



UCSF Health, Bayfront Medical Center

UCSF Health Capital Program

UCSF Health-UCSF Medical Center has consistently ranked among the nation's top hospitals for patient care and safety, appearing on U.S. News & World Report's 2025-2026 Honor Roll as tied as the number 1 hospital in California and ranked best in the state for cancer, geriatrics, neurology and neurosurgery, pulmonology, and rheumatology. As a premier academic medical center and an innovator in developing new care protocols and disease management strategies, UCSF Health is committed to investing in its people, systems, and operations to make it easier for its providers and staff to make a significant impact on the health of its community.



24
Active
Projects



\$6.1B
Active Projects
Investment



8
Completed
Projects
(FY 2024-25)



\$506M
Completed
Projects
Investment

CFP Identified Funding

\$797 million in Capital Plan

Priority Areas

- Improving patient experience
- Strengthen market position
- Upgrade and modernize medical equipment

Key Metrics

- Complete new hospital projects in 2030 and 2031
- Expand access to health services across San Francisco counties
- 970,000 GSF undergoing seismic improvements

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Capital Priorities

UCSF Health continues to experience record demand for its services, and space constraints limit its ability to fully meet the needs of the community. The recent acquisitions of two community hospitals, along with associated outpatient and urgent care clinics, will expand capacity and allow UCSF to alleviate pressure on existing facilities, treat more patients, and enhance critical healthcare services while maintaining its position as a premier academic medical center.

Location-Specific Focus Areas

Strategic Market Position and Infrastructure Improvements

The capital strategy is influenced by multiple, sometimes competing drivers: improving patient experience, implementing strategic initiatives to strengthen the market position, upgrading and modernizing medical equipment, and addressing seismic and life safety needs. UCSF Health partners with the campus to implement infrastructure and life safety improvements related to UCSF-wide initiatives, which are shown in the San Francisco campus chapter.

Recent Accomplishments

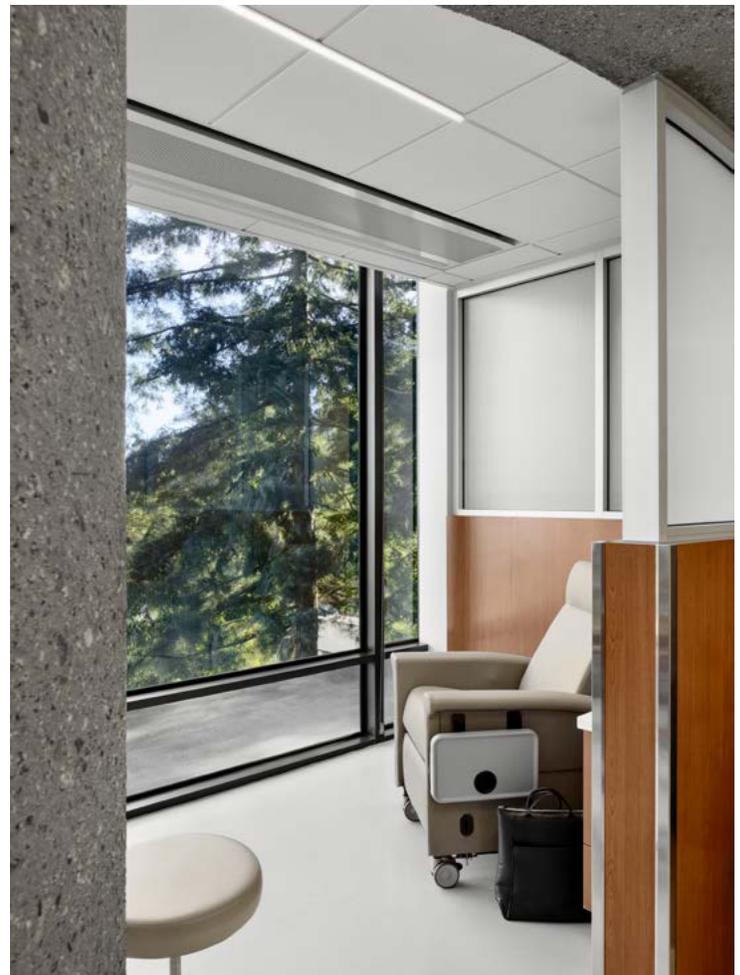
Outpatient Services Expansion and Clinical Modernization

In FY 2024-25, UCSF Health completed eight projects primarily focused on building system replacements, clinical support modernization, and new outpatient services. A new Peninsula Outpatient Center offers cancer care for adults, as well as comprehensive medical imaging and lab services. The Bayfront Medical Center at the Mission Bay campus site is home to a brand-new, convenient outpatient center for scheduled medical appointments as well as urgent care.

EXHIBIT 55. Complete Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	3	3	2	8
	38%	38%	25%	100%
Total Budget	\$15M	\$41M	\$450M	\$506M
	3%	8%	89%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UCSF Health Capital Program

Projects In Progress

Major Capital Initiatives Across Multiple Campuses

At the end of FY 2024-25, the 24 active major capital improvement projects address critical UCSF Health priorities, including renewing clinical space, building systems, and specialized clinical equipment; addressing seismic compliance; and construction of the new Helen Diller Hospital at the Parnassus Heights campus and UCSF's Benioff Children's Hospital Oakland Modernization Program.

Seismic Snapshot

Comprehensive Compliance Program Underway

At the end of FY 2024-25, ten acute care buildings (approximately 1.5 million GSF) have a non-compliant rating under HCAI seismic rating systems for Structural Performance Category or Non-Structural Performance Category. Projects are underway to complete seismic improvements. UCSF Health continues to evaluate its facilities to understand and refine its priorities and plan for future improvements. The UCSF Health capital plan includes \$74 million to address seismic compliance through 2035 for three non-acute care buildings.

Restoration and Renewal Snapshot

In FY 2024-25, an estimated \$20 million of work was addressed as part of completed capital projects. These projects are part of the ongoing effort to maintain existing clinical facilities and infrastructure, coordinated with modernization of facilities and equipment when possible. Infrastructure investments are evaluated annually relative to strategic prioritization with cross-functional facility needs.

EXHIBIT 56. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	12	7	5	24
	50%	29%	21%	100%
Total Budget	\$72M	\$96M	\$6.0B	\$6.1B
	1%	2%	97%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

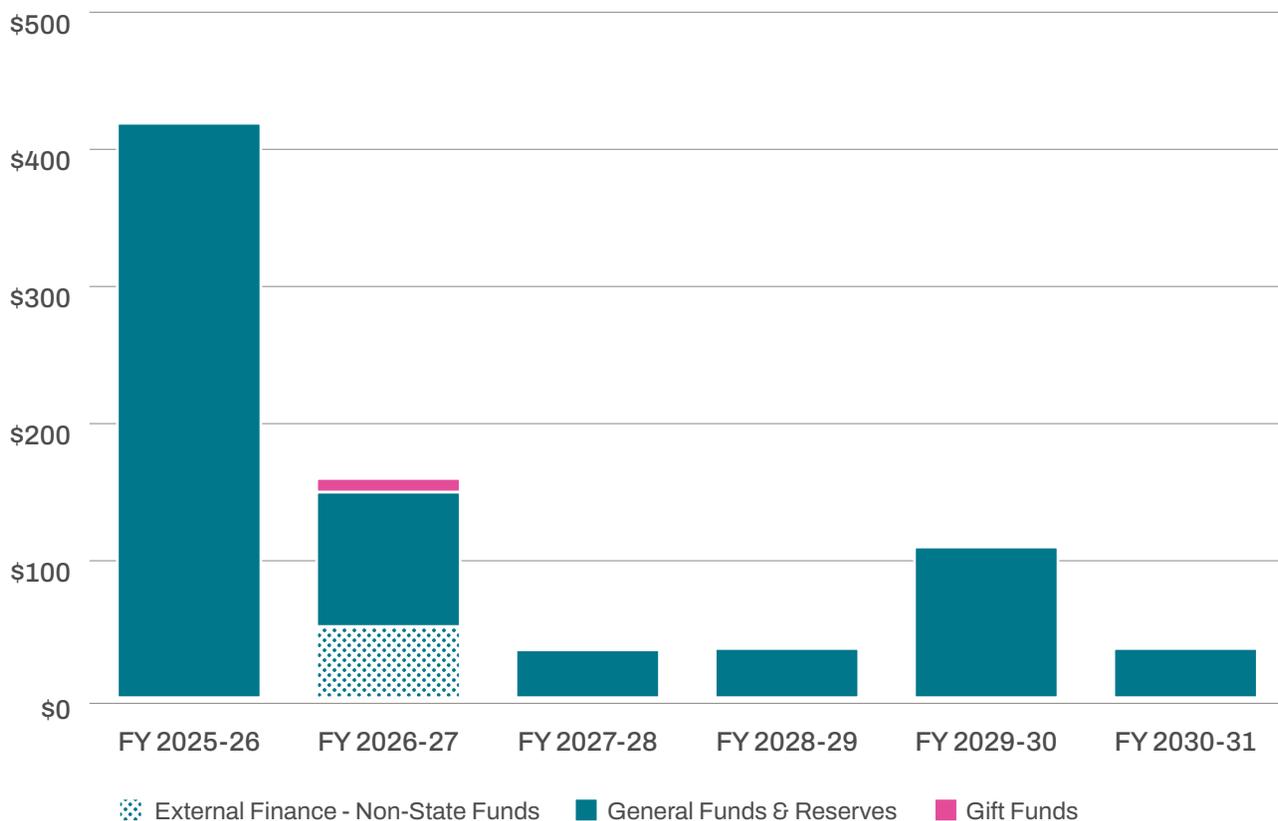


UCSF Health Capital Program

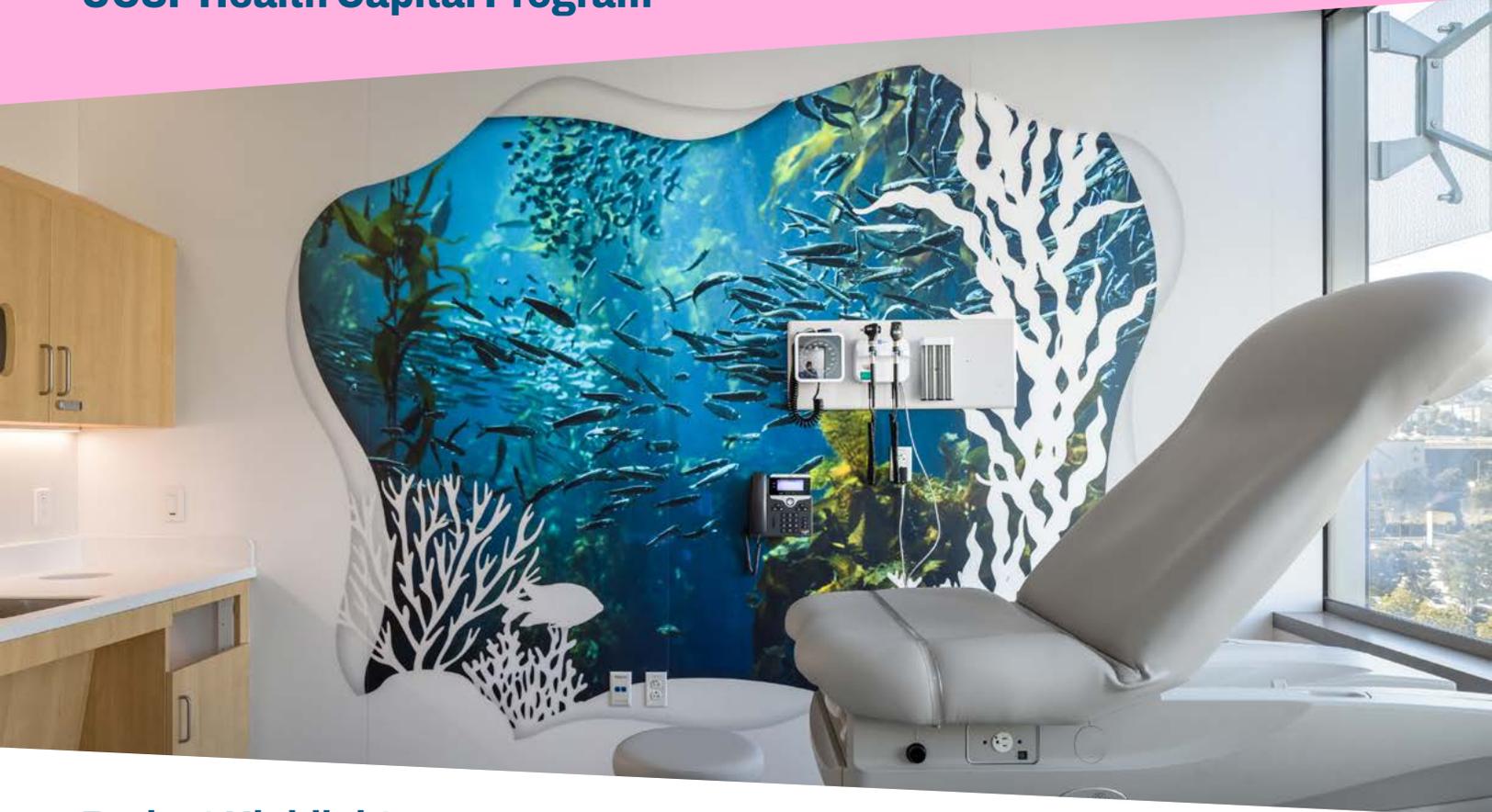
2025-31 Outlook and Progress On Priorities

UCSF Health's projects address patient experience improvements, strategic improvements to improve market position, upgrades and modernization of medical equipment, and seismic and life safety needs. The six-year outlook includes expansion and efficiencies for clinical support services, continued expansion of outpatient services, expansion and efficiencies for clinical support services, and comprehensive facility modernization supporting UCSF Health's mission as California's premier academic medical center.

EXHIBIT 57. Proposed Capital Program Fund Sources (\$Ms)



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Project Highlight

UCSF Health recently completed an exciting transformation at the Gateway Medical Building (GMB) at its Mission Bay campus, creating a state-of-the-art pediatric clinic designed to inspire exploration and comfort for young patients and their families. The GMB 4A Pediatric Medical Specialties Clinic is now home to three clinics with overlapping specialties: The Stad Center for Pediatric Pain, Palliative, and Integrative Medicine; the Wellness Center for Youth with Chronic Conditions; and Pediatric Rehabilitation Services. Patients in this clinic live with pain and other chronic conditions, so the design team created a space that offers respite and engaging distraction. There is no central waiting room, but various seating nooks with scenes of Bay Area natural biomes, and there is an interactive digital waterfall that invites children to touch and hear animals from around Northern California. The clinic houses eight exam rooms, eight consult rooms, a multisensory room for children with autism, a physical therapy gym with swings and a climbing wall, as well as a community room for education, cooking classes, and movie nights. The space opened to patients in July 2025.

PROJECT NAME
Gateway Medical Building Pediatric Multispecialty Clinics

TYPE
Tenant Improvement

GSF
6,000 GSF

PROJECT USE
Outpatient Pediatric Health Clinic

COMPLETION DATE
February 2025

PROGRAM COST
\$10M

PROJECT CONSTRUCTION COST
\$6M

PROJECT STATUS
Completed and Occupied

ARCHITECT
NBBJ

CONTRACTOR
Dome Construction