

Subacute Care Capacity in San Francisco

Opportunities to Develop Capacity: Project Status Update

Board of Supervisors

Public Safety and Neighborhood Services Committee

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Outline

I

Project purpose

II

Current subacute care options

III

Next steps



Purpose

This Presentation

- Provide a status update of the Department of Public Health's engagement with hospitals and Milliman to identify strategies for expanding subacute care bed capacity

Milliman Project Objectives

- To support the Department of Public Health in planning for and implementing expansion of San Francisco's capacity for subacute care beds for Medi-Cal beneficiaries and vulnerable members of San Francisco.



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Entities participating in environmental scan / interviews

Hospitals and Health Systems

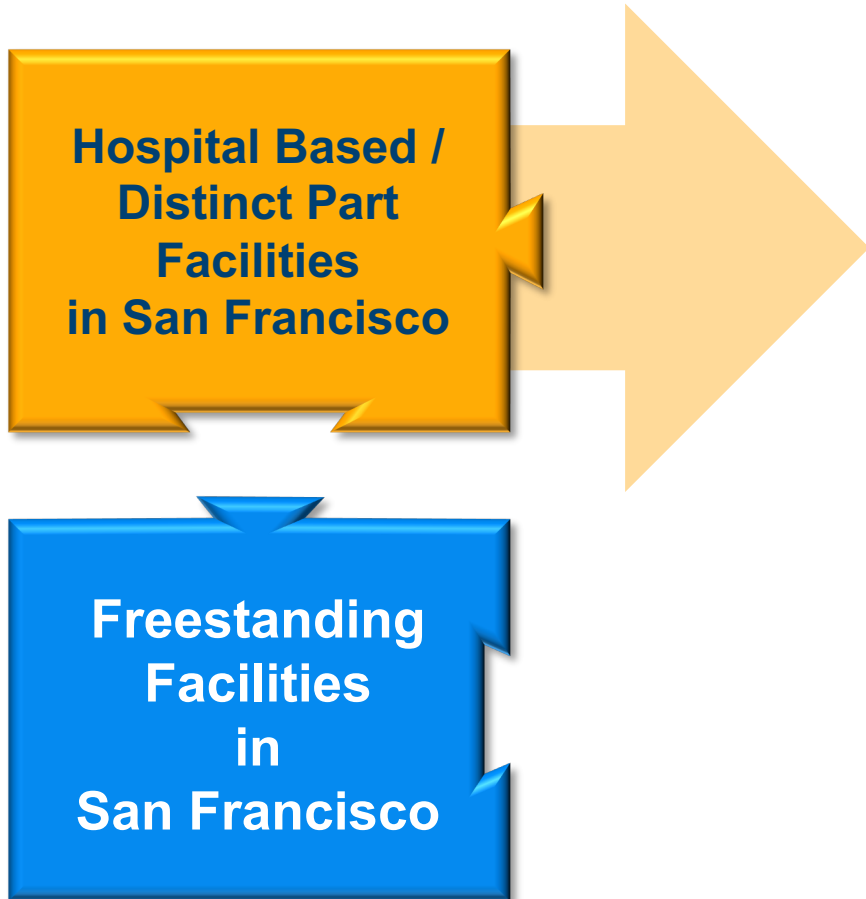
- Kaiser Permanente San Francisco
- Chinese Hospital
- Dignity Health (St. Mary's & St. Francis)
- Vibra Health (Kentfield Hospital)
- California Pacific Medical Center (all campuses, including Davies, Mission Bernal, and St. Luke's)
- University of California San Francisco Medical Center
- Zuckerberg San Francisco General Hospital

Operators

- San Francisco Health Care
- Aspen Skilled Healthcare
- Providence Group
- Generations Healthcare



DPH has continued efforts to engage potential hospital partners



Chinese Hospital

845 Jackson Street

Available beds:	<ul style="list-style-type: none">▪ 23
Build out status	<ul style="list-style-type: none">▪ Beds are ready▪ Food service issues remain
CDPH approval	<ul style="list-style-type: none">▪ Pending
Staffing needs	<ul style="list-style-type: none">▪ Contract vs. self-operation
Estimated level of effort	<ul style="list-style-type: none">• Using industry standard analytics, the cost shortfall per bed day is anticipated to range between \$370 - \$450 per bed day
Other considerations	<ul style="list-style-type: none">▪ Considering partnering with an operator, with experience in providing care for patients with subacute care level of need (e.g., vent-dependent)



Milliman has conducted interviews of operators of freestanding SNFs in San Francisco

**Hospital Based /
Distinct Part
Facilities
in San Francisco**

**Freestanding
Facilities
in
San Francisco**

Interviewed freestanding nursing home operators

- San Francisco Health Care and Rehabilitation
- Aspen Skilled Healthcare
- Providence Group
- Generations Healthcare

Interviews intended to

- Understand current and future institutional capacity
- Gauge perspective and interest in developing subacute care capacity
- Assess readiness to partner and barriers to developing capacity
- Consider supplemental services and arrangements necessary to support capacity (e.g., critical care transport)



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Options currently identified

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Next steps



Develop a subacute SNF at Chinese Hospital

- Determine Chinese Hospital subacute SNF staffing model and cost estimates
- Discuss potential partnerships with hospitals to support subacute demand and unit operating costs
- Identify potential gaps/needed support for successful implementation of proposal