



Photos by Kevin Meynell

*Dr. Hemal Kanzaria addresses the Social Medicine team in the Emergency Department.*

## Social Medicine Team Transforms Care and Culture in San Francisco

**Many people in the Bay Area live near public transit. Jane, frail and elderly, lived on public transit.**

With no income, shelter, or social support, she spent her nights on the street and her days on transit lines in her wheelchair. Jane's chronic incontinence resulted in skin ulcers from sitting in soiled clothing. When other riders made emergency calls about her condition, she was often transported to Zuckerberg

San Francisco General (ZSFG). In 2017 alone, Jane logged more than 100 visits to emergency departments (EDs) across the Bay Area. Within hours of being discharged, she would be back on the street, perpetuating an endless cycle.

Thanks to multidisciplinary efforts at ZSFG, that cycle is being broken for Jane and many others. The solution, a new Social Medicine team, is shifting toward a hospital culture focused on healing the whole person, and is

reshaping attitudes about what it means to help the vulnerable among us.

### **Addressing Trends with Research and Action**

Life on the streets takes an enormous toll on the health of individuals, the spirit of the community, and on the hospital, where homeless patients frequently come to the ED because they have no place else to go for care. But medical treatment only addresses a portion of their needs. Once discharged, unsheltered patients can be back in the ED within a week, straining healthcare resources.

Reviewing data from 2016, Jack Chase, MD, Hemal Kanzaria, MD, and Jenna Bilinski, RN found that complex social determinants—hunger, isolation, substance abuse, mental illness, homelessness—dramatically affected the health of one third of all patients admitted to the hospital from the ED. In fact, social needs typically account for more than 70% of a patient's overall health,

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Social Medicine

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and are largely ignored in traditional medical care. Moreover, hospitalizing patients whose medical problems are exacerbated by social complexities does not make a lasting difference in their overall health.

“Many of our patients are experiencing complex medical-psychological-social emergencies—for example, severe heart failure, a psychotic disorder, and ongoing cocaine use while living on the street,” says Dr. Chase. “To treat these patients successfully, we have to focus with equal intensity on social, psychological, and medical issues. We must meet patients where they are, address what they identify as their most pressing needs, and engage them progressively over time.”

Because no individual provider or discipline could do this work alone, a multidisciplinary team was formed to create an actionable program. “We saw this as an opportunity to help vulnerable patients, as individuals and as a group, while fostering teamwork at the hospital and across our health network. But it would require a change of culture at ZSFG,” says Dr. Kanzaria. The

program team engaged more than 50 stakeholders, from frontline staff to executive leadership to community partners. The goal: decrease hospitalizations related to social needs by 50% and increase multidisciplinary teamwork to coordinate care for individual vulnerable patients.

The effort culminated in the creation of the Emergency Department Social Medicine team. Using the ED as a key entry point, this innovative care model addresses the social drivers of health for some of the most fragile patients. Social workers, nurses, patient coordinators,

physicians, pharmacists, and other experts collaborate with community social services—for example, food banks, transitional housing, financial and legal resources, case managers, domestic violence resources, and treatment for mental health and substance

use—to provide safe alternatives to hospitalization. By engaging patients in identifying their own needs and addressing medical and social needs in parallel, the team opens pathways to more effective care that can improve health while reducing dependence on acute care services.

Since August 2017, the team has developed and implemented ten initiatives, including hiring an ED

patient navigator to coordinate medical and social care, creating an ED-based pharmacy, leading multidisciplinary rounds, and offering opportunities for transitional housing directly from the ED.

Transformative Results for Patients and Providers

The Social Medicine team represents a profound change in how ZSFG cares for vulnerable patients. Since January 2018, the team has served more than 1,000 patients and prevented more than 200 admissions and 30 readmissions, making more resources available for patients with acute challenges. More than 300 ED patients have been discharged with safe medications in hand. The overall length of stay for ED patients has decreased, and re-visits have been reduced by 10%.

Challenges remain, including the challenge of success: With more than 100 referrals

“To treat these patients successfully, we have to focus with equal intensity on social, psychological, and medical issues.”

Jack Chase, MD  
Medical Director of the  
Department of Care Coordination at ZSFG



Jenna Bilinski, RN, Director of the Kaizen Promotion Office, coaches and teaches to align the team’s goals with the True North goals of the hospital.

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Social Medicine

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each month, the Social Medicine team receives more requests than it can manage. Expansion—more team members, more patient and community resources—is under way. The team is also looking to collaborate beyond the ED, helping care providers across the hospital support patients with complex social needs.

The Social Medicine team is gratified that their initiative has catalyzed a change in culture, shifting providers’ focus to take on both medical and social contributors to health. “Feedback shows us that, with social determinants addressed, the hospital is exceeding our patients’ expectations,” says Bilinski. The individual outcomes are transformative, she adds, helping many patients access medical and social services, get treatment for substance use or mental health challenges, and overcome homelessness.

We’re happy to report that Jane connected with the Social Medicine team when she came to the ED. After discharge, she moved to Hummingbird Place,



Dr. Jack Chase addresses his team at a weekly meeting discussing the best strategies to help improve processes and outcomes.

“We saw this as an opportunity to help vulnerable patients, as individuals and as a group, while fostering teamwork at the hospital and across our health network.”

Hemal Kanzaria, MD  
Director of Complex Care Analytics for the  
San Francisco Health Network

which provides psychiatric respite care. After less than a year, Jane is now clean, well-nourished, and healed. She has worked with social workers to get proper ID and register for Social Security, food stamps, and insurance. Since her contact with the Social Medicine team, she has been to the ED on just four occasions—a tenfold decrease in her monthly

visits. Most important, Jane is happy with the care she’s receiving. She is no longer suffering. And, for the first time in a long time, she’s hopeful about the future.❤️

ZSFG Facts:  
Did You Know?



76,006  
medical psychiatry emergency visits



15  
primary care clinics in the San Francisco Health network served by ZSFG



1 in 8  
San Franciscans treated annually (over 100,000/year)



20+  
languages spoken



590,861  
outpatient visits



1,200  
babies delivered annually

# A Message from Dr. Susan Ehrlich, ZSFG CEO



Photo Courtesy of Kevin Mayne Photography

Dear Friends,

When an initiative delivers benefits across every measure of excellence we value at ZSFG—improving patient and staff experience, advancing patient flow and quality of care, and especially addressing the needs of our diverse San Francisco community—it deserves the spotlight. Social Medicine, a program launched through our Emergency Department (ED) and described in this newsletter, is the perfect example.

Social Medicine addresses a pressing problem for San Francisco: the health and welfare of its most vulnerable citizens. Roughly a third of the patients who come to the ED are experiencing a complex array of medical and social issues—hunger, isolation, substance abuse, mental illness, homelessness. For these individuals, the traditional approach to emergency care simply isn't enough. Treated and discharged, patients might return within a week as challenges beyond the scope of medicine take a toll on their health.

Social Medicine exists because a creative and dedicated team of providers in the ED looked at hospital data and took the initiative to change the status quo—and because members of our community took the initiative to support ZSFG. This year, Social Medicine is one of 30 programs to receive a Hearts Grant, made possible by donors to the Foundation. Hearts Grants provide critical funding for improvements that aren't covered by other sources. They also provide wonderful support and incentives for our innovative teams to explore new models of care.

You'll notice, as you peruse the list of this year's Hearts Grants on page 8, that the Social Medicine program is just one of many inventive ways ZSFG teams are working to provide compassionate care for all. Thank you for inspiring their ingenuity and for advancing our mission with your generosity.

Sincerely,  
Susan Ehrlich, MD, MPP

## SAVE THE DATE

**WEDNESDAY, FEBRUARY 13<sup>th</sup>, 2019**

**PIER 48**

Join us for an unforgettable evening honoring mental health care programs and the community

### HEARTS IN SF

BENEFITTING THE SAN FRANCISCO GENERAL HOSPITAL FOUNDATION

# Letter from the Board President and CEO

Dear Friends,

We are very pleased to announce that in Fiscal Year 2018, the San Francisco General Hospital Foundation generated over \$11 million to support the work at Zuckerberg San Francisco General (ZSFG). In addition to providing general funding, each year the Foundation has the pleasure of collaborating with thought leaders at ZSFG to help fund innovative projects and initiatives at the hospital. Since 2004, the Foundation's Hearts Grants Program has helped fund new equipment, launch dozens of critical new programs, and improve patient care.

This year the Hearts Grants Program awarded over \$500,000 in support of two funding priorities: Equity and Inclusion and Innovation and Leadership. These priorities are in alignment with the Foundation and ZSFG's commitment to continuously improve the health of our community and provide care for all.

As we strive to meet the needs of our community within a complex and rapidly changing healthcare environment, we are ever-grateful for our supporters who allow us to make vital improvements to patient care.

In this newsletter, our feature story about ZSFG's new Social Medicine program shines a light on the power of collaboration: a multidisciplinary team has been assembled to try to influence how the medical system addresses social determinants and their impact on patient health. This new team and its innovative approach is just one example of the many unique care models at our hospital.

We're also very pleased to announce the launch of *Hearts in SF*, this year's primary fundraising event, which will be held on February 13, 2019 at Pier 48. We hope you can join us for a festive evening that will honor the role that ZSFG plays in addressing community mental health needs while raising critical funds for the hospital. As always, many thanks for your continuous support, which allows us to provide compassionate care for all.

With gratitude,



**John H. Bell**  
President,  
Board of Directors

**Amanda Heier**  
Chief Executive Officer

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# The Foundation Welcomes New Board Members



**James D. Marks, MD, PhD** is Professor and Vice-Chairman of the Department of Anesthesia and Perioperative Care at the University of California, San Francisco (UCSF) and Chief of the Medical Staff and Chief of Performance Excellence at Zuckerberg San Francisco General (ZSFG). Dr. Marks received his medical degree from UCSF where he also completed residencies in Internal Medicine and Anesthesia and a fellowship in Critical Care Medicine. He received his Ph.D. in molecular biology from the Medical Research Council Laboratory of Molecular Biology in Cambridge, England.

As Chief of the Medical Staff and Chief of Performance Excellence at ZSFG, Dr. Marks is an integral part of the executive hospital leadership team using Lean Management to transform health care delivery at ZSFG.

As a physician and scientist, Dr. Marks is an internationally recognized pioneer in the field of antibody engineering, has had constant federal funding for 23 years, and has authored more than 200 publications and 100 patents. In recognition of these scholarly achievements, he was elected to the National Academy of Medicine.

As an entrepreneur, he has co-founded four biotechnology companies and currently serves on four biotechnology corporate boards.



**Julia Damasco** is a tax attorney and partner in the certified public accounting firm of Miller Kaplan Arase LLP. She is admitted to practice in all the courts in California and Washington, the United States Tax Court and the 9th Circuit Court of Appeals. An established expert on the taxation of settlements and judgments, she holds an LL.M in taxation. Julia is a member of the National Association of Federal Equity Receivers and serves as the chair of its IRS Liaison Committee.

The author of continuing legal education programs on the taxation of funds of money established to resolve claims, information return reporting, legal ethics and the elimination of bias, Julia also has extensive experience in systems for large and complex case management.

Julia has provided tax advice, compliance, and controversy services to more than 1,500 settlement funds, fiduciaries, public agencies and to the U.S. Securities and Exchange Commission Fair Funds.

Her experience in public affairs began in 1984, when she assisted in the planning of the Olympic Torch Relay route for the 1984 Los Angeles Olympic Games.

Julia previously served on the Foundation’s Board of Directors from 2007 to 2009 and as co-chair of Heroes & Hearts in 2007 and 2008.

# Hearts Grants Cultivate Innovation Across ZSFG



2018 Hearts Grants Recipients

Culturally sensitive wellness and grief support programs, breast cancer survivorship groups, trauma recovery care, enhanced training for nurses and physicians—these are just a few innovative initiatives that will advance the mission of Zuckerberg San Francisco General in years to come, thanks to Hearts Grants from the San Francisco General Hospital Foundation.

Every year since 2004, Hearts Grants have provided critical support for transformative programs that might otherwise go unfunded. To date, the Foundation has awarded nearly 500 Hearts Grants totaling \$12 million, all made possible by generous donors to the Foundation’s annual fund and its signature fundraising event, Heroes & Hearts.

This year, 30 initiatives shared more than \$500,000 in Hearts Grants awarded in two priority areas: **Care for All**, emphasizing equity and inclusion; and **Transforming Health Care**, focused on innovation and leadership.

Strengthening the city’s public safety net, Care for All accounted for more than half of all Hearts Grants in 2018.

Selected grants include:

- **The Spiritual Care team** has been awarded \$25,000 for the Latino Grief Support Equity Initiative to create new grief and loss support services for ZSFG’s Spanish-speaking community. It will provide

a regular grief group as well as develop and expand Spiritual Care services for Spanish-speaking patients through targeted outreach, group support, and one-to-one counseling. It is the first program of its kind in San Francisco.

- **Department of Emergency Medicine** received a grant of \$71,240 to enhance team-based social medicine by expanding holistic care to patients with complex social and medical needs throughout the San Francisco Health Network.

Emphasizing whole-person care, team-based approaches, and continuous quality improvements, recipients of Transforming Health Care.

Selected grants include:

- **The Mental Health Rehabilitation Center** received \$11,910 for their Transitional Enrichment Program. This program will decrease the number of “revolving door” clients returning for ZSFG services and maximizes the clients’ success in the community by engaging them through vocational training, coping skills, and transitional skills groups.
- **The Department of Quality Care Coordination** has been awarded \$54,000 for Care Coordination,

(Continued on Page 8)

## Donate your vehicle to the San Francisco General Hospital Foundation

Vehicle donations help ZSFG provide world-class health care and trauma services to everyone in need.



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Guest speaker Dan Bernal, Chief of Staff for Congresswoman Nancy Pelosi, addresses the audience.



Molly Hernandez and Rodrick Graham (left) and Nicole Cook (right) of Macy's award its \$20,000 grant for HIVE's Pro-Men Project to Dr. Deb Cohan and Karishma Oza (center).



Dr. Sue Carlisle (center), Vice Dean of UCSF School of Medicine and Board Member of the San Francisco General Hospital Foundation, awards the \$54,000 grant to (left to right) Randall Freitas, Natasha Hamilton, Glen McClintock, Dr. Jack Chase, and Jenee Bryant for the Quality Care Coordination project.

# Hearts Grants

(Continued from Page 7)

which coordinates with the Social Medicine program mentioned above. The Quality Care Coordination project will create a high-quality service model for ZSFG's Department of Care Coordination. The project will utilize expert consultation and assessment that results in a comprehensive plan with quality, financial, and productivity outcome measures, saving years of costly trial-by-error program development.

## 2018 Hearts Grants

Total: \$511,287

- Culturally Sensitive Neuropsychology Service Care, Psychiatry Department — \$1,160
- Patient Comfort Food, Food & Nutrition Services — \$2,000
- Pediatric Immobilization Solution, Radiology — \$3,500
- Enhancing Nursing and Physician Addiction Medicine Skills, Medicine — \$6,340
- Train-the-Trainer Navigation and Health Coaching, Community Wellness Center — \$6,350
- African American Equity Group, Community Wellness Center — \$6,800
- Early Education for All, Children's Health Center — \$8,000
- Transforming Trauma Care for Victims of Violent Crime, Psychiatry — \$8,000
- Community Youth Advisory Council New Generation Health Center, Family & Community Medicine — \$9,001
- Opioid Treatment through Yoga Therapy, Psychiatry — \$9,310
- Multicultural Breastfeeding Education Video, Pediatrics — \$9,900
- Relationship Centered Communication, Internal Medicine — \$10,400
- Integrative Strategies for Nursing Student Success, Nursing Administration — \$10,600
- Transitional Enrichment Program, Mental Health Rehabilitation Center — \$11,910

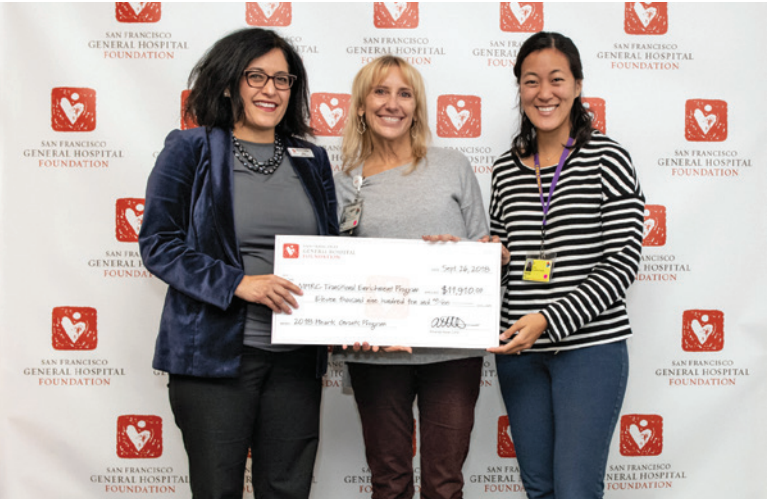
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- Pediatrics Brush, Book & Bed Initiative — \$13,404
- Equitable Care for Sexual and Gender Minority Patients, Neurology — \$13,435
- Investing Early for Impact — Promoting Early Language and Brain Development, Pediatrics — \$13,900
- Hypertension Control and Equity in Primary Care, Richard H. Fine People's Clinic — \$14,400
- Dialysis Patients Nutrition Wellness Kits, UC Renal Center — \$18,750
- Innovating the Future of HIV Care, Ward 86 — \$20,000
- Breast Cancer Survivorship Group Visits, Oncology — \$20,220
- Food and Nutrition Heartbeats Project, Food & Nutrition Services — \$22,000
- The Latino Grief Support Equity Initiative, Spiritual Care — \$25,000
- Enhancing Emergency Medicine Clinical Armamentarium, Emergency Medicine — \$26,667
- Quality Care Coordination, Care Coordination — \$54,000
- Social Medicine, Emergency Medicine — \$71,240
- Orthopedic Trauma Institute's Junior Academy, Genentech, Inc. — \$50,000\*
- Cancer CARE Program, McKesson Foundation — \$10,000\*
- Vocational Rehabilitation, First Republic Bank — \$15,000\*
- HIVE PRO Men Project, Macy's — \$20,000\*

\*Hearts Grants provided through corporate sponsorships

Photos by Kevin Meynell



Dionne Cruz Miller (left), Board Member of San Francisco General Hospital Foundation, awards the \$11,910 grant to Jennifer Baity (center) and Vivian Li for the Mental Health and Rehabilitation Center's Transitional Enrichment Program.



Lena Robinson of First Republic Bank (center, holding check) awards its \$15,000 grant for Vocational Rehabilitation to (left to right) Gregory Jarasitis, Irene Brown, Renee Doherty, Mindy Oppenheim, and Hugo Calderon.



Maggie Mui (center left), Advisory Council Member of the San Francisco General Hospital Foundation, awards the \$25,000 grant to Floyd Trammel, Claire Bohman, and Ileana La Bergere of the Spiritual Care Department for the Latino Grief Support Equity Initiative—the first of its kind in San Francisco.

# THANK YOU

FOR YOUR GENEROUS SUPPORT  
THIS YEAR...

**Genentech** \$50,000  
*A Member of the Roche Group*

...to the Orthopaedic Trauma Institute (OTI) Junior Academy, a community outreach program that introduces high school students from diverse socioeconomic backgrounds to the healthcare profession.

 \$20,000

...to HIVE PRO Men, an innovative initiative that provides in-person counseling, referrals, and educational group sessions addressing reproductive health intentions for men living with HIV and their partners.

 **FIRST REPUBLIC BANK** \$15,000  
*It's a privilege to serve you™*

...to the Vocational Rehabilitation Program (VRP), established in 1996, VRP provides job readiness and training for individuals recovering from chronic mental illness often complicated by persistent homelessness, substance abuse, chronic medical problems and criminal justice involvement.

**MCKESSON** \$10,000

...to Cancer Awareness, Resources, and Education (CARE), a community-driven education and support program that empowers underserved patients, families, and communities to manage the experience of cancer.

# Donor Spotlight: Why I Give



“I worked at ZSFG for 36 years and was as a Nurse Manager in the NICU for 15 years. The SFGH Foundation was always so generous to our department and furnished our beautiful new NICU with state-of-the-art equipment. When I retired in 2015, I wanted to give back by becoming a monthly donor. I’m proud to be a member of the Heartbeat Club!”

*Fe Hortinela*

## Join our Heartbeat Club!



Become a monthly donor for an easy and effective way to support the Foundation year-round.



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- ♥ Silver logo pen as thanks for your commitment
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Join online at [SFGHF.org/monthly](https://SFGHF.org/monthly) or call 628-206-7814.

# Thank You

San Francisco General Hospital Foundation gratefully acknowledges the generous support of our donors for their gifts and pledges made from July 1, 2017 – June 30, 2018.

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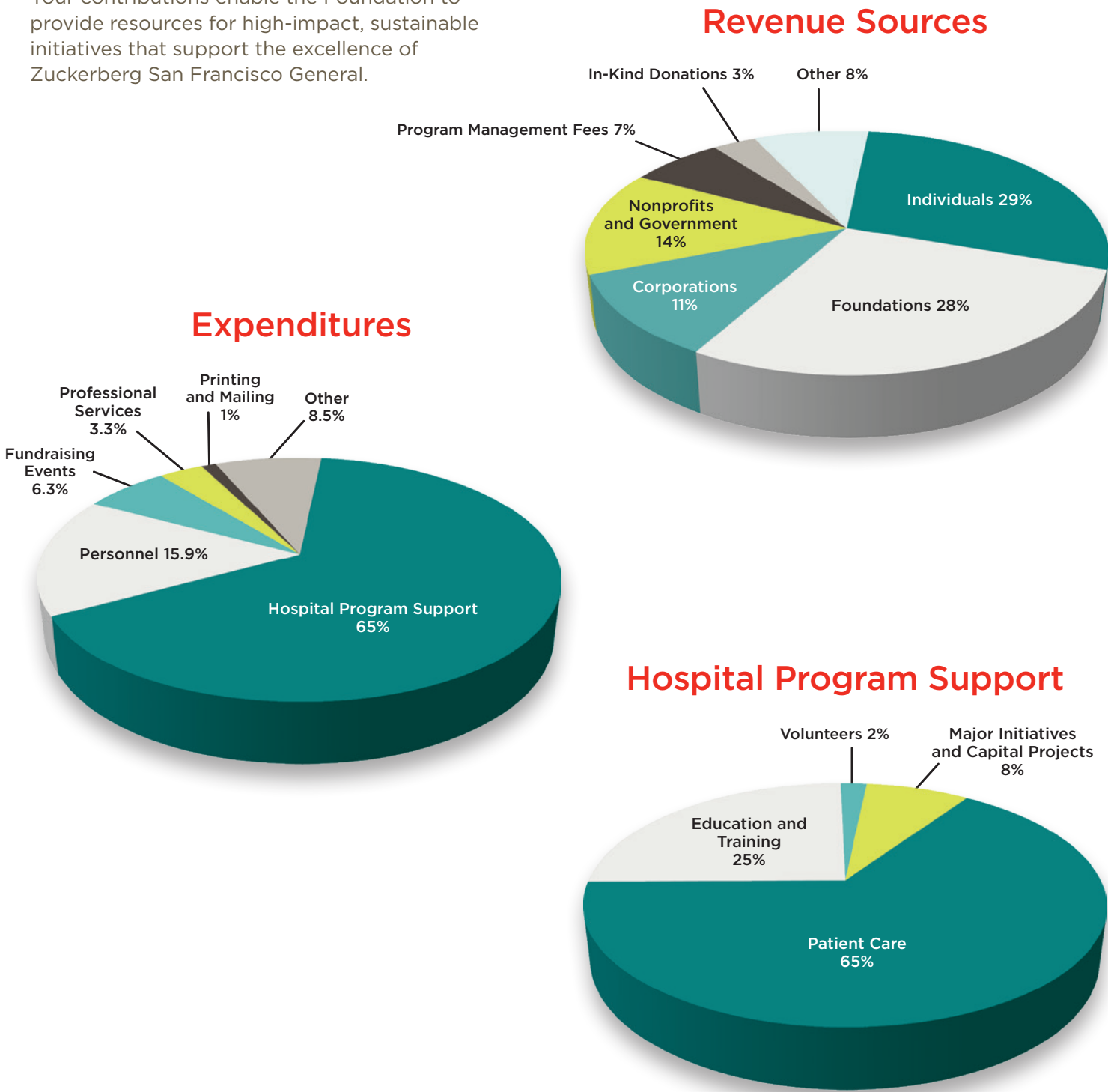
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