

## Health Commission Awards December 5, 2017

### Laguna Honda Hospital and Rehabilitation Center

#### **Food Services Leaders:**

Elvis Lavarreda, Food Services Director  
Ray Dutton, Food Services Manager

Ray Dutton and Elvis Lavarreda are the dynamic leadership duo who ensure that residents and staff have access to great meals on campus. They are assets and are ambassadors for continuing Laguna Honda's tradition of quality service.



Elvis was in 2016 and on his first day of the job he had the distinction of coming to work as the State Surveyors entered the building for the hospital's annual survey. Albeit only a few hours on the job, Elvis provided leadership stability alongside Ray.

Within the past year, Elvis has improved staff morale, created teamwork among the food services team members, reduced costs and expenditures, revised and aligned policies and procedures to industry and DPH standards, and improved the operations in the department. Elvis has also reduced the overtime expenditure in the production kitchen by over 42% from over 140 hours per week to 60 hours per week. Finally, he has put in place a number of trainings to professionalize the kitchen staff on customer service, safety tips, and best practices.

Respected by all of his staff, Ray has worked at Laguna Honda for over 20 years. Caring in nature, this past Mother's Day, Ray ensured that all resident that were mothers received a carnation. Last year, Ray showed his dedication and commitment to the hospital when he cut short his vacation when the State Surveyors arrived at Laguna Honda. The hospital received no deficiencies from the kitchen. And for two years in a row, there were no deficiencies at the trayline, which is the kitchen operations that Ray supervises. One State Surveyor said "your operation is run so smoothly that I didn't need to be here."

With Ray and Elvis at the helm, together, last fiscal year, they worked on developing their team members, stabilizing the kitchen operations and creating a culture of teamwork and respect in Food Services.

## Trauma Informed Systems (TIS) Champions:

Educators: Leanne Bindoy, Valerie Ferrer, Mary Elaine Ignacio, Ron Radoc, Jusel Selerio

Environmental Services Manager: Chauncey Jackson

Porters: Dennis Mars, Amy Yulan

Nurse Manager: Shannon Petty

Director Garcia had a vision for the Department to be Trauma Informed System of Care. Through the Director's and Ken Epstein's leadership, the Trauma Informed Systems curriculum was developed and the training made available to DPH Staff. On the Laguna Honda campus, the nominees consist of a group of individuals and co-workers who took Director Garcia's vision, Ken Epstein's curriculum and are operationalizing trauma informed care on a daily basis.



Elaine Leanne, Ron and Valerie were the first cohort to successfully complete the train the trainer program. Since becoming trainers, altogether, they have provided over 30 training sessions to over 1,000 Laguna Honda and DPH employees. To date, 95% of Laguna Honda campus employees have attended the trainings, and evaluations from the sessions continue to be of high marks from the participants.

While the training team onboards new employees with the TIS training, Amy, Chauncey, Dennis and Shannon participate with the DPH and City-wide Trauma Informed Systems Champions meetings. Together, they join DPH colleagues who are implementing TIS at their worksites. The Champions learn best practices from other sites and bring back to the campus strategies in fostering staff wellness and resilience. Initiatives created this past fiscal year that benefit individuals, groups, departments and/or community members within the Laguna Honda campus include communications sessions opportunities, wellness hub development, and department specific improvements.

It takes a team to create progress and the TIS Education and Champions Team have demonstrated their important roles in reaching our goal of being trauma aware. We are on our way in becoming a healing organization, growing as a learning organization, fostering wellness and resilience for our staff, who are our most important assets in the delivery of quality care and services – all thanks to our TIS Champions.

## Utilization Management (UM) Team:

UM Nurses: Rachel Burgos, Norman Calabia, Rosallie Icban, Kirstie Isana, Marissa Tina

Nurse Manager: Elizabeth Dayrit

Accounts Clerk: Jose Lopez

Senior Clerk: Christina Martinez

The Utilization Management (UM) Team comprise of licensed nurses and support staff who are responsible for determining appropriate care stays of residents admitted to Laguna Honda and for obtaining reimbursement approvals from Medi-Cal and other insurance payers. In fiscal year 2016-2017, the UM Team excelled in their performance through workflow improvement by going to a paperless system that resulted in improved cash flow for the hospital.



In preparation for the State of California mandating the submission of electronic Long Term Care Treatment Authorization Requests (TARs) for Medi-Cal beneficiaries, the UM Team diligently prepared for the transition to a paperless system and began submitting e-TARs on July 1, 2017. The UM Team became very proficient at submitting eTARs and by fiscal year end they had submitted 992 new TARs electronically. Laguna Honda received \$149 million in reimbursement comprising of approximately 277,163 resident care days for FY 2016-2017. The eTAR process also benefitted the Billing Department by reducing their accounts receivable days from 84 to 57.

The UM Team also implemented a key workflow improvement identified from the Hospital's 1<sup>st</sup> Value Stream Mapping Workshop on New Admissions. During the workshop week, it was identified that errors were being made and over processing in submitting Preadmission Screening and Resident Review (PASSR) regulatory CMS reports. The UM Team changed their workflow to be the one stop shop for completing and submitting the PASSR forms online. This resulted to a reduction in processing delay and errors caused by missing pages, wrong birthdates and missing patient identifiers.

Overall, the UM Team this past year has shown flexibility, adaptability and ability to optimize and utilize technology in improving their workflows. We are grateful to the UM Team's spirit of teamwork and making change happen.

**Facility Services Leader:**  
Mark Cantor, Chief Engineer

After 20 years at Marin General Hospital, Mark left his job as Chief Engineer to come to Laguna Honda as a Senior Stationary Engineer in July 2015. Mark took it upon himself to learn everything he could about our buildings and systems from Laguna Honda's Acting Chief Engineer, who then retired less than a year later. As a result, Mark was able to step up as our new Acting Chief Engineer with remarkable knowledge and confidence for someone so new to the facility. Then, when our Building and Grounds Maintenance Supervisor retired in June of this year, Mark again stepped up to take on many of the responsibilities of that role as well.

Mark shows up every day with a can-do attitude for taking on the responsibilities of three jobs in an understaffed department and he gets it done efficiently, professionally, and cheerfully. He never says no to a request for assistance or to participation on committees or in Lean workshops in addition to providing hands-on leadership to his staff, even during off hours. He has worked tirelessly behind the scenes to ensure that in addition to daily maintenance needs, action is taken on some long-delayed projects, such as the improvement of our HVAC system and repair of our water tanks. Mark's exemplary service in maintaining Laguna Honda Facilities in safe, working order for our residents and staff is deserving of recognition by the Health Commission and the entire Laguna Honda community.





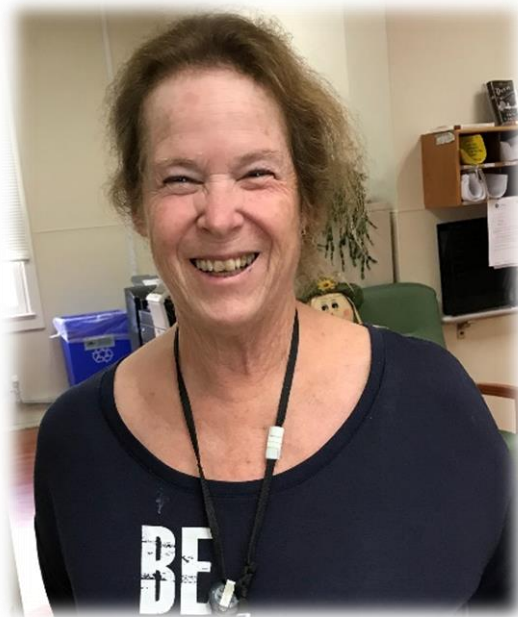
## **Social Services Leader and Mentor:**

**Susan Schneider, Social Services Supervisor**

Susan has devoted the last 27 years of her career as a medical social worker to the Positive Care Unit. Her devotion to the cause of helping residents with HIV lead healthy, meaningful lives spans even more years than that. In 1982, she began her career with the Public Health Department when the first cases of AIDS were discovered. She worked with individuals, families and the South of Market community as an activist fighting AIDS. When an HIV unit opened up at Laguna Honda in 1990 and she interviewed, she felt that she was home. During those early years, the dedication of the HIV team was legion.

Not only has Susan provided counseling and services to the unit, but each year she faithfully leads the Positive Care Team, AIDS Walk and is one of the organizers for the residents and staff to attend the Pride Parade. She is an active participant in the HIV Nursing Network and attends many local and national AIDS conferences. Her work has focused on no one standing alone and in building a compassionate community. In addition to Susan's role as medical social worker for Laguna Honda's Positive Care Program, she also provides a leadership role as the Social Services Department's Supervisor.

Having both clinical and administrative operational roles, Susan mentors fellow social workers and resident care team members, teaches social work interns and other health care students, counsels current and former residents with a focus on empowerment and self-management, ensures quality care and quality of life are at the center of every Positive Care resident's plan of care and is truly an ambassador for Laguna Honda services.



## Information Technology (IT) Leader and Partner:

Maria (Rally) De-Vera, Information Systems Business Analyst

Since Maria (Rally) started with the MADI Group a little over two years ago, she has thirst for data driven scorecards and improvement initiatives. Rally has demonstrated every category of the health commission nomination categories. She plays such a huge North Metrics, Strategic Goals and Major Performance Improvement Projects through organizing, writing and providing data reports from existing IT data systems. Rally demonstrates unwavering professionalism, dedication, and compassion in the face of demand from all parts of the Department, Network and from the Hospital.

Beginning of 2016, Section 6106 of the Affordable Care Act (ACA) requires skilled nursing electronically submit direct care staffing information (including agency and contract staff) based on payroll and other auditable data. The data, when combined with census information, can then be used to not only report on the level of staff in each nursing home, but also employee turnover and tenure, which can impact the quality of care delivered. This is used as basis for determining the LHH Star Rating based on Staffing. Rally diligently worked with the Laguna Honda team to develop data analytics and report to ensure that we are in compliance with this new regulation. She identified reporting and analytics improvement opportunities and provided proactive, consultative strategic solutions. Without hesitation, Rally immersed herself in helping meet the reporting timeline with the required data fields. With this, Laguna Honda is able to maintain our 5 star rating in staffing as well as meet the deadline for submitting the quarterly payroll based journals starting last Fall 2016.

In addition to this project, Rally produces the Hospital's balanced scorecards and recently worked with San Francisco Fellows and the Center of Excellence Leaders to create service line dashboards. We are grateful for Rally's collaboration and partnership.

