

**Health Commission Awards for the Laguna Honda Campus
December 15, 2015**

1) eCW Implementation Team at Laguna Honda: Grace Chen, Clinical Nurse Specialist, Crystal Figlietti, RN, Michelle Fouts, Chief Medical Informatics Officer and Pharmacy Director, and Elizabeth Schindler, Health Program Planner

The challenging transition to e-Clinical Works in May 2015 at Laguna Honda was made possible through the leadership of Michelle Fouts and the tireless efforts of registered nurses Crystal Figlietti and Grace Chen and health program planner Elizabeth Schindler.

The team led discussions with all departments impacted by the implementation and ensured that workflows were developed to maintain regular operations. They were also responsible for training and educating other staff members on using the system. This included more than 500 end users and a set of "Super Super Users" to supplement the go-live support provided by SF Carelink staff. Clinicians are using the system to document care related information as well as generate orders and tests for more than 700 residents. It is also being used in the outpatient clinics for various medical specialties.

After go-live, Michelle, Crystal and Grace continued to monitor use of the system. They rotated taking ownership of an eCW pager that serves as an immediate resource for users looking to troubleshoot performance or other issues with the system. Dr. Fouts provided an update to Laguna Honda Joint Conference Committee in July 2015 and was able to report no major issues.

2) Kathleen Khaw, Senior Personnel Analyst and Victoria Lau, Budget Manager

In any good functional business environment, Finance and HR always have a strong relationship and forge bonds naturally. Collaborations between these two departments is a key to business success, and can lead to innovative programs that not only cut costs and increase productivities but also reduce turnover, manage risk, and help attract and retain the best employees. This is especially true when labor is the single-largest spending at Laguna Honda.

For the past 6 years, Victoria Lau from Finance and Kathleen Khaw from HR have been working closely together to establish position control and streamline hiring process for Laguna Honda. Every fiscal year, as soon as the operating budget has been approved by the Board of Supervisors, the team of two is busy putting together budget packages and preparing for a series of budget review meetings with each Division head and cost center managers to go over their approved budget/FTEs, strategic goals, and performance criteria for a good start to the fiscal year. And throughout the year, they help hospital departments fill the vacant positions in a timely manner to reduce the use of costly overtime and premium pays, and to ensure consistent assignments of clinical staff to enhance the quality of care for residents.

It takes the collective effort of HR and Finance to build fiscal responsibility and cost effectiveness of our workforce. Victoria and Kathleen have demonstrated and role-modeled

the best practice in inter-departmental collaboration and partnership, as LHH has the lowest vacancy rates and shortest hiring turn-around-time.

In summary, Kathleen and Vicky are key to Laguna Honda's success in fiscal stewardship and talent acquisitions, they:

- Exemplified the Department's and the Network's priority for fiscal responsibility
- Supported strong and sustainable financial performance
- Provided exceptional customer service
- Demonstrated creativity in new and innovative methods and procedures
- Facilitated leadership and management fiscal acumen development
- Championed collaboration, teamwork, professionalism and integrity to promote resident centered care

3) The Positive Care Team - Dr. Steven Thompson, Dr. Victoria Behrman, Dr. Patricia Myung, Susan Schneider, Stefanie Cooke, Marinita Santos, Shannon Smith, Tiffany Kearney, Andrew Schoenwetter, Sheryl Ronquillo, Pavlina Bevan, Ofelia dela Cruz, Jacky Spencer-Davies, Dr. Brenda Austin, Tamara Orzynski, Susan Edelsberg, and Dr. Colleen Riley

Since the inception of the Laguna Honda Positive Care Program in 1989, many things have changed. The AIDS epidemic has evolved, treatments have become increasingly effective, patient demographics have shifted, and the program itself has grown from a handful of beds to 60 beds. Probably the most striking change is the survival rate of patients admitted to the positive care unit, which has increased from less than 8% to greater than 92%. In the early years of the program patients came in almost invariably died. At least half of the patients admitted today are there for short term rehab & medical interventions, and are then able to be discharged to the community.

But there is one thing that has remained constant, and that is the skill and remarkable dedication of the positive care staff. They regularly work miracles with some of the most complex – medically, behaviorally, and socially - complex residents, not only in Laguna Honda but in all of San Francisco. The Positive Care Team of past and present collectively and individually have some of the most superb hearts and minds you will find in post-acute care or in HIV care, anywhere. It is such a privilege to honor the Positive Care Team today – those from the early years as well as those who work here today. They exemplify what we do best at Laguna Honda, in the SF Health Network, and throughout the Department of Public Health.

4) Melanie Ferrer, RN and Kate Durand, Industrial Hygienist

95% staff flu vaccination rate, power outage drills, infection control tracking, hospital incident command system action drills, hand hygiene rounds, environment of care rounds, fire drills, emergency drills, attention to details, outstanding in their day to day jobs – these are just some of the accomplishments, activities and results that Melanie Ferrer, Infection Control Nurse and Kate Durand, Workplace Safety and Emergency Preparedness Director do for the hospital, for the campus and for the Laguna Honda community.

While their jobs are different, what they aim for are:

- 1) Assessments, Evaluations and Monitoring – Melanie performs neighborhood rounds for hand hygiene monitoring, acknowledges and recognizes staff for doing a good job and creating an atmosphere of team work by encouraging staff that “we can all do this together.” Kate has a major role in conducting environment of care rounds, ergonomic assessments, following up on employee safety concerns, and communicating with department heads to ensure employee workplace safety is just as much a priority as patient care.
- 2) Prevention – While Melanie conducts ongoing infection control surveillance, promotes and calls on the community to highlight flu prevention, Kate prepares the entire community to be prepared and have the skills and knowledge in disaster and emergency response.
- 3) Training, People and Skills Development – Both Kate and Melanie appreciate the importance of training employees to support their success in the workplace. They emphasize engagement, seeking answers to questions, assisting to solve issues and also include managers in sustaining the hospital’s infection control policies, workplace safety and emergency preparedness programs.

Laguna Honda proudly nominates both Melanie Ferrer and Kate Durand for their stellar work in promoting a healthy and safe workplace for all employees on the Laguna Honda campus.

5) Debbie Tam, Nursing Director

The Executive Committee proudly nominates Debbie Tam, RN for her 37 years of utmost dedication and exemplary leadership promoting quality of care and safety for all residents and employees at Laguna Honda. In the last Fiscal year 2014 thru 2015 Debbie assumed two roles, one as Nursing Director for Patient Flow and transitioned to Acting Chief Operations Officer.

As the Patient Flow Coordinator, Debbie learned the process involved in patient flow with utmost details. She reviewed the current process, and collaborated with various departments within Laguna Honda Hospital and expanding to San Francisco General Hospital to identify measures to improve efficiency in admitting residents to Laguna Hospital. She established new systems to sustain gains in improved communication between the two hospitals. With all her efforts, this yielded to significant improvement in overall patient flow to LHH, with decreased wait time and maintaining 98% - 99% bed occupancy.

As the Acting Chief Operating Officer, in this expanded role, Debbie provided oversight to various departments including Facilities, Nutrition, Food Service, Environmental Services, Materials Management and Health Information Systems. Debbie made huge changes and remarkable improvements in each of these Departments along with major improvement projects and milestones. She mentored and coached each of the Department Heads to establish systems to improve staff supervision and establish outcome monitoring for better accountability, and to sustain the gains. Debbie was also instrumental in collaborating and working to ensure eCW and ICD10 were on track and led the 24 hour planned power outage in October 2014. Please join me and congratulating Debbie on her outstanding leadership role for the hospital, the network and the Department.