MINUTES
HEALTH COMMISSION MEETING
Tuesday, October 21, 2014, 4:00 p.m.
LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER
Administration Building Gerald Simon Theatre
375 Laguna Honda Boulevard
San Francisco, CA  94116-1411

1) CALL TO ORDER
Present:  Commissioner Edward A. Chow M.D., President
Commissioner Cecilia Chung
Commissioner Judith Karshmer, Ph.D., PMHCNS-BC
Commissioner David Pating, M.D.
Commissioner David J. Sanchez Jr., Ph.D.
Commissioner David B. Singer

Excused:  Commissioner Belle Taylor-McGhee

The meeting was called to order at 4:05 pm.


Commissioner Comments/Follow-Up:
Commissioner Pating stated that he was in attendance at the 10/7/2014 meeting; Commissioner Karshmer noted that she was not in attendance at the 10/7/14 meeting.

Action Taken:  The Health Commission unanimously approved the minutes of the October 7, 2014 Meeting with the corrections noted.

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

Ebola Preparedness
As of today, there is no Ebola in San Francisco. The Department of Public Health is working with other City Departments and the Mayor’s office to plan Ebola preparedness. This planning allows the Department to develop and support a unified Ebola response throughout our healthcare network and to collaborate with local
hospitals and medical professionals throughout the City and County of San Francisco. In the unlikely event of an Ebola case, the Department plays a critical role in protecting the health and safety of the general public.

As City Disaster Workers, the Department would deploy staff during the response consistent with optimal recommended safety precautions from the Centers for Disease Control (CDC). The CDC have enhanced Ebola screening at five airports (none in California) which receive over 94% of travelers from the Ebola-affected nations of Guinea, Liberia, and Sierra Leone. DPH will continue to share updates from the CDC and California Department of Public Health as new developments emerge.

Alice Gleghorn Announced as Director of Alcohol Drug and Mental Health Services for County of Santa Barbara
On October 7, 2014, the Santa Barbara County Board of Supervisors appointed Alice Gleghorn, Ph.D., to the position of Director of Alcohol Drug and Mental Health Services. Dr. Gleghorn is a Clinical Psychologist and currently serves as the County Alcohol and Drug Administrator and Privacy Officer with the San Francisco Department of Public Health where she is responsible for public health, behavioral health and substance abuse policy and services, and coordinates with over 100 community-based programs. Dr. Alice Gleghorn will begin work with the County on December 8, 2014

Armond Start Award of Excellence
Dr. Joe Goldenson, Director/Medical Director of Jail Health Services, has been awarded the Armond Start Award of Excellence by the Society of Correctional Physicians (SCP). The award, established in 1997 in honor of Armond H. Start, one of the founding member of the SCP, is presented to a correctional medicine physician who adheres to the highest of professional ethical standards, unceasingly advocates for better patient care, and is dedicated to research, publication, and training. Congratulations Dr. Goldenson.

Ambulatory Care Leadership Announcement
I am very pleased to announce three Ambulatory Care (AC) leadership appointments.

As Chief Program Integration Officer for Ambulatory Care (AC), Leslie Dubbin, RN, MS, PhD, will provide leadership and oversight to initiatives that intersect across the Network’s divisions (SFGH, LHH, Office of Managed Care and Transitions) ensuring that each AC section’s strategic priorities align with the vision the Network. Working with each AC section director, her charge is to create efficient, seamless, safe and reliable care transition points that add value to patients, clients and staff, improve health outcomes, and optimize operational efficiency, and financial margins.

As Chief Quality Officer for Ambulatory Care, Lisa Golden, MD, will provide leadership and oversight to create and implement performance improvement initiatives and Lean Management System across all AC sections, with the goal to improve accountability, standardization, integration, excellence, and strategic alignment with the Network’s priorities. She is currently an Associate Clinical Professor of Family and Community Medicine at UCSF and her academic interests include teaching quality improvement, chronic disease management and care of the underserved to medical students and residents.

As Chief Workforce Development Officer for Ambulatory Care, Toni Rucker, PhD, will provide leadership and oversight to create a continuous learning culture that increases staff cultural humility and cultural proficiency and ultimately, reduce health disparities and add value to network patients and DPH client populations. She will work collaboratively with DPH Human Resources and other divisional colleagues to recruit, train, retain and promote excellence, diversity and professional development among AC staff.

SF DPH Selected as a National Mentor Court
In September 2014, the Center for Court Innovation, in partnership with the U.S. Department of Justice's Bureau of Justice Assistance, chose community courts in Dallas, Tex., Hartford, Conn., Orange County, Calif.,
and San Francisco, Calif., to serve as mentor courts for jurisdictions seeking to enhance procedural justice and promote the use of alternatives to jail where appropriate.

The San Francisco Community Justice Center (CJC) serves misdemeanor and non-violent felony offenders arrested in the Tenderloin, South of Market, Union Square, and Civic Center neighborhoods. The court offers onsite social services provided by DPH staff including drug treatment, mental health programs, support groups, counseling, career development, and job training. In 2013, the Community Justice Center launched a special calendar to better assist veterans returning from their service. The CJC represents a wonderful example of cross collaboration across city departments and efficient use of the wealth of services SFDPH offers to ultimately improve our clients’ lives in multiple areas of need.

**Hiring Process Improvements Update**

During the week of October 6, 2014 a Kaizen project was undertaken on the processing portion of the hiring process. This is part of the lean process (a method for improving an organizations performance) that DPH Human Resources is using to improve our time to hire. With the help of San Francisco General Hospital’s Kaizen Project Office, the event was well planned and successfully conducted. Among many improvements, we identified a way to reduce the screening of the referral list by 99%.

Next steps include three more Kaizen Process events where we will look closely at specific parts of the human resources hiring process. While the long range goal for improvement with lean is 2 to 5 years, there are already immediate improvements being made. With new staff, new processes, and lots of excitement around opportunities for improvement, human resources is in transformation.

Here in Public Health, lean has been used successfully at San Francisco General Hospital and has been taken to other areas including Castro Mission Health Center. As you may recall from the lean event the last week of August 2014, we held a week long Value Stream Mapping event to show the hiring process from start to finish. The knowledge of those who do the work is critical to determining new and improved ways to deliver service.

**DPH Receives Three Large Grants**

*On March 3, 2014*, Mental Health Services Oversight and Accountability Commission (MHOSAC) awarded Child, Youth and Family System of Care of DPH $14,365,009 to fund a program entitled “Mental Health Triage Personnel Grant.” Through the Community Triage Response Initiative, the SFDPH will utilize a qualified and diverse group of State-funded triage personnel to implement three (3) project activities that respond to critical gaps in our existing system of mental health crisis responses:

1. **New Youth Mental Health Crisis Stabilization Center:** San Francisco Community Behavioral Health Services will contract with Edgewood Center for Children and Families - to create and staff a new Youth Psychiatric Crisis Stabilization Center, using an existing building on the agency’s service campus that will be adapted for this purpose;

2. **Four New Crisis Triage Teams:** San Francisco Comprehensive Child Crisis Services will collaborate with one or more culturally and linguistically competent, community-based organizations to form and deploy four new crisis triage response teams composed of triage staff to respond to psychiatric emergencies and to work with communities to address and divert psychiatric crises before they can have major impacts on residents impacted;

3. **New Mental Health Triage Warmline:** San Francisco Community Behavioral Health Services will contract with the Mental Health Association of San Francisco to create and staff a new Mental Health Triage Warmline open to all local residents. The Warmline will operate on a 24 hour, 7 days per week basis, and will be staffed by triage professionals, supported by motivated volunteers who make up an increasing proportion of call...
center responders. The Warmline will also offer a range of alternative calling and communication methods, including Skype and other webcam systems to allow face-to-face communication along with text, chat, and e-mail chat and follow-up options.

On September 23, 2014, Substance Abuse and Mental Health Services Administration (SAMHSA) awarded $1,392,568 to San Francisco Jail Health Services, a program of the SFDPH Community Behavioral Health Section to fund a project entitled, “Mentoring and Peer Support (MAPS) Project.” In close collaboration with the San Francisco Collaborative Courts, San Francisco Peer Programs, HealthRIGHT 360, and the San Francisco Veterans Administration Medical Center, this project proposes to implement an ambitious peer support program designed to significantly enhance behavioral health and wellness outcomes. At the same time it will focus on reducing criminal justice recidivism among recently released men and women under Court jurisdiction who have diagnoses of both substance use and severe and persistent mental illness. Through the proposed MAPS Project, San Francisco Jail Health Services will explore the effectiveness of an ambitious peer support intervention which has the potential to serve as a national model for enhancing the quality and impact of collaborative court services by supporting criminally-involved men and women with co-occurring disorders as they cope with behavioral health issues and strive to attain stability and self-sufficiency in their lives.

Also in September, Substance Abuse and Mental Health Services Administration (SAMHSA) has awarded $4,000,000 to DPH to fund a project entitled, “Bay Area Trauma Informed Systems of Care (BATISC).” SFDPH will convene and support the BATISC initiative as a regional collaborative of seven Bay Area counties: Alameda, Contra Costa, Marin, San Francisco, San Mateo, Santa Clara and Santa Cruz. The initiative will focus on creating a trauma informed region in order to reduce disparities in behavioral health access and improve the provision of trauma-informed services. To coordinate and facilitate this regional effort, the Bay Area will create a unique center that will promote the development of trauma informed systems to serve participating counties in Northern California. In the past, the lack of a coordinated regional system of care has led to duplication of efforts and disjointed services across county lines. The implementation of a BATISC initiative and the formation of the proposed BATISC Center will provide the needed coordination for county systems, resulting in more effective and seamless care in partnership with youth and families.

International Walk and Roll to School Day
On International Walk and Roll to School Day (October 8), Mayor Ed Lee, Supervisor Jane Kim, Superintendent Richard Carranza, SFDPH Deputy Director and Health Officer Tomás Aragón, SFPD Police Chief Greg Suhr and other leaders joined students and families as part of a “walking school ‘bus” to Bessie Carmichael Elementary School. Walk and Roll to School Day serves as the annual launch of the Safe Routes to School Program to promote safe walking, biking, transit and carpooling for students and their families.
### Health Commission - Director of Health Report

(October 9, 2014 Medical Exec Committee)

#### New Appointments
- October: 1
- Year-to-Date: 6

#### Reinstatements
- October: 0
- Year-to-Date: 1

#### Reappointments
- October: 7
- Year-to-Date: 16

#### Delinquencies:
- October: 0
- Year-to-Date: 0

#### Reappointment Denials:
- October: 0
- Year-to-Date: 0

#### Resigned/Retired:
- October: 0
- Year-to-Date: 3

#### Disciplinary Actions
- October: 0
- Year-to-Date: 0

#### Restriction/Limitation-Privileges
- October: 0
- Year-to-Date: 0

#### Deceased
- October: 0
- Year-to-Date: 0

#### Changes in Privileges
- Additions
  - October: 0
  - Year-to-Date: 0
- Voluntary Relinquishments
  - October: 0
  - Year-to-Date: 0
- Proctorship Completed
  - October: 0
  - Year-to-Date: 0
- Proctorship Extension
  - October: 0
  - Year-to-Date: 0

### Current Statistics – as of 9/30/2014

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<tr>
<th>Category</th>
<th>Count</th>
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<tr>
<td>Active Medical Staff</td>
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<tr>
<td>As-Needed Medical Staff</td>
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<td>External Consultant Medical Staff</td>
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<td>Courtesy Medical Staff</td>
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<tr>
<td>Affiliated Professionals</td>
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<tr>
<td><strong>TOTAL MEMBERS</strong></td>
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### Applications in Process
- October 2014: 8
- Withdrawn: 0
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<th>New Appointments</th>
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<th>07/2014 to 06/2015</th>
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<tbody>
<tr>
<td>Reinstatements</td>
<td>27</td>
<td>105</td>
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</tbody>
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| Reappointments   | 51      | 212               |
| Delinquencies:   |         |                   |
| Reappointment Denials: |      |                   |

| Resigned/Retired: | 18      | 99                |

| Disciplinary Actions |         |                   |
| Administrative Suspension |   |                   |

| Restriction/Limitation-Privileges |         |                   |

| Deceased |         |                   |

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<th>Changes in Privileges</th>
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<tr>
<td>Additions</td>
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<td>39</td>
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<tr>
<td>Proctorship Completed</td>
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<td>79</td>
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### Current Statistics – as of 9/8/14

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<table>
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<tr>
<td>Active Staff</td>
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<td>Courtesy Staff</td>
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<tr>
<td>Affiliated Professionals (non-physicians)</td>
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**TOTAL MEMBERS** 1,270

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<tr>
<th>Applications in Process</th>
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<tr>
<td>Applications Withdrawn Month of OCTOBER 2014</td>
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<tr>
<td>SFGH Reappointments in Process 11/2014 to 01/2015</td>
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**Commissioner Comments/Follow-Up:**

Tomas Aragon, MD, SFDPH Health Officer, gave an update on the SFDPH Ebola-related preparations.

Commissioner Pating stated that his understanding is that the SFDPH is ready and additionally, continues to train in disaster planning efforts. Director Garcia stated that there is an effective leadership structure in place.
on both the SFDPH administrative and clinical areas to ensure the SFDPH is as prepared as possible for dealing with patients who may be diagnosed with Ebola.

Commissioner Singer noted that an appropriate response to a patient with Ebola will involve the SFDPH along with other City Departments, hospitals, and community partners. He asked if Director Garcia is satisfied with the participation and involvement of community and City partners in the preparation activities. Director Garcia stated the SFDPH has been working with other City Departments and its community-based contracted providers in preparation activities. She added that the local hospitals have also been working with SFDPH and will continue to cooperate together to give mutual aid regarding equipment, supplies, and expertise, if Ebola patients are treated in San Francisco. Dr. Aragon added that after September 11, 2001, the City of San Francisco began an effective city-wide emergency disaster planning process; the appropriate infrastructure and systems are already in place for the City to effectively respond to many types of disasters.

Commissioner Chow asked how SFDPH is coordinating the preparation as the Center for Disease Control updates are being distributed to SFDPH staff, other City Departments, and community partners. Director Garcia stated that there have been ongoing planning meetings with other City Departments and community partners including the hospitals, to prepare an effective response to any patients diagnosed with Ebola in San Francisco. She added that the SFDPH successfully tested out its emergency communication system for community partners and its employees.

Commissioner Chung noted that the media reports include Ebola patient names and information regarding their work place and address; she asked how patient confidentiality can be maintained even in a health crisis. Dr. Aragon stated that the SFDPH will maintain patient confidentiality if a patient with Ebola is treated in one of its facilities; he added that the only reason patient information would be released would be if it was necessary for tracking of other possible exposures.

Basim Price, the new SFDPH Security Director, briefly introduced himself. Director Garcia stated that he will oversee all security activities for the SFDPH.

Commissioner Singer stated that in regard to the HR Update in the Director’s report, he suggested that the goal for the length of hiring process of SFDPH nurses be revised to 60 days and he requested that the SFDPH HR staff strive to make this change by January 2015. He also stated that the effort to decrease the length of the hiring process will enable the SFDPH to hire qualified staff more quickly in the current competitive field. Director Garcia stated that the SFDPH HR staff is implementing the LEAN process and the current hiring process goal they are striving for is 90 days by January 2014.

Commissioner Chow requested that the SFGH-related HR issues continue to be reported to the SFGH JCC in addition to SFDPH-wide HR updates to the full Health Commission.

Commissioner Karshmer requested a flowchart of the current HR hiring process that the full Health Commission can understand the steps in the hiring process; this will give historical context to the issue as the SFDPH implements changes in this area.

Commissioner Chow requested that the Health Commission receive additional updates as the SFPDH implements programs funded by the Mental Health Services Oversight and Accountability Commission grants noted in the Director’s Report.

4) GENERAL PUBLIC COMMENT
There was no general public comment.
5) **COMMUNITY AND PUBLIC HEALTH COMMITTEE**

Health Commissioner Cecilia Chung, Committee member who chaired the meeting, stated that the Committee heard an update on the SFDPH Public Health Accreditation process; the application has been submitted and over the next year, all relevant supporting materials will be submitted. She also stated that the Committee heard a SFDPH Public Health Emergency Preparedness and Response update with a focus on Ebola-related preparations.

**Commissioner Comments/Follow-Up:**
Commissioner Chow asked for a timeline for the Accreditation process. Commissioner Chung stated that the full Health Commission will receive two updates on the process during the next year; at that time, a timeline will be presented.

6) **LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER (LHH) EMPLOYEE RECOGNITION AWARDS**

The Health Commission recognized the following teams for their contribution to LHH:

**Laguna Premier Club Team**
- Taylor Burke, Nurse Manager
- Andre Michaud, Clinical Nurse Specialist
- Bill Dailey, Behavior Specialist
- Emily Taplin, Psychiatric Social Worker
- Yolanda Huertas, LVN
- Ryan Hood, LVN
- Kim Jeffries, Nursing Assistant
- Chris DeLosAngeles, Nursing Assistant
- Mark Naldoza, Nursing Assistant
- Aisha Sillemon, Nursing Assistant
- Debbie Dobson, Nursing Assistant
- Chalon Palmer, Nursing Assistant
- Maria Kinney, Nursing Assistant
- Judann Brumfield, Nursing Assistant
- Nekeisha Logan, Nursing Assistant
- Diane Castro, Nursing Assistant

**LHH Pharmacy Team**
- Belinda Chan, Pharmacist
- Ricky Chan, Pharmacy Technician
- William Jr. Farley, Pharmacy Helper
- Audrey Lee Jai, Pharmacist
- Sytana (Dany) Khloth, Pharmacy Technician
- Haeju (Katie) Kim, Pharmacist
- Cathy Lee, Pharmacist
- Shiaw Huei (Eunice) Lo, Clinical Pharmacist
- Lucy Luu, Clinical Pharmacist
- Susan Rosen, Pharmacist
- Lily Ow, Pharmacist
- Randolf Wolfert, Pharmacy Technician
- Ivy Wong, Pharmacy Technician
- Frances May Fun Yam, Pharmacist
- Mela Yee, Pharmacy Technician
- Audrey Yi, Pharmacist
- Kristy Dang, Pharmacy Technician
- Kien Vuong, Pharmacy Technician
- Greg (Ping Hei) Lee, Pharmacy Technician
- Elizabeth Lau, Pharmacy Technician
- Mandy Sen, Clinical Pharmacist
- Carmelita Leynes, Senior Clerk
- Sandra Matsumura, Pharmacist

**LHH Quality Management Team**
- Christina Martinez, Senior Clerk
- Deilah Angeles, Risk Management Nurse
- Domonic Spaccarotelli, Health Care Analyst
- Eileen McSorley, Infection Control Nurse
- Elena Kaledina, IS Business Analyst
- Elizabeth Dayrit, Utilization Management Nurse Manager
- Jill LeCount, Infection Control Manager, Privacy Officer and Health at Home Liaison
- Jose Lopez, Accounts Clerk
- Karina Yip, Senior Administrative Analyst
- Kirstie Isana, Utilization Management Nurse
- Laurie Agrillo, Nurse Educator
- Leanne Johnson, Nurse Educator
- Luna Tesorero, Performance Improvement/Risk Management Nurse Leader
- Marissa Tina, Utilization Management Nurse

**LHH Social Services Department**
- Susan Schneider, Senior Medical Social Worker
- Linda Hitomi, Medical Social Worker
- Lucy Guzman, Senior Clerk
- Christine Geoghegan, Medical Social Worker
- Rita Ng, Medical Social Worker
- Stefanie Cooke, Medical Social Worker
- Norma Del Rio, Medical Social Worker
- Victoria Cameron, Health Worker IV
- David Crutchfield, Medical Social Worker
- Janis Takamoto, Medical Social Worker
Derek Kerr, MD submitted the following written public comment:

Next to Mivic Hirose, former Laguna Honda COO Mike Llewellyn was the top hospital official. Both were selected for their obedience, and neither tolerated having their decisions questioned. Llewellyn’s downfall came after outside whistleblowers exposed his misconduct. He lasted 5 years because many employees who knew about his wrongdoing said nothing. It’s understandable given the Culture of Dishonesty and the repression of whistleblowers under Mivic Hirose. Although Health Director Garcia mentions the Whistleblower Program in her reports to this Commission, no one at Laguna Honda dared to risk their livelihoods by exposing high-level wrongdoing before it became a public scandal.
Maria Rivero, MD-submitted the following written public comment:

*Not one word has been said by Director Garcia or Mivic Hirose about former LHH COO Michael Llewellyn being escorted off campus late on a Friday afternoon. This speaks to the lack of transparency and communication of the LHH & DPH leadership. The public heard about Llewellyn’s perp walk in the Westside Observer. In case you missed it in the Controller’s Report: “The Whistleblower Program’s investigation substantiated that the employee was romantically involved with the owner of a contractor while the employee was in a position of authority over contracted work. The investigation also substantiated that the employee accepted gifts from representatives of contractors. Also the investigation found that the employee used City resources for personal purposes. The employee was released from the Department. Additional corrective and preventative action is pending”*

**Commissioner Comments/Follow-Up:**
Commissioner Karshmer thanked the LHH staff for the presentation and meaningful work being done at LHH every day.

Commissioner Chow thanked Ms. Hirose for the excellent report.

Commissioner Pating commended the LHH staff for the impactful work.

8) **OTHER BUSINESS**
This item was not discussed.

9) **JOINT CONFERENCE COMMITTEE REPORTS**
There were no meetings of the Joint Conference Committees since the last full Health Commission meeting. Therefore, no reports were made during this item.

10) **COMMITTEE AGENDA SETTING**
This item was not discussed.

11) **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

**CONSIDERATION OF LHH STAFF CREDENTIALING**

**PERSONNEL EVALUATION: BARBARA GARCIA, MPA, DIRECTOR OF HEALTH**

D) Reconvene in Open Session

**Action Taken:** The Commission approved the October LHH Credentials Report and voted not to disclose discussions held in closed session.

12) **ADJOURNMENT**
The meeting was adjourned at 6:46pm.