

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

SFGH Begins New Managers Training Program

SFGH began a new managers training program, SFGH Management Academy 2009. The program, titled “Strategies for Success,” covers a diverse array of training topics relating to management issues including leadership, communication, HR operations/merit systems/labor relations, EEO/ADA, workers’ compensation, payroll, budget & finance, risk & quality management, safety & security, purchasing, facilities, environment of care, technology & privacy, and support services.

OBJECTIVE

Determine service levels by need rather than by availability of funding

Controller’s Office Helps Laguna Honda Restructure

The San Francisco Controller’s Office was an important partner with Laguna Honda in its restructuring efforts during FY 2008-09. The Controller’s Office coordinated transition planning by the hospital administration and Healthcare Technical Services, the consulting firm that provided transition expertise.

In the fall of 2009, the Controller’s Office helped launch an organizational effectiveness initiative, bringing in the healthcare quality improvement organizations Lumetra and B & F Consulting, national leaders in nursing home reform. The firms are assisting hospital administration and direct care staff to develop a model of care and organizational structure that will help realize the goal of becoming a center of excellence.

Ensure the public health infrastructure

San Francisco General Hospital Rebuild

Proposition A, the \$887.4 million general obligation bond measure to build a seismically safe SFGH, passed with 84 percent of the electorate in support of the measure.

A Message from Gene O’Connell Following the Passage of Prop A

Heartfelt thanks to the people of San Francisco who gave San Francisco General Hospital a ringing endorsement yesterday by approving Proposition A, with 84% of the vote. The passage of the bond now allows us to move forward with plans to rebuild our hospital, creating a seismically safe facility to serve the city. I welcome that news with great joy and gratitude. Thank you San Francisco!

By passing Proposition A, everybody wins. The residents of San Francisco will continue to have a trauma center, providing life-saving care to anyone injured in the city. The 100,000 patients that we treat annually will maintain access to high-quality inpatient, outpatient and psychiatric treatment. Our teaching, research and specialty programs will keep making top-flight health care available to all San Franciscans. And, our employees will still apply their talents and dedication here, and that's what makes San Francisco General Hospital the heart of the city.

As I traveled throughout San Francisco these past months, talking about the rebuild and educating residents on the important role that General Hospital plays in the city, I was gratified to hear that many of them already knew, because we had helped them or a family member through injury or illness. I am honored to represent this vital organization.

I thank Mayor Newsom, all 11 Supervisors, the Democratic, Republican and Green parties, the San Francisco Labor Council, Chamber of Commerce and every one of the more than 170 leaders and organizations in neighborhoods all over the city for their endorsements and support of our efforts. As hospital CEO, it was truly humbling to watch the hundreds of General Hospital staff members who volunteered hours of their time – and miles of shoe leather -- to help make the rebuild a reality. That's the kind of teamwork that makes General Hospital such an outstanding community asset.

We will commence with the rebuild, with initial site clearing and utilities relocation to start in early 2009. We look forward to opening a modern, seismically safe hospital for all San Franciscans in 2015. --

GENE MARIE O'CONNELL, CEO
SAN FRANCISCO GENERAL HOSPITAL

The nine-story building (including two floors underground) will border Potrero Avenue on the west lawn of the hospital campus. In addition to meeting current seismic standards, the new SFGH will accommodate more patients and make room for new medical equipment. Plans include space for an additional 32 beds, which will bring SFGH capacity to 284, and also increase space for emergency patients. Its circular design is intended to give nurses a better view of patients and maximize space.

Building at the new site will allow the hospital to stay in operation during the six-year construction period between 2009 and 2015. San Francisco General, which was established in 1872, treats approximately 1,500 patients daily, 85 percent of whom are uninsured or receive government-subsidized health care. The hospital also houses a Level 1 trauma center, meaning a full range of specialists and equipment are on call 24 hours a day and can treat the most critically injured patients. The next closest Level 1 trauma centers are in Davis and at Stanford.

Under a 1994 state law, all acute-care hospitals are required to be seismically safe by 2013. If there are no plans to upgrade the hospitals, they must close.



The current hospital was built in 1976 before more stringent building codes took effect. As part of the bond development plan, the current hospital, which will not undergo any retrofitting for now, will continue to house outpatient clinics and other services.

City officials hope that \$25 million invested in advanced planning for SFGH will alleviate potential unexpected costs and other surprises that could push the project over budget or schedule.

Laguna Honda Replacement Project

Three new buildings, which will be home to 780 seniors and adults with disabilities, will open in April 2010. The ribbon cutting is planned for March 26, 2010. Residents are scheduled to move in on April 20 and 21. Nearly two decades in the planning, the new Laguna Honda will be the most modern skilled nursing facility in the country, representing one of the most extensive commitments to long term care and rehabilitation of any city or county.

The new buildings are designed to foster community. Residents will live in 15-person households with private or semi-private rooms. Each household will have its own living room, and a dining room shared with another household. Every floor will consist of a single neighborhood made up of four households arranged around a central town square, or Great Room, where daily activities will take place.



At the heart of the new buildings will be the Esplanade, a broad, indoor boulevard modeled after the main street of a small town. The Esplanade will be lined with places to meet and greet, including a café, an art studio, a hair salon, a multi-media library with a fireplace, a cafeteria with indoor and outdoor seating, and a large community room.

Each of the three new buildings will open onto a central park featuring 11 therapeutic gardens. These gardens include secure walking or rolling paths for residents with Alzheimer’s and other forms of dementia. The park will contain a small orchard, raised planting beds for flowers and vegetables, an animal therapy center and the Betty Sutro Meadow, named after a long-time benefactor of the hospital.



The new Laguna Honda is dedicated to achieving the highest quality of care and quality of life for each resident and encouraging the highest level of independence for each resident whether it is at Laguna Honda or elsewhere in the community.

OBJECTIVE

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

Healthy San Francisco Program Grants

Blue Shield of California Foundation Grant

The Blue Shield of California Foundation, a philanthropic arm of the Blue Shield, awarded \$300,000 to SFGH to evaluate the cost effectiveness of Healthy San Francisco.

The California Endowment

DPH received a \$250,000 grant from the California Endowment to support a comprehensive evaluation of the Healthy San Francisco program. The evaluation will measure the program’s ability to improve access to care and help identify potential modifications in program design, clinical service delivery, or administrative operations. This grant helps support efforts to improve the health of underserved individuals and families by expanding access to health services.

Other Healthy SF Grants

In April 2009, the Commonwealth Fund awarded \$50,000 to DPH for the Healthy San Francisco program and an anonymous source awarded \$200,000 to the program. Both grants will help support a comprehensive evaluation of Healthy SF.

San Francisco General Hospital Programs Awarded Grants***\$4 Million Grant for Transitional Care***

In September 2008, the Moore Foundation awarded SFGH a \$4,035,764 grant for the development of a transitional care program. The transitional care program will focus on the hospitalized population age 65 and over with strategies to reduce readmissions, improve health outcomes, and decrease associated cost.

Numerous strategies and care models will be incorporated into the patient plan of care including discharge planning, patient and family education, home visits by home health workers, and follow-up phone communication. The various modalities and combined strategies will be evaluated to determine the most effective plan of care in reducing readmission and improving outcomes.

Journey to Nursing Excellence Grant Program

San Francisco General Hospital and Trauma Center received a \$40,000 grant from the Betty and Gordon Moore Foundation - Bay Area Journey to Nursing Excellence Grant Program. This grant will allow the hospital to contract with an external consultant from the American Nurses Credentialing Center to provide assessment, guidance and educational services in support of our journey to nursing excellence and Magnet designation.

SFGH Family Health Center “Health Coaches for Youth”

SFGH Family Health Center received a \$25,000 California Pacific Medical Center 2008 Community Health Programs Grant for its Health Coaches for Youth Program. The grant allowed the Family Health Center to expand the adolescent and young adults clinic and to incorporate health coaching into work with young people, particularly vulnerable and underserved groups such as foster care youth aging out of children’s services.

SGFH Breast Cancer Detection and Treatment Programs

The San Francisco General Hospital Foundation won a \$1.15 million grant from the Avon Foundation to fund SFGH’s breast cancer detection and treatment programs. The grant will fund upgrades to mammography equipment, augment funding for clinical trials and peer support programs for patients, and provide continued support to the Avon Comprehensive Breast Care Center.

SFGH Bicycle Lockers

The Bay Area Air Quality Management District (BAAQMD) selected the SFGH Bicycle Lockers Project for a \$10,800 grant award as part of BAAQMD’s Bicycle Facility Project. The grant will be used for the purchase of 12 new lockers to store an additional 24 bikes.

Transforming Care at the Bedside

Transforming Care at the Bedside (TCAB) is a national partnership between the Robert Wood Johnson Foundation and the Institute for Healthcare Improvement (IHI), which provides a framework for frontline staff to improve the quality and safety of patient care on medical and surgical units. This model of care is based on improvements in four categories: safe and reliable care; vitality and teamwork; patient-centered care; and value-added care processes. A large body of research shows improved patient outcomes (e.g., decreased length of stay, reduction of pressure ulcers and falls incident rates) when nurses spend more time in direct care.

SFGH was awarded scholarships from the Robert Wood Johnson Foundation to participate in the IHI TCAB initiative. Approximately 40 hospital teams are enrolled in the TCAB Community IHI IMPACT Network. SFGH is one of the few public hospitals enrolled.

As a part of the TCAB community, the SFGH team seeks to increase the time a nurse is providing direct patient care at the bedside. There is a large body of research showing improved patient outcomes (e.g. decrease LOS, reduction of pressure ulcers and falls incident rates) and fewer clinical complications (e.g. urinary tract infections, post-operative infection, and pneumonia) when nurses spend more time in direct care. The team will implement process improvements by streamlining communication pathways, eliminating redundant documentation and increasing proximity/availability of supplies and equipment where feasible. The TCAB team will spread this innovative framework for change onto other medical/surgical units upon successful completion of the pilot project.

Palliative Care Consultation Service Funding

SFGH was awarded a \$250,000 grant from California HealthCare Foundation to implement an inpatient Palliative Care Consultation Service for a period of two years. Piera Wong, RN, CNS, MSN and Dr. Edgar Pierluissi, MD, with input from the Palliative Care Committee, submitted a grant proposal to support improving the quality of life for patients at SFGH with chronic and life-limiting illness, including those near the end of life.

State Department of Corrections Awards Grant to Behavioral Health Services

CBHS was awarded \$3.8 million from the California Department of Corrections and Rehabilitation (CDCR) Integrated Services for Mentally Ill Parolees project. CBHS will collaborate with Walden House on the program.

Both organizations have extensive experience both with serving the mentally ill and specifically with the mentally ill offender population. The program is designed to help parolees manage significant reentry challenges such as mental illness, addiction, homelessness, poverty, institutionalized patterns of behavior, and poor social support and to avoid re-incarceration and improve their quality of life.

ShapeUp SF Receives Grant and Sponsor

The California Endowment awarded a \$162,000 grant to ShapeUp SF's Physical Activity Council (PAC). The grant will fund an in-depth analysis of local policies that help/hinder people's ability to be physically active. The policy analysis will focus specifically on those communities most impacted by chronic disease. Shape Up will integrate feedback from African American and Latino communities in the development of final policy recommendations.

Kaiser Permanente San Francisco supported ShapeUp SF with a \$35,000 sponsorship to support the Walking Challenge, Soda Free Summer, city worksite wellness activities and the Stadium to Stadium Run.

As a result of its continued support, Kaiser Permanente has been named as a Gold Medal ShapeUp SF Sponsor. Organizations achieving this designation have demonstrated commitment to the mission of ShapeUp SF not only by providing substantial funding or in-kind support, but also by working side by side with the Coalition to create healthy eating and active living environments where people live, work, learn and play.

OBJECTIVE

Maintain efficiency throughout the DPH

Laguna Honda Fulfills Strategic Plan Goals

The quality improvement initiative resulted in three successful annual relicensing surveys by the California Department of Public Health. Transition development efforts engaged staff at all levels in an action plan to move the hospital to its new facility with careful attention to safety and the maintenance of quality indicators. The communications improvements consisted of new published materials, a new website, and new staff empowerment initiatives.

The hospital developed four new goals for the FY 2009-10:

1. Resident Success. Provide programs and services that maximize independence, promote choice, and integrate residents into the larger community.
2. Healing Environment. Achieve the highest quality of life through professional, caring relationships and compassionate services in therapeutic surroundings.
3. Community Partnerships. Strengthen relationships among residents, families, staff, educators, researchers, and other service providers.
4. Innovative Excellence. Develop and sustain best practices and technology to achieve the highest quality of care, organizational effectiveness and fiscal responsibility.

The Perioperative Efficiency Project Works to Cuts OR Wait Time

SFGH was selected to participate in the Perioperative Efficiency Project by the California HealthCare Foundation's (CHCF) *Improving Safety-Net Hospital Efficiency* initiative conducted through collaboration between CHCF and the University of Southern California, School of Engineering. The Perioperative Efficiency Project will provide SFGH with USC faculty and management engineering students focused on improving Operating Room (OR) efficiency by targeting turnover time between surgical cases. The strategies and information gained from this project will be shared internally and in addition, provide valuable resource information and research data for other safety-net and trauma facilities.

Mental Health Rehabilitation Survey

The California Department of Mental Health conducted the annual survey of the Mental Health Rehabilitation Center, located on the third floor of the Behavioral Health Center at San Francisco General Hospital. During the four day review, the lead surveyor was impressed with the care the staff delivers to residents. The surveyor commented that "other organizations throughout the state could certainly learn and model their care after MHRC".

OBJECTIVE

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

CMS “Five Star Rating System” In Use Across the City

In December, 2008 the Centers for Medicare & Medicaid Services (CMS) unveiled the “Five Star Rating System” on the Nursing Home Compare website. Nursing Home Compare – a service of the federal website, Medicare.gov, provides information about nursing homes that are certified to participate in Medicare and/or Medicaid and also provide skilled nursing care. The Five-Star Rating System was created to help consumers, their families, and caregivers compare nursing homes more easily. The ratings are taken from three sources of data, health inspections, staffing and quality measures, to provide a “snapshot” of the care that individual nursing homes provide. The three ratings are combined to calculate an overall rating.

Within the City and County of San Francisco, there are 21 certified nursing homes. Six received the five-star overall ratings, but the only government facility to receive this designation was SFGH's Distinct/Part SNF (D/P SNF). The D/P SNF at San Francisco General Hospital and Trauma Center has two components. The SFGH 4A 30-bed medical SNF provides skilled nursing to hospital patients who no longer require acute-level care; the San Francisco Behavioral Health Center (BHC) 59-bed psychiatric SNF provides skilled nursing and psychiatric care to patients who have both severe mental illness and medical conditions which require 24-hour nursing care. This five star overall rating designation shows SFGH's dedication to high quality care patient care.

Joint Commission surveys SFGH Designated Stroke Program

The Joint Commission surveyed the Designated Stroke Program at San Francisco General Hospital in April, 2009. The survey involved interviews with staff, a review of medical records of stroke patients and studies of Quality Improvement Data. The surveyor was impressed by the program, and stated that “San Francisco General Hospital Designated Stroke Program had no findings for this survey and no requirements for improvement.” Furthermore, the surveyor acknowledged that it is unusual for a hospital to have a “perfect” survey and that it was a pleasure to review such an outstanding program.

Health at Home Re-certification

The California Department of Public Health conducted a four day Home Health Re-certification survey at the HAH facility in April 2009. Patient medical records and other compliance records and reports were reviewed, and the nurse surveyor accompanied home health staff of all disciplines on home visits. Interviews were conducted with patients, family members, and HAH staff. There were no deficiencies noted, and it was concluded that Health at Home was in compliance with all regulations. Throughout the past 13 ½ years, Health at Home has maintained a high level of care, within a highly regulated home health industry.

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

California Immunization Registry

Castro Mission Health Center, Silver Avenue Family Health Center and Southeast Health Center, as well as UCSF Pediatrics are using the California Immunization Registry (CAIR) software to track all vaccinations administered at their respective health centers. The expansion of the registry produced immediate benefits when on the first day, a nurse from UCSF Urgent Care was able to quickly locate a child's immunization record in CAIR. The child had been seen at one of DPH's clinics and all of her immunizations were recorded in the registry. To date the registry has records for 47 percent of San Francisco's children under six years of age.

The web-based CAIR software is already utilized by 15 other private practices in San Francisco and in hundreds of offices throughout the Bay Area. At SFGH, the MIS Department created an interface which uploads immunization information entered into the CAIR system into the Lifetime Clinical Record system through CHN on a daily basis. Users give the registry positive reviews and early feedback reports point to improved efficiency at the practices that are using the system.