

San Francisco General Hospital Outpatient Renal Center

SFGH Joint Conference Committee

April 10, 2012

Goal

To expand and provide dialysis services for San Francisco safety net population.

SFGH Renal Service Patients: 229

- 97 receive services at the SFGH Renal Center
- 132 receive services at community dialysis centers

History

- 1967 - Grant from the State of California to UCSF Med Center established the UC Renal Center at SFGH
- 2001 - UCSF Medical Center notified SFGH it would no longer license the UC Renal Center at SFGH
- 2002 - UC Renal Center at SFGH becomes independently licensed and operated by UCSF Dept of Medicine at SFGH
- 2003 - Due to Financial losses, UCSF Dept of Medicine at SFGH unsuccessfully tries to sell the facility or partner with a private company
- 2003 – Facility and license transferred to SFGH and renamed SFGH Renal Center

Current Operations

- 13 Chair Hemodialysis hospital based unit
- 3.7 shifts on Monday, Wednesday and Friday from 5:30am – 8:00pm
- 3 shifts on Tuesday, Thursday and Saturday from 5:00am – 6:00pm
- Annually, 40 - 70 newly referred patients are, in turn, referred to community dialysis units due to lack of capacity at the SFGH facility
- Annually, 15 to 20 uninsured patients begin dialysis at the SFGH Renal Center and are subsequently transferred to community dialysis units when they obtain Medi-Cal insurance
- Peritoneal (CAPD-Home-Based-Program after patient completes SFGH On-Site Training) - Severe space constraints limit capacity to only 30 patients

Expanding Hours

In December 2011, SFGH Hospital Administration and the UCSF Dean's Office at SFGH authorized the Renal Center to expand its hours. Although this will help to meet the demand for service, it does not address the physical plant issues, increase demand and long-term financial issues.

Ward 17 Patient Volume Annual Sessions

Programs	2008	2009	2010	2011 (Updated as of March 2012)	Unmet Needs
Hemodialysis	11,581	12,368	12,604	16,224	7,500 – 12,500
Continuous Ambulatory Peritoneal Dialysis (CAPD) - Home	8,263	8,689	10,200	11,680	Based on 40-70 newly referred patients referred to community dialysis units and 15 to 20 uninsured patient transferred to community units when they obtain Medi-Cal insurance
Totals	19,844	21,057	22,804	27,904	

Space Issues

- Current space does not meet 2010 CMS Life Safety Code*:
 - Fire Safety Deficiencies/Sprinklers and alarms = \$636,000 costs
 - ADA Access Deficiencies = Elevator ~ \$5,500,000.
 - Others = \$331,000
- Inadequate space for expanding beyond current capacity (13 Chairs).
 - not cost efficient
 - doesn't meet growing demand in SF Safety Net
- Space design is inefficient, does not allow for an economic RN and Tech staffing model

Patients By Zip Code

Zip Code	District	Ward 17	Comm. Sites	Miles to SFGH	Miles to LHH	Avg +/- Miles per patients	Public Transit Users Wd 17
94110	Inner Mission	21	14	0	3.8	3.8	10
94124	Bay View/Hunters Point	12	19	2.2	5.6	3.4	3
94103	South of Market	7	13	1.9	4.5	2.6	3
94134	Excelsior	5	13	1.8	4.3	2.5	
94102	Tenderloin	8	13	2.1	4.4	2.3	5
94112	Outer Mission	15	13	2.4	2.7	0.3	5
94111	North Beach	1	2	3.6	6.0	2.4	
94133/94108	Chinatown	1	3	4.4	6.1	1.7	
94109	Russian/Cathedral Hill	2	6	3.3	5.0	1.7	2
94121/94128	Richmond	2	4	5.0	2.6	-2.4	1
94116/94122/94132	Sunset	2	3	3.8	0	-3.8	
94117	Fillmore/Haight	1	2	2.0	2.9	0.9	
94107	Mission Bay/China Basin	1	3	1.8	5.6	3.8	
94127	Ingelside	1	0	2.5	1.7	-0.8	1
94115	Pacific Heights	0	5	2.8	3.9	1.1	
94114	Castro/Dolores Park	0	1	1.5	2.6	1.1	
94131	Bernal Heights	18	13	1.5	2.2	0.7	
	LHH and Homeless	0	2	3.8	0	-3.8	3
Others	Others	0	3				
Total		97	132			1.85	

Transportation

Wd 17 Patients:

Entitlement Van = 40,

Private Car = 12,

SF BHC = 4,

Sheriff/Jail = 1

Public Transit = 33,

Ambulance/Gurney = 4

Walk = 3

- LHH currently has van services to the Forest Hill Station
- LHH received a grant to expand van service to Glen Park – BAART
- Direct Muni Line to SFGH: 9 San Bruno, 10 Townsend, 33 Stanyan, 48 Quintara-24th Street
- Direct Munit Line to LHH: K Ingleside, L Taraval, M Ocean View, T Third Street, 36 Teresita, 43 Masonic, 44 O'Shaughnessy, 52 Excelsior

Quality of Services

Facility Name	Chain Organization	Profit or Non-Profit	# of stat.	Dialysis Adequacy	Pt. Survival 2005-2008
KAISER HOSPITAL HEMODIALYSIS	REGIONAL-KAISER PERMANENTE	Non-Profit	7	Data not Reported	BETTER THAN EXPECTED
RAI HAIGHT	RENAL ADVANTAGE, INC.	Profit	17	100.00%	AS EXPECTED
SAN FRANCISCO DIALYSIS CENTER	DAVITA	Profit	30	96.00%	BETTER THAN EXPECTED
RAI OCEAN AVENUE	RENAL ADVANTAGE, INC.	Profit	24	93.00%	BETTER THAN EXPECTED
SF CHINATOWN DIALYSIS CENTER	DAVITA	Profit	22	100.00%	AS EXPECTED
RAI CESAR CHAVEZ	RENAL ADVANTAGE, INC.	Profit	32	96.00%	AS EXPECTED
SFGH RENAL CENTER	INDEPENDENT	Non-Profit	13	95.00%	AS EXPECTED
PEDIATRIC DIALYSIS UNIT AT UCSF	INDEPENDENT	Non-Profit	5	Number of Patients too small	
UC CHRONIC DIALYSIS / MT. ZION	INDEPENDENT	Non-Profit	14	88.00%	AS EXPECTED
WELLBOUND OF SAN FRANCISCO	REGIONAL-SATELLITE HEALTHCARE	Profit	0	Peritoneal Dialysis only. Number of Patients too small	
PACIFIC DIALYSIS	DAVITA	Profit	30	Facility not open for entire reporting period	
DAVIES DIALYSIS	DAVITA	Profit	16	Facility not open for entire reporting period	

Quality of Services

Facility Name	Quality Standard Text	Total Performance Score	National Average
KAISER HOSPITAL HEMODIALYSIS	No Score Assigned		26
RAI HAIGHT	Meets 2 of 3 Quality Standards.	21 out of 30	26
SAN FRANCISCO DIALYSIS CENTER	Meets 2 of 3 Quality Standards.	21 out of 30	26
RAI OCEAN AVENUE	Meets 1 of 3 Quality Standards.	18 out of 30	26
SF CHINATOWN DIALYSIS CENTER	Meets 3 of 3 Quality Standards.	30 out of 30	26
RAI CESAR CHAVEZ	Meets 3 of 3 Quality Standards.	30 out of 30	26
SFGH RENAL CENTER	Meets 3 of 3 Quality Standards.	30 out of 30	26
PEDIATRIC DIALYSIS UNIT AT UCSF	No Score Assigned		26
UC CHRONIC DIALYSIS / MT. ZION	Meets 3 of 3 Quality Standards.	30 out of 30	26
WELLBOUND OF SAN FRANCISCO	No Score Assigned		26
PACIFIC DIALYSIS	Facility not open for entire reporting period		26
DAVIES DIALYSIS	Facility not open for entire reporting period		26

Other Issues

- Privatization: Current plan is to issue RFP for either a private or non-profit provider that would be required to care for SFGH Renal Service patients.
- Proposition A Rebuild Bond: Voters approved seismic safety requirements for inpatient services only.
- Transportation: Average impact is 1.85 miles increase to LHH. Shuttle services will be available from Forest Hill Station and from Glen Park.
- Quality of Services: Per David Pearce, Division Chief of Renal Service, and Neil Powe, Chief of Medicine, there is no significant difference between SFGH and community dialysis centers.
- Project Delay: Continued operation of current Renal Center could jeopardize SFGH's accreditation status and result in transfer of all Renal Center patients to community dialysis centers.

Reason for RFP

The decision to issue a RFP was as a strategy to finance an improved facility for our hemodialysis and peritoneal dialysis patients.

Financial Analysis

	*HD+CAPD Current 2012 SFGH Ward 17	HD+CAPD Proposed 30 Chair LHH State-Of-The-Art Facility
HD Chairs	13	30
CAPD Slots	32	60
DPH Patients	136	240
Machines	15	35
Sessions	27,904	59,340
Rev Loss/Gain	**(\$9,063)	***+\$1,252,227

* Updated 3/2012

** Includes \$20k/Month OON Costs for SFHP Patients Unable to be accommodated on Ward 17

*** Increase revenue gain due to improved economies of scale: improve payor mix, increase capacity, more efficient physical layout

Funding Plan

- LHH Rebuild Plans included a 6 Chair Dialysis Unit for LHH patients.
- 2008 – The 6 Chair Unit was dropped from the plan due to projected high operational costs.
- 2008 – New CMS Life Safety Code Requirements announced, effective 2010; SFGH Renal Center cannot meet these requirements.
- 2009 - LHH Rebuild plan revised to house a 30 Chair Unit (for both SFGH and LHH patients) using \$5 Million in LHH Rebuild Capital Funding
- 2009 - LHH Rebuild Capital Funding plan abandoned due to lack of Capital Improvement Funds

Funding Plan

- 2010 – Developed current plan to issue Request for Proposal for contract with private/non-profit provider to construct, equip, and operate a 30 chair dialysis center at Laguna Honda Hospital.
- Project to start in 2013 with anticipated completion in 2014.