Dinner Meeting Agenda

- Welcome and Opening Remarks
- Advisory Committee Process
Welcome and Opening Remarks
Next Steps: Community Input Process

Re-Envisioning Process for Parnassus Heights
Outcome: Community Ideas Report
Oct 2018-May 2019

Comprehensive Parnassus Heights Plan Analysis of Impacts and UCSF Accountability
Outcome: Assessment of neighborhood impacts that may result from the CPHP. Identification of potential community investments to offset any such impacts.

CEQA Review
Individual Project Design Review
Outcomes: Feedback on Environmental Review and Project Design Considerations
Advisory Committee Process
Advisory Committee for Future of UCSF Parnassus Heights Campus

PURPOSE AND GOAL: The purpose and charge of the Advisory Committee for the Future of UCSF Parnassus Heights is to:

1. Advise UCSF staff on neighborhood issues and opportunities related to the implementation of the plan,
2. Articulate key effects of the implementation of the plan and strategies to offset those effects to be considered by UCSF as it contemplates future projects,
3. Identify recommended strategies and actions for addressing community concerns regarding the physical development of the campus,
4. Provide input and feedback to UCSF staff for the purpose of helping UCSF be a good and responsible neighbor to the community at large, and
5. Serve as a communication link between UCSF and the community. Information garnered from the community process will inform the University’s planning.
Community Engagement Process

CAG Meeting
Sept 4
2019

CAG Meeting
Dec 4
2019

CAG Meeting
March 4
2020

CAG Meeting
June 3
2020

Advisory Committee Meeting 1
Aug 27, 2019

Advisory Committee Meeting 2
Sept 24, 2019

Advisory Committee Meeting 3
Oct 22, 2019

Advisory Committee Meeting 4
Nov 19, 2019

Advisory Committee Meeting 5
Jan 8, 2020

Advisory Committee Meeting 6
Feb 6, 2020

Advisory Committee Meeting 7
March 11, 2020

Advisory Committee Meeting 8
April 22, 2020

Advisory Committee Meeting 9
May 13, 2020

EIR Scoping Meeting
Feb 10, 2020

Community Open House
June 10, 2020

CPHP Released
Sept 2019

Initial Study Publication
Jan 2020

Draft EIR Release
Spring 2020

Updated November 18, 2019
Dates are tentative and subject to change

Parnassus Heights Re-envisioning Process Advisory Committee Meeting #4
# Next Steps: Environmental Impact Report

## Timeline

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Initial Study Publication</td>
<td>January 14, 2020</td>
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<tr>
<td>Initial Study Scoping Meeting</td>
<td>February 10, 2020</td>
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<tr>
<td>Draft EIR Publication</td>
<td>Spring 2020</td>
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<tr>
<td>Public Review and Hearing</td>
<td>Spring 2020</td>
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<tr>
<td>Responses to Comments</td>
<td>Summer 2020</td>
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<tr>
<td>Final EIR Certification by Regents</td>
<td>Fall 2020</td>
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Note: Dates are subject to change
5-Minute Break
Public Meeting Agenda

- Agenda & Welcome
- New Hospital at Parnassus Heights
- UCSF Listening Session
- Small Group Report Out
- Public Comment
- Recap
- Next Steps
Recap of Last Meeting
October 22 Breakout Session Feedback

- Consider playing a bigger role to improve neighborhood public transportation and working with MTA to improve Muni,
  - Especially near the Aldea Center and the N-Judah
- Be conscientious about impacts related to increasing UCSF shuttles
- Address congestion and traffic in the neighborhood
- Address pedestrian safety in areas such as 3rd and Parnassus, Irving and Arguello
- Address parking in creative ways. Participants expressed mixed feelings about increasing campus parking versus limiting parking to encourage alternative modes
- Look at transportation through an equity lens
- Consider terminals for buses and ride-hailing drop-offs
- Consider infrastructure for alternative modes of transportation
## Recap of Last Meeting: Advisory Committee Questions

<table>
<thead>
<tr>
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<tr>
<td>Can UCSF provide a transportation map detailing how people currently get to campus and projections for how that will change under the new plan?</td>
<td>Detailed shuttle routes and schedules can be found online here: <a href="http://tiny.ucsf.edu/ShuttleRoutes">http://tiny.ucsf.edu/ShuttleRoutes</a>. UCSF is still studying how these routes would change with the CPHP.</td>
</tr>
<tr>
<td>Can UCSF provide a breakdown on who is satisfied with their commute versus their commute time, and who take public transit versus who drives?</td>
<td>Results from the 2018 Commute Survey can be found in a web article from January: <a href="http://tiny.ucsf.edu/2018CommuteSurvey">http://tiny.ucsf.edu/2018CommuteSurvey</a>. The 2019 Commute Survey is underway. The results will be available in early January.</td>
</tr>
<tr>
<td>Could UCSF reiterate to its shuttle drivers that patients are allowed and free to ride its shuttles?</td>
<td>Drivers were reminded at a recent meeting, and there are signs posted outlining rider guidelines. Shuttle shelters have new signs affirming that UCSF patients, patient family members, and official guests are also welcome on the shuttles.</td>
</tr>
<tr>
<td>What are UCSF’s plans for transit along the Irving Street Corridor?</td>
<td>UCSF is committed to partnering with SFMTA and the City to address larger mobility challenges in the area. We support ongoing public transit improvement efforts that would increase capacity and accessibility.</td>
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## Recap of Last Meeting: Advisory Committee Questions

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<td>How will the growth at UCSF impact transit? Please include impacts on population, the shuttle system, housing in San Francisco, and whether UCSF will invest in Muni.</td>
<td>This will be discussed in the EIR analysis. UCSF will continue to evaluate our shuttle needs and make appropriate shuttle adjustments (schedule, capacity, routes, etc.) to serve the need and demand. By providing housing on campus, UCSF hopes to minimize the number of trips to/from campus associated with growth. UCSF is committed to investing in the community as appropriate. Potential neighborhood investments will be discussed as part of the Advisory Committee process.</td>
</tr>
<tr>
<td>How will increased density at UCSF impact the neighborhood and merchant corridor?</td>
<td>There are several ways the CPHP can support the neighborhood and merchant corridor. In addition to our core mission of advancing health worldwide through patient care, research and teaching, the plan includes ideas such as improving mobility and pedestrian safety, expanding public access to the campus, creating a pathway between Mount Sutro and Golden Gate Park and hosting public events.</td>
</tr>
<tr>
<td>How will UCSF’s growth serve other populations in the community aside from students and staff?</td>
<td>The CPHP’s forward-thinking urban planning and design ideas will reshape this historic campus, creating in the process a more valuable asset to the community, and the city, while addressing some of the everyday challenges facing San Francisco’s neighborhoods.</td>
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<tr>
<td>Can you provide data on how many people have private vehicles and may not drive to the Parnassus campus, but drive to other locations in San Francisco?</td>
<td>This is not a question we currently include in our commute survey.</td>
</tr>
<tr>
<td>What is the size of the UCSF Medical Center in Mission Bay?</td>
<td>The UCSF Medical Center at Mission Bay is comprised of three hospitals and two medical office buildings, as well as parking facilities. The three hospitals (Bakar Cancer Hospital, Benioff Children’s Hospital, and Betty Irene Moore Women’s Hospital) total 618,480 gross square feet (gsf), the Ron Conway Family Gateway Medical Building is 192,500 gsf, and the Bakar Precision Cancer Medicine Building (PCMB) is 170,000 gsf, for a total of 980,980 gsf.</td>
</tr>
<tr>
<td>What is the university’s plan to preserve the Toland Hall murals?</td>
<td>An EIR prepared in 2005 for hospital replacement analyzed the then-proposed demolition of UC Hall and, with regard to the Toland Hall murals, identified a mitigation measure to remove the murals and have them conserved at an appropriate facility. UCSF is studying the feasibility of implementing this measure.</td>
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## Recap of Last Meeting: Advisory Committee Questions (cont.)

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<td>What is UCSF doing to avoid exacerbating the housing crisis? What is UCSF’s housing strategy at Parnassus and city-wide?</td>
<td>As part of the CPHP, UCSF proposes to provide additional on-campus housing. The CPHP proposes new housing on campus and at Aldea.</td>
</tr>
<tr>
<td>Is there a different way to measure impact on the community other than the space ceiling?</td>
<td>Impacts on the community could be addressed through the design of individual projects in the CPHP, EIR mitigation measures, and investments in the neighborhood to address UCSF’s growth.</td>
</tr>
<tr>
<td>Is the CPHP the most efficient use of space?</td>
<td>The extensive planning process that resulted in the CPHP analyzed space needs and existing utilization of space. As individual building projects move forward, detailed programming will be completed with the goal of maximizing efficient use of university resources.</td>
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# Recap of Last Meeting: Advisory Committee Questions (cont.)

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<td>How much space is allocated to animal testing?</td>
<td>The Laboratory Animal Resource Center (LARC) operates facilities at UCSF that provide quality care for animals in support of faculty research. LARC currently has about 75,000 assignable square footage (ASF) of space at Parnassus Heights.</td>
</tr>
<tr>
<td>What’s happening with Moffitt?</td>
<td>Moffitt must be decommissioned for inpatient clinical care or retrofitted to meet seismic regulations by 2030. The programming and design phases of the project which span the next four years will identify what will occur with the Moffitt building.</td>
</tr>
<tr>
<td>What are the population projections under the CPHP?</td>
<td>This is still being studied, and an answer will be included in the Initial Study, to be published in January 2020, and in the Draft EIR.</td>
</tr>
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Vision for the New Hospital at Parnassus Heights

Mark R. Laret, President and CEO, UCSF Health
New Hospital at Parnassus Heights

Presentation at the Advisory Committee for the Future of Parnassus Heights

November 19, 2019

J. Stuart Eckblad, FAIA
Vice President, Major Capital Projects

Elizabeth Polek
Vice President, New Hospital Planning and Optimization
Agenda

New Hospital at Parnassus Heights

- Context for the New Hospital (20 minutes)
- Description of New Hospital - work to date (10 minutes)
- Discussion regarding Community/Neighborhood Engagement and the New Hospital (30 minutes)
High-Level Timeline

Where We Are Today

Visioning

Master Planning
Programming

Design

LPPI Demolition

Construction

Testing,
Pre-occupancy,
Planning, Fit-up

Community &
User Group Input

User Group Input

2018-2019

2019-2020

2020-2022

2022-2023

2023-2028

2028-2029

2030

Grand Opening
Why Build a New Hospital at Parnassus?

Investing in UCSF Health’s future is critical to sustaining our public mission of providing top-quality care to all patients and supporting research and education.

- Providing quality facilities is critical to retaining, as well as recruiting top-tier clinicians, staff, researchers and students.
- Moffitt Hospital was built in 1955. Our physicians and staff are currently working in facilities that are outdated, inflexible, undersized and clinically obsolete.
- State seismic laws (SB 1953) require Moffitt Hospital to be structurally retrofitted or decommissioned as an inpatient facility by 2030.
UCSF Health continues to experience unprecedented growth.

- On average, more than 5 patients per night overnight in the emergency department while waiting for an inpatient bed - contributing to ED overcrowding, lack of privacy, delayed access to specialized care and prolonged wait-times.

- Due to capacity constraints and lack of beds, more than 2 patients per weekday must overnight in the PACU (post anesthesia recovery unit), following surgery - creating back-ups, delays, and cancellations for other scheduled surgeries.

- On average, 4 times each week the hospital goes on “high capacity alert” as a result of too many patients in the ED, not enough critical care beds, and/or not enough acute care beds. This delays all clinically appropriate movement through the hospital.

- Shared rooms do not provide the privacy or space our patients and families need

*All of the above scenarios can lead to safety, staffing, quality, and patient satisfaction issues.*
An Evolving Market: Bay and National Population Trends

Substantial population growth is expected in the 9-County Bay Area over the next 5 years

The Bay Area population has grown steadily over the last 10 years (1% per year); growth is expected to continue at a similar pace.

National Trends

- 31% increase in the Medicare population over the next 10 years
- Increase in medical complexity of patients coming to the hospital as less complex cases transition to outpatient
- Higher complexity will mean longer length of stay for each admission and greater bed need
Context Within Overall Campus Plan

- Bolsters UCSF’s ability to provide high-quality, cost-effective health care through a cohesive, integrated campus that embraces smart urban planning.
- Includes a new patient-centered hospital and modern outpatient space, research, and teaching spaces.
- Incorporates planning elements that seek to improve mobility, increase campus housing, and create significantly more open spaces and greater community access.
- Envisions a reinvigorated Parnassus Heights campus that both strengthens the neighborhood’s economic and cultural vitality.
- Allows us to deliver world-class health care and research to San Francisco, the Bay Area, and the global community for decades to come.
Neighborhood and Community Context

Context within Neighborhood and Community

Current hospital does not facilitate interaction with the general community.

Goals for the New Hospital…

- Part of a campus that welcomes community members into the space and is respectful to the needs and issues of our neighbors
- Place neighbors WANT to come for classes, dining, “science on display” etc., in addition to world-class medical and emergency care.
- Design goals:
  - Optimize open spaces and panoramic views
  - Create observations decks that connect to the beauty of natural surroundings
Engaging the Community

- Provide a world-class institution in the community that delivers the highest quality medical and emergency care
- Help the growing health care needs of the Bay Area by serving more patients and complementing ongoing efforts to improve access to UCSF’s high quality care
- Promote sustainability with the goal of being a carbon neutral building and pursuing a LEED green building certification

Reimagined amenities and facilities to engage visitors and staff:
- Wellness amenities
- Gathering and meeting spaces
- Increased open space
- Health and science education opportunities
- Retail
- Food and dining

Community Focused
Finding Solutions With a New Hospital at Parnassus
CPHP Community Ideas

- Connectivity with nature: a greener campus with more landscaping, trails and open spaces throughout. “Park-to-peak” connection from Golden Gate Park to Mount Sutro.

- Public Realm: create a network of public spaces on campus with improved streetscapes and neighborhood connections. Place exhibits in key locations to communicate history of the Parnassus campus.

- Campus more clearly articulated and better organized functionally. Easy to navigate through clear signage and way finding.

- Multi-Modal Mobility: Parnassus Heights as a "pedestrian-first" campus, with vehicular traffic dispersed between Parnassus Avenue and Irving Street.

- Contribute to campus long-term sustainability goals.
Patient and Family Context

Major themes of 2018 Survey

- Admission/Arrival/Discharge: improved signage and point person throughout hospital stay and discharge
- Privacy: private patient rooms, with a place to accommodate family members
- Dedicated spaces for private conversations and a quiet, relaxing environment for stressful situations
- Natural environments: spaces to relax, views, natural light and open green spaces
- Dining/Retail: healthy and diverse dining – a calming and recharging experience with round-the-clock options
How Do We Know How Big the Hospital Needs to Be?
Must address current and future capacity constraints

Hospital size 955,000 square feet

- Population Growth
- Market trends for complex care
- Industry comparisons & benchmarking
- Internal Data Analysis
- Interviews (internal)
- Patient & Family Advisory Councils

675 total beds on Parnassus Heights (475) / 384 beds in new hospital

4-6 (3) Ambulance Bays

144 (87) Intensive Care Unit (ICU) Beds / 531 (388) Acute Care Beds

40 (28) Operating Rooms

15 (12) Interventional Labs

59 (33) ED bays / 12 (10) Clinical Decision Unit bays

(Numbers in parentheses represent current state)
Factors that Increase Hospital Size

- Size of Operating Rooms: Technology, Complexity, Electrical, IT

- Ratio of Operating Rooms to Pre and Post Operative Recovery Areas
Factors that Increase Hospital Size

- Floor-to-ceiling heights: construction code and regulations
- Size of patients rooms and accommodation for family
- Private patient rooms versus shared rooms or wards
- Privacy and infection control issues
- Increased space for imaging, sterile processing, pharmacy
Additional Factors that Influence Hospital Size

California Building Code for Hospital Construction (Section 1224)
- Path of travel through the building and exiting for emergencies
- Minimum room sizes for acute care and intensive care patient rooms, operating rooms, imaging and specialty care
- Requirements for quantity, type and size of support spaces such as handwashing and “scrub” stations, clean and soiled linen, medication rooms, equipment storage, staff locker rooms, nutrition and food prep, housekeeping, restrooms and medical staff offices

The Joint Commission
- Independent accreditation of hospitals to ensure quality and performance standards are met

United Stated Pharmacopeia (USP)
- USP 797 and 800 define type and size of pharmacy compounding spaces

LEED Green Building Certification
- Verification that a building is designed and constructed to maximize energy savings, water efficiency, CO2 emission reduction, improved indoor environmental quality, and stewardship of resources.
Next Steps
What is happening next?

November 2019 to May 2020
• Evaluating various options to interpret the program into a building
• Design architect and general contractor selection process
• Schematic design

3rd Quarter 2020
• User groups
• Community meetings
• Patient and family advisory councils
High-level Timeline

Where We Are Today
Visioning

Master Planning Programming

2018-2019

Community & User Group Input

2019-2020

Design

2020-2022

LPPI Demolition

2022-2023

Construction

2023-2028

Testing, Pre-occupancy, Planning, Fit-up

2028-2029

2030

Grand Opening

User Group Input
Do you have any questions about what you heard today?
UCSF Listening Session
What community considerations do you think UCSF should have at the forefront when planning for the hospital?

What additional information would be helpful to you?
Small Group Report Out
Public Comment
Recap
Next Steps
Next Steps

- Next Advisory Committee Meeting
  - Wednesday, January 8
  Millberry Union

Happy Holidays Everyone!