

Edward A. Chow, M.D.
President

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



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MINUTES

HEALTH COMMISSION MEETING

Tuesday, July 15, 2014, 4:00 p.m.

**101 Grove Street, Room 300 or Room 302
San Francisco, CA 94102**

1) CALL TO ORDER

Present: Commissioner Edward A. Chow M.D. , President
Commissioner Sonia E. Melara, MSW, Vice President
Commissioner David B. Singer
Commissioner Belle Taylor-McGhee

Excused: Commissioner Cecilia Chung
Commissioner Judith Karshmer, Ph.D, PMHCNS-BC
Commissioner David J. Sanchez Jr., Ph.D.

The meeting was called to order at 4:34 pm.

2) APPROVAL OF THE MINUTES OF THE HEALTH COMMISSION MEETING OF JUNE 17, 2014.

Action Taken: The Health Commission unanimously approved the minutes of the meeting of June 17, 2014.

3) DIRECTOR'S REPORT

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>

San Francisco Inter-Agency Council on Homelessness

On June 25, Mayor Lee and Supervisor Farrell announced an Executive Directive, creating the San Francisco Inter-Agency Council on Homelessness (SFICH) to collect and utilize data more effectively and to collaborate on the City's important efforts underway to reduce homelessness. Modeled after the U.S. Interagency Council on Homelessness (USICH), SFICH will coordinate the City's response to homelessness, create consistent and transparent data metrics to share progress, and to maximize the effectiveness of Federal, State and private contributions to end homelessness.

The key to ending homelessness in San Francisco is harnessing the will and the resources of all stakeholders towards one goal. Ending homelessness requires collaborative leadership at all levels of government and

across all sectors. The Director of the Office of Housing Opportunities, Partnerships and Engagement will serve as the Executive Director of the SFICH.

Covered California Open Enrollment Change

Governor Brown recently signed SB 20 to align the next open enrollment period on Covered California with that of the federal exchange. For the 2015 plan year, individuals may re-enroll or sign up for new plans on Covered California between November 15, 2014 and February 15, 2015. Medi-Cal enrollment remains open year-round, as does enrollment for special circumstances and the Small Business Health Options Program (SHOP).

The Asiana Airlines Accident

One year after the Asiana Airlines accident at San Francisco International Airport, San Francisco General Hospital and Trauma Center hosted a panel discussion on Monday, June 30, 2014 to reflect on the medical response that day and in the days that followed. The discussion highlighted how with the new hospital - opening December 2015 - The General and the Department of Public Health (DPH) will be even more prepared for the next time there is a disaster or multi-casualty incident.

The panelists included San Francisco General Hospital's Chief Nursing Officer Terry Dentoni, Interim Chief of Surgery Dr. Margaret (Peggy) Knudson, Medical Director of the Emergency Department Dr. Malini Singh and DPH's Edwin Batongbacal, Director of Adult Systems-of-Care, Behavioral Health Services of the San Francisco Health Network.

Focusing on the traumatic injuries suffered by the victims on Saturday, July 6, 2013, Dr. Margaret Knudson described the three waves of patients that were received at The General. Crash victims had multiple critical injuries, varying from organ damage, inhalation, spinal injuries, road burns and more. Looking to the future, Dr. Malini Singh described how the new hospital currently under construction on the SFGH campus, will provide even better facilities for emergency response to any multi-casualty incidents.

2014 San Francisco Pride

On June 29, DPH participated in the 2014 SF Pride Parade. Joined by over 50 DPH employees, I am proud to have been a part of the celebration. A very special thanks to Jacque McCright, Tracey Packer, Brandon Ivory and Travis Tuohey for their efforts in organizing and making our parade float a success.

Tragic Homicide Incident in the Sunnysdale Neighborhood

On Friday afternoon, June, 27 at Herz Playground in the Sunnysdale neighborhood, a horrific shooting homicide occurred. There were several dozen children playing dodge ball along with staff and volunteers. The suspect pretended to be engaged in the games in order to get close to one of counselor staff. He fired and struck the 32 yr. old victim multiple times. The children rushed to get out of the fenced in playground along with the shooter. Since that horrific event our CBHS Crisis Staff have been providing services to the neighborhood. The Crisis Response Team has been working closely with the family of the victim. Services are being provided to Rec and Park staff and several non-profit staff in the area. There is a coordinated effort outreaching to the children and the families that are directly impacted. I would particularly like to commend Stephanie Felder, Director of CBHS Crisis Services, and Ken Epstein, Director of CBHS Children, Youth, & Families, for the rapid response and leadership to provide excellent trauma-focused services for the Visitacion Valley neighborhood.

Grant Awarded to the SF Public Health Foundation

Congratulations to the San Francisco Health Network's Primary Care section which was awarded a \$75,000 grant from the Blue Shield Foundation to develop the RN and PharmD roles on the Primary Care Medical Home team under the leadership of Lisa Golden, MD and Judith Sansone, RN, MS. The grant will fund a multiple clinic pilot looking at diabetes management; this work aligns with the past years work on RN role development, as

well as the more recent work spearheaded by Dr. Golden on the Big Aims initiative to reduce cholesterol levels that highly utilizes the role of the pharmacist.

New Medical Director of SF HOT

We are pleased to announce that Dr. Barry Zevin has accepted the position of Medical Director of the San Francisco Homeless Outreach Team. Dr. Zevin brings over 23 years of experience as a healthcare for the homeless physician in San Francisco. He is Board Certified in Internal Medicine and Addiction Medicine and is credentialed as an HIV Specialist. His special interests include healthcare for homeless people, comprehensive healthcare for people who use substances, transgender healthcare, HIV and Hepatitis C diseases, and harm reduction addiction medicine.

Certified Enrollment Entity Production - Top 150

Covered California released to the California Hospital Association their list of top Certified Enrollment Entity (CEE) producers. Enrollment entity production refers to the number of enrollments recorded for Certified Assistors under the CALHEERs (Covered California) system. DPH placed #38 State wide and #3 as Government entity. Please join me in congratulating our Eligibility Management team and the Managers who are supported by a cast of dedicated and hardworking supervisors for making this ranking possible.

SFGH Centering Pregnancy Program

KQED Radio and Public Radio International's "The World" ran a story and video focused on Latina immigrants who participate in Centering Pregnancy. The Centering Pregnancy program, which started at The General, helps women to break the isolation of pregnancy, learn parenting skills and prepare for birth in a social setting that improves outcomes for both moms and babies. The program was developed by midwives and succeeds through a partnership with community organizations such as the Homeless Prenatal Program and the Mission Neighborhood Health Center.

CIIS Barbara A. Garcia Scholarship Recipients

This year, three students of the California Institute of Integral Studies (CIIS) are recipients of the Barbara A. Garcia Scholarship. A Scholarship of \$3,600 each went to DPH employees Lucy Arellano, Jason Norelli and Nikolai Tamanaha who are pursuing their Bachelor of Arts degree. Congratulations and best of luck to the recipients.

San Francisco's Healthy Apple Award Program

The United State Department of Agriculture recently recognized the Healthy Apple Award (HAA) program as a key strategy in addressing obesity in children under five by listing it in its SNAP-Education Toolkit for States. The Healthy Apple Program educates providers in nutrition and physical activity standards for child care sites, provides training and workshops to make improvements, and awards providers for their excellence in improving health of children under five.

The Healthy Apple Program in San Francisco is gearing up for a city-wide roll out in fall 2014, reaching more childcare sites and children throughout the city. Congratulations to Healthy Apple Award & Children's Council of San Francisco and their hard work to make sure San Franciscan children are on an early trajectory towards health.

Hiring Process Improvements Update

On July 14th, at the request of Director Garcia, six additional staff were hired to assist with New Hire processing at SFGH. These are experienced temporary staff who are already knowledgeable about CCSF process. These will be activated and on board as early as this Wednesday, July 16th. These six staff will triple the size of our current processing staff at SFGH.

We are working to expedite Medical appointment processing as well as background checks with CCSF Department of Human Resources (DHR). DPH HR is also adding an additional permanent 1241 Personnel Analyst (starting work on Monday) and we have submitted a request for an additional 1244 Senior Personnel Analyst and two 9910 staff to assist with processing.

On July 7th, Human Resources Director, Ron Weigelt spoke to the Civil Service Commission about the challenges facing the department in the area of hiring. He advocated for some specific rule changes which will improve the hiring process. He has also been working with the CCSF DHR on process improvements as part of an Advisory Committee. One outcome of that group has been the hiring of a consultant to the review initial steps of the hiring process for possible improvements with the way technology is used. Simultaneously, the Ambulatory Care division has established an Ambulatory Care Human Resources advisory group which has made progress in identifying improvements.

The Health Network Director and the DPH Human Resources Director have been working with key staff from SFGH, Finance, and Human Resources to review and improve the vacancy report. This will allow more meaningful and timely information regarding the status of hiring. Director Garcia has also reached out to the Controller's Office for assistance including process analysis. The DPH Chief Finance Officer and the Director of Human Resources met with representatives from the Controller's office on July 14th and Director Garcia met with the Deputy Controller earlier in the month. Two other items of importance are the upcoming SFGH Nursing union Labor Management Monitoring Committee which will now include the DPH HR Director and Network Deputy Director, as well as a facilitator agreed to by the union and management. Staffing will become a focus of the August 2014 continuous process improvement event (LEAN) for RN hiring. That event will include union, management, human resources, and technical consultation.

Commissioner Comments:

Commissioner Singer requested that the SFDPH Human Resources Department analyze progress on the SFDPH effort to decrease the time it takes to hire staff. He also asked what percentage of the hiring delays are due to the SFDPH practices. Ron Weigelt, Director of SFDPH Human Resources, stated that analysis will begin the following week and will take approximately thirty days. He added that approximately 60% of the hiring delays are due to previous SFDPH hiring practices but the remainder is due to Civil Service Rules.

Commissioner Singer asked if SFDPH Human Resources have reviewed best practices of other municipalities. Mr. Weigelt stated that no other municipalities have the same strict Civil Service hiring processes.

4) GENERAL PUBLIC COMMENT

Patrick Monette-Shaw stated that he is concerned with the number of Laguna Honda Hospital patients that are discharged out of county. He added that there are inconsistencies in how data for these clients is reported by SFDPH.

Brian Tseng, Physician's Organizing Committee, stated that St. Luke's Diabetes Center is not staffed adequately to handle its patient load. He expressed concern that losing care at the center will mean more children born to mothers with gestational diabetes.

James Green, SF Paramedic, stated that the municipal ambulance service is not meeting required response times. He requested that the Mayor fully fund the proposal through the SF Fire Department to augment funding for ambulance services.

Reuben David Goodman thanked SFDPH physician, Barry Zevin for excellent care provided during his time of homelessness and untreated mental illness. He congratulated Dr. Zevin for his new position.

5) COMMUNITY AND PUBLIC HEALTH COMMITTEE

Commissioner Belle Taylor-McGhee, Committee Chair, stated that the Committee heard a presentation on CTI achievements and that approximately 40 members of the public spoke in favor or opposition of the Hyde Street Clinic relocation which is on the Consent Calendar. She noted that the Committee voted to recommend that the full Health Commission approve the relocation request.

6) CONSENT CALENDAR

Public Comment:

Patrick Monette-Shaw stated that he has lived at Sutter and Hyde streets for many ears. He added that the neighborhood does not need more mentally ill clients. He expressed concern that the clinic clients face a burden in having to move around for services and stated he is opposed to the relocation.

Josh Godwin, a resident of Lower Nob Hill and is community outreach worker. He stated that he is familiar with the type of the clinic’s clientele and expects that they will get services, pick up prescriptions and leave. He said that this population does not pose a threat and the relocation should be supported.

Wendy, who lives at Sutter and Hyde streets and client of Hyde Street Clinic, stated that she is in support of the relocation.

Director Garcia noted that Hyde Street Clinic laid out good neighbor policies including cosmetic improvements, security cameras, a buzzer, and monitoring of the door before and after open/closing, in addition to ongoing monthly meetings. She encouraged the Commission to approve the relocation.

Commissioner Comments/Follow-Up:

Commissioner Singer thanked Commissioner Taylor-McGhee for handling the situation with passionate supporters on both sides of the issue; he noted that the City should be proud of the final decision.

- Action Taken: The following item was unanimously approved by the Health Commission:
- REQUEST FOR SITE APPROVAL FOR RELOCATION OF HYDE STREET COMMUNITY SERVICES, INC. TO 815 HYDE STREET (AS REQUIRED BY CHAPTER 79 OF THE SAN FRANCISCO ADMINISTRATIVE CODE, THE CITIZENS’ RIGHT-TO-KNOW ACT OF 1998, ALSO REFERRED TO AS “PROP. I”).

7) PROPOSITION Q HEARING: PROPOSED REDUCTION OF CPMCSKILLED NURSING FACILITY BEDS

Colleen Chawla, Deputy Director of Health and Director of Policy and Planning, gave the presentation.

Public comment

Brian Tseng, Physician’s Organizing Committee, requested that the Health Commission pass a resolution stating that the loss of CPMC SNF beds would be detrimental to the health of San Francisco.

Patrick Monette-Shaw stated that the closure of CPMC SNF beds will have a detrimental effect on city residents.

Michael Lyon, San Francisco Grey Panthers, suggested that CPMC has manipulated its census to justify cuts to SNF beds. He said the effect of the bed reduction is detrimental to the city and has a cascading effect, especially for ambulance diversions.

Lana Foygel, a nurse at St. Luke’s Hospital, stated that the patients are very sick and a majority of them are improperly discharged. She suggested that the census is manipulated so that new patients are not admitted.

Colleen Fewer, National Union of Health Care Workers (NUHW), spoke about negotiations with CPMC. She said that CPMC's claim of having only four nurses laid off is incorrect and that CPMC has engaged in aggressive bargaining. She referenced an email that said that in the future CPMC plans to admit fewer patients than current staffing levels.

Mike Colburn, CPMC employee, said that the closure of beds will negatively impact San Francisco.

Hugh Lucas stated that CPMC public notices regarding the closure have been incorrect and more employees are facing layoffs than CPMC admits.

Kim Tavaglione, NUHW, stated that the closure of CPMC SNF beds is detrimental to all of SF because the city is in need of SNF beds.

Marilyn Birmingham, RN at CPMC California campus, stated CPMC controls the census by refusing homeless patients and low-income patients. She added that the hospital is not staffing at levels necessary for providing quality care. She urged the Commission to pass a resolution saying that San Francisco will be harmed by the SNF reduction.

Candy Fico, RN at CPMC, read from an internal CPMC memo stating CPMC has paused its closure of St. Luke's. The memo also states that several campuses are holding their census below normal levels in response to state processes and Health Commission proceedings.

Jonica Brooks, RN at CPMC, stated that CPMC was originally committed to keeping 100 SNF beds open, and now they're down to none. She said this is disturbing and CPMC has not been transparent with its staff regarding their hours and transitions as a result of SNF transitions.

Pilar Schiavo, California Nurses Association, requested more transparency from CPMC. She said it's inconsistent with charity care standards to not accept patients from outside of CPMC's network. She added that Sutter is going in the wrong direction in terms of what the community needs.

Commissioner Comments/Follow-Up:

Commissioner Chow asked CPMC to clarify the number of reduced beds and staffed beds. Craig Veracruz, CPMC representative, replied that the requested data are outlined in the 2009 Lewin report.

Commissioner Chow asked for clarification on the number of employees impacted by the change in SNF beds. Mr. Veracruz answered that CPMC has re-trained 8 staff to take on different roles. He added that others are taking on other open positions. He said that according to CPMC Human Resources staff, all but 4 LVNs have been relocated or retrained.

Commissioner Singer asked about the differences in SNF demand measurements used between DPH and the Lewin report. Ms. Chawla responded that there are different types of beds and measures. She added that the issue is that when short-term SNF beds are reduced by CPMC, demand for citywide beds increases, including beds that would be otherwise used for long-term SNF. Overall, there is a need for institutional-based care and the industry doesn't seem to be going there.

Commissioner Singer asked Ms. Chawla to comment on the national picture and what the trends might be in five years. Ms. Chawla responded that part of the reason for the current trend from short-term SNF to long-term SNF has to do with Medicare reimbursement, which only provides for 30 days of care. However Medi-Cal reimburses for long-term care. So, from a business perspective, it makes more sense to take on short-term patients for Medicare reimbursement. On the Medi-cal side there is a push toward managed care, including a

demonstration project for dually eligible, which aims to reduce overall spending in the long run. She added that long-term care beds will still be in need.

Commissioner Singer asked what the impact of the Lewin study might be 5 to 10 years from now. He wanted to know how projections might change. Ms. Chawla answered that the 700 number is from the more recent Chinese hospital institutional master plan. She said she hoped for other alternatives that might keep people in their homes longer, but reiterated that there would be continued need for SNF beds.

Commissioner Singer asked Mr. Veracruz to explain why CPMC is reducing the number of its SNF beds. Mr. Veracruz stated that for the past 12 months, CPMC has only had a daily SNF census of 64 beds filled. He added that most of the CPMC SNF beds are used for short-term stays of approximately 14 days.

Director Garcia responded that because the SFDPH has a robust network, other networks sometimes think they can close their beds because DPH will be there. She noted that CPMC has a responsibility to honor a commitment to the greater need of the community.

Commissioner Singer asked if DPH has seen increased demand in SNF beds. Director Garcia replied that the data show that the aging population in SF is growing and the SFDPH makes attempts to work within the community to prevent people from being institutionalized in long-term beds.

Commissioner Singer stated that it's too early to have confidence in CPMC's projected demand for SNF beds. He added that the Commission needs to plan for having enough beds for the highest projected number needed. Mr. Veracruz replied CPMC is willing to partner with the Department to learn more and provide solutions that work in the long term.

Commissioner Melara commented that CPMC needs to step up to the plate to figure out how to contribute its Charity Care dollars and community beds to build the number of beds needed.

Commissioner Chow asked about the progress made under the development agreement regarding sub-acute beds. Mr. Veracruz answered that to his knowledge, CPMC has fulfilled its obligation. Mary Linear, CPMC VP of services, stated that CPMC previously conducted a study on sub-acute transfers among city hospitals, and is currently conducting that survey again. She added that based on the findings of the survey, CPMC will make decisions as needed.

Commissioner Chow stated that sub-acute beds need to be included in the continuing dialogue, as some implications would be regional and not just localized to CPMC.

Commissioner Singer requested that SFDPH report back to the Commission with more information regarding other San Francisco hospital plans for SNF beds and related-reimbursement policy issues.

Commissioner Chow requested that this topic be reported on an ongoing basis to the Health Commission.

Commissioner Chow added that the Commissioner Singer's request for more information is important and other institutions are also considering the issue. Director Garcia confirmed that staff will work on this request.

Commissioner Melara moved to pass the resolution as written and to indicate that the SNF bed reduction will have a detrimental impact. Commissioner Singer seconded the motion.

Action Taken: The Health Commission unanimously approved the resolution, "Determining that the Closure of 24 Skilled Nursing Facility Beds at California Pacific Medical Center Will Have a Detrimental Impact on Health Care Services in the Community." (See Attachment)

8) DPH FYI 14-15 AND 15-16 BUDGET UPDATE

Greg Wagner, Chief Financial Officer, gave the update.

Director Garcia thanked Mr. Wagner and his staff for their work on the budget. She also stated that the Department is working on better tracking of its budget and new initiatives within each division and central administration. She added that the Commission will be updated throughout the process.

Commissioner Singer commended Director Garcia on the progress of the SFDPH budget.

Mr. Wagner concluded that there is one more hearing at the Board and the Mayor will likely sign the budget toward the end of July.

9) OTHER BUSINESS

Commissioner Chow requested that Director Garcia look into the SFDPH implementation of Proposition I activities. Director Garcia responded that DPH staff will be working on reviewing this process and doing quality reassurance reviews before presentation to Health Commission.

Commissioner Chow congratulated Commissioner Melara on her appointment to the Police Commission. This will be the last meeting in which Commissioner Melara will sit on the Health Commission.

Commissioner Belle Taylor-McGhee noted that she had requested an update on the Mayor's request for local business enterprise at the last meeting.

10) JOINT CONFERENCE COMMITTEE REPORTS

Commissioner Chow, Chair of the SFGH JCC, reported on the July 8 SFGH JCC meeting. He noted that a consultant has been hired to assist in transition planning for the SFGH move after the new building is complete. The JCC will be issuing periodic reports on the transition in conjunction with the Rebuild.

11) COMMITTEE AGENDA SETTING

Commissioner Singer requested information on Laguna Honda Hospital out-of-county discharges; and also requested information from the SFDPH on the ambulance emergency response issue.

12) 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

SETTLEMENT: HERRERA V CCSF (SF SUPERIOR COURT NO. CGC-13-531901)

PERSONNEL EVALUATION: BARBARA GARCIA, DIRECTOR OF HEALTH

- D) Reconvene in Open Session

Action Taken: The Commission voted not to disclose discussions held in closed session.

13) ADJOURNMENT

The meeting was adjourned at 7:07pm.

**HEALTH COMMISSION
CITY AND COUNTY OF SAN FRANCISCO
Resolution No. 14-8**

DETERMINING THAT THE CLOSURE OF 24 SKILLED NURSING FACILITY BEDS AT CALIFORNIA PACIFIC MEDICAL CENTER WILL HAVE A DETRIMENTAL IMPACT ON HEALTH CARE SERVICES IN THE COMMUNITY

WHEREAS, California Pacific Medical Center (CPMC), a non-profit hospital and member of Sutter Health, operates acute care hospitals at four campuses in San Francisco: California Campus; Davies Campus; Pacific Campus; and St. Luke’s Campus; and

WHEREAS, Three of these campuses – California, Davies, and St. Luke’s – currently operate skilled nursing facility (SNF) beds; and

WHEREAS, on May 1, 2014, CPMC notified the Health Commission that it plans to realign its SNF services across campuses, reducing staffed SNF beds from 99 to 75, as follows; and

Campus	Current Licensed Beds	Current Staffed Beds	2014 Staffed Bed Plan	Change in Staffed Beds
California	95	46	0	-46
Davies	38	34	38	+3
Pacific	0	0	0	0
St. Luke’s	79	59 (19 designated SNF; 40 designated subacute)	77 (37 designated SNF; 40 designated subacute)	+18
TOTAL	212	99	75	-24

WHEREAS, CPMC has stated that changes in the marketplace as a result of healthcare reform and improvements in delivery of care have resulting in fewer of their patients being referred to their SNF beds; and

WHEREAS, CPMC has indicated that while they are reducing the aggregate number of staffed SNF beds from 99 on three campuses to 75 on two campuses, they are not reducing the volume or level of actual SNF services they have been or will be providing; and

WHEREAS, CPMC reported that 75 SNF beds would be adequate to accommodate their current average daily census of 68 patients; and

WHEREAS, Data from the Health Care Services Master Plan indicates that despite a focus on increasing community-based options for long-term care, there may be an increased need for SNF beds in San Francisco in the future, specifically:

- Population trends show that San Francisco residents are older than California residents overall and that the population over 75 is expected to increase by almost two-thirds over the next two decades;
- San Francisco's ratio of long-term care beds to the population is lower than that of the state and the long-term care bed occupancy rate is higher;
- The current trend in SNF care is the conversion of long-term care to short-term rehabilitation, reducing the availability of long-term care beds; and
- Analysts project a deficit of 700 SNF beds in San Francisco by 2050; and

WHEREAS, In accordance with the Community Health Care Planning Ordinance (Proposition Q), the San Francisco Health Commission held a public hearing on June 17, 2014, regarding the closure of SNF beds at CPMC;

NOW, THEREFORE, BE IT RESOLVED, that the closure of 24 skilled nursing facility beds at California Pacific Medical Center will have a detrimental impact on the health care services in the community.

I hereby certify that the San Francisco Health Commission at its meeting of July 15, 2014 adopted the foregoing resolution.

Mark Morewitz
Executive Secretary to the Health Commission