

**E-4 Kaiser Permanente Responses to Questions from the
April 19, 2006, Planning Commission Hearing
(May 9, 2006)**

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Attachment C

Kaiser Permanente's Responses to Questions from the Planning Commission at the April 19, 2006 Hearing

Q: Why can't Kaiser Permanente's Labor and Delivery move back to Alta Bates, where they were located for several years?

A: In 2004, the Oakland Medical Center re-internalized Obstetrics and Gynecology and women's services.

There were several reasons for this:

- It placed all of our services back on campus so as to better support our integrated model of care. Now the full range of specialty services is available on campus for these patients.
- It improves quality and service for our members when we manage our own patients.
- It avoids the significant cost of services at Alta Bates.
- The merger of Alta Bates and Summit decreased the amount of space available at their campus. They planned to merge their Women and Infant Services at the Alta Bates campus and canceled the Kaiser Permanente Oakland contract in order to provide sufficient capacity for the planned service merger.

Q: Why can't Kaiser Permanente keep Radiation Therapy where it is currently located in Hayward?

A: The relocation of Radiation Therapy from a contracting facility in Hayward to our campus supports our Integrated Model of Care.

- The A Street Hayward location for radiation therapy makes the daily treatments of 5-6 weeks very difficult for most of our members, as the majority of our patients live much closer to the Oakland Medical Center. More members would be able to have their treatments done by our own doctors when the center moves to Oakland.
- All of our cancer services will be in one location in the new plan.
- This provides our members with more convenient access and less confusion with multiple locations of care.
- Kaiser Permanente decided to internalize this service in order to assure optimum control and coordination of radiation oncology care for our patients.
- The current provider of these services has advised us that they may not be able to renew their long term lease at the Hayward location.

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Q: Kaiser seems to have a lot of administrative space. Why can't it be moved off site?

A: The work of the majority of our administrative departments are focused around the hospital.

- Many of these people spend most of their time working within the hospital setting. They have frequent interactions and work within the hospital on a daily basis. For them to be off site takes people away from their primary work location. It increases traffic to and from the Medical Center and requires additional parking.
- Some of our administrative departments manage other departments within the hospital. For our leaders to be separated from the departments that they manage is not good practice.
- Certain departments that can go off site are already identified. These departments, estimated at 21,700 square feet, are slated to move to AAA.
- We have evaluated the campus space needs, and have divided them into three categories:
 1. Direct Patient Care that must be on campus.
 2. Administrative departments that directly support Patient Care, and that must also be on campus, within a block or so.
 3. Administrative or other support departments that can be located within a reasonable distance of campus, and accessible by a regular shuttle to the campus .

Because of integrated model of care delivery and the "one stop shop" approach, most services are required to be located near each other. This means that patients visiting the campus for one service (for example, an appointment with a physician), can take care of their business with other departments, such as Health Education, Hospice or Member Services at the same time.

- Of the 1.352 million square feet of proposed new construction in the Master Plan, we have identified an estimated 34,700 square feet of administrative and other support space that can be moved to an off site location served by a regular shuttle. 21,700 sf of this total 34,700 square feet has already been programmed for the AAA Building.

Q: What sites has Kaiser Permanente looked at as alternate locations for the new MSB?

A: Over the last few years, Kaiser Permanente Real Estate has looked at many locations, which are listed starting on page V-49 of the EIR. We have not found any other sites that meet our criteria.

At the City's request, our Real Estate Department has looked at other nearby sites.

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- A site at 42nd and Broadway of approximately 42,000 sf is currently moving through the entitlement process for a residential development.
- 3093 Broadway has 151,000 sf for which the Owner is negotiating with a housing developer. In addition, this property is leased through 2010.
- A site at 3001 Broadway, with 83,000 sf, is in a similar situation, where the Owner is negotiating with a housing developer.
- A site at 11th and Clay, with 60,000 sf, has an office building projected for the site. This site is even further away than the other three sites from the OMC.

None of the sites we have looked at meet our needs. Even if we were to find another site, we would have to start over: negotiating the purchase, environmental review, neighborhood participation process, demolition, etc. Starting the process over would result in significant delays to the construction of the replacement hospital.