



City and County of San Francisco  
Edwin M. Lee, Mayor

## San Francisco Department of Public Health

Barbara A. Garcia, MPA  
Director of Health

### Director's Report for Health Commission Meeting of

December 16, 2014

*A current overview of issues affecting the state of public health in San Francisco*

<http://www.sfdph.org/dph/comupg/aboutdph/insideDept/dirRpts/default.asp>

#### **Special Board of Supervisors Commendation**

On December 9, Supervisor Wiener introduced a special commendation for Michael Baxter at the meeting of the Board of Supervisors. Currently DPH's Director of Youth Programs for DPH's Primary Care division and the Director of Family Planning Services for its Maternal, Child and Adolescent Health division, Michael has worn many hats over the years. He is a true force of nature in adolescent health who has worked tirelessly to improve services for young people in our city, especially for LGBTQ youth, HIV+ youth, and incarcerated youth, among others. He is widely respected and a mentor to many. Congratulations Michael.

#### **Fight Stigma and Ebola: DPH Lends its Voice to African Immigrant Event**

Health Officer Dr. Tomas Aragon joined representatives of the African Advocacy Network (AAN) and other immigrant rights organizations to speak out against the stigma associated with the Ebola virus and raise awareness and support for fighting the epidemic in West Africa.

At a City Hall press conference on December 3, several speakers from African immigrant communities in the Bay Area urged the public to counteract stigma being experienced by Africans locally, while at the same time to support efforts to stop the spread of the Ebola virus in the West African countries of Liberia, Guinea, Sierra Leone and Mali.

Aragon recalled the damage that stigma has done in the past, from the Plague to HIV to SARS. When communities and individuals are discriminated against, it is not only unfair, but it also endangers public health by preventing the dissemination of accurate information and effective response.

Dr. Thomas Muyunga, a Ugandan immigrant who is a physician, told of being fired from his job as a home health aide because his clients were afraid that he had Ebola. When Muyunga, an infectious disease specialist, attempted to explain why that was not correct, they threatened to call the police.

The AAN's Adoubou Traore urged people to donate to organizations that are helping with the effort in West Africa, such as UCSF, and to support shipments of critical supplies such as gloves, masks and chlorine.

### **Project Homeless Connect 57**

On December 17, Project Homeless Connect (PHC) 57 will take place at Bill Graham Civic Auditorium from 10:30 a.m. to 3 p.m. This will be the last PHC event of 2014. Whether you have volunteered at a PHC event since our 2004 founding, or if this will be your first time at a PHC event, we hope you'll join us!

### **Health at Home CDPH Recertification Survey Visit**

Health at Home (HAH) had a successful 6 days of a California Department of Public Health (CDPH) Recertification Survey from 12/2/14 to 12/9/14, with two state surveyors. Eight (8) joint home visits were conducted by the surveyors with HAH clinicians. The survey evaluates compliance with Home Health Title 22 regulations, including plan of care/ orders, care coordination, hand washing and infection control, and personnel record reviews.

A total of six (6) current patient's records without home visits and two (2) discharged records were reviewed based on the current patient census. Pending CDPH supervisor review, we anticipate receiving the statement of deficiencies and HAH leadership will be completing a plan of correction and submitting to CDPH within 10 business days. The recertification survey occurs every three year.

### **Tobacco Permit Density Reduction Ordinance Goes to Full Board**

This week, the Neighborhood Services and Safety Committee of the Board of Supervisors heard and passed the ordinance to reduce the overconcentration of tobacco permits in areas with more youth, people of color and low income people. High tobacco permit density is linked to higher smoking rates and related disease and death. Over 35 speakers, most of them youth, provided testimony.

This multiyear health equity effort is a result of a Youth Leadership project funded by and coordinated with CHEP Tobacco Free Project staff technical assistance. It would place a cap on new permits in high density areas, provides for no new permits to bars and restaurants, within 500 feet of a school or another permit, and provides for a one time permit for small independent stores. Finally, this effort was a collaboration with the Arab America Grocers Association who support the measure and provided supportive testimony at the hearing. This ordinance was passed unanimously by the full board at the first vote. The second vote will take place on December 16.

### **Designing a Learning Health Organization for Collective Impact**

Congratulations to Director of Health Barbara Garcia, Tomás Aragón, and the Population Health Division (PHD) Leadership Team for publishing an article on the PHD reorganization. The reorganization has attracted recognition and they were invited to submit an article to the *Journal of Public Health Management and Practice*.

Here is a summary: "Health departments in the United States face numerous current and emerging public health challenges and opportunities. We have an epidemic of childhood type 2 diabetes, an aging population with chronic conditions, and continuing health inequities, to name

just a few. Public health accreditation and the Affordable Care Act present an opportunity to reinvent how we organize and practice public health. Society is increasingly complex and health agencies must become more agile, adaptive, and responsive to rapid change. At the SFDPH, we used public health accreditation as the catalyst to reorganize the public health division from categorical, disease-focused silos into a community-centered Population Health Division.

We embraced “collective impact” as a partnership-based continuous improvement approach to address community health disparities. We call our framework accreditation and community transformation REACH—for Results, Equity and Accountability for Community Health. The REACH core includes the Baldrige Criteria for Performance Excellence, four strategic questions (4SQ), results-based management, and a health equity model. In this article we share how we adapted concepts from complex adaptive systems, organization design, and quality improvement to design, we believe, a learning health organization for the 21st century. We share our lessons learned about the importance of ongoing team-based training on building trust, practicing cultural humility, and improving shared decision making for complex environments. We believe these concepts and approach can be adapted to many health organizations.”

### **High- and Low-Performing Hospitals on Maternity Measures in California**

The California Hospital Assessment and Reporting Taskforce (CHART) analyzed four measures of maternity care — low-risk C-section rates, episiotomy rates, rates of exclusive breastfeeding before discharge, and VBAC (vaginal birth after C-section) rates — and found wide variation in how hospitals performed.

A new infographic, available in English and Spanish, illustrates how two first-time expectant mothers, each with a low-risk pregnancy, can have very different delivery experiences depending on the hospital.

In addition, a new interactive map shows which are the high- and low-performing hospitals, how they performed on each measure, and how many babies they delivered in 2012. A large majority (88%) of the 33 hospitals in the high-performing category are in Northern California, and all 12 of the low-performing hospitals are in Southern California.

The map shows only those hospitals that fall into the high- and low-performing categories for maternity care (45 hospitals) and does not include all hospitals in California that do deliveries, including VBACs (262 hospitals). "High performing" is defined as three or more Superior or Above Average scores and no Average, Below Average, or Poor scores on the four maternity measures available on CalQualityCare.org. "Low performing" is defined as three or more Below Average or Poor scores on the four maternity measures.

### **Ana’s Market - HealthyRetailSF Store Grand Reopening on December 6**

HealthyRetailSF is a city program housed in the Office of Economic and Workforce Development in partnership with DPH/Community Health, Equity and Promotion (CHEP) and community coalitions such as the Supply & Equipment Foodservice Alliance (SEFA) in the Bay View/Hunter’s Point and the Tenderloin Healthy Corner Store Coalition. This program assists corner stores in areas with little access to healthy and fresh foods in three areas: improving their physical environment with produce bins, produce refrigeration equipment and shelving, improving their business operations and learning to maintain and source fresh produce and assistance with community engagement activities.

December 6 marks the grand reopening of Ana's Market at 105 Broad Street, the first store to receive a HealthyRetailSF makeover. Ana's Market was selected as the first store of five facilities under the HealthyRetailSF program because it presented a unique opportunity to strengthen a local business while meeting community needs.

### **SFGH Sepsis Mortality Reduction Program**

The SFGH Sepsis Mortality Reduction Program was recognized by the California Association of Public Hospitals and Health Systems/Safety Net Institute with its 2014 Quality Leaders Award. This prestigious award recognizes and showcases the innovative and creative system improvements achieved by California's public health care system. SFGH Leadership accepted this award on behalf of the Sepsis Taskforce at last week's CAPH/SNI Annual Conference.

The Sepsis Taskforce, a multidisciplinary group, representing all areas of SFGH hospital and comprised primarily of front line clinicians, formed in 2011 to implement a series of interventions designed to change the institutional culture about sepsis identification and management. These included developments of educational materials and educational programs, screening protocols and tools, and ordersets and guidelines; integration with the hospital's Medical Emergency Response Team (MERT); and providing real time feedback to members of the care team.

The results have been fantastic.

- Since 2010, SFGH has realized a 52% reduction in mortality rate from sepsis, from 20% to 9.5% in YTD 2014.
- Early identification is critical to effective treatment. Cases judged to have a delay in identification were tracked beginning in 2012. The absolute number of such delays dropped from 28 cases in 2012 to 4 cases YTD 2014.
- The UHC Sepsis Mortality Index reflects the mortality rate compared to that expected based on patient acuity. This has been steadily falling for SFGH since the start of this program, reaching 0.75 in Q1 2014. This was an institutional record and placed us in the top 5 among participating academic medical centers in that quarter.

### **Hellman Foundation Gives \$400k Each to Two DPH Collaborative Change Initiatives**

The Hellman Foundation announced the award of the first Hellman Collaborative Change Initiative grants to the EatSF Fruit and Vegetable Voucher Program and the Children's Oral Health Collaborative. Each program will receive \$400,000—coupled with strategic support from the Hellman Foundation—to strengthen their partnerships and support their efforts to improve lives in San Francisco.

The EatSF Fruit and Vegetable Voucher Program is creating a San Francisco where underserved communities can enjoy fresh fruits and vegetables from their local market. Diets low in fresh fruits and vegetables are associated with obesity, diabetes, cardiovascular diseases, and some cancers. But many low-income families simply do not have access to these vitally important foods. By creating a citywide network where vouchers are redeemable at local vendors for fresh fruits and vegetables, EatSF is improving nutrition for San Franciscans most in need.

The Children's Oral Health Collaborative is committed to eradicating health disparities in childhood tooth decay, with the aim of making San Francisco cavity-free. The program is co-led by UCSF's Lisa Chung, DDS, MPH, and San Francisco Department of Public Health's Margaret Fisher, RDHAP.

### **New Patient Portal Goes Live**

On December 4, the MYSFHEALTH patient portal for San Francisco Health Network patients was successfully launched. MYSFHEALTH is a new website that allows patients to view parts of their inpatient and outpatient personal health record at one site.

- Hospitalized patients can view their discharge documents, including discharge instructions, discharge medication lists, and a limited set of vital signs and lab results.
- Outpatients receiving care in ambulatory clinics using CareLinkSF (eClinicalWorks) can view their outpatient visit summaries; vital signs; lists of medication, allergies, immunizations, and chronic conditions; and most lab and diagnostic imaging results. In the near future, outpatients will be able to request routine follow-up appointments with their primary care clinic.

To date, we have enrolled 5 patients from inpatient medicine in the pilot phase, and we are surveying patients post-discharge to get their feedback.

We want to express our profound appreciation to the large numbers of people whose hard work and dedication made this possible. Our biggest thanks go to the outstanding technical team, foremost Hal Kress and Irina Tomashevsky. Our Technical Workgroup included: Jim Genevro, Kathryn Perry, Ray Driscoll, Jeff Steven, Evelyn Chan, Tina Lee, John Hicks, Peter Cheng, Patrick Alimorong, Jeff Burton, Julia Lu, and Bel Garcia.

Our Patient Engagement Workgroup included: Joseph Griffin, Troy Williams, George Su, Stephen Kiyoi, Piera Wong, Kathryn Horner, Leslie Dubbin, Courtney Lyles, Aiyana Johnson, Liliana Cabrera, Bruce Johnson, and Hans Anderson. Our Clinical Content Committee included: Alice Gleghorn, Chona Peralta, Alice Lee, Gloria Wilder, Hamilton Holt, Jill LeCount, Karen O'Donnell, Maggie Rykowski, Yvonne Lowe, Louise Lee, and Margaret Abderrahmane. Winona Mindolovich, Jenson Wong, and Albert Yu provided key guidance and leadership in ushering forward this project. Finally, thanks to our partners at eClinicalWorks, Siemens, and particularly at KPMG (Ken Ducote and Christen Thompson).

We are extremely excited about this new opportunity to further empower our patients in their own healthcare!

### **Appointment of San Francisco Health Network Chief Medical Officer**

Dr. Alice Chen has been selected as the San Francisco Health Network's Chief Medical Officer. As the senior physician in the San Francisco Health Network (SFHN), Dr. Chen is responsible for providing effective clinical leadership, vision, direction and expertise in the oversight and operations of the SFHN with a focus on clinical integration; access, quality and cost of care; patient satisfaction and retention; and strategic initiatives and programs for enhancing clinical effectiveness.

Dr. Chen has been at San Francisco General Hospital since 2005 as faculty in the UCSF Department of Medicine, Division of General Internal Medicine. Prior to San Francisco General Hospital, Dr. Chen served as a primary care internist at Asian Health Services, a community health center in Oakland's Chinatown; as Health Policy Scholar in Residence at The California Endowment, where she oversaw the healthcare foundation's language access grant-making program; and as a Soros Physician Advocacy Fellow at the Asian & Pacific Islander American Health Forum working to promote language access services in California.

Dr. Chen is a graduate of Yale University, Stanford University Medical School, and the Harvard School of Public Health. Her training includes a primary care internal medicine residency and chief residency at Brigham and Women's Hospital, the Commonwealth Fund Harvard University Fellowship in Minority Health Policy, and the California HealthCare Foundation Leadership Fellowship.

Dr. Chen will formally assume the role in January 2015, but will begin to assume some of the responsibilities immediately.

### **Maggie Rykowski Receives Legion of Merit Award from the U.S. Navy**

On December 4, Maggie Rykowski, Administrator for SFHN Rehabilitation Services and Health at Home received The Legion of Merit military award for exceptionally meritorious conduct in the performance of outstanding services and achievements during her years in the United States Navy. In honor of Veterans Day last month, Maggie sent a message to veterans at the Laguna Honda campus, expressing her gratitude and honor to those who served in the United States Military Forces. Please join me in congratulating Maggie. We are proud of the contribution and service Maggie provided to the military.

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The Whistleblower Program, operated by the Controller's Office, receives complaints regarding the misuse of City funds, improper activities by City officers and employees, deficiencies in the quality and delivery of government services, and wasteful and inefficient City government practices. There are a number of ways to file a complaint. Go to [www.sfcontroller.org](http://www.sfcontroller.org) and click on the Frequently Requested tab to access the Whistleblower complaint instructions in the drop down menu.

# LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER

## DECEMBER 2014

### Health Commission - Director of Health Report

(December 4, 2014 Medical Exec Committee)

	December	(FY 2014-2015) Year-to-Date
<b>New Appointments</b>	<b>3</b>	<b>9</b>
Reinstatements	0	1
<b>Reappointments</b>	<b>3</b>	<b>25</b>
Delinquencies:	0	0
Reappointment Denials:	0	0
<b>Resigned/Retired:</b>	<b>0</b>	<b>6</b>
<b>Disciplinary Actions</b>	<b>0</b>	<b>0</b>
<b>Restriction/Limitation-Privileges</b>	<b>0</b>	<b>0</b>
<b>Deceased</b>	<b>0</b>	<b>0</b>
<b>Changes in Privileges</b>		
Additions	0	0
Voluntary Relinquishments	0	0
Proctorship Completed	0	0
Proctorship Extension	0	0

<b>Current Statistics – as of 11/26/2014</b>	
Active Medical Staff	35
As-Needed Medical Staff	13
External Consultant Medical Staff	43
Courtesy Medical Staff	1
Affiliated Professionals	9
<b>TOTAL MEMBERS</b>	<b>101</b>

<b>Applications in Process</b>	<b>8</b>
<b>Applications Withdrawn Month of December 2014</b>	<b>0</b>

**COMMUNITY HEALTH NETWORK  
SAN FRANCISCO GENERAL HOSPITAL & TRAUMA CENTER**

**DECEMBER 2014**  
Governing Body Report - Credentialing Summary  
(11/25/14 BUSINESS-MEC)

	<b>12/2014</b>	<b>07/2014 to 06/2015</b>
<b>New Appointments</b>	<b>14</b>	<b>139</b>
Reinstatements		
<b>Reappointments</b>	<b>32</b>	<b>280</b>
Delinquencies:		
Reappointment Denials:		
<b>Resigned/Retired:</b>	<b>17</b>	<b>128</b>
<b>Disciplinary Actions</b>		
<b>Administrative Suspension</b>		
<b>Restriction/Limitation-Privileges</b>		
<b>Deceased</b>		
<b>Changes in Privileges</b>		
Voluntary Relinquishments	<b>5</b>	<b>58</b>
Additions	<b>5</b>	<b>52</b>
Proctorship Completed	<b>16</b>	<b>118</b>

<b>Current Statistics – as of 11/3/14</b>		
Active Staff	<b>529</b>	
Courtesy Staff	<b>509</b>	
Affiliated Professionals (non-physicians)	<b>259</b>	
<b>TOTAL MEMBERS</b>	<b>1,297</b>	

<b>Applications in Process</b>	<b>52</b>
<b>Applications Withdrawn Month of DECEMBER 2014</b>	<b>2</b>
<b>SFGH Reappointments in Process 1/2015 to 03/2015</b>	<b>117</b>