

Health Commission
Laguna Honda Hospital and Rehabilitation Center
Chief Executive Officer Report
May 19, 2020



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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State of the Hospital

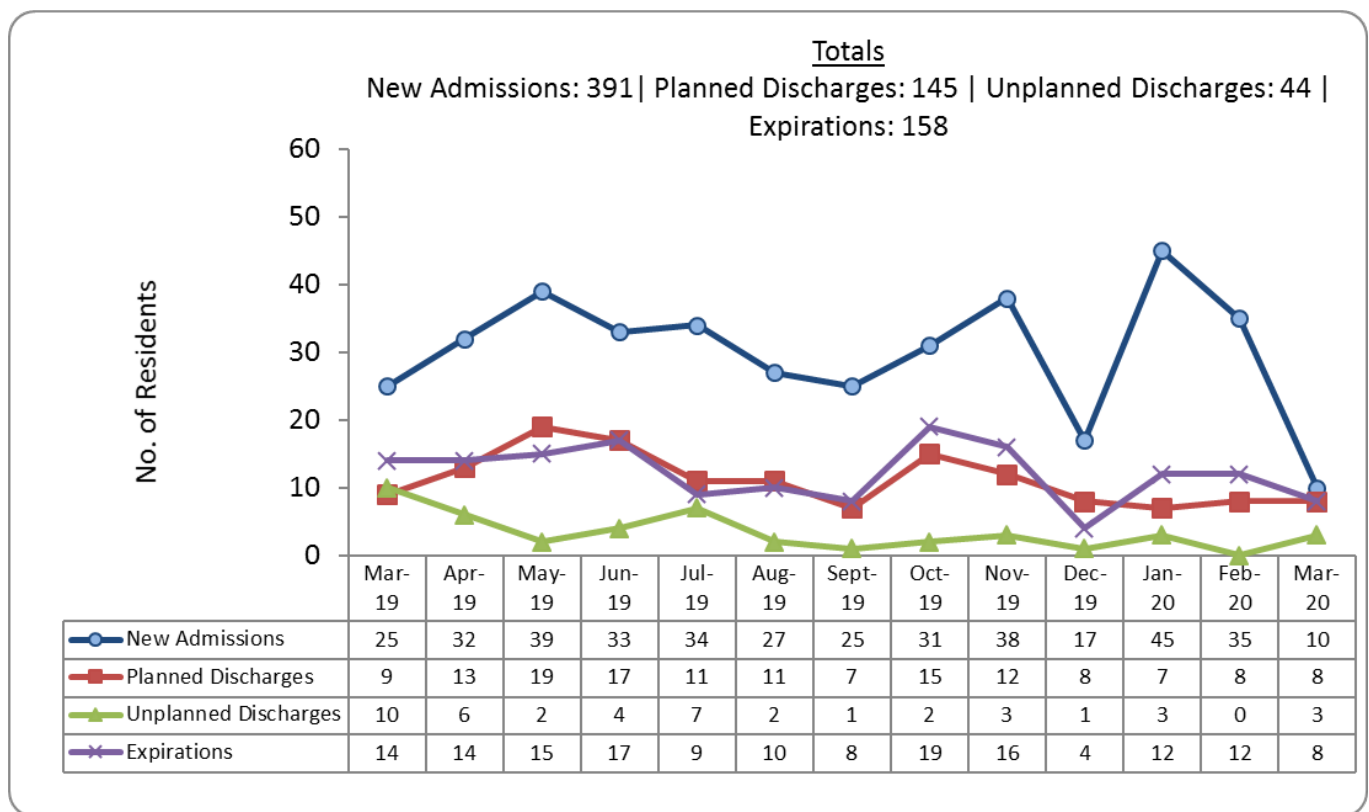
Wait List

Average wait time in days from referral date to decision approved date
(3/01/2019 to 3/31/2020): pending report build in Epic system

Average wait time in days from decision date to admission date
(3/01/2019 to 3/31/2020): pending report build in Epic system

Number of people on waiting list as of 5/6/2020: 17

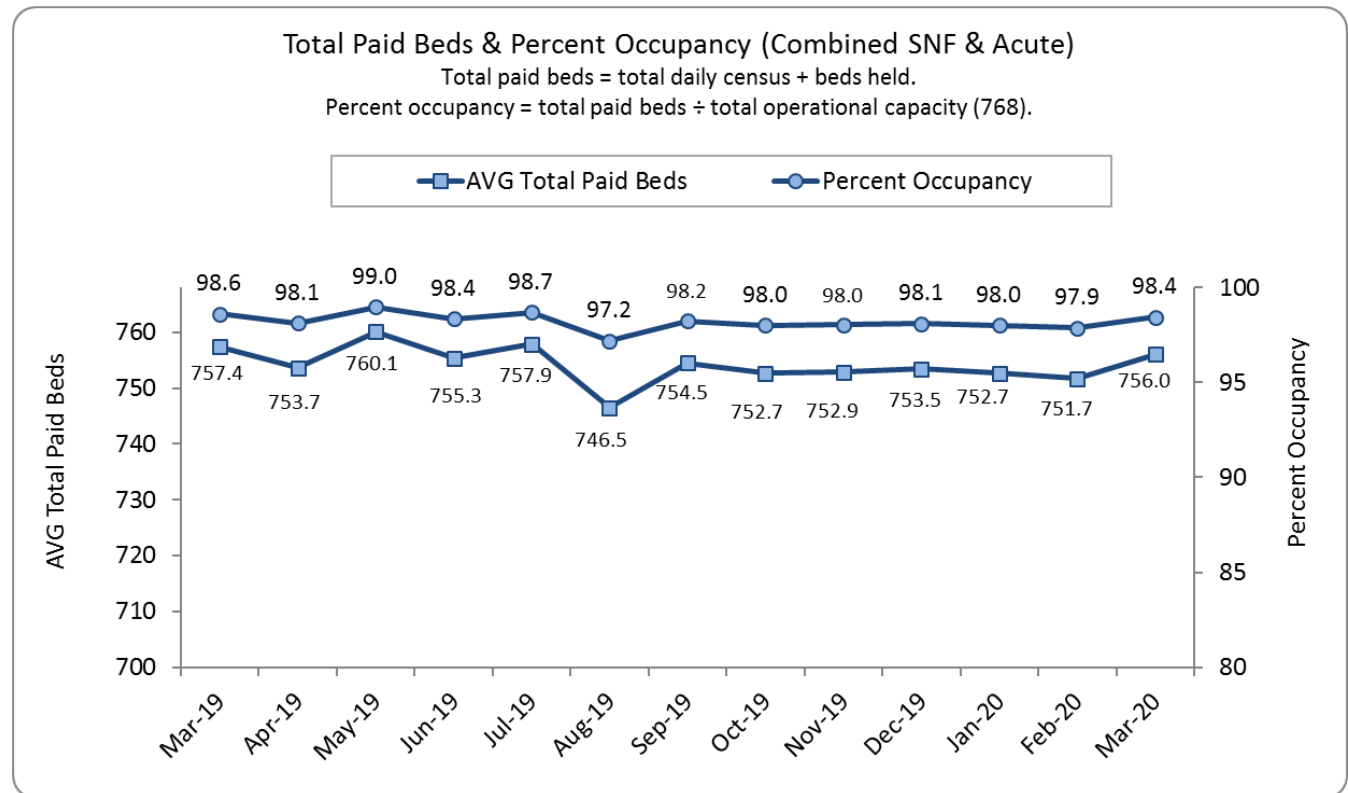
Admissions, Discharges, and Expirations by Month (3/01/2019 to 3/31/2020)



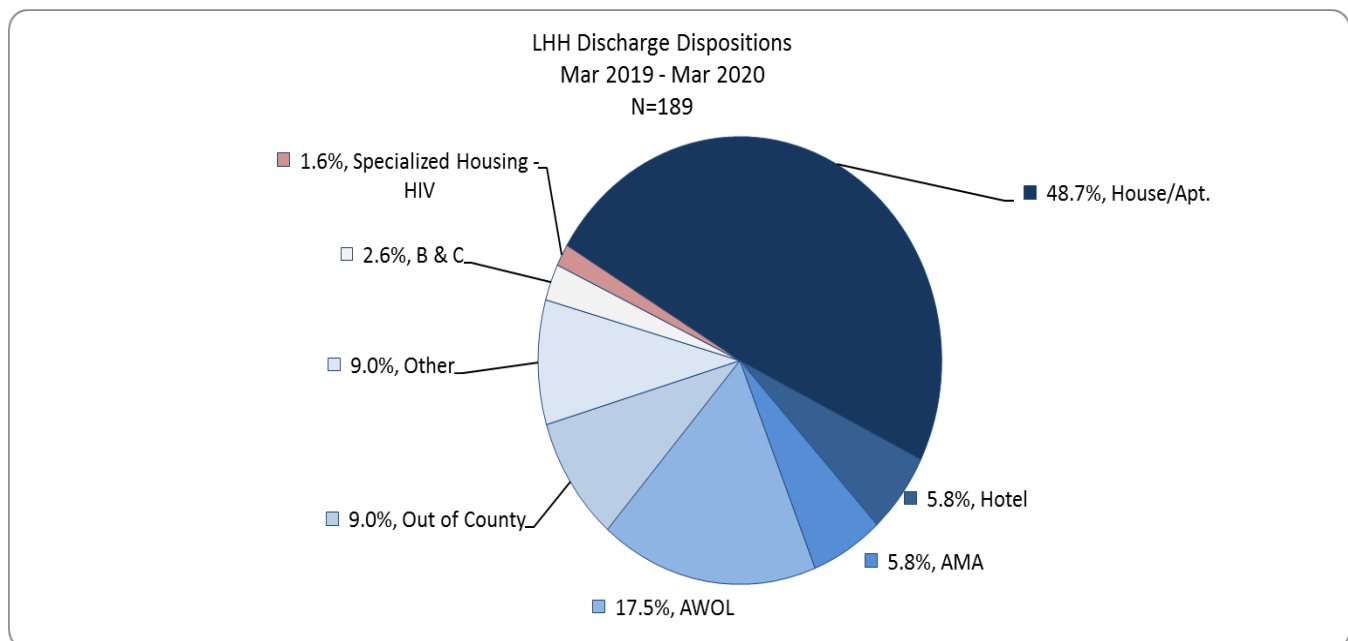
Average Daily Census (3/01/2019 to 3/31/2020)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
3/01/19 - 3/31/20	748.60	3.41	752.01	1.05	1.18	750.82	754.21	98%

Paid Beds and Occupancy by Month (3/01/2019 to 3/31/2020)



Community Discharge Dispositions (3/01/2019 to 3/31/2020)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 9.0% (n=17) individuals were discharged to out-of-county placements. Of those, 11 residents went to live with family, 3 residents returned to their previous residence and 3 residents went to Board and Care Homes that could best accommodate the residents' needs.
2. A resident is discharged Against Medical Advice (AMA) when he/she chooses to leave Laguna Honda Hospital against the advice of their physician. For the patients/residents discharged as AMA (n=11), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

AWOL (3/01/2019 to 3/31/2020)

1. Analysis of absent without leave (AWOL) are as follows: there were a total of 33 AWOL incidents during this 12-month period. Of the incidents, 9 (27%) residents returned to Laguna Honda to continue receiving services and 24 (73%) stayed away.

AWOL Analysis for 3/01/2019 to 3/31/2020	
Count of AWOL residents who returned to continue services	9
Count of AWOL residents who stayed away	24
Total Count of AWOL incidents	33

2. Of the 33 AWOL incidents, the Social Services Team was able to contact 26 and 7 have not been heard from.

AWOL Analysis for 3/01/2019 to 3/31/2020	
Count of AWOL residents Social Services have been able to contact	26
Count of AWOL residents Social Services have not been able to contact	7

3. The 33 total incidents of AWOL for this period is a decrease of 10 incidents compared to the same period 1 year prior (3/01/2018 to 3/31/2019) when there were 43 AWOL incidents total.

Staffing Report

Laguna Honda's current vacancy rate is 6.5%. A detailed vacancy report, along with the new hires and separations report, is attached.

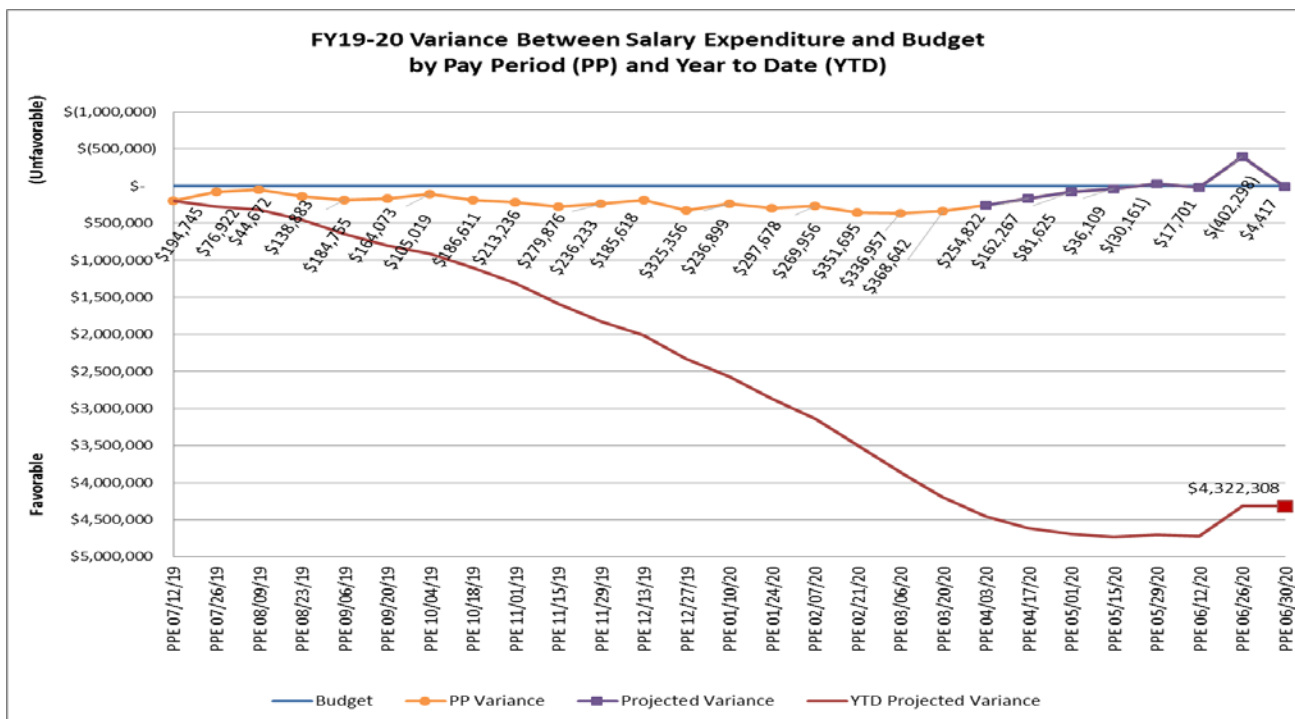
Budget and Finance

Financial Report

The FY2019-2020 3rd quarter financial report is attached. The annual projection shows overall expenditures within budget, and a favorable variance of \$9.26 million in patient service revenues mainly due to Medi-Cal rate increase.

Salary Variance Report

For Fiscal Year 2019-2020 year to date variance through Pay Period Ending (PPE) March 20, 2020, Laguna Honda Hospital has a favorable variance of 5.81% / \$4,197,826 under budget. We are currently projecting an overall salary expenses surplus of \$4.3 million by year end. This figure excludes COVID-19-related fiscal impacts, which will be reported centrally by the department in its 3rd quarter financial report. The LHH 3rd quarter financial report is higher than the previous projected \$1.78 million shown in the 2nd quarter financial report through December 31, 2019. The positive variance is mainly due to actively filling vacant permanent and temp as-needed positions to maintain and to control overtime usage.



Gift Fund Report

The FY2019-20 3rd quarter Gift Fund Balance Report is attached.

COVID-19

Preparedness and Response Report

As of May 14th, Laguna Honda has 7 active cases, with 24 total confirmed COVID-19 cases. Of the total confirmed cases, 18 are staff and 12 have recovered. Six of the cases are residents and 5 have recovered. The definition of recovered is based upon Centers for Disease Control and Prevention (CDC) guidelines. This includes two consecutive negative COVID-19 test results that are at least 24 hours apart before staff can return to work and residents can be cleared from isolation.

The hospital began universal testing of all residents, staff and other personnel during the week of May 4th. To accommodate testing of approximately 3,000 individuals, testing will be done in phases to ensure tracking of tests are performed and results collected accurately. A testing schedule has been developed and it is anticipated that there will be additional positive cases. As soon as a positive is confirmed, our Contacts Investigations team is prepared to follow up with the individual and initiate a thorough investigation.

To prepare for possible new resident cases, Laguna Honda also developed a plan designating South 5, starting with the Sierra household, as the specialized COVID-19 unit. The Resident Care Team on South 5 have been on the frontlines whether in quarantine or caring for COVID-19 positive residents. They have shown a tremendous amount of commitment and dedication to ensure the safety of residents and have learned new skills to carry on this critical work. Beginning on May 7th, residents who are COVID-19 positive and still meets skilled nursing level of care will be transferred to the specialized COVID-19 unit. There, they will receive expert care from our specialized COVID-19 care team. The specialized unit will have the PPE needed to do their work, and benefit from the expertise and knowledge of our CDC partners and Infection Prevention and Control team to help develop protocols and guidelines to better protect them and the residents.

For all other neighborhoods, our nursing leadership has made immediate changes to staffing. This includes eliminating float staff in between neighborhoods except in circumstances where there are concerns for patient safety and in accordance with CDC guidelines of utilizing float staff. When neighborhoods are placed under quarantine, the neighborhood will have consistent staffing for the entirety of the quarantine period. Additionally, the hospital has successfully completed hiring for more than 30 previously vacant nursing positions, as well as requested for help through the Department Operations Command Center (DOC) for nursing resources to help maintain appropriate staffing levels.

This healthcare pandemic has also necessitated workflow and documentation changes in Epic. The superuser team at Laguna Honda continues to produce updated message boards, guides and tip sheets, in addition to providing direct support to users. This ensures that we are leveraging our electronic health records appropriately to identify residents as possible persons under investigations early on while maintaining regularly care services.

The hospital continues to work with DPH, SFHN, local health officials, as well as leading experts from the California Department of Public Health and the CDC to monitor the COVID-19 healthcare pandemic. Our actions are guided by facts and science, and all decisions are made with the priority of protecting staff and residents.

Initiatives and Milestones

Care Experience

Filipinos Feed the Frontlines – April 24th

Laguna Honda was the recipient of generous food donations from various Filipino restaurants and vendors as part of the Filipinos Feed the Frontlines initiative. On April 24th, more than 800 meals were delivered by the following organizations: FK Frozen Custard, Manila Bowl, Mestiza-Little Skillet, Nick's Kitchen, Ox + Tiger, Pinoy Heritage, Sarap Shop and Senor Sesign. This initiative provided our nurses and neighborhood resident care team staff with the proper morale boost and sustenance while working hard to keep our residents and community safe from coronavirus.

Connected Through Technology – April 2020

While the hospital continues to restrict visitors to ensure the safety of staff and residents, the Activity Therapy Department has found creative ways to allow residents to remain connected with families and friends. Through the support of Friends of Laguna Honda, residents can make and receive video conferencing calls through mobile devices. This allows interested residents to check in with family and friends regularly through the help of their activity therapist and or social worker. Residents also have the option to use the more traditional method of mailing physical letters.

Staff Scrubs Program – May 1

Laguna Honda initiated the Staff Scrubs Program on May 1st. The program provides clean scrubs for use by staff who are caring for residents considered to be persons under investigations and or are confirmed COVID-19 positive. Scrubs can be checked out at the beginning of a staff shift and then returned at the end of the shift to be appropriately cleaned. This program adds to our goal of keeping staff safe by providing them with optional work attire for use on site.

Campus Community Activities and Events

National Nutrition Month – March 2020

Laguna Honda celebrated National Nutrition Month by celebrating this year's theme "Eat Right Bite by Bite" in coordination with the Academy of Nutrition and Dietetics. To help the hospital promote good health, LHH registered dietitians presented nutritional talks on each

neighborhood throughout the month as well as sent out weekly nutritional tips to all hospital staff.

National Nurses Week – May 6

National Nurses Week was a time to celebrate all Laguna Honda nurses. With more than 800 nurses on staff at the hospital, it is hard to not see the tireless work, dedication and compassion that LHH nurses provide to residents daily. It is even more evident during this unprecedented healthcare pandemic when they are serving as the frontline leaders in our efforts to slow down the spread of COVID-19. To show our appreciation, nurses were highlighted all week with shout outs, recognition and other festive activities. The greater public also demonstrated their support of our nurses with generous donations including products from South San Francisco based company, The Fruit Guys.

Recognition

Employees of the Month and Teams of the Month

The Employee of the Month program is a staple of Laguna Honda's staff recognition and the Hospital's service excellence programs. Employees of the Month are nominated by residents, visitors, volunteers, and staff and are approved by the Hospital's Executive Committee.

Additionally, to highlight more staff who have contributed to Laguna Honda's COVID-19 healthcare pandemic response, the hospital has developed a Teams of the Month award.

April 2020 Employee of the Month

We are pleased to bring forth Cecilia Aguirre, Jose Zaldivar, Deborah Alkema, Taurin Jones, Lisa Kimberlin, Rogelio Manzana, Amina Saballos, Evelyn Rochemont and Susanna Lopez-Meneses from the Admission & Eligibility Team as April 2020 Employees of the Month. The Admission & Eligibility Department plays a critical role in ensuring resident's admission, registration, and transportation flow smoothly. Their adaptability, collaboration and cooperation throughout the implementation of Epic has allowed their team to work efficiently in a timely manner despite being understaffed.

Last year, Taurin and Lisa's roles were restructured from Health at Home Clerks to Hospital Eligibility Workers. Taurin and Lisa joined Deborah and Rogelio who have been Eligibility Workers at LHH for many years. The team collaborated to improve the resident's admission and registration process, all while adapting to the Epic conversion. The rest of the team's workflow was also impacted by Epic and by time constraints that required them to work extra hours. Nonetheless, they fulfilled their roles with a positive attitude. Evelyn, Admission Coordinator, supported the Eligibility Workers to ensure data accuracy, among other responsibilities. Cecilia and Jose, Senior Hospital Eligibility Workers, handled over 700 resident cases, a task once completed by four staff. Amina, Patient Services Finance Tech, provided weekly bed hold and resident transportation updates, among other duties.

The Admissions & Eligibility Team, guided by Susanna Lopez-Meneses, have demonstrated the ability to be adaptable and effective by embracing change. "The team has worked overtime for several months to ensure a smooth implementation process, and I greatly appreciate them. They are truly deserving of this recognition, says Susanna."

May 2020 Employee of the Month

Jessica Lavitoria joined the LHH Rehabilitation Services family in 2019 as a Health Worker II and has worked with DPH since 2017. She supports the OT, PT, and SLP departments with over 20+ therapists on staff. She is the front line staff when greeting patients/visitors, and she always demonstrates a professional and compassionate attitude. Jessica is a master at juggling different tasks - often you can see her assembling DME for a patient to return home, pushing a wheelchair to assist a therapist, working on the daily schedules, or ordering supplies for the department. Jessica manages the daily essential tasks for Rehab with ease and keeps our department in compliance to operate and to provide the highest quality of care. This has overall decreased the burden to treating therapists so that they can focus on delivering patient care. Jessica is a great team player, a quick learner, and a whiz with computer tasks. She even mastered Epic within a short period. Her warm presence and strong work ethic are admired by all staff, including patients and visitors. The Rehab Department greatly appreciates Jessica and everything she does daily.

Jessica received her Bachelor of Science in Health Education from San Francisco State University in 2010 and her Master of Public Health from UC Berkeley in 2016. Additionally, she serves as the Director of Finance for a non-profit called San Francisco Sex Information (SFSI), an all-volunteer organization that provides sex education training to the public. Prior to working at LHH, she worked at the Adult Immunization and Travel Clinic at 101 Grove Street as an operations assistant, and as a surgery coordinator at San Francisco Ear Nose and Throat, where she organized case necessities, verified insurance coverage and obtained surgery authorizations.

When asked what she likes the most about LHH, Jessica says she enjoys her coworkers. "The supervisors in the Rehab Department always have our back and are great at communicating any new LHH information with staff. The therapists I work with genuinely care about a patient's progress and have been extremely adaptable with new workflows during the current pandemic. I also love being able to assist the therapists during therapy and witnessing the improvements of the patients' motions. The LHH community overall has done an amazing job at "rolling with the punches" in these unprecedented times. I also have to give a shout out to Bandit, who has provided stress relief whenever there is downtime during COVID-19 testing by the farm, she says."

In her free time, Jessica dances in a halau (hula dance group) called Te Mau Tamarii A Tiare. She has been dancing for Kumu Marlo (Kumu = master teacher of hula) since 2015 both casually and competitively. She also loves trying new restaurants in the city and playing with her dog, Gia.

May 2020 Teams of the Month

South 4 Team

The South 4 Team played a crucial role when reaching the significant milestone of the lifting of a locked quarantine that went into effect on March 25, 2020. The 28-day quarantine was based on two 14-day incubation periods since the first COVID-19 positive case on South 4. Together, the South 4 Team supported each other in learning and implementing the many infection prevention and control practices that were implemented during the COVID-19 pandemic. Lead by the Nursing staff, the South 4 Team emerged from the quarantine with a deeper understanding of humanity, resilience, and strength.

Aware of the gravity of the task entrusted to them – the lives of our residents, our peers, and our community – each individual emerged as a leader in modeling and continuously reinforcing frequent hand hygiene, social distancing, proper usage and storage of PPE, frequent effective communication and most importantly, acknowledging and encouraging each other. In the South 4 lounge area, the team displayed a poster filled with words of encouragement that begin with the first letter of the staff names. This has served as a constant reminder to the South 4 Team that they are not alone and that they have each other, which is a reality the team has endured as the quarantine cut them off from the rest of LHH for a long period of time. The team is encouraged daily by a quote in the South 4 great room “All Heroes Do Not Wear Capes, They Wear Face Shields and Masks!”

With steadfast, unfailing support and guidance of LHH administration, the HICS team, and the whole LHH community, the team's diligence paid off – all residents and staff tested & re-tested negative for COVID-19. This experience will forever be etched in every fiber of the South 4 Team staff.

South 5 Team

Since the implementation of the COVID-19 locked quarantine on South 5, the S5 Team has experienced personal and professional challenges on a daily basis. The Team has been on the front line in the battle to slow the spread of COVID-19 in our facility. The South 5 neighborhood continues to have a positive trend, with no new cases reported after a series of testing and retesting of both residents and staff.

In part, the success of S5 in caring for residents and minimizing COVID-19 transmission with staff and residents is due to Maria Chavez Lagasca's strong leadership and oversight of the unit as Nurse Manager. From day one, Maria worked endless hours, came in on weekends, met with all of her staff on each shift to go over the plan of actions for the day. She also provided one on one PPE training for staff when they needed re-education. Her constant face to face interaction with the staff as a group and one on one alleviated worries of the Team and increased their morale. She frequently called the staff who were out sick regularly and checked in on them.

"I'm so proud of my staff. They work so hard. I don't mind working long hours and on weekends because my staff and the residents need me to be here. I want to provide as much support as I can to them," says Maria.

Together, the South 5 Team has embodied the values of LHH in their delivery of high quality and compassionate care for our residents, and in their approach to seeing the whole person, not just the diagnosis.

Attachments

New Hires and Separations Report

Vacancy Report

Financial Report

Salary Variance Report

Gift Fund Report

Performance Improvement: 2019 Reducing High Risk Pressure Ulcers A3 and PI

Storyboard

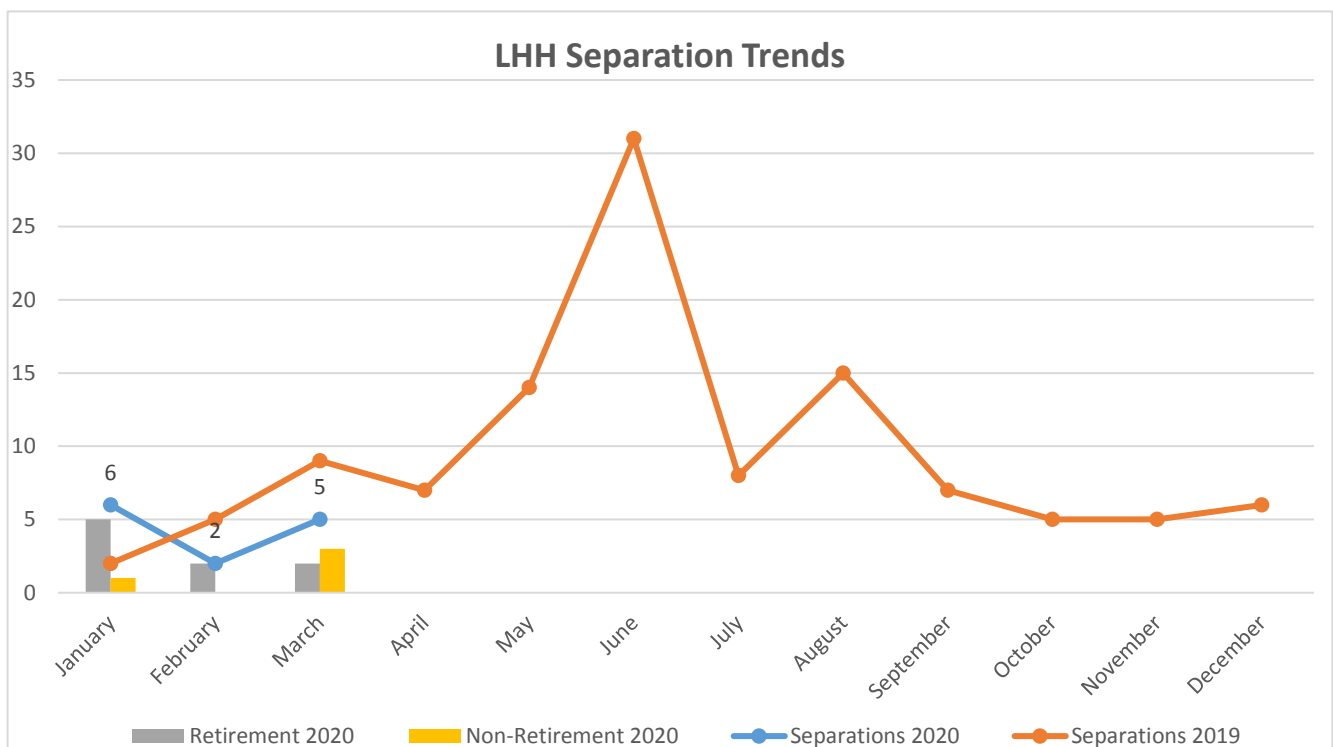
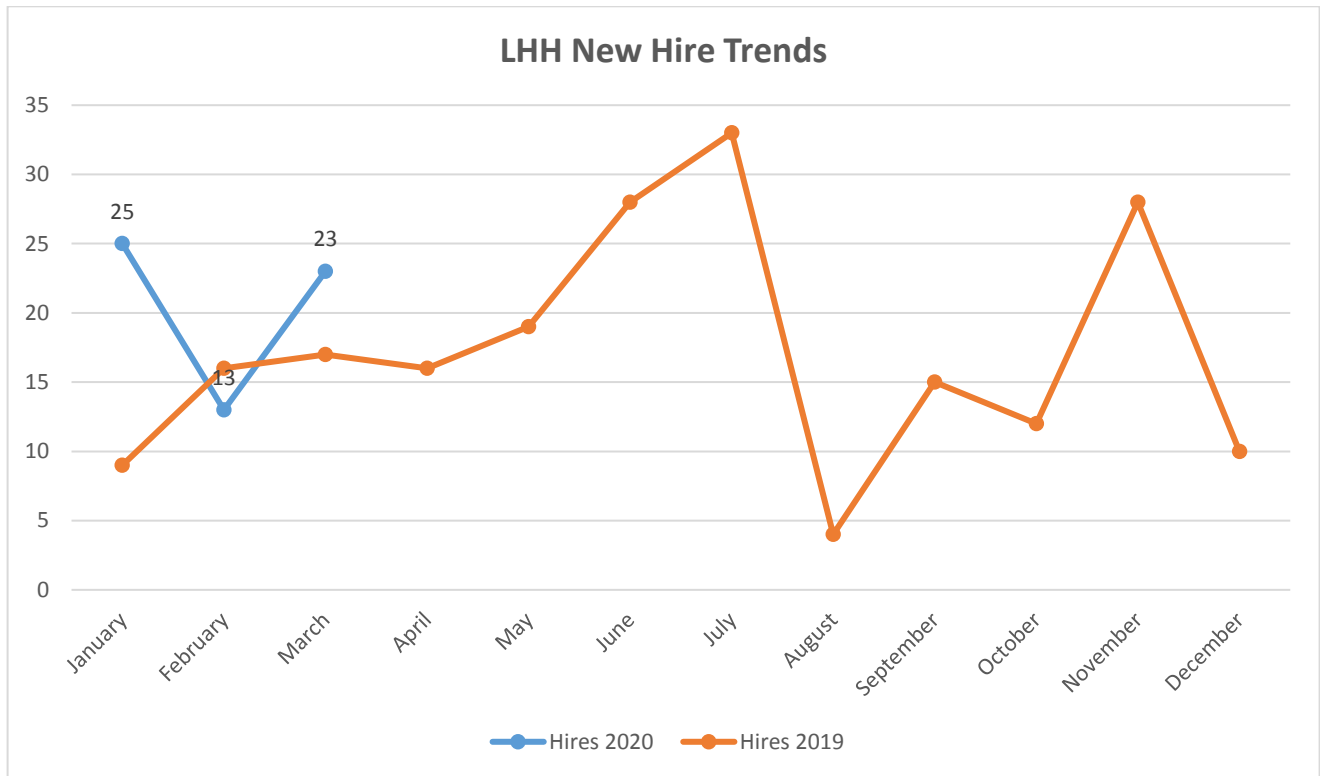
Regulatory Affairs Report

Hospital-Wide Policies and Procedures for Approval

New Hires and Separations Report



LHH New Hires and Separations | April 2020



Vacancy Report



LHH Vacancy Report by FTE | April 2020

Budgeted Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
0942	Manager VII	1.00	0.00	1.00	100%
1165	Manager Dept Public Health	1.00	0.00	1.00	100%
1404	Clerk	2.00	0.00	2.00	100%
1635	Health Care Billing Clerk 1	1.00	0.00	1.00	100%
1664	Patient Accounts Manager	1.00	0.00	1.00	100%
1824	Pr Administrative Analyst	2.00	0.00	2.00	100%
1942	Asst Materials Coordinator	2.00	0.00	2.00	100%
2467	Diagnostic Imaging Tech I	1.00	0.00	1.00	100%
2468	Diagnostic Imaging Tech II	1.00	0.00	1.00	100%
2738	Porter Assistant Supervisor	1.00	0.00	1.00	100%
2903	Hospital Eligibility Worker	7.00	2.00	5.00	71%
2586	Health Worker 2	3.00	1.00	2.00	67%
2618	Food Service Supervisor	2.00	1.00	1.00	50%
7344	Carpenter	2.00	1.00	1.00	50%
7355	Truck Driver	2.00	1.00	1.00	50%
1822	Administrative Analyst	5.00	3.00	2.00	40%
0931	Manager III	3.00	2.00	1.00	33%
1654	Accountant III	3.00	2.00	1.00	33%
2620	Food Service Mgr Administrator	3.00	2.00	1.00	33%
2908	Sr. Hospital Eligibility Worker	3.00	2.00	1.00	33%
2110	Medical Records Clerk	11.50	8.00	3.50	30%
1632	Senior Account Clerk	4.00	3.00	1.00	25%
7524	Institution Utility Worker	10.50	8.00	2.50	24%
2112	Medical Records Technician	9.00	7.00	2.00	22%
1429	Nurses Staffing Assistant	7.00	5.50	1.50	21%
1406	Senior Clerk	11.00	9.00	2.00	18%
0922	Manager I	6.00	5.00	1.00	17%
2740	Porter Supervisor 1	6.00	5.00	1.00	17%
7334	Stationary Engineer	13.00	11.00	2.00	15%
2323	Clinical Nurse Specialist	7.00	6.00	1.00	14%
2587	Health Worker 3	35.00	30.00	5.00	14%
2548	Occupational Therapist	11.00	10.00	1.00	9%
2583	Home Health Aide	60.00	55.00	5.00	8%
2232	Senior Physician Specialist	23.77	21.97	1.80	8%
2409	Pharmacy Technician	9.10	8.50	0.60	7%
2556	Physical Therapist	15.30	14.30	1.00	7%



Budgeted Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
1428	Unit Clerk	16.00	15.00	1.00	6%
2604	Food Service Worker	68.00	64.00	4.00	6%
2320	Registered Nurse	201.50	190.00	11.50	6%
2322	Nurse Manager	25.00	24.00	1.00	4%
2303	Patient Care Assistant	359.00	345.00	14.00	4%
2450	Pharmacist	6.50	6.30	0.20	3%
2312	Licensed Vocational Nurse	102.50	100.50	2.00	2%
2736	Porter	102.00	101.00	1.00	1%
0923	Manager II	4.00	4.00	0.00	0%
0933	Manager V	1.00	1.00	0.00	0%
0941	Manager VI	2.00	2.00	0.00	0%
0943	Manager VIII	2.00	2.00	0.00	0%
1408	Principal Clerk	2.00	2.00	0.00	0%
1430	Transcriber Typist	1.00	1.00	0.00	0%
1440	Medical Transcriber Typist	1.00	1.00	0.00	0%
1630	Account Clerk	1.00	1.00	0.00	0%
1636	Health Care Billing Clerk 2	8.00	8.00	0.00	0%
1637	Patient Accounts Clerk	2.00	2.00	0.00	0%
1652	Accountant II	2.00	2.00	0.00	0%
1657	Accountant IV	2.00	2.00	0.00	0%
1662	Patient Accounts Asst Sprv	1.00	1.00	0.00	0%
1663	Patient Accounts Supervisor	1.00	1.00	0.00	0%
1708	Senior Telephone Operator	3.50	3.50	0.00	0%
1820	Junior Administrative Analyst	1.00	1.00	0.00	0%
1823	Senior Administrative Analyst	2.00	2.00	0.00	0%
1825	Prnpl Admin Analyst II	2.00	2.00	0.00	0%
1827	Administrative Services Mgr	1.00	1.00	0.00	0%
1934	Storekeeper	6.00	6.00	0.00	0%
1944	Materials Coordinator	1.00	1.00	0.00	0%
2105	Patient Svcs Finance Tech	3.00	3.00	0.00	0%
2106	Med Staff Svcs Dept Spc	1.00	1.00	0.00	0%
2114	Medical Records Tech Sprv	2.00	2.00	0.00	0%
2230	Physician Specialist	1.10	1.10	0.00	0%
2242	Senior Psychiatric Physician Specialist	3.90	3.90	0.00	0%
2302	Nursing Assistant	98.00	98.00	0.00	0%
2324	Nursing Supervisor	7.00	7.00	0.00	0%
2390	Central Processing & Dist Tech	4.00	4.00	0.00	0%



Budgeted Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
2392	Sr Cent Proc & Dist Tech	1.00	1.00	0.00	0%
2406	Pharmacy Helper	1.00	1.00	0.00	0%
2424	X-Ray Laboratory Aide	1.00	1.00	0.00	0%
2430	Medical Evaluations Assistant	6.00	6.00	0.00	0%
2453	Supervising Pharmacist	1.00	1.00	0.00	0%
2454	Clinical Pharmacist	4.00	4.00	0.00	0%
2536	Respiratory Care Practitioner	3.00	3.00	0.00	0%
2542	Speech Pathologist	3.50	3.50	0.00	0%
2550	Senior Occupational Therapist	1.00	1.00	0.00	0%
2554	Therapy Aide	7.00	7.00	0.00	0%
2555	Physical Therapist Assistant	2.00	2.00	0.00	0%
2558	Senior Physical Therapist	2.00	2.00	0.00	0%
2574	Clinical Psychologist	3.50	3.50	0.00	0%
2588	Health Worker 4	10.00	10.00	0.00	0%
2591	Health Program Coordinator 2	1.00	1.00	0.00	0%
2593	Health Program Coordinator 3	3.00	3.00	0.00	0%
2606	Senior Food Service Worker	11.50	11.50	0.00	0%
2608	Supply Room Attendant	1.00	1.00	0.00	0%
2619	Senior Food Service Supervisor	1.00	1.00	0.00	0%
2622	Dietetic Technician	3.00	3.00	0.00	0%
2624	Dietitian	8.50	8.50	0.00	0%
2626	Chief Dietitian	1.00	1.00	0.00	0%
2650	Assistant Cook	1.00	1.00	0.00	0%
2654	Cook	8.00	8.00	0.00	0%
2656	Chef	1.00	1.00	0.00	0%
2785	Asst General Services Manager	2.00	2.00	0.00	0%
2909	Hospital Elig Wrk Supervisor	1.00	1.00	0.00	0%
2920	Medical Social Worker	19.70	19.70	0.00	0%
2922	Senior Medical Social Worker	2.00	2.00	0.00	0%
2924	Medical Social Work Supervisor	1.00	1.00	0.00	0%
2930	Psychiatric Social Worker	3.00	3.00	0.00	0%
3417	Gardener	2.00	2.00	0.00	0%
4321	Cashier 2	2.00	2.00	0.00	0%
5177	Safety Officer	1.00	1.00	0.00	0%
5268	Architect	1.00	1.00	0.00	0%
5502	Project Manager 1	1.00	1.00	0.00	0%



Budgeted Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
6138	Industrial Hygienist	1.00	1.00	0.00	0%
7120	Bldgs & Grounds Maint Supt	1.00	1.00	0.00	0%
7203	Bldg & Grounds Maint Sprv	1.00	1.00	0.00	0%
7205	Chief Stationary Engineer	1.00	1.00	0.00	0%
7324	Beautician	1.50	1.50	0.00	0%
7335	Senior Stationary Engineer	3.00	3.00	0.00	0%
7342	Locksmith	2.00	2.00	0.00	0%
7345	Electrician	2.00	2.00	0.00	0%
7346	Painter	2.00	2.00	0.00	0%
7347	Plumber	2.00	2.00	0.00	0%
Total		1,470.37	1,374.77	95.60	6.50%



LHH Vacancy Report by Position | April 2020

Budgeted Class	Job Title	Budgeted Positions	Utilized Positions	Vacant Positions	Vacancy Rate
0942	Manager VII	1	0	1	100%
1165	Manager Dept Public Health	1	0	1	100%
1404	Clerk	2	0	2	100%
1635	Health Care Billing Clerk 1	1	0	1	100%
1664	Patient Accounts Manager	1	0	1	100%
1824	Pr Administrative Analyst	2	0	2	100%
1942	Asst Materials Coordinator	2	0	2	100%
2467	Diagnostic Imaging Tech I	1	0	1	100%
2468	Diagnostic Imaging Tech II	1	0	1	100%
2738	Porter Assistant Supervisor	1	0	1	100%
2903	Hospital Eligibility Worker	7	2	5	71%
2586	Health Worker 2	3	1	2	67%
2618	Food Service Supervisor	2	1	1	50%
7344	Carpenter	2	1	1	50%
7355	Truck Driver	2	1	1	50%
1822	Administrative Analyst	5	3	2	40%
0931	Manager III	3	2	1	33%
1654	Accountant III	3	2	1	33%
2110	Medical Records Clerk	12	8	4	33%
2620	Food Service Mgr Administrator	3	2	1	33%
2908	Sr. Hospital Eligibility Worker	3	2	1	33%
1632	Senior Account Clerk	4	3	1	25%
1429	Nurses Staffing Assistant	9	7	2	22%
2112	Medical Records Technician	9	7	2	22%
7524	Institution Utility Worker	10	8	2	20%
1406	Senior Clerk	11	9	2	18%
0922	Manager I	6	5	1	17%
2740	Porter Supervisor 1	6	5	1	17%
7334	Stationary Engineer	13	11	2	15%
2323	Clinical Nurse Specialist	7	6	1	14%
2587	Health Worker 3	35	30	5	14%
2450	Pharmacist	8	7	1	13%
2409	Pharmacy Technician	10	9	1	10%
2548	Occupational Therapist	11	10	1	9%
2583	Home Health Aide	60	55	5	8%



Budgeted Class	Job Title	Budgeted Positions	Utilized Positions	Vacant Positions	Vacancy Rate
2604	Food Service Worker	88	81	7	8%
2232	Senior Physician Specialist	28	26	2	7%
1428	Unit Clerk	16	15	1	6%
2556	Physical Therapist	16	15	1	6%
2320	Registered Nurse	202	190	12	6%
2322	Nurse Manager	25	24	1	4%
2303	Patient Care Assistant	359	345	14	4%
2312	Licensed Vocational Nurse	105	102	3	3%
2736	Porter	102	101	1	1%
0923	Manager II	4	4	0	0%
0933	Manager V	1	1	0	0%
0941	Manager VI	2	2	0	0%
0943	Manager VIII	2	2	0	0%
1408	Principal Clerk	2	2	0	0%
1430	Transcriber Typist	1	1	0	0%
1440	Medical Transcriber Typist	1	1	0	0%
1630	Account Clerk	1	1	0	0%
1636	Health Care Billing Clerk 2	8	8	0	0%
1637	Patient Accounts Clerk	2	2	0	0%
1652	Accountant II	2	2	0	0%
1657	Accountant IV	2	2	0	0%
1662	Patient Accounts Asst Sprv	1	1	0	0%
1663	Patient Accounts Supervisor	1	1	0	0%
1708	Senior Telephone Operator	4	4	0	0%
1820	Junior Administrative Analyst	1	1	0	0%
1823	Senior Administrative Analyst	2	2	0	0%
1825	Prnpl Admin Analyst II	2	2	0	0%
1827	Administrative Services Mgr	1	1	0	0%
1934	Storekeeper	6	6	0	0%
1944	Materials Coordinator	1	1	0	0%
2105	Patient Svcs Finance Tech	3	3	0	0%
2106	Med Staff Svcs Dept Spc	1	1	0	0%
2114	Medical Records Tech Sprv	2	2	0	0%
2230	Physician Specialist	2	2	0	0%
2242	Senior Psychiatric Physician Specialist	4	4	0	0%
2302	Nursing Assistant	98	98	0	0%



Budgeted Class	Job Title	Budgeted Positions	Utilized Positions	Vacant Positions	Vacancy Rate
2324	Nursing Supervisor	7	7	0	0%
2390	Central Processing & Dist Tech	4	4	0	0%
2392	Sr Cent Proc & Dist Tech	1	1	0	0%
2406	Pharmacy Helper	1	1	0	0%
2424	X-Ray Laboratory Aide	1	1	0	0%
2430	Medical Evaluations Assistant	6	6	0	0%
2453	Supervising Pharmacist	1	1	0	0%
2454	Clinical Pharmacist	4	4	0	0%
2536	Respiratory Care Practitioner	3	3	0	0%
2542	Speech Pathologist	4	4	0	0%
2550	Senior Occupational Therapist	1	1	0	0%
2554	Therapy Aide	7	7	0	0%
2555	Physical Therapist Assistant	2	2	0	0%
2558	Senior Physical Therapist	2	2	0	0%
2574	Clinical Psychologist	4	4	0	0%
2588	Health Worker 4	10	10	0	0%
2591	Health Program Coordinator 2	1	1	0	0%
2593	Health Program Coordinator 3	3	3	0	0%
2606	Senior Food Service Worker	15	15	0	0%
2608	Supply Room Attendant	1	1	0	0%
2619	Senior Food Service Supervisor	1	1	0	0%
2622	Dietetic Technician	3	3	0	0%
2624	Dietitian	9	9	0	0%
2626	Chief Dietitian	1	1	0	0%
2650	Assistant Cook	1	1	0	0%
2654	Cook	8	8	0	0%
2656	Chef	1	1	0	0%
2785	Asst General Services Manager	2	2	0	0%
2909	Hospital Elig Wrk Supervisor	1	1	0	0%
2920	Medical Social Worker	21	21	0	0%
2922	Senior Medical Social Worker	2	2	0	0%
2924	Medical Social Work Supervisor	1	1	0	0%
2930	Psychiatric Social Worker	3	3	0	0%
3417	Gardener	2	2	0	0%
4321	Cashier 2	2	2	0	0%
5177	Safety Officer	1	1	0	0%
5268	Architect	1	1	0	0%



Budgeted Class	Job Title	Budgeted Positions	Utilized Positions	Vacant Positions	Vacancy Rate
5502	Project Manager 1	1	1	0	0%
6138	Industrial Hygienist	1	1	0	0%
7120	Bldgs & Grounds Maint Supt	1	1	0	0%
7203	Bldg & Grounds Maint Sprv	1	1	0	0%
7205	Chief Stationary Engineer	1	1	0	0%
7324	Beautician	2	2	0	0%
7335	Senior Stationary Engineer	3	3	0	0%
7342	Locksmith	2	2	0	0%
7345	Electrician	2	2	0	0%
7346	Painter	2	2	0	0%
7347	Plumber	2	2	0	0%
Total		1,511	1,409	102	6.75%



LHH Status of Vacancy Rates Over 10% | April 2020

Budgeted Class	Job Title	Vacancy Rate	Utilized FTE	Vacant FTE	Notes
0942	Manager VII	100%	0.00	1.00	Pending eligible list
1165	Manager Dept Public Health	100%	0.00	1.00	Interviews in progress
1404	Clerk	100%	0.00	2.00	Manager reevaluating this class; pending requisition request by hiring manager
1635	Health Care Billing Clerk 1	100%	0.00	1.00	Pending requisition request by hiring manager
1664	Patient Accounts Manager	100%	0.00	1.00	Pending requisition request by hiring manager
1824	Pr Administrative Analyst	100%	0.00	2.00	Pending requisition request by hiring manager
1942	Asst Materials Coordinator	100%	0.00	2.00	Pending eligible list
2467	Diagnostic Imaging Tech I	100%	0.00	1.00	Pending eligible list
2468	Diagnostic Imaging Tech II	100%	0.00	1.00	Pending eligible list
2738	Porter Assistant Supervisor	100%	0.00	1.00	Pending job announcement
2903	Hospital Eligibility Worker	71%	2.00	5.00	Pending referral
2586	Health Worker 2	67%	1.00	2.00	ADA hold; pending referral
2618	Food Service Supervisor	50%	1.00	1.00	Pending eligible list
7344	Carpenter	50%	1.00	1.00	Pending requisition request by hiring manager
7355	Truck Driver	50%	1.00	1.00	Manager reevaluating this class
1822	Administrative Analyst	40%	3.00	2.00	Pending referral
0931	Manager III	33%	2.00	1.00	Pending requisition request by hiring manager
1654	Accountant III	33%	2.00	1.00	Pending requisition request by hiring manager
2620	Food Service Mgr Administrator	33%	2.00	1.00	Pending eligible list
2908	Sr. Hospital Eligibility Worker	33%	2.00	1.00	Pending requisition request by hiring manager
2110	Medical Records Clerk	30%	8.00	3.50	Interviews in progress
1632	Senior Account Clerk	25%	3.00	1.00	Pending requisition request by hiring manager
7524	Institution Utility Worker	24%	8.00	2.50	Pending requisition request by hiring manager
2112	Medical Records Technician	22%	7.00	2.00	Pending requisition request by hiring manager
1429	Nurses Staffing Assistant	21%	5.50	1.50	Pending eligible list; manager reevaluating pos.
1406	Senior Clerk	18%	9.00	2.00	Pending referral
0922	Manager I	17%	5.00	1.00	Pending referral
2740	Porter Supervisor 1	17%	5.00	1.00	Pending requisition request by hiring manager
7334	Stationary Engineer	15%	11.00	2.00	Pending eligible list
2323	Clinical Nurse Specialist	14%	6.00	1.00	Pending requisition request by hiring manager
2587	Health Worker 3	14%	30.00	5.00	RA Hold/Reclassification/Pending requisition

Department of Public Health - Laguna Honda
STATEMENT OF REVENUE AND EXPENSES
March 31, 2020
(In Millions of Dollars)

		CURRENT YEAR					
		Fav/(Unfav)					
		Revised	Original				
		Projection	Budget	Budget	Variance	% Var	
NET PATIENT SERVICE REVENUE:							
1	Medi-Cal Revenue	187.94	173.67	173.67	14.27	8.2%	1
2	Medicare Revenue	6.17	11.18	11.18	(5.01)	-44.8%	2
3	Short Doyle M/Cal	-	-	-	-	n/a	3
4	Patient Fees	-	-	-	-	n/a	4
5	Other Patient Revenue	0.54	0.54	0.54	-	n/a	5
6	TOTAL NET PATIENT SERVICE REVENUE	194.66	185.40	185.40	9.26	5.0%	6
7							7
OTHER OPERATING REVENUE:							
9	MAA/TCM	-	-	-	-	n/a	9
10	GPP/PRIME	-	-	-	-	n/a	10
11	EPP QIP	-	-	-	-	n/a	11
15	2011 Realignment	-	-	-	-	n/a	15
16	1991 Health & Welfare Realignment	-	-	-	-	n/a	16
17	Fees/Fines/Licenses	0.56	0.56	0.56	-	n/a	17
18	Other State/Misc	0.28	0.28	0.28	-	n/a	18
19	Revenues from Other Departments	0.25	0.25	0.23	-	n/a	19
20	Multi-Year Projects	0.04	0.04	0.04	-	n/a	20
21	Transfer-In	4.40	4.40	2.00	-	n/a	21
22	TOTAL OTHER OPERATING REVENUE	5.54	5.54	3.12	-	n/a	22
23							23
24	TOTAL OPERATING REVENUE	200.20	190.94	188.51	9.26	4.9%	24
25							25
OPERATING EXPENSES:							
27	Salaries	149.43	153.75	153.75	4.32	2.8%	27
28	Mandatory Fringe Benefits	68.88	69.68	69.68	0.80	1.1%	28
29	Non-personnel Services	17.81	17.43	10.16	(0.39)	-2.2%	29
30	Materials and Supplies	29.39	29.39	26.65	-	n/a	30
31	Capital Outlay	2.11	2.11	0.60	-	n/a	31
32	Debt Service	-	-	-	-	n/a	32
33	Services Of Other Depts	18.35	16.88	16.16	(1.47)	-8.7%	33
34	Annual Project Related	1.60	1.60	1.34	-	n/a	34
35	Multi-Year Projects	3.62	3.62	3.62	-	n/a	35
36	Transfer-Out	4.40	4.40	2.00	-	n/a	36
37	TOTAL OPERATING EXPENSES	295.59	298.86	283.96	3.26	1.1%	37
38							38
39	PY Carryforwards	10.25	10.25				39
40							40
41	GENERAL FUND SUPPORT	85.15	97.67	95.45	12.53	12.8%	41

Finance Report

Finance Report for Laguna Honda Hospital Joint Conference Committee May 19, 2020

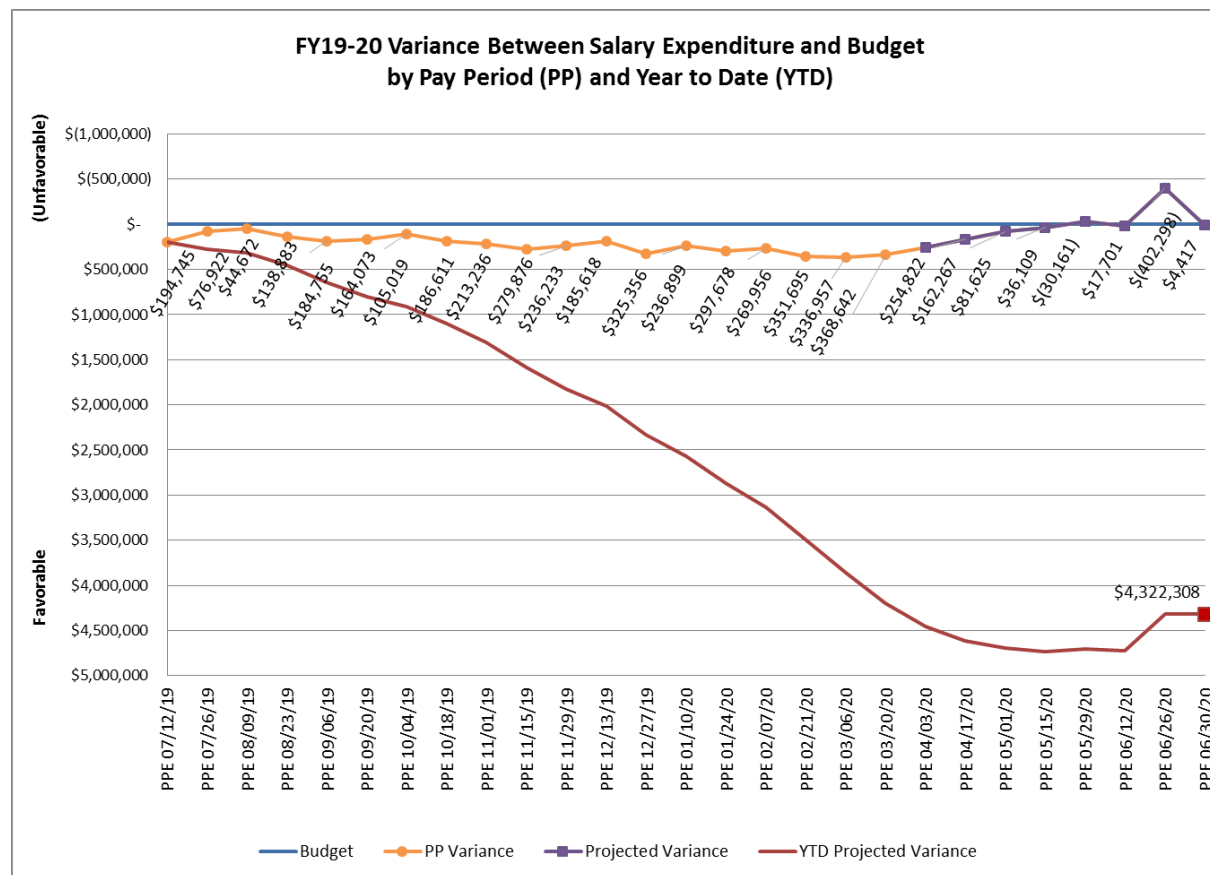
Budget and Finance

Financial Report

The FY2019-2020 3rd quarter financial report is attached. The annual projection shows overall expenditures within budget, and a favorable variance of \$9.26 million in patient service revenues mainly due to Medi-Cal rate increase.

Salary Variance Report

For Fiscal Year 2019-2020 year to date variance through Pay Period Ending (PPE) March 20, 2020, Laguna Honda Hospital has a favorable variance of 5.81% / \$4,197,826 under budget. We are currently projecting an overall salary expenses surplus of \$4.3 million by year end. This figure excludes COVID-19-related fiscal impacts, which will be reported centrally by the department in its 3rd quarter financial report. The LHH 3rd quarter financial report is higher than the previous projected \$1.78 million shown in the 2nd quarter financial report through December 31, 2019. The positive variance is mainly due to actively filling vacant permanent and temp as-needed positions to maintain and to control overtime usage.



Gift Fund Report

The FY2019-20 3rd quarter Gift Fund Balance Report is attached.

Gift Fund Report

Laguna Honda Hospital and Rehabilitation Center
Gift Fund
Statement of Changes in Fund Balance
as of March 31, 2020

				Beginning Balance 7/1/2019	(+) Revenue (Donations & Interest/ Dividends)	(-) Expenditures	= Ending Balance 3/31/2019
Project Code	Title	Program Monitor	Purpose/Intent				
1	10000306	Activity Therapy	Assistant Hospital Administrator for Clinical Services	Activity Therapy program related expenses	2,404	-	2,404
2	10000307	LHH Adult Day Health Center	Executive Administrator	Adult Day Health Center program related expenses, e.g. special food and beverages, flowers and sundries for participants	640	-	640
3	10000308	LHH AIDS Fund	Nursing Director for Positive Care program	Positive Care program related expenses, e.g. special food and beverages, flowers and sundries for residents	202	-	202
4	10000310	LHH Asian Focus	Nursing Director for Chinese Language Focus program	Chinese language focus program related expenses, e.g. special food and beverages, Chinese newspaper, flowers and sundries for residents	3,932	1,300	5,232
5	10000311	LHH Memory Care Program	Assistant Hospital Administrator for Clinical Services or Chief Nursing Officer	Memory Care (Dementia) program related expenses, e.g. special food and beverages, flowers and sundries for residents	16,732	100	16,232
6	10000314	Gift Shop Sales of Donated Items	Assistant Hospital Administrator for Clinical Services	Resident related expenses, e.g. special events, special food and beverages, flowers and sundries for residents	13,657	418	14,075
7	10000316	Dolorous Knight Bequest	Assistant Hospital Administrator for Clinical Services	Resident related expenses and activities, e.g. musical entertainment, cultural celebrations, holiday meals, and outings to ballgames, concerts, and other civic events.	209,514	-	156,506
8	10000315	Palliative Care	Nursing Director for Palliative Care program	Palliative Care program related materials and supplies, e.g. special food and beverages, flowers and sundries for residents	10,642	700	7,319
10	10000318(2)	Substance Treatment and Recovery Srvc Program	Chief of Psychiatry	STARS program related expenses, e.g. special food and beverages, flowers and sundries for residents	335	-	335
11	10000319	Martin Heller Bequest	Assistant Administrator for Clinical Services	Resident related expenses, e.g. special food and beverages, flowers and sundries for residents	2,909	-	1,714
12	10000323	Robert F. Neil	Assistant Administrator for Clinical Services	Donations in the name of our patient Robert F. Neil at CE3.	2,423	-	2,423
13	10000326	Safeway Nutritional Program	Chief Dietitian	Cultural Nutrition Program	4,856	-	4,789
14	10000327	Traumatic Brain Injury Group	Chief of Psychiatry	Traumatic Brain Injury Group related expenses, e.g. special food and beverages	512	-	512
15	100000329	LHH Express Fund	Assistant Hospital Administrator for Clinical Services	Programs funded by The Friends of Laguna Honda	117,166	79,453	148,484
16	10000325	Milka Rols	Nursing Director for Palliative Care program	To benefit end-of-life programs hospital-wide	384,699	-	375,940
17	10000328	Molly's Fund	Manager of Rehabilitation programs	To purchase assistive technology services and equipment for residents	156,188	5	147,864
18	10033824	Spiritual Care Program	Assistant Hospital Administrator for Clinical Services	To benefit spirituality and religious programs	991	-	991
19	10000321	Miscellaneous Gift Fund	Assistant Hospital Administrator for Clinical Services	Resident related expenses, e.g. special events, special food and beverages, flowers and sundries for residents	103,874	37,699	120,415
20	10000317	William Lenahan	Assistant Administrator for Clinical Services	Donated stocks and earned interests/dividends	1,231,311	-	1,193,879
21	10000322	Marie Lewis	Assistant Administrator for Clinical Services	Donated stocks and earned interests/dividends	323,091	-	320,776
22	10034713	Green Bequest	Assistant Administrator for Clinical Services	Resident related expenses and activities, e.g. musical entertainment, cultural celebrations, holiday meals, and outings to ballgames, concerts, and other civic events.	200,000	-	200,000
TOTAL				2,786,078	119,675	185,021	2,720,732

Laguna Honda Hospital and Rehabilitation Center
Gift Fund
Report by Revenue Source and Expense Type
as of March 31, 2020

Revenue Summary:		
Interests	\$	34,939
Donations from Friends of Laguna Honda	\$	79,453
Other Donations	\$	4,865
Sales of Donated Items Gift Shop	\$	418
TOTAL	\$	119,675

	FY19-20	YTD
Expenditure Summary:	Budget	Actual
Activity Therapy Programs	\$ 59,000	\$ 30,681
Art With Elders	\$ 48,800	\$ 26,786
Behavioral Health Programs	\$ 2,200	\$ 408
End of Life Hospital Wide Programs	\$ 18,500	\$ 8,759
Hospital Wide Special Events	\$ 42,180	\$ 17,912
Latin Voices Choir	\$ 19,350	\$ 6,446
Medical Clowning Project	\$ 58,240	\$ 27,750
Memory Care Programs	\$ 22,000	\$ 3,750
Miscellaneous for Patients' Benefit	\$ 32,000	\$ 5,056
Palliative Care Program Events	\$ 12,000	\$ 4,023
Positive Care Program Events	\$ 2,700	\$ 2,315
Rehabilitation Programs	\$ 15,200	\$ 8,330
Special Food & Beverages provided w/ Resident Activities	\$ 47,500	\$ 24,247
Technology Programs	\$ 21,500	\$ 3,540
Centers of Excellence Wish List	\$ 61,800	\$ 15,019
TOTAL	\$ 462,970	\$ 185,021

Performance Improvement

2019 Reducing High
Risk Pressure Ulcers
A3 and PI Storyboard

Laguna Honda Hospital and Rehabilitation Center Quality Council – March 3, 2020

- **Problem:** A number of high risk long stay residents at Laguna Honda Hospital develop facility acquired PUs, and a number of residents who are admitted with PUs have PUs that do not heal within 100 days of stay.

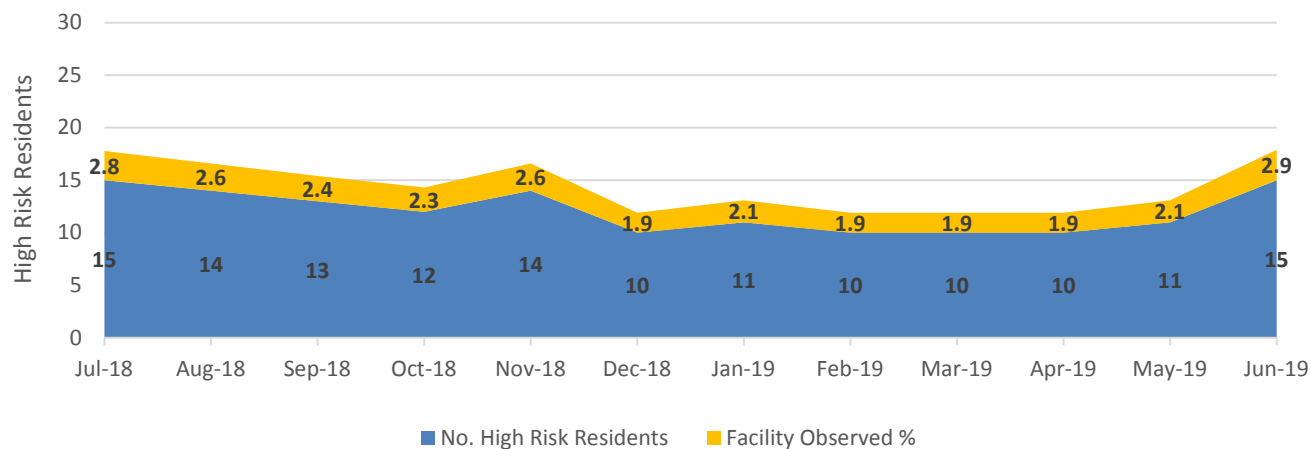
Note: Laguna Honda's publicly reported CMS QM report for high-risk long stay residents with PUs ending 06/30/19 (2.9%) remain below the State (5.8%) and National average (6.2%). The QM is triggered when a resident has deep tissue injury (DTI) or Stage 2-4 PU with high-risk (resident is defined as high-risk if they meet 1 or more of the following criteria on the Minimum Data Set: impaired mobility, comatose, and malnutrition or at risk for malnutrition).

- **Goals & Targets:**
 - 1) For FY 18-19, maintain the CASPER adjusted facility observed percent of high-risk residents with pressure ulcers of $\leq 1.5\%$ for at least 6 months of the fiscal year.
 - 2) Reduce the number of residents with newly acquired PUs by 10% by June 30, 2019 in alignment with True North metrics (FY 17-18 baseline: 77).
- **Intervention(s):**

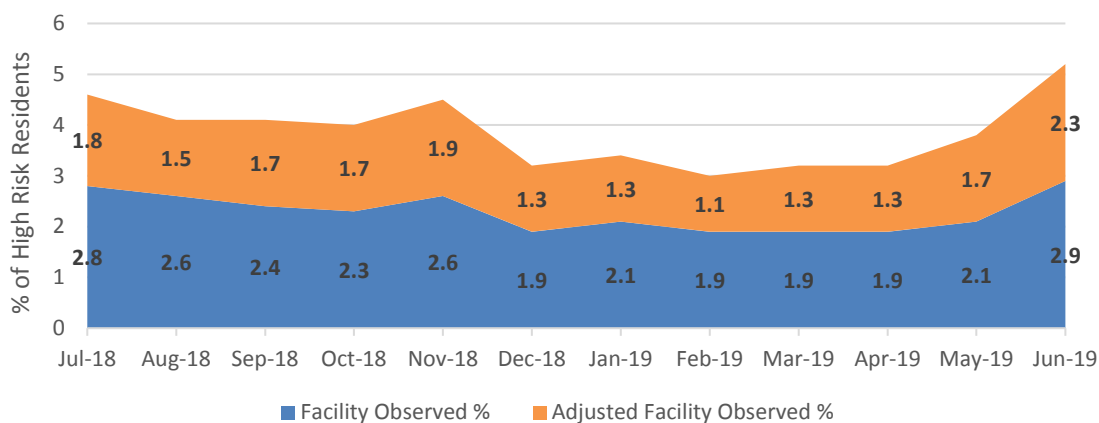
Root Cause	Countermeasure	Description
Standard work	Protocols and standard workflow	<ul style="list-style-type: none"> • House-wide implementation of the Braden Scale (tool for predicting PI/PU risk) • 3 standardized workflows were developed for comprehensive wound care assessment, MDS coding and implementation of the resident care plan • Hospital-wide and Nursing policies and procedures were updated
Staff competency	SWAT Champions	<ul style="list-style-type: none"> • 14 licensed nurses designated as Skin Wound Assessment Team (SWAT) champions on day shift as a wound resource for residents and staff on each unit • Monthly meetings with SWAT champions to review and discuss accomplishments and challenges

- **Measures/Indicators:** Number of UO reported fiscal year 2018-2019 & CASPER data.
- **Results:** continued on next page.

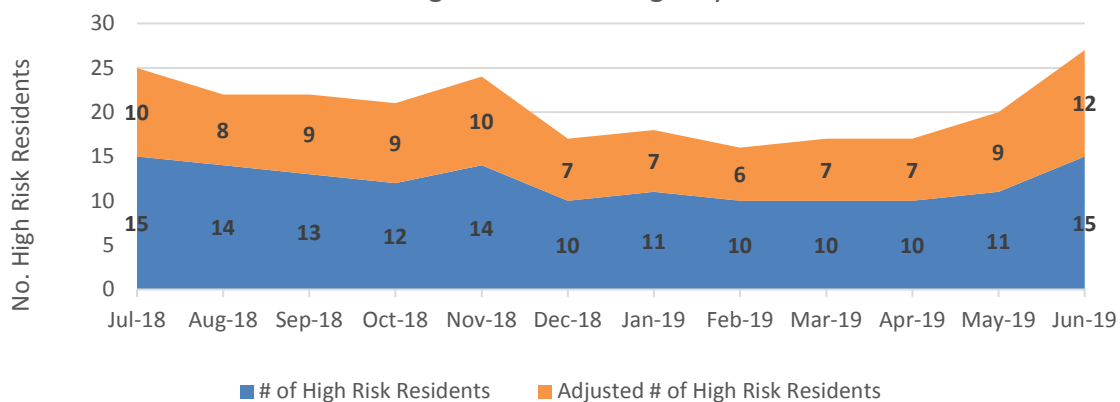
High Risk Pressure Ulcers in Long Stay Residents from CASPER Report



Percent of High Risk PU in Long Stay Residents



Number of High Risk PU in Long Stay Residents



- Goal #1 was met. For FY 18-19, the facility-adjusted rate was $\leq 1.5\%$ in August '18, December '18, January '19, February '19, March '19, and April '19.
 - *Adjusted Facility Observed Percent:*
 - Numerator excludes residents that have expired, discharged to the community, and/or healed PUs
 - Denominator excludes residents that have expired or discharged to the community
- Goal #2 was not met. For FY 18-19, the incidence of newly acquired PU was 74 (the goal was ≤ 70).

- **Lessons Learned:**

- A. New method of assessing risk factors (Braden Scale) improved the early identification of high-risk residents
- B. New heel protector resulted in decrease in number of heel ulcers (n= 23 heel ulcers FY 18-19 compared to n= 26 heel ulcers FY 17-18)
- C. Lack of communication/standard work in proper placement of splints/orthotics devices

- **Completed Interventions:**

- Combined and streamlined the work of Skin Performance Improvement Team Sub-Committee and A3 PU Workgroup (January 2019)
- Initiated use of Critical Element Pathway for facility-acquired PU by Nurse Managers/Charge Nurses and SWAT Champions (January 2019)
- Designate SWAT Champions for PM and AM shifts (March 2019)
- Initiated quarterly newsletter on PU prevention (April 2019)
- Provided education to all nursing staff on electronic health record (EHR) documentation for PI/PU (June/July 2019)

- **Next Steps:**

- Conduct annual skills check for SWAT Champions using simulation-based learning via life-like mannequin and synthetic wound models and clinical scenarios
- PM and AM shift SWAT Champions to provide unit-based education and serve as a resource
- Update EHR Standard Workflow for documentation of PI/PU risk assessment, skin assessment including PI/PU, and individualized PU care planning
- Continue with quarterly newsletter after Epic go-live
- Re-establish use of Critical Element Pathway for facility-acquired PU
- Continue to initiate PU prevention bundle for residents identified at risk for developing pressure ulcers per Braden Scale score of ≤ 18
- Continue to work with Rehab/Orthotist to develop standard work/communication in proper placement of splints/orthotics devices

- **Contact Information:**

Fatima Ascano-Martin (fatima.ascano-martin@sfdph.org) and **SWAT Champions** –

- Namnama Angeles (namnama.angeles@sfdph.org)
- Maria Busine (maria.busine@sfdph.org)
- Ling Yi Chen (lingyi.chen@sfdph.org)
- Macaria Correa (macaria.correa@sfdph.org)
- Princess DeGuzman (princess.deguzman@sfdph.org)
- Zexu Fang (zexu.fang@sfdph.org)
- Filipinas Guasque (filipinas.guasque@sfdph.org)
- Camille Kalu (camille.kalu@sfdph.org)
- Benjaporn Kew (benjaporn.kew@sfdph.org)
- Maria Llaga (maria.p.llaga@sfdph.org)

- Erica Ng (erica.ng@sfdph.org)
- Sisi Pan (sisi.pan@sfdph.org)
- Julian San Jose (julian.sanjose@sfdph.org)
- Brigitta Van Ewijk (brigitta.vanewijk@sfdph.org)
- Jenny Xu (jenny.xu@sfdph.org)
- Berenise Zarate (berenise.zarate@sfdph.org)
- Dan Tong Zhou (dantong.zhou@sfdph.org)

Submitted by: Fatima Ascano-Martin, CNS

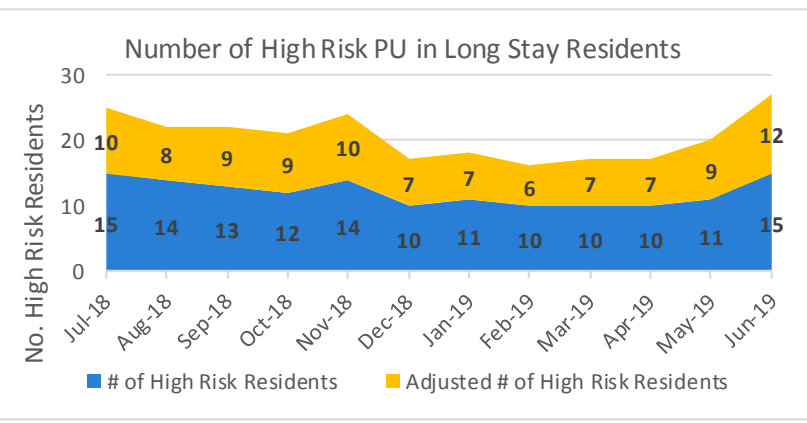
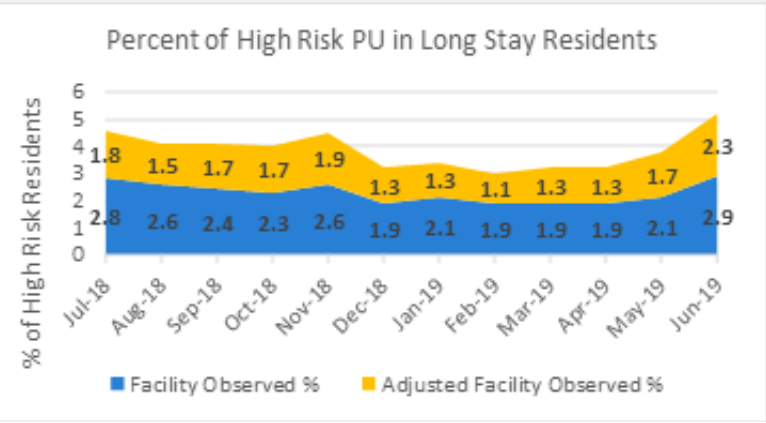
Graphs prepared by: Lena Yue, Administrative Analyst

A3 Title: Reducing High-Risk Pressure Ulcers in Long Stay Residents

I. Background: Pressure Injuries/Ulcers (PI/PU) is any wound caused by prolonged periods of unrelieved pressure on the skin, soft tissue, muscle, and bone. PU incidence rates in skilled nursing facility (SNF) settings range from 2.2% to 23.9% (IMPACT ACT of 2014). Development of PUs are associated with life-threatening infections, prolonged hospital stay, and high treatment costs. The average cost of a hospital stay related to PU was \$40,381 (Federal Register, 2006). The facility percent of Long-stay High-risk Residents with PU is one of 24 federal Quality Measures (QM). The QM is triggered when a resident has deep tissue injury (DTI) or Stage 2-4 PU with 1 or more of the following criteria on the Minimum Data Set: impaired mobility, comatose, and malnutrition or at risk for malnutrition. Laguna Honda’s publicly reported CMS QM report for high-risk long stay residents with PUs ending 12/31/18 (1.9%) remain below the State (5.9%) and National average (6.0%). In FY 17-18, the adjusted facility observed rate was lowest at 1.5% during the months of Sept. ’17, Jan. ’18, and Apr. ’18 (3 months of the FY). The facility is committed to being a Center of Excellence and sustain a reduced the number of residents with facility acquired PUs and shorten healing times.

II. Current Conditions

CASPER Definition: PU incidence is either facility-acquired (FA), or present on admission (POA) and has not healed within 100 days of stay.



PROBLEM STATEMENT: A number of high-risk long stay residents at Laguna Honda Hospital develop facility acquired PUs, and a number of residents who are admitted with PUs have PUs that do not heal within 100 days of stay.

III. Goals & Targets:

- 1) For FY 18-19, maintain the CASPER adjusted facility observed percent of high-risk residents with pressure ulcers of ≤1.5% for at least 6 months of the FY.
- 2) Reduce the number of residents with newly acquired PUs by 10% by June 30, 2019 in alignment with True North metrics.

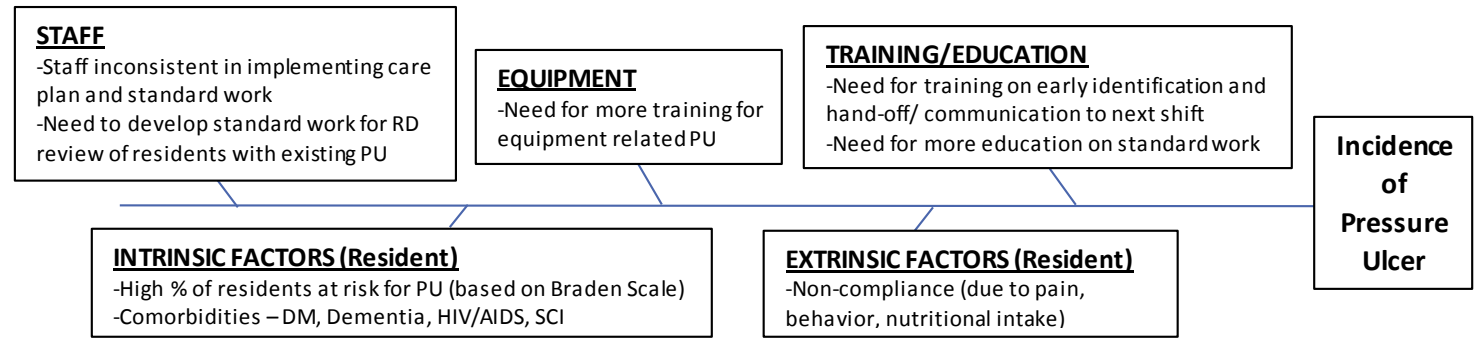
IV. Analysis:

Analysis of 10 residents triggered in CASPER Report as of 12/31/18 (7 Facility Acquired PU; 3 Present On Admission PU)			
Braden Scale	10%	9	Co-morbidities: Paraplegia; neurogenic bladder; diabetes mellitus; hypertension; anorexia; anemia; chronic pain syndrome; hx healed PU/surgical flap; flexion contracture; morbid obesity; non-adherence to treatment/care plan; refusing treatment; traumatic brain injury; paranoid schizophrenia; impaired nutrition-poor intake; CVA; ESRD (on dialysis); spinal cord injury with quadriplegia; neurogenic bladder; chronic infection pelvic osteomyelitis; cachexia; recurrent left ischial osteomyelitis s/p failed flap; depression; tachycardia; hypothyroidism; weight loss; osteoarthritis; hyperlipidemia; vitamin D deficiency; failure to thrive; chronic dermatitis/ MASD; Myelopathy; vitamin B12 deficiency; vitamin D deficiency; severe flexion contractures; malnutrition secondary restricting his diet and declines supplements; CKD
Score:	20%	11 or 12 or 13 or 14	
(≤ 18 at risk)	10%	16	
Sites:	40%	Sacrum	
	40%	Ischium	
	10%	Trochanter	
	10%	Knee	
Bowel Incontinence:	100%	(20% with colostomy)	
Bladder Incontinence:	100%	(80% with indwelling catheter)	
Albumin level:	60%	≤ 3.5	
	40%	≥ 3.6 to 4.1	
Support Surface:	90%	Low Air Loss	
	10%	Air Fluidized Bed	

Owner: Fatima Ascano-Martin **Team Members:** Madonna Valencia, Geraldine Mariano, Elizabeth Dayrit, Edward Guina, Erlinda Concepcion, Grace Cizas, Dominador Ronquillo, Lena Yue

Date: 10/3/19 Version: 2

Analysis continued...



V. Recommendations/Proposed Countermeasures:

Root Cause	Countermeasure	Description	Impact	Effort
Standard work	Protocols and standard workflow	If we develop comprehensive PI/PU protocols for prevention and treatment then there will be clear guidelines to follow : <ul style="list-style-type: none">Earlier identification of PI/PU (at Stage 1)Notification of CNS for early evaluation of woundProtocol in monitoring albumin, and early managementReview with RCT high-risk residents with change of conditionPressure Ulcer Assessment Tool (Braden Scale)Bowel Incontinence Management ProtocolAppropriate selection of pressure relieving devices on high-risk residentsMDS PI/ PU coding (improve accuracy of coding)	High High High High High High Medium	Medium Medium Low Low Medium Medium
Staff competency	Skin champion	If we have Skin Wound Assessment Team (SWAT) skin champion on day shift on every unit then they will be a wound resource for patients and staff	High	High
	Competency assessment	Use of simulation based learning via life like mannequin and synthetic wound models and clinical scenarios	High	High

VI. Plan:

Task	Owner	Target Completion	Status
Protocol and standard work			
Tracking PI/PU Continue bi-weekly Tuesday wound assessment review and huddle with DAY and PM shifts	Fatima	On-going	On-going
Combine and streamline the work of Skin Performance Improvement Team Sub-Committee and A3 PU Workgroup		Jan 2019	On-going
Initiate quarterly newsletter on PU prevention		April 2019	On-going
Provide education to all nursing staff on EHR documentation for PI/PU		June/July 2019	
SWAT Champions			
Nurse Managers/Charge Nurses and SWAT Champions to utilize Critical Element Pathway for facility-acquired PU		Jan 2019 start	On-going
Designate SWAT champions for PM and AM shifts	Fatima	March 2019	
PM and AM Shift SWAT Champions to provide unit based education and serve as a resource	Fatima	December 2019	

VII. Follow-Up:

Track progress of PI/PU data sources (CASPER, Bi-weekly PI/PU Tracker, and Unusual Occurrence Reports)
Pre and post evaluation for SWAT champions
Quarterly review with all stakeholders
Critical Element Pathway for facility-acquired PU