

California Pacific Medical Center



February 9, 2017

Joint Hearing of Planning and
Health Commissions

CPMC's 2015 Annual
Compliance Statement and the
City's Report

Presentation Contents

- Project Status
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Project Status

- DA became effective on August 10, 2013
- This is the third annual reporting period (2015 calendar year for most requirements; August 2015-July 2016 for hiring programs)
- Cathedral Hill Hospital and St. Luke's Hospital under construction
- Other Major DA requirements related to Workforce/Hiring and to Health Care Services



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.
- CPMC is on track to meet this obligation
- CPMC continues to provide construction schedules and live updates through their web site.

Compliance Overview



Compliance Overview – Action Items

CPMC DA Compliance Review Period – JANUARY 1– DECEMBER 31, 2015

Community Benefit		Compliance	Community Benefit		Compliance
Workforce Commitments			Healthcare Commitments		
City Build / Construction Jobs		In Compliance	Baseline Healthcare		In Compliance
First Source / Use Jobs		In Compliance	Medi-Cal Commitment		In Compliance
End	In Compliance		Healthcare Innovation Fund		In Compliance
Workforce Fund		In Compliance	Other Healthcare Commitments		In Compliance
Local Business Enterprises		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, 2015

Public Funding Recipient	CPMC Payments	Public Funding Recipient	CPMC Payments
Community Healthcare Program – Innovation Fund	Completed	Housing Program	
Public Improvements		Affordable Housing Payment	Completed
Tenderloin Lighting & Traffic Safety	Completed	Transportation Program	
Pac/Cal Enforcement & Traffic Safety	Completed	Transit Fee	Completed
Cathedral Hill Transit & Safety	Completed		



Fee Increase Limitation



Fee Increase Update

- Actuarial analysis of 2014 rate increase was not performed
- In 2016, HSS and CPMC agreed upon an independent actuary
- Key questions have been identified
- The actuary has been engaged to examine 2015 health care costs and data exchanges are occurring



Workforce



First Source Hiring Program - Construction

1. Hiring Goals – August 2013 through July 2016

GOAL

At least 50% of new entry-level positions for non-union administrative and engineering candidates will be filled with system referrals

STATUS

CPMC's contractors filled all 22 of 26 (85%) applicable positions with system referrals.

First Source Hiring Program - Construction

2. Hiring Goals – August 2013 through July 2016

GOAL

At least 50% of new entry-level positions for administrative and engineering internship candidates will be filled with system referrals

STATUS

CPMC's contractors filled 22 of the 37 (60%) applicable positions with system referrals.

First Source Hiring Program - Construction

3. Hiring Goals – August 2013 through July 2016

GOAL

At least 50% of new entry-level union apprentice candidates will be filled with system referrals who are also CityBuild Academy graduates.

STATUS

CPMC's contractors filled 78 out of 258 (30%) of the applicable union apprentice positions with system referrals.



First Source Hiring Program - Construction

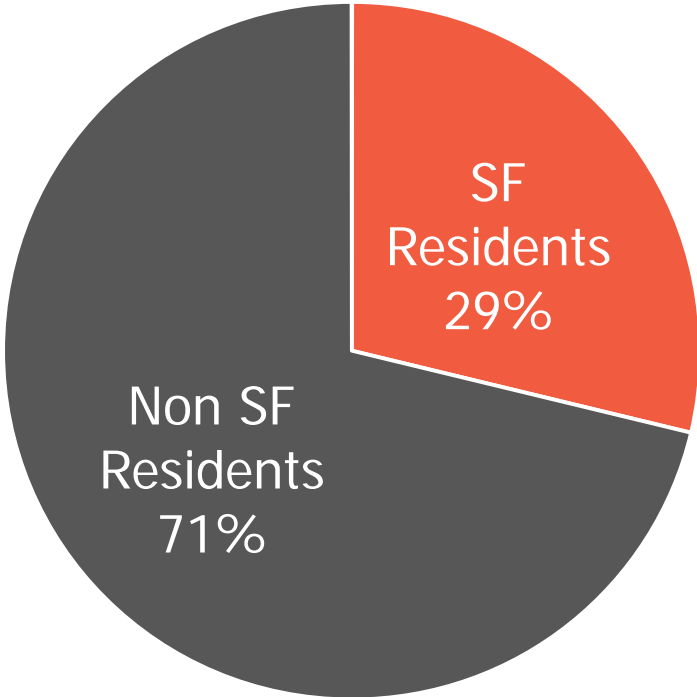
4. Hiring Goals – August 2013 through July 2016

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 347,402 hours performed by San Francisco residents out of 1,188,644 total hours. This represents 29% of overall work hours performed by San Francisco residents which totals \$25 million in earned wages.

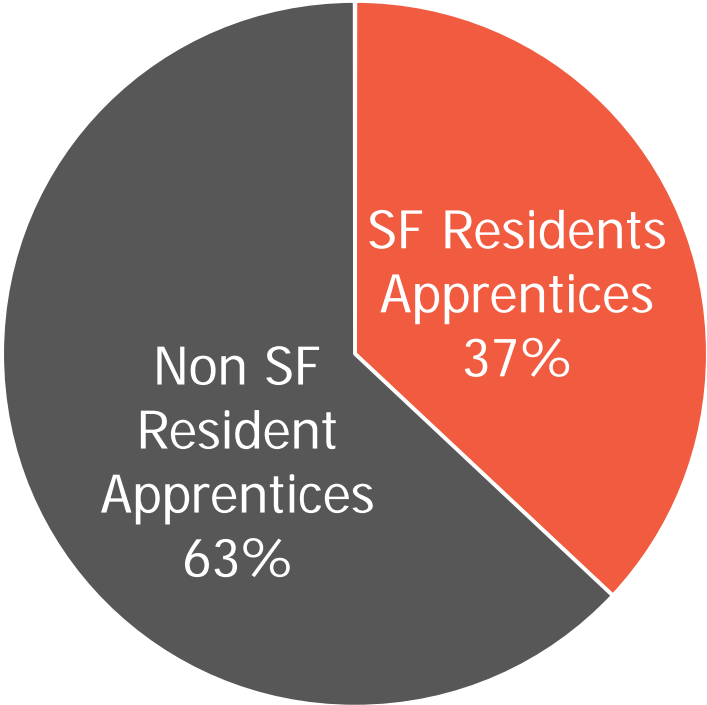
CPMC Construction Local Hiring Summary

Combined Data through July 2016

TOTAL WORK HOURS:
1,188,644



TOTAL APPRENTICE WORK HOURS:
347,402

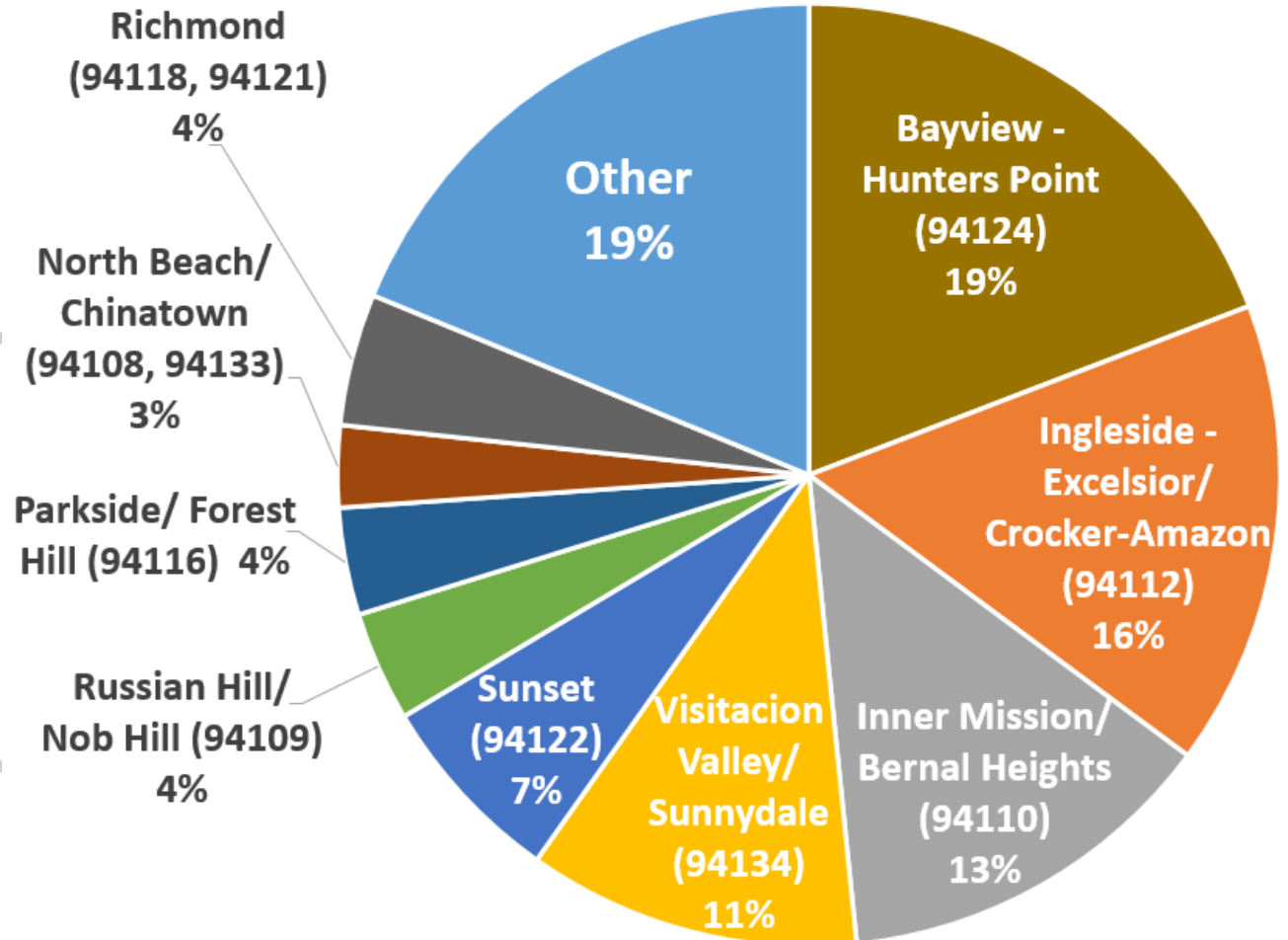


CPMC SF Work Hours by Neighborhood

Data through July 2016

Other SF Zip Codes (Less than 3%)

- ❖ Western Addition (94115)
- ❖ Potrero Hill (94107)
- ❖ Lake Merced (94132)
- ❖ Haight Ashbury (94117)
- ❖ Financial District (94105)
- ❖ Twin Peaks/Glen Park (94131)
- ❖ South of Market (94103)
- ❖ Marina (94123)
- ❖ Hayes Valley/Tenderloin (94102)
- ❖ Castro/Noe Valley (94114)
- ❖ West Portal (94127)



Local Business Enterprise Program for CPMC Construction

5. Contracting Goals – As of July 2016

- CPMC Local Business Enterprise Program
 - At least 14% of the cost of all contracts for the workforce projects are awarded to certified LBE's under the DA Agreement
- Program Progress
 - Van Ness and Geary Campus Hospital Project – 13%
 - Van Ness Medical Office Building – 7%
 - The Replacement Hospital at St. Luke's Campus – 20%
 - Three Projects combined – 15%
 - Through July 2016 \$81,322,911 revenue to LBE's

First Source Hiring Program for CPMC Operations

Hiring Goals

Fill at least 40% of entry-level positions with system referrals each hiring year (hiring year runs August – July)

- 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

- All non-construction hiring goals have been exceeded.
- There are no deficits or carry overs.

Program Year Three, August 2015- July 2016

- 69% of goal
- Hired 121 out of 176 employees from workforce system referrals



First Source Hiring Program for CPMC Operations

Workforce Fund Grant Agreement

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

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 2015 Performance	Compliant
<p>Care for 30,445 charity care or Medi-Cal patients annually</p>	<p>CPMC served a total of 37,771 unduplicated patients between 1/1/15 and 12/31/15.</p> <ul style="list-style-type: none"> • Required to serve 32,294 under the 2-year rolling average provision to make up for a shortfall of 1,849 patients in 2014 • Compliance verified by third party audit. 	<p>Yes</p>
<p>Spend \$8 million annually for community benefit for the poor and underserved</p>	<p>Community benefit in the amount of \$14,518,511 provided.</p> <ul style="list-style-type: none"> • Compliance verified by third party audit. 	<p>Yes</p>
<p>Maintain current charity care policies through 12/31/15 and thereafter in accordance with state law</p>	<p>No change to charity care policies since 2011</p>	<p>Yes</p>
<p>Provide financial and other services or operational support to the Bayview Child Health Center</p>	<p>Support to the Bayview Child Health Center included:</p> <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 	<p>Yes</p>

New Medi-Cal Beneficiaries

DA Provision	CPMC 2015 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 18,522 new Medi-Cal Managed Care beneficiaries enrolled for a total of 33,372	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 2015 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>\$5.750 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 • \$1.125 on 11/25/15 	<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 2015 granted \$1,342,588 to support:</p> <ul style="list-style-type: none"> • Re-entry and behavioral health services for seniors in Bayview • Behavioral health services in the Western Addition, Tenderloin, and South of Market • Infrastructure investments and outreach activities for St. Anthony's Clinic 	<p>Yes</p>

Additional Healthcare Provisions

DA Provision	CPMC 2015 Performance	Compliant
Develop specific proposals for providing sub-acute care services in SF and present to Health Commission by 6/30/14	<ul style="list-style-type: none"> • Extension granted to 12/31/15 to coordinate with other related efforts. • Post-Acute Care Task Force convened and report finalized in 2015 	Yes
Continue good faith efforts to integrate medical staffs at St. Luke's with medical staff of other hospital campuses	In 2015, Critical Care, Cardiology, Surgery, and Diabetes Services were added to the list of integrated physician groups, which also includes Internal Medicine Hospitalists, Nursery Hospitalists, Emergency Medicine, Radiology, Pathology, Oncology, Neurology, 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	CPMC formed an internal task force to review current compliance and opportunities for improvement. CPMC commissioned a CLAS assessment, which was shared with DPH, and, in the 2015 compliance report, addressed several questions posed by DPH experts.	Yes

Key Healthcare Issues

Key Issues During Commissions' Review of 2014 Annual Report

- Status of Tenderloin Medi-Cal Managed Care provider
- Culturally and linguistically appropriate services at the St. Luke's Diabetes Clinic
- St. Luke's Hospital Community Engagement

Progress on Key Issues in 2016

- Update on 1,500 Tenderloin Medi-Cal Managed Care beneficiaries
 - August 2016 Tenderloin Health & Jobs Fair
- St. Luke's Diabetes Clinic Peer Meeting
 - April 2016 DPH/CPMC Diabetes Clinic Peer Review
- St. Luke's Hospital Community Engagement
 - Quarterly meetings
 - Center of Excellence in Senior Health

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. CPMC plans to expand subsidy amount and to all campuses in January 2017.

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.
 - Reinstate 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 - Done
 - Reinstate and expand the annual Transportation Fair (completed in 2016)
 - Promote the existing courtesy ride home program – (completed in 2016 by partnering with LYFT program).
 - Increase marketing of the City's Emergency Ride Home program – (completed in 2016 by partnering with LYFT program).
 - Design an outreach program (completed), and
 - Develop a TDM operations and maintenance budget – (completed).
- Measures substantially progressing toward fulfillment; therefore in compliance.
- Presented at SFMTA Citizens Advisory Council (CAC) on August 7, 2014

Background Slides

TDM Requirements

TDM– Mid Term (2 to 5 years)

- Shower Facilities – Showers and changing facilities required in new facilities (complete – included in designs).
- Marketing and Outreach –Continue the TDM and Outreach program and implement methods for improving marketing and outreach (under way).
- 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 (under way - software platform being researched).
- Bicycle Parking – Monitor number and location of bicycle racks annually and increase as necessary. Install bicycle lockers in new and existing garages (under way in 2016) .
- Carsharing –Allot additional parking spaces to carsharing services in both new and existing buildings based on demand (under way in 2016) .
- 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 (under way - conducting a pilot as of 2016) .
- Carpool and Vanpool Parking – CPMC shall continue to provide reserved carpool and vanpool parking at all new parking facilities based on demand (expanding as of 2016).
- Shuttle Restructuring and development of 10-year fleet replacement plan with ADA/Green Vehicles (TBD).
- 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] (under way – to start at all campuses in January 2017).
- 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 2015 and 2016.

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.