



# California Pacific Medical Center

Joint Hearing of Planning and Health Commissions

CPMC's 2013 Annual Compliance Statement and the City's Report



December 4, 2014



# Presentation Contents

- Project Status
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# Project Status

- Planning Commission Approved Development Agreement (“DA”) and Entitlements on May 23, 2013
- DA approved at the Board in July 2013 and became effective on August 10, 2013 and was finally granted on November 8, 2013
- Cathedral Hill Hospital and St. Luke’s Hospital under construction



# Compliance Overview – Action Items

**CPMC DA Compliance Review Period – AUGUST 10 – DECEMBER 31, 2013**

<b>Community Benefit</b>	<b>Compliance</b>	<b>Community Benefit</b>	<b>Compliance</b>
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 – AUGUST 10 – DECEMBER 31, 2013

Public Funding Recipient	CPMC Payments	Public Funding Recipient	CPMC Payments
Workforce Training Payment	Completed	Housing Program	
Community Healthcare Program – Innovation Fund	Completed	Residential Hotel Unit Replacement	Completed
Public Improvements		Residential Unit Replacement	Completed
CH Pedestrian & Traffic Safety	Completed	Affordable Housing Payment	Completed
Tenderloin Safe Passage Grant	Completed	Transportation Program	
Tenderloin Lighting & Traffic Safety	Completed	BRT Funding	Completed
Pac/Cal Enforcement & Traffic Safety	Completed	Bicycle Studies	Completed
Duboce Park Grant	Completed		



# Compliance Overview – Payments continued

CPMC DA Compliance Review Period – AUGUST 10 – DECEMBER 31, 2013

## Workforce Training Payment

- Completed first two installment payments to OEWD and SF Foundation for workforce training
- Workforce Committee members (OEWD, CPMC, and SF Foundation) hosted eight focus groups in 2014
- Identified effective approaches to reducing barriers and improving entry-level employment outcomes for high priority neighborhood residents seeking employment with CPMC



# Compliance Overview – Payments continued

CPMC DA Compliance Review Period – AUGUST 10 – DECEMBER 31, 2013

## Community Healthcare Program – Innovation Fund

- Completed two installment payments to SF Foundation for the Innovation Fund
- Innovation Fund made grants to 5 organizations



# Compliance Overview – Payments continued

CPMC DA Compliance Review Period – AUGUST 10 – DECEMBER 31, 2013

## Public Improvements

- Completed one-time payments to OEWD and RPD for Tenderloin Safe Passage Grant and Duboce Park Grant, respectively, for collaboration with CBOs
- Completed first two installments of Tenderloin Lighting & Traffic Safety payments to OEWD and PUC for pedestrian improvements and sidewalk redesign
- Completed first two installments of CH Pedestrian & Traffic Safety and Pac/Cal Enforcement & Traffic Safety payments to SFMTA for pedestrian and traffic safety as well as enforcement around the Cathedral Hill, Pacific, and California campuses





# Compliance Overview – Payments continued

CPMC DA Compliance Review Period – AUGUST 10 – DECEMBER 31, 2013

## Housing Program

- Completed one-time Residential Hotel Unit Replacement and Residential Unit Replacement fee payments into the Citywide Affordable Housing Fund
- Completed first two installments of Affordable Housing payments into the Citywide Affordable Housing Fund in conjunction with HUD's Rental Assistance Demonstration Program



# Compliance Overview – Payments continued

CPMC DA Compliance Review Period – AUGUST 10 – DECEMBER 31, 2013

## Transportation Program

- Completed one-time Bicycle Studies payment to SFMTA for improving bicycle safety and access near Cathedral Hill, along the Wiggle, and for traffic calming on 26<sup>th</sup> Street
- Completed first installment of BRT Funding payments to support the design and construction of the Van Ness BRT



# First Source Hiring Program - Construction

## 1. Hiring Goals – Program Year One

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 seven (100%) applicable positions with system referrals.



# First Source Hiring Program - Construction

## 2. Hiring Goals – Program Year One

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 four of the six (67%) applicable positions with system referrals.



# First Source Hiring Program - Construction

## 3. Hiring Goals – Program Year One

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 all eight (100%) of the applicable union apprentice positions with system referrals.



# First Source Hiring Program - Construction

## 4. Hiring Goals – Program Year One

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 18,613 hours performed by San Francisco residents out of 61,743 total hours. This represents <u>30%</u> of overall work hours performed by San Francisco residents*.

# Construction Local Hiring Summary

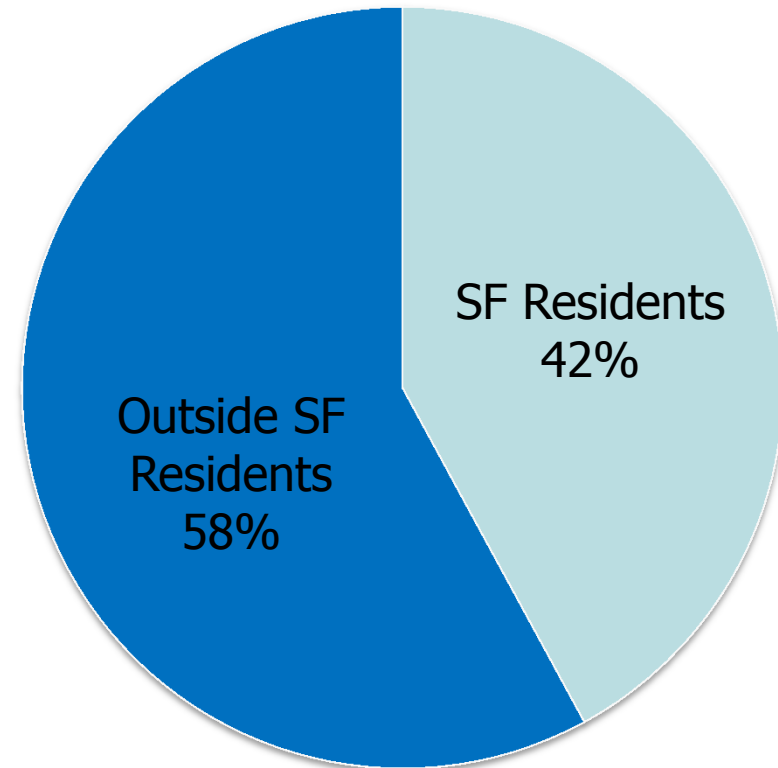
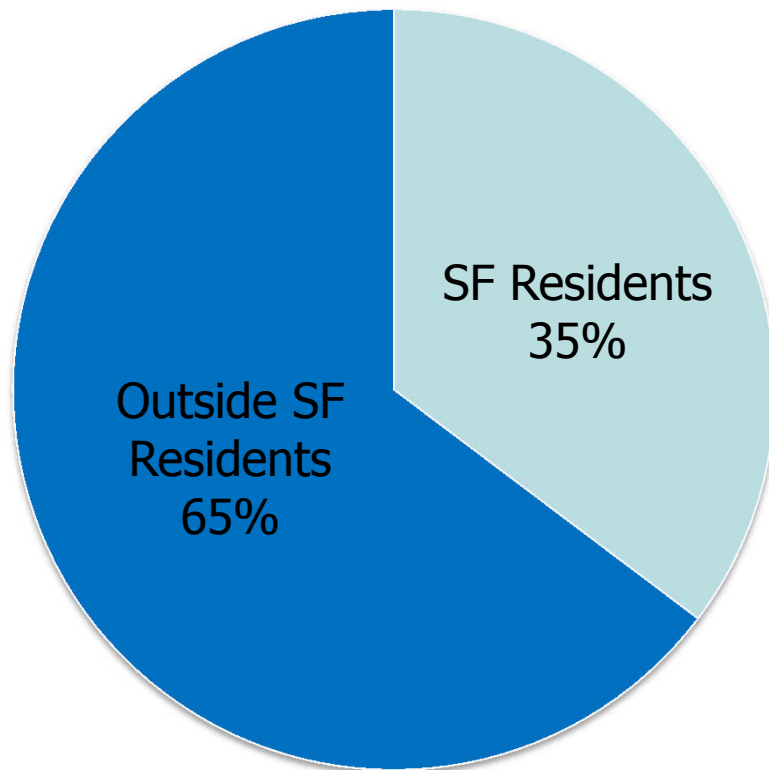
## November 2014 Updates

### TOTAL WORK HRS.

103,670

### TOTAL APPRENTICE WORK HRS.

8,960

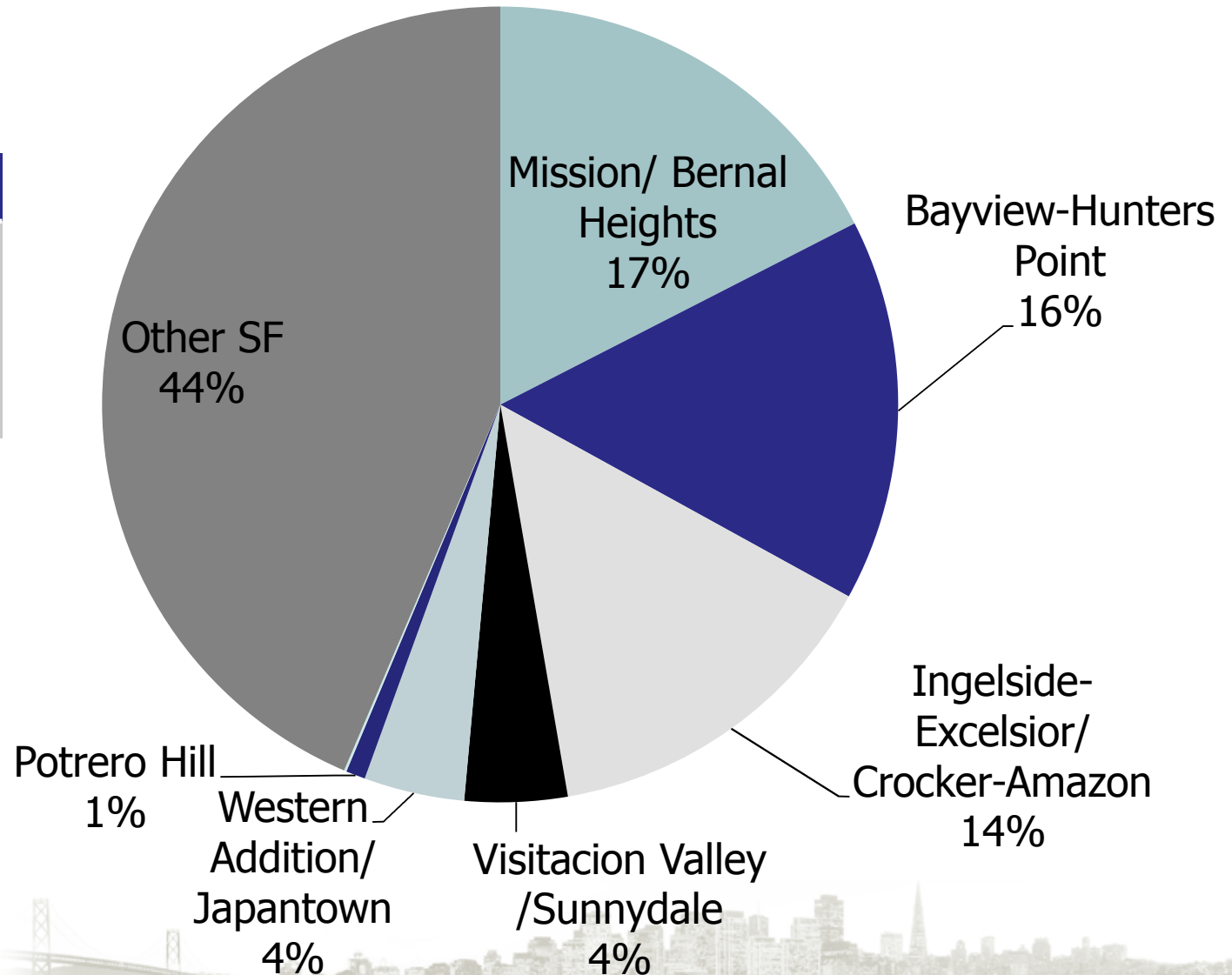


# SF Work Hours by Neighborhood

## November 2014 Updates

**Less Than 1%**

- Chinatown
- South of Market
- Hayes Valley/  
Tenderloin





# 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 One*

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

- CPMC filled 13% (six out of 47) of the applicable positions with system referrals: Housekeeper (3), Security Officer, Patient Registration Officer, Food Service Aide
- Five of the six system referrals that were hired reside in the priority neighborhoods specified in the development agreement
- CPMC's hiring deficiency was 13 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*

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

- 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
- San Francisco Foundation released RFP in November, 2014



# 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 2014-15 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



# First Source Hiring Program for CPMC Operations

## *Meeting the Hiring Goals*

### 1. Training

- Barrier Removal and Occupational Skills
- Workforce Fund – San Francisco Foundation
- OEWD Health Care & Hospitality Academies

### 2. Systems

- Partner/Staff Training
- Data Systems and Tracking
- Monitoring and Assessing Hiring Trends

### 3. Outreach and Support

- Distribution of Requisitions
- Application Workshops
- Hiring Events



# Summary of 2013 Healthcare Commitments

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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 2013 Performance	Compliant
Care for 30,445 charity care or Medi-Cal patients annually <ul style="list-style-type: none"> <li>• <b>4,421</b> = pro-rated commitment for 11/9/13-12/31/13</li> </ul>	Care provided for <b>5,687</b> unduplicated charity care and Medi-Cal patients. Compliance verified by third party audit.	Yes
Spend \$8 million annually for community benefit for the poor and underserved <ul style="list-style-type: none"> <li>• <b>\$1,161,644</b> = pro-rated commitment for 11/9/13-12/31/13</li> </ul>	Community benefit in the amount of <b>\$1,488,755</b> provided. 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 in the amount of \$1,679,254 was provided to Bayview Child Health Center (an increase of 461% over 2012)	Yes



# New Medi-Cal Beneficiaries

DA Provision	CPMC 2013 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 <b>5,400</b> new Medi-Cal Managed Care beneficiaries for a total of 20,250*	<b>2,511</b> new Medi-Cal Managed Care beneficiaries enrolled for a total of 17,129	Yes
<b>1,500</b> 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	There continues to be no available Tenderloin-serving primary care provider able to contract with Medi-Cal managed care	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 2013 Performance	Compliant
<p>Provide \$8.6 million to create an Innovation Fund</p> <ul style="list-style-type: none"> <li>• <b>\$3.5 million</b> in 2013</li> <li>• \$1.125 million in 2014</li> <li>• \$1.125 million in 2015</li> <li>• \$1.725 million in 2016</li> <li>• \$1.125 million in 2017</li> </ul>	<p><b>\$3.5 million</b> in payments made:</p> <ul style="list-style-type: none"> <li>• \$2 million on 9/4/13</li> <li>• \$1.5 million on 11/26/13</li> </ul>	<p>Yes</p>
<p>Grant funds to third-party recipients that</p> <ul style="list-style-type: none"> <li>• Support and improve the capacity of community clinics</li> <li>• Support community-based health, human service, and behavioral health service providers to reduce unnecessary hospitalizations</li> </ul>	<p>CPMC is a member of the Innovation Fund Committee, which, in 2013 granted <b>\$1,244,700</b> to five community-based organizations to support:</p> <ul style="list-style-type: none"> <li>• Affordable Care Act readiness for community clinics</li> <li>• improved services for people with HIV/AIDS</li> <li>• expansion of emergency mental health services</li> </ul>	<p>Yes</p>

# Additional Healthcare Provisions

DA Provision	CPMC 2013 Performance	Compliant
<b>Sub-Acute Services:</b> develop specific proposals for providing sub-acute care services in SF and present to Health Commission by 6/30/14	Work initiated in June 2014 with an extension granted to 6/30/15	Yes
<b>Staff Integration:</b> continue good faith efforts to integrate medical staffs at St. Luke's with medical staff of other hospital campuses	Medical staff integrated thus far: internal medicine hospitalists, emergency medicine, radiology, pathology, oncology, neurology, anesthesia	Yes
<b>Community Benefits Partnership:</b> continue active participation	Continued participation in SFHIP, a CBP successor coalition	Yes
<b>Chinese Hospital:</b> continue relationship in a manner generally consistent with existing service agreements	Continued to provide services in a manner agreeable to both parties	Yes
<b>Culturally and Linguistically Appropriate Services (CLAS):</b> deliver services in accordance with national standards	Policies and metrics in place providing for the delivery of services in accordance with national standards	Yes

# Issues to Highlight

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- Within the DA
  - Status of Tenderloin Medi-Cal Managed Care provider
  - Possible 2014 baseline commitment shortfall
  - Double-counting error on total Medi-Cal Managed Care beneficiaries
- Outside the DA
  - Reduction of skilled nursing facility beds
  - St. Luke's diabetes clinic

# Summary of Key Points

- Baseline Charity Care Commitment
- Tenderloin Medi-Cal provision
- 40% End-Use Hiring Requirement
- TDM Plan – Clipper Card requirement
- Length of the review process



# COMMENTS AND QUESTIONS

