

**Edward A. Chow, M.D.**  
President

**David B. Singer**  
Vice President

**Cecilia Chung**  
Commissioner

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

**David Pating, M.D**  
Commissioner

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

**Mark Morewitz, M.S.W.**  
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**MINUTES**

**HEALTH COMMISSION MEETING**

**Tuesday, September 1, 2015, 4:00 p.m.**  
**101 Grove Street, Room 300 or Room 302**  
**San Francisco, CA 94102**

**1) CALL TO ORDER**

Present: Commissioner David B. Singer, Vice President  
Commissioner Cecilia Chung  
Commissioner Judith Karshmer, Ph.D, PMHCNS-BC  
Commissioner David Pating, M.D.  
Commissioner David J. Sanchez Jr., Ph.D.  
Commissioner Belle Taylor-McGhee

Excused: Commissioner Edward A. Chow M.D., President

The meeting was called to order at 4:04pm. Commissioner Singer chaired the meeting.

**2) APPROVAL OF THE MINUTES OF THE HEALTH COMMISSION MEETING OF AUGUST 18, 2015**

Action Taken: The Health Commission unanimously approved the minutes of the August 18, 2015 Health Commission meeting.

**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>

**Federal Government Approves Important Medi-Cal Amendments**

The Centers for Medicare and Medicaid Services recently approved two amendments to California's existing 1115 Medicaid Waiver. The first approval authorizes full-scope Medi-Cal for pregnant women earning up to 138% of the federal poverty level. Pregnant women were not included as a group in the initial Medi-Cal expansion; and prior to this approval, were limited to prenatal and postpartum services if earning above 109% of the federal poverty level.

The second approval authorizes the Drug Medi-Cal Organized Delivery System (DMC-ODS), which designates a broad array of Substance Use Disorder services as new Drug Medi-Cal benefits. The DMC-ODS will be integrated into Medi-Cal managed care and implemented as county-run plans that

provide coordinated services on a continuum of care. San Francisco is among the first cohort of counties to implement the DMC-ODS in 2016. San Francisco currently provides most features designated as DMC-ODS services, but through grants and local funds.

### **SFDPH works with SFPD, DOPE Project and City Agencies to Curb Overdose Deaths**

On Thursday, August 27, the San Francisco Police Department issued a press release to announce that a SF Police officer had recently saved the life of a person experiencing an opiate overdose by using naloxone. The June 14th incident marks the first time an SFPD officer used the Naloxone Kit to administer the medication to save the life of a person in crisis. "I have been a supporter of placing Naloxone Kits in SFPD vehicles since the Department of Public Health approached me with their proposal," said Police Chief Greg Suhr. "One life lost to addiction is one life too many. We hope to build upon this success and following a review of the pilot program, I will recommend that every San Francisco Police Officer be trained in its use and every SFPD car be equipped with a Naloxone Kit."

In March of 2015, the SFPD announced the Opiate Overdose Prevention and Treatment program. This two-year pilot program- funded by the San Francisco Department of Public Health Drug Overdose Prevention and Education (DOPE) Program provides officers assigned to the Department's Central, Southern, Mission, Northern and Tenderloin Stations with training and Naloxone Kits to be used in cases of opiate overdose.

### **SFDPH Partners with SF's Interfaith Council to Provide Cooling Shelters for Our Most Vulnerable Populations**

San Francisco has experienced several very warm days this year. With climate change, the number of extreme heat days are likely to increase. Older adults, children and the homeless are particularly vulnerable to heat related illnesses.

Michael Pappas, Executive Director of the Interfaith Council and I are reaching out to San Francisco's faith community to ask that they open their doors to provide cooling shelters and water on the hottest days for our most fragile in the community. Working together, we can help reduce heat related illness and death in San Francisco.

### **PeopleSoft ePerformance module Pilot Program**

A year ago DPH Human Resources decided to move towards making use of the PeopleSoft program to expand our performance management capability. PeopleSoft was purchased by the CCSF and there are various components of it that have been purchased but not fully used. Working with the CCSF Controllers Office and the CCSF Department of Human Resources we designed a pilot program using an online performance appraisal system. The CCSF expanded the pilot program to include three additional departments - the Airport, PUC and the Controller's office.

The ePerformance pilot program is due to go live in September with approximately 460 employees in 19 classifications and 25 managers participating in the pilot. There are four online performance appraisal templates which capture the various departmental nuances of the current paper-based performance appraisals that currently exist.

The online performance appraisal system will have a feature called "self-assessment". This allows employees to document performance notes and apply self-ratings to competencies and other performance factors and share with his or her supervisor. The supervisor can take these comments and ratings into consideration when he or she is completing the performance appraisal.

The performance appraisal cycle will include a time for goal setting during the beginning of the performance appraisal cycle, a mid-year check-in meeting to adjust, change, add or delete goals, and finally, the completion of the online appraisal at the end of the performance appraisal cycle.

There are a number of emails which will be generated from the system at various points in the process to the employee, the supervisor and the reviewer to provide instructions, next steps and to keep everyone aware of the current status of an employee's online performance appraisal. We are in the final stages of user assessment testing and if all goes well, the current timeline is for the system to move into production on August 31st.

### **SF Health Network Receives NRC Path to Excellence Award**

The SF Health Network primary and specialty care clinics have been selected as the Most Improved Facility winner of the Path to Excellence Award, given by the National Research Corporation (NRC). NRC, which administers our patient experience surveys, is recognizing healthcare organizations nationwide for improving patient experience. We are receiving this award specifically for our improvement in scores of Overall Rating of Providers on our clinic patient experience survey (CG-CAHPS). This is an acknowledgment by our patients of the excellent and compassionate care they receive from providers in both primary and specialty care throughout the network. SFHN will receive the award at an event next month in Washington, DC. A huge thank you to our clinic staff and providers for the great work they do every day!

### **SFGH – Transition to Our New Hospital**

Since I last reported to the Commission, our new hospital has received “staff & stock” approval from California's Office of Statewide Health Planning and Development (OSHPD). While we still have a few construction items to complete, this approval clearly signals we are entering a new phase of our hospital “rebuild,” moving from construction to the actual transition into a beautiful brand new, previously unoccupied facility.

Two parts of this new phase I want to highlight at this point are: (1) staff training and orientation, and (2) equipment installation and preparation.

Our staff is happily anticipating the opening of our new hospital. During the first week of September, the plazas around the building, long shrouded and blocked by fencing and tarps, will be opened. This will begin the process of visually integrating the new hospital into the overall campus.

Unit staffs have been completing the process of creating their own transition plans for moving into the new facility, and work plans and processes for unit operations once in the new facility.

While staff access to the new building is presently still limited to those with an actual functional need, general staff orientation tours for all 5,400 people who work at SFGH start September 14. Signage for the new building, including important wayfinding signage, is now being installed.

Brand new medical equipment, which will allow us to provide high-quality patient care, supported by the latest technology, arrives daily. We are already in the process of its installation and testing. Furniture and other equipment, including the IT backbone of the new facility, also continues to arrive, for our deployment and testing.

**COMMUNITY HEALTH NETWORK  
SAN FRANCISCO GENERAL HOSPITAL & TRAUMA CENTER**

AUGUST 2015

Governing Body Report - Credentialing Summary  
(8/20/15 BUSINESS-MEC)

	8/2015	07/2015 to 06/2016
<i>New Appointments</i>	34	78
Reinstatements	1	1
<i>Reappointments</i>	68	119
Delinquencies:		
Reappointment Denials:		
<b>Resigned/Retired:</b>	30	62
<i>Disciplinary Actions</i>		
<b>Administrative Suspension</b>		
<i>Restriction/Limitation-Privileges</i>		
<b>Deceased</b>	1	1
<i>Changes in Privileges</i>		
Voluntary Relinquishments	27	39
Additions	19	34
Proctorship Completed	29	50

<b>Current Statistics – as of 7/31/15</b>		
Active Staff	541	
<i>Courtesy Staff</i>	506	
Affiliated Professionals (non-physicians)	268	
<b>TOTAL MEMBERS</b>	<b>1,315</b>	

<i>Applications in Process</i>	68
<b>Applications Withdrawn Month of AUGUST 2015</b>	1
<b>SFGH Reappointments in Process 9/2015 to 11/2015</b>	166

**LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER**

AUGUST 2015

**Health Commission - Director of Health Report**

(August 6, 2015 Medical Exec Committee)

	August	(FY 2015-2016) Year-to-Date
<i>New Appointments</i>	6	8
Reinstatements	0	0
<i>Reappointments</i>	4	9
Delinquencies:	0	0
Reappointment Denials:	0	0
<b>Resigned/Retired:</b>	5	5
<i>Disciplinary Actions</i>	0	0
<i>Restriction/Limitation-Privileges</i>	0	0
<b>Deceased</b>	0	0
<i>Changes in Privileges</i>		
Additions	0	0
Voluntary Relinquishments	0	0
Proctorship Completed	2	3
Proctorship Extension	0	0

<b>Current Statistics – as of 7/31/2015</b>		
Active Medical Staff	36	
As-Needed Medical Staff	13	
<i>External Consultant Medical Staff</i>	43	
<i>Courtesy Medical Staff</i>	1	
<i>Affiliated Professionals</i>	9	
<b>TOTAL MEMBERS</b>	<b>102</b>	

<b>Applications in Process</b>	5
<b>Applications Withdrawn this month</b>	0

#### Commissioner Comments/Follow-Up:

Director Garcia asked Judith Martin MD, Deputy Director Behavioral Health Services, to answer questions regarding the MediCal amendments described in the Director's Report.

Commissioner Singer asked for clarification on the number of women that would be impacted by the amendments. Dr. Martin stated that she can get back to the Health Commission at a later date with more information on the projected impact of the amendments.

Commissioner Pating thanked Dr. Martin for her work to assist in the getting the new amendments passed. He asked if San Francisco has enough providers to meet the City's needs. Dr. Martin stated that a larger number of licensed clinicians are needed. She stated that discussions are under way to start a safety net addiction residency at Ward 86 at SFGH. She also added the SFPDH will initiate efforts to increase hiring of licensed providers.

Commissioner Pating asked the financial impact of the amendments. Dr. Martin stated that the DPH will report on financial projections as they are developed.

#### **4) GENERAL PUBLIC COMMENT**

There was no general public comment.

#### **5) FINANCE AND PLANNING COMMITTEE**

Commissioner Chung, Chair, stated that the Committee reviewed and recommended all the items on the Consent Calendar for full Health Commission approval.

#### **6) CONSENT CALENDAR**

Action Taken: The following were unanimously approved by the Health Commission:

- REQUEST FOR APPROVAL OF A NEW CONTRACT WITH CROWN WORLDWIDE MOVING AND STORAGE LLC, AN ARMSTRONG RELOCATION COMPANY, IN THE AMOUNT OF \$784,000, FOR MOVING AND RELOCATION SERVICES IN ORDER TO COMPLETE THE MOVE- IN FOR THE REBUILT SAN FRANCISCO GENERAL HOSPITAL TERM OF SEPTEMBER 1, 2015 TO AUGUST 31, 2016 (12 MONTHS).
- REQUEST FOR APPROVAL OF TEMPORARY STAFFING SERVICES IN THE AMOUNT OF \$7,840,000 WITH CROSS COUNTRY STAFFING, INC TO PROVIDE AS-NEEDED SURGE STAFFING FOR THE SAN FRANCISCO GENERAL HOSPITAL REBUILD PROGRAM FOR THE TERM OF SEPTEMBER 1, 2015 THROUGH DECEMBER 31, 2017 (28 MONTHS).
- REQUEST FOR APPROVAL OF A NEW CONTRACT WITH THE PUBLIC HEALTH FOUNDATION ENTERPRISES, INC., IN THE AMOUNT OF \$819,271 WHICH INCLUDES A 12% CONTINGENCY, TO PROVIDE FISCAL INTERMEDIARY/MANAGEMENT OF THE "GETTING TO ZERO CONSORTIUM" INITIATIVE AND MEDICAL RESPITE EXPANSION RENOVATION PROJECT SERVICES, FOR THE PERIOD JULY 1, 2015 THROUGH JUNE 30, 2018 (3 YEARS).
- REQUEST FOR APPROVAL OF A SOFTWARE LICENSE AGREEMENT IN THE AMOUNT OF \$179,200 AND A SOFTWARE MAINTENANCE AGREEMENT IN THE AMOUNT OF \$112,000 WITH RUBICONMD, INC. TO PROVIDE AN E-REFERRAL SYSTEM TO BE USED BY THE SAN FRANCISCO HEALTH NETWORK FOR THE TERM OF NOVEMBER 1, 2015 THROUGH OCTOBER 31, 2018 (36 MONTHS).
- SEPTEMBER, 2015 CONTRACTS REPORT
- RELOCATION REQUEST FOR CATS MEDICAL RESPITE (PROP. I)

**7) SAN FRANCISCO GENERAL HOSPITAL REVISED MEDICAL STAFFBYLAWS**

Jim Marks MD, SFGH CHIEF OF MEDICAL STAFF, reviewed the revisions.

Commissioner Comments/Follow-Up:

Commissioner Pating stated that the recommended changes look acceptable.

Commissioner Sanchez asked why, under 5.2.2, the term “Chief Executive Officer” was removed. Dr. Marks stated that this was an error and noted the Health Commission should vote on the revision with this term included in the text.

Action Taken: The Health Commission unanimously approved the revisions to the SFGH Medical Staff Bylaws with the term “Chief Executive Officer” added back to Section 5.2.2.

**8) SAN FRANCISCO HEALTH NETWORK (SFHN) UPDATE**

Roland Pickens, Director, and Alice Chen MD, Chief Medical Officer, gave the presentation.

Commissioner Comments/Follow-Up:

Commissioner Taylor-McGhee asked for clarifications on the purpose of the Transitions section of the SFHN. Dr. Chen stated that Transitions works to place San Francisco Health Network patients/clients into the lowest level of care that is appropriate.

Commissioner Taylor-McGhee asked how Transitions can be improved. Director Garcia stated that the Mayor has added 500 units of housing which will assist Transitions to increase stabilization services.

Commissioner Karshmer asked for more information regarding plans to meet hiring goals. Dr. Chen stated that the SFDPH Human Resources Department has been working on multiple levels within the SFDPH and within CCSF to make improvements in the time it takes to hire staff. Mr. Pickens noted that substantial reductions in the amount of time to hire staff were made in the SFGH Rebuild project; lessons learned from this area will be shared throughout the SFDPH.

Commissioner Sanchez commended Mr. Pickens, Dr. Chen and the SFHN staff for the impactful progress in many areas.

Commissioner Singer stated that extremely high-performing organizations focus on data showing success and challenges. He encouraged future SFGH presentations to include challenge areas.

Commissioner Singer noted that the SFGH Joint Conference Committee (JCC) reviewed SFGH quality data that differed from data reported in this SFHN update. Dr. Chen stated that some of the SFHN quality data reported for SFGH is a subset of the much more extensive data required by regulatory bodies. She noted that the SFGH quality measures for SFHN only include provider and hospital ratings. She also stated that SFHN is meeting on September 9th to review its metrics and develop new stronger measures.

Commissioner Pating thanked Mr. Pickens and Dr. Chen for the informative presentation. He noted that he perceives four main metrics” primary care capacity, institutional flow, revenue, and overall patient satisfaction.

Commissioner Taylor-McGhee asked for more information on trends in patient dissatisfaction. Dr. Chen stated that the primary care clinics have done impactful work in this area. The result was to develop a phone-in system for instant access to appointments.

Commissioner Singer encouraged SFHN to be ambitious when developing new metrics because it gives incentive for improvement. Mr. Pickens stated that the SFHN strives to set targets that are ultimately reachable and are within the range of national benchmarks.

Commissioner Singer requested a SFDPH Human Resources presentation to the full Health Commission to give an update on the improvements made within the SFGH Rebuild hiring project and plans to improve the hiring process throughout the SFDPH.

Commissioner Taylor-McGhee congratulated the SFHN for its mammography rates. Mr. Pickens stated that each medical home team works to sustain these rates. The medical assistants review patients' charts to determine if someone is due for a mammography.

#### **9) SAN FRANCISCO HEALTH NETWORK HIGHLIGHT: TRANSITIONS**

Kelly Hiramoto, Acting Director, gave the presentation.

##### Commissioner Comments/Follow-Up:

Commissioner Taylor-McGhee asked why the number of stabilization rooms decreased. Ms. Hiramoto stated that some rooms have been taken offline so they can be rented by landlords for market rent; she also noted that some rooms were taken offline due to quality issues.

Commissioner Pating asked for information on the types of housing options offered to Navigation Center participants. Ms. Hiramoto stated that permanent housing is offered to Navigation Center participants. She added that success of this model is due to allowing partners, friends, and pets to stay together.

Commissioner Pating asked the number of beds at the Navigation Center. Ms. Hiramoto stated that there are 75 beds but some are used by the Homeward Bound Program for overnight stays before sending individuals to their home towns via bus.

Commissioner Singer asked if the data gathered has shown that some assumptions about the homeless population were incorrect. Ms. Hiramoto stated that the data reinforced the understanding that there are more youth and LGBT than other populations.

Commissioner Pating asked how the SFDPH tracks high utilizers of multiple services (HUMS) and high utilizers of single services (HUSS). Ms. Hiramoto stated that data from many databases are used to track these populations; she noted that the SFDPH can only use its own data and is not able to track when individuals access services at other hospitals and clinics.

Commissioner Singer asked for more information on the top 1% of service users. Ms. Hiramoto stated that the SFDPH is interacting with these individuals more effectively by having its system notify the case management team that a member of this group is accessing services; this enables the team experienced with the individual to provide the most effective assistance. Commissioner Singer asked for a future presentation on the HUMS and HUSS populations with an accompanying data analysis.

Commissioner Pating requested a future presentation of skilled nursing and board & care needs in San Francisco.

Commissioner Taylor-McGhee asked where behaviorally challenged patients are placed in board and care facilities. Ms. Hiramoto stated that due to the lack of board and care facilities that specialize in behaviorally challenged patients in San Francisco, many of these individuals are placed out of the county.

Director Garcia commended Kelly and the Transition team for working with the SFDPH's most challenging and complex individuals.

Commissioner Karshmer asked for clarification on strategies that can be used to effectively work with these populations. Ms. Hiramoto stated that more stabilization rooms are needed to provide basic housing as a step in the process. She added that the SFDPH also plans to add mental health services as part of outreach and to expand the Hummingbird program with 14 additional beds. She also stated that modular structures will be added to provide additional treatment and stabilization services. Director Garcia stated that the Mayor is concerned about this population and has given direction to find creative and effective solutions.

Commissioner Karshmer stated that collecting standardized data for these populations is an important step to better understanding the trends.

Commissioner Chung noted that some individuals become destabilized when housed due to life-long trauma. She thanked Ms. Hiramoto and the Transitions team for the impactful work they do each day.

Commissioner Sanchez commended Ms. Hiramoto and the Transitions team for utilizing creative strategies to meet complex clients needs.

Commissioner Pating noted that homelessness is the most serious health issue in San Francisco. He also asked if the Health Commission can pass policies that will help save single residence occupancy (SRO) hotel and board & care beds.

Commissioner Pating noted that the STOP model successfully paid participants \$10.00 for clean urine specimens and suggested that the SFDPH consider piloting a similar model to assist in getting individuals with complex issues to physician appointments.

Commissioner Singer stated that he is concerned about the loss of stabilization and board & care beds in San Francisco. He noted, however, that during the September 1, 2015 Finance and Planning Committee, he heard that St. Anthony's has chosen to rent one of its properties to a SFDPH vendor. He noted that it is important to recognize and celebrate landlords who prioritize helping the safety net population in San Francisco.

Commissioner Singer stated that the presentation shows that service encounters with African American clients have increased. He asked what strategies the SFDPH is utilizing to ensure it is providing culturally appropriate services. Ms. Hiramoto stated that staff receive cultural humility training and are directed to engage all clients with respect and dignity.

**10) OTHER BUSINESS:**

This item was not discussed.

**11) JOINT CONFERENCE COMMITTEE REPORTS**

Commissioner Singer gave an update on the August 26, 2015 SFGH JCC meeting. He stated that in open session, the Committee reviewed: the Quality and Regulatory Affair reports; Patient Experience presentation; Rebuild/Transition update; Hospital Administrator's Report; Patient Care Service Report; the SFGH RN Hiring and Vacancy report; and the Medical Staff report. He added that in closed session, the Committee approved the Credentials and PIPS reports.

**12) COMMITTEE AGENDA SETTING**

This item was not discussed.

**13) ADJOURNMENT**

The meeting was adjourned at 6:25pm.