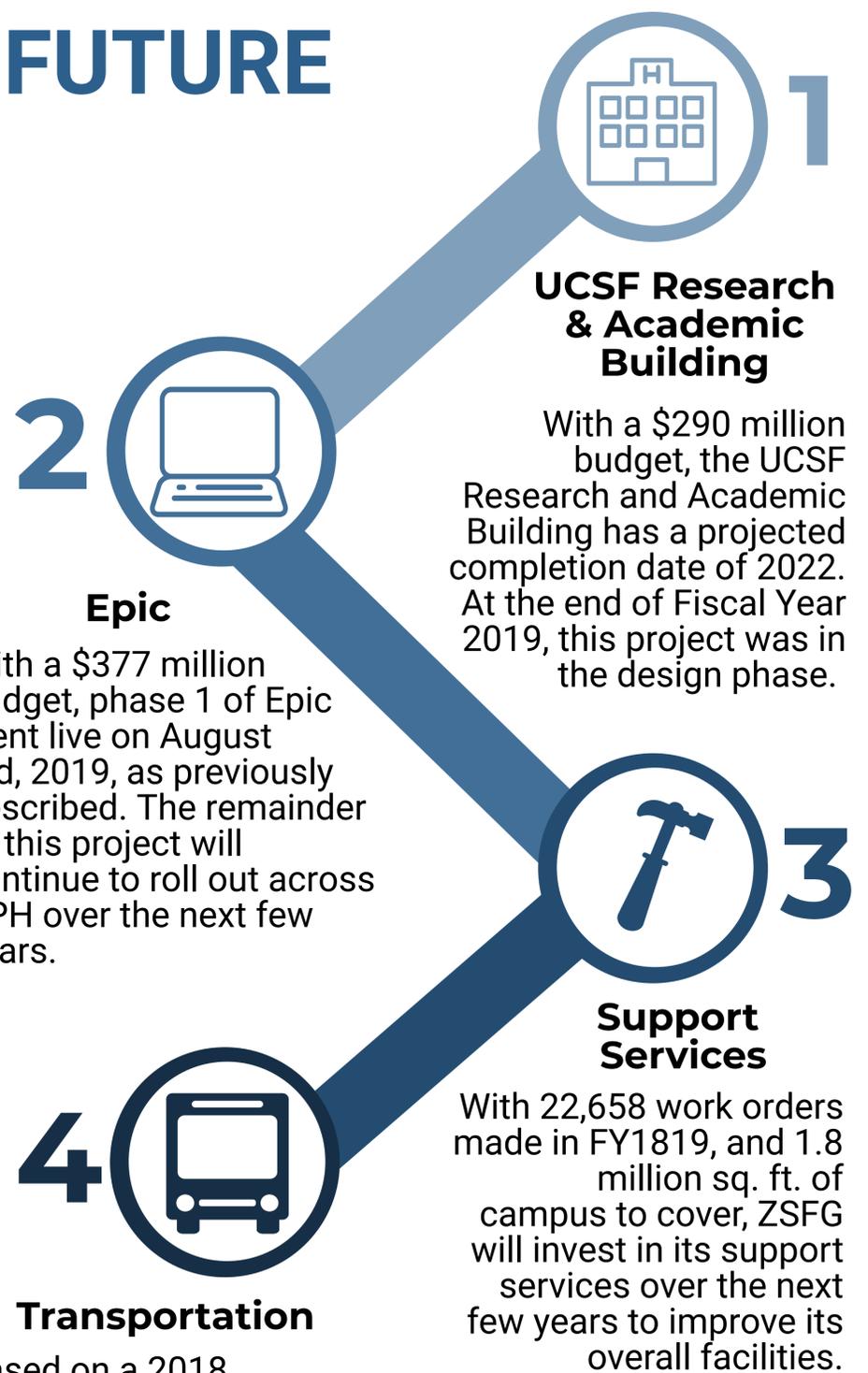
In order to reach this strategic goal, a part of the operational plan was to initiate specific capital projects that would both enhance parts of campus and expand it. By the end of fiscal year 2018-2019, 110 capital project milestones had already been achieved (Chart 17).

FY1819 # of Capital Project Milestones



Chart 17: # of Capital Project Milestones in FY1819

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



2 Epic
With a \$377 million budget, phase 1 of Epic went live on August 3rd, 2019, as previously described. The remainder of this project will continue to roll out across DPH over the next few years.

1 UCSF Research & Academic Building
With a \$290 million budget, the UCSF Research and Academic Building has a projected completion date of 2022. At the end of Fiscal Year 2019, this project was in the design phase.

4 Transportation
Based on a 2018 transportation survey, drive alone rates have increased 5% from the previous year. Therefore, ZSFG has committed to reducing staff drive-alone vehicle trips from 54% to 43% by 2023 by investing in alternative ways of transportation for staff.

3 Support Services
With 22,658 work orders made in FY1819, and 1.8 million sq. ft. of campus to cover, ZSFG will invest in its support services over the next few years to improve its overall facilities.

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

STAFF CELEBRATIONS

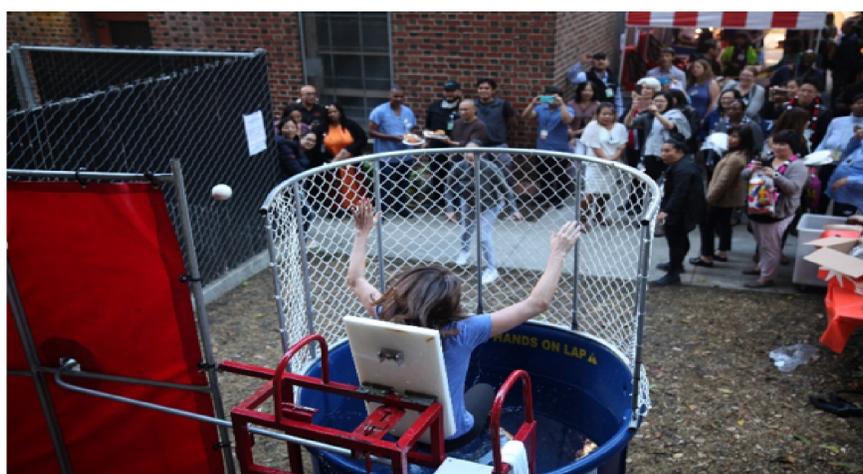
Fall Festival 2018



Leaders volunteering to serve food to staff.

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

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



Leaders participating in dunk tank activity,

It's- It Ice Cream Social



Hospital Administration distributing ice cream.

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

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

STAFF CELEBRATIONS

Staff Celebrations

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

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

New Leaders

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

National Environmental Health Services Week 2018

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

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

STAFF CELEBRATIONS

National Pharmacy Week 2018

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

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

Nurses Week 2019

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

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

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



Emergency Department Nursing Team



Perinatal Nursing Team



Medical Surgical Nursing Team

STAFF CELEBRATIONS

Medical Staff Dinner 2019

On Wednesday, June 12th, approximately 175 staff attended the ZSFG Annual Medical Staff Dinner. Highlights of the event included the distribution of the Krevans awards to each Department's outstanding first year residents, as well as the Rapaport Award to Chief Medical Experience Officer, Chief Medical Risk Officer and former Chief of Staff, Jeff Critchfield, MD, for his outstanding leadership and career contributions to ZSFG. Furthermore, Director Grant Colfax, MD, presented an award to Carol Taniguchi, NP for her

excellence in primary care, CEO Susan Ehrlich, MD, recognized the inspirational ZSFG medical leadership, current Chief of Staff, Claire Horton, MD, was unanimously approved for an additional term, and Health Commissioner Edward Chow, MD, provided a strong expression of support and status update of the Department of Public Health.

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



Jeff Critchfield, MD
Rapaport Award



Matthew Orlowski, MD
Krevans Award
Anesthesia



Sojung Yi, MD
Krevans Award
Emergency Medicine



Gregory Goldof, MD
Krevans Award
Laboratory Medicine



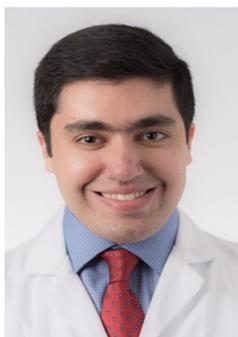
Arturo Gasga, MD
Krevans Award
Medicine



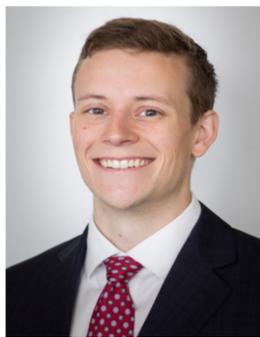
John Andrews, MD
Krevans Award
Neurological Surgery



Amanda Compadre, MD
Krevans Award
Obstetrics, Gynecology, and
Reproductive Services



Abtin, Shahlee, MD
Krevans Award
Ophthalmology



Charles Cogan, MD
Krevans Award
Orthopaedic Surgery



Daniel Wooldridge, MD, MPH, MS
Krevans Award
Pediatrics



Elizabeth Bruns, MD, MS
Krevans Award
Psychiatry



Yan Lim, MD, PhD
Krevans Award
Radiology & Biomedical
Imaging



Caroline Melahdo, MD
Krevans Award
Surgery



Max Bowman, MD
Krevans Award
Urology



Tyler Jankowski, DO
Krevans Award
Anatomic Pathology

Profiles

ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL

Executive Team



Aiyana Johnson, MSW, MPH
Chief Experience Officer



Brent Andrew, MPP, MS
Chief Communications
Officer



Claire Horton, MD
Chief of Medical Staff



Dave Woods, Pharm D
Chief Pharmacy Officer



Jennifer Boffi, MPH
Chief Financial Officer



Jim Marks, PhD, MD
Chief of Performance Excellence



Karen Hill
Director of Merit and
Staffing Resources



Kim Nguyen, MHSA
Director of Administrative
Operations



Luke John Day, MD
Chief Medical Officer



Margaret Damiano, MBA
Associate Dean for
Administration and Finance,
UCSF



Neda Ratanawongsa, MD
Chief Medical Informatics Officer



Sue Carlisle, PhD, MD
Vice Dean, UCSF



Susan P. Ehrlich, MPP, MD
Chief Executive Officer



Terry Dentoni, MSN, RN, CNL
Chief Nursing Officer



Tosan Boyo, MPH, FACHE
Chief Operations Officer



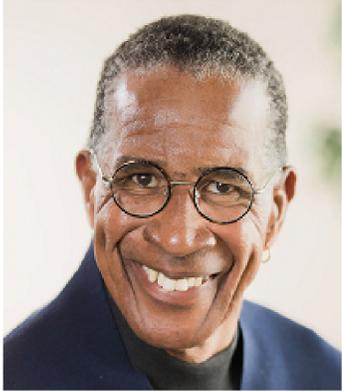
Troy Williams, RN, MSN
Chief Quality Officer

Profiles

SAN FRANCISCO HEALTH COMMISSION

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 ZSFG. Committee members are appointed by the Health Commission President.



James Loyce Jr., M.S., President

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



Edward A. Chow, M.D.

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



Laurie Green, M.D.

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



Mark Morewitz, MSW, is the Health Commission Executive Secretary

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

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