



Lewin Group Interview Guide

California Pacific Medical Center Institutional Master Plan

Thank you very much for agreeing to participate in a discussion regarding the changes proposed in California Pacific Medical Center's (CPMC) Institutional Master Plan (IMP). Our firm, The Lewin Group, has been engaged by the San Francisco Department of Public Health to provide an independent assessment of the CPMC IMP. Our assessment, in compliance with section 304.5 of the San Francisco Planning Code, will focus on four key areas:

- The current and projected healthcare needs of Bay Area residents
- The potential impact of CPMC's IMP on city-wide access to healthcare services
- The potential impact of CPMC's IMP on individual constituencies, populations, and other organizations that provide healthcare services to the citizens of San Francisco
- The potential impact of CPMC's plan on the regional health economy

Attachment I provides a detailed summary of changes described in the CPMC IMP, Attachment II provides a timeline that illustrates the progression of events as proposed by CPMC, and Attachment III includes two maps that illustrate current and planned inpatient facilities in the Bay Area.

Introduction

CPMC has developed an ambitious plan that involves sweeping changes to the organization's existing footprint and an investment estimated to exceed \$2.3 billion. Based on the plans outlined in the 2008 IMP, CPMC will:

- Build an entirely new 3.85 acre campus with a 555-bed acute care hospital as its centerpiece (Cathedral Hill) by 2015. The Cathedral Hill hospital will provide general acute inpatient and outpatient care, and consolidate most women's and children's services into a single Center of Excellence¹. This component of the IMP is anticipated to be completed in 2015.
- Replace St. Luke's existing hospital with a smaller, seismic-compliant facility near the existing campus. St. Luke's is not compliant with current standards as mandated by SB 1953, and CPMC has deemed a retrofit too costly. In 2014, a new St. Luke's Hospital will have 53 fewer staffed beds, primarily due to the elimination of a skilled nursing facility (SNF). The new campus will continue to provide general acute care services, such as maternity and emergency services, as well as a senior health Center of Excellence.
- Convert the existing full service medical center at CPMC's Pacific Campus to an ambulatory care center, eliminating 298 staffed acute care beds as well as an emergency room and inpatient psychiatric services. This conversion is contingent on the development of the Cathedral Hill campus and would not begin until 2014/2015.
- Eliminate all but imaging services from what is now a full service medical center (California Campus) by 2019.

¹ Center of Excellence typically refers to a healthcare delivery philosophy where collaborative care, research and training are delivered in a single entity by teams of specialized professionals. Official designation can be obtained from an array of organizations, such as medical societies, insurers and the federal government.

- Consolidate neuroscience care, including acute rehabilitation, into a single Center of Excellence on the Davies Campus (2010/2012).

In addition to the major events outlined above, CPMC will build or renovate medical office buildings on each of the campuses, and address parking structures, pedestrian walkways and other infrastructure. The plan, on the whole, is reportedly designed to create a more service centralized, integrated and seismically compliant health system. The changes in service delivery anticipate that more and more care will be provided in an outpatient setting, reflected most strikingly in the closure of two inpatient facilities. The following tables provide a summary of the projected changes to staffed and licensed beds across all CMPC facilities:

Table I - CPMC Staffed Bed Progression

	2004	2008	Change 04-08	2010	Change 08-10	2015	Change 08-15
Pacific							
Acute	282	282	0%	282	0%	0	-100%
Psych	30	16	-47%	18	13%	0	-100%
Total	312	298	-4%	300	1%	0	-100%
California (East)							
Acute	0	0	n/a	0	n/a	0	n/a
SNF	87	56	-36%	0	-100%	0	-100%
Total	87	56	-36%	0	-100%	0	n/a
California (West)							
Acute	129	186	44%	186	0%	0	-100%
Davies							
Acute	144	100	-31%	100	0%	100	0%
Rehab	32	32	0%	48	50%	48	50%
Psych	20	20	0%	0	-100%	0	-100%
SNF	42	38	-10%	38	0%	38	0%
Total	238	190	-20%	186	-2%	186	-2%
St. Luke's							
Acute	60	60	0%	60	0%	86	43%
Psych	31	0	-100%	0	n/a	0	n/a
SNF	79	79	0%	39	-51%	0	-100%
Total	170	139	-18%	99	-29%	86	-38%
Cathedral Hill							
Acute						555	
Total CPMC							
Acute	615	628	2%	628	0%	741	18%
Rehab	32	32	0%	48	50%	48	50%
Psych	81	36	-56%	18	-50%	-	-100%
SNF	208	173	-17%	77	-55%	38	-78%
Total	936	869	-7%	771	-11%	827	-5%

Source: 2008 Environmental Evaluation Application submitted by CPMC, February 2008.

Staffed beds are defined by the Office of Statewide Healthcare Planning and Development (OSHPD) as “those beds that are set-up, staffed, and in all respects, ready for use by patients remaining in the hospital overnight.” Staffed beds differ from licensed beds as licensed beds do not necessarily need to be in use or even in existence.

Table II - CPMC Licensed Bed Progression

	2004	2008	Change 04-08	2010	Change 08-10	2015	Change 08-15
Pacific							
Acute	295	295	0%	295	0%	0	-100%
Psych	30	18	-40%	18	0%	0	-100%
	<u>325</u>	<u>313</u>	-4%	<u>313</u>	0%	<u>0</u>	-100%
California (East)							
Acute	95	0	-100%	0	n/a	0	n/a
SNF	95	101	6%	0	-100%	0	-100%
	<u>190</u>	<u>101</u>	-47%	<u>0</u>	-100%	<u>0</u>	
California (West)							
Acute	382	299	-22%	299	0%	0	-100%
Davies							
Acute	247	219	-11%	115	-47%	115	-47%
Rehab	32	32	0%	48	50%	48	50%
Psych	20	22	10%	0	-100%	0	-100%
SNF	42	38	-10%	38	0%	38	0%
	<u>341</u>	<u>311</u>	-9%	<u>201</u>	-35%	<u>201</u>	-35%
St. Luke's							
Acute	150	150	0%	150	0%	86	-43%
Psych	31	0	-100%	0	n/a	0	n/a
SNF	79	79	0%	79	0%	0	-100%
	<u>260</u>	<u>229</u>	-12%	<u>229</u>	0%	<u>86</u>	-62%
Cathedral Hill							
Acute						555	
Total CPMC							
Acute	1,169	963	-18%	859	-11%	756	-21%
Rehab	32	32	0%	48	50%	48	50%
Psych	81	40	-51%	18	-55%	-	-100%
SNF	216	218	1%	117	-46%	38	-83%
	<u>1,498</u>	<u>1,253</u>	-16%	<u>1,042</u>	-17%	<u>842</u>	-33%

Source: 2008 Environmental Evaluation Application submitted by CPMC, February 2008.

Both licensed and staffed beds will be eliminated during the course of the project, with the most dramatic changes occurring in the areas of psychiatry and skilled nursing.

Interview Guide

You or your organization was identified as a leader in San Francisco's health care community. A complete list of organizations contacted for this study is provided as Attachment IV. Through this interview we hope to gain additional insight on the potential impact of the changes proposed in the CPMC IMP. Your responses will remain confidential, but will be presented in a summary format as part of our final report to the DPH. While we are interested in your general insight, we have also developed the following questions to help guide our discussion. The questions have been designed to reach a broad range of individuals and organizations, including community advocates, physicians, hospitals, insurers, and labor representatives. Please feel free to focus only on those questions most important to you.

Perspective on Community Health Needs

- 1) What would you say are the key health care needs of people living in San Francisco today?
- 2) How have these changed over time? How might they differ in 5, 10, or 20 years?
- 3) What population or populations are likeliest to be underserved in the next four years, assuming no major healthcare reform passes? What do you see as the greatest challenges to health in San Francisco?
- 4) How do you see the “baby boomers” impacting the system?

Perspective on California Pacific Medical Center

- 5) What is your relationship with California Pacific Medical Center?
- 6) Are there specific health needs that CPMC hospitals address in the community about which you have expertise?
- 7) How would you define the role CPMC plays in addressing the health care needs of San Francisco residents?

Perspective on California Pacific Medical Center IMP

- 8) Prior to receiving this correspondence, were you familiar with the changes proposed in CPMC’s Institutional Master Plan?
- 9) What are its strengths/weaknesses?
- 10) How might the changes impact other Bay Area providers, payors and/or social service agencies?
- 11) Are there any specific changes proposed in the IMP that might have a significant impact on a particular constituency or population?
- 12) From your perspective, how might the community benefit from the changes being proposed? How might the changes disrupt the delivery of healthcare services?

General Perspective

- 13) How does the economic climate influence your perspective on CPMC’s plans?
- 14) How do you foresee local, regional or national policy decisions impacting healthcare delivery in the Bay Area?

- 15) If fully executed, what impact might the new CPMC “structure” have on physicians and nurses? What impact might it have on the larger healthcare workforce? What impact on patients?
- 16) If you were asked today to support the CPMC IMP, what would be your response?
 - a. If you would support the plan, what aspects of it were most important in shaping your decision?
 - b. If you would not support the plan, what variations might have changed your decision?

California Pacific Medical Center
Summary of Changes Proposed by CPMC

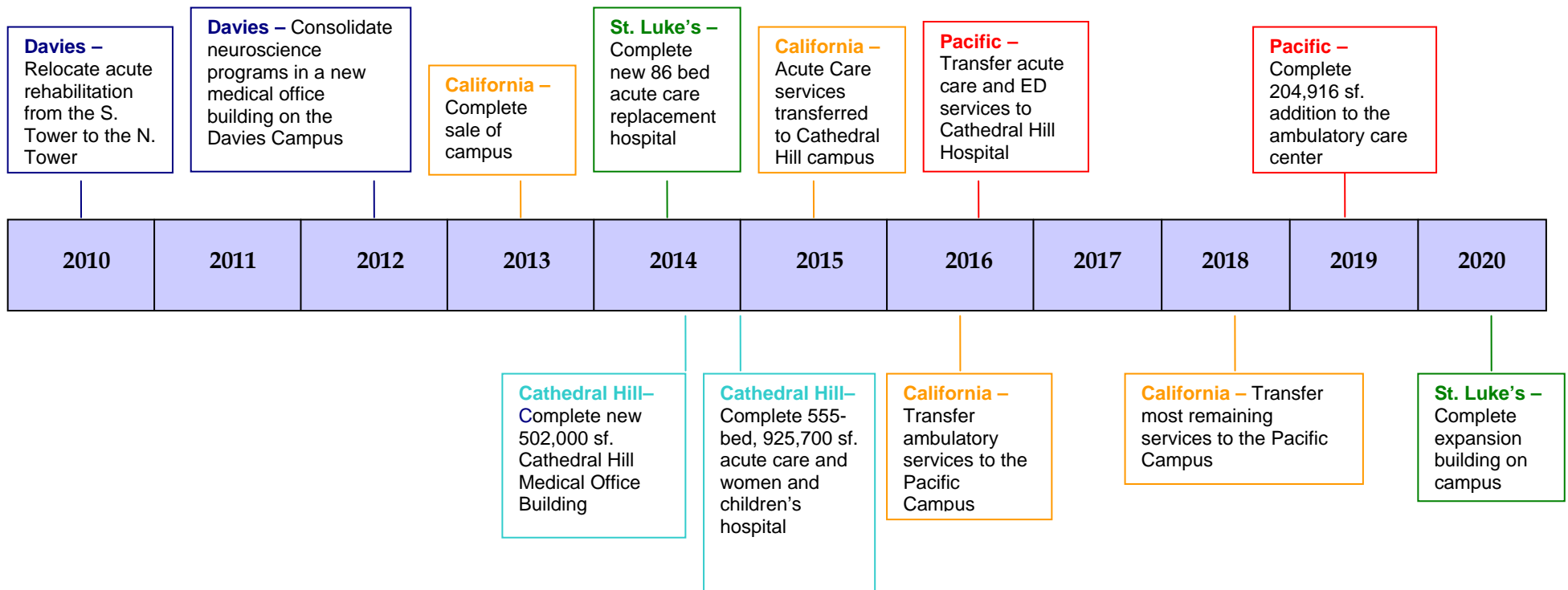
	Likelihood	Scope of Work	Project Schedule
Cathedral Hill Campus			
Cathedral Hill Hospital	Concrete	<ul style="list-style-type: none"> ▪ Demolish Cathedral Hill Hotel (402 room hotel), and the 1255 Post Street Office Building ▪ Build new 555-bed, 15-story, 925,700 square-foot acute care and women and children's hospital ▪ Build 245,000 square-foot underground parking garage 	<ul style="list-style-type: none"> ▪ Demolition: 8/2010 – 6/2011 ▪ Excavation, Construction: 3/2011 – 12/2014
Cathedral Hill Medical Office Building	Concrete	<ul style="list-style-type: none"> ▪ Demolish seven existing buildings ▪ Build new 502,000 square-foot Cathedral Hill Medical Office Building (MOB) 	<ul style="list-style-type: none"> ▪ Demolition: 8/2010 – 3/2011 ▪ Construction: 4/2011 – 7/2014
Van Ness Tunnel	Concrete	<ul style="list-style-type: none"> ▪ Build Van Ness Avenue Tunnel 	<ul style="list-style-type: none"> ▪ Construction: 11/2011 – 3/2014
Sutter Street Building	Concrete	<ul style="list-style-type: none"> ▪ Renovate 1375 Sutter Street Building 	<ul style="list-style-type: none"> ▪ Renovation complete by 2014
California Campus			
Sale of Campus	Vague	<ul style="list-style-type: none"> ▪ Sell California Campus ▪ Transfer acute care services to Cathedral Hill Campus ▪ Transfer ambulatory services to Pacific Campus ▪ Transfer remaining services to Pacific Campus ▪ Establish free-standing outpatient imaging services on California Campus 	<ul style="list-style-type: none"> ▪ Sale completed by 2013 ▪ Completed by 2015 ▪ Completed by 2016 ▪ Completed by 2018 ▪ Completed by 2019
Pacific Campus			
2329 Sacramento Street	Vague	<ul style="list-style-type: none"> ▪ Renovate or rebuild residential apartment building 	<ul style="list-style-type: none"> ▪ Begin as early as 2010; unclear of a completion date
Conversion to Ambulatory Care Center	Vague	<ul style="list-style-type: none"> ▪ Transfer acute care and emergency departments to new Cathedral Hill Hospital ▪ Renovate 2333 Buchanan Street 	<ul style="list-style-type: none"> ▪ Begin in early 2015 and extend until the middle of 2016
Ambulatory Care Center Addition	Vague	<ul style="list-style-type: none"> ▪ Demolish Gerbode Research Building, Stanford Building, and Annex Building ▪ Construct new Webster/Sacramento Street underground parking garage ▪ Construct 204,916 square-foot addition to the Ambulatory Care Center 	<ul style="list-style-type: none"> ▪ Mid-2016 – 2018 ▪ Completed by mid-2019
Additional Parking	Vague	<ul style="list-style-type: none"> ▪ Construct North Clay Parking Garage ▪ Renovate 2018 Webster Street Parking Garage 	<ul style="list-style-type: none"> ▪ Completed by 2020
2018 Webster Street	Vague	<ul style="list-style-type: none"> ▪ Convert 2018 Webster Street from residential to office building 	<ul style="list-style-type: none"> ▪ No Completion Date set

California Pacific Medical Center

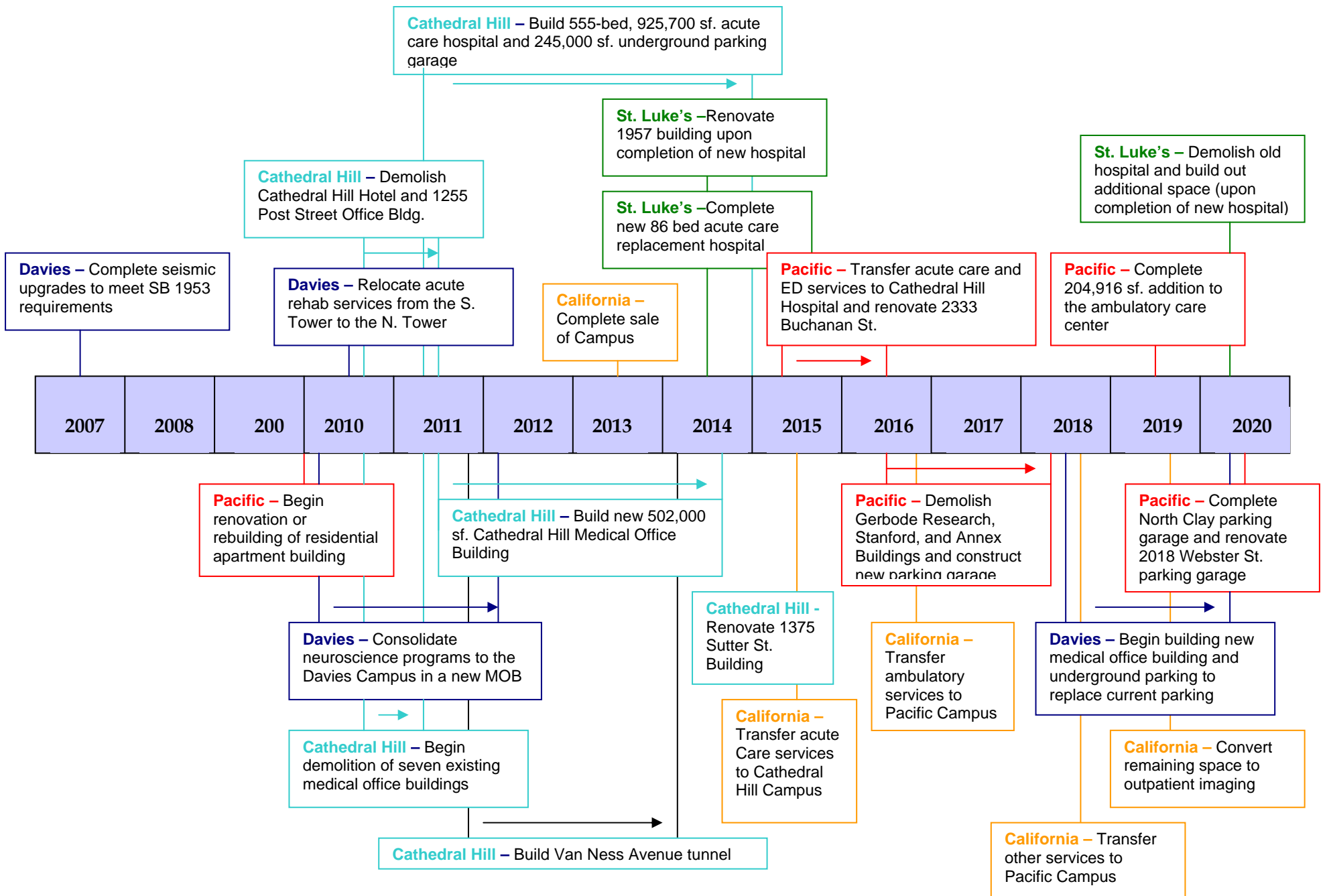
Summary of Changes Proposed by CPMC (*continued*)

	Likelihood	Scope of Work	Project Schedule
Davies Campus			
North Tower	Completed	<ul style="list-style-type: none"> Completed seismic upgrades to meet SB 1953 requirements 	<ul style="list-style-type: none"> Completed in 2007
Acute Rehab Services	Concrete (underway)	<ul style="list-style-type: none"> Relocate acute rehabilitation services from the South Tower to the North Tower 	<ul style="list-style-type: none"> Expected to be completed in 2010
Neuroscience Institute	Planned	<ul style="list-style-type: none"> Consolidate neuroscience programs on the Davies Campus in a new MOB (<i>Project approved by SF Planning Commission but SF Board of Supervisors voted for it to be evaluated in context of seismic upgrade work</i>). 	<ul style="list-style-type: none"> If approved will begin in 2010 and finish in 2012
New MOB and Underground Parking	Planned	<ul style="list-style-type: none"> Replace current parking garage with MOB with underground parking 	<ul style="list-style-type: none"> Begin in 2018 and finished in 2020
St. Luke's Campus			
New Replacement Hospital	Concrete	<ul style="list-style-type: none"> Construct new 86-bed acute care replacement hospital 	<ul style="list-style-type: none"> Constructed by 2014
Renovation of 1957 Building	Concrete	<ul style="list-style-type: none"> Renovate interior including structural and cosmetic upgrades. Move emergency department and operating rooms to new hospital. 	<ul style="list-style-type: none"> Once new hospital is built
Future Expansion Building	Planned	<ul style="list-style-type: none"> Demolish old hospital and build new expansion building on same site, upon completion of new hospital. 	<ul style="list-style-type: none"> Building would be occupied around 2020

Timeline for Major Delivery Changes based on the 2008 CPMC Institutional Master Plan



Timeline for All Proposed Changes based on the 2008 CPMC Institutional Master Plan



Current and Planned Bay Area Inpatient Facilities



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California Pacific Medical Center

Preliminary Interview Panel

African-American Health Leadership Group	Perry Lang	Director of Wellness and Public Advocacy, Black Coalition on AIDS
	Jimmy Loyce	Executive Director, Black Coalition on AIDS
Arthur H. Coleman Medical Center	Pat Coleman and/or Marilyn Metz, MD	Founder, Community Foundation; Executive Director
Asian and Pacific Islander Health Parity Coalition	Doreen Der-McLeod	Executive Director, Cameron House
Bay Area Regional Health Inequities Initiative	Bob Prentice, PhD	Director
Bayview Hunter's Point Foundation	Jacob Moody, MDiv, MSW	Executive Director
Chicano/Latino/Indigena Social Justice and Health Equity Planning Group (CARECEN)	Ana Perez	Executive Director, CARECEN
Instituto Familiar de la Raza	Estela Garcia	Executive Director, Instituto Familiar de Raza
Latina Breast Cancer Agency	Olivia Fe	Executive Director
Peninsula Health Care District	Cheryl Fama	Executive Director, former CEO of St. Francis Hospital
San Francisco Community Clinic Consortium	John Gressman	President and CEO
Save St. Luke's Coalition	Kenneth Barnes, MD	MD
Self Help for the Elderly	Anni Chung, MSW	President and CEO
Westside Community Services	Donald Frazier	Deputy Executive Director
LTC Coordinating Council	Bill Haskell	Facilitator
NICOS Chinese Health Coalition	Kent Woo	Executive Director
Mission Neighborhood Health Center	Brenda Storey	Executive Director
Calvary Hill Community Church	Joseph Bryant Jr.	Reverend
Metropolitan Baptist Church	Shad Riddick	Reverend
San Francisco Interfaith Council	Michael Pappas	Executive Director