

Sonia E. Melara, M.S.W.
President

Edward A. Chow, M.D.
Vice President

Cecilia Chung
Commissioner

Judith Karshmer, Ph.D., PMHCNS-BC
Commissioner

David J. Sanchez, Jr., Ph.D.
Commissioner

David B. Singer
Commissioner

Belle Taylor-McGhee
Commissioner

**HEALTH COMMISSION
CITY AND COUNTY OF SAN
FRANCISCO**

**Edwin M. Lee, Mayor
Department of Public Health**



Barbara A. Garcia, M.P.A.
Director of Health

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MINUTES

HEALTH COMMISSION MEETING

Tuesday, August 6 2013, 4:00 p.m.

101 Grove Street, Room 300 or Room 302

San Francisco, CA 94102

1) CALL TO ORDER

Present: Commissioner Sonia E. Melara, MSW, President
Commissioner Edward A. Chow M.D.
Commissioner Cecilia Chung
Commissioner Judith Karshmer, Ph.D, PMHCNS-BC
Commissioner David J. Sanchez Jr., Ph.D.
Commissioner David B. Singer
Commissioner Belle Taylor-McGhee

The meeting was called to order at 4:02pm. Commissioner Melara welcomed Commissioner Singer to the Health Commission and stated that she is confident that he will greatly contribute to the Health Commission.

2) APPROVAL OF THE MINUTES OF THE HEALTH COMMISSION MEETING OF AUGUST 6 2013.

Action Taken: The minutes of the August 6, 2013 Health Commission meeting were unanimously approved

Commissioner Melara stated that she and Commissioner Chow will be conducting an additional review of the Health Care Service Master Plan, with a focus on the Consistency Determination criteria and related procedures, and asked all the Health Commissioners to send Mr. Morewitz any comments or questions they have by August 9. He will combine the Commissioners' comments and send them to Commissioners Melara and Chow who will meet with Colleen Chawla, Deputy Director and Director of Policy and Planning, to discuss any revisions to the draft Plan.

3) Barbara Garcia, Director of Health, gave the report. The full report can be viewed at:
<http://www.sfdph.org/dph/comupg/aboutdph/insideDept/dirRpts/default.asp>

Welcome Commissioner David B. Singer

It is with great pleasure that we welcome Commissioner David B. Singer as the newest member of the Health Commission, sworn in on Thursday, July 18th at City Hall. Commissioner Singer brings a broad background in finance, technology and entrepreneurship to his new position. He is responsible for Maverick's Private

Investments globally. He joined Maverick in 2004 from Oscient Pharmaceutical Corporation, where he was Chairman of the Board. Mr. Singer is a founder and former CEO of three healthcare companies: Affymetrix, Inc.; Corcept Therapeutics, Inc.; and, Genesoft Pharmaceuticals, Oscient's predecessor. Mr. Singer currently serves on the boards of several private companies in the fields of healthcare information technology, healthcare delivery, and biotechnology. He received a B.A. from Yale University and an M.B.A. from Stanford University. He was a Crown Fellow of the Aspen Institute a member of the Rand Corporation's Health Advisory Board. He is currently a Sterling Fellow of Yale University, and a director of College Track.

City Clinic Participates in Research Trial for Gonorrhea Treatment

Gonorrhea is the 2nd most common reportable disease in San Francisco with over 2400 cases in 2012; it increases the risk for HIV, and can cause infertility in women. Of great concern, gonorrhea is becoming more difficult to treat with available antibiotics.

San Francisco City Clinic, the San Francisco Department of Public Health's STD clinic, participated in a recent National Institute of Health (NIH) and Center for Disease Control (CDC) research trial using new combinations of existing antibiotics for treatment of gonorrhea. The excellent news is that both regimens were over 99% effective in eradicating infections. These results were released at the International STD Research Meeting in Vienna, Austria in July and will add to our treatment options not only in San Francisco, but worldwide.

Maher Ordinance to Become Law

On August 15, 2013, San Francisco Health Code, Article 22A (Maher Ordinance) with amendments will become law. The new Ordinance gives the City the authority over a number of important environmental issues such as expanding the geographic scope into formerly zoned industrial areas where hazardous substances may exist; testing of groundwater on building sites when hazardous substances are found; improving building site reporting to achieve consistency and equity; and ensuring building code consistency.

For projects located within designated area that would disturb 50 or more cubic yards of soil, building permit applicants are required to submit site histories to DPH. If DPH determines that the site may contain hazardous substances that pose risk to public health, and, if a soil analysis indicates hazardous substances present on site, then the applicant must prepare a site mitigation plan for soils handling, disposal of contaminated soils and/or capping of site. These actions, under supervision of DPH, must occur before DBI issues a permit to allow building the project to begin.

The amendments will help ensure that contaminated soils and/or groundwater are managed, cleaned up or appropriately capped; they will provide a more consistent and responsible process; allow DPH the flexibility to adopt practical and effective protocols for infrastructure projects; and, finally provide applicants with more certainty and fewer surprises. We believe the new Ordinance will create better health and business outcomes for everyone.

Project Homeless Connect Turns 50—and You're Invited!

For the Commissioners who are new to Department as well as those of you who have been with us for a number of years, it is with great pleasure that we will be marking Project Homeless Connect (PHC) 50 on August 14th at Bill Graham Auditorium. PHC began under Mayor Gavin Newsom because so many front line staff who worked with individuals who are homeless saw the need for easily accessible, vital services for the most vulnerable San Franciscans. As we prepare to celebrate our 50th event on August 14th at Bill Graham Auditorium, we would like to invite the Commissioners—and any member of the public or DPH staff—to join us for whatever portion of the day you can make available and help us celebrate this milestone of success. If you are able to support PHC 50 by volunteering, please contact **Kit Solowy**, Volunteer Coordinator, at 503-2124 or kit.solowy@sfdph.org.

Improving Patient Experience

The *Los Angeles Times* reported on DPH's service excellence program at San Francisco General Hospital and Trauma Center (SFGH). The story featured the hospital's patient engagement efforts, including a panel discussion of patient advisors at a recent managers' meeting. Check out the great pictures, too. <http://www.latimes.com/news/local/la-me-patient-satisfaction-pictures,0,3868312.photogallery>.

The *San Francisco Chronicle* wrote about our eReferral system that has slashed wait times in half at most SFGH specialty clinics. The homegrown system started at SFGH's gastroenterology clinic in 2005 and has spread to more than 40 specialty clinics at San Francisco General along with the 20 other primary care DPH and community clinics that make up the health care safety net for the city. In the story, Dr. Molly Joel Coye, chief innovation officer for the UCLA Health System, called San Francisco General's eReferral "one of the most brilliant innovations in health care service and information technology in the last decade." The article can be found at <http://www.sfchronicle.com/health/article/Electronic-referrals-streamline-S-F-General-care-4680646.php?t=4b9f950705>

Communicating with Staff as we move Towards ACA Implementation

Finally, I wanted to share with the Commissioners the first in a series of feature articles that are beginning to appear in *Fast Facts*, the employee e-mail newsletter that is published on the DPH intranet twice each month. The focus is on the Department's planning, preparedness and reorganization in anticipation of the Affordable Care Act. Here is the first article.

IMPORTANT READING TO HELP YOU UNDERSTAND THE DPH BUDGET, OUR MOVE TOWARDS INTEGRATION AND THE CHALLENGES AHEAD

I am pleased to announce that the Mayor signed the FY 13-15 budget into law earlier this week. DPH's portion of the city budget is approximately \$1.9 billion - over \$200 million larger than the 12-13 budget. It includes significant investments for Healthcare Reform as well as the fiscal health of the department.

This new budget also includes significant adjustments to the financial health of the department. First and foremost, the Mayor's budget includes approximately \$50 million to correct a historical structural shortfall in the department's budget. For each of the past several years, the department has required a mid-year supplemental appropriation to realign its budget to its actual costs. As the imbalance has grown, it has created increasing financial uncertainty for the department and the City's General Fund. This correction to this imbalance improves the financial stability and transparency for the department's budget and allows managers to manage within their own program budgets. Second, the Board of Supervisors included \$3 million in funding for DPH to provide a 1.5% increase to our nonprofit partners to allow them to keep pace with the costs of doing business. And finally, the Mayor and Board of Supervisors worked together to backfill \$7 million of federal funding reductions to HIV Health Services and Prevention programs.

Over the last few years, in anticipation of new programmatic responsibilities expected under the Affordable Care Act and uncertainty regarding future funding for health care, the department has been examining its service delivery system to integrate more effectively, promote efficiency, minimize costs and prioritize services more consistently. As a result of this planning, the FY 13-15 budget includes initiatives to strengthen and increase access to primary care. It also enhances specialty care staffing to reduce wait-times for critical services. Also, in preparation for the new San Francisco General Hospital, scheduled to open late-2015, the budget includes \$49 M in FY 13-14 and \$53 M in 14-15 of equipment purchase for this new state of the art facility.

With healthcare reform, public health care providers such as DPH will increasingly operate in a managed care environment, where it receives a fixed per-member per-month reimbursement rather than fee-for-service

reimbursement. Over the next few months we will establish a new Office of Managed Care responsible for contracting strategy with health plans, utilization management, marketing-branding, data reporting, quality improvement, and provider services. Its directive will be to manage resources more effectively to maximum benefit of clients and reduce misuse, overuse and underuse of services.

These investments help position DPH to succeed in the era of Healthcare Reform. However, significant challenges for the department still remain as we move forward. Revenue uncertainty and increased competition for our patients require us to realign and integrate our services and to effectively manage our resources more than ever before. I look forward to taking this challenge on with you in the years to come. –
Barbara A. Garcia, Director of Health

Commissioner Comments/Follow-Up:

Commissioner Taylor-McGhee asked if the City Clinic Gonorrhea research included African American youth due to the high rates of STDs in this population. Dr. Tomas Aragon, DPH Health Officer, stated that he would check on this information and relay it to the Health Commission through Mr. Morewitz.

4) GENERAL PUBLIC COMMENT

There was no general public comment.

5) FINANCE AND PLANNING COMMITTEE

Commissioner Chung, Committee Chair, stated that the Committee reviewed and recommended for approval a new contract with National Alliance on Mental Illness and the list of DPH sole source contracts. She noted that the DPH withdrew the new contract with McKesson Health Solutions but will resubmit it next month when negotiations have been completed with the provider. Commissioner Chung also stated that Committee reviewed the RFP report, DPH Patient Rates, and discussed the results of the Budget Analyst's audit of the DPH professional service contracts.

6) CONSENT CALENDAR

The following items were unanimously approved:

- REQUEST FOR APPROVAL OF NEW CONTRACT WITH THE NATIONAL ALLIANCE ON MENTAL ILLNESS (NAMI) SAN FRANCISCO IN THE AMOUNT OF \$161,280, WHICH INCLUDES A 12% CONTINGENCY, TO PROVIDE PEER-TO-PEER AND FAMILY-TO-FAMILY CLASSES FOR THE PERIOD OF JULY 1, 2013, THROUGH DECEMBER 31, 2014 (1.5 YEARS).
- REQUEST FOR APPROVAL OF CHANGES TO LIST OF CONTRACTS DESIGNATED AS SOLE SOURCE, PROFESSIONAL SERVICES CONTRACTS FOR HEALTH AND BEHAVIORAL HEALTH SERVICES AND SUPPORT PROVIDED BY NON-PROFIT CONTRACTORS, AS AUTHORIZED BY SAN FRANCISCO ADMINISTRATIVE CODE SECTION 21.42.

7) SFGH REBUILD UPDATE

The SFGH Rebuild Update was presented by Terry Saltz, SFGH Rebuild Project, Ron Alameida, Department of Public Works, Mark Primeau, DPH Capital Projects, and Tristan Cook, SFGH Rebuild Public Relations Manager

Commissioner Comments/Follow-Up:

Commissioner Karshmer asked for clarity on the difference between the budgeted and expended amounts in regard to the third bond sale. Mr. Primeau stated that the budgeted amount states the amount of bonds for sale and the expended amount is the amount of the prior bond sales funds that have been spent on the SFGH Rebuild project.

Commissioner Chow asked whether the company the DPH has chosen to assist in the transition has experience with similar-sized hospitals and patient populations. Mr. Saltz stated that FDI Planning Consultants, the vendor chosen to assist SFGH with its transition, was selected through a public request-for-proposals process. The vendor has experience with similarly-sized hospital transitions.

Commissioner Chow asked if the fire has caused any delays in the overall SFGH Rebuild timeline. Mr. Saltz stated that the fire has not impacted the overall project timeline. He added that the liability insurance company is paying for all damages.

Commissioner Melara congratulated the SFGH Rebuild team and Sue Currin, SFGH CEO, on keeping the project on budget and within the projected timeline.

8) CPMC UPDATE

Colleen Chawla, Deputy Director of Health and Director of Policy and Planning, gave the update. Director Garcia acknowledged the dedication and effective work of Ms. Chawla and Greg Wagner, DPH CFO. She also thanked the Health Commission for its earlier resolutions relating to CPMC, which formed the basis of final agreement.

Commissioner Comments/Follow-Up:

Commissioner Chow asked if CPMC will continue to report on the St. Luke campus separately. Emily Webb, CPMC Community Health Programs, stated that CPMC will eventually consolidate the licenses of the St. Luke's campus and other CPMC campuses; when this occurs, CPMC will cease to report Charity Care data on each campus. She added that there is no current timeline for the license merger.

Commissioner Taylor McGhee asked for more information on the Innovation Fund. Ms. Chawla stated that \$2.5M was designated to fund clinics within the San Francisco Community Clinic Consortium (SFCCC); the Fund will fund for activities linked to increasing preparedness for implementation of the Affordable Care Act (ACA). She added that the Fund will likely prioritize activities that strengthen the clinics' infrastructure.

Director Garcia stated that the Innovation Fund will also fund general public health and mental health programs not associated with the SFCCC clinics.

Commissioner Melara stated that there is need for additional skilled nursing facilities (SNF) in San Francisco, in part due to the closure of the CPMC SNF beds. She suggested that funding of new SNF beds be considered as a possible area of funding for the Fund. Director Garcia stated that the Fund has a finite amount of money and therefore is most appropriate for one-time and short-term activities such as capital projects or infrastructure building.

Commissioner Sanchez congratulated Director Garcia, Ms. Chawla, Mr. Wagner and all the partners that were involved in effectively negotiating the agreement. He stated that CPMC has been spending a great amount of Charity Care dollars in addition to funding community programs like St. Anthony's clinic throughout the negotiation process.

Commissioner Singer asked if detailed Charity Care data will still be available to the DPH and Health Commission when CPMC moves to counting Charity Care by patient instead of by the amount of money spent. Ms. Chawla stated that CPMC Charity Care data will be reported through compliance mechanisms of the development agreement; however detailed Charity Care data will be reported in the annual DPH Charity Care reporting process.

Commissioner Chow stated that he supports the Innovation Fund and suggested refining the criteria for the second round of funding, after the SFCCC clinics are funded. Director Garcia stated that the agreement specifies that the City, CPMC and the Innovation Fund Foundation will each appoint one member to a committee to provide guidance on funding decisions. This Committee will take input from community groups, individuals and advocates as part of their decision-making process.

Commissioner Melara commended CPMC for spending more than the required minimum amount of money on Charity Care. She asked how the ratio of CPMC's Charity Care spending in relation to its total revenue compares to other hospitals. Ms. Chawla stated that the DPH Charity Care Report, which will be presented to the Health Commission in upcoming months, will contain this data.

Commissioner Melara asked for clarity on the plan for St. Luke's Hospital since the agreement with CPMC dictates that the new building must open two years after the opening of the Cathedral Hill campus. Ms. Chawla stated that the new building will be located on the existing parking lot and therefore, the existing St. Luke's hospital facility will continue operation.

Commissioner Melara suggested that the Health Care Master Plan may be used to help guide decisions regarding the Innovative Fund funding decisions.

9) OTHER BUSINESS
JOINT CONFERENCE COMMITTEE REPORTS

Commissioner Sanchez, LHH JCC Chair, stated that at the July 30, 2013 meeting, the Committee reviewed family and resident satisfaction and survey results, the Gift Fund Balance Report, and the Hospice and Palliative Care program. The Committee approved the FY 2013-14 Gift Fund Budget and the Credentialing and Quality Reports. Commissioner Sanchez added that the Committee is proud that LHH admitted eleven patients transferred from SFGH during the airplane crash tragedy. He welcomed Commissioner Chung as a new member of the LHH JCC.

COMMITTEE AGENDA SETTING

This item was not discussed.

10) CLOSED SESSION

- A) Public comments on all matters pertaining to the closed session
- B) Vote on whether to hold a closed session (San Francisco Administrative Code Section 67.11)
- C) Closed session pursuant to Evidence Code Sections 1157(a) and (b); 1157.7; Health and Safety Code Section 1461; and California Constitution, Article I, Section 1

PERSONNEL EVALUATION: BARBARA GARCIA, DIRECTOR OF HEALTH

- D) Reconvene in Open Session

Action Taken: The Health Commission voted not to disclose discussion of the items in Closed Session.

11) ADJOURNMENT

The meeting was adjourned at 6:27pm.