

Edward A. Chow, M.D.
President

David B. Singer
Vice President

Cecilia Chung
Commissioner

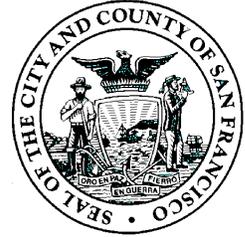
Judith Karshmer, Ph.D., PMHCNS-BC.
Commissioner

David Pating, M.D
Commissioner

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

**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.
Executive Secretary

TEL (415) 554-2666

FAX (415) 554-2665

Web Site: <http://www.sfdph.org>

MINUTES

HEALTH COMMISSION MEETING

Tuesday, April 19, 2016, 2:00 p.m.

**101 Grove Street, Room 300 or Room 220
San Francisco, CA 94102**

1) CALL TO ORDER

Present: Commissioner Edward A. Chow M.D., President
Commissioner David B. Singer, Vice President
Commissioner Judith Karshmer, Ph.D, PMHCNS-BC
Commissioner David Pating, M.D.
Commissioner David J. Sanchez Jr., Ph.D.

Excused: Commissioner Cecilia Chung Commissioner

The meeting was called to order at 4:02pm

2) APPROVAL OF THE MINUTES OF THE HEALTH COMMISSION MEETING OF APRIL 5, 2016

Commissioner Comments/Follow-Up:

Commissioner Singer stated on page 5, his statement should be changed to, "Commissioner Singer asked how the stock would be valued for tax purposes."

Commissioner Pating stated that his statement on page 8 should be changed to, "Commissioner Pating suggested that San Francisco develop a coherent transportation strategy."

Action Taken: The Health Commission unanimously approved the minutes with the edits noted above.

3) GENERAL PUBLIC COMMENT

There was no general public comment.

4) FINANCE AND PLANNING COMMITTEE

Commissioner Chow chaired the meeting and stated that the Committee reviewed and recommended all the items of the Consent Calendar for approval by the full Health Commission. He added that as part of the discussion regarding the contract with Rona Consulting Group, Director Garcia stated that the Health Commission would receive Lean updates twice a year.

Director Garcia stated that an eventual goal is to integrate Lean into the SFDPH without need or cost of external consultants.

5) CONSENT CALENDAR

Action Taken: The following items were unanimously approved:

- REQUEST FOR APPROVAL OF A NEW CONTRACT WITH COMTEL SYSTEMS TECHNOLOGY INC. IN THE AMOUNT OF \$1,721,531, TO SECURE COMPREHENSIVE PRODUCT ENHANCEMENTS AND UPGRADES, SUPPORT, EQUIPMENT MAINTENANCE AND SOFTWARE MAINTENANCE SERVICES FOR THE NEW RAULAND-BORG NURSE CALL SYSTEM INSTALLED AT ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL, FOR THE PERIOD OF MAY 1, 2016 THROUGH APRIL 30, 2021 (5 YEARS).
- REQUEST FOR APPROVAL OF A CONTRACT WITH RONA CONSULTING GROUP FOR KAIZEN WORKSHOPS, LEAN MANAGEMENT INITIATIVES, 3P WORKSHOPS, AND OTHER SERVICES IN FURTHERANCE OF DPH'S SERVICE EXCELLENCE PROGRAM ACROSS SEVERAL DPH DIVISIONS IN THE AMOUNT OF \$2,687,216 FOR THE PERIOD OF JANUARY 1, 2016 THROUGH DECEMBER 31, 2019 (48 MONTHS).
- REQUEST FOR APPROVAL OF A CONTRACT WITH MEI ARCHITECTS FOR SERVICES IN FACILITIES COMPLIANCE, PROGRAMMING, AND FEASIBILITY ASSESSMENTS FOR SAN FRANCISCO GENERAL HOSPITAL BUILDINGS 1, 9, 10, 20, 30, AND 40 IN THE AMOUNT OF \$514,472 FOR THE PERIOD OF APRIL 1, 2016 THROUGH MARCH 31, 2018 (24 MONTHS).
- REQUEST FOR APPROVAL OF A CONTRACT WITH LDA ARCHITECTS INC. FOR SERVICES IN FACILITIES COMPLIANCE, PROGRAMMING, AND FEASIBILITY ASSESSMENTS FOR SAN FRANCISCO GENERAL HOSPITAL BUILDINGS 1, 9, 10, 20, 30, AND 40 IN THE AMOUNT OF \$496,692 FOR THE PERIOD OF APRIL 1, 2016 THROUGH MARCH 31, 2018 (24 MONTHS).
- REQUEST FOR APPROVAL OF A CONTRACT WITH FONG AND CHAN ARCHITECTS FOR SERVICES IN FACILITIES COMPLIANCE, PROGRAMMING, AND FEASIBILITY ASSESSMENTS FOR SAN FRANCISCO GENERAL HOSPITAL BUILDINGS NOS. 80/90 IN THE AMOUNT OF \$446,765 FOR THE PERIOD OF APRIL 1, 2016 THROUGH MARCH 31, 2018 (24 MONTHS).
- REQUEST FOR APPROVAL OF A CONTRACT WITH HGA ARCHITECTS AND ENGINEERS FOR SERVICES IN FACILITIES COMPLIANCE, PROGRAMMING, AND FEASIBILITY ASSESSMENTS FOR LAGUNA HONDA HOSPITAL BUILDINGS K, L, M, AND O IN THE AMOUNT OF \$330,842 FOR THE PERIOD OF APRIL 1, 2016 THROUGH MARCH 31, 2018 (24 MONTHS).

6) RESOLUTION RECOMMENDING THE BOS ACCEPT A GIFT OF \$2,625,000 FROM THE SFGH FOUNDATION FOR THE PROCUREMENT OF FURNITURE, FIXTURES, EQUIPMENT AND INFORMATION TECHNOLOGY FOR THE PRISCILLA CHAN AND MARK ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL AND TRAUMA CENTER

Greg Wagner, SFDPH CFO, presented the resolution.

Commissioner Comments/Follow-Up:

Commissioner Singer stated that he is appreciative of the impactful work of the San Francisco General Hospital (SFGH) Foundation. He asked how the SFDPH celebrates the Foundation's Board of Directors. Ms. Wagner stated that the Health Commission and Board of Supervisors have given thanks through resolutions. At the ZSFG ribbon-cutting ceremony, the work of the SFGH Foundation Board and Executive staff were acknowledged. Director Garcia stated that she and Commissioner Chow took the Foundation Board and CEO to lunch as a personal thank you. She also meets with the Foundation CEO on a monthly basis.

Commissioner Pating stated that he is thankful for the gift and appreciative of Commissioner Sanchez's long-term role as a board member of the SFGH Foundation.

Commissioner Sanchez stated that the Foundation has been successful in their efforts to fund items such as

equipment and fixtures that were not in the Rebuild budget. He thanked the generous donors and acknowledged the Art Commission's contribution of beautiful art throughout the new hospital building.

Commissioner Chow thanked the dedicated SFGH Foundation staff and board members.

Action Taken: The resolution was unanimously approved. (See Attachment)

7) CREATING HEALING ORGANIZATIONS AND A REGIONAL SYSTEM OF CARE

Lyn Dolce MFT, Behavioral Health Services, gave the presentation.

Commissioner Comments/Follow-Up:

Commissioner Singer asked for more information on what the participants of the trainings experience. Ms. Dolce stated that the trainings review the six principles and explains why trauma is impacting both clients and staff. Participants are encouraged to understand their own patterns of self-regulation when stressed; by doing so, they can learn to ask for assistance when needed instead of calling in sick or becoming burned out. She gave an example of training people who answer phones at busy health clinics with complex patients. These staff are trained to stay interactive and not escalate the situation.

Commissioner Chow asked how this training differs from a stress management program. Ms. Dolce stated that staff interact with trauma by dealing daily with patients who are currently experiencing trauma or who have serious past traumas; secondary trauma can deeply impact staff. She added that the training model honors the experience of all staff and does not simply focus on managers.

Commissioner Chow noted that during the presentation Ms. Dolce mentioned that staff feedback on the training includes acknowledgment of fear that supervisors will not support the implementation of techniques learned. Director Garcia stated that it is her intention to have all SFDPH staff trained in this model so that everyone will understand the expectation that it is part of the SFDPH culture. She also stated that the SFDPH will need to continue checking in with staff after the trainings to ensure there are not obstacles in implementing the model.

Commissioner Karshmer thanked Ms. Dolce and all those involved with designing and implementing the model. She asked what the next steps in the process of integrating this model will be. Ms. Dolce stated that "master trainers" are being educated to be trainers. This will enable more staff to be trained. As this group implement the trainings, they will give feedback which will help in the development of the next trainings on trauma.

Commissioner Pating stated that he understands the importance of trauma informed care and thanked Ms. Dolce for the good work. He added that he hopes the SFDPH can move towards resilience based models of care. Ms. Dolce stated that the concept of hope is deeply embedded in the current training model.

Commissioner Pating asked if MHSA funds are used for this training. Ms. Dolce stated that no extra funds were spent on the development and implementation of this model. The work done has been in-kind by existing SFDPH staff members.

Commissioner Pating asked how the SFDPH will know when its goal of the training are achieved. Ms. Dolce stated that a new workforce survey will be implemented that help evaluate the implementation of the paradigm. Commissioner Pating encouraged the SFDPH to use staff performance appraisals to evaluate how individual staff members are incorporating the paradigm into their daily work.

Commissioner Singer asked Director Garcia about possible obstacles at the Executive Management level. Director Garcia stated that it is middle management that may pose some obstacles in implementation. She

added that the SFDPH is working on this issue by training all staff and attempting to ensure that management reflects the client population.

Commissioner Chow requested an update on the implementation of this paradigm in early 2017.

Note: At 3:24pm, Commissioner Chow stated that the Health Commission would take a recess to move into room 220 to consider the remainder of the agenda items which pertain to the Health Commission planning session. The meeting resumed at 3:42pm.

8) INTRODUCTION TO PLANNING SESSION

Edward A. Chow MD, Health Commission President, stated the purpose of the planning session was to provide the Health Commission with an understanding of Lean principles. He added that the SFDPH is using the Lean paradigm throughout the organization.

9) LEAN AT SFDPH

Joanna Omi and Craig Vercruysee, Rona Consulting Group, gave the presentation.

Commissioner Comments/Follow-Up:

Commissioner Chow asked what the terms “Muda” and “Jidoka” mean. Mr. Vercruysee stated that Muda is the state of wastefulness and Jidoka means quality improvement activities.

Commissioner Chow asked who records the input for the A3 thinking process to ensure the document accurately reflects the ongoing group process. Iman Nazeeri-Simmons, ZSFG COO, stated that the A3 document is the actual document used to record the process as its happening; the group is directly involved in the recording of the process. She added that the A3 documents are reviewed by her as part of her meetings with staff she supervises. She added that the group must focus on the left side of the A3 document for the first 4-5 iterations. Her role is to use humble inquiry to keep the group focused on the left side. She then coaches staff use the solutions that best match the problem.

Commissioner Pating acknowledged that as a Commissioner it is important to note that the A3 documents seen at Health Commission meetings will be the result of many iterations of the process and ongoing hard work of many staff.

Commissioner Singer noted that the Lean model was developed in Japan private industry in which people felt responsible for their work. He asked how this model fits into complex municipal bureaucracies. Ms. Omi stated that there are many dedicated staff who want to be helpful to clients/patients and simply want leadership to get out of the way.

Commissioner Chow stated that the model seems like a lot of work to implement. Ms. Nazeeri-Simmons stated that the model is actually less work because the teams work in such collaboration towards a common goal.

Commissioner Singer asked for clarification of the process if the goals are not being met. Roland Pickens, Director of the San Francisco Health Network, stated that it is the role of a leader to engage in humble inquiry repeatedly to help move the process forward. Mr. Vercruysee stated that the role of leaders are to engage in humble inquiry in an effort to help the group focus on the target.

Commissioner Chow asked how the Health Commission should interact with the Lean model. Ms. Omi stated that having an understanding of the Lean model and tools is helpful as the Health Commission will be presented with reports. She added that the Commissioners can also be helpful to the Lean process through humble inquiry.

Commissioner Pating asked for an example of how Lean has improved a specific area. Ms. Nazeeri-Simmons stated that the Lean process resulted in creating a separate route in the ZSFG emergency department for low acuity patients which has resulted in reducing the amount of time this cohort spends in the emergency room; the process has also slightly reduced the amount of time high acuity patients spend in the emergency room.

Commissioner Karshmer requested an update on the ZSFG food services lean process at a future meeting.

Commissioner Singer stated that Lean is an operational tool that requires a culture change. As a Commissioner, he wants to see timely results. He added that it is important to understand the “pulse” of the organization to understand if Lean will be effective at the SFDPH. He also stated that he hopes the process will lead to an increase in transparency within the SFDPH and between the SFDPH and Health Commission.

Commissioner Pating stated that ZSFG diversion rates are good example of how Lean may take time to achieve the desired goals. He stated that the Health Commission should not expect achievement of outcomes quickly for this issue.

Commissioner Chow stated that the Health Commission will receive a Lean update approximately every 6 months. He noted that the next Health Commission planning session will focus on the SFDPH budget.

Director Garcia acknowledged the hard work many SFDPH staff have implemented through the Lean process.

10) OTHER BUSINESS:

Public Comment

Michael Wright stated that homeless people are not being provided housing and medical services equally. He discussed a news article showing that a majority of people stopped for traffic violations in San Francisco are African American. He stated similar prejudice is impacting housing opportunities for people of color. He added that the Board of Supervisors are manipulating the scale for affordable housing to keep out poor people.

No other discussion of this item took place.

11) COMMITTEE AGENDA SETTING

This item was not discussed.

12) ADJOURNMENT

The meeting was adjourned at 6:11pm.

Attachment

**Health Commission
City and County of San Francisco
Resolution No. 16-8**

Resolution Recommending the Board of Supervisors Accept a Gift of \$2,625,000 from the San Francisco General Hospital Foundation for the procurement of furniture, fixtures, equipment and information technology for the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center

WHEREAS, Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center (“Zuckerberg San Francisco General Hospital and Trauma Center”) is part of the San Francisco Health Network managed and operated by the Director of Health (“Director”) of the Department of Public Health (“Department”), for and on behalf of the City and County of San Francisco (“City”); and

WHEREAS, Zuckerberg San Francisco General Hospital and Trauma Center is the heart of the City’s health care safety net, a community hospital with its doors open to all in need, regardless of their ability to pay, thus the “Heart of Our City”; and

WHEREAS, Zuckerberg San Francisco General Hospital and Trauma Center is located in the Mission and serves more than 100,000 vulnerable San Franciscans each year; and

WHEREAS, Zuckerberg San Francisco General Hospital and Trauma Center is the City’s only trauma center serving San Francisco and Northern San Mateo counties, providing comprehensive services to more than 4,000 trauma patients annually, and saving lives every day; and

WHEREAS, Providing culturally competent care in more than 20 languages, Zuckerberg San Francisco General Hospital and Trauma Center serves a diverse patient population; and

WHEREAS, The generosity of private donors supplements the City’s General Fund contributions to help maintain Zuckerberg San Francisco General Hospital and Trauma Center’s status as a world-class institution; and

WHEREAS, The San Francisco General Hospital Foundation, incorporated in 1993 as an independent 501(c)3 charitable support organization exclusively for Zuckerberg San Francisco General Hospital and Trauma Center, plays a critical fundraising role raising in cash contributions and pledges over \$220,000,000 in the past twenty years; and

WHEREAS, The San Francisco General Hospital Foundation’s mission is to promote excellence in research, education and care for all at Zuckerberg San Francisco General Hospital and Trauma Center; and

WHEREAS, The San Francisco General Hospital Foundation’s vision is to provide Zuckerberg San Francisco General Hospital and Trauma Center with the financial resources needed to ensure it

remains the Heart of Our City and one of the nation's finest public hospitals, delivering exceptional comprehensive health care and trauma services to anyone in need; and

WHEREAS, By raising private support to augment public funding, the San Francisco General Hospital Foundation is a model for successful public-private partnerships; and

WHEREAS, Funds raised by the San Francisco General Hospital Foundation are used for patient services, facilities, equipment purchases, and for research efforts at Zuckerberg San Francisco General Hospital and Trauma Center; and

WHEREAS, Gifts from the San Francisco General Hospital Foundation help support Zuckerberg San Francisco General Hospital and Trauma Center's role as a training ground for the next generation of compassionate nurses and physicians who are among the best in their fields; and

WHEREAS, The San Francisco General Hospital Foundation has secured significant pledges to support furniture, fixtures and equipment for the new Zuckerberg San Francisco General Hospital and Trauma Center to enable the hospital to continue to provide excellent medical care to the community, including trauma patients as well as the City's most vulnerable residents; and

WHEREAS, The Board of Supervisors has accepted gifts totaling \$58,375,000 from the San Francisco General Hospital Foundation in support of furniture, fixtures, equipment and information technology for the new Zuckerberg San Francisco General Hospital and Trauma Center since 2015; and

WHEREAS, The San Francisco General Hospital Foundation is now donating an additional \$2,625,000 from various donors to support the acquisition of state-of-the-art furniture, fixtures, equipment and information technology for Zuckerberg San Francisco General Hospital and Trauma Center's new acute care and trauma building; and

RESOLVED, That the Health Commission recommends that the Board of Supervisors authorize the Department of Public Health to accept and expend a gift of cash in the value of \$2,625,000 donated to Zuckerberg San Francisco General Hospital and Trauma Center from the San Francisco General Hospital Foundation for furniture, fixtures, equipment, information technology and related services needed for the new Zuckerberg San Francisco General Hospital and Trauma Center consistent with San Francisco Administrative Code Section 10.100-305 regarding the acceptance of gifts to the City and County of San Francisco; and be it

I hereby certify that the San Francisco Health Commission at its meeting of April 19, 2016 adopted the foregoing resolution.

Mark Morewitz, MSW
Health Commission Executive Secretary