



San Francisco Department of Public Health

Barbara A. Garcia, MPA
Director of Health

City and County of San Francisco
London N. Breed
Mayor

Director's Report for Health Commission Meeting of August 7, 2018

A current overview of issues affecting the state of public health in San Francisco
<https://www.sfdph.org/dph/comupg/aboutdph/insideDept/dirRpts/default.asp>

Mayor signs budget targeting homelessness, housing, street cleanliness, and public safety

Mayor London N. Breed signed into law the City and County of San Francisco's two-year balanced budget, an \$11 billion framework for both Fiscal Year 2018-19 and Fiscal Year 2019-20. The budget advances a number of Mayor Breed's priorities which are in line with those of the Public Health Department. These include expanding shelters and services to address the homelessness crisis, creating more housing and keeping residents housed, and investing in programs to keep the City clean and safe.

Mayor Breed worked to ensure \$60 million in new funding for critical homelessness service programs over the next two years. This includes funds to create 430 new permanent supportive housing units, \$4.4 million to fund the operation of a new Navigation Center for Transitional Age Youth (aged 16-24), and \$2 million to create two new access points to connect families and residents struggling with homelessness to support and services. Twelve million is also allocated to rapid re-housing programs to quickly help those who have fallen into homelessness.

Keeping residents housed is a key component of addressing the homelessness crisis. The Mayor's budget renews the City's commitment to affordable housing by investing more than \$800 million to construct and preserve nearly 3,000 units of affordable housing, which is critical at a time that state and federal resources for affordable housing have been drastically reduced.

Another top priority for Mayor Breed is ensuring that San Franciscans see a noticeable improvement in street cleanliness. The Mayor's budget funds an additional \$13 million for comprehensive street cleaning, including 44 new neighborhood street cleaners split across all 11 Supervisorial Districts, five new Pit Stops (staffed public restrooms), extended hours at five existing Pit Stops, and expanded operations by the City's needle clean-up team. The Mayor's budget also includes \$6 million to create a dedicated street medicine team, a first in the nation program to bring treatment to people suffering from addiction on the streets.

Mayor announces additional investments to help city residents most in need of support



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Mayor London Breed also proposed \$1 million in new budget investments over the next two years for residential care facilities that assist San Francisco's most vulnerable residents.

The proposed budget amendment announced by Mayor Breed will increase operating support by \$600,000 over the next two years for nine existing high level residential care providers in San Francisco. An additional \$400,000 over the next two years will be allocated for increasing operating support for 28 other basic level care providers.

Residential care facilities, commonly known as board and care homes, provide long term housing and support for residents in need of behavioral and medical services. The Department of Public Health (DPH) and the Department of Aging and Adult Services (DAAS) collaborate to find appropriate programs and housing for these residents. These programs allow them to remain in the community and live as independently as possible while receiving the assistance they need.

This amendment will target facilities contracted through DPH, serving individuals with severe behavioral and medical health issues – the majority of whom have histories of homelessness. Due to funding cuts and lack of resources at the state and federal level, the City has helped to bridge the funding gap, but many of the City's board and care facilities have been forced to close. In the past five years, the number of DPH contracted facilities has dropped from 70 to 37. This has many repercussions, including individuals staying in a high level of care than needed, which causes a backlog in the entire system of care. DPH currently invests approximately \$2.5 million per year to help make up the difference between the cost of services and current level of funding.

California wildfires affect air quality of vacation destinations; Camp Mather shuts down due to smoky conditions

On July 30th, the San Francisco Department of Public Health (SFDPH) released a health advisory warning the public about traveling to areas affected by wildfire smoke.

California is experiencing unprecedented wildfires this summer affecting large parts of the state. Because it is summer time, many families are traveling to areas affected by the fires. Unfortunately, wildfire smoke can travel hundreds of miles and affect large geographic areas, including travel destinations. Air quality and smokiness can change quickly. On July 31st, San Francisco Recreation and Parks announced the shutdown of Camp Mather, a popular campground for San Francisco families in Yosemite after smoke advisories were issued. The family camp originally scheduled to reopen Sunday, Aug. 5 will now reopen the following Sunday, Aug. 12 if conditions improve.

Wildfire smoke contains very small particulate matter that are breathed deep into the lungs. This form of air pollution is linked to a number of health problems. SFDPH recommends avoiding areas



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with poor air quality due to wildfire smoke, monitoring air quality at EPA's AirNow website, and reviewing the EPA General Fact Sheet and guidelines for children on SFDPH's website.

ZSFG's Likelihood to Recommend Patient Satisfaction Scores

Likelihood to recommend (LTR) is one of the best measures for comparing one hospital to another and is a leading indicator of patient satisfaction. ZSFG's May 2018 LTR Hospital Consumer Assessment of Health Providers System score (HCAHPS) was 81 percent, above our target of 80 percent. Since January 2018, we have seen our LTR score trend upward. We attribute this to the realignment of departmental Care Experience improvement activities to ZSFG's operational priorities, e.g. Patient Flow (inpatient) and Access (specialty care) and leveraging the daily management system rollout to engage departments and sustain improvements.

In addition to seeing an upward trend of LTR scores, we are equally excited for the transition of our HCAHPS patient satisfaction survey vendor from NRC Health to Press Ganey. Press Ganey is one of the nation's leading providers of patient satisfaction surveys, and will provide ZSFG with tools to diversify our survey methodology (by adding electronic internet surveying capabilities), enable real-time patient feedback, and increase patient response rates. We look forward to our partnering with Press Ganey to compare our performance, look for opportunities to do better and deliver a positive, consistent experience for our patients across the continuum of care beginning October 2018.

LHH rolls out Medication Storage through 5S

Laguna Honda's Nursing Department has partnered with the Pharmacy Department to conduct a thorough 5S of the medication storage areas within each neighborhood. 5S is a workplace organization method that uses a list of five Japanese words translated as "Sort", "Set In Order", "Shine", "Standardize" and "Sustain". The list describes how to organize a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order.

Since the initial project week to clean out the medication carts, treatment carts and medication rooms of two pilot units back in January, a project plan was created to implement across the entire North and South residence buildings. This effort was facilitated by the Strategic Performance Management team (Olivia Thanh, Vincent Lee, Susan Rosen and Madonna Valencia). Since June, six of the thirteen neighborhoods have had their medication storage areas renewed up to the highest standards



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of 5S. The team anticipates that the entire hospital will be completed by the end of August, barring any unexpected barriers or disruptions to the project plan.

Kaizen Promotion Office Fellows for 2018

Bridgette Hargarten, Nurse Manager, is participating as a Kaizen Promotion Office (KPO) Fellow this year. Immersed in Lean Management principles as a KPO Fellow, Bridgette has been providing coaching in A3 Thinking for the ZSFG Emergency Department (ED), Psychiatry and Medical Surgical units, primarily focusing on Staffing A3s to optimize nursing staff participation on interdisciplinary teams. Currently, she is assisting with the rollout of the Daily Management System in the Emergency Department, and is collaborating with the ED nurse leaders and providers to implement CARE START, an initiative to determine appropriate placement of patients between the ED and Urgent Care Clinic.

Dr. Hemal Kanzaria, Assistant Professor of Clinical Emergency Medicine, is also participating as a KPO Fellow this year. Dr. Kanzaria is a certified Lean leader, and his work has focused on the social determinants of health in the ED. He has co-lead the creation of a new interdisciplinary social consult service that has been incredibly successful in preventing short and non-acute stays to the hospital, instead providing patients with services that allow them to stay in the community. Dr. Kanzaria also works with the SFDPH Whole Person Care project, and serves as the Director of Complex Care Analytics for the SFHN.

Dr. Hali Hammer appointed as Director of Ambulatory Care for SFHN

As Director of Ambulatory Care, Hali Hammer, MD will oversee Behavioral Health, Maternal Child Adolescent Health, Jail Health, and Primary Care, and will report to Roland Pickens, effective September 1. She will continue to serve in her current role while we embark on a broad search for a new Director of Primary Care.

Since her appointment as inaugural Director of Primary Care four years ago, Dr. Hammer has led our efforts to integrate primary care across our four ZSFG-based clinics and our ten community-based health centers and associated programs. Dr. Hammer developed a multidisciplinary executive team with a focus on operations, access, quality, care experience, and behavioral health integration. Together, they have attained significant improvements in patient access and care experience, built a centralized call center and communications team, established patient advisory boards at all health centers, created visibility and accountability for budget and staffing, prioritized hiring managers and



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leaders who are more diverse and representative of the populations we serve, and achieved quality outcomes that mark SFHN as a top performing safety net system within the Public Health Department. Primary care's team-based, data-driven approach has been the key driver to our success in value based care, particularly the PRIME program.

Gender Health SF welcomes Director Jenna Rapues

Jenna Rapues has been announced as the Director of Gender Health SF, effective July 2018. Gender Health SF is an innovative program within SFDPH that provides access to transgender surgeries and related education and preparation services to eligible uninsured transgender adult residents. Spending nearly two decades in the field of transgender health and HIV prevention work, Jenna understands the importance of centering community experiences and voices to increase access to comprehensive, effective, and affirming healthcare services for transgender and gender non-binary people.

Prior to joining SFDPH, Jenna was the Acting Director of UCSF's Center of Excellence for Transgender Health (CoE) overseeing its National Capacity Building and Technical Assistance and Research portfolios. Previous to CoE, Jenna managed both provider and community-based transgender HIV and health promotion efforts within SFDPH. In this capacity, Jenna organized and coordinated SFDPH provider and community-led health initiatives, provided programmatic oversight to SFDPH's HIV prevention contracts with transgender populations, and conducted several research studies on transgender HIV and health. Additionally, Jenna's work is published in several journal articles highlighting the impact of HIV and health disparities among San Francisco's transgender communities.

New Director at Center for Vulnerable Populations, Margot Kushel, MD

Margot Kushel, MD has been announced as the new Director of the UCSF Center for Vulnerable Populations (CVP) at Zuckerberg San Francisco General and Trauma Center (ZSFG). Dr. Kushel is a Professor of Medicine at the University of California San Francisco in the Division of General Internal Medicine at ZSFG. She is a core faculty member of UCSF's Center for Vulnerable Populations and a faculty affiliate of the Philip R. Lee Institute for Health Policy Studies.

Dr. Kushel's research focuses on the causes and consequences of homelessness and housing instability, with the goal of preventing and ending homelessness and ameliorating the effects of homelessness on health. Dr. Kushel's research seeks to inform clinical practice, programs, and policies. She is currently the principal investigator on multiple large research grants. Dr. Kushel is



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evaluating several county-wide initiatives to alleviate chronic homelessness. She maintains an active clinical practice at the Richard H. Fine People's Clinic at ZSFG and attends on the inpatient medicine service. She is a frequent speaker at the local, state, and national level about issues of homelessness and its relationship to health and healthcare. Dr. Kushel obtained her BA from Harvard University and her MD from Yale School of Medicine. She completed her residency at the UCSF/SFGH Primary Care Internal Medicine program, chief residency at SFGH, and her fellowship in General Internal Medicine at UCSF/SFGH.

DPH in the News (Jul 13 – Aug 2)

SF Chronicle, Jul 29 2018, SF's newest hospital to expand maternity care, end long-term nursing
<http://www.ladyclick.info/sfs-newest-hospital-to-expand-maternity-care-end-long-term-nursing/>

SF Examiner, Jul 28 2018, Navy contractor says Nancy Pelosi misled whistleblowers calling investigation fraudulent toxic cleanup
<http://www.sfexaminer.com/navy-contractor-says-nancy-pelosi-misled-whistleblowers-calling-investigation-fraudulent-toxic-cleanup/>

Oakland News Now, Jul 27 2018, Tetra Tech responds to Nancy Pelosi
<http://oaklandnewsnow.com/index.php/2018/07/27/tetra-tech-responds-to-nancy-pelosi-clean-up-done-to-navy-standards-plaintiffs-fear-mongering-misleads-public/>

Fox News, Jul 27 2018, SF train conductor reportedly warns riders to watch 'for needles' amid 'needle litter' epidemic
<http://www.foxnews.com/us/2018/07/27/san-francisco-train-conductor-reportedly-warns-riders-to-watch-for-needles-amid-needle-litter-epidemic.html>

SF Gate, Jul 26 2018, Plaintiffs in Hunters Point suit demand
<https://www.sfgate.com/news/bayarea/article/Plaintiffs-In-Hunters-Point-Suit-Demand-Mayor-13109535.php>

SF Chronicle, Jul 26 2018, Amid a toxic landscape, SF found a home for its elite cops
<https://www.sfchronicle.com/news/article/Amid-a-toxic-landscape-SF-found-a-home-for-its-13101114.php>

SF Weekly, Jul 23 2018, Board and Care Facilities get a \$1M boost
<http://www.sfweekly.com/news/board-and-care-facilities-get-a-1m-boost/>



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SF Examiner, Jul 23 2018, Mayor Breed adds \$1.7M to city budget for senior residential care, street cleaning

<http://www.sfexaminer.com/mayor-breed-adds-1-7m-city-budget-senior-residential-care-street-cleaning/>

Healthline, Jul 19 2018, Why the latest HIV vaccine candidate is the best yet

<https://www.healthline.com/health-news/latest-hiv-vaccine-candidate-is-best-yet#1>

SF Gate, Jul 18 2018, Women on the rise at SF City Hall

<https://m.sfgate.com/bayarea/matier-ross/article/Women-on-the-rise-at-SF-City-Hall-as-both-13083413.php?t=4c95afd16b>

LA Times, Jul 16 2018, Poison control centers say number of children ingesting marijuana edibles is way up

<http://www.thecannifornian.com/cannabis-news/california-news/poison-control-centers-say-number-children-ingesting-marijuana-edibles-way/>

SF Gate, Jul 16 2018, Plan for safe injection site gets dose of reality over federal drug laws

<https://m.sfgate.com/bayarea/matier-ross/article/Federal-drug-laws-could-stand-in-the-way-of-safe-13074350.php?t=ec8e02ad15>

SF Gate, Jul 13 2018, SF Mayor Breed takes a stroll

<https://m.sfgate.com/bayarea/article/SF-Mayor-Breed-takes-a-stroll-and-it-s-not-13073903.php?t=af8d74ae6f>



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

July 2018
Governing Body Report - Credentialing Summary
 (7/19/18 MEC)

	7/2018	07/2018 to 07/2019
New Appointments	11	81
Reinstatements		
Reappointments	66	66
Delinquencies:		
Reappointment Denials:		
Resigned/Retired:	49	49
Disciplinary Actions		
Administrative Suspension		
Restriction/Limitation-Privileges		
Deceased		
Changes in Privileges		
Voluntary Relinquishments	22	22
Additions	10	10
Proctorship Completed	28	33

Current Statistics – as of 7/2/18		
Active Staff	549	
Courtesy Staff	502	
Affiliated Professionals (non-physicians)	279	
TOTAL MEMBERS	1,330	

Applications in Process	105
Applications Withdrawn Month of July 2018	1
SFGH Reappointments in Process 8/2018 to 10/2018	141



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LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER

July 2018

Health Commission - Director of Health Report

(7/5/18 MEC)

	July	(FY 2018-2019) Year-to-Date
New Appointments	1	1
Reinstatements	0	0
Reappointments	6	6
Delinquencies:	0	0
Reappointment Denials:	0	0
Resigned/Retired	2	2
Disciplinary Actions	0	0
Restriction/Limitation-Privileges	0	0
Deceased	0	0
Changes in Privileges		
Additions	0	0
Voluntary Relinquishments	0	0
Proctorship Completed	0	0
Proctorship Extension	0	0

Current Statistics – as of 07/03/2018	
Active Medical Staff	36
As-Needed Medical Staff	11
External Consultant Medical Staff	43
Courtesy Medical Staff	2
Affiliated Health Practitioners	14
TOTAL MEMBERS	106

Applications in Process	8
Applications Withdrawn this month	0