

GOAL 3**Services, programs and facilities are cost-effective and resources are maximized****OBJECTIVE****Ensure adequate staffing to meet programmatic needs through improved recruitment, retention and training of staff****Improvements to the Department's Hiring Processes**

In FY 2006-07 DPH's Human Resource Services assisted management by posting job opportunities for departmental vacancies and processing 1570 new hires, which represents a 20 percent increase in appointments compared to the previous fiscal year.

In addition, Human Resources launched HRiMS, a web-based information management system linked to DPH's employment data. The development of HRiMS was a collaborative project between HR Operations and DPH's Information Technology Division. HRiMS is designed to allow DPH managers to obtain information regarding their vacancies and track the processing of new hires on-line. This system will also allow managers to generate various workforce and financial reports from their desktops.

Contract Negotiation

DPH's Human Resources administers 15 Collective Bargaining Agreements (CBA) affecting the department's 8000 employees. In FY 2006-07, new multi-year contracts were negotiated for the SEIU Local 1021 Staff Nurses, as well as the Teamsters Local 856 Supervising Nurses. These contracts support the Department's services with respect to budget, efficiency, recruitment and retention.

DPH HR-Labor Relations managers were the Chief Negotiators for the City & County of San Francisco. The negotiations for the nursing contracts began with research sessions in January 2007, in close cooperation with DPH's managers and the Employee Relations Division (ERD) of the City's Department of Human Resources, and resulted in approval of the new contracts by the City's Board of Supervisors in June 2007.

In addition to negotiating a competitive wage package contract language improvements were attained including initiatives in the areas of charge nurse responsibilities, Per Diem nurse staffing, employee education, and development plans.

During FY2006-07, DPH-HR Labor staff also participated in negotiations to address recruitment and retention issues for classifications outside of nursing. The City agreed to provide the Supervising Clinical Psychologists, covered by the Unrepresented Ordinance, with a 5 percent cost of living adjustment to respond to market conditions.

The CBA for the Union of American Physicians and Dentists was re-opened to address recruitment for Psychiatrists at Laguna Honda Hospital, and the addition of a premium

and hiring incentive bonus resulted in immediate staffing improvements and financial savings by avoiding costly third-party contracts. Negotiations regarding internal wage adjustments under the SEIU 1021 Citywide CBA were also successful in adding an additional salary step for Pharmacists, Clinical Pharmacists, and Diagnostic Imaging Technicians to support DPH's recruitment and retention of these staff.

LHH Nursing Department Rebidding Initiative

In early 2007, the LHH Nursing Department, in partnership with the labor union SEIU United Healthcare Workers-West (UHW) and the DPH Human Resources Labor Division, implemented a rebidding initiative for licensed vocational nurses and certified nursing assistants' assignments. The benefits to rebidding of assignments are: (1) to ensure continuity and consistency of staff assignments for residents; (2) to implement a process of unit/program assignments for staff that has integrity, follows MOU guidelines, and respects seniority; and (3) for specific units, allows for staff assignments that are specific and meet the language needs of residents. The registered nurses' assignments will also be reviewed and reassignments will be made to meet the goals described above. This initiative will help improve efficiency, and improve resident satisfaction.

Certified Nurse Leader Program at University of San Francisco

Thirteen nursing staff from SFGH are pursuing their Master's Degree in Nursing with USF's Certified Nurse Leader Program. The staff includes nursing directors, managers and charge nurses. This 18-month cohort group is the first to participate from SFGH. This is a unique graduate program which supports academic development for working professional nurses that includes both classroom and online instruction.

Workforce Education and Training

In April 2007, the Department of Mental Health (DMH) disseminated the final guidelines for its Mental Health Services Act (MHSA) Education and Training component. Community Behavioral Health Services (CBHS) initiated a series of seven planning meetings, including a community meeting. Community members, especially consumers and family members were invited to give their input to the committee to improve workforce development through MHSA-funded education and training initiatives. The committee will review all recommendations and develop a three-year plan that will be submitted to the State for approval.

OBJECTIVE

Determine service levels by need rather than by availability of funding

Integration Steering Committee – Finance Committee

For the second year in a row, the ISC met as a committee of the whole to put together the FY 2007-08 Budget. During this period, the ISC became the DPH Finance/Budget Committee. The Strategic Plan was used to guide decision making. The single largest new initiative for the year was Healthy San Francisco, and funding from the Health Care Coverage Initiative was used to finance needed expansion of the delivery systems at SFGH and the Community Clinics. Funding limitations from revenue growth and new

General Fund restricted the opportunities to fund new initiatives except for those that were self funded with new revenue.



FY2007-08 Budget Hearing at Health Commission

OBJECTIVE

Ensure the public health infrastructure

Rebuild of San Francisco General Hospital Medical Center

San Francisco General Hospital Medical Center must be rebuilt by 2013 to meet California seismic safety regulatory requirements for acute care hospitals under Senate Bill 1953. The law was a direct response to the 1994 Northridge earthquake, which damaged many hospitals; several required temporary closures and eventual replacement. The focus of SB 1953 is to replace older hospitals or bring them up to current seismic standards. SB 1953 mandates a strict set of deadlines for hospitals to meet these enhanced requirements.

The objectives that are guiding the rebuild project are:

- Relocate the acute care hospital into a seismically safe structure to comply with SB 1953 or close the acute care hospital in 2013.
- Construct a new acute care hospital with minimal disruption to the community and existing hospital operations.
- Continue to be the only Trauma Center (Level I) in the City and County.
- Ensure efficient operation of the hospital in a cost effective manner.
- Provide state-of-the-art energy efficiency.
- Provides an environment that promotes patient-centered care and safety.
- Design a project that honors the history of the campus and adjacent buildings.
- Respect the material context and visual context of surrounding buildings.
- Provide approximately 420,000 square feet of space for the acute care hospital.
- Provide direct connections at multiple floors to the Main Hospital, including a connection on the basement level.

Laguna Honda Replacement Project

Voters in the CCSF passed Proposition A, a bond initiative to rebuild Laguna Honda Hospital in November 1999. The City is in the process of constructing a new campus on

the Laguna Honda Hospital site, which will provide a full continuum of long-term healthcare services.

The replacement of Laguna Honda Hospital represents an important expansion of access to long-term care in San Francisco. The replacement project has been ongoing for six years, and the three buildings under construction are 45 percent complete. July 2009 is the scheduled move-in date for two of the buildings. July 2010 is the scheduled move-in date for the third building. These new buildings are tangible evidence of the City's commitment to ensuring access to long-term care.

The following is the budget breakdown as of June 30, 2007:

Approved 780 Beds

Construction

South Residence Building	87,811,647	
Link Building	100,185,543	
East Residence Building	87,094,465	
Site Improvements II	23,164,615	
Remodel (Wings C and H)	22,758,125	
Site Improvements III	23,119,527	
Contingency	2,248,672	
OCIP	10,324,845	
City-Managed Projects	32,420,129	
Escalation on City-Managed Projects	2,883,391	
Construction Subtotal		392,010,960
Professional Services		81,829,350
Program-wide Contingency		9,000,000
Total 780 Beds		\$482,840,310

The Department is currently studying the feasibility of providing an Assisted Living Facility on the ground of LHH.



Retrofit and Make Primary Care Centers ADA Compliant

The Integration Steering Committee's Capital Integration Subcommittee developed a ten-year master capital calendar to ensure all current and upcoming projects are identified. The retrofitting of existing primary care centers continued this year with the following accomplishments:

- Silver Avenue – Main project complete.
- Tom Waddell Elevator and Fire Alarm Work – Project complete and under budget.
- Castro/Mission – Group Medical Room and Elevator Work – Project 55% complete.
- Chinatown Health Center – Project 80 % complete.
- Southeast Health Center – ADA Work Phase 1 – Requested DPW award the base contract and get a Notice to Proceed.
- Ocean Park – Will be bid in September 2007.
- Potrero Hill Expansion – Design Phase 98 % complete.
- STD City Clinic – Programming/schematic stage.



OBJECTIVE

Maximize external funding sources (e.g., grants, fees, federal financial participation)

Heroes & Hearts Luncheon Raises Nearly \$1 million for the SFGH Foundation

The second annual Heroes & Hearts luncheon, which took place February 14, 2007 was co-chaired by Judy Guggenheimer and Julia Damasco who are members of the SFGHMC Foundation Board of Directors. In addition to spotlighting five exceptional community heroes, several new heart artworks were displayed and sold, with the proceeds going to support programs at SFGH. Five heroes were honored at the luncheon, which included two staff members of SFGH, Laura Mahlmeister, a member of the Birth Center nursing staff and Pat Putney, an Occupational Therapist with Health at Home as well as Margaret Hagan, a volunteer for over 35 years at SFGH. Also honored were Sergeant Mary Dunnigan, SFPD and Niels Tangherlini, Paramedic Captain at SF Fire Department.

Avon Walk for Breast Cancer

This year's AVON Walk for Breast Cancer went through the SFGH campus - by the Avon Comprehensive Breast Care Center. Hospital staff formed teams to participate in the walk and volunteered to be medical support during the walk. All of the net proceeds from the Avon Walk for Breast Cancer were returned to the breast cancer cause nationwide to support breast cancer awareness, screening and diagnosis, treatment, support services and scientific research, with a focus on the medically underserved. At SFGH, funds support the *Avon Comprehensive Breast Care Center*, the Avon-SFGH mobile mammography program, and bi-lingual and culturally sensitive patient navigators reaching the African-American, Latina and Chinese communities. In addition, funds support high risk genetic screening in underserved populations and research into the genetic causes of breast cancer.

Grant from San Francisco Health Plan to Support the Expansion of eReferral

The San Francisco Health Plan awarded SFGH a total of \$867,000 to expand eReferral to eight Surgical Specialty Clinics and the Department of Radiology. These funds build upon the earlier award to expand the successful implementation of eReferral to Department of Medicine clinics. eReferral, an internet-based consultation system, is a tool to help respond to an expanding gap between the demand for clinical services and available resources. It seeks to improve access to outpatient specialty care and radiology services, both critical components of San Francisco General Hospital's mission.

Computer Training Funded at Laguna Honda Hospital

Through a partnership with the Information Technology Consortium of San Francisco and City College of San Francisco, LHH was the beneficiary of grants that totaled \$495,000 from Blue Shield, the San Francisco Foundation, and the Chancellor's Office of California Community College Workforce Development to develop a computer training curriculum for LHH staff. Through this grant, over 360 nursing staff have been trained. In addition, eight CNAs have been trained to teach future computer training classes at LHH.

OBJECTIVE

Maintain efficiency throughout the Department

Community Behavioral Health Services (CBHS) Exemplary Billing Practices

San Francisco CBHS was cited for Exemplary Practice, in the Annual Report of APS Healthcare, for applying quality management practices to its billing procedures. APS Healthcare is the External Quality Review Organization for county mental health plans in California.

The APS citation lauds the CBHS Billing Unit for applying a quality management technique that compares SDMC claims data in context with historical and trend information, instead of only from month to month. The analysis allows for the examination of variations in claims totals by provider and by seasonality, as well as

those due to changes in claim processing. This efficient and effective method of claims processing allows the Billing Unit to identify problems such as "locked out" services, to obtain feedback information about specific providers, to identify corrective action or adjustments needed, and to pinpoint areas for improvement. It has resulted in greater claim reimbursements and, more importantly, fewer claim denials.

Efficiency Improvements at Laguna Honda Hospital

Laguna Honda Hospital purchased pharmacy software during FY 2006-07 that will improve clinical, operational and financial aspects of medication management. The pharmacy initiated the system on July 2, 2007. LHH made further enhancements to its billing systems through Siemens' Invision program and the development of on-line pharmacy billing/adjudication. In addition, the hospital made further developments in electronic remittances from various third-party carriers in pharmacy. As of the end of FY 2006-07, LHH had reached its \$108 million annual target in collections. The hospital received no denials of long-term care treatment authorization requests except payment bans in 2006. During FY 2006-07, LHH strengthened the ability of its departmental directors and program managers to monitor and control costs by providing them with monthly financial packets, which include their payroll and spending reports.

LHH submitted a Request for Qualifications (RFQ) in FY 2006-07 to engage an Organizational Effectiveness consultant. LHH also collaborated with the Center for the Health Professions to provide leadership and change management-related training. The rate of completion for performance appraisals at LHH increased for the second year in a row in 2006. In 2005, an improvement plan for annual employee performance evaluations was developed. Since then, the hospital wide completion rate for performance evaluations increased from 19 percent in 2004 to 82 percent in 2005 to 91 percent in 2006. Staff vacancies at LHH declined from 14.6 percent in 2005 to 12.1 percent in 2006.

OBJECTIVE

Increase use of benchmarks to compare Department activities to local, state and federal standards

Proposition C Analysis

Proposition C was passed in November 2003 establishing a fund to perform independent audits of City Departments to ensure they were operating efficiently and effectively. The Controller's Office is tasked with managing the audits. The Department was selected as the focus of the FY 2006-07 audit priority. Three areas were chosen for study. The first was Revenue Maximization, and the firm Phase II was chosen to perform the analysis. They looked at organizational structure and staffing, data analysis and benchmark and gap analysis. The report was finalized in late August 2007, and presented to the Commission in late September. The Lewin Group won the bid for the second two phases of the project: Market Analysis, which includes a local market summary and benchmarking SFGH to similar institutions both inside and outside California; and Healthy San Francisco

Implementation study which focused on demand and capacity analysis. The Market Analysis study will be presented to the Commission in December 2007, the HSF Implementation study was presented in July 2007. These analyses **have proved very useful to the Department as tools for managing resources and in comparing the rich array of services DPH provides as compared to other municipalities.**

Diabetes Education Programs Receive ADA Certification

The General Medicine Clinic and Family Health Center diabetes education programs received formal recognition from the American Diabetes Association (ADA) that they have met the National Standards for Diabetes Patient Education. The certification period extends to January 2010. ADA certification enables SFGH to bill Medicare for diabetes education provided in these clinics. It also provides guidance based on national standards and practice to our diabetes education programs. The initial application process involved site visits, program development, and data collection. The year-long effort was made possible by a SFGH Foundation Hearts grant.

OBJECTIVE

Increase the use of data to guide program development, reorganization, reprioritization, reduction or elimination, and to assess the impacts of programs on health status

Biannual Laboratory Preparedness Survey

Preparation for disasters demands that the Department regularly exercise the capabilities of the city's resources. Thus far, it has been difficult to accurately simulate the role of the Public Health Laboratory in the course of many of the exercises that have been carried out by the City and County of San Francisco. This is unfortunate, because disasters involving infectious disease emergencies, such as natural outbreaks or bioterrorism events will require that the Public Health Laboratory is both technically proficient and well prepared.

The Laboratory enrolled in a program offered by the College of American Pathologists entitled, "Laboratory Preparedness Survey". This program evaluates the Laboratory's capability to detect and define organism that can be the cause of disease emergencies (e.g. bioterrorist agents). Twice annually (in 2007, the surveys take place in June and October), the CAP sends a set of 5 swabs that potentially contain microbiological agents of an undisclosed species. The laboratory is given approximately 4 weeks to assess all of the 5 swabs for microbiological agents.

The most recent Survey was received on June 1, 2007. The Lab did well with the test and detected that one of the five swabs contained a strain of *Bacillus anthracis* (aka "Anthrax"), and that another of the five swabs contained *Yersinia pestis* (aka the cause of "Bubonic Plague" or "Plague").

Chronic Hepatitis B Registry In JAMA

The July 11, 2007 issue of the Journal of the American Medical Association (JAMA) published a summary of the Morbidity and Mortality Weekly Report's (MMWR) article on Communicable Disease Control and Prevention's (CDCP) chronic hepatitis B virus (HBV) enhanced surveillance program. CDCP established a registry of San Franciscans with chronic HBV infection and in 2006, collected additional data to characterize the populations affected. In 2006, reports of chronic HBV were received for 2,238 persons; 567 of these persons for whom additional data were available, 84 percent were Asian/Pacific Islanders, 80 percent who were foreign-born. Over half spoke Cantonese Chinese as their primary language. CDCP is using this data to guide development of patient education materials and outreach to patients and providers about recommendations for medical follow-up, testing and vaccination of contacts, and behavioral change to reduce the risk of transmission. The article is available at <http://jama.ama-assn.org/cgi/content/full/298/2/167>.

SFGH Recognized for Increase in Organ Donation

One of the nation's most pressing public health issues is the widening gap between the supply and demand for organs and tissues. To raise awareness about the vital importance of organ and tissue donation to the Nation's health and to increase donation rates, the federal Department of Health and Human Services initiated the Gift of Life Donation Initiative in April, 2001. The purpose of the collaborative is to generate significant, measurable increases in organ donation by helping the national community of organ procurement organizations and hospitals to quickly identify, learn, adapt and replicate practices that are associated with higher donation rates.

SFGH began participating in this collaborative effort in 2005. As a result of the "best practices" learned and replicated, SFGH's donation rate rose from 43% to 65 percent. In 2006, over 50 organs were recovered for transplantation as a result of the efforts of SFGH's health care professionals and the generosity of the community it serves.

Child Passenger Safety

The Department is in the second year of a citywide campaign to reduce child passenger injuries and fatalities among low-income and minority communities by raising the community's knowledge of child safety standards. The need for an awareness campaign is based on disturbing data from the trauma registry at SFGH, revealing that 100 percent of children who suffered severe injuries from car crashes in 2004 were from minority communities. The main risk problems appear to be from children sitting in the front seat of cars and seatbelt use without car seats. The 2006 campaign will include billboards and targeted TV commercials, along with workshops, demonstrations and free car seat distribution and installation.

In FY 2006-07, the Child Passenger Safety Project in Community Health Education Section conducted 91 child safety checkups and 83 public education presentations. 1,039 child safety seats and booster seats were distributed and properly fit, and 8 special needs seats were distributed. This substantial injury prevention effort was

conducted in partnership with the Women's Health Clinic at SFGH, Mission Neighborhood Health Center, Native American Health Center, Southeast Health Center, Visitation Valley Community Center, Kai-Ming Head Start and CARECEN. Billboards and Video Public Service Announcements in English, Spanish, Cantonese and Mandarin were used to help alert parents and families about the importance of keeping children safe in vehicles. Funding for this program was provided by a grant from the California Office of Traffic Safety, through the National Highway Traffic Safety Administration.

DPH PrEP Survey

Pre-exposure prophylaxis (PrEP), or the use of antiretroviral drugs by HIV-negative people prior to HIV exposure in an attempt to prevent HIV infection, is currently being tested in clinical trials in San Francisco (www.projectt-sf.org) and around the world. To evaluate anecdotal reports and a previous survey suggesting substantial PrEP use in the community, the DPH HIV Research Section conducted surveys of 851 gay and bisexual men recruited at various venues in SF, at the SF City Clinic, and at the Palm Springs White Party (an annual circuit party). About one-fifth of the men had heard of PrEP, with the most common sources of information being the media and friends. Men who reported unprotected anal sex in the past 6 months were more likely to have heard of PrEP. Only one respondent said he had used PrEP (although his responses suggest he may have meant post-exposure prophylaxis (PEP), or one month of antiretroviral therapy started shortly after a high-risk exposure). A substantial majority (68 percent) said they would use PrEP in the future if proven to be safe and effective.

Contrary to prior reports, this study found that community PrEP use appears to be rare. Research efforts should focus on determining whether PrEP is safe and effective for HIV prevention. Meanwhile, given potential harms associated with unmonitored use, PrEP is not currently recommended outside clinical trials.