

Section 2 Institutional Overview



Fig. 2-1
Aerial View of SFGHMC

Overview San Francisco General Hospital Medical Center (SFGHMC) is a general acute care hospital within the Community Health Network, which is owned and operated by the City and County of San Francisco, Department of Public Health.

During its 150 year history, the San Francisco County Hospital, later to be renamed San Francisco General Hospital Medical Center, has been providing humanistic, cost-effective, and culturally competent health services to the residents of the City and County of San Francisco.

Since its establishment in 1854, providing care to 400 sick people that year, the Hospital has evolved into a major-academic tertiary care medical center. SFGHMC is the only hospital in the City and County to operate a Level 1 Trauma Center for 1.5 million residents of San Francisco and northern San Mateo County. The Medical Center also has a full complement of mental health care from psychiatric emergency services to in-patient psychiatric care and rehabilitation and post-hospitalization care. SFGHMC has gradually expanded and modernized its hospital facilities, providing the community with a complete range of emergency, trauma, inpatient, primary care, specialized medical and surgical services, diagnostic and rehabilitation services.

SFGHMC has a long history and strong commitment to healthcare education; physician, nurse and health worker training; and medical research. It takes pride in its longtime affiliation, since 1884, with the University of California, San Francisco serving as a major teaching hospital and home to a number of prominent research centers and institutes.

In the most recent development for the future of SFGHMC, the San Francisco Health Commission passed a resolution in January 2004, supporting the rebuild of the acute care facility.



Fig. 2-2
View of San Francisco General Hospital Campus from the southwest.

STATEMENTS OF INSTITUTIONAL GOALS AND OBJECTIVES

SFGHMC Mission: It is the mission of SFGHMC to deliver humanistic, cost-effective, and culturally competent health services as an integral part of the Department of Public Health for the City and County of San Francisco by:

- Providing access to all residents by eliminating financial, linguistic, physical and operational barriers;
- Providing quality services that treat illness, promoting and sustaining wellness, and preventing the spread of disease, injury and disability;
- Participating in and supporting training and research; and
- Serving the healthcare needs of the community.

Vision Statement: “To be the Best Public Hospital in the Country.”

Value Statement: To promote access to services, quality of care, patient safety, customer satisfaction, staff morale, resource management, effective partnerships, and academic excellence.

Goals 2005-2006:

- Promote patient safety
- Promote operational and staff cultural competency
- Plan and design air medical access for SFGHMC
- Plan a replacement hospital

- Transition to an integrated DPH information system
- Improve staff retention and recruitment
- Improve operations and meet budget targets
- Improve access to outpatient and diagnostic services
- Ensure patient placement at the appropriate level of care
- Meet all regulatory standards

SERVICES PROVIDED

Since its inception, SFGHMC has served as a community hospital with its primary goal to provide all San Franciscans with quality medical services. After overcoming several crises and problems in the early 20th century, SFGHMC today is a licensed 639 bed general acute care hospital, providing a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, behavioral health and rehabilitation services for adults and children. Compared to the 1987 IMP the number of licensed beds has increased by 57 additional beds from 582 to 639. This includes 130 skilled nursing level beds.

Clinical Service Groups at SFGHMC:

- | | |
|---------------------------------|---------------------------|
| • Cardiology | • Neurosurgery |
| • Dermatology | • Normal Newborns |
| • Emergency Medicine | • Obstetrics |
| • Gastroenterology | • Oncology |
| • General Surgery | • Ophthalmology |
| • Gynecology | • Orthopedic |
| • Hematology | • Otolaryngology |
| • HIV Infection | • Pediatrics |
| • Internal Medicine | • Psychiatry |
| • Interventional Radiology | • Pulmonary |
| • Laboratory Medicine | • Rehabilitation Medicine |
| • Maxilo-Facial/Plastic Surgery | • Substance Abuse |
| • Neonatology | • Trauma |
| • Nephrology | • Urology |
| • Neurology | • Vascular Surgery |

The services provided at SFGHMC are grouped into the following major categories:

- Diagnostic Services
- Inpatient Services
- Ambulatory Services (Primary & Specialty Care)
- Emergency Services
- Trauma Services

Within each of these categories is a broad range of services, which define the complex level of care provided at the Hospital.

INPATIENT SERVICES

**Fig. 2-3**

107,278 skilled nursing days were provided in the year of 2005

Currently SFGHMC is licensed for 403 general acute beds, 106 acute psychiatric beds, and 130 Skilled Nursing beds. It is the largest provider of acute psychiatric care in San Francisco

In Fiscal Year 2004-2005, there were 17,874 acute admissions, of which 19% were acute psychiatric. There were 106,139 patient days of which 30% were acute psychiatric. The ten most frequently occurring acute inpatient diagnoses were:

- Psychosis
- Schizo-Affective Schizophrenia
- Normal Newborn Delivery
- HIV Disease
- Hypertension
- Pneumonia
- Depressive Disorder
- Congestive Heart Failure
- Chest Pain
- Diabetes

SFGHMC maintains a 30 bed short-term Medical/Surgical Skilled Nursing unit. This unit provides short-term non-acute care for patients awaiting or recovering from a procedure, patients requiring aftercare that is unable to be administered at home, and patients awaiting placement. Average length of stay is 18 days.

San Francisco Behavioral Health Center In addition, SFGHMC is home to the San Francisco Behavioral Health Center (SFBHC). SFBHC serves the sub-acute psychiatric population of the City and County of San Francisco, providing diagnostic evaluation and treatment services, with a rehabilitation focus that promotes improved independence and enables residents to achieve their highest level of functioning, for residents with severe and persistent mental illness. The SFBHC is designed to help residents move along the continuum of care and to transition to the most appropriate community setting.

SFBHC has three level of care:

- **Mental Health Rehabilitation:** licensed by the California Department of Mental Health (DMH), the Mental Health Rehabilitation Program has 47 beds and focuses on psychosocial rehabilitation of clients with severe and persistent mental illness.
- **Skilled Nursing Facility:** licensed by the Department of Health Services (DHS), the Skilled Nursing Facility has 59 beds and provides for continued care of psychiatric patients with medically complex needs.
- **Adult Residential Care Facility:** licensed under the California Department of Social Services' (DSS) Community Care Licensing Division, the Adult Residential Care Facility has 41 beds and helps clients transition back into their community.

AMBULATORY SERVICES**Fig. 2-4**

San Francisco General Hospital Clinic Entrance
89,167 outpatient admission were registered in
the year of 2005

In Fiscal Year 2004-2005, over 89,000 people were treated in the hospital's clinics. 290,000 visits were documented, of which 44% were primary care, 48% were specialty care and 8% were urgent care. Ambulatory clinic services are organized and provided under 6 major centers:

Adult Medical Center The Adult Medical Center provides comprehensive primary care services through its General Medicine Clinic and specialty services to persons over 18 years of age. Specialty services include:

- Chest
- Cardiac
- Diabetes
- Dermatology
- Oncology
- Renal
- Endocrinology
- Rheumatology
- Gastrointestinal
- Hematology
- Hepatomegaly
- Hypertension

Adult Surgery Center The Adult Surgery Center provides a full-range of ambulatory surgical specialties, where comprehensive consultation, surgical procedures and recovery are provided in the hospital setting. Surgical Specialty Services includes:

- Trauma
- Orthopedic
- General Surgery
- Otolaryngology
- Vascular
- Ophthalmology
- Proctology
- Neurology
- Plastic/Maxilo-Facial
- Neurosurgery
- Hand
- Optometry
- Foot
- Urology
- Breast
- Oral Surgery

Children's Health Center The Children's Health Center provides culturally competent and sensitive medical services to children and young people up to the age of 21. It serves children requiring evaluation of health status, diagnosis and treatment of acute illness. In addition to primary and specialty care services, off-hours pediatric urgent care services are available for patients of the Community Health Network and its affiliated partners.

Specialty services include:

- Asthma
- Hematology
- Dermatology
- Renal
- Cardiac
- Neurology
- Urology
- Nutrition

Women’s Health Center The Women’s Health Center provides general obstetrical and primary women’s health care for women of adolescent to geriatric age.

Specialty services include:

- Infertility treatment
- Prenatal education and exercise programs
- Teen obstetrics programs

Extensive family planning services, including therapeutic abortions, and counseling services are provided within the Family Planning Clinic.

Family Health Center The Family Health Center provides comprehensive primary care to all family members of all ages, including culturally competent care for the diverse population of the community served by SFGHMC. Using a Family Practice model, staff incorporates patient education, counseling, diagnostic, screening and therapeutic services in the patients’ care and emphasis is on prevention, health maintenance and early diagnosis and treatment of illness.

Services include:

- Prenatal care
- Perinatal case management
- Well child care
- Pharmacist consultation
- Mental health services
- Nutritional assessment and education
- Substance abuse counseling
- Family therapy
- HIV family clinic
- Social services
- Minor surgery
- Health education
- Diabetes education and case management

Positive Health Program The Positive Health Program is a multi-disciplinary service that provides specialized care to HIV-infected patients. The program delivers compassionate care with a focus on continuity and quality provided by an enabled, committed, expert staff. Research is focused to improve care, and maintain adequate resources for meeting the care demands of its service population.

Services include:

- | | |
|-----------------|--------------------------|
| • Primary Care | • Mental health services |
| • Dermatology | • Lymphoma |
| • Pulmonary | • Women’s Health |
| • Endocrinology | • Oncology |
| • Neurology | • Health education |

EMERGENCY SERVICES**Fig. 2-5**

28% of all ambulance traffic in San Francisco is received by the SFGHMC Emergency and Trauma Center

The SFGHMC Emergency Department (ED) is a 24-hour, 7-day a week service licensed by the State of California for comprehensive emergency services. The ED provides resuscitation care for the Level 1 Trauma Center and is the primary receiving facility for mass casualties' events. In Fiscal Year 2004-2005, over 53,000 Emergency Room visits occurred, of which 16% resulted in an admission.

Psychiatry Emergency Services (PES) provides 24-hour, 7-day a week emergency assessment, stabilization and disposition for acute psychiatric patients. Last year, over 7,500 people were treated, of which 40% were admitted.

Trauma Program The SFGHMC Trauma Center was one of the first programs organized in the United States to combat death and disability due to injury. It has also been designated as the Level I Trauma Center for both adults and children by the Emergency Medical Service Agency [EMSA] of both San Francisco and San Mateo Counties.

A designated Level I Trauma Center is defined as a specialized hospital facility that has an adequate depth of personnel, resources, services, equipment and supplies to provide care for the injured patient throughout all phases of the patient's care from resuscitation through discharge. This continuum of care includes the Emergency Department, Radiology/Imaging Services, Laboratory and Blood Bank, Operating Room, Intensive Care Nursing, Medical-Surgical Nursing, Physical Therapy, Social Services and psychological support for the patient and family. This level of comprehensive care is immediately available 24 hours/day every day of the year.

As San Francisco's only Trauma Center SFGHMC provides resuscitation, diagnosis, treatment and rehabilitation for complex injuries affecting all areas of the human body. Approximately 3,000 adults and children are treated each year for injuries requiring activation of a multi-disciplinary team of surgeons, nurses, technicians and therapists.

Poison Control Center SFGHMC is the home for the Poison Control Center in northern California, where information about poisonings and treatment is provided around the clock to healthcare providers and the general public over a telephone network.

Urgent Care The Adult Urgent Care Service provides evaluation and treatment to patients with non-emergent conditions, who, in the past, were diagnosed and treated in the Emergency Department. The clinic is open 7 days per week including holidays for 80 hours of service

coverage. Adult Urgent Care documented over 20,000 medical encounters in the year 2005.

DIAGNOSTIC SERVICES & ANCILLARY SERVICES



Fig. 2-6

Every year 2,463,784 doses of medication are dispensed

- Clinical Laboratories
- Food and Nutrition
- Infection Control
- Nursing
- Pastoral Care
- Rehabilitation
- Respiratory Therapy
- Pharmaceutical
- Medical/Psychiatric Social
- Radiology
- Interpreter
- Material Management
- Messengers
- Medical Staff Office
- Parking
- Patient/Visitor Center
- Utilization Management
- Admitting
- Biomedical Engineering
- Business
- Education and Training
- Environmental
- Facilities Management
- Human Resources
- Health and Safety
- Hospital Administration
- Health Information System
- Information System
- Quality Management
- Risk Management
- Security
- Telecommunications
- Volunteers

ACADEMICS AND RESEARCH



Fig. 2-7

Around 200 clinical nursing placements for students from California State University System, community colleges, private universities and colleges are offered each year.

Through its long-standing affiliation with the University of California, San Francisco (UCSF), SFGHMC serves as a major teaching hospital for Medicine, Nursing, Pharmacy and Dentistry. All of the physicians at SFGHMC are UCSF faculty. Approximately 1,500 UCSF physicians, specialty nurses, health care professionals and other professionals work side-by-side with 3,500 City employees at SFGHMC. The City and County Of San Francisco pays UCSF for the patient care services through an affiliation agreement. Each year, over 350 third or fourth year medical students, 800 residents and 60 clinical fellows are trained at SFGHMC. Thirty-two percent of all the UCSF interns training, in 17 academic departments, and 35% of all UCSF medical students' clinical training are conducted at SFGHMC.

In addition SFGHMC provides approximately 200 clinical nursing placements at the Associate, Baccalaureate and Masters level for students from UCSF, the California State University System, community colleges, and Bay Area private universities and colleges each year.

The hospital is also home to more than 20 research centers and major laboratories. Over 160 principal investigators conduct research through programs based at the hospital campus.

**Fig. 2-8**

Over 160 UCSF principal investigators conduct research through programs based at SFGHMC

Research work and studies in the following areas are currently being carried out at the SFGHMC:

Trauma related research:

- Rapid response improvement
- Emergency Department Management
- Violence Prevention
- Surgical techniques and Wound Care
- Brain Spinal Cord Injury Management
- Bone regeneration.

Bioterrorism and Mass Casualty:

- Development of Treatment for Botulism Toxin
- Decontamination methods for exposures
- Drug and Antibody Delivery Systems
- Predictive models of needed resources.

AIDS related research:

- Treatment to the homeless
- Adherence to treatment
- Outcomes in the urban poor
- Treatment and prevention of Drug Resistant HIV
- Immunology of AIDS
- Drug Trials
- Management of Illness to preserve productivity
- Reducing sexual risk behavior
- Post exposure prophylaxis (needle stick, prenatal, sexual, etc.)

Cancer related research:

- Treatment of Mesothelioma
- Medical Marijuana use
- Breast cancer treatment and preventions
- Ovarian Cancer Drug Delivery System
- Prevention of Basal Cell Carcinomas

Cardiovascular related research:

- Heart attack prevention and treatment
- Stroke prevention and treatment
- Vascular malformations and aneurysms prevention and treatment

Pulmonary related research:

- Asthma-treatment, prevention, and genetics
- Interstitial lung disease-management and causes
- Chronic Lung Disease-pathology and preventions
- TB-prevention, control, and treatment
- Pneumonia-genetic risk factors, treatment.

Health Disparities:

- Racial and Ethnic Disparities in adults, children and newborns
- Genetic Differences

- Health Care Delivery Systems, Literacy and Cultural Effects
- Comparisons of the SFGHMC system to other systems.

POPULATION CHARACTERISTICS

The following tables and maps show the population characteristics for the year 2005 in comparison with the last IMP in 1987 or with figures available for recent years.

PATIENTS

Gender / Race / Age The total number of all SFGHMC patients in the fiscal year of 2004-2005 was 104,449 with the following percentage regarding gender, race and age compared to 1992.

Gender	FY 1992	FY 2005
Female	35,996 - 43%	50,923 - 49%
Male	47,248 - 57%	53,592 - 51%

Race	FY 1992	FY 2005
Caucasian	22,180 - 27%	26,373 - 25%
African American	20,144 - 24%	21,478 - 21%
Hispanic	24,231 - 29%	30,335 - 29%
Native American	232 - 0%	497 - 0%
Asian/Pacific Islander	12,461 - 15%	21,256 - 20%
Other	1,702 - 2%	2,182 - 2%
Unknown	2,294 - 3%	3,469 - 3%

Age	FY 1992	FY 2005
0-17	16,586 - 20%	14,577 - 14%
18-44	46,010 - 55%	49,833 - 48%
45-64	15,187 - 18%	32,607 - 31%
65-84	4,722 - 6%	7,897 - 8%
Over 84	381 - 0%	622 - 1%
Unknown	358 - 0%	146 - 0%

Patient's origins by zip code SFGHMC plays a vital role in providing quality health care services to San Francisco's vulnerable populations, which include the uninsured, homeless, children, frail elderly, low-income, racial and ethnic minorities, and persons from low-income neighborhoods.

The following maps indicate, by zip code, the origin of all inpatients in 2005 (Fig.2-9) and all patients in 1985 (Fig.2-10) treated at the SFGHMC in 2005.

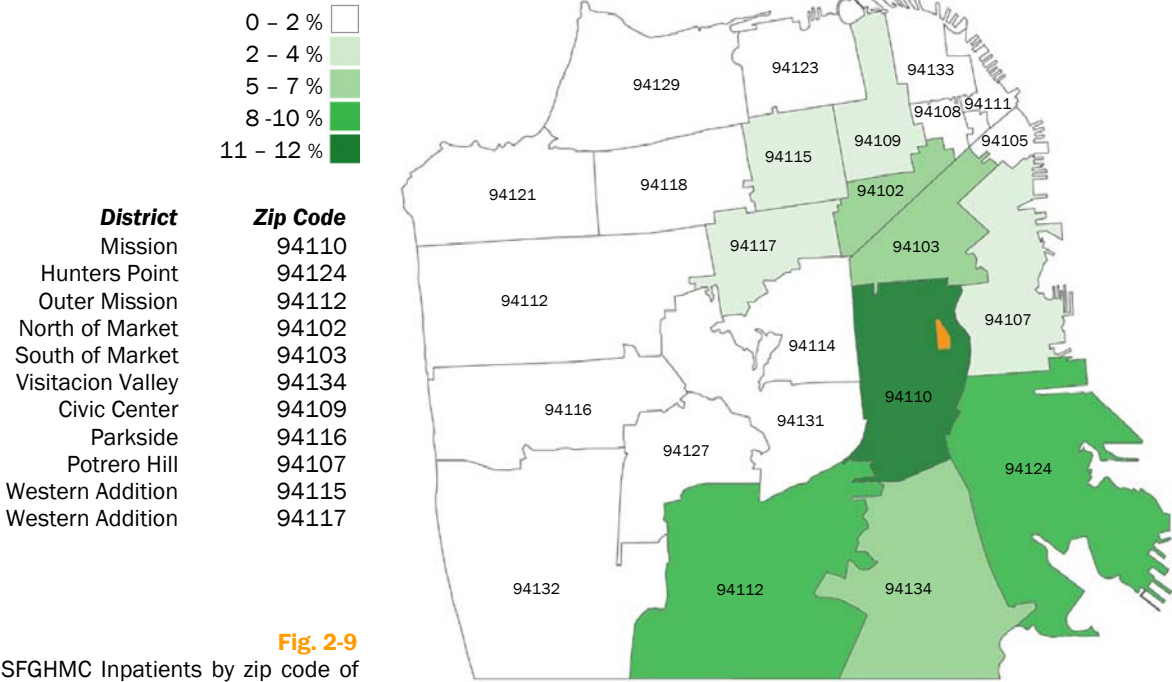


Fig. 2-9

Percent of SFGHMC Inpatients by zip code of residence in the year of 2005
8% are homeless

San Francisco General Hospital Medical Center

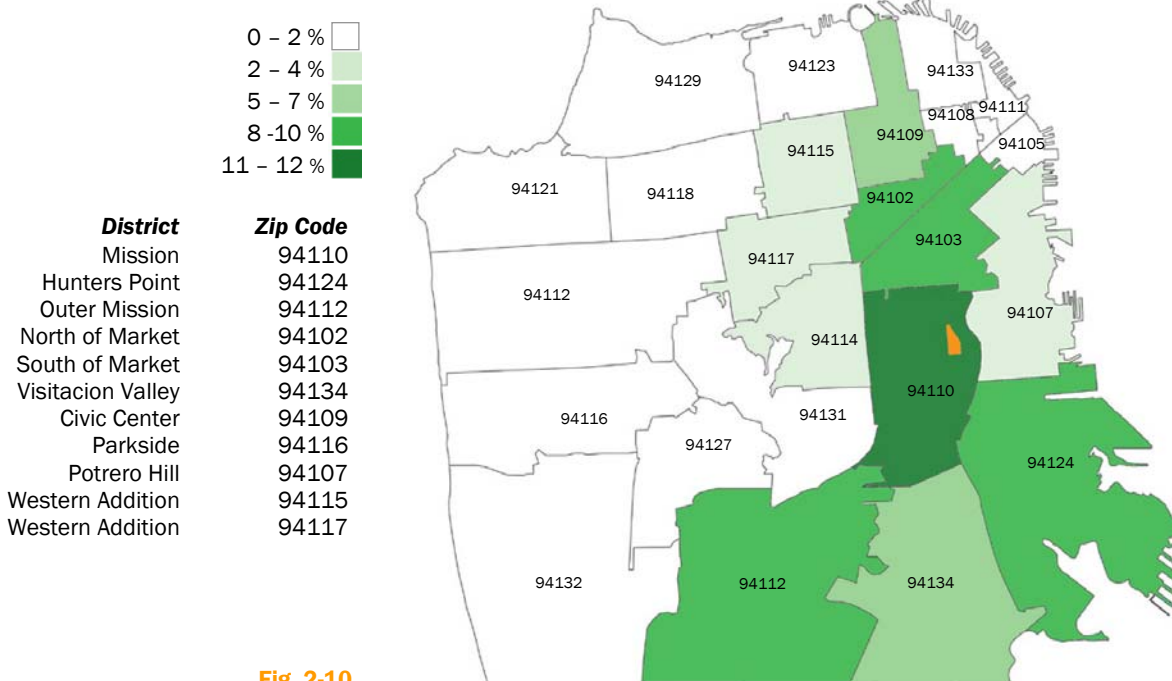


Fig. 2-10

Percent of all SFGHMC Patients by zip code of residence in the year of 1985

San Francisco General Hospital Medical Center

Sources of Patient Revenue The following table shows the current activities by payer type for fiscal year (FY) 2005.

Payer Sources	Inpatient days	Outpatient Encounters
Uninsured	21%	36%
Commercial	5%	3%
Medi-Cal	45%	34%
Medicare	23%	16%
Other	6%	11%

Utilization Statistics The following summary describes the hospital activity during the recent fiscal year of 2004-2005.

Inpatient Services

- The number of acute patient days for the fiscal year of 2004-2005 was 106,139, of which 30% were related to the acute psychiatry
- 17,874 acute admissions, of which 19% were to acute psychiatry
- There was a total of 43,222 skilled nursing days, 84% were at the SFBHC

In Surgery:

- 5,977 surgical procedures were performed in 10 operating rooms, of which 49% were emergent.
- 979,669 surgical minutes were performed

In Obstetric/Gynecology:

- 1,223 babies were born at SFGHMC
- Over 3,000 women received prenatal care, of which 30% were high-risk cases

Outpatient Services

- 89,167 individuals were seen
- Total of 289,822 clinic visits; of which 44% were primary care, 48% were specialty care and 8% were Urgent care visits
- In addition, there were 186,710 diagnostic visits

Emergency Services

- Over 53,000 Emergency Department visits, with 16% resulting in an admission
- Over 7500 Psychiatry Emergency encounters, with 40% being admitted
- 28% of all ambulance traffic in San Francisco was received by SFGHMC.

Trauma Center

- 3,029 adults and children are treated for injuries requiring activation of the trauma team

Number of Discharges by Service The following table shows a comparison between 1987 and 2005 for the number of discharges by service

Number of discharges by service	FY 1992	FY 2005
Medical	4,903 - 23.00%	4,498 - 28%
Surgical	8,072 - 37.87%	7,694 - 42%
Pediatrics	1,380 - 6.47%	412 - 2%
Psychiatry	1,589 - 7.45%	3,121 - 17%
Nursery	2,058 - 9.70%	1,220 - 7%
Total	21,315 - 100.00%	18,107 - 100%

Licensed Beds The following table shows a comparison between 1992 and 2005 for the number of licensed beds. It shows an increase of acute psychiatric beds and 130 new skilled nursing beds due to the opening of the SFGHMC Behavioral Health Center.

Licensed Beds	FY 1992	FY 2005
General acute beds	495	403
Acute psychiatric beds	87	106
Skilled nursing beds	--	130
Total	582	639

Average Length of Stay The following table shows a comparison between 1987 and 2005 for the number of discharges by service

Average Length of Stay	FY 1992	FY 2005
Medical / Surgical		
Acute Care	5.0	5.2
Psychiatric Acute Care	17.7	9.0
Skilled Nursing	--	18.0
SF Behavioral Health	--	103.0

EMPLOYEES

SFGHMC has approximately 2,500 City and County of San Francisco (CCSF) fulltime equivalent employees and approximately 1,110 University of California, San Francisco (UCSF) full-time equivalent employees including physicians and house staff and totals approximately 3510 persons.

The following table shows a comparison of employee figures in the year of 1987 and today.

Number of fulltime equivalent employees (FTE)	FY 1987	FY 2005
CCSF	2,700	2,500
UCSF	1,200	1,010
Total	3900	3510

Number UCSF staff

Medical Students	Over 350
Residents	800
Clinical Fellows	60
Clinical Nurses	200

The SFGHMC is formally affiliated with UCSF by contract to provide medical care, medical student and resident for teaching and research. There are over 437 active (over 50% time) and 514 courtesy (under 50% time) members of Medical Staff and approximately 951 interns, residents and fellows each year.

Additionally, SFGHMC employs advanced practice nurses, nurse practitioners and physician assistants to provide care in the inpatient and clinic settings, as part of the overall healthcare delivery team.

The following table shows the number of employees by shift in 1987 and today.

Number of employees (FTE) by shift	FY 1987	FY 2005
Midday Daytime 8:00am – 3:00pm	2,610	2,050
Evening 5:00pm – 11:00am	440	690
Overnight 11:30pm – 7:00pm	300	350
Weekend – all shifts	550	420
Total	3900	3510



Fig. 2-11

SFGHMC employees' residence location areas

Although as in 1987 the majority of the employees reside in San Francisco there has been an increase of 7% of employees coming from the south bay. The following table and maps indicate the number of employees by their residence location in 1987 and 2005.

Employees Residence Location	FY 1987	FY 2005
San Francisco	60 % - 2010	45.4% - 1595
Northeast	8 % - 160	4.7% - 75
Northwest	12.5% - 250	4.9% - 78
Southeast	34.8% - 699	20.8% - 322
Southwest	44.7% - 898	14.3% - 228
Peninsula	17 %	21%
East Bay	17 %	21%
North Bay	5 %	5%
South Bay	1 %	8%

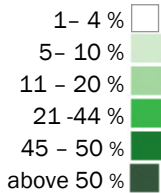
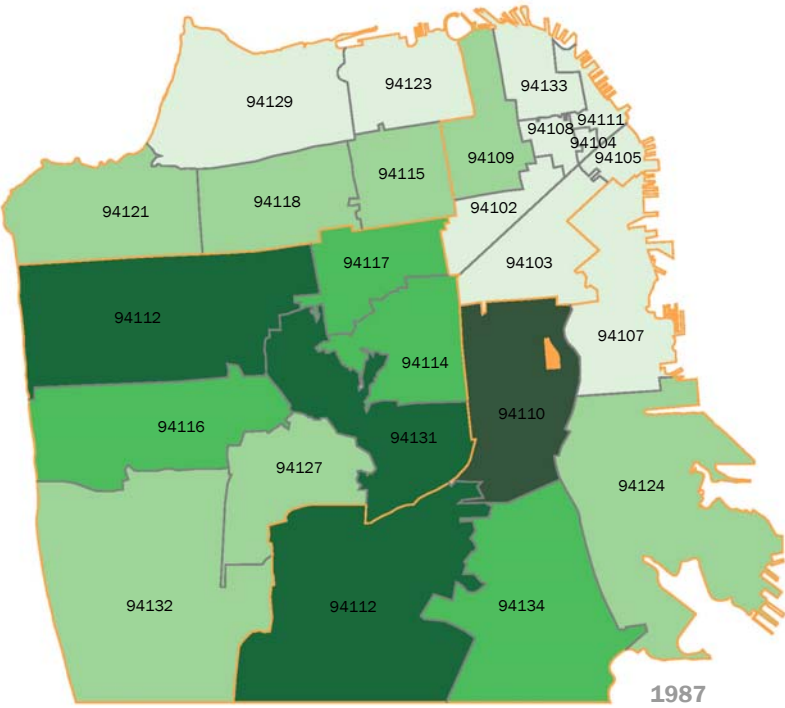


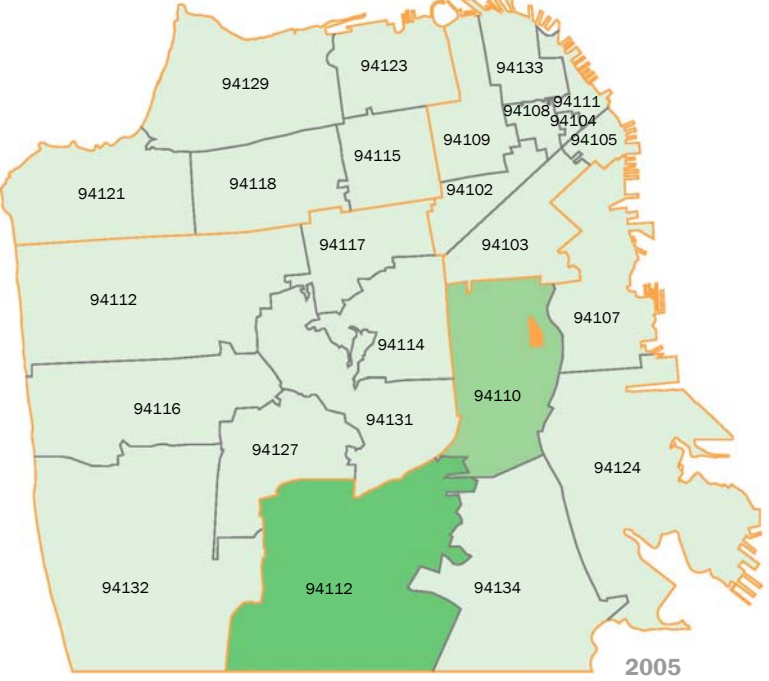
Fig. 2-12

Percent of all SFGHMC employees residence location in the year of 1987 and 2005

		0 - 50
		51 - 100
		101 - 150
		151 - 200
		above 200
Northeast	District	Zip Code
	North of Market	94102
	South of Market	94103
	Financial District	94104
	Rincon Hill	94105
	Civic Center	94109
	Embarcadero	94111
	North Beach	94133
Northwest	District	Zip Code
	Western Addition	94115
	Inner Richmond	94118
	Outer Richmond	94121
	Marina	94123
	Presidio	94129
Southeast	District	Zip Code
	Potrero Hill	94107
	Mission	94110
	Outer Mission	94112
	Hunters Point	94124
	Visitacion Valley	94134
Southwest	District	Zip Code
	Castro	94114
	Parkside	94116
	Haight/Ashbury	94117
	Sunset	94112
	St Francis Woods	94127
	Twin Peaks/Glen Park	94131
	Merced Park	94132



San Francisco General Hospital Medical Center



San Francisco General Hospital Medical Center

Fig. 2-13

Number of SFGHMC employees by zip code of residence in San Francisco in the year of 1987 and 2005.

AFFIRMATIVE ACTION PROGRAM

SFGHMC follows the Policy Statement of the Department of Public Health by the City and County of San Francisco:

“It is the policy of the Department of Public Health to afford equal opportunity for employment to all individuals regardless of race, religion, sex, national origin, ethnicity, age, physical handicap or other disabilities, political affiliation, or sexual orientation.”¹

HISTORY OF GROWTH²

As one of the oldest continuously operating public health hospitals in the United States, San Francisco General Hospital has a very rich and colorful history. The following chronology summarizes the events that have shaped the history of San Francisco General Hospital.

1854 “The first independent City Hospital in which the destitute could receive care was located in a former brick school house near Stockton Street. A series of wooden shacks developed around this structure. The complex became known as the “Old County Hospital” which, according to a prominent physician of the time, “packed in, fed, lodged and purged 400 sick people in a chicken coop occupying a 137-square-foot area.”

1867 A large almshouse was built near Lake Honda to accommodate the overflow of patients. On the same grounds, a four-room isolation hospital, known as the “Pest House,” was opened to house smallpox patients. The Pest House was operated by a matron and three assistants who were quarantined and allowed to leave only once or twice a month. In spite of these new facilities, the need for additional and more up-to-date facilities continued to grow.

1872 Construction of a new County Hospital at the present Potrero location was completed. The Hospital was a collection of quaint wood frame structures that featured two-story open wards along a long corridor and a number of outlying support buildings. The complex included two primitive operating rooms and an autopsy area. There were no laboratories. Intended as a temporary structure, the Hospital remained in use until 1908.

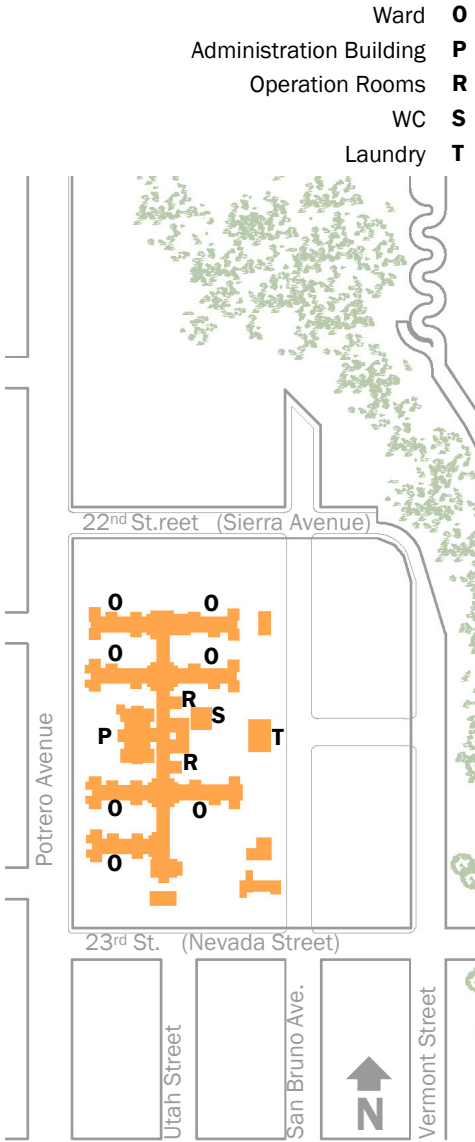


Fig. 2-14
Potrero Campus Site Plan, 1872 – 1908

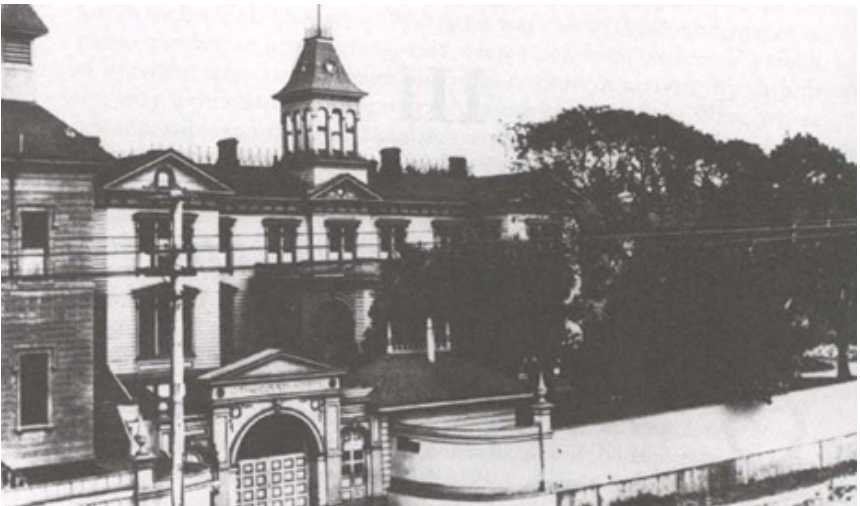


Fig. 2-15
SFGH has been at the same location in the Mission/Potrero neighborhood since 1872

1884 University of California participation at the Hospital began with the introduction of six UC graduates as interns for a one-year period. They received room and board but no pay. Not long after, students from Stanford joined the intern program.



Fig. 2-16

The Potrero Emergency Hospital around 1900

1906 The Hospital was spared in the Great Earthquake but was fraught with numerous scandals and problems of its own, including severe infestations by rats and political neglect.

1908 The Hospital was closed by order of the Board of Supervisors after two epidemics of plague – the last epidemic having been traced directly to rats living within the buildings. The patients were moved to the old race track at the Ingleside Jockey Club and were bedded in the stalls. Operating rooms and other facilities were set up in the grandstand. In April, the sixteen buildings comprising the Potrero complex were doused with gasoline and burned to the ground.



Fig. 2-17

The “new” San Francisco General Hospital in 1915, from Rhode Island and 22nd Street looking west toward Mission District.

1915 With the acquisition of two parcels of land directly to the east the new County Hospital was opened on an expanded site. The Hospital consisted of three main institutions:

- Receiving - Building 1 **E**
- Wards - Buildings 10/20 **I**
- Hospital for Infectious Diseases - Building 100 **K**
- Wards - Buildings 30/40 **L**
- Nurses Home – Building 9 **N**
- Pathological Building **U**
- Administration Building **V**
- Services Building **W**
- Power House **X**
- Tuberculosis Hospital **Y**
- Chapel **Z**

- the General Hospital
- the Hospital for Infectious Diseases **K**
- the Tuberculosis Hospital **Y**

The new facilities were considered to be the most modern in the country. Three medical/surgical amphitheatres and up-to-date research facilities attracted outstanding physicians and house staff and provided opportunities for excellent medical work. Designed by City Architect Newton J. Tharp, the buildings were steel framed structures with reinforced concrete floors and roofs in a Neo Italian Renaissance style. The buildings exhibited beautifully patterned red brick exteriors with terra cotta and marble trim and ornamentation. Electric elevators and the most advanced telephone, lighting, heating and ventilating systems were installed.

The General Hospital complex consisted of eleven buildings:

- The Administration Buildings **V**
- 4 Ward Buildings **I, L**
- Receiving Building **E**
- Pathology Building **U**
- Nurses Home **N**
- Services Building **W**
- Laundry
- Power House **X**

Each ward building contained four wards, a roof garden with penthouse and a basement. The large open ward system was still in effect and provided the Hospital with a bed capacity of 770.

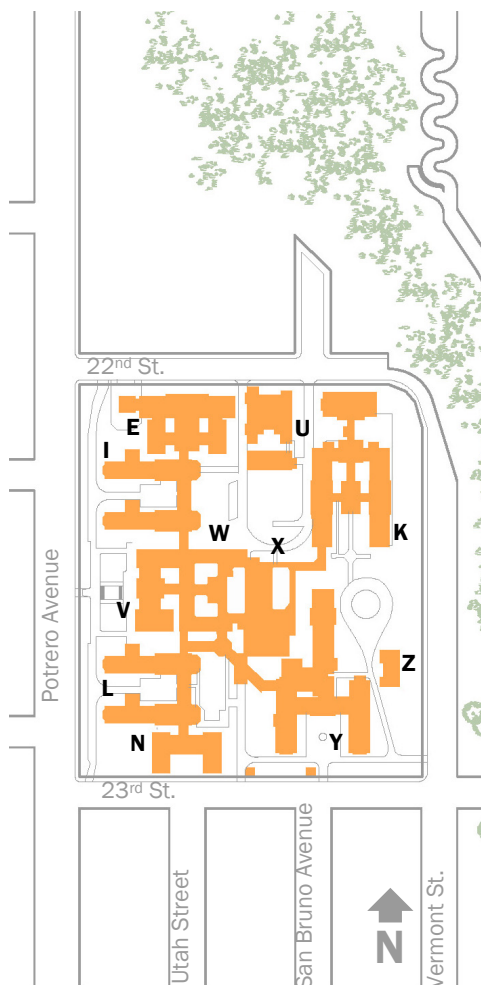


Fig. 2-18

Potrero Campus Site Plan, 1915

Fig. 2-19

Right: Brick façade of the Hospital facilities (Buildings 10/20 and 30/40) built in 1915



1928 The addition of a fifth floor to the Ward Buildings and two wards to the Tuberculosis Hospital increased the bed-capacity from 770 to 1000. To meet this expansion, the volunteer staff grew as

well and, by 1930, the Hospital had a house staff of 70 physicians, a volunteer staff of 150, and a faculty staff from UC and Stanford.

1932 The site boundaries were extended again – this time to the north. The Psychopathic (**C**) and Maternity Hospitals (**B**) were opened on this newly acquired land where in 1869 a Magdalen Asylum for “wayward girls” was built on and run by the Sisters of Mercy. In 1904 The Asylum was re-named St. Catherine’s Home and Training School for girls. The new buildings conformed in construction to the original Hospital buildings; however, the design was more in keeping with the art deco style. An existing Lourdes Grotto, once part of the St. Catherine’s Home was incorporated into the gardens.

- Maternity Hospital - Building 80 **B**
- Psychiatry Hospital – Building 90 **C**
- Emergency Hospital - Building 1 **E**
- Pathology - Building 3 **H**
- Clinical Laboratories - Building 100 **K**
- Garage **AA**
- Morgue **U**

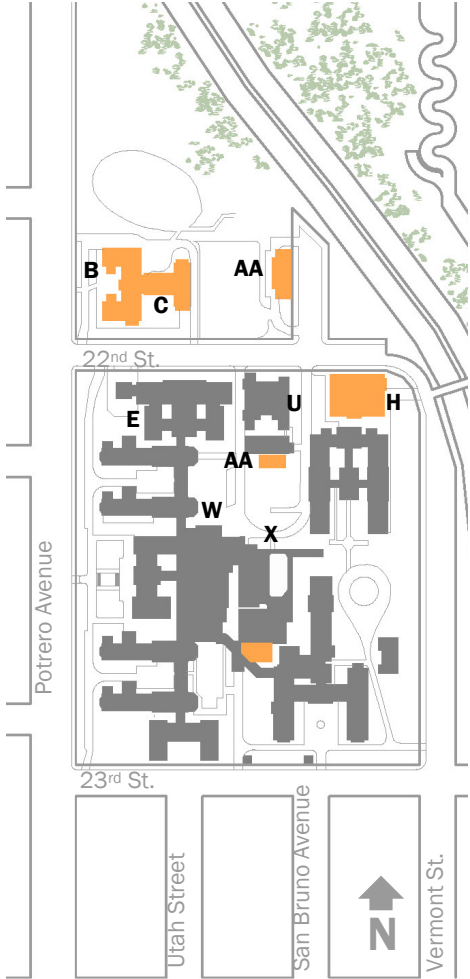


Fig. 2-20
Potrero Campus Site Plan, 1932 - 1965



Fig. 2-21
Top Right: The Old Magdalen Asylum, now known as St. Catherine’s Home for wayward girls. Photo taken Feb. 1925 from Potrero Ave. & 21st St.
Bottom Right: North on Potrero Avenue 1924

1934-1954 The existing facilities were continually reorganized and improved. (**W, X, AA**)

1959 The City of San Francisco and the University of California signed a formal agreement that provided house staff for the Hospital in exchange for research and teaching facilities for the University. Stanford moved its medical school to Palo Alto.

1965 A new Pathology Building (**H**) was built in place of the North Wing of the Hospital for Infectious Diseases. The Hospital for Infectious Diseases was converted into Clinical Laboratories.



A \$34 million bond issue was passed by 77 percent vote to build a modern medical facility. The new complex would meet the needs of a changing society, in particular:

1. Increased numbers of indigent patients
2. Increased numbers of patients not qualifying for private hospitalization
3. Increased violence and more emergency cases
4. New problems of drug abuse, alcoholism, infections and mental illness

1971 The new Service Building (**D** with parking deck: - 42,700 sq.ft.) opened on the north side of the site. Phase I of the demolition process was completed and construction of the new Hospital began.

1976 The new Hospital (**J** - 617,400 sq.ft.) opened on the site formerly occupied by the north wing of the Tuberculosis Hospital, the Laundry and Power House, and the Chapel. The new medical complex incorporated modern facilities with advanced mechanical and electrical systems. The construction was poured-in-place concrete with post-tensioned stressed steel cables. The exterior surfaces were sandblasted to allow for low-maintenance of the structure. A primary feature is the “stacking” of all emergency and critical care departments, one above the other, and the connection of these services with specially controlled high-speed elevators and conveyor systems. A network of underground tunnels connects the main hospital to the vital utilities of the Service Building. The new facility was equipped with modern heating, ventilating and air-conditioning, circulation food, supplies and waste systems as well as a communication center.

Service Building **D**
 Volunteer Center **G**
 Main Hospital - Building 5 **J**

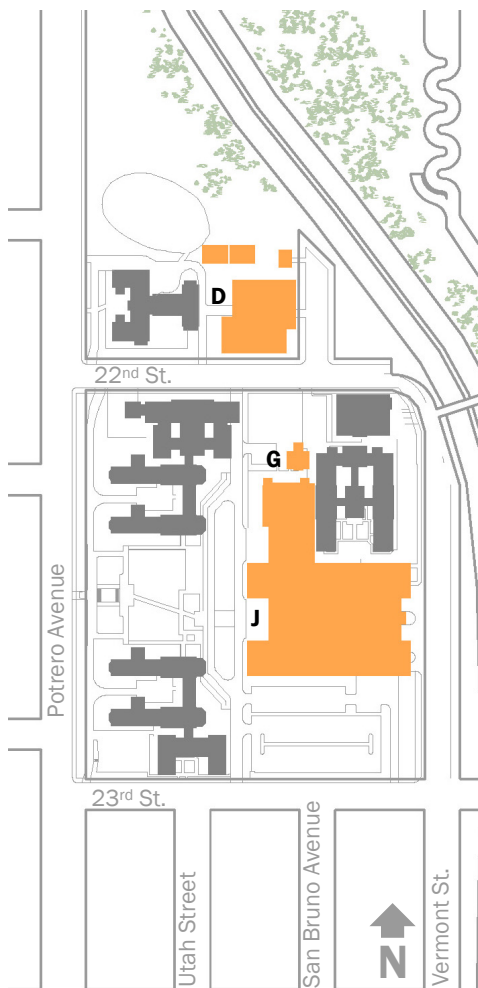


Fig. 2-22
 Potrero Campus Site Plan, 1971 - 1987

Fig. 2-23

Right: San Francisco General Hospital around 1930

- Behavioral Health Rehabilitation **A**
- Ambulatory Care - Building 80 **B**
- Ambulatory Care - Building 90 **C**
- Research - Building 1 **E**
- Volunteer Center **G**
- Research/Pathology - Building 3 **H**
- Research/Administration - Buildings 10/20 **I**
- Ancillary - Building 100 **K**
- Research/Administration - Buildings 30/40 **L**
- Administration/Clinic - Building 9 **N**
- Parking Structure **O**

The Hospital met all life safety, seismic and security requirements. The open ward model with a 50-bed capacity was replaced by private and semi-private rooms. The new facility had a 582-bed capacity. Public art enhanced the interiors as well as the grounds. The old Services Building was torn down and the parking areas and landscaping were completed.”

1970s-1980s The hospital continued to develop the campus and facilities throughout the 1970s and 1980s. The introduction of Federal Medicare/Medicaid programs enables the hospital to expand outpatient services, to develop important specialties, to acquire new laboratories and to use new diagnostic procedures.

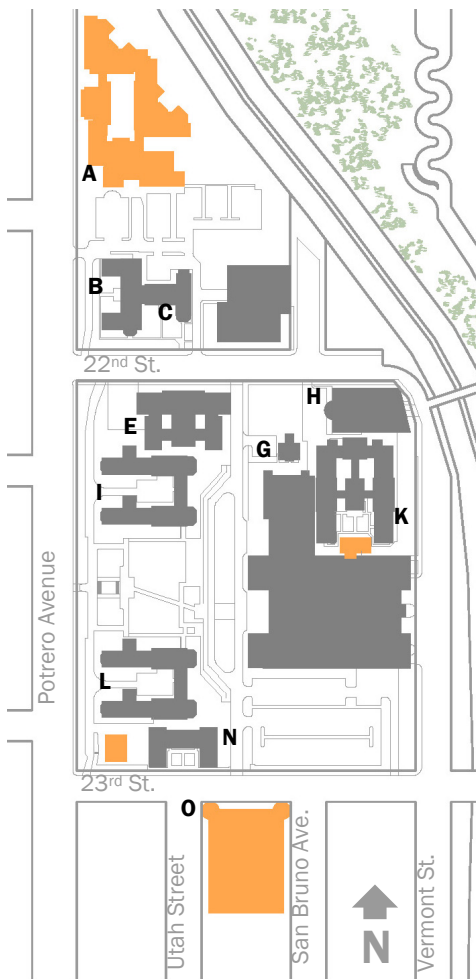


Fig. 2-24
Potrero Campus Site Plan, 1996



Fig. 2-25
Right: View towards the new Hospital Building completed in 1976

1990 Two new floors for the Statewide AIDS Research Laboratory are added to the Pathology Building. (**H** – 36,900 sq. ft.)

1992 The San Francisco Behavioral Health Facility (**A** – 98,000 sq.ft.) is completed at the northern end of the campus, adding residential care beds.

1996 The San Francisco Behavioral Health Center, formerly known as Mental Health Rehabilitation Center is opened for services including behavioral health skilled nursing facilities.

Adjacent to the SFGH campus and closely associated with the Medical Center an 811 stall parking structure (**O** – 163,388 sq.ft.) was opened in 1996. The site previously was a MUNI maintenance facility that was demolished for the parking facility. The parking facility is owned and operated by the City’s Parking Authority, and not under control of the Medical Center.

Avon Breast Center – Building 4 F

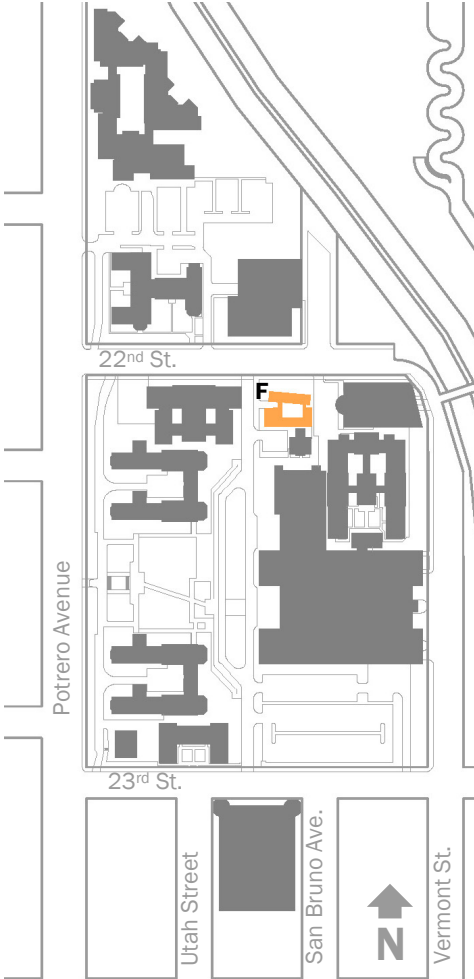


Fig. 2-26

Potrero Campus Site Plan, 2004



2004 The Avon Comprehensive Breast Care Center (F – 5,500 sq.ft.) clinic building is opened to expand mammography and ultrasound capacity for underserved women in the community, completing the current extent of the hospital campus.



Fig. 2-27

Top Right: Parking structure completed in 1996
 Bottom Right: The AVON Comprehensive Breast Center opened in 2004

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- ¹ Kaplan-McLaughlin-Diaz / Gordon H. Chong & Associates, Institutional Master Plan (November 1987), p. 2.21
- ² Kaplan-McLaughlin-Diaz / Gordon H. Chong & Associates, Institutional Master Plan (November 1987), , p. 2.22-2.29 (parts of the text were shortened)