



**San Francisco General
Hospital Medical
Center**

**Overview of Services
Fiscal Year 2005-2006**

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 trauma center (Level 1) in the City and County of San Francisco, serving 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.

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. Today, SFGHMC 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.

Clinical Service Groups at SFGHMC:

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

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

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

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

Inpatient Services

Currently SFGHMC is licensed for 403 general acute beds, 106 acute psychiatric beds, and 89 Skilled Nursing beds. It is the largest provider of acute psychiatric care in San Francisco

In Fiscal Year 2005-2006, there were 17,447 acute admissions, of which 18% were acute psychiatric. There were 108,775 patient days of which 30% were acute psychiatric. The ten most frequently occurring acute inpatient diagnoses were:

- Hypertension
- Psychosis
- Normal Newborn Delivery
- HIV Disease

- Congestive Heart Failure
- Pneumonia
- Viral Hepatitis
- Depressive Disorder
- Schizo-Affective Schizophrenia
- 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 24 days.

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 levels 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 41beds and helps clients transition back into their community.

Ambulatory Services

In Fiscal Year 2005-2006, over 100,000 people were treated in the hospital's clinics. 511,000 visits were documented, of which 25% were primary care, 28% were specialty care, 10% were Emergency, 4% were urgent care, 20% were diagnostic and 13% were others. Ambulatory clinic services are organized and provided under 6 major centers:

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:

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

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

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

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.

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

The Positive Health Program is a multidisciplinary 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
- Dermatology
- Pulmonary
- Endocrinology
- Neurology
- Mental health services
- Lymphoma
- Women's Health
- Oncology
- Health education

Emergency Services

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 2005-2006, 53,000 Emergency Room visits occurred, of which 17% 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 7,300 people were treated, of which 36% were admitted.

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.

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.

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 22,000 medical encounters in last fiscal year.

Diagnostic Services & Ancillary Services

- 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

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, local 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.

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 show the population characteristics for the fiscal year 2005-2006:

	Count of Patients	Percentage
All	103,101	100%
Gender		
Female	50,218	49%
Male	52,949	51%
Race		
Caucasian	25,717	25%
African American	20,864	20%
Hispanic	30,532	30%
Native American	553	<1%
Asian/Pacific Islander	20,758	20%
Others / Unknown	5,551	5%
Age		
Under 18	14,083	14%
18 – 24	11,708	11%
25 - 44	36,535	35%
45 – 64	32,816	32%
Over 64	8,763	8%
Zip Code of Residence		
North of Market (94102)	7,651	7%
South of Market (94103)	6,7841	7%
Potrero Hill (94110)	16,079	16%
Outer Mission (94112)	10,702	10%
Bayview Hunters Point (9424)	9,544	9%
Visitacion Valley (94134)	6,572	6%
Chinatown (94108, 94133)	4,841	5%
Homeless	6,946	7%
Other San Francisco	31,079	30%
Out of County	4,872	5%

The following table shows the current activities by payer type for fiscal year 2005-2006.

Payer Sources	Inpatient Days	Outpatient Encounters
Uninsured	33%	35%
Commercial	2%	2%
Medi-Cal	34%	33%
Medicare	23%	18%
Others (Healthy Families, Research, Jail, Workers' Comp)	8%	12%

Utilization Statistics

The following summary describes the hospital activity during the recent fiscal year of 2005-2006.

Inpatient Services

- The number of acute patient days for the fiscal year of 2005-2006 was 108,775, of which 30% were related to the acute psychiatry.
- 17,447 acute admissions, of which 18% were to acute psychiatry
- There were a total of 44,149 skilled nursing days, 89% were at the SFBHC

	Licensed Beds	Discharges	Patient Days
Acute	403	11,309	66,816
Acute Psychiatric	106	3,121	32,199
Skilled Nursing	30	399	9,390
SFBHC	147	261	34,759

Surgery:

- 6,624 surgical procedures were performed in 10 operating rooms, of which 49% were emergent.
- 1,044,046 surgical minutes were performed

Obstetric/Gynecology:

- 1,229 babies were born at SFGHMC
- Over 3,000 women received prenatal care, of which 30% were high-risk cases

Outpatient Services

- 87,687 individuals were seen
- Total of 325,929 clinic visits; of which 38% were primary care, 55% were specialty care and 7% were Urgent care visits
- In addition, there were 158,636 diagnostic and ancillary service visits

Emergency Services

- 52,943 Emergency Department visits, with 17% resulting in an admission
- 7,370 Psychiatry Emergency encounters, with 36% being admitted
- 28% of all ambulance traffic in San Francisco was received by SFGHMC.

Trauma Center

- 3,136 adults and children are treated for injuries requiring activation of the trauma team

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.

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.