



California Pacific Medical Center

Joint Hearing of Planning and Health Commissions

CPMC's 2014 Annual Compliance Statement and the City's Report



December 3, 2015



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COMPLIANCE OVERVIEW



Project Status

- Planning Commission Approved Development Agreement (“DA”) and Entitlements on May 23, 2013
- DA became effective on August 10, 2013 and was finally granted on November 8, 2013
- This is the second annual reporting period (2014 calendar year for most requirements; August 2014-July 2015 for hiring programs)
- Cathedral Hill Hospital and St. Luke’s Hospital under construction



Construction Schedule

DA Obligation

- St. Luke's Campus Hospital Opening Deadline: on or before 2 years after the opening of the Cathedral Hill Hospital.
 - Penalties begin accruing if St. Luke's is not open within 1 year of Cathedral Hill opening.
- Exhibit C of the DA outlines key milestones to track likelihood of CPMC meeting this obligation.
- CPMC submitted 4 milestones in 2014 and is on track to meet this obligation.
- CPMC continues to provide construction schedules and live updates through their web site.



Compliance Overview – Action Items

CPMC DA Compliance Review Period – JANUARY 1– DECEMBER 31, 2014

Community Benefit	Compliance	Community Benefit	Compliance
Workforce Commitments		Healthcare Commitments	
City Build / Construction Jobs	In Compliance	Baseline Healthcare	In Compliance
First Source / End Use Jobs	In Compliance	Medi-Cal Commitment	In Compliance
Workforce Fund	In Compliance	Healthcare Innovation Fund	In Compliance
Local Business Enterprises	In Compliance	Other Healthcare Commitments	In Compliance
Housing Program	In Compliance		
Public Improvements	In Compliance		
Visioning Plans	In Compliance		



Compliance Overview - Payments

CPMC DA Compliance Review Period – JANUARY 1– DECEMBER 31, 2014

Public Funding Recipient	CPMC Payments	Public Funding Recipient	CPMC Payments
Workforce Training Payment	Completed	Housing Program	
Community Healthcare Program – Innovation Fund	Completed	Affordable Housing Payment	Completed
Public Improvements		Transportation Program	
Tenderloin Lighting & Traffic Safety	Completed	BRT Funding	Completed
Pac/Cal Enforcement & Traffic Safety	Completed		



WORKFORCE



First Source Hiring Program - Construction

1. Hiring Goals – August 2013 Through July 2015

GOAL	STATUS
At least 50% of new entry-level positions for non-union administrative and engineering candidates will be filled with system referrals	CPMC's contractors filled all eleven (100%) applicable positions with system referrals.



First Source Hiring Program - Construction

2. Hiring Goals – August 2013 Through July 2015

GOAL	STATUS
At least 50% of new entry-level positions for administrative and engineering internship candidates will be filled with system referrals	CPMC's contractors filled 16 of the 25 (64%) applicable positions with system referrals.



First Source Hiring Program - Construction

3. Hiring Goals – August 2013 Through July 2015

GOAL	STATUS
At least 50% of new entry-level union apprentice candidates will be filled with system referrals who are also CityBuild Academy graduates.	CPMC's contractors filled 21 out of 52 (40%) of the applicable union apprentice positions with system referrals.



First Source Hiring Program - Construction

4. Hiring Goals – August 2013 Through July 2015

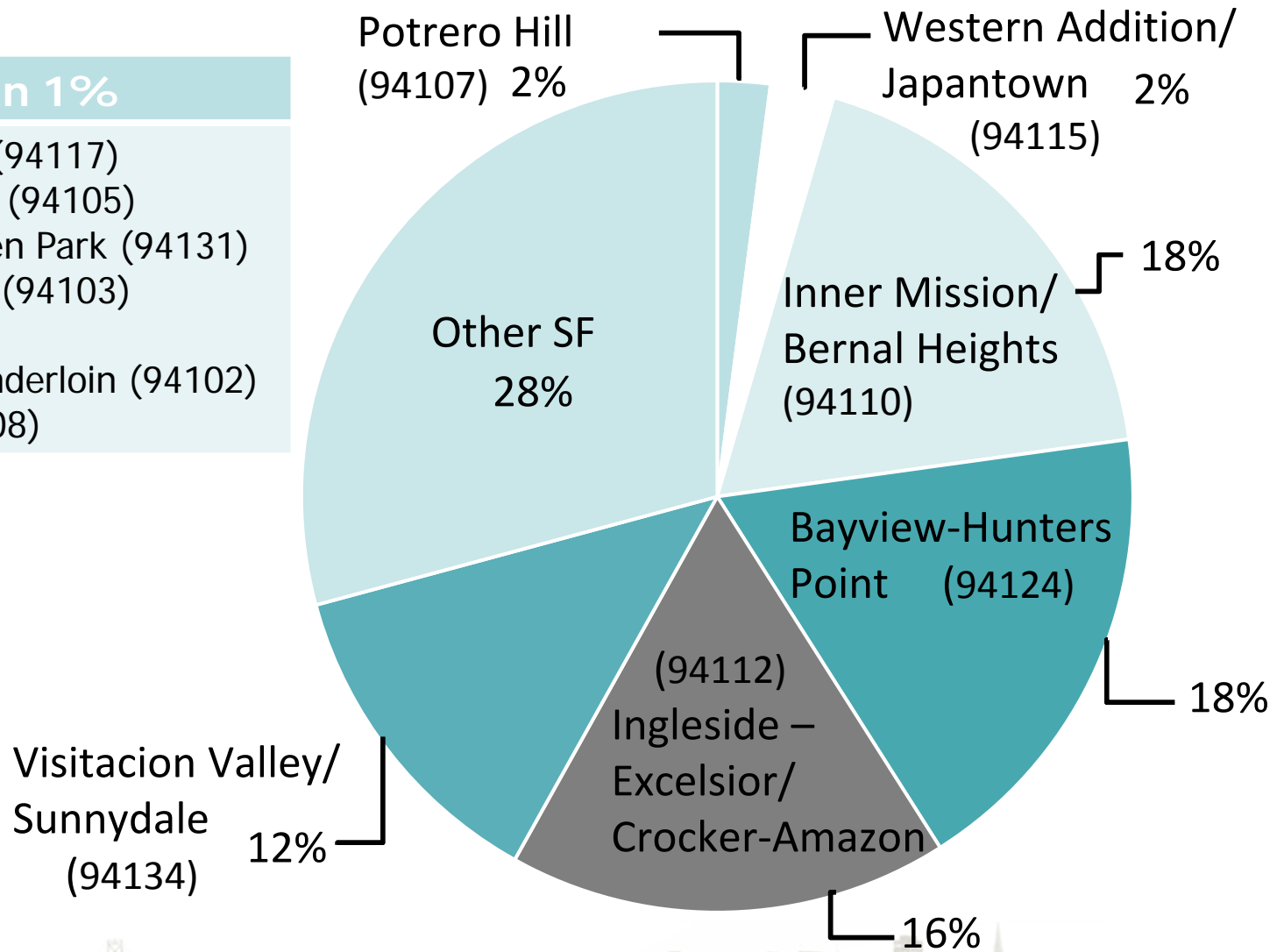
GOAL	STATUS
A minimum of 30% of trade hours for union journeymen and apprentices will be performed by San Francisco residents	CPMC's contractors reported 101,152 hours performed by San Francisco residents out of 297,506 total hours. This represents 34% of overall work hours performed by San Francisco residents.



SF Work Hours by Neighborhood

Data through November 2015

Less than 1%
❖ Haight Ashbury (94117)
❖ Financial District (94105)
❖ Twin Peaks – Glen Park (94131)
❖ South of Market (94103)
❖ Marina (94123)
❖ Hayes Valley/Tenderloin (94102)
❖ Chinatown (94108)



First Source Hiring Program for CPMC Operations

Hiring Goals

Fill at least 40% of entry-level positions with system referrals each hiring year.

- If CPMC does not fill 40% of entry-level positions with system referrals in a hiring year, the number of entry-level positions constituting the hiring deficiency will roll over and be added to the annual hiring target for the following hiring year.



First Source Hiring Program for CPMC Operations

Hiring Goals

Priority Neighborhoods:

- Western Addition
- Tenderloin
- Mission/SOMA
- Outer Mission/Excelsior
- Chinatown
- Southeast Neighborhoods



First Source Hiring Program for CPMC Operations

Hiring Goals – Program Year Two (August 2014 – July 2015)

Fill at least 40% of entry-level positions with system referrals each hiring year.

- CPMC filled 41% (80 out of 196) of the applicable positions with system referrals
- 74% (59 out of 80) system referral hires reside in the priority neighborhoods specified in the development agreement
- CPMC's hiring deficiency was 11 entry-level positions; this deficiency will roll over and be added to this current year's annual hiring target



First Source Hiring Program for CPMC Operations

Workforce Fund Grant Agreement

- CPMC shall pay \$3 million into a workforce fund administered by San Francisco Foundation
- Focus on barrier removal and job training for the employment opportunities created by the project
- The Fund will target educational institutions and non-profit organizations with an existing track record of working in the priority neighborhoods
- Current grantees: FacesSF, Jewish Vocational Service, Mission Hiring Hall, Positive Resource Center, Self-Help for the Elderly, Success Center



First Source Hiring Program for CPMC Operations

Good Faith Efforts

- Initial Failings
 - Failure to Submit Entry-Level Job Notices until December, 2013
 - Failure to Submit Entry-Level Hiring Projections until April, 2014
- Subsequent Improvement
 - Daily Submittal of Entry-Level Job Notices
 - August 1 Submittal of Entry-Level Hiring Projections
 - Monthly Reporting (D.A. requires every six months)
 - Weekly Meetings/Conference Calls
 - CPMC Hiring Manager Trainings
 - Hiring Events and Application Workshops in Priority Neighborhoods
 - CPMC & OEWD Staffing Enhancements



HEALTHCARE



Summary of Healthcare Commitments

DA Provision	Purpose
Baseline Charity Care	Maintain current levels of care for low-income individuals
New Medi-Cal Beneficiaries	Increase care for low-income individuals
Innovation Fund	Support community-based services to reduce unnecessary hospital care
Sub-acute Services	Work with other SF hospitals to develop proposals for addressing citywide need for sub-acute services
Integration of Medical Staff	Ensure seamless patient care across Sutter's SF facilities
Community Benefits Partnership	Continue community partnerships to improve health
Chinese Hospital Agreements	Maintain partnership with Chinese Hospital
Culturally and Linguistically Appropriate Services	Ensure culturally and linguistically appropriate services are provided



Baseline Charity Care

DA Provision	CPMC 2014 Performance	Compliant
Care for 30,445 charity care or Medi-Cal patients annually	Care provided for 28,596 unduplicated charity care and Medi-Cal patients. <ul style="list-style-type: none"> Compliance verified by third party audit. Falls short of 2014 obligation by 1,849 patients Must serve 32,294 in 2015 to remain in compliance under 2-year rolling average provision 	Yes
Spend \$8 million annually for community benefit for the poor and underserved	Community benefit in the amount of \$14,604,433 provided. <ul style="list-style-type: none"> Compliance verified by third party audit. 	Yes
Maintain current charity care policies through 12/31/15 and thereafter in accordance with state law	No change to charity care policies since 2011	Yes
Provide financial and other services or operational support to the Bayview Child Health Center	Support to the Bayview Child Health Center included: <ul style="list-style-type: none"> \$325,000 operations grant/yr for 5 years Lease of the former BCHC Medical Director Transferred all assets, valued at \$91,786.22; Invested >\$1million in tenant improvements Remains the clinic's specialty and hospital partner 	Yes



New Medi-Cal Beneficiaries

DA Provision	CPMC 2014 Performance	Compliant
Continue to participate in Medi-Cal managed care with San Francisco Health Plan	Continued participation in Medi-Cal managed care with San Francisco Health Plan	Yes
Assume responsibility for 5,400 new Medi-Cal Managed Care beneficiaries for a total of 20,250*	A cumulative total of 16,247 new Medi-Cal Managed Care beneficiaries enrolled for a total of 31,097	Yes
1,500 of the new Medi-Cal beneficiaries to come through a partnership with a Tenderloin-serving primary care provider able to contract with Medi-Cal managed care	No available Tenderloin-serving primary care provider able to contract with Medi-Cal managed care was available during the reporting period	Yes

*This is a corrected figure, erroneously reported in the Development Agreement as 22,728. The obligation to serve 5,400 new Medi-Cal managed care beneficiaries remains.



Innovation Fund

DA Provision	CPMC 2014 Performance	Compliant
<p>Provide \$8.6 million to create an Innovation Fund</p> <ul style="list-style-type: none"> • \$3.5 million in 2013 • \$1.125 million in 2014 • \$1.125 million in 2015 • \$1.725 million in 2016 • \$1.125 million in 2017 	<p>\$4.625 million in payments made:</p> <ul style="list-style-type: none"> • \$2 million on 9/4/13 • \$1.5 million on 11/26/13 • \$1.125 on 11/24/14 	<p>Yes</p>
<p>Grant funds to third-party recipients that</p> <ul style="list-style-type: none"> • Support and improve the capacity of community clinics • Support community-based health, human service, and behavioral health service providers to reduce unnecessary hospitalizations 	<p>CPMC is a member of the Innovation Fund Committee, which, in 2014 granted \$2,010,292 to support:</p> <ul style="list-style-type: none"> • Affordable Care Act readiness for community clinics • Care coordination in community clinics to reduce unnecessary hospitalization • expansion of emergency mental health services 	<p>Yes</p>



Additional Healthcare Provisions

DA Provision	CPMC 2014 Performance	Compliant
Develop specific proposals for providing sub-acute care services in SF and present to Health Commission by 6/30/14	Extension granted to 12/31/15 to coordinate with other related efforts	Yes
Continue good faith efforts to integrate medical staffs at St. Luke's with medical staff of other hospital campuses	In 2014, Pediatric Hospitalists were added to the following list of physician groups that are the same for each hospital campus: Internal Medicine Hospitalists, Emergency Medicine, Radiology, Pathology, Oncology, Neurology, and Anesthesia.	Yes
Continue active participation in the Community Benefits Partnership	Continued participation in SFHIP, a CBP successor coalition	Yes
Continue relationship with Chinese Hospital in a manner generally consistent with existing agreements	Continued to provide services in a manner agreeable to both parties	Yes
Deliver services in accordance with national Culturally and Linguistically Appropriate Services standards	Policies and metrics in place providing for the delivery of services in accordance with national standards	Yes



Key Healthcare Issues

Key Issues During Commission Review of 2013 Annual Report

- Possible 2014 baseline commitment shortfall
- Status of Tenderloin Medi-Cal Managed Care provider
- Culturally and linguistically appropriate services at the St. Luke's Diabetes Clinic
- Reduction of skilled nursing facility beds

Progress on Key Issues in 2015

- Baseline Charity Care Shortfall
- Update on 1,500 Tenderloin Medi-Cal Managed Care beneficiaries
- Culturally and linguistically appropriate services
- Subacute Care/Post-Acute Care Project
- Public Dialogue on the Service Mix at Sutter-CPMC Hospitals



FEE INCREASE LIMITATION



Fee Increase Update

- Actuarial analysis of 2014 rate increase was delayed
- In 2015, HSS has worked with the HSS actuary to identify key questions for an independent auditor to answer.
- HSS will forward those questions in the next two weeks and will request that CPMC suggest actuaries for HSS to review and agree upon.



SUMMARY



Summary of Key Points

- Construction and Payments
- Baseline Charity Care Commitment
- Tenderloin Medi-Cal provision
- 40% End-Use Hiring Requirement



COMMENTS AND QUESTIONS



Existing TDM Measures

- CPMC currently offers the following TDM program at all of its four campuses, unless otherwise noted:
 - Shuttle - free shuttle service, typically operating from 5am -9pm. Available to physicians and staff, and occasionally patients and visitors. Six “all day” routes and four peak-hour routes that provide additional service to remote parking lots or BART. All campuses are served by at least one route.
 - Employee Parking Pricing –monthly parking passes for on-campus CPMC garages and lots, and subsidized off-site parking lots (i.e. Japantown). Under evaluation.
 - Visitor/Patient Parking Pricing –Patients and family members of patients are eligible for vouchers that limit the daily max to \$12.
 - Commuter Checks – Employees able to purchase transit fares pre-tax. Expanding outreach.
 - Carpool Program –Free parking for registered carpools and vanpools (3+ participants). SL has reserved parking for carpools.
 - Bicycle Parking –bicycle racks at each campus. Adding racks.
 - Emergency Ride Home Program –Participation in the City’s Emergency Ride Home program.
 - Courtesy Ride Home – CPMC security provides employees with a ride home/to transit or parking during the evening within a four block radius of each campus. Expect to phase out due to staffing challenges.
 - Car Sharing – Car share vehicles are located at or near all four campuses.
 - Transit Subsidy - Davies provides a \$20/month transit subsidy to participating employees; many employees at SL receive a \$10/month transit subsidy.



Approved Enhanced TDM Plan

- Transportation Demand Management Plan dated 4/1/13 was approved as part of the EIR and included as a condition of project approval (Condition #35 of Motion #18889), and is on-file with City (cpmc.sfplanning.org).
- Goal is to reduce single occupant vehicle/drive alone trips (and related parking demand) to 15% below baseline by 2024 , associated air quality and greenhouse gas emissions, as well as promote the City of San Francisco's Transit First policies
- Divided into Near-Term (0-2 Year), Mid-Term (2-5 year), and Long-Term (5+ year) obligations.



Approved TDM Plan, cont'd

- Near Term TDM Components (0-2 years) for outreach, marketing and information include:
 - Hire TDM coordinator – Done.
 - Reinstatement of the Transportation Services Newsletter – Done. Included in other employee communications
 - Provide TDM communication boards in campus cafeterias, enhance the TDM site on intranet and public website
 - Reinstatement and expansion of the annual Transportation Fair
 - Promote the existing courtesy ride home program – being phased out due to staffing challenges.
 - Increase marketing of the City's Emergency Ride Home program
 - Design an outreach program, and
 - Develop a TDM operations and maintenance budget.
- Measures substantially progressing toward fulfillment; therefore in compliance.
- Presented at SFMTA Citizens Advisory Council (CAC) on August 7, 2014



Background Slides

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TDM Requirements



TDM– Mid Term (2 to 5 years)

- *Shower Facilities* – Showers and changing facilities required in new facilities.
- *Marketing and Outreach* –Continue the TDM and Outreach program and implement methods for improving marketing and outreach.
- *Real Time Transit Information* –Install real-time transit information signs in the lobbies of existing facilities and provide links to real time transit information on the intranet/public website.
- *Bicycle Parking* – Monitor number and location of bicycle racks annually and increase as necessary. Install bicycle lockers in new and existing garages.
- *Carsharing* –Allot additional parking spaces to carsharing services in both new and existing buildings based on demand.
- *Rideshare Program* – CPMC shall create an internal rideshare program (e.g. RideSpring or a 511.org interface). CPMC shall also explore the feasibility of coordinating a rideshare program with other large institutions in order to increase the pool of carpoolers and vanpoolers.
- *Carpool and Vanpool Parking* – CPMC shall continue to provide reserved carpool and vanpool parking at all new parking facilities based on demand.
- *Shuttle Restructuring* – and development of a 10-year fleet replacement plan with ADA/Green Vehicles
- *Transit Subsidy* – CPMC shall expand the transit subsidy program to include all campuses and increase the value of the monthly subsidy to be up to the equivalent of the cost of a MUNI Fast Pass, with the employee covering up to 50% of the transit pass cost [rather than subsidy].
- *Transportation Surveys* - CPMC shall continue to conduct an annual employee transportation survey. CPMC shall achieve at a minimum a thirty percent response rate. Each three years, an employee/patient/visitor survey shall also be conducted. If the goals are not met, CPMC must pay SFMTA for enhanced TDM measures up to \$75,000. Conducted in June 2015.



TDM– Long Term (5+ years)

- *Real Time Transit Information* – install real-time transit information signs in the lobbies of all new facilities and provide links to real time transit information on the intranet/public website.
- *Car Sharing* –Create a corporate carshare account with reduced rates to staff.
- *Parking Pricing* –Monitor parking demand, adjust permit fees to balance supply and demand.
- *Marketing and Outreach* –Continue the TDM and Outreach program and investigate methods for improving marketing and outreach.
- *Transportation Surveys* - Continue to conduct annual employee transportation survey to receive feedback on TDM programs. CPMC shall achieve at a minimum a thirty percent response rate. Each three years, a patient/visitor survey shall also be conducted to track visitor mode split.

