

# San Francisco Medical Center Institutional Master Plan 2013–2022

Revisions November 2013



KAISER PERMANENTE®  **thrive**

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# 1 Introduction

- PURPOSE OF IMP
- KAISER PERMANENTE COMMUNITY OUTREACH: COMMUNITY TASK FORCE
- SUMMARY OF KAISER PERMANENTE'S PREVIOUS IMPs & FUTURE PLANS
- 2013-2022 IMP PROPOSED PROJECTS



Kaiser Foundation Hospitals and Kaiser Foundation Health Plan, Inc. (together Kaiser Permanente) presents this draft Institutional Master Plan (IMP) 2013-2022 in accordance with the San Francisco Planning Code Section 304.5.

This document provides an overview of Kaiser Permanente's services, membership population and facilities in San Francisco. It also includes Kaiser Permanente's proposed and planned projects for the next ten years as currently foreseen, and their potential impacts on the surrounding neighborhood.

Kaiser Permanente's programs, services, and health care facilities continue to grow and evolve to meet the changing demands of its members and the San Francisco community. This IMP contains only projects that are essential to meet Kaiser Permanente's immediate space demand within the constraints of its financial resources.

### PURPOSE OF IMP

The San Francisco Planning Code, Section 304.5, requires medical institutions to provide public notice of its future development plans for their medical facilities. The city's Planning Commission is only required to hold informational public hearings on an IMP. Section 304.5 of the Planning Code states the purposes of an IMP as follows:

- 1 To provide notice and information of the medical institution's future plans to the Planning Commission, community and neighborhood organizations, other public and private agencies and the general public as to plans of each affected institution at an early state, and to give an opportunity for early and meaningful involvement of these groups in such plans prior to substantial investment by an institution in property acquisition or building design;
- 2 To enable the institution to make modifications to its master plan in response to comments made in public hearings prior to its more detailed planning and prior to any request for authorization by the City of new development;
- 3 To provide the Planning Commission, community and neighborhood organizations, other public and private agencies, the general public, and other institutions with information that may help guide their decisions with regard to use of, and investment in, land in the vicinity of the institution, provision of public services, and particularly the planning of similar institutions in order to ensure that costly duplication of facilities does not occur.

IMPs are required every 10 years, with updates every two years or sooner if significant projects are anticipated.



### **KAISER PERMANENTE COMMUNITY OUTREACH: COMMUNITY TASK FORCE**

Kaiser Permanente places great emphasis on community outreach with our facility neighbors and remains a responsive partner in helping create sustainable neighborhoods. With an almost 30-year active Community Task Force that was formed in 1983, Kaiser Permanente has been listening to and acting upon input from community members on a regular basis. Meeting six times a year on the third Monday of odd-numbered months, the Community Task Force is comprised of representatives of neighborhood associations and Kaiser Permanente staff, representing Facility Services, Capital Projects, and Public Affairs. Representatives of the local police sub-stations, San Francisco County and City Supervisors, and community non-profits are also invited to attend when schedules permit. If there are pressing community issues that arise during meetings, Kaiser Permanente staff communicate with the appropriate agencies and organizations as needed.

The Community Task Force meetings are an excellent opportunity for Kaiser Permanente staff to inform community members of any upcoming construction in or around medical center facilities that might have a neighborhood impact. Additionally, staff keep community members apprised of necessary maintenance activity, health care delivery service changes and future community events that may be of interest to them and the groups they represent. For example, Kaiser Permanente sponsors a number of community health fairs every year that are free to the public and provide excellent opportunities for San Francisco residents to maintain good health through screenings and health education activities.

Community Task Force members also have the opportunity to inform Kaiser Permanente staff of any issues concerning them or those they represent. Issues that community members have related and that Kaiser Permanente has been able to correct include noise associated with early morning deliveries, light emanating from garages and buildings, pedestrian safety, and campus security concerns. The ongoing dialog and collaboration has been very positive for both Kaiser Permanente and the community by helping to improve our mutual environment.

The Institutional Master Plan was developed with input from Kaiser Permanente San Francisco's Community Task Force. The Community Task Force met on alternating months through the development of the Institutional Master Plan. Through the meetings, Kaiser Permanente staff shared development and renovation plans for its facilities. Members of the task force provided feedback on plans included in the Institutional Master Plan.

While community members expressed support for Kaiser Permanente's expansion into the other parts of the City, they also expressed disappointment that there is not a time line yet for construction of a medical office building at 2108 O'Farrell St. Given that the O'Farrell Medical Office Building project is not immediately going forward, they requested that the vacant building at 1401 - 1417 Divisadero be demolished as soon as possible. This building is currently scheduled to be demolished in late 2013. The site will be improved with landscaping and fencing that was designed with input from the Community Task Force and City Planning Department. The site will be secured and maintained by Kaiser in this manner until such time as the 2108 O'Farrell project commences

Construction timing for 2108 O'Farrell Street is unknown until long-range membership growth projections and future needs can be more clearly determined. Kaiser Permanente is not yet in a position to apply for a building permit for this parcel.

The Community Task Force was apprised of the Planning Department's comments on the IMP at the July 16, 2012 meeting. In addition, Kaiser Permanente advises the offices of their neighboring District Supervisors Kim (District 6), Cohen (District 10), Breed (District 5), Farrell (District 2), and Mar (District 1) of development plans and works with all of the city's Supervisors to resolve issues of concern and improve community health.

Task Force members include the following community organizations and groups:

Anza Vista Neighborhood Association  
Beideman Area Neighborhood Group  
Divisadero Merchant's Association  
Ella Hill Hutch Community Center  
Greater Geary Boulevard Merchant Association  
Jones Methodist Church/TCDC  
Northern Station - SFPD  
Park Station - SFPD  
Richmond Station - SFPD  
Planning Association for the Richmond  
The Village Project  
University Terrace Association – Third Baptist Church  
Western Addition Neighborhood Association

The following community residents regularly attend CTF meetings:

Jan Bolaffi  
Paul Kirwin  
James McCray  
Barbara Meskunas  
Al Sodini  
Robert Speer  
Elmer Tosta  
Adrian Williams  
Peter Winkelstein

### SUMMARY OF KAISER PERMANENTE IMPs & FUTURE PLANS

Kaiser Permanente submitted its first IMP in 1978, followed by a comprehensive update in 1983, which proposed to construct a new North Wing for the hospital at the Geary Campus, 110,000 gross square feet (GSF) of outpatient service facilities, and seismically upgrade the existing hospital. Kaiser Permanente completed construction of the new North Wing for the hospital and built a 663-car garage at 2130 O'Farrell Street.

In 1994, to relieve overcrowding of the existing facilities and a forecasted increase in Kaiser Permanente's membership, Kaiser submitted an IMP update that called for the redevelopment of the entire Geary Campus.

In 1998, Kaiser Permanente submitted another IMP update reflecting the proposed redevelopment of the Geary Campus analyzed in the 1997 Final Environmental Impact Report (FEIR), and the projects then pending before the Commission and the San Francisco Redevelopment Agency (SFRA). Only construction of the 2238 Geary Boulevard building, renovations to seismically upgrade the original hospital, and the residential housing at 2139 O'Farrell Street discussed in the 1998 IMP were completed.

In April 2007, Kaiser Permanente filed an IMP update to support three proposed projects:

- Construct a state-of-the-art outpatient clinic building at 2108 O'Farrell Street;
- Demolish the vacant residential building at 1401-1417 Divisadero Street and the medical building at 2139 O'Farrell Street. In partnership with the Tabernacle Community Development Corporation (TCDC), construct 21 affordable replacement housing units at 2139 O'Farrell Street;
- Fully convert the de-licensed 4131 Geary Boulevard hospital on the French Campus to outpatient clinic use.

Since the 2007 update, the construction of the 21-unit replacement building at 2139 O'Farrell Street has been completed. As previously mentioned, the vacant building at 1401-1417 Divisadero Street is scheduled to be demolished in late 2013. The other projects remain in the IMP and exact timing is based on membership growth and our members' projected needs.

## 2013 - 2022 IMP PROPOSED PROJECTS

Kaiser is currently planning some additional projects, some of which are in the early stages, to better serve its members' medical and safety needs including:

- Purchase of the 1600 Owens Building in Mission Bay currently under development by Alexandria Real Estate. (The current estimated schedule includes receiving Certificate of Occupancy in December 2015 with the goal to begin operating in April 2016);
- Constructing a new building at 2108 O'Farrell Street to provide outpatient clinic services;
- Adaptive reuse of the 4131 Geary Boulevard building, a former inpatient care hospital, for outpatient services;
- Potential relocation of Chemical Dependency Services Program;
- Renovation and upgrade of fire alarm system in 4131 Geary , 4141 Geary and 450 6th Ave;
- Installation of new exterior signage at the Geary and French campuses; and
- Demolition of the existing 1401-1417 Divisadero vacant building and site improvements to include landscape fenced site.

## 2 Institutional Overview

- KAISER PERMANENTE SAN FRANCISCO MEDICAL CENTER
- KAISER PERMANENTE'S GOALS & OBJECTIVES
- HISTORY OF GROWTH
- SERVICES PROVIDED & UTILIZATION STATISTICS
- MEMBERSHIP POPULATION CHARACTERISTICS
- EMPLOYEE CHARACTERISTICS
- DISASTER PREPAREDNESS
- REPOSENSE TO SENATE BILL 1953



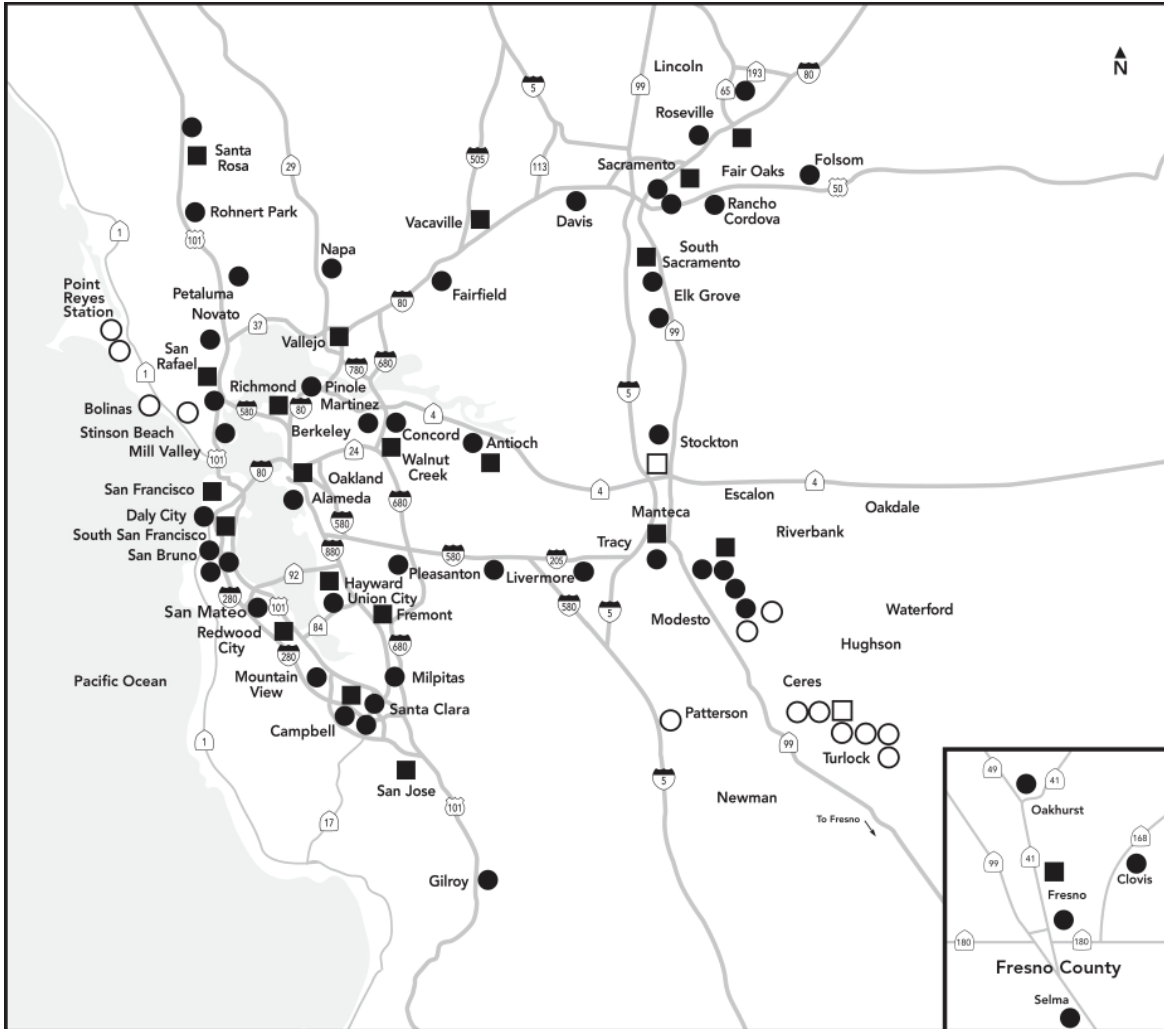
### **KAISER PERMANENTE SAN FRANCISCO MEDICAL CENTER**

Kaiser Permanente is the country's largest not-for-profit, qualified Health Maintenance Organization (HMO) dedicated to providing comprehensive medical and preventive health care to its members for a predetermined and prepaid monthly fee since 1945. It is the largest HMO in the United States with 8 regions and over 8.9 million members. In Northern California, it employs 68,000 staff and 7,000 physicians. Kaiser Permanente's San Francisco Medical Center is part of the Northern California Service Region and has been providing health care to San Franciscans since the first group enrollment in 1946 of 7,500 workers at the Hunters Point Naval Shipyard.

Today, Kaiser Permanente's San Francisco Medical Center employs 3,506 full-time and part-time health care professionals and support employees. It serves 185,671 San Francisco residents and Kaiser Permanente members who work in the city. Approximately 13.6% of Kaiser Permanente San Francisco's members are Medicare or MediCal recipients. Indigent care is provided by Kaiser Permanente's Emergency Department.

**Northern California**

Map depicting Kaiser Permanente and affiliated facilities



- Kaiser Permanente medical centers (hospital and medical offices)
- Kaiser Permanente medical centers
- Affiliated medical offices
- Affiliated plan hospitals

Source: Kaiser Permanente



## KAISER PERMANENTE'S GOALS & OBJECTIVES

Kaiser Permanente's approach to health care is based on the organization's mission: Kaiser Permanente exists to provide affordable, high quality healthcare services to improve the health of our members and the communities we serve.

In San Francisco, we have the following philosophy:

- Provide a complete range of medical services with an emphasis on preventive care, early detection and health education;
- Provide high quality medical care to its members through a stable, affordable prepayment system;
- Provide a quality working environment for its staff and members;
- Staff the facilities at all levels to reflect the surrounding city's diverse population;
- Provide support to community safety-net health organizations to improve the health of San Francisco's residents through financial and in-kind contributions;
- Improve the health of our members by pioneering new on-line health services and outpatient services, including telephone advice for medical conditions, general health information, outpatient therapy, and outpatient surgery;
- Provide health care services to its members in facilities owned or operated by Kaiser Permanente to the maximum extent feasible;
- Contract with other medical centers for specialized services when they are more cost effective.

### San Francisco Bay



### HISTORY OF GROWTH

#### Development of Kaiser Permanente in the Northern California Region

During World War II, Kaiser Permanente created a prepaid industrial health care program for its shipyard workers in Richmond, California. When the war ended, Kaiser Permanente opened the program to community enrollment.

As part of California's largest nonprofit health plan, Kaiser Permanente Northern California Region currently serves approximately 3.35 million members at 22 medical centers and 47 medical offices. San Francisco is one of these medical centers.

#### History of the San Francisco Medical Center

1946

In 1946, Kaiser Permanente leased its first outpatient building in San Francisco on Market Street. With a group enrollment of 7,500 workers at the Hunters Point Naval Shipyard, Kaiser purchased the former Harbor Hospital in 1947 and operated it until 1954.

#### Development of the Geary Campus

1954

In 1954, Kaiser Permanente opened a hospital at 2425 Geary Boulevard, which has become the nucleus of Kaiser Permanente's San Francisco Geary Campus. In 1960, Kaiser purchased land from San Francisco Redevelopment Agency (SFRA) east of the hospital and built the 2190 O'Farrell Street garage and the 2200 O'Farrell Street Medical Office Building. Kaiser also purchased the 2139 O'Farrell Street building. In 1977, it purchased the Pontiac dealership building at 350 St. Joseph Avenue. In 1985, Kaiser Permanente acquired its 2130 O'Farrell Street site by exchanging land with Sinai Memorial Chapel.

1977

1985



2139 O'Farrell Street, 1965

**Development of the Geary Campus - continued.**

1989  
1990  
1995  
1997

In 1990, Kaiser Permanente completed the 2130 O’Farrell Street Garage and the north wing addition to the 2425 Geary Boulevard Hospital. In 1992, Kaiser Permanente acquired the vacant lot (formerly a gas station) at the southwest corner of Geary Boulevard and Divisadero Street. In 1995, Kaiser Permanente purchased the 21-unit residential building at 1401-1417 Divisadero Street, completing Kaiser Permanente’s ownership of the block bounded by Geary Boulevard, St. Joseph Avenue, O’Farrell Street and Divisadero Street. In 1997, Kaiser Permanente purchased the 2238 Geary Boulevard site<sup>1</sup> and constructed a 260,000 GSF outpatient clinic building with ground floor retail uses and a 366-car, five-level, underground parking garage.

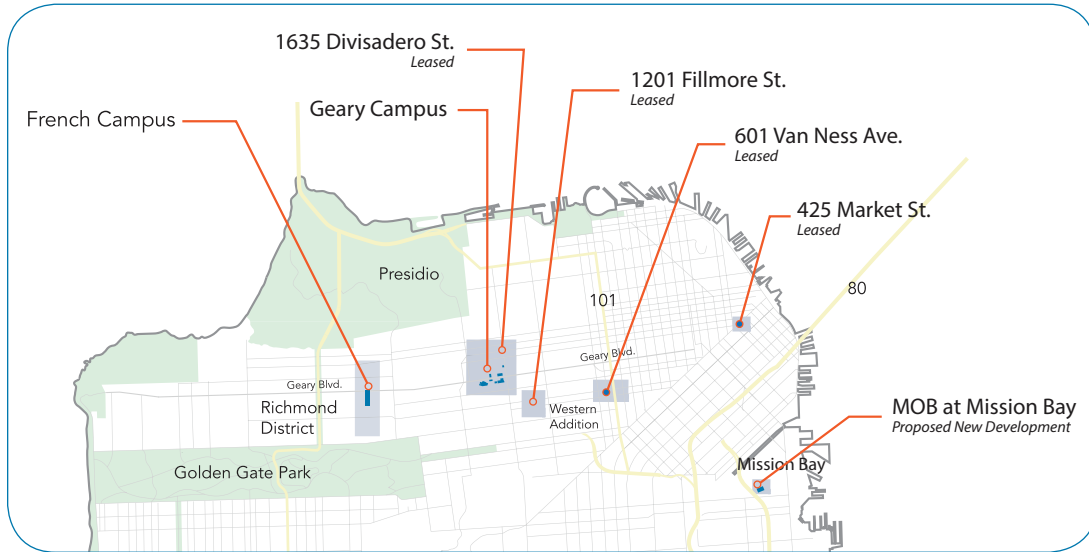
**French Campus**

In 1989, Kaiser Permanente acquired the French Hospital Medical Center, consisting of a 297-bed acute care hospital at 4131 Geary Boulevard, the Pasteur Outpatient Clinic Building at 450 Sixth Avenue, the Linen Building<sup>2</sup> at 1400 Anza Street, the Boiler Building/Engineers Building<sup>3</sup> at 1420 Anza Street, the Anza Building at 490 Sixth Avenue, and a two-level underground parking garage. In 1991, Kaiser Permanente acquired the detached medical office building at 4141 Geary Boulevard completing Kaiser Permanente’s ownership of the block bounded by Geary Boulevard, Sixth Avenue, Anza Street and Fifth Avenue. In 2001, the hospital at the French Campus was de-licensed because there was no demand for the additional acute-care beds.

2001

<sup>1</sup> This site consists of about three-quarters of the block bounded by Broderick Street, Geary Boulevard, Garden Street and Divisadero Street.  
<sup>2</sup> The Linen Building was seismically upgraded to meet the then Building Code standards and was adaptively reused as the Central Plant that serves all the buildings of the French Campus except the 4141 Geary building.  
<sup>3</sup> The Boiler Building and the Engineers’ Building are vacant due to severe structural damage from the Loma Prieta Earthquake.

### Location Map of Kaiser Permanente, San Francisco Campus



Source: Kaiser Permanente Health Plan, June 2012

### Leased Spaces

Kaiser Permanente also leases medical office space. To date, Kaiser Permanente leases four facilities.

### Leased Buildings

Location	Lease Term	Sq. Feet	Use
1635 Divisadero	2016	34,252	
Ground floor			Allergy, Optical Sales
3rd floor			Physical Therapy Outpatient clinics
4th floor			Optometry, Ophthalmology Outpatient clinics
1201 Fillmore	2015	15,635	Chemical Dependency Rehabilitation Program
601 Van Ness	2019	17,918	Outpatient Clinic for Worker's Compensation Related Injuries
425 Market	2018	7,328	Marketing
<b>Total Lease Space</b>		<b>75,133</b>	

Source: Kaiser Permanente SF Capital Projects 6/2011

**Affordable Housing Constructed: 2139 O'Farrell Street**

In 1998, Kaiser Permanente entered into an Owner Participation Agreement (OPA) with the San Francisco Redevelopment Agency (SFRA) to construct the 21 affordable housing units at 2139 O'Farrell Street to replace housing in the 1401-1417 Divisadero Street building.

In September, 2006, the SFRA approved an amendment to the 2139 O'Farrell Street OPA extending the time of performance for the replacement housing project. Kaiser Permanente placed \$10,018,986 into an escrow account to fund the design and construction of the replacement units at that time.

The Tabernacle Community Development Corporation (TCDC), a community based non-profit organization, under an agreement with Kaiser Permanente, was responsible for the design and construction of the replacement housing project. These units have been completed and sold to the TCDC for one hundred dollars. All of the units are affordable in perpetuity to households with incomes not exceeding 60% of the San Francisco Area Median Income.

### SERVICES PROVIDED & UTILIZATION STATISTICS

Kaiser Permanente San Francisco Medical Center provides inpatient care, outpatient clinical services for primary and specialty care, urgent care, emergency care, mental health, and chemical dependency programs. The center also provides wellness and chronic disease training, management, and education in partnership with its community partners.

In 2010, the Medical Center provided care totaling 65,230 inpatient days, 15,149 acute care admissions, and 3,687 inpatient surgeries while delivering 2,450 newborns. The average inpatient census was 179 patients per day in 2010, with an average length of stay of 4.2 days.

#### Inpatient Services

Kaiser Permanente's San Francisco Medical Center is the center for high-risk pregnancies and sick or premature newborns for the West Bay and North Bay. It is also a regional center for cardiac care and cardiovascular surgery. The following inpatient services are provided:

- Adult Intensive Care
- Intensive Care Nursery
- Perinatal Services
- Pediatrics
- Chronic Dialysis
- Emergency Services
- Social Services
- Respiratory Services
- Physical Therapy
- Nuclear Medicine
- Cardiovascular Surgery
- Cardiac Catherization Lab

Kaiser Permanente has contracts with other hospitals such as the University of California at San Francisco (UCSF) to perform certain specialized medical services, St. Mary's for psychiatric and revascularization services as well as St. Francis Hospital for the treatment of burn injuries for Kaiser members.

**INPATIENT SERVICES - CONTINUED**

**Utilization Statistics for Inpatient Services**

The number of acute care inpatient days in 2010 was 65,230, down from 74,450 in 2005 reflecting a decrease of 12%. The overall decline in recent years can be attributed to advancing technology which has changed core surgical and medical procedures once accomplished in a hospital operating room and inpatient beds to an outpatient setting. The following table shows utilization inpatient days of certain services in 2010, compared with 2005.

**Inpatient Days**

	2005	2010	Increase/Decrease
Total Inpatient Days	74,450	65,230	-12%
Cardiac Services	15,115	8,577	-43%
General Surgery	4,524	6,912	53%
Medicine	30,180	26,318	-13%
Pediatrics	2,511	1,286	-49%
OB-GYN	9,525	8,925	-6%
Newborn	9035	9,199,	2%
Specialty Surgery	3,482	3,484	0%
Other	78	529	578%

Source: Kaiser Foundation Hospitals, June 2011

### OUTPATIENT SERVICES

To provide a continuum of care from wellness to inpatient care, Kaiser Permanente has pioneered many innovative outpatient services, such as Coordinated Home Care Services and Urgent Care day surgery procedures. Emphasis on outpatient services and an aging membership continue to increase the demand for state-of-the-art outpatient facilities

Kaiser Permanente's outpatient services include:

- 24 hour/7 days a week Telephone Advice provided by a Registered Nurse
- Allergy/Immunology
- Ambulatory Surgery
- Audiology/Hearing Center
- Autism Spectrum Disorder Evaluation Center
- Comprehensive Cardiac Services
- Cardiovascular & Thoracic Surgery
- Chemical Dependency Recovery Program
- Chronic Pain Management Clinic and Pain Interventional Center
- Community Based Health Services for the acutely physically impaired
- Medical & Cosmetic Dermatology
- Comprehensive Diagnostic Imaging Services
- Comprehensive Women's Health Services: Obstetrics/Gynecology, Infertility Services, Lactation Center, Mammography, Bone Density Testing
- Eye Care Services - (Ophthalmology, Optometry, Opticians)
- Genetics Testing & Counseling
- Head and Neck Surgery
- Health Education Services
- Home Health Care and Hospice Services
- Internal Medicine/Family Medicine
- Medical Sub-Specialties: Apnea/Sleep Clinic, Chronic Conditions Management Programs, Gastroenterology, Nephrology, Pulmonology, Rheumatology, Travel Medicine
- Nephrology Specialty Center (pre- and post-transplant clinic)
- Oncology & Infusion Center
- Orthopedics, Podiatry, Injury Center, and Sports Medicine Clinics
- Laboratory Services
- Neurology & Neuro-diagnostic Services
- Occupational Medicine
- Pediatrics (General, Teen and Specialty Services)
- Pharmacy Services
- Physical Medicine and Rehabilitation Clinic



**OUTPATIENT SERVICES - CONTINUED.**

- Physical Therapy
- Psychiatry
- Surgery (General, Aesthetic/Cosmetic, Plastic and Vascular)
- Urgent Care (After-Hours Internal Medicine, Pediatrics)
- Urology
- Wound Care Clinic

In 2010, there were a total of 1,025,982 outpatient clinic visits; an increase of 6.3% over 2006 levels. In 2010, there were 32,943 Emergency Department visits. This represents an increase of over 25% over the previous four years. The following table shows outpatient utilization in 2010 compared to 2006.

**Member Visits by Type**

Office Visits	2006	2010	Increase/Decrease
Total Outpatient Visits	965,380	1,025,982	6.3%
Cardiac	12,295	10,840	-11.8%
Emergency Visits (ED)	26,263	32,943	25.4%
Medicine	633,394	648,127	2.3%
Ob-Gyn	79,683	93,868	17.8%
Pediatric	58,848	66,615	13.2%
Psychiatry Visits	52,574	51,878	-1.3%
Specialty Surgery	102,323	121,711	18.9%

Source: Kaiser Permanente TPMG, June 2012

### **OUTPATIENT SERVICES - CONTINUED.**

Kaiser Permanente members are encouraged to access the medical center's website and to educate themselves with the vast amounts of information available there. Members can view test results, refill prescriptions, make appointments on-line or contact their personal physician via e-mail.

Kaiser's members collectively speak more than 50 different languages/dialects as primary languages. Kaiser Permanente publishes its health care directory in English, Chinese and Spanish.

All hearing-impaired members have access to all medical services, including their personal physician, by utilizing the services of available sign language interpreters, specialized telephone equipment (i.e. ,TTY), and the Internet.

### **Health & Wellness Education**

Comprehensive health education programs to meet the needs of its diverse membership are provided to its members through the Health Information Center. The Health Education Team promotes and supports healthy choices and behaviors through active partnerships and accessible, integrated health care. It assists members in translating health information into life practice. On-line resources are also available.

**Kaiser Permanente Educational Programs & Support Groups for special medical problems include:**

**Aging & Senior Health**

- Classes to Fill Out & Complete Health Care Directive Forms
- Coping with Alzheimer's Disease
- Information & Support for Caregivers of Persons with Memory Loss/Dementia
- Senior Health Series 2011

**Alcohol & Drugs**

- Chemical Dependency Recovery Programs include Family Program Orientation, Family Education, Chemical Dependency Couples Therapy, Codependent Process Group & Adolescent Substance Abuse Programs.

**Cancer**

- Breast Cancer
- Cancer Supportive Care Program Meetings
- Cancer Resources Center at the UCSF
- Comprehensive Cancer Center
- Understanding Inherited Susceptibility to Breast Cancer & Ovarian Cancer.

**Children's Health**

- Attention Deficit Hyperactivity Disorder Screening Group
- Children's Preoperative Tour
- Healthy Kids, Health Families
- Martial Play
- Social Skill
- Tots
- Parent Project

**Chronic Conditions**

- Alopecia Areata Support Group
- Chronic Obstructive Pulmonary Disease Education
- Hepatitis C
- Managing Ongoing Health Conditions
- Hypertension (High Blood Pressure)
- Multiple Sclerosis Support Group
- Kidney Care
- Sleep Disorder Treatment Group

**Complementary Medicine**

- Qi Gong
- Self-Help Acupressure
- T'ai Chi Chih
- Yoga

**CPR**

- Adults
- Infants/Children

**Diabetes**

- Diabetes Basic Building Blocks (Nutrition 2nd session)
- Carbohydrate Counting for Diabetes
- Diabetes Foot Care

**Exercise & Fitness**

- Get Moving
- Fitness for Women 40 & Over

**Heart Disease**

- Cholesterol Management
- Heart Failure Education
- Multifit-cardiac Rehabilitation

**HIV, AIDS & STD**

- Testing & Counseling
- HIV Update Newsletter
- HIV, Cholesterol & Your Body
- Discussion & Support Group

**Men's Health**

- Prostate Cancer

**Mind/Body Health**

- Psychiatric Group Therapy
- Bereavement Support Group
- Spiritual Care
- Domestic Violence Support Group
- Anger Management
- Couples Communications Skills
- Anxiety & Fear Skills
- Depression
- Sleep Better Skills
- Mindfulness Based Stress Reduction
- Stress & Medical Symptom Reduction
- Day-long Stress Management

**Musculoskeletal Services**

**(Bones, Muscles, Joints)**

- Arthritis
- Back Education Class
- Feldenkrais Movement
- Therapeutic Water Exercise for Arthritis/Joint Pain
- Repetitive Strain Injuries

**Pregnancy & Postpartum**

- Prenatal Education
- Breastfeeding
- Lactation Consultation
- Baby & Me Sign Language
- Childbirth Preparation
- Smoking
- Prenatal Diagnosis & Counseling
- Pediatric
- Sibling Preparation
- Coping with Labor Pain
- Car Seat Safety
- Parenting

**Pain Management**

- Chronic Pain Management

**Weight**

- Healthy Lifestyle & Weight Management
- Weight Management 101

**Women's Health**

- Infertility
- Tubal Ligation
- Urinary Incontinence
- Assertiveness Training

**MEMBERSHIP POPULATION CHARACTERISTICS**

**Membership Demographics**

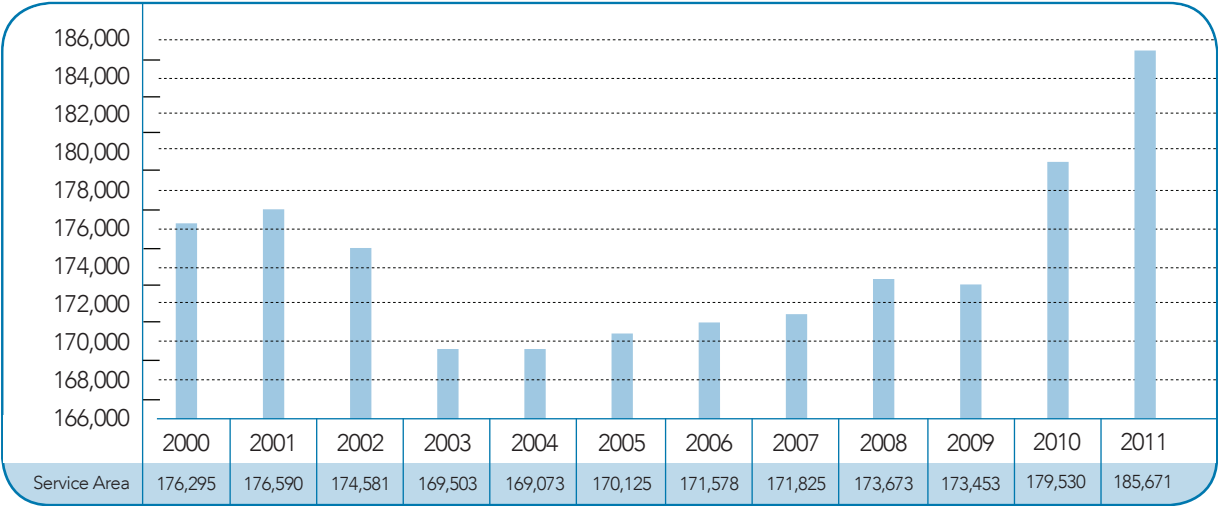
Kaiser Permanente served 185,671 San Francisco members as of December 2011. Membership increased from 170,125 in 2005.

**Total Membership**

FY 2005	FY 2011	% Increase/Decrease
170,125	185,671	9.1%

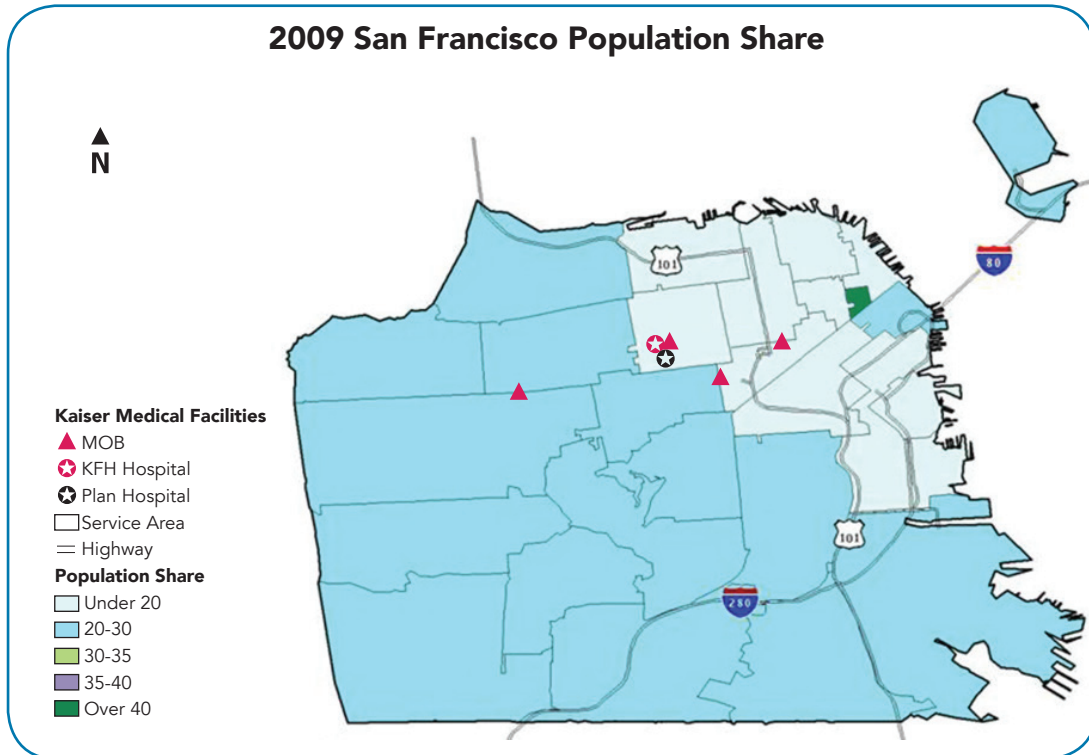
Source: Kaiser Permanente Health Plan, May 2012

**San Francisco Membership**



Source: Kaiser Permanente Health Plan, May 2012

Kaiser Permanente’s membership is fairly evenly distributed across San Francisco with the exception of the northeastern portion of the city.



Source: Kaiser Permanente Health Plan, May 2012

**Membership by Zip Code in San Francisco 2011**

Zip Code	Number of Members	Percentage
94112, Ingelside-Excelsior/Crocker-Amazon	23,400	12.6%
94110, Inner Mission/Bernal Heights	17,562	9.5%
94122, Sunset	14,831	8.0%
94134, Visitacion Valley/Sunnydale	11,567	6.2%
94116, Parkside/Forest Hill	11,491	6.2%
94121, Outer Richmond	10,711	5.8%
94109, Polk/Russian Hill (Nob Hill)	9,118	4.9%
94124, Bayview-Hunters Point	8,792	4.7%
94118, Inner Richmond	8,218	4.4%
94117, Haight-Ashbury	8,146	4.4%
94114, Castro/Noe Valley	7,395	4.0%
94131, Twin Peaks-Glen Park	7,197	3.9%
94115, Western Addition/Japantown	6,311	3.4%
94132, Lake Merced	6,259	3.4%
94107, Potrero Hill	5,203	2.8%
94102, Hayes Valley/Tenderloin/North of Market	5,144	2.8%
94103, South of Market	4,956	2.7%
94127, St. Francis Wood/Miraloma/West Portal	4,882	2.6%
94133, North Beach/Chinatown	3,863	2.1%
94123, Marina	3,335	1.8%
Other	7,290	3.9%
<b>Total</b>	<b>185,671</b>	<b>100.0%</b>

Source: Kaiser Permanente Health Plan, May 2012

Kaiser Permanente's membership is divided almost evenly between male and female. In 2011, 12% (22,089) of Kaiser Permanente's San Francisco members received Medicare and 1.6% (3,006) of its members received MediCal benefits. Kaiser Permanente serves over 25% of the HIV population in San Francisco.

### Membership Age Compared to San Francisco Population 2010

Age	2005		2010	
	KP Members	SF Population	KP Members	SF Population
0-14	11.9%	12.5%	11.3%	13.1%
15-44	44.5%	47.1%	42.5%	44.5%
45-64	29.8%	25.9%	31.3%	27.3%
65-85	13.8%	14.5%	14.9%	15.1%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: Kaiser Permanente/Claritas 2010

Member age continues to reflect population trends in San Francisco, and nationally, of growth in the middle-age, senior, and elderly patient populations, with 15.0% of the population over 65 in 2010, compared to 13.8% in 2005. Growth has also been seen in the 45-64 segment, increasing from 29.8% in 2005 to 31.3% in 2010. Reflecting the traditionally small youth population characteristic of San Francisco, growth in the 0-14 age segment has declined slightly.

### Health Plans Options

In 2011, 185,671 San Francisco members/families enrolled in Kaiser Permanente's individual or group plans. There are three basic types of health plans: Co-payment Plans, Deductible Plans and Kaiser Permanente Insurance Company Plans (i.e., offering PPO, POS and OOA plans).



Kaiser Permanente’s 10 largest group accounts in San Francisco include the Health Service System of the City and County of San Francisco, the SF Culinary Bartender Workers Union, Kaiser Permanente salaried employees, Federal Employees, University of California, State of California, General Employees Trust Fund, Wells Fargo & Company, UFCW Bay Area Health & Welfare Trust Fund and AT&T Inc.

**EMPLOYEE CHARACTERISTICS**

**Kaiser Permanente Employees**

Kaiser Permanente employs over 167,000 employees and nearly 16,000 physicians throughout the United States. Kaiser Permanente’s San Francisco Medical Center has 496 physicians and 3,010 non-physician employees.

**Non-physician Employee Residence in San Francisco**

In 2010, an estimated 26.0% of Kaiser Permanente employees lived in San Francisco. The following table indicates the San Francisco zip codes with the highest number of employee residents.

Employee Residence Location by Zip Code	2010
94112, Outer Mission	206 – 6%
94122, Outer Sunset	184 – 5%
94121, Outer Richmond	156 – 5%
94118, Inner Richmond	112 – 3%
94110 – Mission	102 – 3%
94116 - Parkside	122 – 4%

Source: Kaiser Permanente Human Resources, 6/2011

### Non-physician Employee Residence Outside of San Francisco

Outside of San Francisco, a majority of Kaiser Permanente employees reside in San Mateo, Contra Costa and Alameda counties.

Employee Residence Location Outside of San Francisco by Counties	2010
San Mateo County	731 – 35%
Contra Costa County	685 – 33%
Alameda County	332 – 16%
Marin County	166 – 8%
Solano County	83 – 4%
Sonoma County	38 – 2%
Santa Clara County	36 – 1.7%
Napa County	7 – 0.3%

Source: Kaiser Permanente Human Resources, 6/2012

### **Equal Employment Opportunity Program**

Kaiser Permanente has an Equal Employment Opportunity Program that includes annual reviews to ensure equal employment opportunities at all levels with staff assigned responsibility to implement the Program's goals and objectives.

### **National Diversity Program**

Kaiser Permanente's National Diversity Program is a corporate-wide effort to advance diversity initiatives developed by Kaiser's National Diversity Council, National Diversity Department, regional and local diversity councils, and multicultural staff associations.

Kaiser's long-standing commitment to diversity includes both the development of a diverse workforce and the delivery of culturally competent and appropriate services to improve the health and satisfaction of Kaiser's membership.

Kaiser Permanente serves one of the most culturally diverse communities in the world. Therefore, Kaiser is committed to creating a diverse workforce with a high level of cultural sensitivity and necessary language skills to help eliminate cultural barriers to communication.

Through programs such as its Institute for Culturally Competent Care, Kaiser established "Centers of Excellence," which are clinical models designed to address the health needs of specific populations. The San Francisco Center of Excellence provides primary care in Spanish and Chinese, as well as on-site services by interpreters proficient in other languages.

Kaiser Permanente values the rich diversity of their organization and aspires to demonstrate respect for the uniqueness of each individual. The diversity of Kaiser's workforce enables them to support many diversity initiatives and provide culturally competent health care.

For more information on Kaiser's National Diversity Program, please visit <http://www.kaiserpermanentejobs.org/diversity.aspx>.

## DISASTER PREPAREDNESS

Kaiser Permanente Medical Center, San Francisco has a robust disaster preparedness program. The hospital at 2425 Geary is fully retrofitted for seismic safety. The medical center participates in the Emergency Preparedness Partnership of the California Department of Public Health (CDPH) Hospital Council. This participation involves monthly meetings and collaboration with other community hospitals on disaster preparedness exercises and activities.

The Medical Center's Emergency Operations Plan focuses on the six critical functions to be managed during an emergency event: communications, resource management, safety and security, staff responsibilities, utilities, and patient and clinical support activities. This base is then supplemented by incident annexes that address hazards identified in the Hazard Vulnerability Analysis (HVA). Each incident annex considers four separate phases: mitigation, preparedness, response and recovery. The Emergency Operations Plan is updated annually.

In the event of a disaster, the Medical Center mobilizes a functional command center. The Medical Center has adopted the NIMS (National Incident Management System) and manages disasters through the use of the HICS (Hospital Incident Command System). Disaster exercises are conducted twice per year (at a minimum). At least one of these drills/exercises tests our ability to receive an influx of patients and another tests our communication and work with the community.

During a disaster, Kaiser Permanente San Francisco may accept patients from or send patients to other health care facilities for care. When feasible, and upon request by an authorized representative of SF County Emergency Services or another health care facility, Kaiser Permanente San Francisco (KPSF) Hospital may provide Health Resources and Services Administration (HRSA) supplies and equipment resources to other facilities or agencies. During multi-casualty incidents, the KPSF Hospital may receive incoming patients as determined by the Coordinating Base Hospital (SF General Hospital). In a serious disaster (e.g., major earthquake, terrorist attack, etc.), and when requested by a public safety agency, the Kaiser Permanente S.F. Medical Center's medical and nursing staff may provide emergency medical assistance at the scene of the accident(s) or incident(s). Resource sharing procedures between hospitals in SF City/County have been developed by the San Francisco Hospital Council Emergency Preparedness Partnership, including a binding and effective Inter-Hospital Mutual Aid Memorandum of Understanding. KPSF participates in the SF Hospital Council Emergency Preparedness Partnership meetings and the Kaiser Permanente S.F. Medical Center participates in work groups and task forces with the EMS Agency to address short-term and long-term projects and programs.

### **RESPONSE TO SENATE BILL 1953 (SB1953)**

As a direct result of the devastation caused by the 1971 Sylmar earthquake the California legislature passed the Alfred E. Alquist Hospital Seismic Safety Act. This act required that all acute care hospitals be designed and constructed to withstand a major earthquake and remain operational immediately after the earthquake. After the 1994 Northridge earthquake, in which many pre-1973 hospitals performed poorly and sustained major damage, the legislature adopted SB 1953, which amended the Alquist Act to toughen seismic requirements for hospitals. SB 1953 required hospitals to evaluate and rate all their general acute care hospital buildings for seismic resistance. The California Office of Statewide Health Planning and Development (OSHPD) developed standards, called Structural Performance Criteria (SPC), to be used to measure a hospital's ability to withstand a major earthquake.

The Kaiser Hospital located at 2425 Geary consists of five buildings and all are SB 1953 compliant and categorized by OSHPD as either SPC 2 or SPC4. The East Wing and Doctor's Annex building are SPC2 and must be structurally upgraded and brought into compliance with SB1958 by 1/1/2030. All other existing or proposed Kaiser Permanente facilities in San Francisco are medical office buildings and are not subject to SB 1953.

### 3 Community Engagement

- KAISER PERMANENTE COMMUNITY ENGAGEMENT
- KAISER PERMANENTE IN THE COMMUNITY
- COMMUNITY RELATIONS SPONSORSHIPS
- COMMUNITY BENEFIT PROGRAM
- COMMUNITY BENEFIT SPONSORSHIPS
- COMMUNITY BENEFIT GRANT HIGHLIGHTS - 2011
- HIGHLIGHTS OF REGIONAL PUBLIC HEALTH INITIATIVE GRANTS IN SAN FRANCISCO
- PERSONS SERVED THROUGH COMMUNITY HEALTH PARTNERSHIPS - 2011
- COMMUNITY BENEFIT RESOURCES - 2011



### KAISER PERMANENTE COMMUNITY ENGAGEMENT

As part of its core mission Kaiser Permanente exists not only to serve its members, but also the communities in which its facilities operate. Kaiser Permanente San Francisco has a long-established community engagement strategy that combines several key focus areas including neighborhood improvement, workforce development, safety net initiatives, healthy lifestyles, and community/government relations. By carefully allocating resources through a multi-disciplinary Community Investment Team and collaborating with community partners, Kaiser Permanente San Francisco staff manage community engagement efforts efficiently and equitably.

Key stakeholder involvement, from internal advisory boards to elected officials to community-based organization leaders, has enabled Kaiser Permanente San Francisco to effectively establish networks within the city that serve many purposes and benefit a broad swath of residents. Whether hosting community garden days with residents, volunteers, and city officials or providing multi-year Community Benefit grants to provide health care for the underserved, Kaiser Permanente San Francisco staff approach each project with one central goal: to improve the lives of San Franciscans and to make the city a better place for everyone who lives and works within its 47 square miles.

### KAISER PERMANENTE IN THE COMMUNITY

Central to its mission of not only improving the health of its members, but also the communities it serves, Kaiser Permanente also partners extensively with the many diverse communities within San Francisco. Kaiser Permanente has funded and participated in local Friends of the Urban Forest tree plantings, painted the gymnasium at Ida B. Wells High School as one of its Martin Luther King, Jr. Day volunteer projects, and annually funds 10 high school interns at the Kaiser Permanente San Francisco Medical Center through the Enterprise for High School Students Career Exploration Program.

#### KP volunteers honor the memory of MLK, Jr.

The task at hand was not as complicated as diagnosing a patient, but Robert Mithun, MD, physician in chief, was giving it the same intense focus. Dr. Mithun was one of more than 40 Kaiser Permanente physicians and staff, family and friends who volunteered at the Janet Pomeroy Center in San Francisco as part of the annual day of service to honor Dr. Martin Luther King, Jr.

Dr. Mithun was working with a small group that quickly and efficiently erected a plastic storage shed. Other volunteers were there to prep, paint, landscape, and clean the 5.5 acre-facility that overlooks Lake Merced. The center is a non-profit organization serving over 2,000 children, adults, and seniors with developmental disabilities and acquired brain injuries each week.

John E. McCue, chief executive officer for the Janet Pomeroy Center, and San Francisco Supervisor Sean Elsbernd, were on hand to welcome and thank the group for all their hard work.

"This year's project was a success on many levels including being able to provide a variety of projects to the volunteers," said Elizabeth Ferber, manager, Community and Government Relations. Ferber also noted that this was the second year that KPCares was available as a recruitment tool. "KPCares makes it easy for people who work in other service areas, but live in San Francisco to find out about local volunteer opportunities."

Laura Ryder, assistant medical group administrator, was one of many volunteers who brought a family member along. "We often want to volunteer in the community, but are so busy with our families, our jobs, and our lives, that it's hard to organize," said Ryder, who was accompanied by her teenage son. She appreciated how easy it was to find a volunteer project on KPCares. "Kaiser Permanente makes it easy volunteer and give back to your community."



"I would like to extend thanks to all of the Kaiser Permanente staff for volunteering at The Janet Pomeroy Center on January 17, 2011. We were able to set up an emergency supply shed through your generous donation and we now feel more prepared in the event of an earthquake."  
-Cindy R. Blackstone, Director of Recreation Services, The Janet Pomeroy Center



Field trip groups of at-risk high school students from Pathways for Kids biannually tour the Medical Center to learn firsthand about careers in health care, life jackets have been purchased for the Hamilton Recreation Center's public swimming pool, and each year Kaiser Permanente funds holiday food baskets that are delivered to needy families in the Western Addition.

### Developing tomorrow's workforce: Wallenberg High School – Health Careers Pathway

Ask a typical high school student if they would like to work in health care and most can only imagine themselves as working as a doctor or nurse.

To help nurture and educate the workforce of tomorrow, Kaiser Permanente San Francisco has partnered with the Raoul Wallenberg Traditional High School to successfully implement and sustain the school's Health Careers Pathway (HCP) program.

"Kaiser Permanente has been involved with the program since its inception in 2005," said Deborah Apple, Wallenberg science teacher and HCP coordinator. "We started the program with 21 students and now have 120 participating. Students come to Wallenberg to specifically enroll in the health pathways classes because they've heard about the connection made to real-life work outside the classroom."

Welcoming the students to the medical center and giving them a taste of day-to-day functions in departments is part of Kaiser Permanente's Workforce Development initiative. "Our partnership with Wallenberg functions to introduce students to a wide variety of careers within the health care field," said Kathryn Lonquist, recruitment consultant, Kaiser Permanente San Francisco.

Students are coached in standards of professional behavior in a hospital setting and on any potential compliance issues. Kaiser Permanente staff brief them on topics as varied as how to behave when walking in the hospital halls and the appropriate voice level to use.

Two classes from the high school visit the Medical Center on average once a week during the academic year, and the students have the opportunity to interact with health care professionals in numerous departments. In addition to presentations, departmental tours are part of the program so that the students get an overall picture of how teams and professionals work together caring for patients. "Our physicians and staff really enjoy exposing the students to the many work areas within the departments," said Lonquist.



"Kaiser Permanente has been involved with the Health Careers Pathway program since its inception in 2005. We started the program with 21 students and now have 120 participating. Students come to Wallenberg to specifically enroll in the health pathways classes because they've heard about the connection made to real-life work outside the classroom."  
-Deborah Apple, Science Teacher, Wallenberg High School, and Coordinator, Health Careers Pathway

## 3.4 Community Engagement

Kaiser Permanente is also a principal funder and organizer of health fairs in the Richmond District, Western Addition, and Chinatown, annually sends a large group of volunteers to the Friends of the San Francisco Public Library's Big Book Sale, and is now supporting over a dozen community gardens across the city with funding and volunteers. Through its internal employee volunteer website, KPCares.org, Kaiser Permanente is able to promote and organize volunteer projects that directly support community projects and organizations within the city, including the Homeless Prenatal Program and Sunset Community Festival.

### A tree grows in the Sunset District

On a glorious, and rare, sunny day in the Sunset District of San Francisco, Kaiser Permanente volunteers, community gardeners, and neighbors planted 22 apple trees in the Sunset Community Garden. Kaiser Permanente sponsored the May 1 garden day by purchasing the trees and a new irrigation system to water them.

The garden sits on a rectangular lot sandwiched between two schools and is located on the San Francisco Unified School District's property. One of the older community gardens in the city, it is believed to be an original Victory Garden project started during one of the great world wars. Victory Gardens, also called "war gardens," were planted on private residence land and in public parks to reduce the pressure on public food supplies brought on by war shortages.

A true community asset, the garden offers beds to local residents, embodies organic practices, and utilizes water conservation practices. On any given day, young families and retired senior adults work side by side, tending a variety of edibles and flowers from the nutrient rich soil.

With over 30 people working in the morning heat and moving mulch from one hole to another, the day's garden work moved swiftly. By 2 p.m. the trees were in the ground and volunteers could enjoy the potluck lunch, organic apples, and afternoon breezes.

Once the trees grow to maturity and start bearing fruit, they will hang over the perimeter fence for all to pick and enjoy while walking to and from the ocean.



"The Sunset Community Garden is grateful to Kaiser Permanente's continued support and we think of the hard working volunteers from our garden day each time we observe the apple trees planted that day which border the garden. As I show visiting students around the garden, I always acknowledge Kaiser Permanente's support. You are part of the garden's continuing story and we look forward to welcoming everyone back soon."

- Mike Murphy, Coordinator,  
Sunset Community Garden

**COMMUNITY RELATIONS SPONSORSHIPS****ABS-CBN Foundation**

113th Philippine Independence Celebration Gala

**African American Art and Culture Complex**

Mo'Magic: The Magic Show

**American Heart Association**

Go Red for Women Luncheon

**AsianWeek Foundation**Asian Heritage Street Celebration  
SF Hep B Free Dinner**Brothers for Change**

7th Annual Black Family Day

**Chinese for Affirmative Action**

Celebration of Justice Dinner

**Community Grows**

Koshland Park Garden Days

**Community Initiatives**

22nd Annual eQuality Scholarship Awards Dinner

**Community Partners United**

Holiday Food Basket Donation

**Creative Voices**

SFUSD Mural Project

**Enterprise for High School Students**2011 Private Collections Spring Art Tour  
Career Exploration Program**Friends of the Urban Forest**

Richmond District Tree Planting

**Girl Scouts of Northern California**

Camp CEO

**GirlVentures**

15th Annual Empower Breakfast

**Geneva Community Garden**

Geneva Community Garden Restoration Project

**George Peabody Elementary School**

George Peabody Elementary School Garden

**Irish Immigrant Pastoral Center**4th Annual Crab Fest to Benefit  
the Janet Pomeroy Center**Jewish Community Center of San Francisco**

A Night of Temptations Gala

**Jewish Family and Children's Services**

Parents Place – Preschool Preview Night

**Jewish Vocational Services**

19th Annual Strictly Business Awards Luncheon

**Mission Language and Vocational School**

43rd Anniversary Celebration and Awards Dinner

**Northern California Cherry Blossom Festival**

Senior Appreciation Brunch

**Pathways for Kids**

Pathways for Kids Annual Gala

Pathways for Kids Career Tours

**Pets Are Wonderful Support (PAWS)**

Petchitecture 16 Gala

**Richmond District Neighborhood Center**

Annual Richmond District Gala

**San Francisco Beacon Initiative**

Leadership Development Workshop Series

**San Francisco Chamber of Commerce**Annual CityBeat Breakfast  
Ebbies Excellence in Business Awards**San Francisco Convention & Visitors Bureau**

SF Travel Association Luncheon

**San Francisco Crisis Care**

Ray of Hope Gala

**San Francisco Education Fund**

Youth Are Resources Conference

**San Francisco LGBT Community Center**

9th Anniversary Gala – Soiree 9: La Dolce Vita

**San Francisco LGBT Freedom Day Parade & Celebration Committee, Inc.**

Pride Parade &amp; Celebration

**San Francisco Opera**

San Francisco Opera in the Park

**San Francisco Organizing Project**

Soul of the City Gala

### COMMUNITY RELATIONS SPONSORSHIPS - continued

#### **San Francisco Parks Trust**

Sunset Community Garden Day  
Visitation Valley Greenway Garden Day

#### **San Francisco Public Health Foundation**

Department of Public Health Gala

#### **San Francisco SPCA**

Bark & Whine Ball

#### **San Francisco Unified School District**

Safe Playgrounds Project Gala

#### **San Francisco Works**

Tax Season Assistance for Working Families

#### **Senior Action Network**

Senior Action Network Annual Conference

#### **Spark**

Discovery Night for Middle School Apprentices

#### **Sunset Youth Services**

Sunset Community Festival

#### **Sherman Elementary School PTA**

Sherman Elementary School Community Garden

#### **The Village Project**

Annual Fillmore District Mardi Gras Celebration

#### **Women Health Care Executives of NCAL**

2011 Woman of the Year Gala

#### **Wu Yee Children's Services**

Annual Butterfly Social

#### **Youth Tennis Advantage**

2011 NJTL Kids Day – Golden Gate Park

#### **Zen Hospice Project**

One Night One Heart Dinner

### The future of health care tours Kaiser Permanente San Francisco

"Is that a real hip bone," asked one of the high school students who took part in the Pathways for Kids Tour at the Medical Center on April 6. The 12 students were standing crammed inside the Pathology Department's lab curiously eyeing the many "gross" specimens on display for their benefit. Not one of the brave visitors stood outside as they listened attentively to the technician describe her work and how she became a health care professional.

Pathways for Kids offers high school students real world experience by taking them on tours of businesses in the tech, banking, entertainment, hospitality, and health care fields, among others. The April tour at Kaiser Permanente San Francisco was the sixth one of its kind at the Medical Center and, in addition to Pathology, the students visited the Bilingual Spanish Clinic and the Optometry Department. "The tours are a great way for us to show students that there are hundreds of roles they can play at a medical center, not just doctor or nurse," said Elizabeth Ferber, manager, Community & Government Relations.



"Pathways for Kids staff members and students want to take this opportunity to thank you for the extra effort put into making another visit to Kaiser Permanente such a rewarding and learning experience for the students. You are extremely supportive in helping us to expose underserved students to the many careers in the health care field."  
-Peter Dwares, Founder,  
Pathways for Kids

## COMMUNITY BENEFIT PROGRAM

Kaiser Permanente has an extensive Community Benefit Program that invested over \$26 million in the City and County of San Francisco in 2011. The types of resources provided are listed in the table on page 3.16. The following describes the key Community Benefit areas.

### **Safety Net Partnerships** - Expanding treatment on the front lines of medicine

We partner with public hospitals, community clinics, and local health departments to improve and expand medical care to uninsured and underinsured people. In San Francisco this partnership includes San Francisco Community Clinic Consortium and its 10 partner clinics, San Francisco Department of Public Health (SFDPH), San Francisco General Hospital, and individual safety net organizations, including Operation Access, Project Homeless Connect, and Women's Community Clinic. Further details on current Safety Net grants are listed on pages 3.12-3.14.

### Mayor proclaims Operation Access Day in San Francisco

San Francisco Mayor Ed Lee named Saturday, March 12, 2011 as Operation Access Day in the City and County of San Francisco. The date marked the seventh annual Super Surgery Day at the Kaiser Permanente San Francisco Medical Center.

On this day, more than 75 Kaiser Permanente volunteers donated their time to provide ambulatory surgeries and colonoscopies to 26 low-income, uninsured people in the Bay Area. Robert Mithun, MD, physician in chief, and Deborah Raymond RN, chief nursing officer, thanked the physicians, nurses, health care workers, translators, and other volunteers for contributing their time and expertise. California State Senator Mark Leno also handed out a proclamation and thanked the group.

Co-founded in 1993 by former Kaiser Permanente San Francisco vascular surgeon Doug Grey, MD, Operation Access arranges free outpatient surgical and specialty care to low-income, uninsured people in the Bay Area through a network of medical volunteers, including physicians, nurses, operating techs, other support personnel, and medical facilities.

"Kaiser Permanente San Francisco was Operation Access' first hospital partner, and its commitment to our program has never flagged. From the initial 24 patients served in 1994, to the most recent Super Surgery Session in 2012, where a record 30 patients received superb clinical care, together we have made a difference in the lives of over 1,200 Operation Access patients. Since 2007, as economic conditions have further eroded access to care for vulnerable populations, the medical volunteers at Kaiser Permanente San Francisco have met the challenge and have increased the number of patients seen each year. We anticipate that this partnership, which has stood the test of time, will continue to bring health and healing to the underserved in our community for as long as the need exists."

- Benjamin Aune, President & CEO, Operation Access

## 3.8 Community Engagement

### Care and Coverage - Medical care and coverage for all

We create and support programs that provide care, free or subsidized coverage, and enrollment in MediCal, S-CHIP, and other public health programs, including Healthy San Francisco. Enrollment data for these programs are provided in the table on page 3.16.

### Community Health Initiatives - Community-wide wellness

We support innovative efforts to bring nutritious foods and safe, physical activity to local schools, workplaces, and neighborhoods through our Healthy Eating Active Living (HEAL) Initiative. In San Francisco, key HEAL partners include SFDPH's Shape Up San Francisco Initiative and Bayview HEAL Zone, and the YMCA's Gateway to Fitness Program with the San Francisco Beacon Initiative. Further details on these HEAL grants and other efforts to reduce obesity rates and related chronic diseases are listed on pages 3.13-3.14.

#### Bayview HEAL Zone launched with fitness and fun

The Bayview HEAL Zone has received a \$1 million three-year grant as part of a Kaiser Permanente's investment designed to help make healthy choices more accessible to people in underserved communities.

The vision of the HEAL Zones is that at the end of the three-year initiative communities will be measurably transformed so that opportunities for engaging in healthy behaviors—walking and biking on safe routes, buying affordable fresh fruits and vegetables close to home, exercising in parks and participating in active after-school programs—are part of daily life.

"As we address obesity, especially childhood obesity, it's imperative to make changes at the local level—where people live, work, and play—to make it easier for people to eat more healthfully and move more as part of daily life," said Gina Gregory-Burns, MD, chief of Diversity at Kaiser Permanente San Francisco. "Otherwise we will continue to see a rise in obesity-related diseases like type 2 diabetes."

The rubber hit the pavement when members of Kaiser Permanente San Francisco's African American Health Initiative and Community Benefit Advisory Committee promoted wellness at a Healthy Community Day to celebrate the launch of the Bayview Healthy Eating Active Living (HEAL) Zone on February 11, 2012.

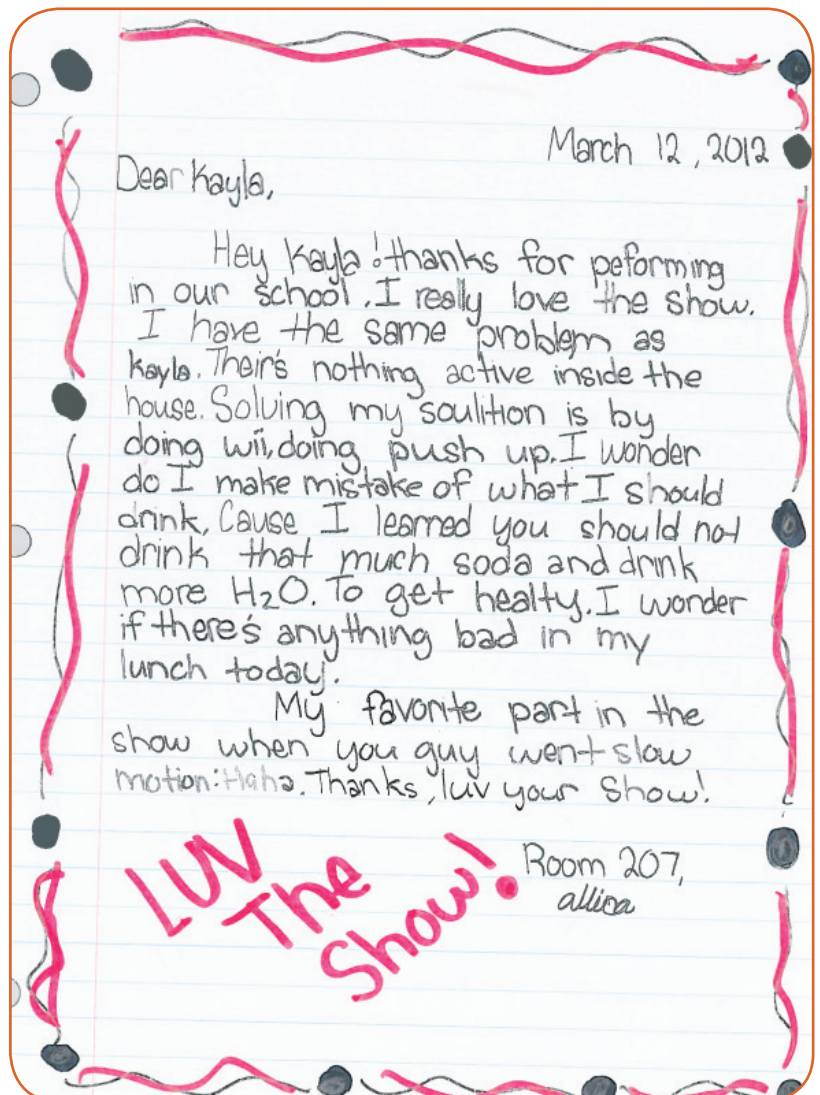


"Kaiser Permanente has been a true partner with the SFDPH in preventing and reducing chronic diseases by supporting Shape Up San Francisco, including the Bayview HEAL Zone, through its HEAL Initiative. Kaiser Permanente's strategy of combining grant funding with sharing of best practices and other technical assistance has enabled SFDPH to expand its city-wide efforts, especially to communities most impacted by health inequities. We are grateful to Kaiser Permanente for the partnership."

-Patricia Erwin, Acting Director, Community Health Promotion and Prevention Section, SFDPH

**Develop and Disseminate Knowledge** - Research, medical training, public policy, community outreach

We conduct and fund research, share it, and help governments turn it into informed public policy. Kaiser Permanente San Francisco Medical Center has a medical residency program, which trains the doctors of the future. The Educational Theatre Program (ETP) also serves over 50 schools each year in San Francisco with its high energy, interactive, live performance health education programs targeting children, adolescents, and young adults. Further details on how many students and family members are served by ETP is provided in the table on page 3.15.



### COMMUNITY BENEFIT SPONSORSHIPS

**Adolescent Health Working Group**

8th Annual Teen/Young Adult Provider Gathering

**AfroSolo Theatre Company**

United in Health Community Health Fair

**Breast Cancer Emergency Fund**

This Old Bag: The Power of the Purse

**California Transplant Donor Network**

San Francisco Citywide Revival

**Curry Senior Center**

Salute to Independence 2011 Gala

**Institute on Aging**

25th Annual Cable Car Caroling

**Larkin Street Youth Services**

Paving the Way Gala

**Lyon-Martin Health Services**

Big Birthday Bash! A Celebration of Phyllis Lyon

**Meals on Wheels of San Francisco**

24th Annual Star Chefs & Vintners Gala

**Mental Health Association of San Francisco**

13th Annual Hoarding & Cluttering Conference

**Mission Neighborhood Health Center**

15th Anniversary of Hermanos de Luna & Sol HIV Prevention Program

**NICOS Chinese Health Coalition**

Chinatown Health Fair

**North of Market Tenderloin Community Benefit Corporation**

Tenderloin Community Health & Safety Fair

**On Lok 30th Street Senior Services**

Autumn Magic Celebration

**Openhouse**

7th Annual Spring Fling

**Positive Resource Center**

Windows of Opportunity Annual Celebration

**Richmond Area Multi-Services**

7th Annual Richmond Community Health Festival

**San Francisco Community Clinic Consortium**

2011 Anniversary Celebration

**San Francisco Free Clinic**

18th Annual Luncheon

**San Francisco Food Bank**

7th Annual Community Leaders Luncheon

**San Francisco General Hospital Foundation**

Heroes & Hearts Luncheon

**San Francisco Suicide Prevention**

5th Annual Business of Prevention Luncheon

**South of Market Health Center**

Westbrook Plaza Grand Opening

**Square & Circle Club**

Annual Holiday Luncheon





In addition to providing grants and sponsorships to the community, in 2011 Kaiser Permanente partnered with the following organizations through board participation, volunteerism, technical assistance, events, and/or project support as part of its Community Benefit and Community Relations Programs.

Access Institute for Psychological Services  
Alzheimer's Association  
Anza Vista Neighborhood Association  
Bay Cultures  
BMAGIC – Bayview Hunters Point  
California Dragon Boat Association  
Clinic By The Bay  
Friends of the San Francisco Public Library  
Golden Gate Business Association  
Hands on Bay Area  
Hepatitis B Subcommittee  
Hospital Council

Long Term Care Coordinating Council  
Mayor's Office of Neighborhood Services  
Pamakids Runners Club  
Potrero Hill Boosters Association  
San Francisco Center for Economic Development  
San Francisco Conservatory of Music  
San Francisco Hispanic Chamber of Commerce  
San Francisco Medical Society  
San Francisco Small Business Week  
Workforce Investment San Francisco  
YMCA – Richmond District

### Reaching out in the Richmond: 2012 Richmond Health Festival

Kaiser Permanente partnered with a coalition of Richmond District leaders and community organizations to sponsor the seventh annual Richmond Health Festival in May. With attendance near record-breaking numbers, festival-goers availed themselves of free health screenings from Kaiser Permanente and healthy food from the San Francisco Vegetarian Society, among many other offerings at the event.

At the Kaiser Permanente area, participants spun the multi-colored health wheel and answered questions about salt and sugar for prizes. Over 130 people had their blood pressures taken by volunteers and had the opportunity to ask physicians from Kaiser Permanente's Bilingual Chinese Clinic questions regarding their numbers. At the Pharmacy Department's table, a miniature basketball hoop amused both young and old, while staff and residents in training handed out information regarding medications. With a large group of 30 Kaiser Permanente volunteers on hand, the Kaiser Permanente area was equipped to provide service to all who visited.

The event was sponsored in partnership with State Senator Leland Yee and District 1 Supervisor Eric Mar's offices, and drew more than 600 people.



"Kaiser Permanente has really institutionalized the Richmond Health Fair so that it will continue for years to come. Many thanks for your exemplary community support"  
-CA Senator Leland Yee, District 8

To provide a snapshot of Kaiser Permanente's community health partnerships on an annual basis, the following information details Community Benefit resources provided in the City and County of San Francisco from Jan. 1 – Dec. 31, 2011.

### COMMUNITY BENEFIT GRANT HIGHLIGHTS - 2011

#### Access to Health Insurance Coverage and Health Care Services

##### **AIDS Emergency Fund - \$20,000**

Stabilizes the lives of people disabled by HIV/AIDS to improve health outcomes by preventing imminent eviction through emergency financial assistance.

##### **Asian & Pacific Islander Wellness Center - \$20,000**

Provides free health care including HEP B/C prevention to the underserved Asian and Pacific Islanders & LGBT populations in the Tenderloin.

##### **Hospital Council African American Health Disparity Project - \$54,800**

Supports local hospital and community organizations efforts to reduce health disparities in the African American community.

##### **On Lok 30th Street Senior Center - \$10,000**

Supports Always Active "Active Start" Program, a physical activity and fall prevention program for frailer seniors to gain strength, endurance, and confidence.

##### **Project Homeless Connect - \$25,000**

Provides comprehensive health and human services for homeless San Franciscans in an accessible single location setting.

##### **UCSF AIDS Health Project - \$20,000**

Reduces mental health treatment waitlist time for people with HIV/AIDS seeking short-term outpatient psychotherapy services.

##### **Women's Community Clinic - \$20,000**

Supports Western Addition Health Training Program that addresses healthcare disparities of African American women and girls in the Western Addition/Fillmore neighborhoods.

#### Reduce Rates of Community Violence among Youth Ages 12 - 24

##### **Bay Area Community Resources - \$20,000**

Supports Straight Forward Club, a violence prevention program that uses effective youth development practices to build young leaders and reduce their participation in community violence.

##### **Huckleberry Youth Program - \$15,000**

Addresses violence prevention among youth by reducing recidivism and provides support and encouragement to pursue education, develop their talents, and achieve success.

##### **Instituto Familiar de las Raza - \$20,000**

Builds resilience in at-risk Latina youth who are victims or perpetrators of violence through restorative case management, cultural interventions, and group socialization.

##### **Lavender Youth Recreation & Information Center - \$15,000**

Supports Roots and Culture of Violence, a peer-led LGBTQ youth anti-violence series to reduce health disparities related to community violence experienced by LGBTQ youth.

##### **San Francisco General Hospital Medical Center - \$10,000**

Supports the SF Wraparound Empowerment Center Internship Program to develop leadership skills by providing internships to young people who are victims of interpersonal violence.

##### **Third Street Youth Center and Clinic - \$10,000**

Supports Fellas, an evidence-based multi-session workshop series, serving 12-17 year old boys in the Bayview Hunters Point, designed to reduce community violence.

### Reduce Obesity Rates in Children and Adults

#### **Arthur H. Coleman Community Health Foundation - \$10,000**

Supports Get-Moving, Get-Well, Get-to-the-Doctor, which utilizes churches serving African Americans to educate the community about increasing consumption of fruits and vegetables and increasing physical activity.

#### **Boys & Girls Clubs of San Francisco - \$10,000**

Supports Power Snack & Play pilot to increase vegetable consumption and physical activity among Latino and African American youth ages 6 to 18 at the Hunters Point and Treasure Island Clubs.

#### **Family Service Agency of San Francisco - \$20,000**

Supports Healthy Families Healthy Lives that provides access to nutritious foods among low-income families and pregnant and parenting teens in the Mission District through a farmers market, supported by education.

#### **Portola Family Connection Center - \$15,000**

Supports Healthy Connections Initiative's obesity prevention work by focusing on healthy eating and physical activity for caregivers along with their children ages zero to four, a critical age in preventing childhood obesity.

#### **San Francisco Asthma Task Force - \$15,000**

Supports students affected by obesity and asthma to improve control of asthma risks in order to promote physical activity and reduced teen obesity through a collaborative project with Balboa High School.

#### **Shape Up San Francisco - \$25,000**

Creates healthy eating active living environments in San Francisco through a variety of programs, policy work, education, and awareness campaigns.

#### **St. Anthony Free Medical Clinic - \$15,000**

Expands comprehensive clinical obesity management program that focuses on healthy eating and physical activity among low income children and adults in the Tenderloin community.

#### **Sunday Streets - \$15,000**

Supports physical activity in all ages by creating miles of car-free space for people to exercise and play safely and connect communities where open space and recreational opportunities are limited.

#### **YMCA of San Francisco - \$50,000**

Supports Gateway to Fitness Program which engages youth in physical activity and increases their awareness and knowledge of healthy nutritional choices through cooking classes.

### Reduce Alcohol & Drug Use Rates in Youth Ages 12 - 24

#### **Dimensions Clinic - \$15,000**

Provides specialized support services for transgender youth ages 12–25 aimed at reducing substance use and increases protective factors among this high-risk population.

#### **Health Initiatives for Youth - \$15,000**

Supports Healthy Choices Peer Education Middle School Program, which teaches youth ages 12-14 about healthy decision-making and substance use and includes use of digital storytelling.

#### **Larkin Street Youth Services - \$15,000**

Enhances capacity of the Assisted Care and After Care programs to provide substance abuse services for HIV-positive youth ages 12-24.

#### **San Francisco Unified School District - \$15,000**

Expands the YOWhoo.org: Alcohol/Drug Prevention Youth Website to engage high school students in transforming their perceptions, attitudes, and behaviors around alcohol and drug use.

### HIGHLIGHTS OF REGIONAL PUBLIC HEALTH INITIATIVE GRANTS IN SAN FRANCISCO

#### Healthy Eating Active Living (HEAL) Initiative

##### **Shape Up San Francisco - \$1,000,000**

Received 2011-2013 HEAL Zone grant to support the Bayview HEAL Zone. The goal is to improve healthy eating and enable active living within the Bayview with a focus on changes in the environment, including, affordable and healthier retail options, increased and safe opportunities for residents to exercise in their community and a partnership with Carver Elementary School to increase physical activity for the students and their families.

#### HIV/AIDS Prevention Initiative

##### **Black Coalition on AIDS - \$75,000**

Increase access to HIV/STI testing, counseling, outreach and education to young African-American and Latino youth in San Francisco.

##### **San Francisco AIDS Foundation - \$75,000**

Latino/a youth will be reached through the use of youth promotores working directly with young adults to increase HIV awareness, safer sex practices, behavioral change, and to promote "ongoing" HIV screening.

#### Safety Net Initiative

##### **Native American Health Center - \$150,000**

Received 2011-2013 Quality Improvement grant to improve chronic care management through enhanced use of disease registries.

##### **Operation Access - \$324,000**

Received \$300,000 grant to improve the health of low-income, uninsured people by arranging medical appointments, surgeries, specialty procedures, and screening. Received \$24,000 grant to support organizational strategic planning in preparation for healthcare reform.

##### **San Francisco Community Clinic Consortium - \$505,000**

Received \$200,000 for 2011-2013 Preventing Heart Attacks and Strokes Everyday (PHASE) grant to expand implementation of PHASE clinical standards to partner clinics. Received \$150,000 for 2011-2013 Quality Improvement grant to provide training and technical assistance to partner clinics. Received \$80,000 for annual Consortia Core Operations Support. Received \$75,000 for 2012 Consortia Enrollment and Retention Project to improve access to public insurance programs, including Healthy San Francisco.

##### **San Francisco Department of Public Health/San Francisco General Hospital - \$749,952**

Received \$400,000 grant for 2011-2013 Specialty Care Initiative to improve access to and the quality of specialty care in the safety net system. Received \$199,952 for 2011-2013 PHASE grant to expand implementation of PHASE clinical standards within SFDPH PHASE sites. Received \$150,000 for 2011-2013 Quality Improvement (QI) grant to develop a Primary Care QI infrastructure to improve patient clinical outcomes across primary care clinics.

##### **St. Anthony Free Medical Clinic - \$150,000**

Received 2011-2013 Quality Improvement (QI) grant to institutionalize the Continuous QI program for preventative health.

##### **Women's Community Clinic - \$150,000**

Received 2011-2013 Quality Improvement (QI) grant to improve the health of the community by leveraging data as a QI tool and implementing panel management.

**PERSONS SERVED THROUGH COMMUNITY HEALTH PARTNERSHIPS - 2011**

	<b>Persons Served</b>
<b>Care and Coverage</b>	
Medi-Cal Enrollment (as of Dec. 31, 2011)	3,029
Healthy Families Enrollment (as of Dec. 31, 2011)	1,683
Charity care: Charitable Health Coverage Program Enrollment: KP Steps Program and KP Child Health Program (as of Dec. 31, 2011)	594
Charity care: Healthy San Francisco Enrollment (as of Dec. 31, 2011)	3,035
Charity care: Medical Financial Assistance Program Enrollment (total for 2011)	3,835
<b>Educational Theatre Program</b>	
Student Attendees (total for 2011)	17,572
Adult Attendees (total for 2011)	11,097
<b>Active Community Benefit Grants</b>	
Based on grantee-identification of number served in San Francisco by project for grant period. This number is not unduplicated across grants. There is duplication as many grant-funded organizations are providing different services to the safety net population. This number does not include grants to San Francisco-based organizations serving two or more counties. For example, this does not include the number of individuals served by grant funding to United Way to support 211.	401,038



## COMMUNITY BENEFIT RESOURCES – 2011

	<b>2011 Total</b>
<b>Medical Care Services for Vulnerable Populations</b>	
Medi-Cal shortfall <sup>1</sup>	\$3,999,530
Healthy Families <sup>2</sup>	\$597,930
Charity care: Charitable Health Coverage programs <sup>3</sup>	\$3,384,510
Charity care: Medical Financial Assistance Program <sup>4</sup>	\$2,917,315
Grants and donations for medical services <sup>5</sup>	\$554,652
Subtotal	\$11,453,937
<b>Other Benefits for Vulnerable Populations</b>	
Summer Youth and Inroads programs <sup>6</sup>	\$155,746
Grants and donations for community-based programs <sup>7</sup>	\$130,652
Community Benefit administration and operations <sup>8</sup>	\$362,990
Subtotal	\$649,388
<b>Benefits for the Broader Community<sup>9</sup></b>	
Community health education and promotion programs	\$15,787
Educational Theatre Programs	\$233,018
Facility, supplies, and equipment (in-kind donations) <sup>10</sup>	\$5,548
Community Giving Campaign administrative expenses	\$16,037
Grants and donations for the broader community <sup>11</sup>	\$553,265
National board of directors fund	\$24,849
Subtotal	\$848,505
<b>Health Research, Education and Training</b>	
Graduate Medical Education	\$7,318,504
Non-MD Provider Education & Training Programs <sup>12</sup>	\$833,029
Grants and Donations for the education of health care professionals <sup>13</sup>	\$14,143
Health research	\$5,232,505
Subtotal	\$13,398,182
<b>Total Community Benefits Provided</b>	<b>\$26,350,011</b>

## ENDNOTES

- 1 Amount includes unreimbursed inpatient expenditures for Medi-Cal Managed Care members and Medi-Cal Fee-for-Service beneficiaries.
- 2 Amount includes unreimbursed inpatient expenditures for Healthy Families members.
- 3 Amount includes unreimbursed inpatient expenditures for Steps Plan members, Healthy San Francisco participants, and Kaiser Permanente Child Health Plan members. 2011 KFH subsidy for Healthy San Francisco was \$2,771,788.
- 4 Amount includes unreimbursed care provided at this facility to patients who qualify for the Medical Financial Assistance and Indigent Care programs.
- 5 Figures reported in this section for grants and donations for medical services consist of charitable contributions to community clinics and other safety net providers; community health partnerships and collaboratives; community health care coverage enrollment efforts; and special Request for Proposals to support specific health issues such as HIV/AIDS, childhood obesity, asthma, etc. The amount reported reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- 6 Figures reported in this section are hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members, or a related denominator such as the number of Summer Youth students hired.
- 7 Figures reported in this section for grants and donations for community-based programs consist of charitable contributions made to external nonprofit organizations for a variety of programs and services that address the nonhealth needs of vulnerable populations. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- 8 The amount reflects the costs related to providing a dedicated community benefit department and related operational expenses.
- 9 Figures reported in this section are hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members, or a number of related denominators such as the number of Educational Theatre Programs performances or health education programs.
- 10 Amount represents the estimated value of donated surplus office and medical supplies, equipment and furniture, promotional items and giveaways, in-kind services such as printing, mailings, multimedia production, etc., and conference and meeting room usage, as recorded in the MicroEdge GIFTS database.
- 11 Figures reported in this section for grants and donations for the broader community consist of charitable contributions made to external nonprofit organizations to educate health care consumers in managing their own health and making informed decisions when obtaining services; and to develop, produce, or communicate health care-related public policy information for a variety of programs and services aimed at general well-being of the community. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- 12 Amount reflects the net expenditures after tuition reimbursement for health professional education and training programs.
- 13 Figures reported in this section for grants and donations for the education of health care professionals consist of charitable contributions made to external nonprofit organizations, colleges, and universities to support the training and education of students seeking to become health care professionals such as physicians, nurses, physical therapists, social workers, pharmacists, etc. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.

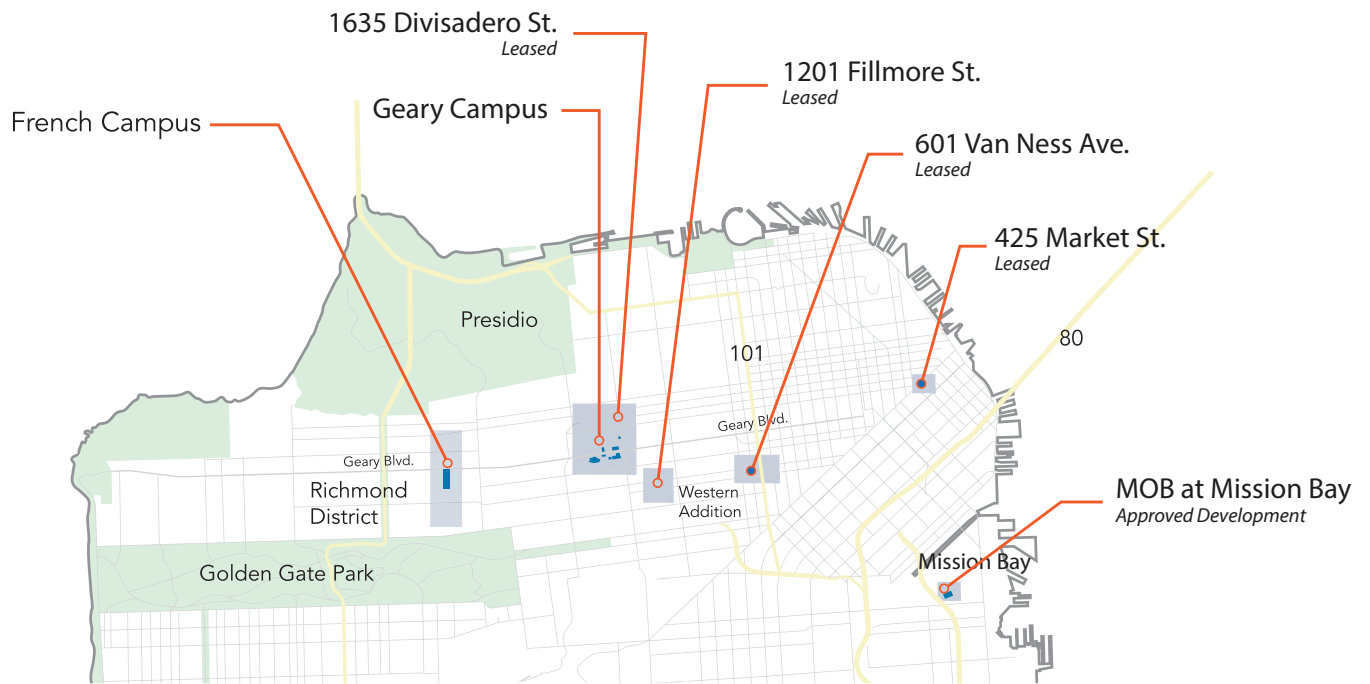
## 4 Facilities Overview

- OVERVIEW OF SAN FRANCISCO KAISER PERMANENTE'S CURRENT FACILITIES
- ZONING & LAND USE
- HEIGHT & BULK OF BUILDINGS
- EXISTING TRANSPORTATION & CIRCULATION
- PUBLIC TRANSIT NETWORK
- CURRENT PARKING REQUIREMENTS AND CAPACITY
- PEDESTRIAN ENVIRONMENT
- TRANSPORTATION DEMAND MANAGEMENT PROGRAM





**Map of San Francisco with Kaiser Permanente Facilities**

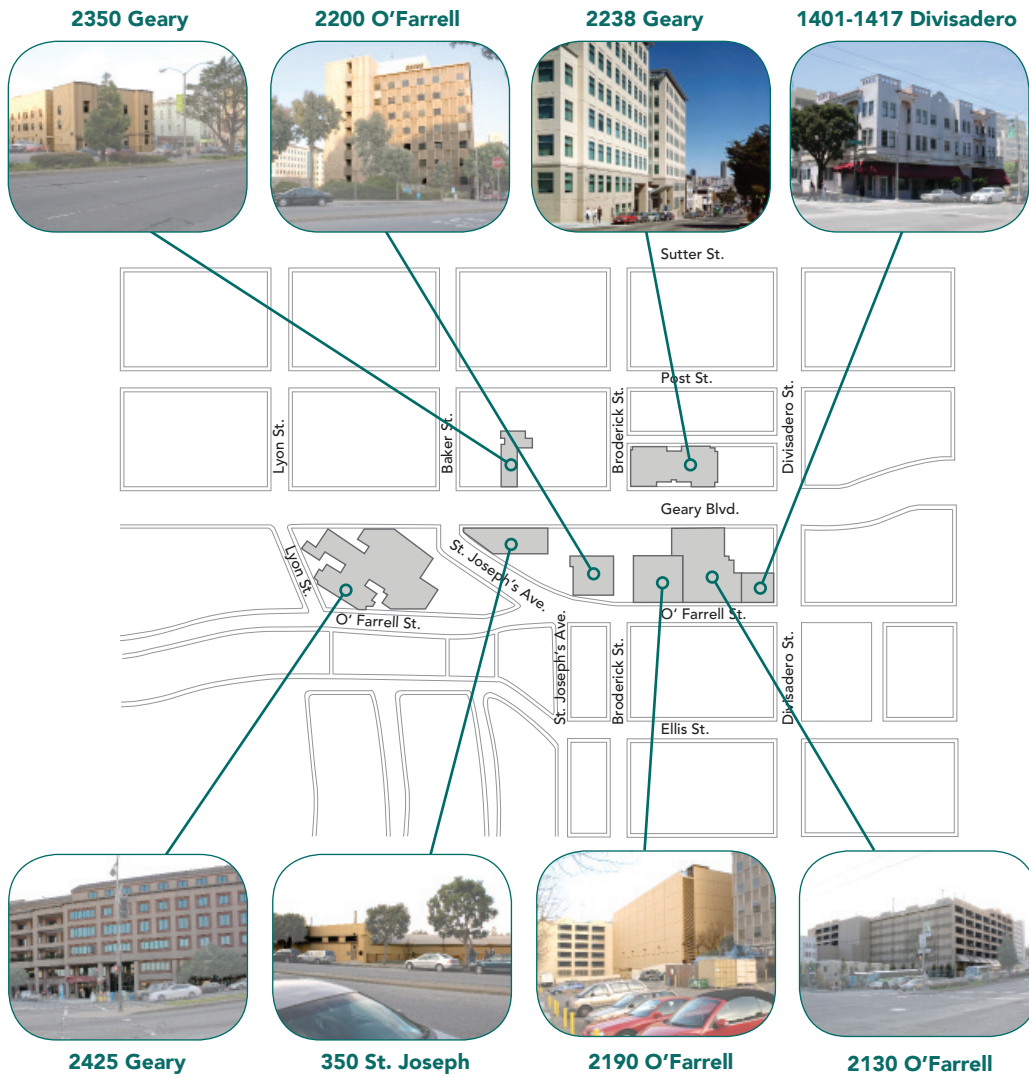


**OVERVIEW OF SAN FRANCISCO KAISER PERMANENTE'S CURRENT FACILITIES**

Kaiser Permanente operates two campuses: the Geary Campus and the French Campus. The combined French and Geary Campuses contain 1,121,451 GSF of hospital and outpatient buildings and 649,451 GSF of parking garages. Additionally, Kaiser Permanente is the leasee for approximately 75,133 GSF in four locations.

**Geary Campus**

Kaiser Permanente’s Geary Campus consists of eight buildings with 805,845 GSF of outpatient, hospital and administrative space. The combined parking garages have a total of 1,480 spaces, containing a total of 554,974 GSF. The Geary Campus buildings and the parking garages contain a total 1,360,819 GSF.



**Geary Boulevard Hospital**  
**2425 Geary Boulevard**

Present Use	Acute Hospital
Completed	1954-1992
Height	Eight Stories
Gross Square Feet	366,160
Licensed Beds	247 Beds
Departments	Admitting Ambulatory Surgery Unit Anesthesiology Business Office Cardiac Catheterization Lab Cardiovascular Anesthesiology Coordination Of Care Services Emergency Department HIV services Hospital-Based Medicine Nuclear Medicine Presurgery Center Radiology



**Outpatient Building**  
**2200 O'Farrell Street**

Present Use	Outpatient
Completed	1963
Height	Eight Stories
Gross Square Feet	102,307
Departments	Breastfeeding Center Cardiology Cardiothoracic Surgery Family Medicine Internal Medicine Laboratory Nephrology Pediatrics Pharmacy Radiology Rheumatology Travel Medicine

## 4.4 Facilities Overview

### Outpatient Building

2238 Geary Boulevard

Present Use	Outpatient
Completed	2000
Height	Eight Stories
Gross Square Feet	260,000
Parking Garage GSF	174,500
Number of Spaces	366 Spaces
Departments	Cosmetic Dermatology Cosmetic Surgery Dermatology Gastroenterology Hematology/Oncology Injury Center Internal Medicine Laboratory Member Services Obstetrics & Gynecology Pain Interventional Center Perinatology Pharmacy Plastic Surgery Pulmonary Medicine Radiology Reproductive Endocrinology Surgery Urogynecology Vascular Surgery



### Outpatient/Supportive Services

350 St. Joseph Avenue

Present Use	Outpatient/Supportive Services
Completed	1960
Height	Two Stories
Gross Square Feet	31,879
Department	Pathology



**Outpatient Building**  
**2350 Geary Boulevard**

Present Use	Outpatient
Completed	1955
Height	Three Stories
Gross Square Feet	27,999
Parking Lot	41 Spaces
Departments	Genetics Chronic Conditions Management Gynecology Oncology Pulmonary Gastroenterology General Surgery (Vascular)

**Vacant Building**  
**1401-1417 Divisadero Street**

Present Use	Vacant
Completed	1914
Height	Three Stories
Gross Square Feet	17,500



## 4.6 Facilities Overview



### Parking Garage 2130 O'Farrell Street

Garage GSF	199,192
Date of Completion	1992
Number of Spaces	663 Spaces
Height	Seven Stories

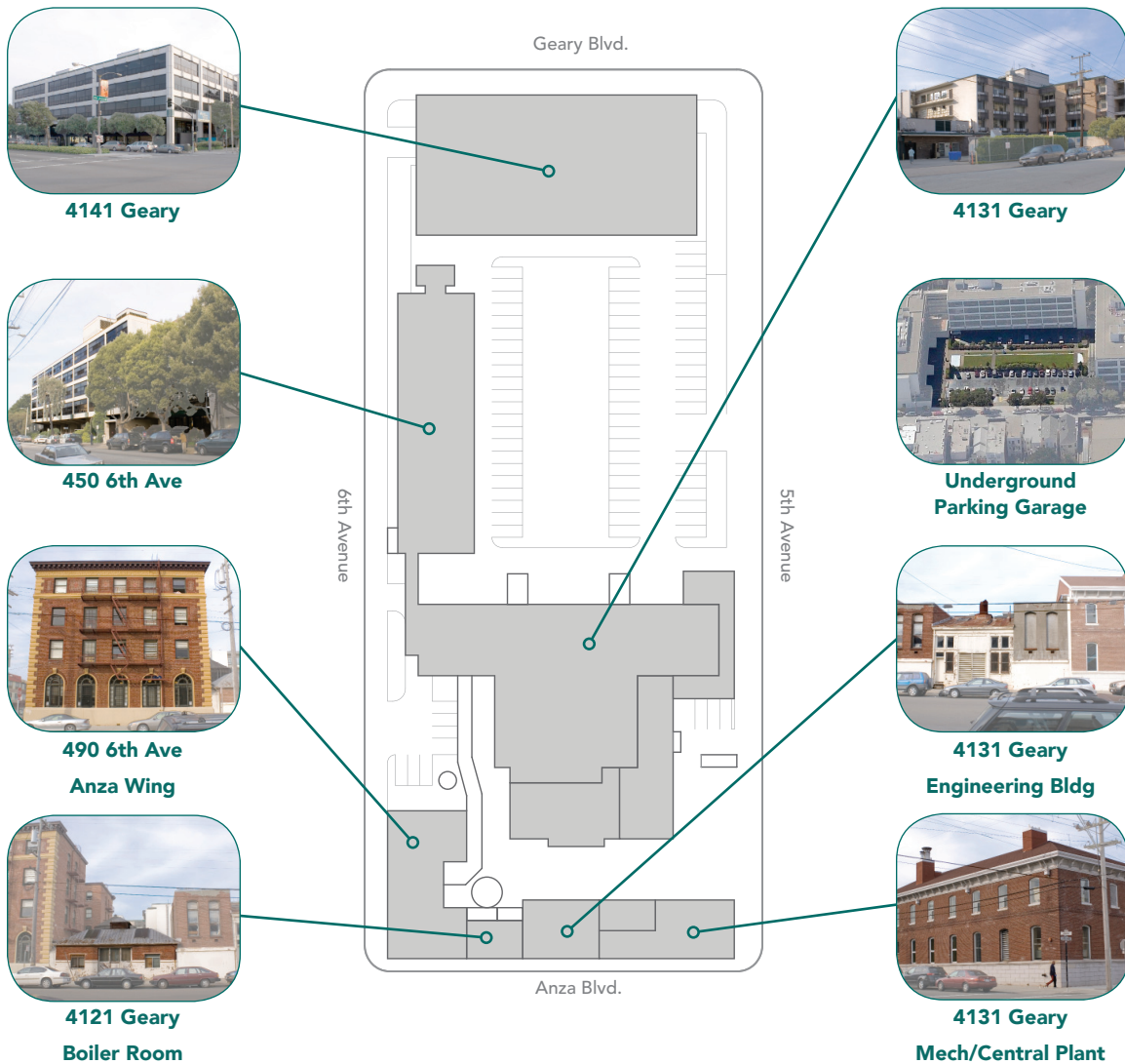
### Parking Garage 2190 O'Farrell Street

Garage GSF	181,282
Date of Completion	1963
Number of Spaces	410 Spaces
Height	Six Stories



### French Campus

The French Campus consists of eight buildings with approximately 315,606 GSF of out-patient clinics, medical offices, a USF student dormitory and two vacant buildings. There are 264 parking spaces in the 94,477 GSF underground parking garage and 64 parking spaces in the surface parking lot. The French Campus buildings and the parking garage total 410,083 GSF.





**Medical Office Building**  
**4141 Geary Boulevard**

Present Use	Outpatient
Completed	1969
Height	Five Stories
Gross Square Feet	110,622
Departments	Chronic Pain Management Center Hearing Center Pharmacy Psychiatry

**French Medical Office Building**  
**4131 Geary Boulevard**

Present Use	Outpatient/Vacant
Completed	1963
Height	Four Stories
Gross Square Feet	116,800
Departments	Laboratory Radiology Volunteer Services







**Pasteur Building**  
450 6th Avenue

Present Use	Outpatient
Completed	1963
Height	Five Stories
Gross Square Feet	48,514
Departments	Head & Neck Surgery
	Nephrology Specialty Department
	Neurology
	Orthopedics, Podiatry & Sports Medicine
	Urology

**Anza Wing**  
490 6th Avenue

Present Use	Dormitory for USF
Completed	1923
Height	Four Stories
Gross Square Feet	13,813



**Engineering Building**

**4131 Geary Street**

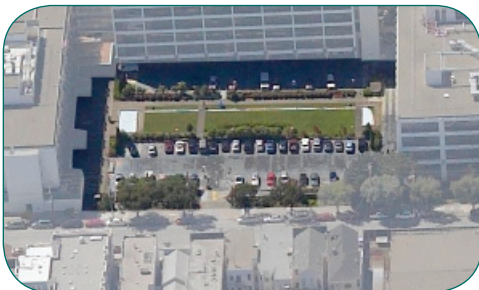
Present Use	Vacant & damaged in 1989 Loma Prieta earthquake
Completed	1903
Height	Two Stories
Gross Square Feet	6,700



**Boiler Building**

**4121 Geary Street**

Present Use	Vacant
Completed	1903
Height	One Story
Gross Square Feet	390



**Underground Parking Garage & Surface Parking Lot**

Present Use	Off-street Parking
Number of spaces	328
Gross Square Feet	94,477



**Mechanical / Central Plant**

**4131 Geary Street**

Present Use	Central utility plant Mechanical building
Completed	1903 (seismically upgraded in 1994)
Height	Three Stories
Gross Square Feet	18,767

### Leased Buildings

In addition to the buildings at the Geary and French Campuses, Kaiser Permanente leases space at four locations with the following square footage:

Location	GSF	Use
1635 Divisadero	34,252	
Ground floor		Allergy, Optical Sales
3rd floor		Physical Therapy Outpatient clinics
4th floor		Optometry, Ophthalmology Outpatient clinics
1201 Fillmore	15,635	Chemical Dependency Recovery Program
601 Van Ness	17,918	Outpatient Clinic for Worker's Compensation Related Injuries
425 Market	7,328	Marketing
<b>Total Leased Space</b>	<b>75,133</b>	

Source: Kaiser Permanente SF Capital Projects, 6/2011

### EXISTING TRANSPORTATION & CIRCULATION

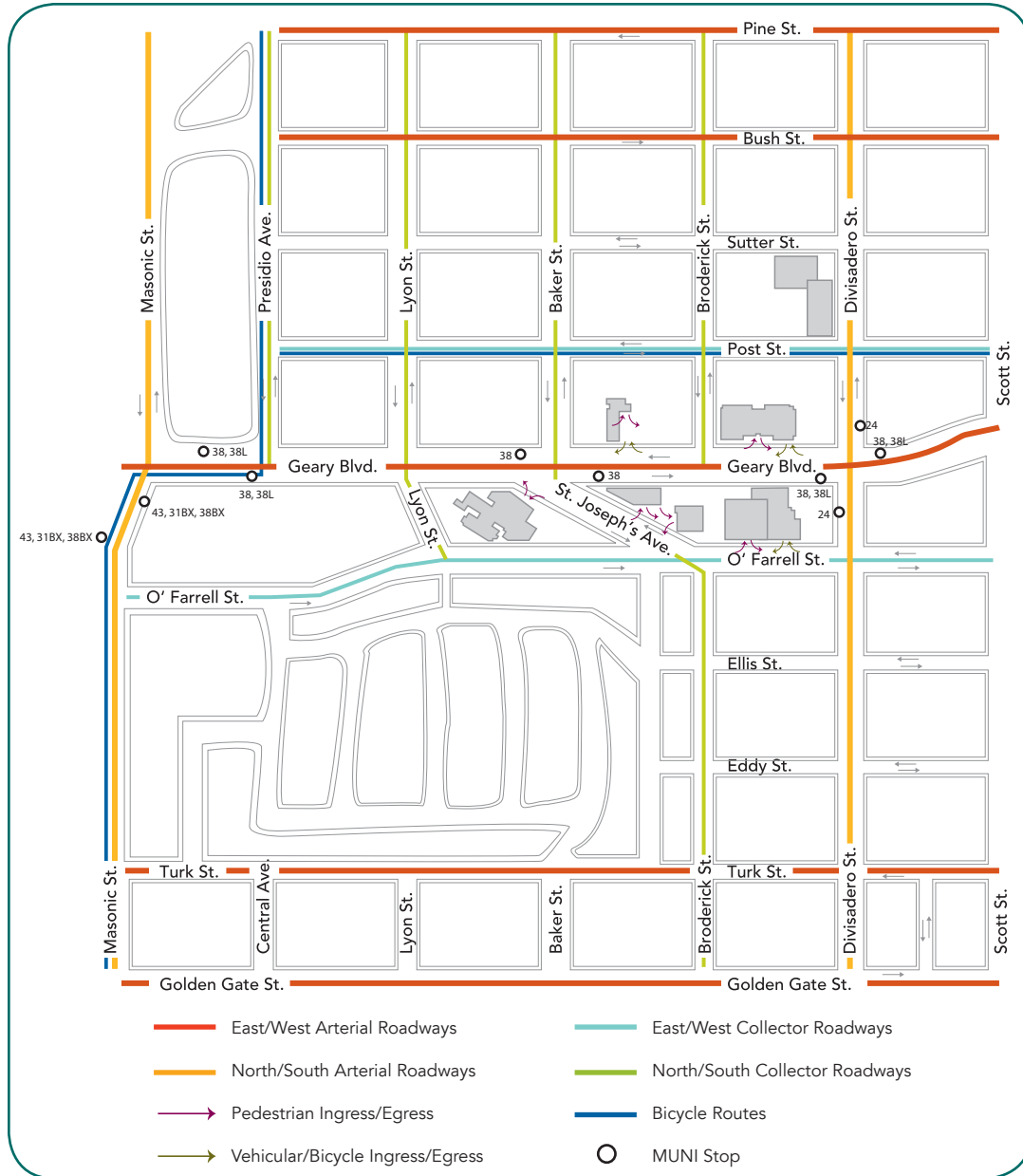
#### Street Network

Primary access to both the Geary and French Campuses is located on Geary Boulevard, a six-lane, east-west thoroughfare with a raised median and signals at major intersections. Additional east-west access to the Geary Campus includes the Turk-Golden Gate and Pine-Bush couplets. All of the above streets are classified as “major thoroughfares” in the Transportation Element of San Francisco’s Comprehensive Plan.

#### Geary Campus

The most direct north-south routes to the Geary Campus are either Divisadero Street or Masonic Avenue. O’Farrell Street provides access to the 2130 and 2190 O’Farrell Street parking garages and the 2200 O’Farrell Street Outpatient Building. St. Joseph Avenue is a two-way street with a center median and provides access to the Geary Hospital at 2425 Geary Boulevard.

Geary Campus: Major Arteries



Source: KMD ARCHITECTS / Kaiser Permanente

**French Campus**

Access to the French Campus from the north-south streets includes Fifth and Sixth Avenues, both of these intersections at Geary Boulevard are signalized. Anza Street, an east-west street, is located one-block south of Geary Boulevard.

**French Campus: Major Arteries**



Source: KMD ARCHITECTS / Kaiser Permanente

## PUBLIC TRANSIT NETWORK

There are many available public transit resources, including San Francisco Municipal Transportation Agency (SFMTA), Bay Area Rapid Transit District (BART), Alameda-Contra Costa Transit District (AC Transit), San Mateo County Transit District (SamTrans), Caltrain, and Golden Gate Bridge Highway and Transportation District (Golden Gate Transit).

### San Francisco Municipal Transportation Agency (SFMTA)

**SFMTA** operates 80 routes throughout San Francisco with stops within two blocks of 90% of all residents in the City. A majority of **SFMTA** routes operate 7 days a week.

**SFMTA** is the primary source of public transportation. There are 10 **SFMTA** lines that serve the Geary Campus.<sup>1</sup>



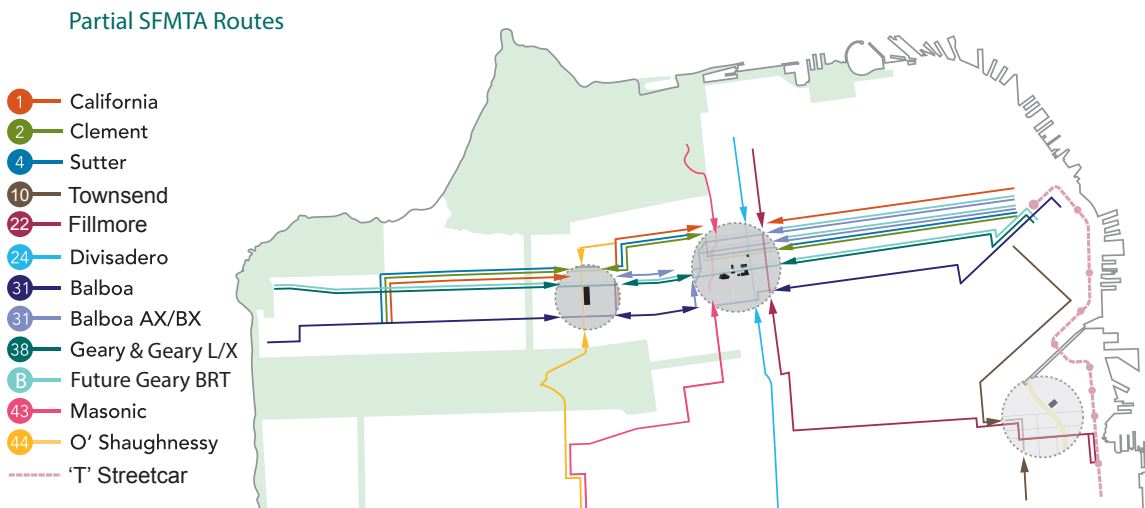
The SFMTA completed The Geary Corridor Bus Rapid Transit Feasibility Study in 2007 by the SFMTA. The Feasibility Study was a conceptual study that addressed three main questions:

With the approval of the Feasibility Study in 2007, the Study Team has initiated more detailed analysis through an environmental review of BRT on Geary. Once the project scope is refined through this study, the engineering and construction phases can begin, with BRT service potentially beginning in 2016/17.

The implementation of BRT features, such as dedicated bus lanes and high-quality bus shelters, is being considered to improve service for existing riders, attract new transit riders, and prevent increased auto congestion caused by existing riders switching to driving due to dissatisfaction with transit.

<sup>1</sup> San Francisco Municipal Transportation Agency.

**San Francisco Municipal Transportation Agency (SFMTA) - continued**



SFMTA is the primary source of public transportation. There are ten SFMTA lines that serve the Geary Campus, which include:

- |               |                     |                     |
|---------------|---------------------|---------------------|
| 2 Clement     | 31 Balboa           | 38 Geary            |
| 4 Sutter      | 31 Balboa A Express | 38 Geary Limited    |
| 24 Divisadero | 31 Balboa B Express | 38X Geary B Express |
| 43 Masonic    |                     |                     |

There are 11 SFMTA lines that are within two-blocks of the French Campus, which include:

- |                   |                     |                     |
|-------------------|---------------------|---------------------|
| 1 California      | 31 Balboa           | 38 Geary            |
| 2 Clement         | 31 Balboa A Express | 38 Geary Limited    |
| 4 Sutter          | 31 Balboa B Express | 38X Geary A Express |
| 44 O' Shaughnessy |                     | 38X Geary B Express |

The SFMTA lines also provide a means of connection between other transit services.



### Bay Area Rapid Transit District (BART)

BART provides service to the East Bay and Northern San Mateo County via San Francisco. SFMTA Lines 38 and 38L provide connection between BART's Montgomery Station and the Geary and French Campuses. Kaiser Permanente's shuttle service to the Geary and French Campuses connects with BART at the Civic Center Station.

**BART in station**



### Alameda-Contra Costa Transit District (AC Transit )

The AC Transit buses provide transit services to and from the East Bay, with direct routes to the Transbay Terminal located at Mission Street and First Street and provide direct connection with SFMTA 38 and 38L lines or Kaiser Permanente's connecting shuttle services to the Geary and French Campuses.

### San Mateo County Transit District (SamTrans)

This bus system connects San Francisco with San Mateo County.

### Caltrain

Caltrain connects San Francisco with the South Bay and Peninsula. Kaiser Permanente provides shuttle services from the Caltrain terminal at Fourth and Townsend Streets to the Geary and French Campuses.

### Golden Gate Bridge Highway and Transportation District (Golden Gate Transit)

Golden Gate Transit Line 10 makes several stops along Geary Boulevard and stops within two blocks of both the French and Geary Campuses. Other Golden Gate Transit lines from North Bay cities provide connections with SFMTA lines 38 and 38L to the Geary and French Campuses.

## CURRENT PARKING REQUIREMENTS AND CAPACITY

### Parking Requirements

The San Francisco Planning Code requires hospitals to have one parking space for each 8 beds, excluding bassinets, or for each 2,400 gross square feet devoted to sleeping rooms, whichever is greater. It requires medical offices and outpatient facilities to provide one space for each 300 square feet of occupied floor area.

### Building Facilities

Kaiser Permanente's acute-care hospital contains 168,215 square feet of occupied floor area, which requires 70 parking spaces. The Geary Campus facilities also contain 276,870 square feet of occupied area of medical offices and outpatient clinics, for a requirement of 923 spaces.

At the French Campus, there are 119,791 square feet of occupied area, all dedicated to Medical Office and Ambulatory Care services. There are no inpatient services at the French Campus. As such, the French Campus has a requirement of 399 spaces.

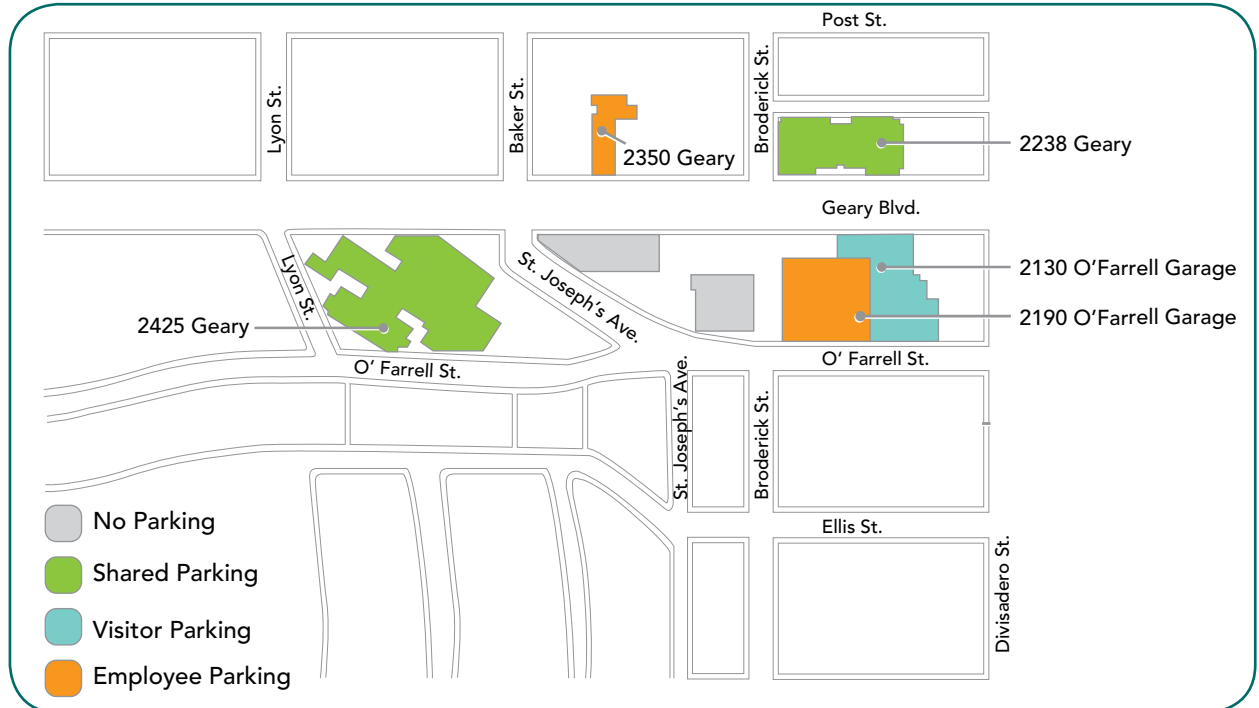
### Parking Capacity

The current parking capacity of the two campuses is 1,897 spaces. The Geary campus provides 1,569 spaces, and French 328 spaces.

The current capacity for the Geary Campus exceeds its requirement of 993 spaces by 576 spaces. The French campus, however, is 71 spaces short of the 399 spaces required by the Planning Code.

### Geary Campus Parking

- 2190 O'Farrell Street garage is primarily for visitors and members.
- 663 spaces at 2130 O'Farrell Street garage is for employees with entry permitted by gate-card access system;
- 366 spaces at the 2238 Geary Boulevard garage for members, visitors, and employees of primarily 2238 Geary, 2350 Geary and 1635 Divisadero.
- 11 spaces in the west parking lot at 2350 Geary Boulevard are reserved for employees.
- 8 spaces in the east parking lot at 2350 Geary Boulevard are for general member use.
- The parking lot at 2425 Geary Boulevard is reserved for ambulance parking and has two ADA accessible employee parking spaces.



Source: Anshen + Allen Architects / Kaiser Permanente

### Parking Space Allocation and Utilization

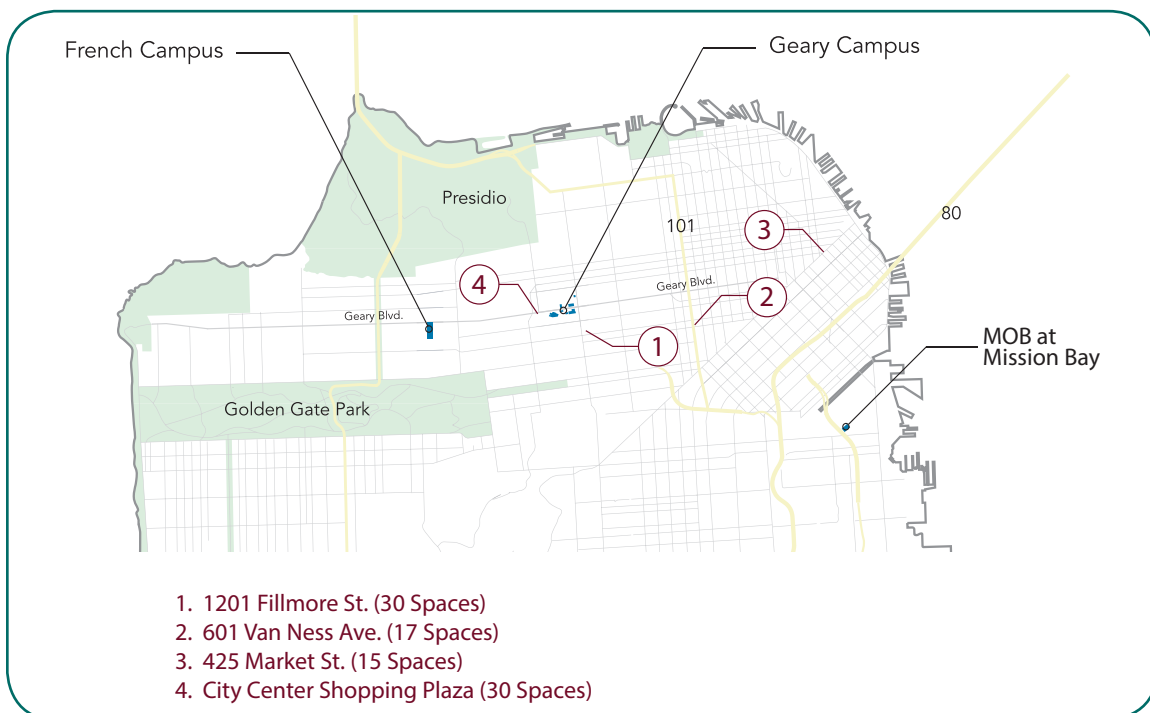
The allocation and utilization of parking space resources provides priority parking for members and campus visitors:

#### Leased Spaces

Kaiser Permanente leases a total of 92 off-street parking spaces in San Francisco:

- 30 spaces at 1201 Fillmore Street;
- 17 spaces at 601 Van Ness Boulevard;
- 15 spaces at 425 Market Street.
- 30 parking spaces at the City Center Shopping Plaza;

All of the leased parking spaces are for employees.



## PEDESTRIAN ENVIRONMENT

### Geary Campus

Pedestrians enter the 2425 Geary Boulevard Hospital from St. Joseph Avenue south of Geary; crosswalks to the hospital are located at the O'Farrell Street/St. Joseph, and the Geary/St. Joseph intersections.

Pedestrians can access the interconnected 2200 O'Farrell and 350 St. Joseph buildings from O'Farrell or Geary. The sidewalk on the north side of O'Farrell accesses the parking garages and the 2200 O'Farrell outpatient clinic. The entry to the 2238 Geary Outpatient Clinic is from Geary; crosswalks to 2238 Geary are located at Divisadero Street/Geary Boulevard and St. Joseph/Geary intersections.

### French Campus

The French Campus has multiple entrances from Geary Boulevard, Fifth Avenue and Sixth Avenue. Sidewalks around the campus are observed to be open during both the peak and off-peak hours, except for the area immediately around the bus stop on Geary Boulevard west of Sixth Avenue.

## TRANSPORTATION DEMAND MANAGEMENT PROGRAM

### OVERVIEW

Kaiser Permanente has developed various strategies designed to discourage travel by single occupant automobiles, which include charging employees and members parking fees, providing free bicycle lockers at various Kaiser Permanente San Francisco (KPSF) facilities and operating Kaiser Permanente's free shuttle service. KPSF's Transportation System Management team devotes a significant amount of time maintaining and improving Kaiser Permanente's many Transportation Demand Management ("TDM") programs.

### Kaiser Permanente Operated Shuttles

To discourage the use of automobiles and to minimize impact on SFMTA services during peak periods, Kaiser Permanente operates a free shuttle service with a fleet of eight 22-passenger, one 30-passenger, one 32 passenger, and one 33 passenger buses, Monday through Friday. The shuttle service routes are as follows:

- The French Campus route operates 38 round-trips between the Geary and French Campuses between the hours of 6:15 AM and 6:45 PM. We currently average 3,577 monthly riders on the French route, or 179 passengers each weekday.
- The local route for the Geary Campus operates between the hours of 9:45 AM and 2:15 PM, and includes nine (9) scheduled stops from the Geary Campus to Kaiser Permanente's 601 Van Ness Avenue facility, and by request shuttle service to Kaiser Permanente's leased facilities at 1635 Divisadero Street and 1201 Fillmore Street. The current monthly ridership average for the Local route is 1,342, or 67 daily weekday passengers.
- Commuter Service is offered to Kaiser Permanente staff at not cost. The commuter route services the Transbay Terminal, the Ferry Building, and the Civic Center BART station. The morning commuter service consists of seven round trips from 6:00 AM to 9:15 AM. The average monthly ridership for the AM route is 2,460, which is a daily weekday average of 123 passengers. The evening commute is supported by 11 round trips by four shuttle buses between 2:30 PM to 7:00 PM. The average monthly ridership for the PM route is 2,597, or 130 passengers each weekday.
- Paratransit shuttle service is available for members residing within a one mile radius of the Geary Campus, Monday through Friday. The paratransit service operates between the hours of 9:45 AM and 1:45 PM. Members can request a transport by contacting the Transportation office at least a day in advance to reserve service. There are approximately 25 paratransit requests a week.



The downtown commuter shuttle route begins at the (A) Civic Center Bart, (9th and Market) at 6:00AM. Continues to (B) Opera Plaza (Turk and Van Ness), (C) 2238 Geary Blvd, (D) 450 6th Ave.

**Downtown Shuttle Route**

(6:20AM–9:15AM)



The downtown commuter route then begins additional pick up at the Transbay Terminal at 6:20AM. (A) Transbay Terminal (1st and Mission), (B) Ferry Building (Steuart and Market), (C) Civic Center Bart (9th and Market), (D) Opera Plaza (Turk and Van Ness), (E) 2238 Geary Blvd, (F) 450 6th Ave.

**Evening Commuter Route**

(2:30PM–7:00PM)

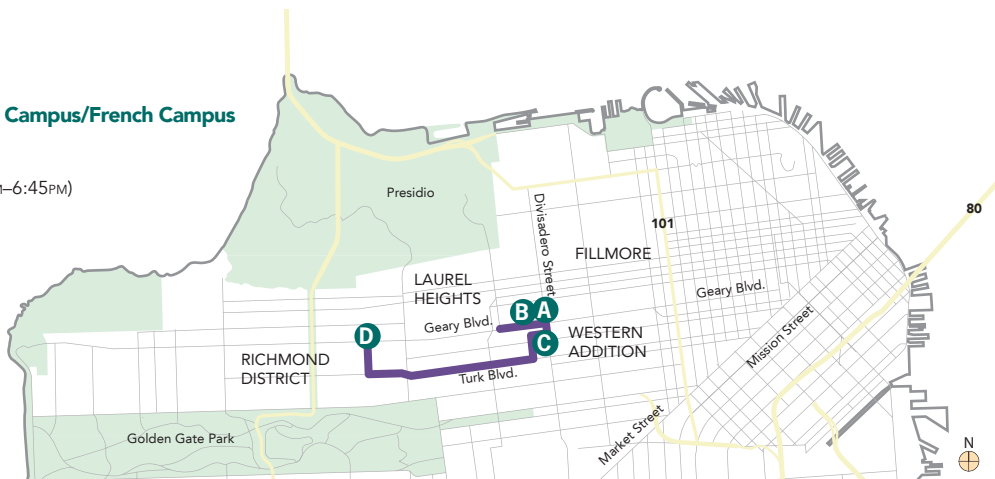


The evening commuter route begins at 2238 Geary Blvd, at 2:30 pm. (A) 2238 Geary Blvd, (B) Civic Center Bart, (C) Transbay Terminal (1st and Mission), (D) Ferry Building, upon request (Steuart and Market)

**Geary Campus/French Campus Route**

**Route**

(6:15AM–6:45PM)



The Geary Campus/ French Campus route begins at (A) 2238 Geary Blvd, continues to (B) 2425 Geary Blvd, (C) 2200 O'Farrell Street, (D) 450 6th Ave (French Campus)

### Bicycling

#### Bicycle Parking Requirements

The San Francisco Planning Code, Section 155.2, provides that privately owned parking garages must provide a minimum of six bicycle parking spaces. Garages that offer between 120 and 500 automobile spaces shall provide one bicycle space for every 20 automobile spaces. Garages that contain more than 500 car spaces must provide 25 bicycle spaces, plus one additional space, for every parking space over 500 spaces, up to a maximum of 50 bicycle parking spaces.

These bicycle parking spaces must be either Class 1 or Class 2, which means the spaces must include one or more of the following: lockers, bicycle racks, check-in facilities, monitored parking or restricted parking. Garages offering car parking to the general public on an hourly basis.

Consistent with the City's Transit First Policy, Kaiser Permanente promotes bicycling as an alternative means of transportation and provides a total of 74 secured bicycle parking spaces at the Geary and French Campuses. Kaiser Permanente will provide a total of 88 bicycle parking spaces at the Geary and French Campuses exceeding the Planning Code requirement once the French Campus project is completed.





Kaiser Permanente also has a Bicycle and Alternative Commute Task Force that meets on an ad hoc basis to work on improving commute by bicycle and other alternative commute options/program, such as Bike to Work Day.

### **Geary Campus**

There are 66 secured bicycle spaces at the Geary Campus:

- 6 bicycle lockers and 16 bicycle rack spaces at 2190 O'Farrell Street;
- 10 bicycle lockers and 12 bicycle rack spaces at 2130 O'Farrell Street; and
- 10 bicycle lockers and 12 bicycle rack spaces at 2238 O'Farrell Street.

22 of the 26 bicycle lockers are currently rented, and our average daily use of the bicycle racks is 24.

### **French Campus**

Kaiser Permanente has 8 bicycle rack parking spaces at the French Campus and will increase the number of secured bicycle parking spaces to 22 spaces. The average daily use of the bicycle racks at the French Campus is 3.

### **Public Transit Subsidy**

To encourage the use of local and regional public transit, Kaiser Permanente provides a \$15 monthly Commuter Check to employees who use public transit (distributed six times annually). This voucher is available to all Kaiser Permanente employees who use alternate transportation including public transit. Participants may only redeem the voucher with a local or regional transit agency to ensure that the subsidy is used for public transit. SF Kaiser Permanente currently has 1,013 employees enrolled in the Commuter Check program.

### **Commuter Benefits Program**

Kaiser Permanente also offers "Commuter Benefits" to employees. This program allows Kaiser Foundation Hospital and The Permanente Medical Group employees to deduct up to \$230 per month from their paycheck, pre-tax, to pay for transit and vanpool expenses.

### **TDM Outreach Program**

Kaiser Permanente operates a Transportation System Management ("TSM") program, which includes the oversight of all TDM related efforts. TDM operations include: 1) managing the shuttle services and vehicle maintenance; 2) monitoring the effectiveness of TDM programs; 3) providing outreach to encourage single occupant drivers to use alternative modes of transportation, such as public transit; and 4) directing all requests for external car-pool/rideshare information to 511.org.

### ADDITIONAL TDM PLANS UNDER CONSIDERATION

- Bike to Work Day – Kaiser Permanente participates each year with the Bike-To-Work-Day event. KPSF is designated as one of the Bike-to-Work-Day energizer stations and provides a tented area at the Geary Campus where bicyclists can get water, juice or an energy bar for their commute. Kaiser Permanente also disseminates information about their bicycle parking options and shuttle services at this annual event.
- Bicycle and Alternative Commute Task Force – This task force meets on an ad hoc basis and works to improve bicycle and alternative means of transportation. There are eight members on the task force, comprised of both employees and physicians. Members of the San Francisco Bicycle Coalition are also invited and have attended past meetings to assist Kaiser Permanente in developing programs and incentives for those who commute by bicycle.
- KPSF hosts two City CarShare pods which provide an on-demand, alternative for transportation. City CarShare is a not-for-profit organization in which participants can reserve cars for one hour, or one day, and return the car to the same location when finished. The environmental benefits of the program include reduction of car usage by 50% per participant and increased use of alternative means of transportation, such as buses and rail transit.

## 5 Proposed Development

- OVERVIEW
- MEDICAL OFFICE BUILDING AT MISSION BAY CAMPUS:  
CONSTRUCTION OF 1600 OWENS STREET OUTPATIENT CLINIC & OFFICES
  - ZONING & LAND USE
  - HEIGHT & BULK OF BUILDINGS
- GEARY CAMPUS: COMPLETION OF NEW OUTPATIENT CLINIC BUILDING AT  
2108 O'FARRELL STREET
  - ZONING & LAND USE
  - HEIGHT & BULK OF BUILDINGS
- FRENCH CAMPUS: REUSE OF 4131 GEARY BOULEVARD HOSPITAL BUILDING  
FOR OUTPATIENT CLINIC & OFFICES
  - ZONING & LAND USE
  - HEIGHT & BULK OF BUILDINGS
- CONFORMITY WITH THE CITY'S GENERAL PLAN



## OVERVIEW

Kaiser Permanente periodically reviews its physical facilities to determine how best to provide services to its members and fulfill its public role as a member of the San Francisco community within Kaiser's financial constraints. On January 2, 2011, the City and County of San Francisco adopted Ordinance No. 300-10, which establishes a Health Care Services Master Planning process to assist the Planning Department in making land use decisions relating to healthcare construction projects. The goal of this master planning process is to promote an equitable and efficient distribution of health care services in San Francisco. In the furtherance of these policies to diversify health care services more efficiently and equitably, Kaiser foresees the following capital developments:

- Purchase of the 1600 Owens Building in Mission Bay currently under development by Alexandria Real Estate.
- Construction of a new building at 2108 O'Farrell Street to provide outpatient clinic services;
- Adaptive reuse of the 4131 Geary Boulevard building, a former inpatient care hospital, for outpatient services; and
- Possibly relocate existing Chemical Dependency Services located at 1201 Fillmore Street.

The Geary Campus is one of San Francisco's designated emergency response facilities in case of a major natural disaster. The hospital at 2425 Geary Boulevard would treat resultant serious injuries. The campus' outpatient clinic buildings would be used to treat non-life threatening injuries.

### **MISSION BAY CAMPUS: CONSTRUCTION OF 1600 OWENS STREET OUTPATIENT CLINIC & OFFICES**

#### **Project Objectives**

Kaiser Permanente's long-range plan for providing health care services in San Francisco includes a distributed network of outpatient sites offering primary care services "in the neighborhood" with the hospital-based specialty services concentrated near the Geary Campus. This site's premier location offers a unique opportunity to showcase the Kaiser Permanente brand and integrated model in the competitive San Francisco healthcare market. The Mission Bay location will expand health care services from Kaiser's centralized Geary Boulevard Campus to ensure the organization meets the needs of its members and the community in the future. This will support the city's goal of decentralizing health care services and to prepare for future growth with planned development on the east side of the city.

#### **Project Description**

The project site is approximately 1.65 acres and is located at 1600 Owens Street between Owens Street and the I-280 freeway. It is located adjacent to 1500 Owens Street (a 165,000 square foot Life Sciences Building) and Gladstone Institutes at 1650 Owens Street (a 180,000 square foot research and lab facility). The Mission Bay MOB will be nine stories and approximately 219,000 square feet. Kaiser Permanente physicians, staff and patients are expected to park in an existing parking garage at 1670 Owens Street and other parking generally available in Mission Bay and surrounding areas. The main pedestrian entrance to the facility will be located on C Street with secondary entrances located on Owens Street and the North side of the building.

**Project Description - continued.**

Alexandria Real Estate has commenced construction of a 219,000 square foot building within Mission Bay South Blocks 41-43, Major Phase. Once completed, 1600 Owens will have approximately 210,337 square feet of medical office uses, with the balance being Kaiser related retail. The building will conform to the height, setback, parking and other restrictions imposed by the Office of Community Investment and Infrastructure, the successor agency to the Mission Bay Redevelopment Agency by SFRA Resolution No. 163-2005. The project upon completion will be required to comply with all of the conditions of approval previously imposed under SFRA Resolution Nos. 163-2005, 126-5106-002 and will be occupied by Kaiser in conformance with the approved project entitlements.

There will be approximately 450 staff and physicians at the MOB at Mission Bay. Kaiser intends to offer a wide range of outpatient services at the facility, including, without limitation: Minor Injury, Urgent Care and Observation Service; Imaging Center, including general radiology, mammography, ultrasound, and MRI; Primary and Specialty Care Physician Offices with Laboratory, Pharmacy and Optical Services and other services ancillary to these primary and specialty services. No emergency facilities will be provided at this facility.

Primary and specialty care services proposed at this new location include:

- Internal Medicine
- OB/GYN
- Pediatrics
- Dermatology
- Optometry
- Physical Therapy
- Cosmetic Dermatology
- Pharmacy
- Radiology
- Medical Laboratory
- Health Education

### **Project Description - continued.**

The MOB at Mission Bay is forecasted to provide care for over 97,000 SF Kaiser Permanente members. It is expected that the project will serve the growing population at Mission Bay, as well as San Francisco's southeastern neighborhoods. There are also many Mission Bay employees who are Kaiser members and would benefit substantially from the proximity of the new facility to their workplace.

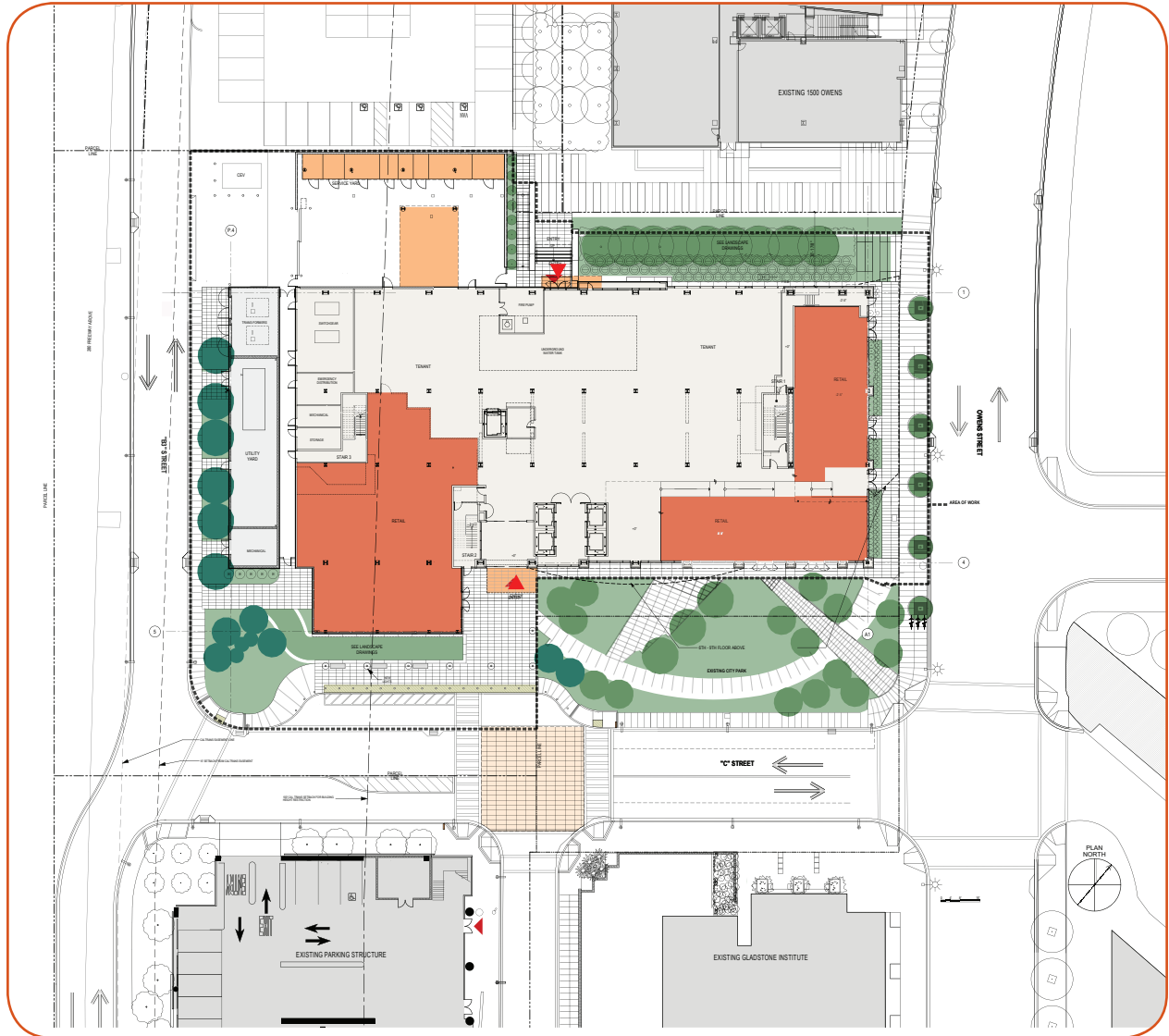


The MOB at Mission Bay is projected to serve Kaiser Permanente members who reside in the South and East portions of San Francisco. There are also members that will be served from adjoining Brisbane.

	2011 SF KP members
94102, Hayes Valley/Tenderloin/North of Market	5,144
94103, South of Market	4,956
94107, Potrero Hill / Mission Bay	5,203
94110, Inner Mission/Bernal Heights	17,562
94112, Ingelside-Excelsior/Crocker-Amazon	23,400
94124, Bayview-Hunters Point	8,792
94127, St. Francis Wood/Miraloma/West Portal	4,882
94131, Twin Peaks/Glen Park	7,197
94133, North Beach/Chinatown	3,863
94134, Visitacion Valley/Sunnydale	11,567
Other	4,693
Total	97,259

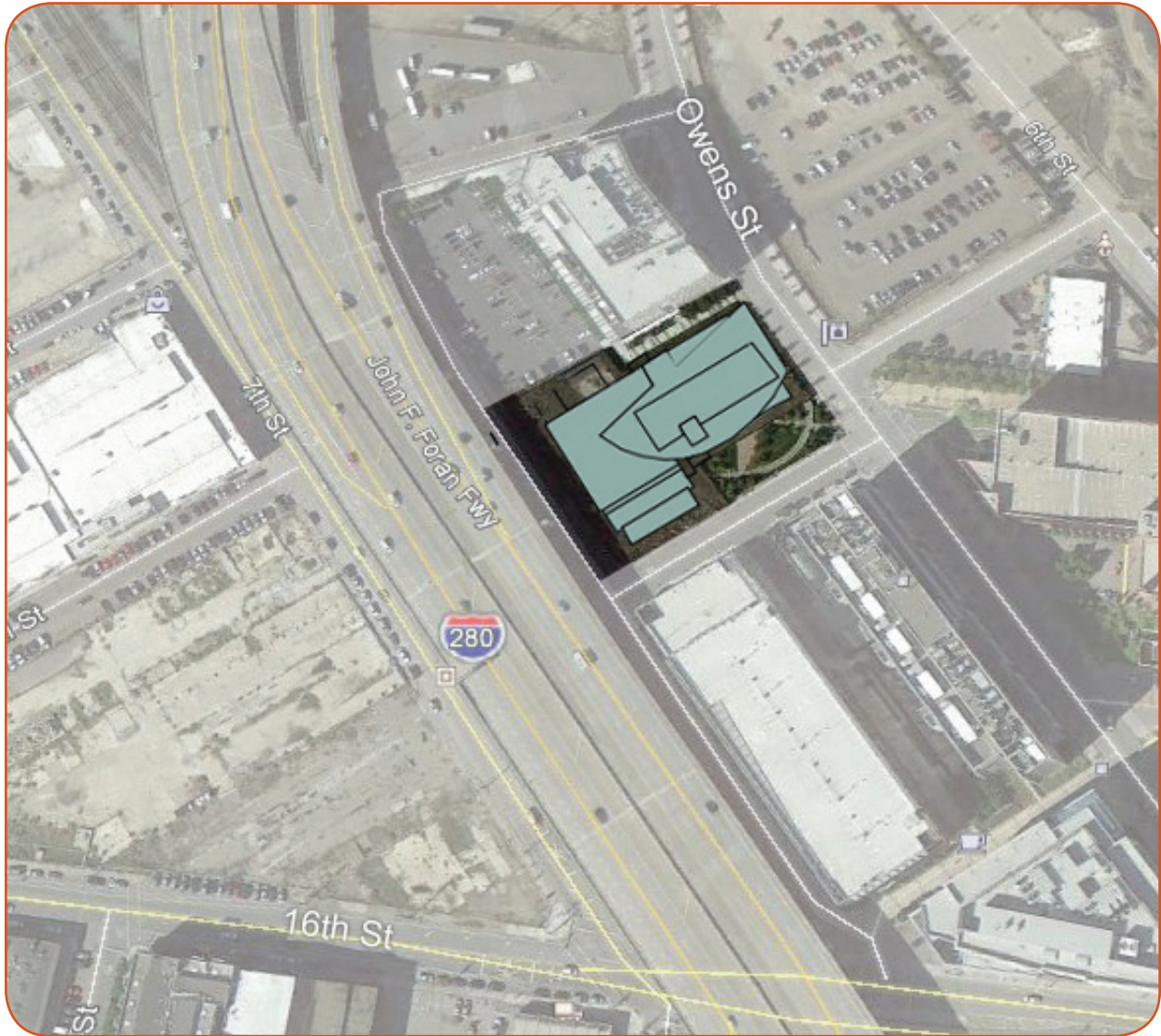
**Source: Kaiser Permanente Health Plan, May 2012**

Proposed Site Location at 1600 Owens Street Outpatient Clinic



Source: STUDIOS

**Proposed Site Aerial Location at 1600 Owens Street Outpatient Clinic**



Source: <http://maps.live.com/>

Proposed 1600 Owens Street Outpatient Clinic East View from Recreation Center



Conceptual image of proposed building

Source: STUDIOS

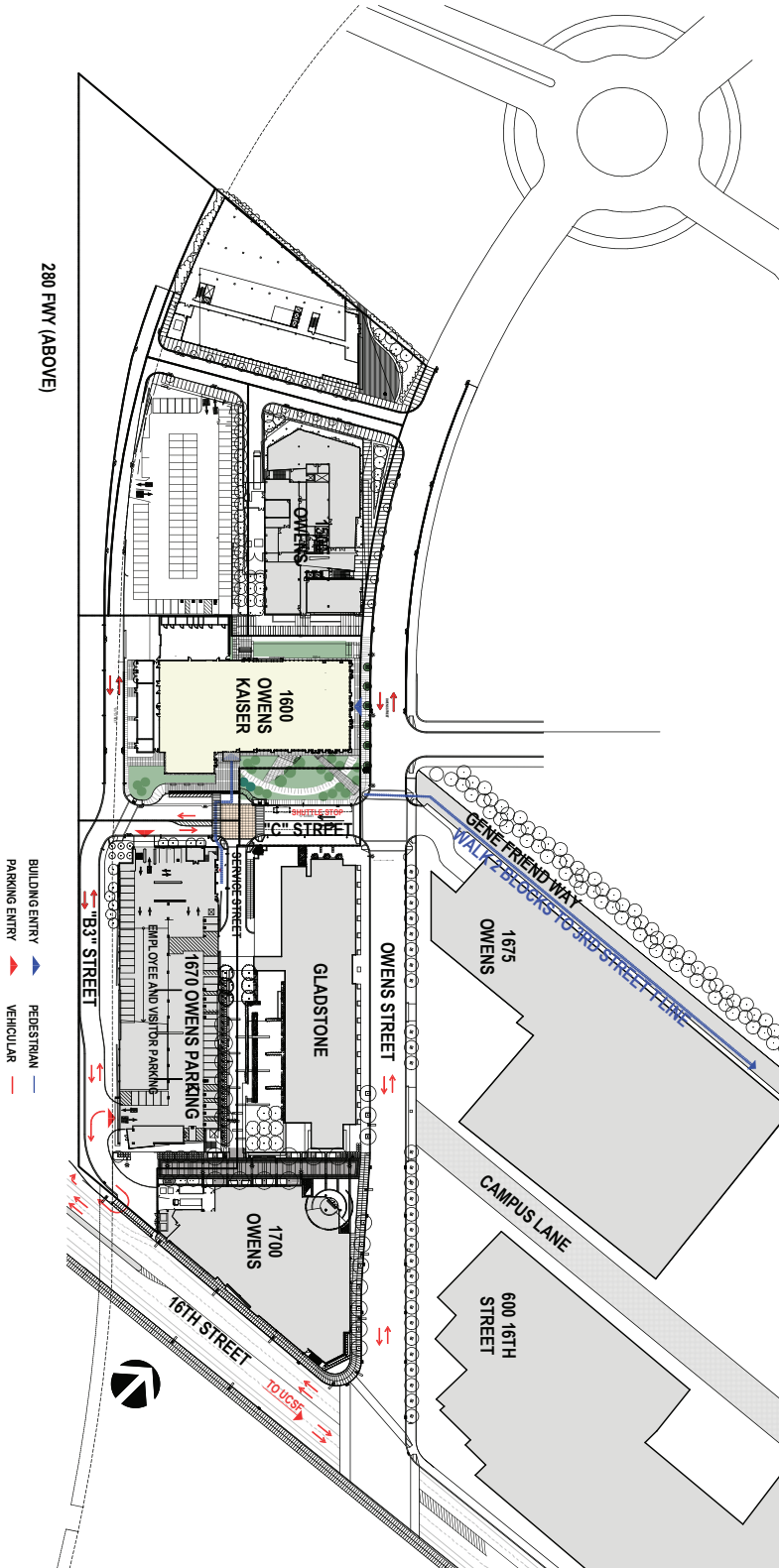
Proposed 1600 Owens Street Outpatient Clinic Southeast View



Conceptual image of proposed building  
Source: STUDIOS

# 5.10 Proposed Development

## Proposed 1600 Owens Street Outpatient Clinic Parking Flow\*



\*Preliminary/Conceptual Parking Flow Plan subject to further refinement/revision.

1600 OWENS STREET  
SAN FRANCISCO, CA



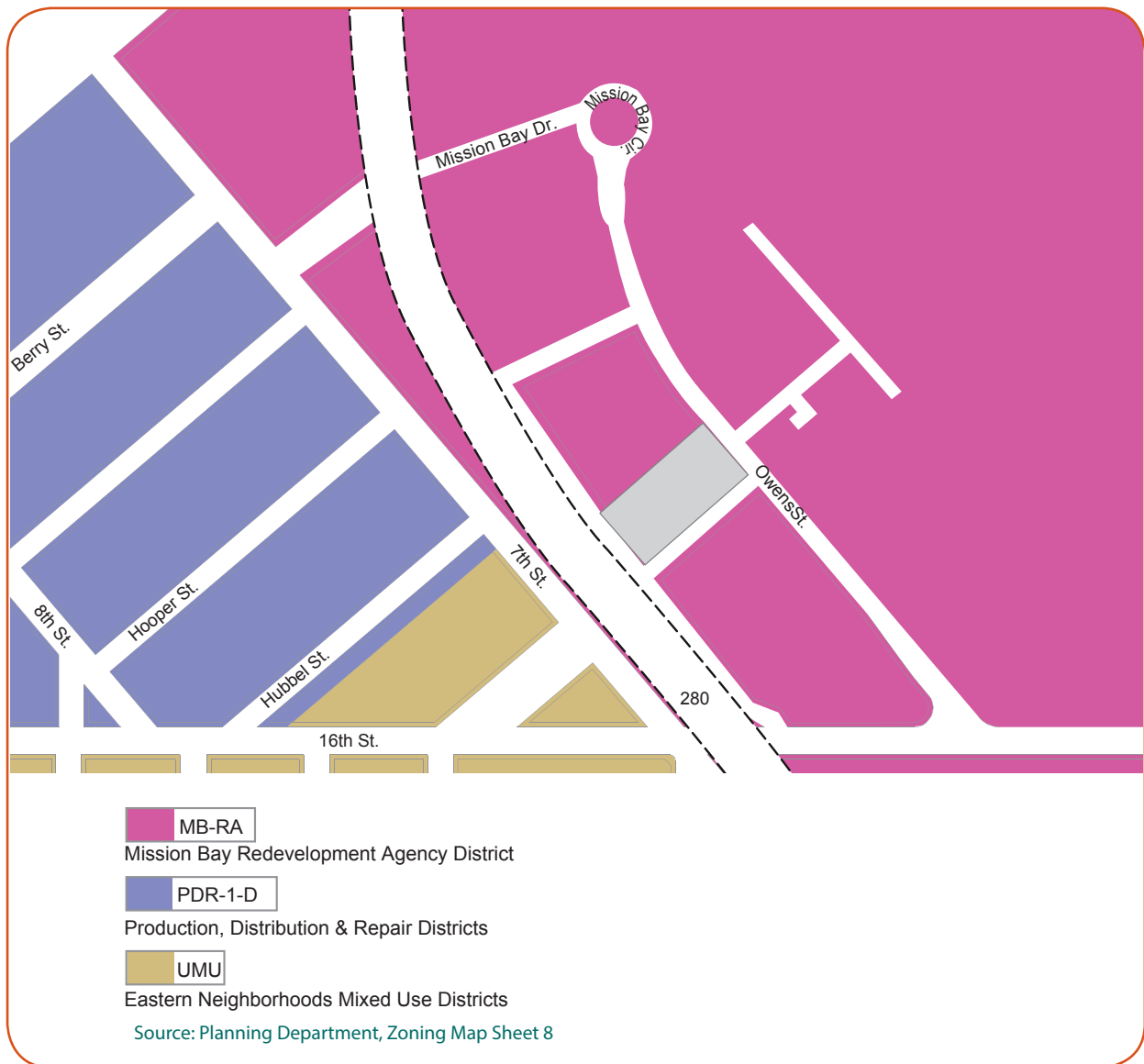
PEDESTRIAN & VEHICLE ACCESS - TURNAROUND

11/5/2013



**1600 Owens St. Outpatient Clinic: Zoning Classifications**

The building on the 1600 Owens Street site is located within the Mission Bay Redevelopment Agency District (MB-RA). The site is within a Commercial Industrial land use district under the Mission Bay South Development Plan. Allowed uses in this district include office, medical office and retail sales services.



Source: San Francisco Planning Department

**Proposed 1600 Owens St. Outpatient Clinic: Height and Bulk Districts**

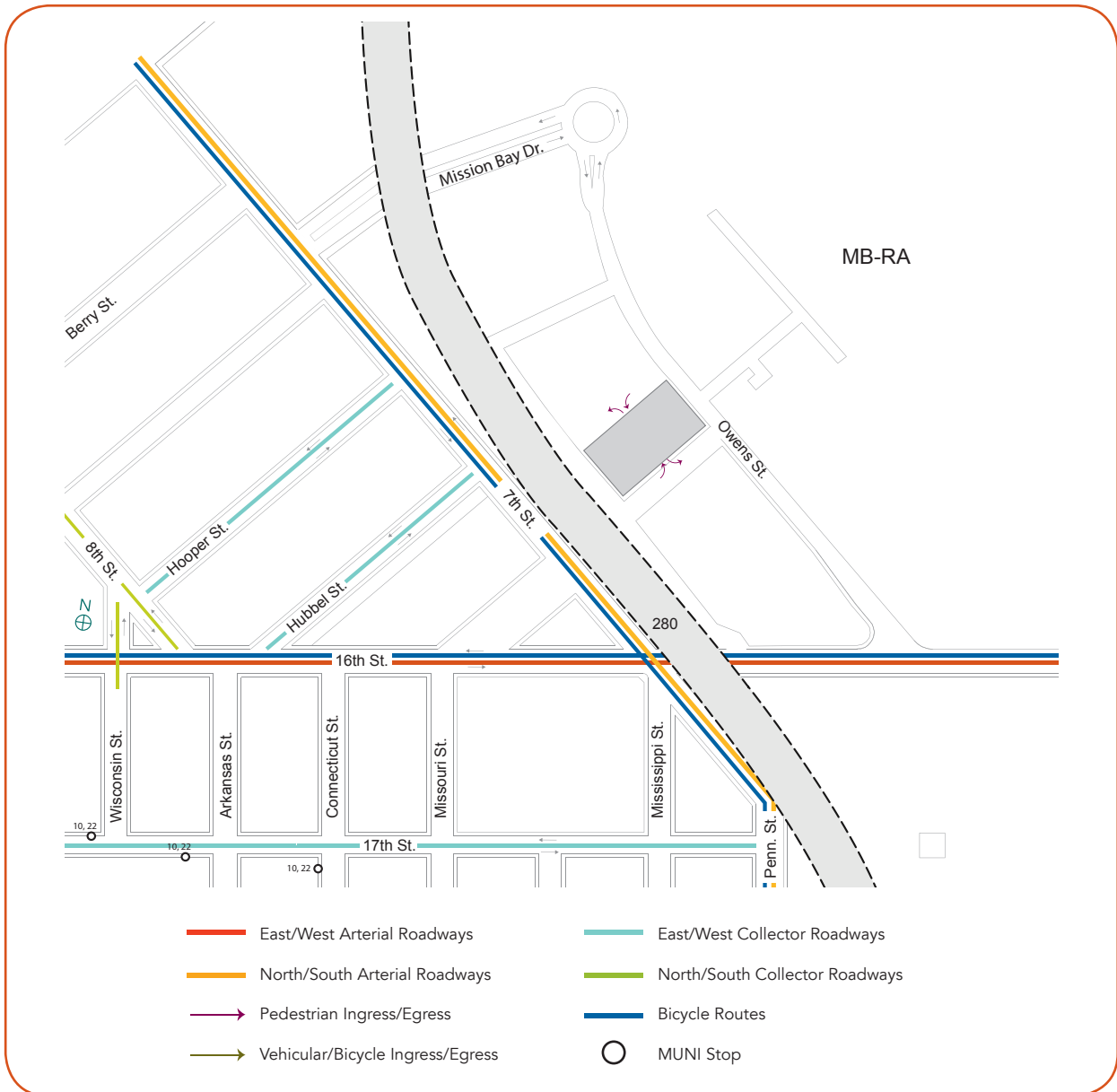
Height and bulk issues are governed by the Design for Development for the Mission Bay South Project Area. The proposed building on the 1600 Owens site is located in Height Zone (HZ)-7 under this plan. The maximum height limit is 90' for the base, 160' for the tower. Buildings within 100 feet of the freeway for a minimum 60% of the freeway frontage length may not exceed the freeway height.



Source: Mission Bay South Design for Development Height Map



Proposed 1600 Owens St. Outpatient Clinic: Major Arteries



Source: KMD ARCHITECTS

### Entitlements Process

The owner of 1600 Owens Street has obtained all necessary land use entitlements to develop the building on the site pursuant to the Mission Bay South Redevelopment Plan. Specifically, the owner received approvals from the San Francisco Redevelopment Agency for Major Phase Concept Plan, Basic Concept Design, Schematic Design, Design Development Documents and Final Construction Documents. The owner has also obtained a site permit from the Department of Building Inspection and constructed the permanent pile portion of the foundation system for the building. Pursuant to the Mission Bay South Redevelopment Plan, Kaiser is in the process of obtaining a secondary use determination from the Executive Director of the Office of Community Investment Infrastructure. In connection with that action, the Executive Director will confirm that the project will provide “a development that is necessary or desirable for, and compatible with, the neighborhood or the community.” Mission Bay South Redevelopment Plan, section 302.

### Public Outreach

In regard to the new medical office building in Mission Bay, no public hearings are necessary and the developer will continue construction. In general, as part of its overall outreach strategy in the surrounding community, Kaiser Permanente will bring the same level of focused community outreach and involvement as it does in other neighborhoods. Already the organization has provided a \$1 million grant to San Francisco to establish a Healthy Eating Active Living (HEAL) Zone in Bayview Hunters Point and also annually funds "Sunday Streets" street closures for safe walking and biking.

Alexandria Real Estate, which is building the Mission Bay property, is an active participant in the Mission Bay Community Advisory Committee (MBCAC). Kaiser Permanente likewise intends to be an active participant in the MBCAC. In addition, Kaiser is open to including a MBCAC member or representative on its Community Task Force.

### Parking

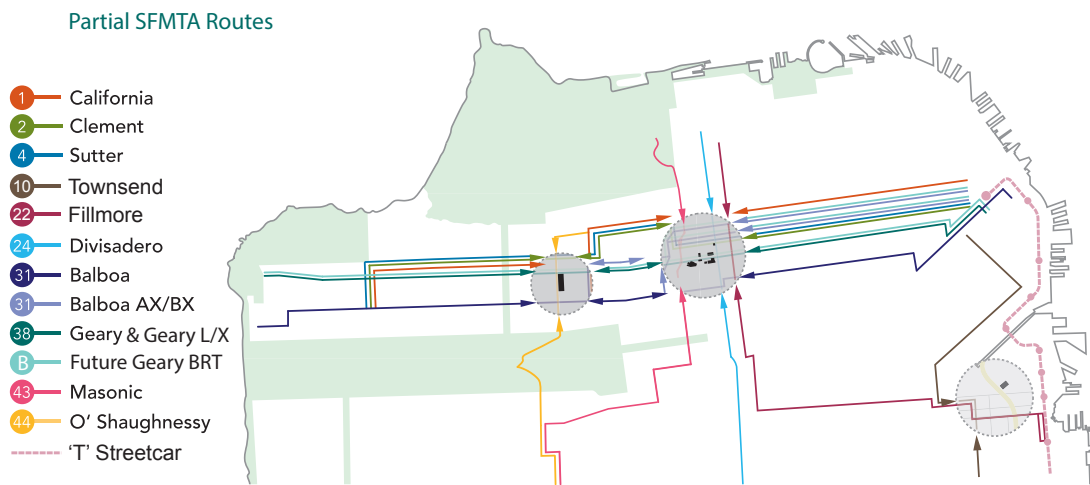
The Mission Bay South Design for Development Standards allow 1 vehicular parking space for each 1,000 square feet of gross floor area for commercial / industrial uses and 2 vehicular parking spaces for each 1,000 square feet of gross floor area for retail uses. For the proposed Mission Bay MOB facility, this would result in approximately 230 parking spaces. Kaiser will have these spaces available to its employees and members in an existing 820 space parking structure located across from the project site at 1670 Owens. To the extent that vehicular spaces do not satisfy demand, vehicles could park in other nearby parking structures in which parking is available and/or the excess demand could be satisfied through implementation of Kaiser's Transportation Demand Management Program described below.

### Transportation Demand Management

Kaiser Permanente will be expanding elements of its existing Transportation Demand Program (described in Section 4) to the Mission Bay Campus as necessary to supplement the Mission Bay Transportation Management Association, which provides morning and evening commute shuttle service to and from Mission Bay and the Powell Street BART and Caltrain stations. Kaiser will be a member of the Mission Bay Transportation Management Association.

## San Francisco Municipal Transportation Agency (SFMTA)

### Partial SFMTA Routes



SFMTA is the primary source of public transportation. There are three SFMTA lines that serve the proposed 1600 Owens Street Outpatient Clinic, which include:

10 Townsend

22 Fillmore

'T' Streetcar

The SFMTA lines also provide a means of connection between other transit services.

### Bicycling

In accordance with the Mission Bay South Design for Development Standards, the Mission Bay MOB will provide a minimum of 1 bicycle parking space for each 20 required parking spaces (or fraction thereof).

## **GEARY CAMPUS: CONSTRUCTION OF NEW OUTPATIENT CLINIC BUILDING AT 2108 O'FARRELL STREET**

### **Project Objectives**

The objectives for Kaiser Permanente's proposed project at 2108 O'Farrell Street is the construction of a state-of-the-art Outpatient Clinic building in accordance with the Conditional Use Authorization approved by the Planning Commission on May 15, 2008. (Planning Commission Motion No. 17594) The timing for this project will depend on membership growth and the need to meet our members' projected needs.

### **Project Description**

The existing vacant building located on the proposed 2108 O'Farrell project site is scheduled to be demolished in late 2013. The site will be improved with landscaping and fencing that was designed with input from the Community Task Force and City Planning Department. The site will be secured and maintained by Kaiser Permanente in this manner until such time that the new clinic project begins.

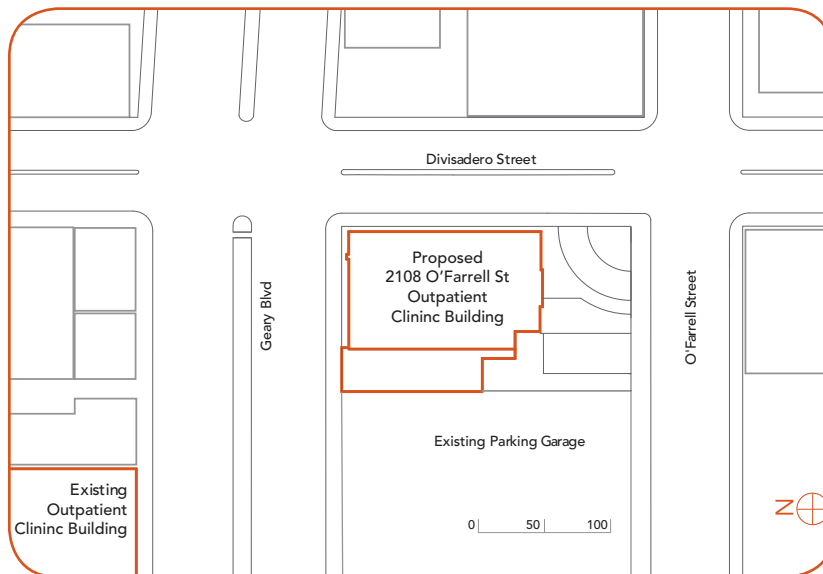
The proposed project consists of a 5-6 story medical office building and outpatient clinic. The building will be approximately 75,000 square feet consisting of 23,000 square feet of clinic space, 21,000 square feet of circulation space, 10,500 square feet of medical office space, 17,000 square feet of mechanical/building services space and 3,000 square feet of retail space. The subject property is approximately 22,800 square feet in size and is located in a 105-E height and bulk district. This project will be part of the Geary campus; the parking and circulation patterns for this campus are described in Section 4 Facilities Overview.

**Proposed 2108 O'Farrell Outpatient Clinic**



Source: Anshen + Allen Architects

**Proposed Site Location at 2108 O'Farrell Outpatient Clinic**



Source: Anshen + Allen Architects

## ZONING & LAND USE

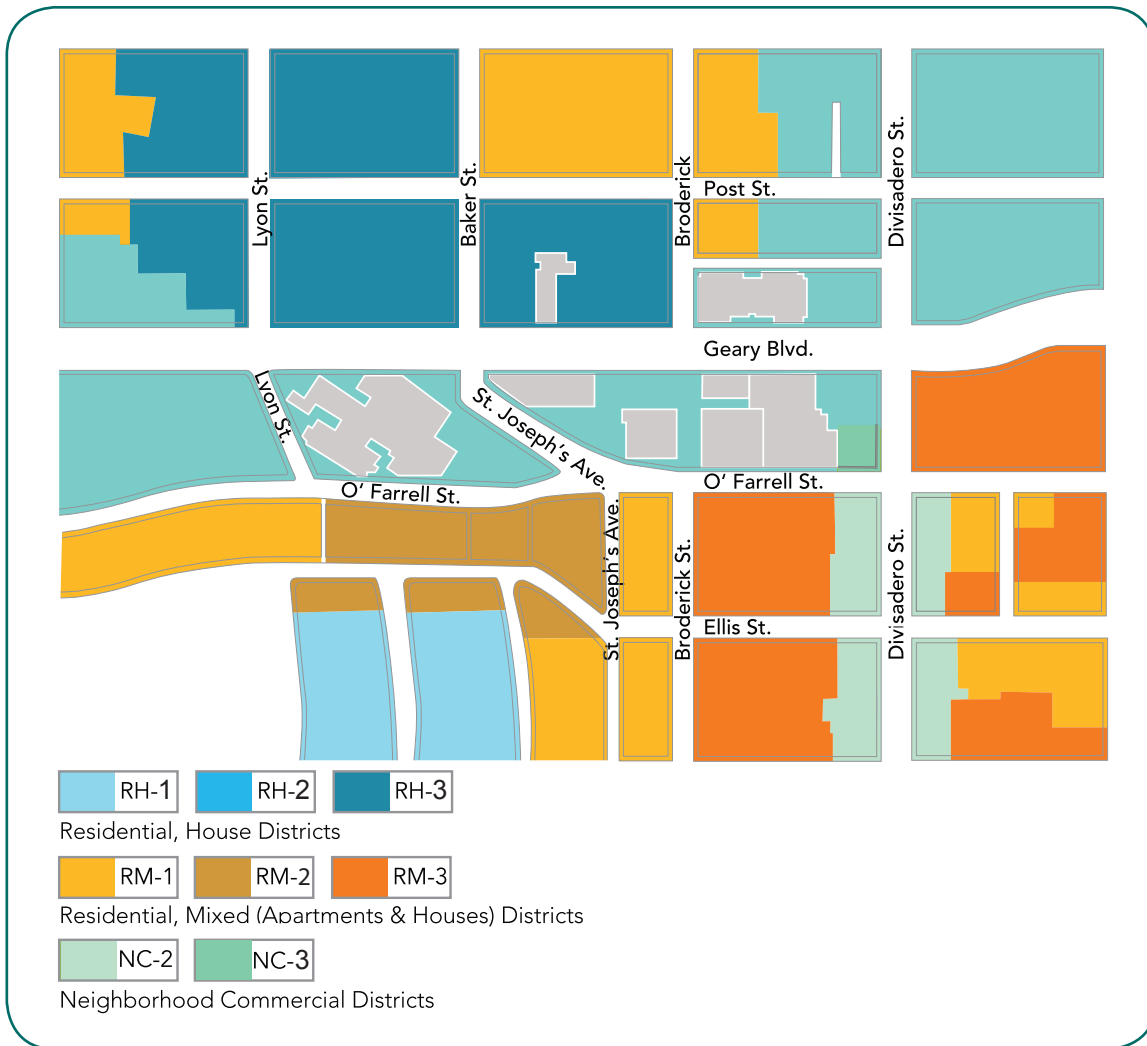
### Geary Campus

Kaiser Permanente's Geary Campus is generally bounded by Broderick Street, Garden Street, Divisadero Street, O'Farrell Street, Lyon Street and Geary Boulevard.

The Geary Campus buildings are under the jurisdiction of the Planning Department and fall under two separate zoning classifications.

- The vacant residential mixed-use building at 1401-1417 Divisadero Street is in an NC-3 (Moderate Scale Neighborhood Commercial) District.
- The outpatient building at 2350 Geary Boulevard is located in a RH-3 (Three-Family) District.
- The remainder of buildings on the Geary Campus and the surface parking lots on the south side of Geary Boulevard are in an NC-3 (Moderate Scale Neighborhood Commercial) District.
- The outpatient building at 2238 Geary Boulevard is located in the Geary Boulevard/Divisadero Street Special Use District with an underlying NC-3 District.

**Gear Campus: Zoning Classifications**



Source: Planning Department, Zoning Map Sheet 2 and 3



### Land Use Surrounding the Geary Campus

Northeast of the Geary Campus is the UCSF Medical Center's Mt. Zion Campus. Buildings on Geary Boulevard and Divisadero Street, south of Geary Boulevard, are mostly mixed-use buildings with ground floor commercial and residential above. Divisadero Street, between Geary Boulevard and Sutter Street, is developed with commercial buildings on the west side and the Mt. Zion Campus on the east side. North of the Geary and Mt. Zion Campuses is zoned residential with existing single-family homes to multi-unit apartment buildings. The former Sears-Roebuck property, with retail uses, such as BestBuy and Office Depot, is one block west of the Geary Campus. Other institutional uses near the Geary Campus include the SFTMA Headquarters and yard on Presidio Avenue two blocks to the west, and the Raoul Wallenberg High School two blocks to the southwest. Small-scale neighborhood service establishments are near the intersection of Masonic Avenue and Geary Boulevard.

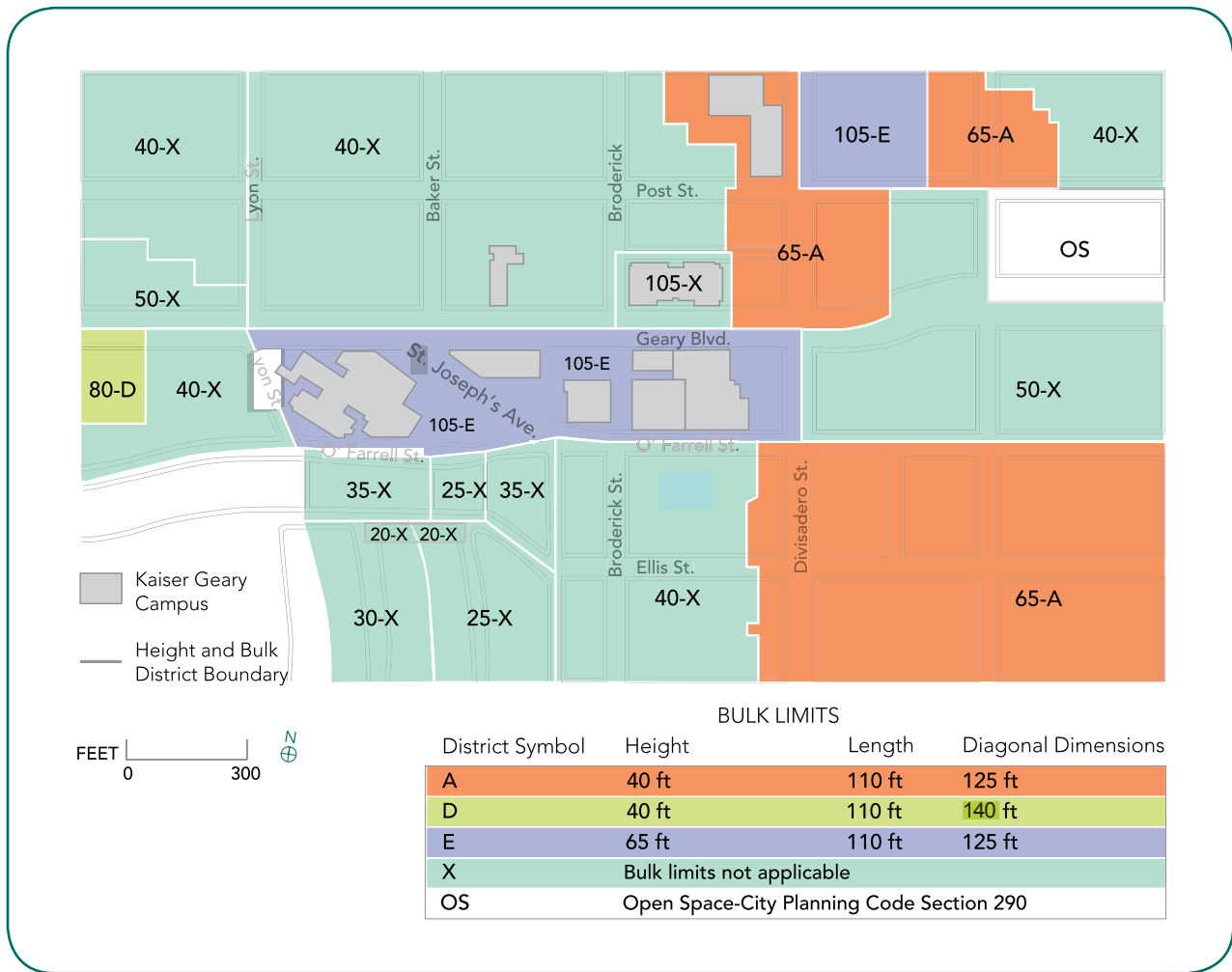
## HEIGHT & BULK OF BUILDINGS

### Geary Campus

The Geary Campus is located in three different Height and Bulk Districts:

- The 2350 Geary Boulevard is located in a 40-X Height and Bulk District, with a height limit of 40' and no bulk limitation.
- The 2238 Geary Boulevard is located in a 105-X Height and Bulk District, with a height limit of 105' and no bulk limitation.
- The remainder of the buildings are located in a 105'-E Height and Bulk District, with a height limit of 105'. In an E-Bulk District, above 65', the allowable maximum length is 110' and the maximum diagonal dimension is 125'.

**Geary Campus: Height & Bulk Districts**



Source: Planning Department Height Map Sheet 2

## **FRENCH CAMPUS: REUSE OF 4131 GEARY BOULEVARD HOSPITAL BUILDING FOR OUTPATIENT CLINIC & OFFICES**

### **Project Objectives**

The objectives for the French Campus are to adaptively reuse the 4131 Geary Boulevard Hospital Building for outpatient use and offices. The timing for this project will depend on membership growth and the need to meet our members' projected needs.

### **Project Description**

The de-licensing of the French Hospital at 4131 Geary Boulevard provides Kaiser Permanente with the opportunity to increase outpatient clinic space by adaptively reusing this building.

After converting the French Hospital to outpatient clinics, the French Campus has a total of 251,440 GSF of outpatient clinics and offices and 94,480 GSF of parking garage.

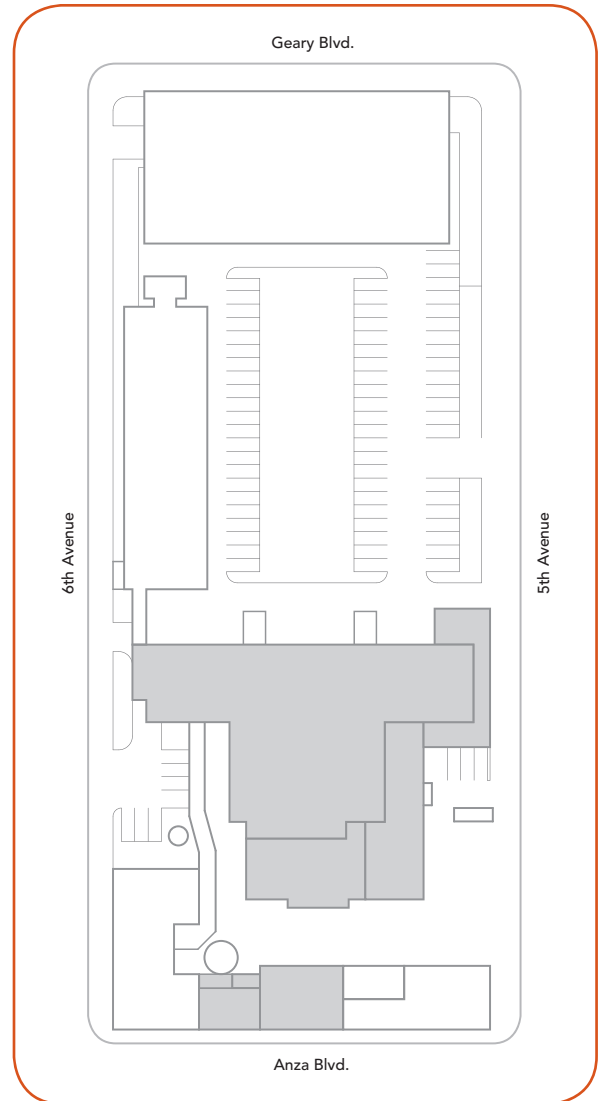
- Removal of existing exterior monument signs located at Geary and 5th and Geary and 6th Ave with one modern Kaiser standard monument sign.
- Upgrade existing fire alarm and audible system as requested by the City of SFFD to bring system up to current code in buildings at 4131 Geary, 4141 Geary and 450 6th Ave.
- Renovation of existing space within the 4131 Geary building to accommodate growth in services.

**French Campus, Aerial**



Source: <http://maps.live.com>

**Map of French Campus**



Source: Anshen + Allen Architects

### **French Campus**

The French Campus is bounded by Sixth Avenue, Geary Boulevard, Fifth Avenue and Anza Street. The Zoning Map of the San Francisco Planning Code divides the French Campus into two separate zoning classifications. Up to a depth of 100' feet along Geary Boulevard, the property is zoned NC-3 (Moderate-Scale Neighborhood Commercial) District; the remainder is located in an RM-1 (Low-Density Residential) District.

The buildings on the French Campus are zoned as follows:

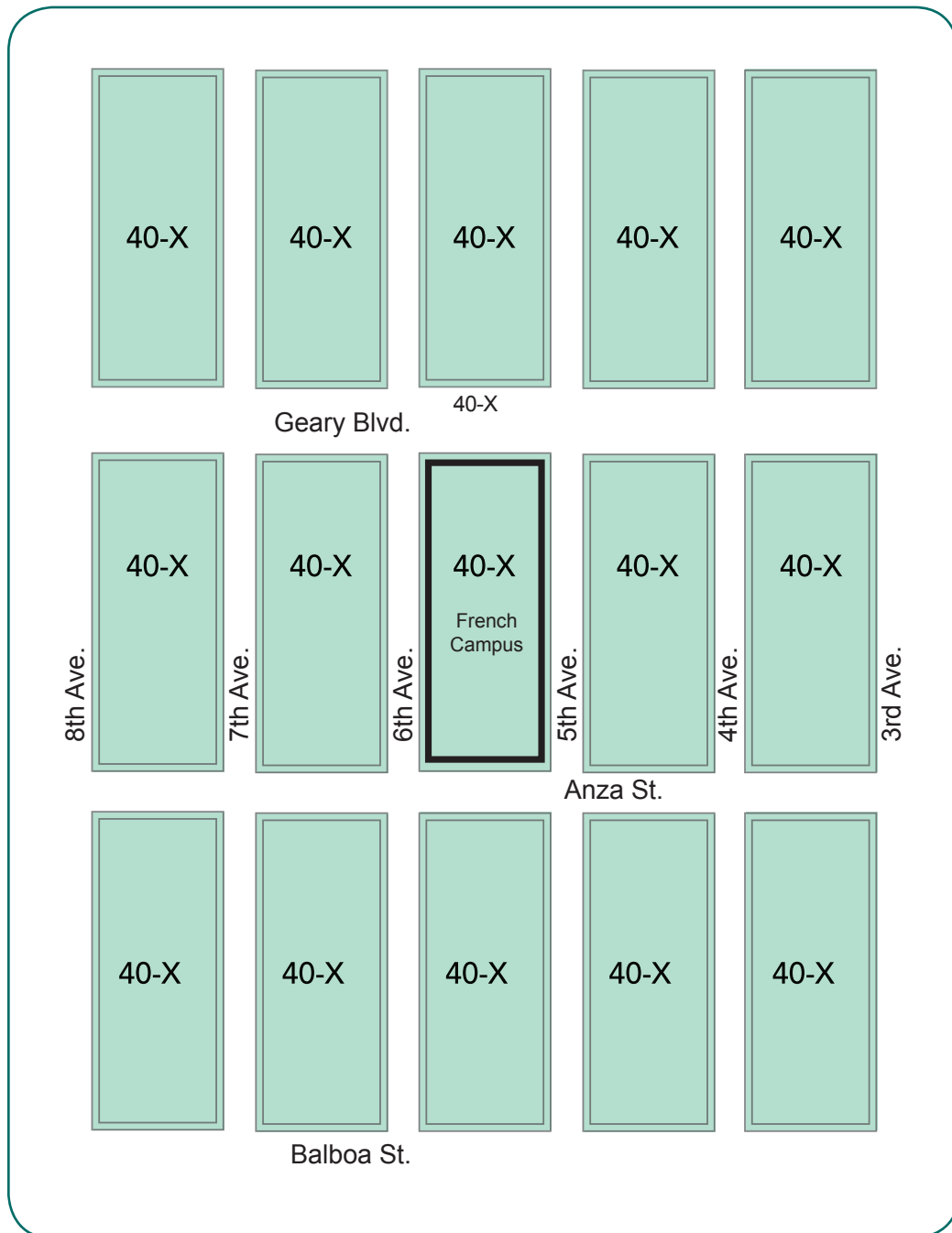
- The Medical Office Building at 4141 Geary Boulevard is located in an NC-3 district.
- The remainder buildings are located in an RM-1 district.

### **Land Use Surrounding French Campus**

The French Campus is surrounded by residential uses to the east, south and west. On Geary Boulevard and Clement Street, the buildings are generally mixed-use with neighborhood serving businesses and restaurants on the ground floor, and residential or commercial uses on the upper floors. Nearby institutional uses include the California Pacific Medical Center on California Street (several blocks to the northeast) and the Richmond Police Station directly across the street on Sixth Avenue.

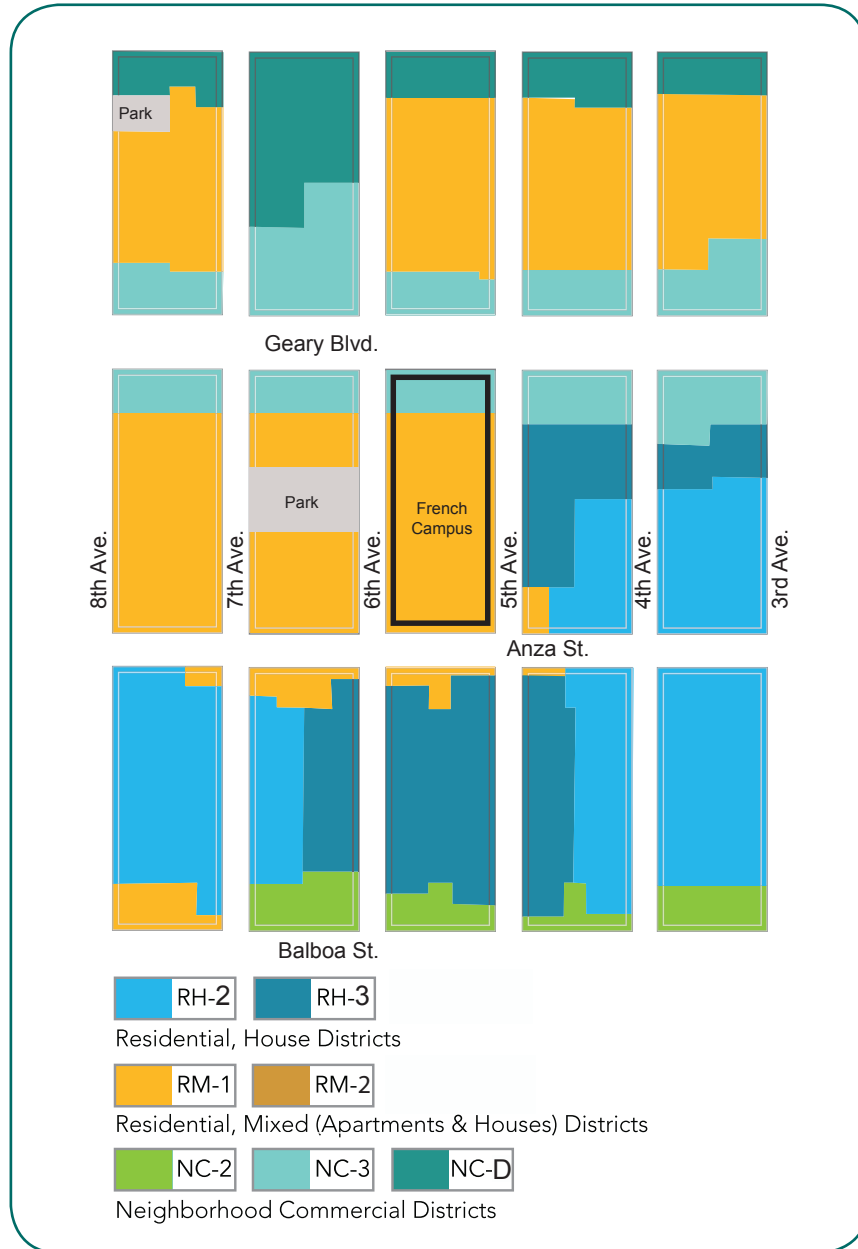
**French Campus: Height and Bulk Districts**

The buildings on the French Campus are located in a 40-X Height and Bulk District. The maximum height limit is 40' and bulk limits are not applicable.



Source: Planning Department Height Map Sheet 3

**French Campus: Zoning Classifications**



Source: Planning Department, Zoning Map Sheet 3

### **Possible Relocation of Chemical Dependency Services Program**

Kaiser Permanente operates its Chemical Dependency Services (CDS) program out of leased space located at 1201 Fillmore Street. The CDS is comprised of an Alcohol and Drug Abuse Program and Chemical Dependency Recovery Program. Treatment offered as part of the CDS program includes psychological and medical evaluation in individual and group therapy formats, education, skill building, wellness programs, self-help programs and recovery programs. At approximately 15,635 square feet, the current lease space may prove inadequate to meet current and long term space requirements. The current lease is due to expire in December 2015 at which point Kaiser Permanente may wish to re-lease the current space or to relocate the CDS program elsewhere in the City. At this time, Kaiser Permanente has not made a formal determination as to whether it will keep the CDS program in its current space or relocate it to another location.

If Kaiser Permanente were to choose to relocate the CDS program, 938 Howard Street has been identified as a potentially viable site to lease for this purpose. This site has approximately 24,500 gross square feet of space available. The site is zoned Mixed Use-Residential (MUR) and is located within an 85-X Height and Bulk District. On June 26, 2013, Kaiser Permanente received a Letter of Determination from the Zoning Administrator confirming that the CDS program would be permitted as a medical services use at this location.



## CONFORMITY WITH THE CITY'S GENERAL PLAN

Kaiser Permanente's development objectives are consistent with the following objectives and policies of the San Francisco General Plan and Health Care Services Master Plan process:

### Priority Policies

The San Francisco General Plan includes eight priority policies. These policies are a preamble to the General Plan establishing the City's position on issues important to the community. The eight policies are listed below in italics, followed by Kaiser's response describing how the proposed IMP projects further these policies.

*That existing neighborhood-serving retail uses be preserved and enhanced and future opportunities for resident employment in and ownership of such businesses enhanced.*

The proposed IMP projects will reinforce the vitality of existing neighborhood-serving retail uses by providing a new medical office building (MOB at Mission Bay) and new/replacement outpatient service facilities at the French and Geary campuses. These improvements will enhance the existing and proposed facilities and surrounding areas by providing employees, patients and visitors for nearby commercial uses, such as restaurants and stores, thereby reinforcing the vitality of existing neighborhood-serving retail uses.

*That existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods.*

The proposed approximately 219,000 square foot MOB at Mission Bay will be consistent with the commercial and industrial uses in the vicinity of that project site. The other proposed IMP projects will be compatible with the mixed uses surrounding the Geary Campus and residential and neighborhood-serving businesses surrounding the French Campus.

*That the City's supply of affordable housing be preserved and enhanced.*

The proposed IMP projects will not displace any housing (including affordable housing) units.

**CONFORMITY WITH THE CITY'S GENERAL PLAN - continued.**

*That commuter traffic not impede Muni transit service or overburden our streets or neighborhood parking.*

The 1600 Owens building is under construction and its impacts on Muni Transit service, streets and parking has been previously evaluated and mitigated pursuant to the Mission Bay Subsequent EIR. The occupancy of the building by Kaiser is not expected to result in any new or substantially increased impacts. Kaiser will participate in the Mission Bay Transportation Management Association, which provides shuttle service to and from Mission Bay and the Powell Street BART and Caltrain stations during morning and evening commute periods. Per the Planning Commission's approval of the outpatient clinic and medical office building at 2108 O'Farrell, the project will not impede Muni transit service or overburden City streets or neighborhood parking. Similarly, the conversion of the 4131 Geary Boulevard hospital to an outpatient clinic and medical offices will not adversely affect the surrounding streets and studied intersections as evidenced by the Planning Department's issuance of a Certificate of Exemption for that project. As a result, the IMP projects will not impede Muni transit service or overburden streets or neighborhood parking.

*That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced.*

Kaiser Permanente employs over 167,000 employees and nearly 16,000 physicians throughout the United States. Kaiser's current San Francisco facilities consist of 496 physicians and 3,010 non-physician employees. As of 2010, approximately 26 percent of 2010 Kaiser employees were San Francisco residents. The MOB at Mission Bay will house 450 high quality medical and administrative jobs in San Francisco. The proposed IMP projects will maintain and enhance the medical services provided by Kaiser to San Francisco residents, especially those located in the eastern neighborhoods.

**CONFORMITY WITH THE CITY'S GENERAL PLAN - continued.**

*That the City achieve the greatest possible preparedness to protect against injury and loss of life in an earthquake.*

The MOB at Mission Bay will be a new medical office building to serve residents of San Francisco's eastern neighborhoods. The proposed 2108 O'Farrell project involves construction of a new, outpatient medical office building. Both of these new buildings will be constructed in accordance with the San Francisco Building Code, including all applicable seismic standards. As a result, the proposed IMP projects will achieve the greatest possible preparedness to protect against injury and loss of life in an earthquake.

*That landmarks and historic buildings be preserved.*

None of the proposed IMP projects will adversely impact landmarks or historic buildings.

*That our parks and open space and their access to sunlight and vistas be protected from development.*

While the IMP projects may result in some localized shadow on adjacent sidewalks and streets, the proposed buildings will maintain existing sunlight and protected vistas to parks and open spaces.

**Health Care Services Master Plan**

- The MOB at Mission Bay will improve Kaiser's delivery of health care services by allowing it to diversify to areas outside of the Geary/French campuses consistent with the policy objectives of the Health Care Services Master Plan (HCSMP) process.

**CONFORMITY WITH THE CITY'S GENERAL PLAN - continued.**

- Pursuant to Ordinance No. 300-10, the Department of Public Health and Planning Department are in the process of developing a HCSMP that will identify the current and projected needs for, and locations of, health care services in the City. A draft HCSMP was released for public review and comment in July 2013. Once adopted, certain medical-related uses will need to be evaluated for consistency with the HCSMP. Adoption of the HCSMP is not expected until some time in 2014.
- The HCSMP will contain policy recommendations to promote an equitable and efficient distribution of health care services in the City, the elimination of healthcare service gaps and medically underserved areas, and the placement of medical uses within the City in a manner that is consistent with the character, needs and infrastructure of the different neighborhoods and that promotes the public health, safety, convenience and general welfare.
- The Mission Bay MOB will improve Kaiser's delivery of health care services by allowing it to diversify to areas outside the Geary/French campuses thereby promoting an equitable distribution of health care services in the City and contributing towards the elimination of healthcare service gaps.
- The Mission Bay MOB will be operated in a manner that is consistent with the character, needs and infrastructure of the surrounding neighborhood. It will transform a vacant site in a burgeoning neighborhood to productive development with medical office, ground floor retail and associated uses. Kaiser will also implement a variety of Transportation Demand Management programs (e.g., shuttle service, parking of carpools and bicycles, subsidies to employees' commuter and SFMTA passes) to promote alternative forms of transportation.

**Commerce & Industry Element**

- The proposed IMP projects will allow Kaiser Permanente to provide up-to-date facilities to care for its membership in the city's population without disruption of or intrusion into adjacent residential areas, consistent with Objective 7, policy 2.

**Urban Design Element**

- Although the proposed five-story, over basement 2108 O'Farrell Street building will be larger than its neighboring buildings, it will define the eastern edge of Kaiser Permanente's Medical Center, a center of activity consistent with Objective 1, policy 1.6.

### CONFORMITY WITH THE CITY'S GENERAL PLAN - continued.

- The new five-story 2108 O'Farrell Street building and the new nine-story 1600 Owens Street building will increase the visibility of the Kaiser Permanente facilities as a destination point, consistent with Objective 1, policy 1.8.
- The 2108 O'Farrell Street building will be compatible with the 2238 Geary Boulevard building across the street and the hospital at 2425 Geary Boulevard to create an visually harmonious, urban medical center campus consistent with Objective 3, policies 3.1, 3.2 and 3.3. The MOB at Mission Bay will have an attractive and aesthetically pleasing design that enhances the neighborhood consistent with Objective 3, policies 3.1, 3.2, and 3.3.
- The design of both the 2108 O'Farrell Street building and the MOB at Mission Bay will emphasize the importance of these medical service facilities, consistent with Objective 4, policy 4.6.
- The 2108 O'Farrell Street building will provide outdoor space for employees, consistent with Objective 4, policies 4.8, 4.9 and 4.10.
- The passenger drop-off area of the 2108 O'Farrell Street building will be landscaped, consistent with Objective 4, policy 4.12.
- The 2108 O'Farrell Street building will provide human scale and pedestrian interest by locating a retail space at the intersection of Divisadero Street and Geary Boulevard, consistent with Objective 4, policy 4.13. Ground level retail spaces will likewise be provided in the MOB at Mission Bay.

### Transportation Element

- The existing and proposed Transportation Demand Management Plan programs, which include provisions for secured bicycle parking spaces, free off-street parking for carpools and van pools, and subsidies to employees' commuter and SFMTA passes, will promote the City's Transit-First Policy, consistent with policy 2.5 of Objective 2 and Objective 11.
- Kaiser Permanente's shuttle services and participation in the Mission Bay Transportation Management Association are consistent with Objective 12, policies 12.1, 12.2 and 12.3.

**CONFORMITY WITH THE CITY'S GENERAL PLAN - continued.**

**Community Safety Element**

- Kaiser Permanente's San Francisco Medical Center is one of the City's designated emergency response facilities in case of major disaster. Construction of new medical office buildings that comply with current fire and seismic safety standards will ensure Kaiser Permanente's ability to serve as an emergency response center. Conversion of a hospital that does not meet current hospital seismic safety standards to outpatient clinic and medical center related office use will promote Objective 3, policies 3.3, and 3.4.

**Mission Bay South Redevelopment Plan**

- The Mission Bay MOB site is located within a Commercial Industrial district under the Mission Bay South Redevelopment Plan. Permitted uses within this district include, among others, office uses, clinics for outpatient care and retail sales and services. The project is consistent with these uses and with the various planning objectives and policies of the Redevelopment Plan. It will contribute to the creation of a vibrant urban community in Mission Bay South (Land Use Objective 1) and be compatible with the other land uses in the area (Land Use Objective 1, Policy 1). It will achieve high quality design in terms of the building and landscaping (Urban Design Objective 3, Policy 5). It will also help to maintain, enhance and diversify a sound and dynamic economic base for Mission Bay South and the City as a whole (Commerce and Industry Objective 7) and promote the creation of jobs for a highly skilled and professional work force (Commerce and Industry, Objective 8, Policy 2).

## 6 Impacts of the Proposed Development on Surrounding Neighborhoods

- IMPACTS OF THE PROPOSED DEVELOPMENT ON SURROUNDING NEIGHBORHOODS
- ALTERNATIVES
- PROJECTED SERVICES AND DEVELOPMENT BY OTHERS



### **IMPACTS OF THE PROPOSED DEVELOPMENT ON SURROUNDING NEIGHBORHOODS**

Issues concerning land use compatibility, visual quality, and transportation/parking are discussed for each of the projects below. The projects at the Geary and French campuses would not necessitate the relocation of residences or commercial tenants. The Mission Bay MOB will likewise not necessitate the relocation of residences or commercial tenants.

For the Mission Bay MOB facility, the project site is located within the Mission Bay South Redevelopment Plan Area. The City certified the Mission Bay Subsequent EIR for this plan in 1998. The Mission Bay MOB project is consistent with the plan and the environmental impacts of the project are adequately addressed by the Mission Bay Subsequent EIR. While the information below provides a summary of likely environmental issues, more detailed information and analysis regarding environmental impacts can be found in the Mission Bay Subsequent EIR.



### Land Use Compatibility

#### Mission Bay MOB:

The Mission Bay MOB project will increase activity and traffic in the area. However, the building will be developed in a manner that is supportive of improving the general nature of the surrounding neighborhood and consistent with the already evaluated development projected under the Mission Bay South Redevelopment Plan and the Mission Bay Subsequent EIR. The project will transform a vacant site in a burgeoning neighborhood to productive development with medical office, ground floor retail and associated uses.

#### Geary Campus:

In approving the outpatient clinic and medical office building at 2108 O'Farrell, the Planning Commission found that the project would be compatible with the neighborhood and provide a necessary and desirable service to the immediate and surrounding community. Implementation of this project will not substantially intensify the uses of Kaiser Permanente's Geary Campus given the existing facilities and services offered at this location. The uses of the other buildings at the Geary Campus will remain the same. Therefore, the project will be compatible with the scale and character of surrounding development.

#### French Campus:

Reuse of the 4131 Geary Boulevard hospital building for outpatient treatment will likely intensify the institutional use of the French Campus because it will increase vehicular and pedestrian travel in the area. This issue is discussed in more detail in the following Transportation and Parking section.

### Visual Quality

#### Mission Bay MOB:

The building design has already been approved and piles for the building's foundation have been constructed. The approved building was designed to blend in with the character and scale of development in the surrounding neighborhood.

#### Geary Campus:

The height of the proposed 2108 O'Farrell Street building will be similar to the larger 127,000 GSF building proposed in the 1998 IMP. The 1997 FEIR concluded that a larger building at the same site would have no significant adverse effect on the visual quality of the area. See pages 277-293 of FEIR.

**French Campus:**

The conversion of the existing 4131 Geary Boulevard Hospital to outpatient clinic and other medical center uses will have no impact on the visual quality of the immediate area because the exterior building envelope will remain the same.

**Transportation & Parking****Mission Bay MOB:**

A traffic assessment is being prepared to confirm that the trip generation and parking demand associated with the Mission Bay MOB is consistent with that studied and assumed in the Mission Bay subsequent EIR. Kaiser physicians, patients and staff are expected to park in a nearby off-site parking garage and other parking generally available in Mission Bay and the surrounding areas. A variety of Transportation Demand Management programs including a Kaiser Permanente operated shuttle service, spaces for bicycle parking, parking for carpools and van pools, and subsidies to employees' commuter and SFMTA passes will be implemented for the site. These programs are in effect at Kaiser's Geary and French campuses and will be expanded for the new Mission Bay location. In addition, Kaiser will participate in the Mission Bay Transportation Management Association, which provides shuttle service to and from Mission Bay and the Powell Street BART and Caltrain stations during morning and evening commute periods.

**Geary Campus:**

Kaiser's development objectives will not change the current circulation pattern around the Geary Campus. In approving the outpatient clinic and medical office building at 2108 O'Farrell, the Planning Commission found that the project would not result in significant traffic or parking impacts. In support of this conclusion, the Commission referenced the surplus of parking spaces available at the Geary Campus and the fact that the site is well served by public transit, noting that a significant number of employees and visitors use transit to arrive at the campus.

**French Campus:**

The City's Planning Department has previously concluded that the conversion of the 4131 Geary Boulevard hospital to an outpatient clinic and medical offices will not adversely affect the surrounding streets and studied intersections under the project plus existing conditions, as well as under cumulative conditions through year 2015. The department has issued a Certificate of Exemption for the Project.

## ALTERNATIVES

In preparing this IMP, Kaiser Permanente has examined and rejected the following alternatives:

### Mission Bay MOB

Several alternative sites in the eastern part of San Francisco as well as elsewhere within Mission Bay were considered over the past 4 years. In particular, Kaiser considered the following alternative locations for the Mission Bay MOB: (1) the existing Geary Campus, (2) the existing French Campus, (3) 901 16th Street in the Potrero Hill neighborhood, (4) the Greyhound site at 1100 7th Street, (5) the Daggett site at 1000 16th Street, (6) 6000 Third Street in the Bayview neighborhood and (7) several other sites in Mission Bay. These other sites were not selected due to less optimal patient accessibility, inadequate parking, neighborhood/community opposition and/or public transportation proximity or other site-related development constraints.

A “No Project” alternative was rejected because of a key project objective to improve patient access to Kaiser Permanente members in the eastern and southern portions of San Francisco as well as a way to decompress the traffic/circulation flows at our main Geary campus.

### Geary Campus:

On May 15, 2008, the Planning Commission approved a conditional use authorization allowing the construction of a new 75,000 gross square foot outpatient clinic and medical office building at 2108 O’Farrell Street. Prior to granting that approval, the City certified an EIR that analyzed the project’s environmental impacts. That EIR considered the following alternatives, among others, for the 2108 O’Farrell Street project:

- Construction of a 125,000 GSF building with 200 off-street parking spaces at 2108 O’Farrell Street as discussed in the 1998 IMP. This alternative was rejected because:
  - Additional square footage needed could be achieved by reusing the French Hospital;
  - This building will not provide a plaza/drop-off area; and
  - Additional parking will encourage the use of automobiles by visitors and employees.
- Retrofitting the 2200 O’Farrell Street building to current fire and seismic safety standards would not be cost effective, conserve energy or provide a state-of-the-art facility.
- A “No Project” alternative was rejected because it would not meet Kaiser Permanente’s projected needs to serve its members.

**French Campus:**

Construction of a 47,400 GSF mirror image of the Pasteur Building along Fifth Avenue would eliminate the surface parking lot with 64 spaces and would not provide sufficient space to meet current and projected needs.

Construction of a new outpatient clinic building on Anza Street in the area occupied by the Boiler Building and Engineering Building would not add sufficient space to meet Kaiser Permanente's needs, and would introduce medical use activities on Anza Street that do not currently exist.

The adaptive reuse of the French Hospital will be least disruptive to the neighborhood and will have the smallest effects on the environment.

A "No Project" alternative would not meet Kaiser Permanente's projected needs and will require construction of additional new buildings.

**PROJECTED SERVICES AND DEVELOPMENT BY OTHERS**

Existing neighborhood serving businesses near all its campuses will benefit economically by increased employment and/or membership at Kaiser Permanente. While Kaiser is not aware of any proposals for related developments by others as a result of implementation of the projects discussed in this plan, it is possible that the plan's projects may spur such related services and physical development by others (e.g, office space, retail, etc.) Given the manner in which it provides medical services, Kaiser does not believe that development of medical office or outpatient facilities are likely near its existing facilities and to the extent such facilities are proposed near its Mission Bay MOB site, those uses have already been approved, and in some instances developed, all in accordance with City plans and policies. Further, such development would be guided and restrained by pertinent planning and zoning regulations applicable to the potential proposed development(s).

