HEALTH COMMISSION
CITY AND COUNTY OF SAN FRANCISCO

Edwin M. Lee, Mayor
Department of Public Health

MINUTES
HEALTH COMMISSION MEETING
Tuesday, July 5, 2016, 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 Cecilia Chung Commissioner
Commissioner Judith Karshmer, Ph.D., PMHCNS-BC
Commissioner David Pating, M.D.
Commissioner David J. Sanchez Jr., Ph.D.

Excused: Commissioner David B. Singer, Vice President

The meeting was called to order at 4:08 pm

2) APPROVAL OF THE MINUTES OF THE HEALTH COMMISSION MEETING OF JUNE 21, 2016

Action Taken: The Health Commission unanimously approved the minutes.

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

Mayor Announces New Navigation Center and Encampment Response Team
Mayor Edwin M. Lee announced last week the opening of the second Navigation Center located at the Civic Center Hotel at 20 12th Street. The Navigation Center is part of the Mayor’s pioneering approach to help homeless individuals move off the streets and into stable housing or residential programs where they have access to the services they need to stabilize their lives.

Navigation Center 2 will have 93 beds and will build off of the success of the first Navigation Center at 1950 Mission Street, which has served 550 clients in a little over a year. Over 80 percent of clients who have left the Navigation Center have exited to stable supportive housing or have reunited with friends and family. The City will partner with longtime housing provider Community Housing Partnership (CHP) to manage Navigation Center 2.
The second Navigation Center building is owned by the UA Local 38 Plumbers Union Pension Trust Fund and will be rebuilt in two years to include 550 homes with 110 permanently affordable homes for formerly homeless people and current residents of the new Navigation Center.

At the press hearing, Department of Homelessness and Supportive Housing (DHSH) Director Jeff Kositsky also announced the creation of the Encampment Response Team (ERT) to provide services for people living in encampments on City streets. The ERT will be responsible for identifying and tracking encampments, providing community outreach to neighbors, and implementing outreach and shelter placement. The ERT will be a coordinated effort led by DHSH with support from the Mayor’s Fix-It Team, the Homeless Outreach Team, Public Works, Department of Public Health, SF Police Department, SF Fire, and Rec and Parks.

**Mayor Lee announces 57 High Priority Vision Zero Projects**

On Thursday, June 30th, Mayor Lee and the San Francisco Municipal Transportation Agency (SFMTA) joined by the Department of Public Health, San Francisco Police Department and other City agencies announced the City’s new listing of high-priority Vision Zero projects – 57 high-priority projects that will be initiated this year. Vision Zero is the City’s goal to have zero traffic fatalities by 2024. Working with communities and advocacy groups, high profile projects have been identified that will reduce injury and fatalities.

The 57 high-priority projects will be initiated in 2016 and include: 22 capital construction projects that will be complete by the end of 2017, 21 more capital projects that will reach a major milestone and 14 non-construction initiatives (enforcement, education, evaluation and policy efforts) that will be complete by end of 2017.

An interactive map of the 57 high-priority Vision Zero projects and programs can be found at: [http://visionzerosf.org/maps-data/](http://visionzerosf.org/maps-data/).

**The National Day of Action: Family Sit-In to Disarm Hate**

Congresswoman Nancy Pelosi, Congressman Mike Thompson, Congressman Eric Swalwell, Congressman Mike Honda, Congresswoman Barbara Lee, Congressman Jerry McNerney and Congressman Brad Sherman gathered on Wednesday, June 29th at Zuckerberg San Francisco General to highlight the National Day of Action on Gun Violence Prevention, where they held a press event to encourage members of Congress to confront gun violence by allowing a vote on “No Fly, No Buy” and legislation to strengthen background checks. This “Family Sit-In to Disarm Hate” came soon after the Orlando shootings which prompted House Democrats to hold a historic “No Bill, No Break” sit-in on the House Floor. The event was well attended by community members including gun violence survivors and activists. ZSFG physician and UCSF Professor of Surgery, Peggy Knudsen addressed the crowd and called for an end to restrictions on gun violence research in America.

**Electronic Health Record (EHR) Update**

The Electronic Health Record steering committee met on Weds, June 29th to ratify their charter for the DPH-APeX Electronic Health Record plan. The charter covers program initiation governance including charters for the steering committee, decision workgroup approach, and project lead team, and was ratified unanimously by members of the steering committee. Last week it was announced that Albert Yu, MD, MPH, MBA will transition from his current dual roles as SFHN Director of Ambulatory Care and DPH Chief Health Information Officer to focus solely on the latter role leading DPH’s organizational transformation to adopt a single EHR across all of DPH’s clinical programs. Albert will serve as the lead physician executive in this initiative, reporting to Roland Pickens, Director of San Francisco Health Network, and closely collaborating with the DPH and SFHN executive leadership teams, including Bill Kim, DPH Chief Information Officer and the entire IT department. He will also actively work with UCSF executive and IT leadership to strengthen a century-long partnership to adopt UCSF’s EHR called APeX, which stands for “Advanced Patient-Centered Excellence.” Ambulatory Care will remain its own Division within SFHN and will report directly to Roland Pickens, Director, SFHN. Assisting Roland in his oversight of the Ambulatory Care Division, Deputy Director of SFHN, Marcellina Ogbu will provide executive
responsibility for Behavioral Health Services; Chief Medical Officer, Alice Chen will provide executive responsibility for Primary Care and Jail Health Services and Roland Pickens will provide executive responsibility for Maternal and Child Health.

**Community Health Network (CHN) Expansion**
The Asian & Pacific Islander Wellness Center Clinic and the Marin City San Francisco Bayview Hunters Point Clinic will be joining the San Francisco Health Plan as providers and will be part of the CHN medical group. These two Federally Qualified Health Center (FQHC) clinics will provide primary care and some specialty care services, while partnering with SFHN for hospital and specialty services that they do not provide onsite. The partnership between SFHN and each of these two clinics will be similar to the relationship between SFHN and the San Francisco Community Clinic Consortium clinics.

The Asian & Pacific Islander Wellness Center Clinic is located in the Tenderloin on Polk Street near Ellis, and offers health care to anyone, with a population focus on LGBTQ and communities of color. The Marin City San Francisco Bayview Hunters Point Clinic is located on 3rd Street in the Bayview in SF. The Clinic held its grand opening on March 1, 2016 and estimates that it will get 15,000 visits per year. This is an exciting opportunity for SFHN to partner with more clinics in the community and to serve more San Francisco residents. The expected go-live date is August 1, 2016.

**Summer Food Programs in the City**
Twenty-eight percent of San Franciscans cannot afford healthy food and are considered food insecure. Summertime is especially hard on low income families who rely on school based programs during the year for at least some of their kids’ meals. The Summer Food Service Program was established to ensure that low-income children continue to receive nutritious lunches and snacks when school is not in session. The Department of Children, Youth and Families coordinates this effort with SFUSD, and works with Revolution Foods to provide lunches and the SF Marin Food Bank to provide snacks each day at schools with high concentrations of low income children.

EatSF is a healthy food program that supplies low-income San Franciscans with vouchers for free fruits and vegetables. Participants are able to redeem vouchers at local markets, including those that have been refreshed by the Healthy Retail SF program to stock healthier items including fruits and vegetables. This summer EatSF, sponsored in part by the City and County of SF, partnered with Department of Public Health’s Veronica Shepard and held a Spring Produce Promotion, getting thousands of free produce vouchers into the hands of Bayview neighborhood residents.

A prescription food program was piloted this summer at The SF Health Network’s Maxine Hall Health Center that serves the City’s Western Addition. With assistance from Stanford’s d.school, Rita Nguyen, UCSF Physician and Zuckerberg San Francisco General Medical Director of Healthy Food Initiatives, piloted a Therapeutic Food Pantry and teaching kitchen where diabetic patients were able to fill “prescriptions” for nutritious foods and learn healthy cooking techniques and recipes from a nutritionist. Food was supplied by the SF Marin Food Bank. The program was very popular among patients and providers and Dr. Nguyen is working with other SF Health Network clinics to expand the program.

At SF Health Network’s Zuckerberg San Francisco General, the Wellness Center packages food from its rooftop garden and works through hospital programs including smoking cessation groups and hypertension reduction groups to get fresh produce into patients’ hands along with education and cooking tips. Their recent Summerfest brought the community in for farmer’s market giveaways, health screenings, and information on accessing food programs like CalFresh (Food Stamps) and WIC (vouchers for healthy food for low-income mothers). Together we can work to help end hunger in the City.
Sugary Drinks Ordinance Update
In July 2015, the Board of Supervisors followed the science on the health harms of sugary drinks and approved an ordinance requiring certain sugary drink advertisements in San Francisco to carry a warning label covering 20 percent of the advertisement. The required notice would say, “WARNING: Drinking beverages with added sugar(s) contributes to obesity, diabetes, and tooth decay. This is a message from the City and County of San Francisco.” Shortly after passage, the American Beverage Association and other industry groups sued the City and asked for a preliminary injunction to halt implementation until the courts had determined the legality of such a warning.

In June 2016, U.S. District Judge Chen ruled that the required warning was factual and accurate and was justified by the City’s interest in protecting public health and safety and implementation could proceed while the lawsuit proceeded in court. The same month, the industry appealed that decision to the 9th US Circuit of Appeals and Judge Chen chose to grant the industry’s motion for a preliminary injunction. He did so because there are unsettled questions in the Ninth Circuit about health and safety disclosures, and preferred for the 9th US Circuit to weigh in on the issue. The delay is expected to be relatively brief (six months) because Judge Chen expects the appeal is likely to be expedited.

Interrupt, Predict, Organize for a Safer San Francisco (IPO) Program:
On June 17th, DPH Human Resources hosted an orientation for six participants from the IPO employment program (Interrupt, Predict, Organize for a Safer San Francisco), who are beginning a year-long placement with DPH. IPO, which was created in 2012 as part of Mayor Ed Lee’s Violence Prevention and Intervention initiative, provides job readiness training, paid employment opportunities, and community-based services for high-risk youth who have shown a desire and readiness to build job skills and secure stable employment. The participants will be working as Public Service Trainees at various locations including ZSFG, Laguna Honda Hospital, Population Health, and IT Procurement. “This is a wonderful new partnership for DPH that is really aligned with our mission and values,” said HR’s Joel Carter, who led the orientation. “And it’s a great group of young folks who are excited about the opportunity to be a part of DPH.”

Dr. Barry Zevin and Shape UP San Francisco honored at Livability Awards
Livable City is a local non-profit focused improving transportation, land use, open space, and improving neighborhoods. They also put on the popular “Sunday Streets” program in San Francisco, where popular thoroughfares are closed off to traffic allowing for food vendors, activities and more. On Thursday, June 23rd, they presented the 2016 San Francisco Livability Awards to two DPH recipients: Barry Zevin M.D., medical director of the Homeless Outreach Team and the Shape Up San Francisco Coalition. Dr. Zevin was awarded for his over 25 years of dedication as a healthcare provider for the SF homeless population. Shape up SF was recognized for its work in decreasing sugary drink consumption, increasing physical education, increasing walking to school for our public school students and launching and supporting Sunday Streets. Dr. Zevin’s family was there to accept the honor on his behalf and several members of the Shape Up SF Coalition, including DPH staff Patricia Erwin, Christina Goette, Marianne Szeto, and Dedriana Lomax were in attendance.

ZSFG Pharmacy Promotions
The Zuckerberg San Francisco General pharmacy has announced the promotion of two of its most highly regarded staff members. Jeanette Cavano is the new ZSFG Pharmacy Director. David Smith will assume Jeanette’s role as the Ambulatory Care Pharmacy Supervisor. Jeanette and David will provide the vision and leadership that will take the pharmacy program to a new level. Elena Tinloy has been an outstanding Director and will remain at ZSFG, through July 29th in a supporting role. Jeanette and David each have a collaborative, open style and offer a systems perspective for improving care. Their leadership style is one that fosters excellence and innovation. Please join me in welcoming Jeanette and David in their new roles at ZSFG!
**DPH at 2016 Pride Parade**

DPH had one of their largest contingents ever in this year’s parade, with three floats and participants from almost every DPH division including ZSFG, Laguna Honda, Primary Care, Behavioral Health, Population Health, Bridge HIV, Black African American Health Initiative, Maternal and Child Health and more. Trucks were donated by Golden Gate Tow for the third year in a row, and marchers handed out condoms and public health information to the crowd. The new “Our sexual health” PrEP campaign announced recently by DPH and the Mayor’s office had a beautiful and eye catching float supporting the new ad campaign and promoting use of PrEP to African American and Latino men who have sex with men (MSM), and transgender women, who are most at risk. We would like to thank the Pride Planning Committee that worked so hard to make this year’s contingent a huge success. You all worked with so much dedication and drive. We appreciate all of our volunteer contingent monitors who were responsible for making sure no one got hurt in the parade. We would also like to thank staff, family members and friends who showed their support by marching with us. It was a fantastic event, and congratulations to all who were a part of it.

**Media Round Up**

The San Francisco Department of Public Health has had much media coverage in the past couple of weeks. Here’s a sampling of articles that have appeared in both local and national press.

**AMP Study** – Scientists find success in a new form of treatment for HIV through means of inoculation and hope this is the right path to vaccine.  

**Naloxone Study** – A new study shows Naloxone has promise in preventing overdose deaths in opiate users.  

**Food Venders at Pride** – SFPDH compliance enforcement for having a permit to serve food was stepped up in an effort to prevent any illnesses from poorly prepared food.  
http://sfist.com/2016/06/23/officials_plan_pride_crackdown_on_u.php

**Meningococcal Warning** – The SFPDH advised people to get vaccinated for Meningococcal virus, an infectious virus that could lead to meningitis.  

**Homelessness** – A coalition of over 70 newspapers focused attention on homelessness in the city last week. Called the “SF Homeless Project” its goal was to bring greater attention and offer solutions that might ease the severity of the homeless issue in San Francisco.  
http://projects.sfchronicle.com/sf-homeless/overview/  
http://projects.sfchronicle.com/sf-homeless/  
http://www.sfexaminer.com/psychiatrists-prescription-addressing-homelessness/

**Transgender Health Issues** – SFPDH Transgender Health Services Director, Julie Graham, sat down to talk with KALW  

**Vision Zero**  
Commissioner Comments/Follow-Up:
Commissioner Chow requested that Director Garcia present ongoing updates regarding the transfer of DPH programs and related budget to the new Department of Homelessness and Supportive Housing. Director Garcia stated that she will report back in August. She added that the SFDPH “brick and mortar” programs will be transferred but the SFDPH will continue to provide clinical supportive services to the housing programs.

4) GENERAL PUBLIC COMMENT
Matt Osborne, Lower Haight business owner, stated that the medical marijuana dispensary application for a SPARC in the neighborhood is troubling. He noted that the neighborhood has been plagued by illicit drug issues for years and that the elementary school is only 500 feet away. He also stated that he is not unsupportive of medical marijuana but is concerned about the health and wellbeing of his community.

Brian Brooks, Lower Haight merchant, stated that he is a 20-year resident of the neighborhood and noted there have been years of violence and assaults in the area. He also stated that the community became aware of the business application only on May 19, 2016 and had only 2 weeks to organize.

Roma Guy, Tax Payers for Public Safety and co-chair of the workgroup to re-envision the jail replacement project, stated that she appreciates the work of the SFDPH and the Sheriff’s Office to create a new framework. She reminded the Commissioners that issue of jail inmates is one of public health and ethical relevance because it is so closely tied to homelessness. She added that 78% of San Francisco Jail inmates spend less than 7 days in jail and 86% are in pre-trial which means they have not been sentenced. She also stated that two thirds of inmates are people of color and that a discharge and release center needs to be planned to better serve this population.

5) FINANCE AND PLANNING COMMITTEE
Commissioner Chung, Chair, stated that the Committee recommended that the full Health Commission approve the Contracts Report and the new contract request with Press Ganey Associates on the Consent Calendar. She added that the Committee also received a presentation on SFDPH contractor client outcomes and evaluation. The SFDPH 3rd Quarter Financial Report was also presented.

Commissioner Sanchez noted that Press Ganey Associates do not have offices on the west coast. Roland Pickens, Director of the San Francisco Health Network, stated that Press Ganey Associates was chosen through an RFP process and noted that the vendor serves several hospitals in the Bay area.

Commissioner Chow stated that at the Committee he inquired about the vendor’s capacity to work with entities other than hospitals and was satisfied that the SFDPH health centers and mental health programs can benefit from work with the organization.

Commissioner Chung stated that the vendor will eventually work with Jail Health Services to survey the inmates.
6) **CONSENT CALENDAR**

**Action Taken:** The following items were unanimously approved.

- JULY 2016 CONTRACTS REPORT
- REQUEST FOR APPROVAL OF A NEW CONTRACT WITH PRESS GANEY FOR THE DEVELOPMENT AND ADMINISTRATION OF PATIENT AND EMPLOYEE WORKFORCE EXPERIENCE SURVEY SERVICES, IN THE AMOUNT OF $2,247,753 FOR THE TERM OF JULY 1, 2016 TO JUNE 30, 2022 (72 MONTHS).

7) **RESOLUTION OF COMMITMENT TO TRAUMA CARE**

Susan Ehrlich, MD, ZSFG Chief Executive Officer, presented the resolution.

**Commissioner Comments/Follow-Up:**
Commissioner Karshmer asked for clarification for the reason for the resolution. Dr. Erhlich stated that the resolution is part of the regular process to prepare for surveys to ensure that ZSFG continues to be certified as a Level 1 Trauma Center.

**Action Taken:** The resolution was unanimously approved.

8) **JAIL HEALTH SERVICES UPDATE**

Lisa A. Pratt, MD MPH, Director/Medical Director, presented the update.

**Commissioner Comments/Follow-Up:**
Commissioner Sanchez thanked Dr. Pratt for the excellent report and commended the Jail Health Services for their impactful work.

Commissioner Chung asked what the term “specialty services” refers to in the San Francisco jails. Dr. Pratt stated that OB-GYN and podiatrist services are offered in the jails.

Commissioner Chung asked for more information on specialty housing. Dr. Pratt stated that inmates who are unable to be independent or have complicated medical issues are housed in a special medical unit. She added that inmates with mental health issues are housed in observation units to get necessary support.

Commissioner Chung asked for information regarding the number of inmates sent to ZSFG who went to Psychiatric Emergency Services (PES). Dr. Pratt stated that 613 inmates were sent to ZSFG emergency services, of this amount, 330 were sent to PES.

Commissioner Chung asked how Jail Health Services gets involved in inmates who are on a hunger strike. Dr. Pratt stated that Jail Health Services monitors the inmates’ weight, lab data, urine output, energy level and ability to interact. She noted that if a person is determined to have mental capacity to make the decision to begin a hunger strike at the beginning of the process, they are allowed to refuse treatment or food while in jail. She added that the situation becomes more complex when an individual gets very ill.

Commissioner Pating asked for the cost information on short term and very long term inmates. Dr. Pratt stated that the Jail Health Service electronic medical system does not have the capacity to
provide that level of information at this time. She stated that anecdotally, short term inmates usually cost less because the care provided is similar to lower acuity urgent care; longer term inmates may need chronic care and ongoing medication.

Commissioner Pating stated that he read in the meeting materials that Jail Health Services does not receive preferred pricing on medications. Dr. Pratt stated that MediCal and Medicare do not reimburse for services provided in the Jails; if an inmate has an acute issue and needs to be hospitalized, third-party reimbursement resumes at that time. She also stated that SFDPH continues to explore pricing options; she noted that the 340B program excludes people who are incarcerated. Director Garcia stated that the SFDPH has been working with the Sheriff’s Department to establish a process to enable inmates to have their MediCal benefits reinstated when they are released.

Commissioner Karshmer asked if Jail Health Services is using telehealth. Dr. Pratt stated that Jail Psychiatric Services is exploring the use of tele-psychiatry.

Commissioner Karshmer stated that the jail inmate population seems very similar to the San Francisco homeless population. Dr. Pratt stated that approximately 30% of San Francisco jail inmates are homeless.

Commissioner Chung asked how many of the 8,900 HIV tests conducted in 2015 had a positive result. Dr. Pratt stated that the 8,900 figure describes the number of HIV and Hepatitis C tests done. She noted that only 7 HIV tests had a positive result in 2015. She added that many inmates have Gonorrhea, Chlamydia, and/or Syphilis.

Director Garcia thanked Dr. Pratt for the presentation and former Health Commission, Roma Guy, for her work on helping to determine a plan for a new jail or facility. She noted that for decades San Francisco has used its General Fund to provide excellent services to inmates. She noted that both adolescents and adults lose their MediCal benefits when incarcerated; the SFDPH continues to advocate on this issue.

Commissioner Chow encouraged Jail Health Services to explore benefits of accreditation.

9) WHAT IS COLLECTIVE IMPACT?
Tomas J. Aragon, MD MPH, Health Officer and Director, Population Health Division, gave the presentation.

Commissioner Comments/Follow-Up:
Commissioner Chow asked how Lean fits into the Collective Impact model. Dr. Aragon stated that both models complement each other: Lean focuses on results and Collective Impact impacts the process that leads to results.

Commissioner Pating asked how collective impact projects are funded. Director Garcia stated that each project is funded independently and funding has been added to the Public Health Division for Backbone activities.
Commissioner Pating asked how long it takes for a new idea to be put into a collective impact structure. Director Garcia stated that it takes time to assess a situation and projects need to compliment the Community Health Plan.

Commissioner Karshmer thanked Dr. Aragon for the effective work and requested that language from the Collective Impact, Trauma Informed, and Lean models continue to be used in presentations to the Health Commission.

10) **SFDPH IT UPDATE ELECTRONIC HEALTH RECORDS READINESS**
Bill Kim, SFDPH Chief Information Officer, gave the presentation.

**Commissioner Comments/Follow-Up:**
Commissioner Chow asked for clarification on the “Go Live 1 and 2” options. Mr. Kim stated that a certain number of trainers and amount of infrastructure are necessary to launch the EHR. The SFDPH plans to have two phases of launching to best utilize available resources. Albert Yu, SFDPH CMO, stated that through experience of launching AVATAR and eClinical, SFDPH staff have learned that it is best to launch in small batches so that lessons can be learned along the way and to decrease the impact on workflow.

Commissioner Chow asked for an update as the specifics of the “Go Live” phases are determined.

Commissioner Pating asked what criteria will help determine whether the SFDPH will move forward with UCSF as its EPIC vendor. Dr. Yu stated that the budget and timeline that UCSF presents will be one of the key criteria to determine the path to move forward.

Commissioner Pating asked if September is a realistic timeline for the UCSF proposal. Dr. Yu stated that the SFDPH is still hopeful that this timeline is realistic.

11) **OTHER BUSINESS:**
Commissioner Chow reminded the Commissioners that the community meeting to discuss public health issues in the Tenderloin will be held on September 6, 2016.

12) **JOINT CONFERENCE COMMITTEE REPORTS**
Commissioner Chow, ZSFG JCC Chair, stated that in open session the committee discussed the following items: Quality Management and Regulatory Affairs Reports, Quality Measure Update, Acute Hospital Care for LHH Patients; he noted that the Committee requested an update on this issue after the LHH JCC has discussed the matter. The remaining open session reports were: Emergency Department Flow Tactic, Rebuild/Transition Update; the project is on schedule, Hospital Administrator’s Report, Patient Care Service Report, and Hiring and Vacancy Report. During the Medical Staff Report, the following were approved: Anesthesia Service Rules, Consent Form Revision, Credentials, Medicine Service Rules, Revised Peer Reference Form Revision, and ED Privilege List Revision. He also stated that in closed session, the Committee approve the Credentials, Quality and PIPS reports.

13) **COMMITTEE AGENDA SETTING**
This item was not discussed.
14)  **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) and to invoke the attorney-client privilege (San Francisco Administrative Code Section 67.10(d))

C)  Closed Session pursuant to Cal. Government Code Sec. 54957(b) and S.F. Adm. Code Sec. 67.10(b):

   PUBLIC EMPLOYEE PERFORMANCE EVALUATION: Health Commission Executive Secretary -- Mark Morewitz

D)  Reconvene in Open Session: Motions and vote on whether to disclose any or all of the closed session discussions, San Francisco Administrative Code Section 67.12(a)

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

15)  **ADJOURNMENT**

The meeting was adjourned at 6:37pm.