



# **Chinese Hospital San Francisco, California Institutional Master Plan**



**September 30, 2010**



# **Chinese Hospital San Francisco, California**

## **Institutional Master Plan September 30, 2010**



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## Table of Contents

<b>SECTION 1. – INTRODUCTION</b>	<b>Page 4</b>
<b>SECTION 2. – NATURE OF THE INSTITUTION</b>	<b>Page 5</b>
A. History of Growth	Page 5
B. Physical Changes in the Neighborhood	Page 8
C. Service Population and Services Provided	Page 9
D. Patient Demographics	Page 15
E. Employment Characteristics and Equal Employment Policy	Page 20
F. Property Owned and Leased	Page 21
<b>SECTION 3. – FACILITIES OVERVIEW</b>	<b>Page 23</b>
A. Chinese Hospital Campus	Page 23
B. Neighborhood Land Uses and Traffic Circulation Patterns	Page 25
C. Parking	Page 27
D. Public Transportation	Page 28
<b>SECTION 4. – DEVELOPMENT PLANS</b>	<b>Page 29</b>
A. Service Requirements and State Mandates	Page 29
B. Short Range Development Plans	Page 30
C. Impact on the Surrounding Neighborhood	Page 32
D. Conformity to the Comprehensive Plan (Master Plan of the City and County of San Francisco)	Page 34
1. Chinatown Area Plan	Page 34
2. Other Applicable Objectives and Policies	Page 39
<b>SECTION 5. – DEVELOPMENT BY OTHERS</b>	<b>Page 45</b>
A. Development by Others	Page 45



## **SECTION 1 – INTRODUCTION**

The Chinese Hospital submits this institutional Master Plan (IMP) to update the full Institutional Master Plan (IMP) filed in 1977 and the abbreviated IMP filed in 1989 Institutional Master Plan (IMP) currently on file with the San Francisco Planning Department. This IMP provides information to the Planning Commission, our community and neighborhood organizations, other public and private agencies and the general public regarding the Five and Ten Year Plans for Chinese Hospital in accordance with Planning Code Section 304.5 (c) (1) through (c) (5).

The Chinese Hospital Campus is located in San Francisco's Chinatown. The campus consists of the existing Chinese Hospital at 845 Jackson Street, the Medical Administration Building at 835 Jackson Street and the Chinese Hospital Garage located behind the Medical Administration Building.

The 1977 IMP was filed to provide information to the City Planning Department regarding the proposal to rearrange services between the two buildings that occupied the Chinese Hospital lot. These buildings are located at 835 and 845 Jackson Street respectively. The changes proposed in the 1977 IMP were approved and the services were reallocated to the two buildings.

The 1989 abbreviated IMP was filed to provide information to the City Planning Department regarding the proposal to build a parking garage adjacent to the two buildings. This plan was also approved and the garage was completed.

Chinese Hospital exists essentially as it did at the completion of the work approved in the 1989 abbreviated IMP. Both the building space and garage space have remained the same. There have been some changes in the inpatient services provided – as the number of deliveries continued to decline and the requirement for specialty coverage increased, our Board of Trustees made the decision to no longer provide maternity services. We contract with other local San Francisco hospitals to provide maternity services for our health plan members.



**SECTION 2 - THE NATURE OF THE INSTITUTION - Section 304.5 (c) (1)**

**A. HISTORY of GROWTH**

While the first Chinese came to San Francisco just prior to the Gold Rush of 1849, most of the early Chinese immigrated after the discovery of gold, hoping to escape the economic depression, political turmoil and natural disasters in China. They came to California and later to the other Western States of Oregon, Washington, Nevada and Idaho to work as laborers for the mineral mining companies. As laborers they were willing to work long hours for low pay. Some of these early immigrants hoped to find their fortunes as gold miners in the foothills, mountains, rivers and streams. A few were successful but many were driven away by competition for the depleted placer gold as other miners would steal their gold and claims and expel any emigrants from the area. Many Chinese returned to San Francisco to work as laborers, cooks, carpenters and domestic servants. Others moved to agricultural cities and areas of California Central Valley to become farmers and farm laborers. A few moved to the coastal cities of the Pacific Ocean and along the San Francisco Bay to become fishermen or laborers in the seafood food canning industries. In 1850, there were about 700 Chinese in California. By 1860, the Chinese population increased to 34,935 and by 1870 it had increased to 48,790.

With the ships from Canton docking at Portsmouth Square and bringing more and more Chinese to the West Coast, many of the first Chinese settled near the wharf, on Sacramento Street between Grant Avenue and Kearny Street. Sacramento Street was called Tong Yun Gai (the Chinese Street). As the Chinese population continued to increase, Chinatown expanded around Portsmouth Square, on DuPont Street (later named Grant Avenue) and Kearny Street, between Sacramento and Jackson Streets. Although the Chinese worked in other neighborhoods of the City, almost all lived in Chinatown. In 1849, there were 700 Chinese in Chinatown; by 1860, about 3,000; and by 1870, 11,728. As the population of San Francisco grew, many of the Chinese became merchants opening shops to sell food and dry goods; shops to manufacture and repair shoes and clothing; shops to roll cigars; laundries and restaurants.

Year	San Francisco Population	
	Total	Chinese
1850	21,000	700
1860	56,802	3,130
1870	149,473	11,728
1880	233,959	21,213
1890	298,997	25,833
1900	342,782	13,954

The Chinese family and district benevolent associations welcomed the new arrivals with food, housing, and work. From these benevolent associations, the Chinese Consolidated Benevolent Associations, also known as the Chinese Six Companies, was formed. The Chinese Six Companies governed Chinatown helping its residents to find housing and work, encouraging and creating small businesses, settling disputes and protecting its residents and merchants from outsiders. As the Chinese were denied access to City services, these benevolent associations created, built and financed their own community facilities, schools, social halls and meeting rooms. The Chinese American residents of San Francisco were also denied health care by the City's physicians, clinics and hospitals. As a result, in 1899, the Chinese Six Companies opened the Tung Wah Dispensary on Sacramento Street. The dispensary was operated



by Christian missionaries who used both Western and traditional Chinese medicine to care for the sick and injured.

The 1906 Earthquake destroyed Chinatown which was immediately rebuilt by the hardworking, industrious Chinese. During this time, San Francisco City Leaders attempted to relocate the Chinese from Chinatown to the Bayview and Hunters Point District in southeast sector of the City. Although the land in Chinatown was not owned by the Chinese, the Chinese quickly built and paid for the new buildings, continued to pay rent to their non-Chinese landlords and convinced the City of the benefits of Chinatown as a tourist destination. After the earthquake destroyed the original Tung Wah Dispensary, it was rebuilt on Washington Street near Trenton Alley. With the Chinese population growing at a very consistent rate, the need for a larger medical facility was identified by the community leaders. These community leaders led a nationwide fund raising campaign and within a few years, raised enough money to build the Chinese Hospital. The Chinese Hospital Association, a non-profit public benefit corporation, was founded by fifteen Chinatown community organizations, family associations and benevolent organizations that own and operate the hospital. In 1925, Chinese Hospital opened with 60 acute care beds at 835 Jackson Street, just one block north of the Tung Wah Dispensary. Four Chinese doctors, a Chinese dentist, and 32 Caucasian doctors staffed the hospital. Representatives from the founding organizations listed below make up the Board of Trustees for the Chinese Hospital.



### **Chinese Hospital Association – Board of Trustees**

Chinese Consolidated Benevolent Association  
Ning Yung Benevolent Association  
Sue Hing Benevolent Association  
Hop Wo Benevolent Association  
Kong Chow Benevolent Association  
Yeong Wo Association  
Sum Yup Association  
Yan Wo Benevolent Association

Chinese Chamber of Commerce  
Chinese American Citizen Alliance  
Kuomintang of China  
Chee Kung Tong  
Chinese Democratic Constitutionalist Party  
Chinatown YMCA  
Chinese Christian Union of San Francisco  
Chinese Hospital Medical Staff (1980)



By 1970, the Chinese population in San Francisco had grown to 58,696. The existing hospital was deemed inadequate to serve the medical needs of the larger population and unable to accommodate the advances and changes in medical technology and equipment. The Chinese Hospital Association and its fifteen founding organizations once again raised funds from the community and along with a Hill Burton Grant, a government grant for the construction of hospitals, built a new hospital adjacent to the original facility. The new hospital opened in 1979 with 59 beds. All medical services were transferred to the new building and the original hospital building was converted to offices for community services programs, physicians and hospital administration. The 1925 building is five stories with a building area of 31,740 square feet. The 1979 hospital is also five stories with a building area of 41,230 square feet.

Chinese Hospital is a unique community healthcare provider with a long and rich history of providing culturally sensitive health care to its community. Chinese Hospital is a general acute care facility that provides a coordinated continuum of healthcare services to its defined community in a cost effective way that is responsive to its community's ethnic and cultural uniqueness. As a community-owned, not-for-profit organization, it is clinically and fiscally accountable for the health status of its community. Its mission emphasizes its community ownership, leadership, and responsiveness to a broad spectrum of health needs, including but not limited to hospital care.

### **Chinese Hospital Mission Statement**

Chinese Hospital is a community-owned, not-for-profit organization, delivering quality healthcare in a cost-effective way, that is responsive to the community's ethnic and cultural uniqueness, and providing access to healthcare and acceptability to all socioeconomic levels. A voluntary Board of Trustees, broadly representative of the community, governs Chinese Hospital and which has assumed a leadership role in all health matters. Chinese Hospital's mission, stated above, emphasizes these important points:

- Community ownership and responsiveness
- Community leadership
- Cultural uniqueness
- Concern for a broad spectrum of health needs, including but limited to hospital care



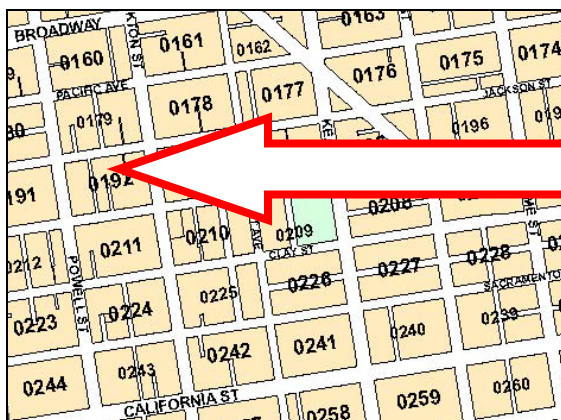
**B. PHYSICAL CHANGES IN THE NEIGHBORHOOD Section 304.5 (c) (1)**

Broadway is the boundary of Chinatown on the North, Bush Street on the South, Kearny Street on the East and Powell Street on the West. The residential neighborhoods of Chinatown and North Beach, excluding the higher income residential pockets on Nob Hill, Russian Hill and Telegraph Hill, extend west to Van Ness Avenue and north to Fisherman’s Wharf. Within the four blocks including and surrounding Chinese Hospital (Assessor Blocks 178, 179, 192, and 193), there are 104 individual lots of which 1 is a vacant lot. Most of the properties on these blocks are typical Chinatown buildings, two to four story residential buildings and many with street level retail stores. Within these blocks there are three larger buildings. Two are the public housing projects owned by the San Francisco Housing Authority, which are located on Pacific Avenue. The third is the Gordon J. Lau Elementary School, a San Francisco public elementary school, which is located along Washington Street.

Since the construction of Chinese Hospital in 1925, there has been very little change to this neighborhood. All of the buildings in these four Assessor Blocks were built before 1966 and almost 90% of the buildings within these blocks were built prior to 1930. There have been nine (9) buildings since 1950 and the most recent which was built in 1965.

Many of the buildings located immediately near Chinese Hospital on Jackson Street, Washington Street, Powell Street and Stockton Street are residential building. These buildings on Jackson Street and Stockton Street are predominately buildings with retail stores at street level and residential on the upper levels. A few of the buildings have offices and meeting halls used by Chinese benevolent associations. The Hospital is adjacent to a church and a residential building. There are two buildings near the Hospital on Jackson Street with medical offices. The newer buildings on this street are the hospital, built in 1979 and a medical office building located at the northeast corner of Jackson and Powell Streets, built in the late 1960’s.

<b>Properties Profile</b>			
<b>Assessor Blocks 178, 179, 192, 193</b>			
<u>Year Blt</u>	<u># Properties</u>	<u>%/Tlt</u>	<u>Cumulative total %</u>
1900-1910	61	59.2%	59.2%
1911-1920	18	17.5%	76.7%
1921-1930	13	12.6%	89.3%
1931-1940	2	1.9%	91.3%
1941-1950	2	1.9%	93.2%
1951-1960	6	5.8%	99.0%
1961-1970	1	1.0%	100.0%
total	103		



**Chinese Hospital**  
**Block 192 Lot 41**



### **C. SERVICE POPULATION and SERVICES PROVIDED – Section 304.5 (c) (1)**

The primary service area for the Chinese Hospital is made up of the greater Chinatown and North Beach districts that are bounded by Fisherman’s Wharf, the Financial District, Bush Street, and Van Ness Avenue. The Hospital is open to all San Francisco residents and visitors and treats all patients without regard to race or origin. Because of its unique bilingual programs and sensitivity to cultural traditions, residents from other neighborhoods and cities of the Bay Area travel to Chinese Hospital for their health care needs. More than 95% of Chinese Hospital acute care patients are residents of San Francisco, more than 45% are residents of the Chinatown, North Beach and Nob Hill areas (ZIP Codes 94108, 94109 & 94133), more than 98% of its patients are Asian and more than 88% are over the age of 60.



Today, Chinese Hospital, the only remaining independent (non-System-affiliated) acute care hospital in San Francisco, provides primary and secondary inpatient medical, surgical and specialty care complemented by an extensive array of outpatient services. The hospital has 54 acute care beds and includes an Intensive Care Unit, Medical – Surgical Unit and Telemetry Unit, two surgical suites, a 24-hour Treatment Center



(Level IV Emergency Room), a Same-Day Surgery Unit with Endoscopy, Outpatient Infusion Services, and three community clinics located offsite in the Sunset District, Excelsior District and Daly City. In addition, the hospital offers comprehensive diagnostic and therapeutic services to support both inpatient and outpatient care. These services include Clinical and Anatomical Pathology Laboratories; Imaging Services (Radiology, CT, Ultrasound, Mammography, Nuclear Medicine); Cardiopulmonary Unit (Cardiology, Respiratory Therapy, Pulmonary Function, Neurology), Pharmacy and other clinical and support services. Chinese Hospital Community Acupuncture Clinic provides quality acupuncture services with fees based on an affordable sliding scale with no income verification required. Services are provided in a comfortable group setting in which clinic acupuncturists focus on using distal points so that patients can remain fully clothed during treatment. The clinic's mission is to improve community access to effective acupuncture services, thereby improving and supporting the health and wellbeing of the community.

Community access to healthcare is a key component of Chinese Hospital's organizational mission. In the mid-1980s, through a collaborative program with Blue Shield of California, Chinese Hospital and its partner physician organization, Chinese Community Health Care Association (CCHCA), created the Chinese Community Health Plan (CCHP), a managed care health insurance plan. In 1987, when Chinese Hospital received its own Knox-Keene license from the State of California, Blue Shield transferred ownership of the health insurance plan to Chinese Hospital. This health plan provides a capitated commercial (non-senior) health insurance plan to over 6,000 individuals and employer groups. Many of the employee groups are small Asian businesses located in San Francisco. Chinese Community Health Plan also provides Medicare insurance coverage to over 7,500 seniors in the community. In late 2008, CCHP expanded its insurance product to northern San Mateo County.

In addition, Chinese Hospital and Chinese Community Health Care Association (CCHCA), a not-for-profit Independent Practice Association (IPA) with over 180 physician providers, also serve over 18,000 Medi-Cal and commercial enrollees under capitated contracts with several other managed care insurance plans.

More than 10,000 of these capitated enrollees are cared for through the San Francisco Health Plan (SFHP). Chinese Hospital prides itself for being an active participant in this city-wide plan since its inception in 1994 with a SFHP Board seat frequently occupied by either a Chinese Hospital administrator or CCHCA physician. The SFHP, which began as a "local initiative" health plan, has the sole mission of providing affordable health coverage to low and moderate income families residing in San Francisco.



Chinese Hospital Patient Origin - Acute Care	Year 2006		Year 2007		Year 2008	
	total	%/total patients	total	%/total patients	total	%/total patients
<b>Total Patients</b>	2,295	100.0%	2,420	100.0%	2,430	100.0%
<b>Total San Francisco Patients</b>	2,178	94.9%	2,311	95.5%	2,318	95.4%
<b>Selected ZIP Codes</b>						
94103	86	3.7%	97	4.0%	99	4.1%
94108	270	11.8%	297	12.3%	300	12.3%
94109	162	7.1%	130	5.4%	211	8.7%
94112	191	8.3%	217	9.0%	225	9.3%
94121	123	5.4%	122	5.3%	114	5.0%
94122	113	4.9%	135	5.9%	116	5.1%
94133	493	21.5%	565	23.3%	588	24.2%
94134	179	7.8%	196	8.1%	151	6.2%
<b>Total Selected ZIP Codes</b>	1,617	70.5%	1,759	76.6%	1,804	78.6%

SFHP currently serves over 55,000 residents – more than 10,000 of which are patients of Chinese Hospital and CCHCA. Components of this plan include a Medi-Cal HMO program, Healthy Families, Healthy Kids, Healthy Workers – and added in 2006, Healthy San Francisco – which is a partnership of SFHP, The San Francisco Department of Public Health and local San Francisco providers, including Chinese Hospital and CCHCA. Healthy San Francisco is not an insurance plan – but provides participants with a primary care clinic or physician called a “medical home” that offers preventive, primary, specialty and urgent care, emergency care, mental health and substance abuse services, laboratory, inpatient services, radiology and pharmaceuticals. Uninsured San Franciscans aged 18-64 are eligible to apply regardless of employment, immigration status or pre-existing medical conditions. Chinese Hospital’s three satellite community clinics in the Sunset, Excelsior and Daly City areas and CCHCA physicians serve as “medical homes” and provide easy access to quality health care services for the Chinese population throughout the San Francisco Bay Area.

In summary, Chinese Hospital, CCHP and CCHCA operate a very effective integrated health care delivery system that manages over 31,000 enrollees in San Francisco.

To improve healthcare access to the expanding Chinese population in the Western part of the City, Chinese Hospital and CCHCA established their first satellite community clinic, Sunset Health Services in 1997. In 2006, Chinese Hospital opened its second community clinic, Excelsior Health Services, to provide culturally sensitive health care to those living in the Excelsior District. In 2008, a third community clinic was opened in



Daly City. These community clinics provide a wide-range of culturally competent health care services including primary care augmented by subspecialties, preventive care services, women’s health services, East-West Medicine, health education, and laboratory services. These clinics are staffed by physicians specializing in General Practice, Internal Medicine, Women's Health, Cardiology, Gastroenterology, Oncology and Podiatry. Each of the clinics is also staffed with a nurse practitioner, acupuncturist and other clinical personnel who speak Mandarin, Cantonese, Tagalog and English.



### **Chinese Hospital & Health Services Clinics**

<b>Chinese Hospital</b>	<b>845 Jackson Street, San Francis</b>
<b>Chinese Hospital Medical Administration Building &amp; Clinic</b>	<b>835 Jackson Street, San Francisco</b>
<b>Sunset Health Services</b>	<b>1800 - 31st Avenue, San Francisco</b>
<b>Excelsior Health Services</b>	<b>888 Paris Street, San Francisco</b>
<b>Daly City Health Services</b>	<b>93 Skyline Plaza, Daly City</b>

In 1989, Chinese Community Health Resource Center (CCHRC), a private non-profit agency was founded by Chinese Hospital, CCHCA and CCHP. The Center’s mission is to build a healthy community through culturally and linguistically competent preventive healthcare services, disease management and research programs. To this end, its bilingual and culturally sensitive services include: 1) health education classes focused on the diverse aspects of general, geriatric, women’s, and perinatal health; 2) an annual Chinese community health day, as well as other health seminars and forums throughout the year; 3) individual health and nutritional counseling; 4) a quarterly health newsletter and other health-related brochures and booklets; 5) a wellness library of books and tapes; 6) a health information-rich website ([www.cchrchealth.org](http://www.cchrchealth.org)); 7) a patient-friendly



health resource navigation program; 8) participation in research projects/media campaigns and 9) youth and violence prevention programs. CCHRC provides approximately 15,000 services or patient interactions annually, including over 7,000 patient visits, 4,000 lay public attendees, 1,000 provider participants, and a very conservative estimate of over 3,000 individuals participating in CCHRC education provided through Chinese media sources. In addition, online visits to the website have numbered greater than 1.3 million.

While CCHRC's services are open to all, the major focus is the over 160,000 residents of the San Francisco Chinese community who have limited English language abilities and who represent a large and growing segment of the population. First-generation immigrants in particular, who are predominantly monolingual and often with little or no income, face significant English language and cultural barriers in their efforts to access healthcare information and services that are essential for disease prevention, detection, and management. Approximately 90% of service users are monolingual, 30% of them having annual household incomes of less than \$10,000, with an additional 38% belonging to households earning between \$10,000 and \$35,000.

On a broader scale, CCHRC's health education programs and services promote wellness and healthy lifestyles to populations beyond the greater SF Bay Area Chinese community. This agency maintains one of the most extensive bilingual electronic Chinese medical education resources in the United States.

The Support Health Services Clinics are another vital community benefit program offered by Chinese Hospital. In support of the Community Needs Assessment, this program was created to (1) assist patients in the community manage their chronic diseases, (2) augment the efforts of managing system-wide chronic disease with Chinese Hospital's health partners CCHCA, CCHP and CCHRC, (3) decrease hospitalization and readmission rates due to chronic diseases, (4) provide basic women's health services for the uninsured, (5) provide immunization services, and (6) provide community service.

This important Clinic is conveniently located in the Medical Office and Administration Building adjacent to Chinese Hospital therefore providing excellent community access to its services. These services include:

- Diabetes Clinic
  - Provides individual Diabetes Self-Management Education
  - In collaboration with their primary care providers, assists patients to attain better control of their disease via medical and lifestyle management
- Women's Health Clinic
  - Provides free pap smears, breast exams, mammograms, and other women's health needs for uninsured and low-income women
- Immunization and Travel Clinic
  - Provides low cost immunizations for adults
  - Provides pre-travel counseling and vaccinations



- Hepatitis B Clinic
  - Provides free Hepatitis B screening and low cost Hepatitis B vaccinations
  - Assists patients in applying for medication assistance, as needed

In planning for the future health care needs of the community, Chinese Hospital must take into account the rapid advancement and evolution of health care services and medical technology, as well as an almost universal physician and patient expectation and demand for better quality medical facilities and services. In addition, the State of California through its agency, the Office of Statewide Health Planning and Development (OSHPD), has imposed higher seismic safety standards and associated mandated seismic retrofit or new construction requirements for all acute care hospitals which must be met by 2013. The California Departments of Health Care Services (DHCS) and the Department of Public Health (CDPH) and The Joint Commission (a national hospital accreditation organization) have mandated new hospital clinical quality and patient safety standards. Chinese Hospital is planning a new hospital to comply with these requirements. This new hospital will to be eight stories and will have approximately 100,000 square feet of building area. To keep Chinese Hospital in Chinatown and not displace any existing residential or commercial uses, the new Hospital will replace the 1925 medical administration building and parking structure.



#### **D. PATIENT DEMOGRAPHICS – Section 304.5 (c) (1)**

As contrasted to most other San Francisco hospitals, Chinese Hospital serves a disproportionately large number of low income and indigent patients, is able to operate more efficiently (at a lower cost per adjusted patient day) and has achieved a positive operating margin for many years. Chinese Hospital is a remarkable institution and has not only been able to live its mission to the present day – but has the credibility and strength to be able to continue to live its mission and achieve its vision for the long-term in a new, state-of-the-art Hospital that will comply with or exceed all patient care and safety standards. They provide an environment which maximizes the patient experience through interaction with highly qualified staff, comfortable surroundings, state-of-the-art technology, up-to-date care clinical care protocols, and an ongoing focus on health education.

The indigent and elderly monolingual Asians of Chinatown have made Chinese Hospital their point of access to the medical system. Chinese Hospital is considered a safety net hospital for the City & County of San Francisco and will continue to provide for the future health care needs of the greater Asian community.

Consistent with Chinese Hospital's mission, its Board, Medical Staff, affiliated physician IPA, and Management have worked together in focusing on an integrated approach to provide an array of options in caring for the underserved patient populations in San Francisco. In addition to directly providing care for indigent patients, Chinese Hospital through CCHP has established affordable health insurance coverage for the working population therefore improving their access to quality healthcare.

In comparing San Francisco commercial health insurance alternatives, CCHP offers very competitive rates for the level of care provided. CCHP's Small Group Plans include six HMO plans ranging in services and deductibles. When compared with other San Francisco Small Group HMO plans, CCHP's rates range from 21 – 59% below the competition. In the Individual and Family traditional HMO Plan market, while the data is more varied, CCHP premiums for these plans were 23% lower. In general, CCHP has had only modest rate increases, about 8% per year vs. double digit increases for most other HMO's. Executives at Chinese Hospital are convinced that without these low cost insurance products, many of CCHP's members would not participate in a commercial health care insurance plan and would then need to access health care services through charity care.

CCHP's Senior Program offers Medicare Advantage HMO plans for a \$30 monthly stipend which is less than half of the rate charged by the majority of its larger competitors for the same level of coverage thus benefiting many seniors in the Bay Area community. The CCHP Senior Program is so popular that it has the third largest enrollment of all Medicare Advantage plans in the City and County of San Francisco.

Chinese Hospital has an impressive and stable operating performance. Chinese Hospital's low operating cost illustrates its efficiency as contrasted with all SF hospitals. In Year 2008, Chinese Hospital Net Operating Income was \$343 per adjusted patient



days and Net Margin from Operations of 11.8%, the second highest of the eight (8) San Francisco Hospital based on the Office of Statewide Health Planning and Development (OSHPD) financial reports. Chinese Hospital's Net Patient Revenue at \$2,850 and its Operating Expense at \$2,559 per adjusted day are the lowest of all hospitals, about 20% lower than the average in 2008. Since Year 2006, Chinese Hospital's net operating margin has been greater than 10.0% and has slightly increased between Years 2006 to Year 2008. In contrast, the average operating margin for the eight (8) reporting San Francisco hospitals in Year 2006 was 4.4% and by Year 2008, has declined to 1.6%. More than 90% of Chinese Hospital acute care patients are covered under Medicare and Medi-Cal compared to the San Francisco hospital average of about 61%.

In addition to the strength provided by the strong work ethic of its employees and physicians, Chinese Hospital creates high value for its community by providing high quality care at lower costs. This requires a focus on "best practice" quality care models, labor efficiency and competitive purchasing of goods and services.

Chinese Hospital has maintained an impressive operating margin over the years which provide the necessary strength to sustain its important mission as the only independent San Francisco hospital. Chinese Hospital's sustained excellent operating performance creates both the momentum and stamina for its Board, Physicians and Management Team to create the structure and facilities necessary to provide for the future healthcare needs of the greater Asian community.



<b>Hospital Annual Financial Data Profile - San Francisco (SF) and Chinese Hospital (CHASF)</b>						
Extracted from Office of Statewide Health Planning & Development (OSHPD) Reports						
Year	2006		2007		2008	
Hospital	SF	CHASF	SF	CHASF	SF	CHASF
<b><u>General Acute</u></b>						
Licensed Beds	2,595	54	2,618	54	2,618	54
Average Occupancy	48.8%	59.7%	48.5%	65.5%	49.7%	65.0%
Average Length of Stay	5.37	5.12	5.55	5.34	5.68	5.26
<b><u>Income Statement (\$/Per Adjusted Day)</u></b>						
Net Patient Revenue	3,157	2,633	3,359	2,727	3,603	2,850
Operating Expense	3,104	2,386	3,326	2,444	3,641	2,559
Net From Operation	144	278	131	316	58	343
Operating Margin	4.4%	10.4%	3.8%	11.5%	1.6%	11.8%
<b><u>Other Utilization Statistics</u></b>						
ER Visits	223,393	6,269	224,099	6,606	226,909	6,250
Clinic Visits	1,171,265	11,469	1,173,948	14,435	1,330,015	16,185
<b><u>Data By Payor Category</u></b>						
<b><u>General Acute Care</u></b>						
Total Patient Days	647,739	11,759	646,901	12,905	651,506	12,841
Total Medicare Patient Days	234,206	9,403	231,048	10,234	231,125	10,482
Total Medi-Cal Patient Days	161,003	1,355	165,474	1,397	170,803	1,331
% Medicare + Medical / Total Patients	61.0%	91.5%	61.3%	90.1%	61.7%	92.0%
<b><u>Outpatient Visits</u></b>						
Total Outpatient Visits	2,195,657	68,207	2,468,203	70,446	2,541,108	72,982
Total Medicare Outpatient Visits	492,562	35,798	621,344	34,476	571,607	36,060
Total Medi-Cal Outpatient Visits	399,165	9,270	498,189	10,411	493,425	11,478
% Medicare + Medical / Total Patients	40.6%	66.1%	45.4%	63.7%	41.9%	65.1%

Chinese Hospital is a unique community healthcare provider with a long and rich history of providing culturally sensitive health care to its community. Chinese Hospital is a general acute care hospital that provides a coordinated continuum of healthcare services to its defined community in a cost effective way that is responsive to its community's ethnic and cultural uniqueness. As a community-owned, not-for-profit organization, it is clinically and fiscally accountable for health status of its community. Its mission emphasizes its community ownership, leadership, and responsiveness to a broad spectrum of health needs, including but not limited to hospital care.

The Chinese Hospital is licensed for 54 beds and in Year 2000 had 1,865 inpatient discharges and 52,107 outpatient visits. In Year 2008, there were 2,440 inpatient discharges, an increase of 30.8% over nine years and 68,650 outpatient visits, an



increase of 42.3%. There were 4,750 emergency services visits in Year 2000 and 6,250 visits in Year 2008, an increase of 31.6%.

<b>CHINESE HOSPITAL</b>										
<b>Utilization 2000-2008</b>										
<b>Hospital Services</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Growth 2000-2008</b>
In-Patient Units of Service										
Discharges	1,865	1,893	2,031	2,222	2,193	2,227	2,295	2,417	2,440	30.8%
Days	10,760	10,922	11,162	11,930	11,100	11,785	11,759	12,905	12,841	19.3%
Out Patient Units of Service	48,248	50,753	51,730	51,315	56,057	61,721	63,347	65,638	68,650	42.3%
Emergency Service	4,750	5,314	5,374	5,449	5,266	5,790	6,269	6,606	6,250	31.6%

In 2008, 2,430 patients were admitted to the inpatient units. More than 95% of the patient admitted are from San Francisco and almost 45% were from the Chinatown, North Beach and the nearby residential neighborhoods. Of these admitted patients, about 88% were more than 60 years old and 89% were covered by either Medicare or Medi-Cal insurance.

<b>Expected Payor Group</b>	<b>#</b>	<b>%</b>
Medicare	1,993	82.0%
Medi-Cal	178	7.3%
Private Coverage	219	9.0%
Workers' Compensation	1	0.0%
County Indigent Programs	-	0.0%
Other Government	19	0.8%
Other Indigent	12	0.5%
Self Pay	5	0.2%
Other Payer	3	0.1%
Unknown	-	0.0%
<b>Total</b>	<b>2,430</b>	<b>100.0%</b>

<b>Age Group</b>	<b>#</b>	<b>%</b>
1 - 9	-	0.0%
10 - 19	5	0.2%
20 - 29	18	0.7%
30 - 39	22	0.9%
40 - 49	77	3.2%
50 - 59	154	6.3%
60 - 69	280	11.5%
70 - 79	828	34.1%
80+	1,046	43.0%
Unknown	-	0.0%
<b>Total</b>	<b>2,430</b>	<b>100.0%</b>



**PATIENT ORIGIN REPORT - Chinese Hospital - Year 2008**

			<u>%/Total</u>
Total Patients		2,430	100.0%
Alameda County		39	1.6%
Contra Costa County		15	0.6%
Marin County		1	0.0%
San Francisco		2,318	95.4%
San Francisco By ZIP Code	<u>ZIP Codes</u>	<u>#</u>	
	94102	67	2.8%
	94103	99	4.1%
	94104	6	0.2%
	94107	29	1.2%
	94108	300	12.3%
	94109	211	8.7%
	94110	40	1.6%
	94111	20	0.8%
	94112	225	9.3%
	94114	8	0.3%
	94115	26	1.1%
	94116	97	4.0%
	94117	5	0.2%
	94118	77	3.2%
	94119	1	0.0%
	94121	114	4.7%
	94122	116	4.8%
	94123	7	0.3%
	94124	66	2.7%
	94127	21	0.9%
	94130	1	0.0%
	94131	6	0.2%
	94132	34	1.4%
	94133	588	24.2%
	94134	151	6.2%
	94158	2	0.1%
	94188	1	0.0%
San Mateo County		48	2.0%
Santa Clara County		1	0.0%
Solano County		3	0.1%
Sonoma County		1	0.0%



**E. EMPLOYMENT CHARACTERISTICS AND EQUAL EMPLOYMENT POLICY –  
Section 304.5 (c) (1)**

Chinese Hospital is an Equal Employment Opportunity employer. As stated in the Chinese Hospital Human Resources Policy Manual “The Chinese Hospital Association maintains a policy of non-discrimination with employees and applicants for employment. No aspect of employment within the Hospital will be influenced in any manner by race, color, religion, sex, age, national origin, veteran status, mental or physical disability, or any other basis prohibited by statute.”

In 2009, there were 365 employees of the Chinese Hospital Staff of which 28% are male and 71% are female; 90.4% are Asian/Pacific Islander, 6.7% are White, 1.9% are Hispanic, and 1% are African American. There are 254 physicians and health care professionals who are active members of the Chinese Hospital Medical Staff. Ninety-four percent are Asian/Pacific Islanders.



## **F. PROPERTY OWNED AND LEASED THROUGHOUT THE CITY AND COUNTY OF SAN FRANCISCO – Section 304.5 (c) (1).**

The Chinese Hospital Association owns three (3) properties. The Chinese Hospital is located at 835-845 Jackson Street, all on Lot 42 of Block 192 of the San Francisco Assessor Map Book. There are three (3) structures on this site. 835 Jackson Street is the medical administration building, 845 Jackson Street is the Hospital and behind 835 Jackson Street is the parking structure. The Sunset Health Service Clinic building is also owned by the Chinese Hospital Association. It is located at the southeast corner of 31<sup>st</sup> Avenue and Noriega Street in a one story medical building.

Chinese Community Health Plan owns 445 Grant Avenue, between Bush and Pine Streets. It is a commercial building with seven stories plus a basement. The street level has four (4) retail stories leased to individual tenants. The upper 6 stories are offices. The Chinese Hospital Finance Department occupies portions of the 2<sup>nd</sup> floor and the Chinese Community Health Plan occupies the 4<sup>th</sup> through 7<sup>th</sup> Floor. The Chinese Community Health Care Association, the Independent Physician Association, leases a portion of the 3<sup>rd</sup> Floor. The basement is leased to an independent education/learning center.

Excelsior and Daly City Health Services clinics are in leased space. The Excelsior Health Service is located on Paris Street near Geneva Avenue in a three story office building. The Excelsior clinic rents 2,900 square feet on the second floor of the building. The Daly City Health Service clinic is in a shopping center at Skyline Boulevard and Westmoor Avenue. This clinic rents 1,939 square feet on the 2<sup>nd</sup> floor of a retail/office building.

Chinese Hospital has offered to lease 2 floors at 900 Kearny Street. This is a seven story office building. This office space will be used by the Chinese Hospital administrative offices to allow the demolition of 835 Jackson Street, the medical administration building and during the construction of the new hospital. After the new hospital construction is completed, the services and patients will be relocated from the current Hospital at 845 Jackson Street to the new building. This will allow for the remodeling of the current hospital building. Once completed, the hospital administration and other support services temporarily relocated will return to the building.

The Powell Garage is at 1140 Powell Street. The garage will be leased by Chinese Hospital for Hospital staff and patient parking. The Powell Garage has 2 stories plus basement and is currently used as a parking garage and auto repair service. There are about 80 parking stalls in this garage.

The commercial building located at 827 Pacific Avenue is a two story building plus a basement and is located between Stockton and Trenton Streets. The building is owned by the Chinese Community Health Care Association (CCHCA), an independent physician association (IPA). The building will be leased by Chinese Hospital as both permanent and transitional space. The basement and portions of the street level will be occupied by Out Patient Imaging. CCHP will occupy the balance of the street level



area. The Infusion and Support Health Services Clinics will occupy the second level. When the construction of the new hospital is completed, CCHP Member Services, the Infusion and Support Health Services Clinics will move back to the hospital campus.

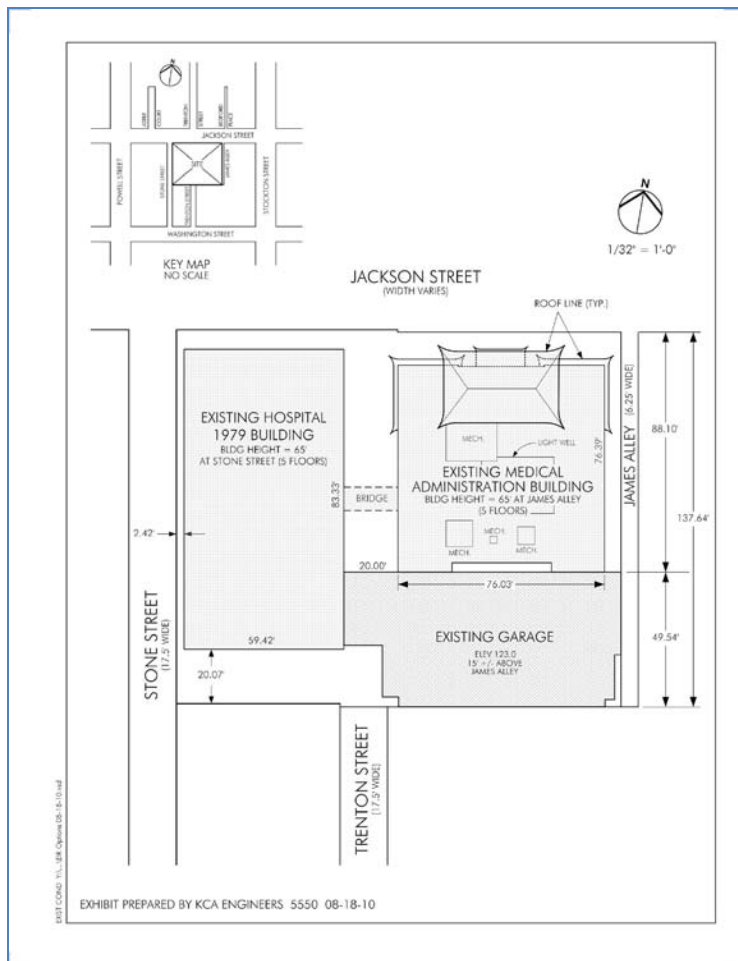
<b>Chinese Hospital Real Estate – Owned or Leased</b>						
#	Address	Blk-Lot	Year Blt	#Bldg Stories	Use	Rental Area (sf)
<b><i>Real Estate Owned – San Francisco</i></b>						
1	445 Grant Avenue	271-1A	1985	7	Retail / Office	29,400
2	835 Jackson Street	192 - 41	1924	5	Medical Administration Building'	31,746
3	835 Jackson Street	192 - 41	1992	3	Parking Structure	14,400
4	845 Jackson Street	192 - 41	1979	5	Hospital	41,230
5	1800 - 31st Avenue	2067 - 48		1	Medical Clinic	1,700
<b><i>Real Estate Leased – San Francisco and Daly City</i></b>						
6	888 Paris Street, Suite 202, San Francisco	Excelsior Health Services			Medical Clinic	2,900
7	93 Skyline Plaza, Daly City	Daly City Health Services			Medical Clinic	1,939
8	900 Kearny Street, San Francisco	Temporary Offices During Construction of New Hospital			Hospital Administration Office	9,600
9	1140 Powell Street, San Francisco	Parking Garage & Auto Repair			Hospital Parking	23,490
10	827 Pacific Avenue	Out Patient Imaging (Radiology) CCHP Member Services Infusion Clinic Support Health Services Clinic			Medical Clinic	8,680



### SECTION 3. - FACILITIES OVERVIEW

#### A. CHINESE HOSPITAL CAMPUS – Section 304.5 (c) (2)

Chinese Hospital is located on the south line of Jackson Street, between Powell and Stockton Streets. The site has a Jackson Street frontage of 163.75 feet, a depth fronting along Stone Alley of 137.5 feet, and a total land area of 22,515.63 square feet, about 0.52 acres.



There are three structures on this site. 835 Jackson Street is the “old” hospital, which was built in 1925, and is now used as a medical administration building (MAB) for hospital administration and outpatient healthcare services. This building is five stories and has a full basement. The building area is about 31,746 square feet.

845 Jackson Street is the “current” hospital. It is five stories plus a basement and was opened in 1979. The total building area is 41,230 square feet. The hospital provides emergency care, medical, surgical and intensive nursing care, surgery, imaging and radiology services, clinical laboratory, endoscopic, cardiopulmonary, and pharmacy services.



## Chinese Hospital Institutional Master Plan

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Behind the 835 Jackson Street building, at the rear of the property, is a three-story garage structure with parking spaces for 41 cars and with attendant parking, space for 78 cars. The garage was built in 1992 and is about 14,400 sf of building area.

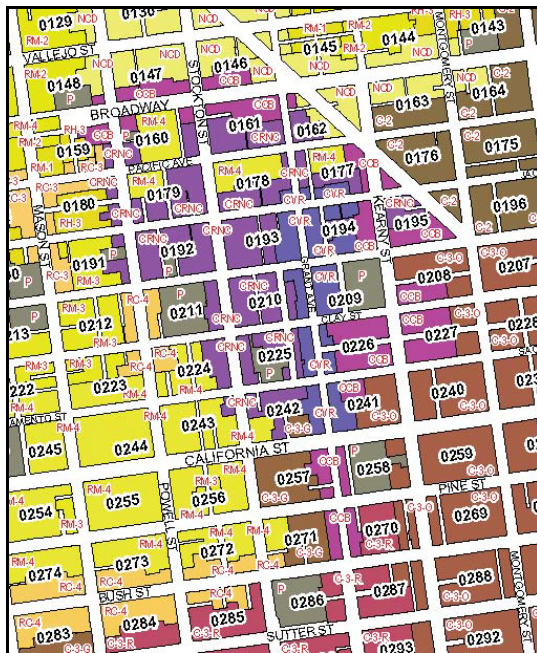


**Chinese Hospital – 835 and 845 Jackson Street**



**B. NEIGHBORHOOD LAND USES AND TRAFFIC CIRCULATION PATTERNS –  
Section 304.5 (c) (2)**

In Chinatown, within the Chinatown zoning districts of Chinatown Community Business District (CCB), Chinatown Visitor Retail (CVR) and Chinatown Residential Neighborhood Commercial District (CRNC), there are 487 lots. Excluded from this sum are properties owned by the City agencies, which are public schools, the parks and recreation centers, and the public housing projects. There are three (3) lots that have been developed as residential and commercial condominiums with a total of 166 condominium units. The total number of properties in Chinatown zoning districts is about 650.



**Chinatown Zoning Districts**

**The Chinatown Community Business District (CCB)**, located in the northeast quadrant of San Francisco, extends along Broadway from the eastern portal of the Broadway Tunnel to Columbus Avenue and along Kearny Street from Columbus to Sacramento Street.

**The Chinatown Visitor Retail Neighborhood Commercial District (CVR)** extends along Grant Avenue between California and Jackson Streets. This district contains a concentration of shopping bazaars, art goods stores and restaurants.

**The Chinatown Residential Neighborhood Commercial District (CRNC)** extends along Stockton Street between Sacramento and Broadway and along Powell Street between Washington Street and Broadway. It is generally west and uphill from Grant Avenue and is close to the relatively intensely developed residential areas of lower Nob and Russian Hills. Stockton Street is a major transit corridor which serves as "Main Street" for the Chinatown neighborhood.

- Approximately 65% of the buildings in Chinatown were built before 1925. Of the balance, 30% were built between 1925 and 1950 and 5% were built after 1950. The 166 condominium units were built between 1970 and 1985.
- A total of 96% of the buildings in the Chinatown Districts are four (4) stories or less. The total is broken down as 28% of the buildings are one (1) and two (2) story buildings; 51% are three (3) stories; and 17% are four (4) stories. Less than 4.0% of the buildings are taller than four (4) stories. There are nine (9) buildings that are five (5) stories, six (6) buildings that are six (6) stories, and three (3) buildings that are seven (7) or more stories.
- On Jackson Street, between Stockton and Powell Streets, where Chinese Hospital is located, there are nine (9) properties. Besides Chinese Hospital, which is five (5) stories, the nearby buildings are four (4) stories or less. Six (6) of these buildings were built before 1940 and two (2) buildings were built in 1957 (office building) and 1958 (a church), respectively. The majority of the buildings on this block are residential and most have street level retail stores.



- Within a three (3) block radius from Chinese Hospital are four (4) residential buildings owned by the San Francisco Housing Authority. The Ping Yuen projects are located on Pacific Avenue, two are six (6) stories, one (1) is seven (7) stories, and one is eleven (11) stories with a total of 428 residential units.
- The remainder of taller buildings in Chinatown include The Mandarin Tower, a 16 story mixed-use building with retail, offices and residential units located at Stockton and Washington Streets, The Empress of China Building a six story building located on Grant Avenue between Washington and Clay Streets, The Miriwa Building, a seven story building located on Pacific Avenue between Grant Avenue and Stockton Street and The International Hotel Senior Housing, a 15 story building located at Kearny and Jackson Streets.

Chinese Hospital is located on Jackson Street, between Stockton Street and Powell Street. Between Stockton and Powell Streets, James Alley is a pedestrian alley along the east property line of the hospital. On the west property line of the Hospital is Stone Street which is a one lane vehicle street with access from Jackson Street to Washington Street. Across Stone Street is Cumberland Church, a 3 story building. On the northeast corner of Jackson and Powell is a 3 story medical building. On the north property line of Jackson Street, across from the medical administration building is a 3 story medical office building. The remaining buildings on Jackson Street are residential/commercial buildings with retail stores at street level and residential uses on the upper levels. Most of the buildings on this block were built between 1920 and 1930.

Jackson Street is a one-way street with one vehicle traffic lane traveling east. There is parking on both sides of the street. Stockton Street is two lanes with vehicle traffic traveling north and south. There is parking on both sides of the street. Stockton Street is a major public transportation route for the 30 Stockton and 30 Express buses. Powell Street is two lanes, two-way vehicle traffic heading north and south. It also has parking on both sides of the street. Powell Street is the cable car route for both the Powell Street and Hyde Street cable cars traveling north.



**C. PARKING – Section 304.5 (c) (2)**

In Chinatown, there is a limited amount of available street parking. Because of the high density of both residential and commercial uses within a small geographic area it is always difficult to find street parking. Most Chinatown residential and commercial buildings do not have off-street parking and buildings that have garages, do not have sufficient spaces to accommodate their users or tenants. On most of the commercial streets in Chinatown, street parking is restricted to trucks only and metered. On Stockton Street and Jackson Street, most of the metered parking is for trucks only (yellow zones) between 7:00 am and 6:00 pm. There are trucks only yellow zones which are only restricted between 7:00 am to 2:00 pm and allow passenger cars to park after 2:00 pm. On Jackson Street there are non-restricted meters allowing passenger cars to park. In front of Chinese Hospital is a white passenger loading zone which limits parking to only five (5) minutes and the driver must remain with the car. On Powell Street there are fewer trucks and only meters.

<b>Street Parking</b>	<b>Open Meters</b>	<b>Yellow Meters Trucks Only</b>	<b>White Passenger Zones</b>	<b>Blue Handicap Only</b>
SL Jackson Street between Powell & Stockton Streets	3	3	2	
NL Jackson Street between Powell & Stockton Streets	9	6		
WL Stockton Street between Washington & Jackson Streets		8		
WL Stockton Street between Jackson Street & Pacific Avenue	4 Meters after 2:00 PM	12		
EL Powell Street between Washington & Jackson Streets	2	1		
WL Powell Street between Washington & Jackson Streets	9			1
EL Powell Street between Jackson Street & Pacific Avenue	9	2		1
WL Powell Street between Jackson Street & Pacific Avenue	7	1		

There are several nearby public parking garages. The closest is the Powell Garage on Powell Street between Washington and Jackson Streets and is open between 8:00 am and 6:00 pm during the normal workweek and on Saturdays between 8:30 am and 6:00 pm. There are three (3) public parking garages owned by the City. Portsmouth Square Garage is on Kearny Street, between Clay and Washington Streets, about four (4) blocks southeast of the hospital and has parking for 504 vehicles. There are two (2) Vallejo Street garages, between Powell and Stockton Streets, about three (3) blocks north, and have a total of 366 parking spaces.

Chinese Hospital has parking for 41 cars and with attendant parking can accommodate 78 cars.



## **D. PUBLIC TRANSPORTATION – Section 304.5 (c) (2)**

The Campus is served by local and regional public transit systems. Local service is provided by San Francisco Municipal Railway (Muni). Muni bus lines with stops near the Campus are the 1-California (on Sacramento and Clay Streets), 8-San Bruno (on Kearny Street and Columbus Avenue), 10-Townsend and 12 Folsom (on Pacific Avenue at Stockton or Powell Streets), and 30-Stockton and 45-Union (on Stockton Street between Washington and Jackson Streets).

The Powell-Hyde and Powell-Mason cable car lines also have stops nearby on Powell Street (between Washington and Jackson Street).

Bay Area Rapid Transit District (BART) riders at the Montgomery Street and Powell Street stations, located approximately 1 mile south of the Campus, can connect with the 30-Stockton, 45-Union, and 8-San Bruno bus lines as well as the Powell-Hyde and Powell-Mason cable car lines to reach the Campus.

Caltrain riders at the Caltrain Station at Fourth and King Streets, located approximately 2 miles south, can connect with the 10-Townsend, 30-Stockton, and 45-Union bus lines to reach the Campus.





## **SECTION 4. – DEVELOPMENT PLANS**

### **A. SERVICE REQUIREMENTS AND STATE MANDATES – Section 304.5 (c) (3)**

The Alfred E. Alquist Facility Seismic Safety Act of 1973, a California State Law, requires hospital to evaluate their facilities, develop plans to meet seismic standards and ensure that their buildings are seismically sound by specific deadlines. In 1994, significant amendments were added to this law which required hospitals to evaluate and rate their facilities for seismic performance and submit these ratings to the California Office of Statewide Health Planning and Development (OHSPD). Chinese Hospital has a Seismic Performance rating of SPC-3. An SPC-3 (Seismic Performance Category) is in compliance with the current deadlines in the Alquist Hospital Facilities Seismic Safety Act. In a strong earthquake, an SPC-3 hospital may experience structural damage that does not significantly jeopardize life, but may not be repairable or functional following strong ground motion. Buildings in this category must be constructed or reconstructed to satisfy additional seismic safety standards prior to the year 2013. Chinese Hospital is developing plans to build a new hospital that complies with the seismic safety requirements of the Alquist Act.

Since 1979, when Chinese Hospital relocated its acute care services to a new facility, there have been significant changes, advancement and improvements in healthcare services, healthcare quality standards, technology and equipment. Hospital functions and services have advanced and patient care improved due to new clinical procedures often driven by new technology. These new procedures and new equipment demand a redesign and reconfiguring of the existing physical facilities. As remodeling the existing building would interrupt healthcare services to our community for more than two (2) years, it was determined that a new hospital building would be the best choice for the future of Chinese Hospital.

Both physicians and patients are demanding higher quality healthcare services and facilities. Chinese Hospital is a 54 bed hospital with eight (8) private (1-bed) rooms, eight (8) rooms with two (2) beds, nine (9) rooms with three (3) beds and one (1) room with four (4) beds. Physician and patient preference is for private rooms and two (2) beds rooms. Three (3) and four (4) beds rooms are not desirable for healthcare consumers today. The new hospital will be designed with more spacious private rooms that will accommodate modern clinical equipment, improve privacy for patients and will permit family visits and overnight stays, and fewer rooms with two (2) beds.

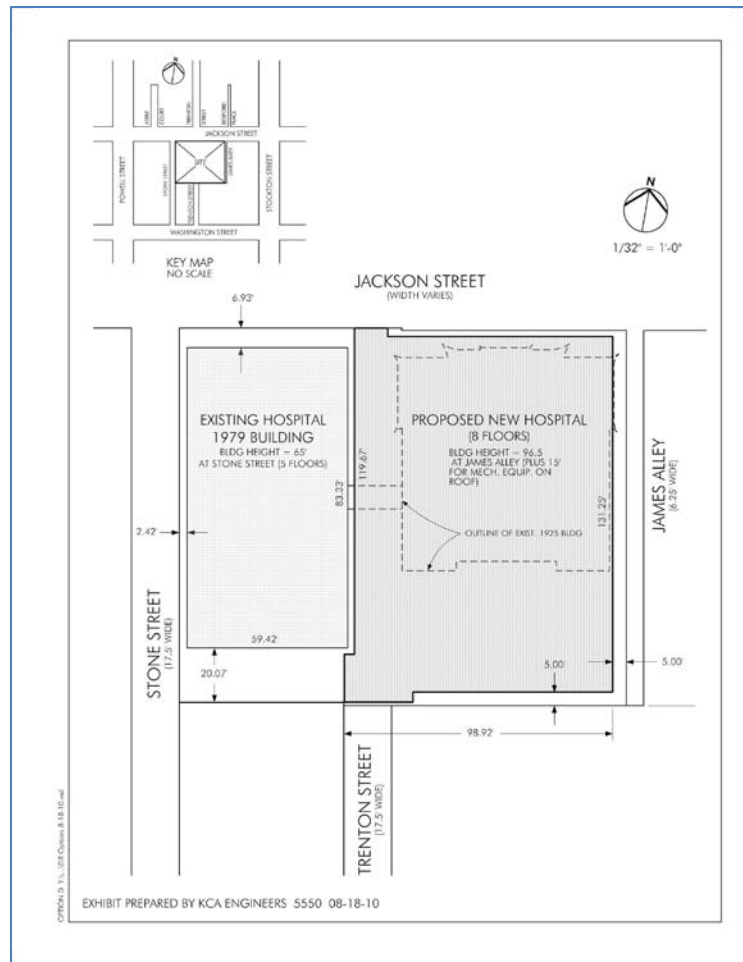


## **B. SHORT RANGE DEVELOPMENT PLANS – NEXT FIVE YEARS – Section 304.5 (c) (3)**

Since 2004, Chinese Hospital has been evaluating the different options that would allow the hospital to meet both its service needs and the state mandated seismic requirements. This evaluation process included review of its requirements for a new hospital, the financial feasibility of building a new hospital and the process to integrate the clinical services between a new hospital and the existing hospital. Chinatown has a limited geographic area that is restricted by residential uses on its northern and western boundaries and the financial and the downtown retail district on its eastern and southern boundaries. Chinatown is almost fully developed with only a few sites that are undeveloped or underdeveloped. There are a few larger sites that are currently being developed on Kearny Street. These sites will be for schools for St. Mary's and City College of San Francisco. Any new large development in Chinatown would displace and demolish existing commercial and residential buildings and uses.

Chinese Hospital was created by the Chinese to provide health care to the Chinese community when other City agencies and health care providers would not. The hospital is centrally located and is easily accessible by the residents of Chinatown and the greater Chinatown area of North Beach and the residential areas between the hospital and Van Ness Avenue. It is accessible by public transportation (MUNI) from most areas of the City through the #30 Stockton, #1 California, and #9 San Bruno Avenue, and #12 Folsom bus lines and cable cars. As 45% of Chinese Hospital patients live within the Chinatown area, convenient access and public transportation are important. Alternative sites in nearby areas of South of Market, Mission Bay, and the downtown areas were considered but the inconvenience of a location outside of Chinatown; the reduced accessibility for Chinatown residents to these locations, and high cost and difficulties in acquiring large parcels of land has dictated development should be on the hospital's current campus.

Development at the Chinese Hospital campus would mean demolishing two structures, the existing medical administration building, the original Chinese Hospital, which was opened in 1925 and the three-story garage located behind this building. This would open up approximately 11,500 square feet of land area that could be developed with an eight (8) story hospital (one (1) below ground story and seven (7) above ground). The proposed hospital building would be about 130 feet tall and would have about 90,000 square feet of gross building area. The new building would be the acute care hospital and the 1979 building would be converted to hospital support facilities, administrative offices and an outpatient clinic. The project would take three-to-five years (3-5 years) for planning and both City and State government approvals, and two-to-three (2-3 years) for construction.



## Site Plan

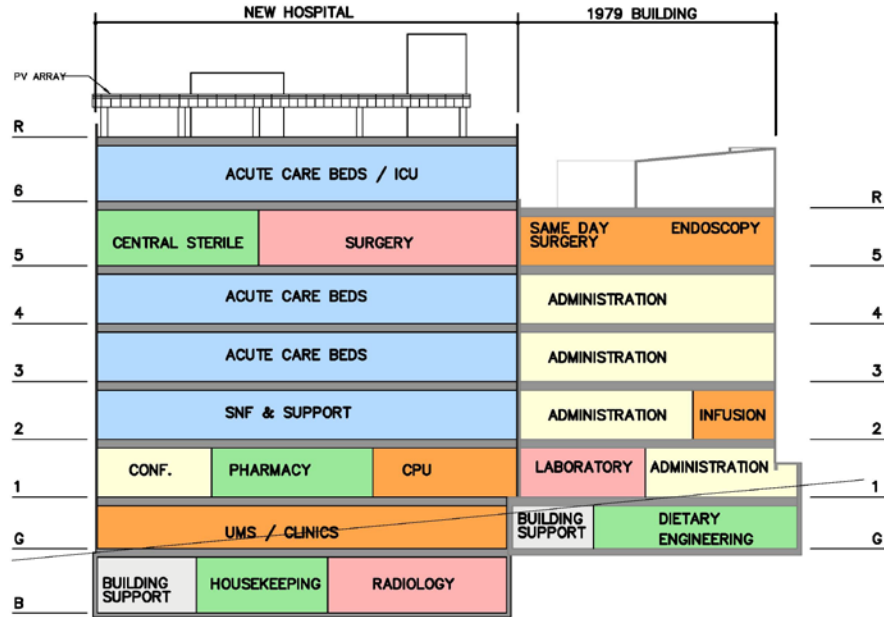
**Proposed New Hospital Building  
and**

**Existing 1979 Building  
(Proposed Use is Administration & Outpatient Building)**

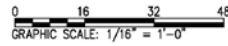


**Proposed New Hospital and 1979 Building**

<b>Project Sponsor</b>	<b>Chinese Hospital Association</b> Brenda Yee, RN, MSN, CEO Linda Schumacher, RN, COO Tom Bolger, CFO
<b>Project Architect</b>	<b>Jacobs Global Buildings- North America</b> Robert A. Lundeen, AIA, AAH James A. Davis, AIA
<b>Project Engineers</b>	<b>Structural:</b> Arup – San Francisco <b>MEP:</b> Mazzetti Nash Lipsey Burch, FW Associates, SJ Engineers <b>Civil:</b> KCA Engineers <b>Geotechnical:</b> Treadwell & Rollo <b>Shoring:</b> Sure Engineers
<b>Project Management Consultants</b>	Wayne Hu David Lem
<b>General Contractor</b>	<b>DPR Construction</b>



## STACKING DIAGRAM





### **C. IMPACT ON THE SURROUNDING NEIGHBORHOOD – Section 304.5 (c) (3)**

The proposed hospital would not displace or demolish any existing residential or commercial buildings and uses in Chinatown. During construction, the project would disrupt traffic and impact nearby retail and residential uses during the daytime hours. When completed, the hospital would still be a 54-bed acute care hospital, but would be configured with private and 2-bed inpatient rooms and added space to accommodate the rapidly growing outpatient services. It is expected that majority of patients will continued to be residents of the greater Chinatown area.

The proposed hospital will be seven stories plus a basement level built on the site replacing both the five stories medical administration building and the three stories parking structure. The basement level would house radiology, building support systems (electrical, mechanical, telephone/data) and housekeeping. The street level will be the urgent medical care/services and the clinics. The first upper level would be pharmacy, cardio/pulmonary unit and meeting/conference rooms. The second upper level is a 22 bed skilled nursing unit. The third and fourth levels are acute care patient rooms; the fifth level is surgery with three (3) operating rooms, post anesthesia care and central sterile supply. The sixth level is intensive care and acute care rooms.

The 1979 Building, currently the acute care hospital, would retain the dietary (kitchen and dining room) in the basement level and laboratory at the street level. The upper floors would be converted to hospital administration offices and outpatient clinics. The fifth floor surgical operating rooms would be used for outpatient surgeries.



**D. CONFORMITY TO THE COMPREHENSIVE PLAN (MASTER PLAN) OF THE CITY AND COUNTY OF SAN FRANCISCO – Section 304.5 (A)**

**SAN FRANCISCO GENERAL PLAN – CHINATOWN AREA PLAN**

**PRESERVATION AND CONSERVATION**

**OBJECTIVE 1.**

**PRESERVE THE DISTINCTIVE URBAN CHARACTER, PHYSICAL ENVIRONMENT AND CULTURAL HERITAGE OF CHINATOWN.**

**POLICY 1.1 - Maintain the low-rise scale of Chinatown's buildings**

Ninety-six percent of Chinatown buildings are four (4) stories or less. There are larger buildings of more than (six) 6 stories in Chinatown. The Ping Yuen housing projects located along Pacific Avenue, owned by the SF Housing Authority; Mandarin Towers, a sixteen (16) story building, a mixed-use residential and commercial condominium project at Washington & Stockton Streets; The Empress of China Building, a six (6) story commercial building on Grant Ave between Washington & Clay Sts, Mirawa Building, a seven (7) story commercial building located on Pacific Avenue near Grant Avenue; and the International Hotel Senior Housing, a fifteen (15) story building, located at Kearny and Jackson Streets.

Chinese Hospital, originally founded as the Tung Wah Dispensary, is a Chinatown institution and has been on Jackson Street since 1925. The Chinese Hospital site is larger than most Chinatown lots. The original building is five stories and served as the hospital from 1925 through 1979. The adjacent five (5) story building was opened in 1979 and is the current acute care hospital. The original building was converted to a medical office building for hospital administration, community healthcare services, and private physician offices.

Chinese Hospital is one of the elements contributing to the unique urban character of the neighborhood and is a part of the historic and cultural heritage of Chinatown.

**POLICY 1.2 - Promote a building form that harmonizes with the scale of existing buildings and width of Chinatown's streets.**

In Chinatown, within the Chinatown zoning districts, there are approximately 487 lots excluding lots owned by City agencies for schools, parks and public housing. Of these lots, 70% (342 lots) are less than 3,500 square feet and 30% (145) lots are larger than 3,500 square feet.

The Chinese Hospital campus currently occupies a lot area of 22,515 sf with a frontage on Jackson St of 163.75 feet. This lot is larger than most of the lots in Chinatown and on Jackson Street but is relatively small when compared to other hospital sites in San



Francisco. On Jackson Street, between Stockton and Powell Streets, there are 18 other lots have frontages between 21-84 feet.

A hospital is a unique facility that requires larger floor areas to effectively and efficiently function, to provide adequate private and individual space for patients and to accommodate the specialized clinical equipment needed for patient care. Smaller floor areas reduce the number of patient rooms per floor and create the need for additional floors to meet the inpatient demand for beds, therefore increasing the overall building height.

The lot area is small for a hospital. Any reduction in the building height, use of smaller floor areas and adding any setbacks to the building would reduce the hospital services and functions, create functional inefficiencies and reduce the quantity and quality of healthcare services to this community.

**POLICY 1.3 – Retain Chinatown’s sunny, wind-free environment**

The proposed new hospital will not have any shadow impacts on the neighborhood parks and playgrounds.

**POLICY 1.4 – Protect the historic and aesthetic resources of Chinatown.**

Patients expect healthcare to be provided in modern up to date facilities. The intent of the design of the new building is to ensure the community will feel that Chinese Hospital is a hospital where they will have access to modern equipment, technology and best practices that will meet all of their healthcare needs.

**OBJECTIVE 2.**

**RETAIN AND REINFORCE CHINATOWN’S MUTUALLY SUPPORTIVE FUNCTIONS AS NEIGHBORHOOD, CAPITAL CITY AND VISITOR ATTRACTION.**

**POLICY 2.1 – Define mixed use subdistricts based on the predominant type of ground level use.**

Not Applicable.

**POLICY 2.2 – Base zoning on the generalized land use and density map below.**

Chinese Hospital is located within the Chinatown Residential Neighborhood Commercial District (CRNC). The hospital use is an institutional use permitted under this zoning. Commercial and institutional floor area ratio is restricted to 1:1 under Section 124.1 (c) – Floor Area Ratio Exceptions: Chinatown. The floor area ratio for hospitals or medical centers is 4.8:1. The proposed new hospital with the existing 1979 building will have a floor area ratio 6.54:1.



## **HOUSING AND OPEN SPACE**

### **OBJECTIVE 3.**

#### **STABILIZE AND WHERE POSSIBLE INCREASE THE SUPPLY OF HOUSING**

##### **POLICY 3.1 - Conserve existing housing.**

The proposed hospital project would not displace nor demolish any existing residential or commercial properties. The proposed project would demolish the existing medical office building, which is currently occupied by the hospital administration, health care programs and support services and physicians offices.

##### **POLICY 3.2 - Increase the supply of housing.**

The proposed project would not increase the supply of housing, but would add a skilled nursing facility for transitional healthcare currently not available in Chinatown.

##### **POLICY 3.3 - Seismically upgrade unreinforced masonry buildings without imposing undue financial burdens or permanent displacement of residents.**

Under the Alquist Act, all acute care hospitals must report and seismically retrofit their facilities. Chinese Hospital has a seismic performance rating of SPC-3, which categorizes this hospital that in a major earthquake it may be damaged and not able to functionally, operate or be repaired. The proposed new hospital would satisfy the seismic safety requirements required by the State of California. The proposed hospital will be able to provide emergency care for its community and the City after a major earthquake. Chinese Hospital is considered an integral part of the City's Disaster plan and will provide crucial services to the residents of Chinatown during the first 96 hours after a disaster.

### **OBJECTIVE 4.**

#### **PRESERVE THE URBAN ROLE OF CHINATOWN AS A RESIDENTIAL NEIGHBORHOOD**

##### **POLICY 4.1 - Protect and enhance neighborhood-serving character of commercial uses in predominantly residential areas.**

Chinese Hospital is part of the neighborhood character of this community. It started as Tung Wah Dispensary in 1899, less than one block south of its current site. This hospital opened 1925 at a location that is central to its community and its residents. Almost all of the buildings on this block of Jackson Street have been in place since 1910. There is one newer building, at the corner of Jackson and Powell Streets that was built in 1960. There have been no significant changes to the residential and retail character of this block of Jackson Street.



**POLICY 4.2 – Control proliferation of uses that tend to crowd out the needed neighborhood services.**

Chinese Hospital has been a part of the community since 1899 and continues to provide much needed healthcare services to the residents of Chinatown. It also serves as a cultural and social centerpiece for the community.

**POLICY 4.3 – Guide the location of tourist oriented uses away from predominantly residential neighborhood commercial areas.**

Not applicable.

**POLICY 4.4 – Expand open space opportunities.**

The proposed project would not expand the open space opportunities nor will it eliminate any existing open space.

**TOURISM**

**OBJECTIVE 5.**

**RETAIN AND ENHANCE CHINATOWN'S ROLE AS A VISTOR ATTRACTION**

**POLICY 5.1 – Maintain Grant Avenue as the traditional specialty retailing area.**

There will be no impact to the retail areas of Grant Avenue.

**COMMERCE**

**OBJECTIVE 6.**

**RETAIN CHINATOWN'S ROLE AS A CAPITAL CITY**

**POLICY 6.1 - Provide incentives for location and expansion of institutions and cultural facilities.**

There are few sites in Chinatown that are large enough for a hospital. Any new large development in Chinatown would demolish and displace residential and commercial uses. There have been few large developments in Chinatown. The most recent large developments in Chinatown are the International Hotel Senior Housing at Kearny Street and Jackson Streets. There are two proposed developments. One is St. Mary's School and the other is the northeast campus for City College of San Francisco. Both projects will be on Kearny Street, between Washington and Jackson Streets and either on or adjacent to the International Hotel site.

Chinese Hospital serves the community and restricting its size would reduce its ability to provide modern and quality health care services to this community. Both Chinatown



residents and healthcare providers would be impacted by changes in Chinese Hospital's size and limiting the services it provides.

**POLICY 6.2 – Provide for modest expansion of community business offices related to Capital City role.**

Not Applicable.

**TRANSPORTATION**

**OBJECTIVE 7.**

**MANAGE TRANSPORTATION IMPACTS TO STABILIZE OR REDUCE THE DIFFICULTIES OF WALKING, DRIVING, DELIVERING GOODS, PARKING OR USING TRANSIT IN CHINATOWN**

Chinese Hospital is conveniently located near its patients. More than 90% of its patients reside in Chinatown and the greater Chinatown residential area. Many patients and other users of the hospital (including staff) do not travel to the hospital by car, but walk or use public transportation. Chinese Hospital is part of the center of the community and is convenient for the individuals and families that live and work in Chinatown.

**POLICY 7.1 THROUGH 7.6**

Not Applicable.



**SAN FRANCISCO GENERAL PLAN – COMMUNITY FACILITIES – Section 304.5 (A)**

**NEIGHBORHOOD CENTER FACILITIES**  
**OTHER APPLICABLE OBJECTIVES AND POLICIES**

**OBJECTIVE 3.**

**ASSURE THAT NEIGHBORHOOD RESIDENTS HAVE ACCESS TO NEEDED SERVICES AND A FOCUS FOR NEIGHBORHOOD ACTIVITIES.**

**POLICY 3.1 - Provide neighborhood centers in areas lacking adequate community facilities.**

Chinese Hospital was founded by 15 community organizations and is still governed by representatives from those organizations. It provides quality healthcare in a cost effective way that is responsive to its community ethnic and cultural uniqueness. As a result of its cultural sensitivity and location near the center of Chinatown, it also serves as a crucial social gathering site.

Chinese Hospital is the center for health care education and wellness services and as such is leading the way to improve the overall health of the Chinese community in the Bay Area.

Chinese Hospital defines its service area to include the City and County of San Francisco. In 2008, over 90% of Chinese Hospital's patients were residents of the City of San Francisco. Twenty-nine percent of Chinese Hospital's patients are residents of the Chinatown neighborhoods (Zip Codes 94133, which includes Chinatown/North Beach, Zip Code 94108, Chinatown, and Zip Code 94109, Nob Hill); twenty-seven percent from Zip Codes: 94134, 94116 and 94112; twenty-four percent from Zip Codes: 94118, 94121, 94122, 94124 and 94132. In 2008, there were over 75,000 inpatient and outpatient visits to Chinese Hospital.

Approximately 98% of Chinese Hospital's patients are persons of Asian or Pacific Island descent. Chinese Hospital estimates that it treats approximately 22% of the Chinese residents of San Francisco. The Chinese Hospital prides itself on its culturally competent services and welcomes patients of other ethnic and cultural backgrounds.

San Francisco's Asian and Pacific Islander population is large, diverse and growing community. With a total population of 776,733 in 2000, San Francisco County has a large proportion of Asian and Pacific Islanders (31.2%) and smaller proportion of Latinos and whites than California as a whole. Asian and Pacific Islanders make up 57.7% and 55.2% of the population in the 94108 and 94133 zip codes and a growing percent in 94134 (Visitation Valley 52.9%) and 94116 (Forrest Hill 51.1%) zip codes. The Asian/Pacific Islander population has grown more rapidly than the total population since 1990 and was estimated at 241,775 in 2000.



The elderly account for 13.6% of the population (greater than 65 years of age), compared to 10.7% statewide. For the Chinatown specific zip codes 94108 and 94133, the elderly account for 23.2% and 21.7% respectively; the highest of any city zip code.

There are 114,145 persons in San Francisco who report that Chinese is their primary spoken language. Chinese Hospital provides healthcare services that are culturally sensitive to those who have limited English language capabilities as over 90% of the staff are fluent in Chinese.

#### **OBJECTIVE 4.**

#### **PROVIDE NEIGHBORHOOD CENTERS THAT ARE RESPONSIVE TO THE COMMUNITY SERVED.**

##### **Chinese Hospital Mission Statement**

Chinese Hospital is a community-owned, not-for-profit organization, delivering quality health care in a cost-effective way, that is responsive to the community's ethnic and cultural uniqueness, and providing access to health care and acceptability to all socioeconomic levels. A voluntary Board of Trustees, broadly representative of the community, governs Chinese Hospital and which has assumed a leadership role in all health matters. Chinese Hospital's mission, stated above, emphasizes these important points:

- Community ownership and responsiveness
- Community leadership
- Cultural uniqueness
- Concern for a broad spectrum of health needs, including but not limited to hospital care

##### **Chinese Hospital's Vision Statement**

Chinese Hospital is committed to improving community access to a quality, culturally sensitive and affordable health care delivery system which is dedicated to improving community health, promoting preventive practices and wellness, and providing and coordinating appropriate health care services.

In the mid-1980s, managed care programs surfaced in the San Francisco Bay Area. Through a collaborative program with Blue Shield of California, Chinese Hospital and its physician organization (Chinese Community Health Care Association) created Chinese Community Health Plan. In 1987, Blue Shield transferred the health plan to the ownership of Chinese Hospital, which received its own Knox-Keene license from the State of California Department of Corporations. This plan provides commercial



coverage for individual and employer groups, most of which represent small Asian businesses. Chinese Community Health Plan also serves Medicare and Medi-Cal enrollees in the community. Chinese Hospital and its physician partner, Chinese Community Health Care Association (a not-for-profit IPA), serve additional Medicare, Medi-Cal and commercial enrollees under capitated arrangements with several commercial, Medicare and Medi-Cal managed care plans, includes San Francisco Health Plan.

In 1989, Chinese Community Health Resource Center (CCHRC) a private, non-profit agency sponsored by Chinese Hospital, the Chinese Community Health Care Association (the physician's practice association), Chinese Community Health Plan (CCHP), and special grants programs opened. It provides and sponsors community education, wellness programs and counseling services that are linguistically and culturally sensitive. Their health education programs and services aim to promote wellness and a healthier lifestyle.

**POLICY 4.1 - Assure effective neighborhood participation in the initial planning, ongoing programming, and activities of multi-purpose neighborhood centers.**

Chinese Hospital is governed by the community through 15 community organizations. Its physical facilities, programs and services are designed to meet the needs of the community and are approved through its Board of Trustees.

In collaboration with other Chinatown community service organizations, Chinese Hospital is responding to NICOS' Chinese Health Coalition recommendations:

- Improve access to care by increasing bilingual services/providers throughout the City and/or by improving the interpretation services that currently exist.
- Advocate for coverage of the uninsured and underinsured, particularly immigrants, and the working poor, and young adults.
- Increase education and outreach to the Chinese community as well as providers in the area of mental health; increase the number of bilingual/ bicultural Chinese mental health providers and the general availability of bilingual/ bicultural mental health services.
- Increase physician knowledge about Traditional Chinese Medicine (TCM) and its integration with western medicine; advocate for the certification of TCM doctors and herbalists to ensure quality and safety for consumers.
- Encourage the use of preventive health care, especially the utilization of early detection screenings particularly among immigrants and seniors.
- Conduct an educational campaign on how to access health care services in the U.S. targeting immigrants
- Provide cultural sensitivity training to physicians, particularly those who serve Limited English Proficiency (LEP) patients.
- Organizations like NICOS should advocate for affordable health care and develop a health delivery strategy for low-income and recent Chinese immigrants.



Chinese Hospital developed new community benefit goals and objectives. The goals are intended to direct the Hospital's community benefit activities over the three-year period 2004-2006. Three community benefit goals have been adopted for Chinese Hospital:

Goal 1: Chinese Hospital Will Work to Enhance Access to Culturally Competent Services and Advocacy for the Provision of Services for the Vulnerable Chinese Populations.

Goal 2: Chinese Hospital Will Participate with Others in Efforts to Improve the Quality of Life for Chinatown Residents and the Chinese Population Within San Francisco.

Goal 3: Chinese Hospital Will Direct Efforts to Reduce Disease Specific Morbidity and Mortality Rates for the Chinese Population

**POLICY 4.2 - Provide an effective and responsible management structure for each neighborhood center.**

Chinese Hospital is a well managed healthcare facility as evidenced by its continued accreditation through The Joint Commission, adherence to clinical quality measures and sound financial performance. An independent, not-for-profit organization, The Joint Commission accredits and certifies more than 18,000 health care organizations and programs in the United States. The Joint Commission accreditation and certification is recognized nationwide as a symbol of quality that reflects an organization's commitment to meeting certain performance standards. They seek to continuously improve health care for the public, in collaboration with other stakeholders, by evaluating health care organizations and inspiring them to excel in providing safe and effective care of the highest quality and value.



## **CRITERIA FOR LOCATING NEIGHBORHOOD CENTERS**

### **Location Criteria - The Center should be centrally located**

Chinese Hospital is centrally located in Chinatown and the greater Chinatown area. It is easily accessible by the residents of Chinatown and the City by public transportation. It is convenient for many Chinatown residents to walk to Chinese Hospital.

**The location should contain elements which act as a focus for the community.**

### **OBJECTIVE 7.**

**DISTRIBUTION THROUGHOUT THE CITY OF DISTRICT PUBLIC HEALTH CENTERS TO MAKE THE EDUCATIONAL AND PREVENTIVE SERVICES OF THE DEPARTMENT OF PUBLIC HEALTH CONVENIENT TO THE PEOPLE, THEREBY HELPING TO ACHIEVE THE GOALS OF THE PUBLIC HEALTH PROGRAM IN SAN FRANCISCO.**

A community needs assessment evaluation completed by Chinese Hospital revealed a need for increased emphasis on health education for prevention services and how to access those services, particularly for recent immigrant and monolingual populations. The Chinese community is under-utilizing preventative health care services because of lack of access to services often due to no insurance coverage, cultural and linguistic barriers as well as a lack of knowledge regarding the need for preventative health care.

Chinese Hospital is also committed to increasing access to culturally competent health services for all Chinese people, with a particular emphasis on the vulnerable populations. It has worked to increase access to culturally competent health plans through the expansion of its Chinese Community Health Plan to the Medi-Cal population. The hospital has also worked to increase health insurance coverage for uninsured children through efforts to enroll eligible children in the Healthy Families Program.

Chinese Hospital will continue to improve community access to healthcare services by the expansion of managed care programs through the growth of Chinese Community Health Plan (CCHP). CCHP is serving the needs of the community and focusing on the underserved and continues to collaborate with other managed care plans to improve access and acceptability.

Chinese Hospital will continue offer a selected array of quality, cost effective, ambulatory care and primary/secondary acute care services. Concurrently, we contract with community providers for services not provided by Chinese Hospital in order to ensure that an integrated system of healthcare services is available to our patients. Such services shall include but are not limited to high technology tertiary services, post acute care/rehabilitative services and home care.



In collaboration with other community providers, Chinese Hospital through its Chinese Community Health Resource Center will initiate and actively participate in instituting health education and early detection programs for the community.

**OBJECTIVE 9.**

**ASSURE THAT INSTITUTIONAL USES ARE LOCATED IN A MANNER THAT WILL ENHANCE THEIR EFFICIENT AND EFFECTIVE USE.**

**EMERGENCY PREPAREDNESS AND RESPONSE**

**OBJECTIVE 3.**

**ENSURE THE PROTECTION OF LIFE AND PROPERTY FROM DISASTERS THROUGH EFFECTIVE EMERGENCY RESPONSE. PROVIDE PUBLIC EDUCATION AND TRAINING ABOUT EARTHQUAKES AND OTHER NATURAL DISASTERS AND HOW INDIVIDUALS, BUSINESSES AND COMMUNITIES CAN REDUCE THE IMPACTS OF DISASTERS.**

Chinese Hospital is the center for emergency response for Chinatown, its surrounding neighborhoods and the City. It is part of the City and County Disaster Plan and is critical in its role to provide life-sustaining services following a disaster.

**SECTION 5 – DEVELOPMENT BY OTHERS Section 304.5 (c) (4)**

**A. Development by Others**

The nature of the current neighborhood surrounding Chinese Hospital is fully developed with commercial and mixed commercial/residential buildings.

Currently, there are two development projects under construction. Both projects are located Kearny Street between Washington and Jackson Streets, about three blocks east of Chinese Hospital. Both projects are located on Assessor Block 195.

1. St. Mary's Chinese Day School
2. City College of San Francisco – Chinatown / North Beach Campus