

# Joint Conference Committee

Laguna Honda Hospital and  
Rehabilitation Center

Administrator's Report

November 9, 2015



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- Hospital-Wide Policies and Procedures for Approval

## State of the Hospital

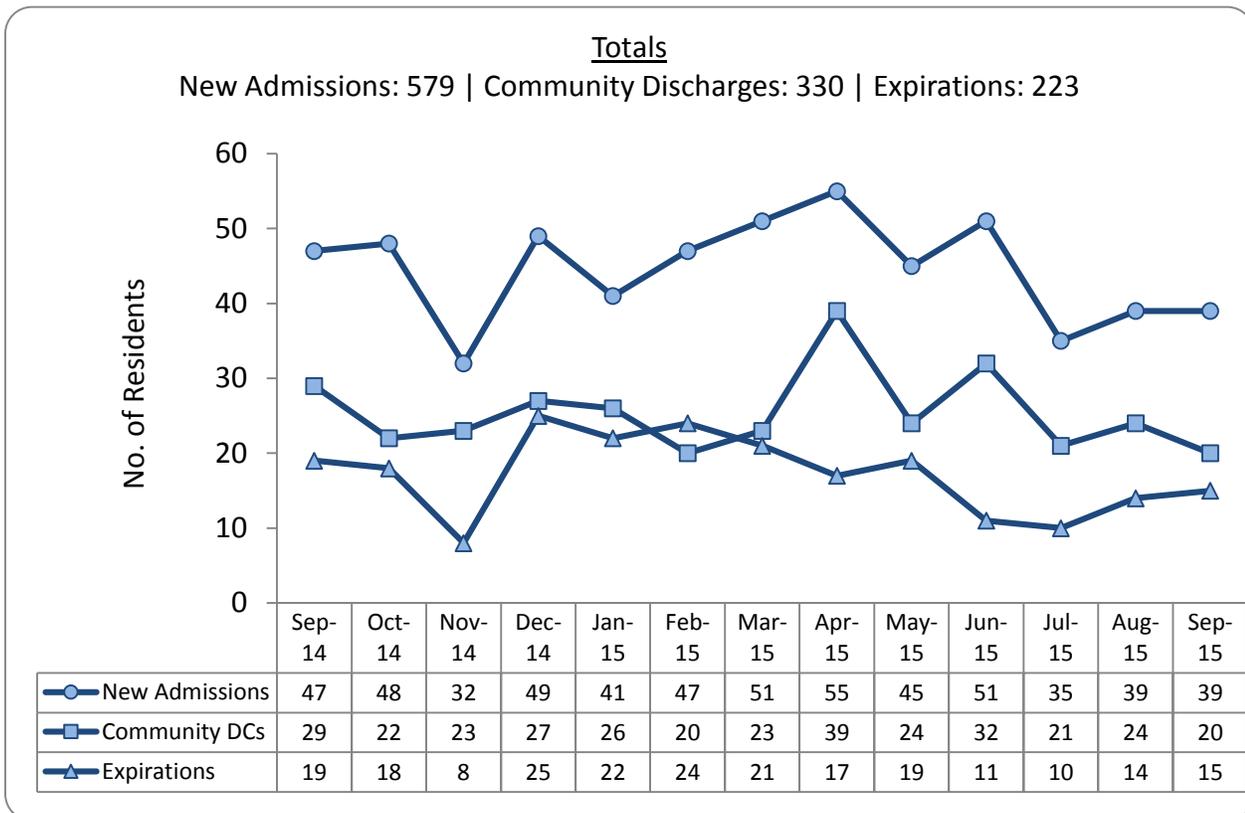
### Wait List

Average wait time in days from referral date to decision approved date  
 (9/01/2014 to 9/30/2015): - 0.40

Average wait time in days from decision date to admission date  
 (9/01/2014 to 9/30/2015): 2.98

Number of people on waiting list as of 10/23/2015: 8

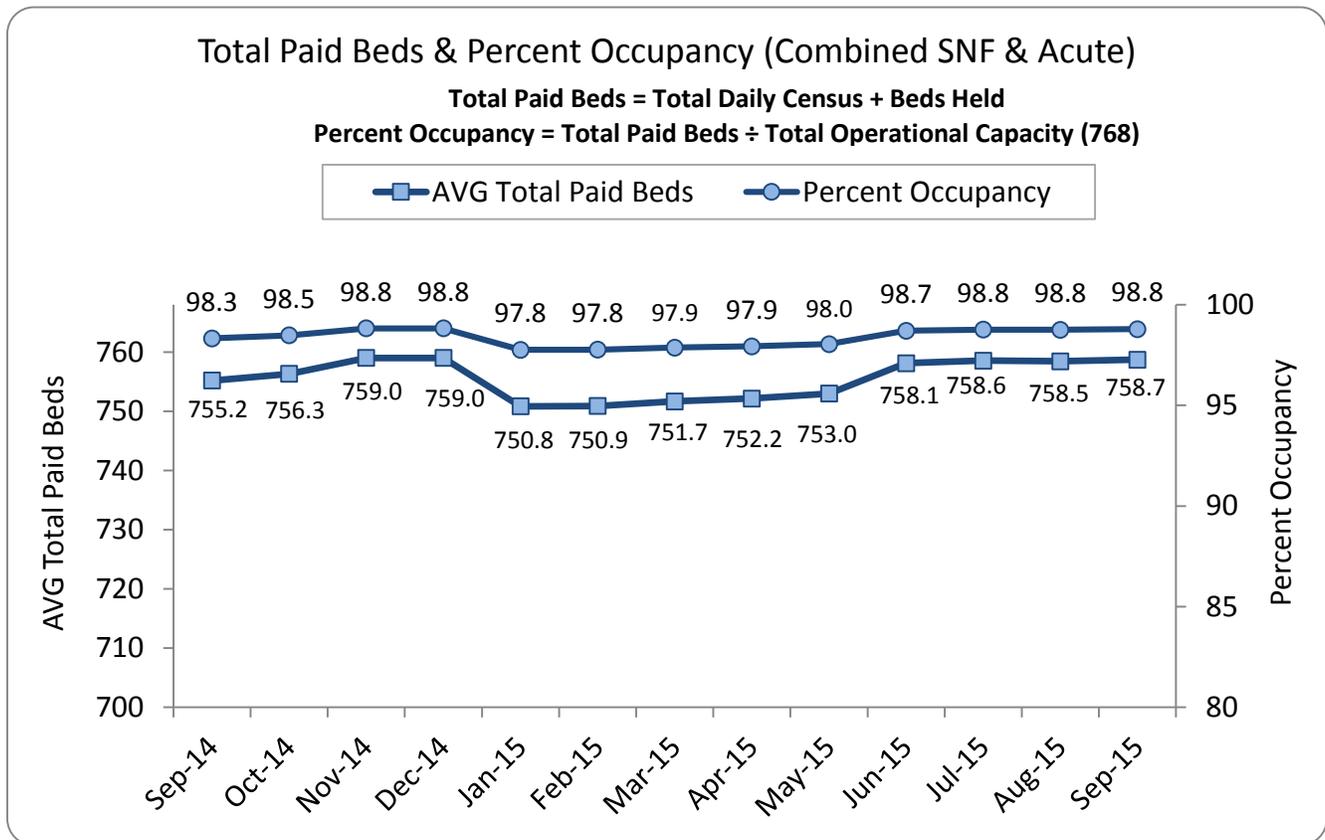
### Admissions, Discharges, and Expirations by Month (9/01/2014 to 9/30/2015)



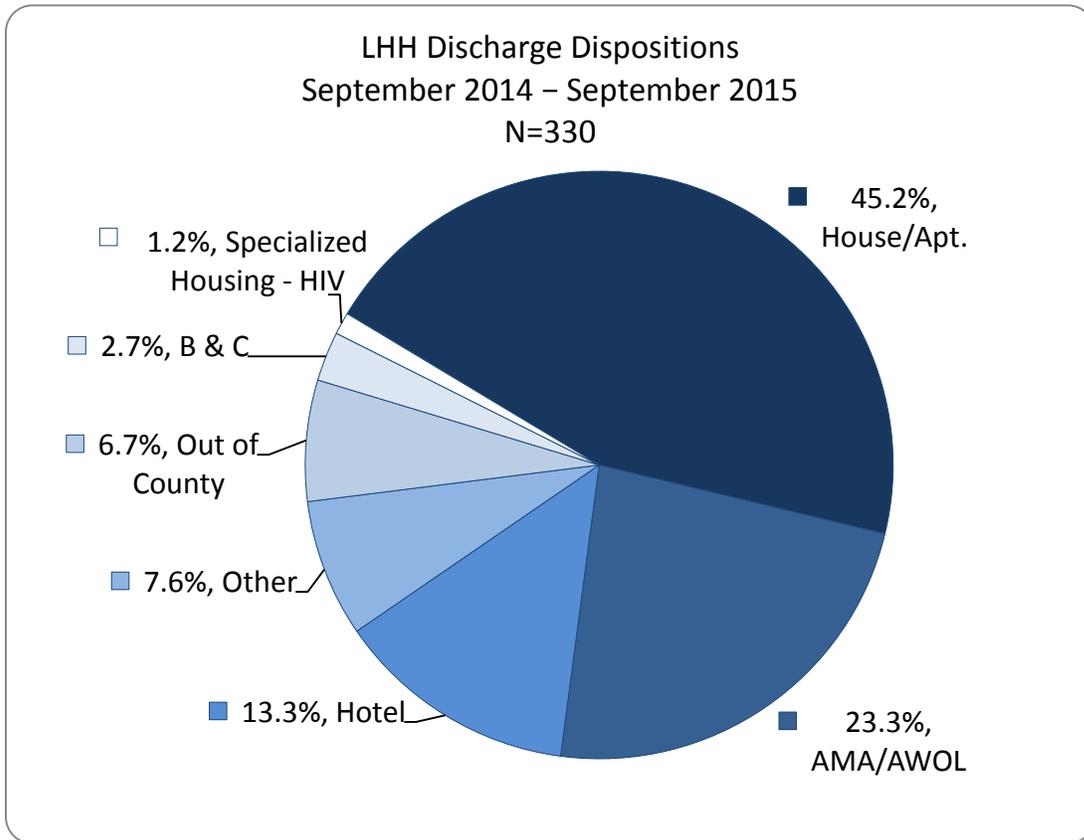
**Average Daily Census (9/01/2014 to 9/30/2015)**

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
9/1/2014–9/30/2015	748.23	5.66	753.88	0.65	0.94	749.82	755.47	98.4%

**Paid Beds and Occupancy by Month (9/01/2014 to 9/30/2015)**



### Discharge Disposition (9/01/2014 to 9/30/2015)



For the 13-month period above, 22 individuals were discharged to out-of-county placements. Of those, nineteen residents went to live with family, two residents went to Board and Care Homes that could best accommodate their needs, and one went to an other residence.

### Staffing Report

Our current vacancy rate rose slightly to 5.3% from the last report of 4.1%, and we are actively recruiting for 70 vacant positions. Laguna Honda Hospital is participating in the continuous expedited recruitment for Registered Nurses (RN) as well as the automated reassignment process for RNs.

On October 2, 2015, Laguna Honda served as host to the SEIU Local 1021's annual educational workshop called "Disaster Preparedness and Community-based Healthcare - What We Can Learn from the Philippines." There were 150 participants at Laguna Honda. The workshop included a tour of the hospital showcasing Laguna Honda as a Skilled Nursing Facility (SNF) within the continuum of care within the Department of Public Health.

The Department's Human Resources, under the direction of Ron Weigelt, presented on October 30<sup>th</sup> the last department-wide Supervisor and Managers Human Resources Training.

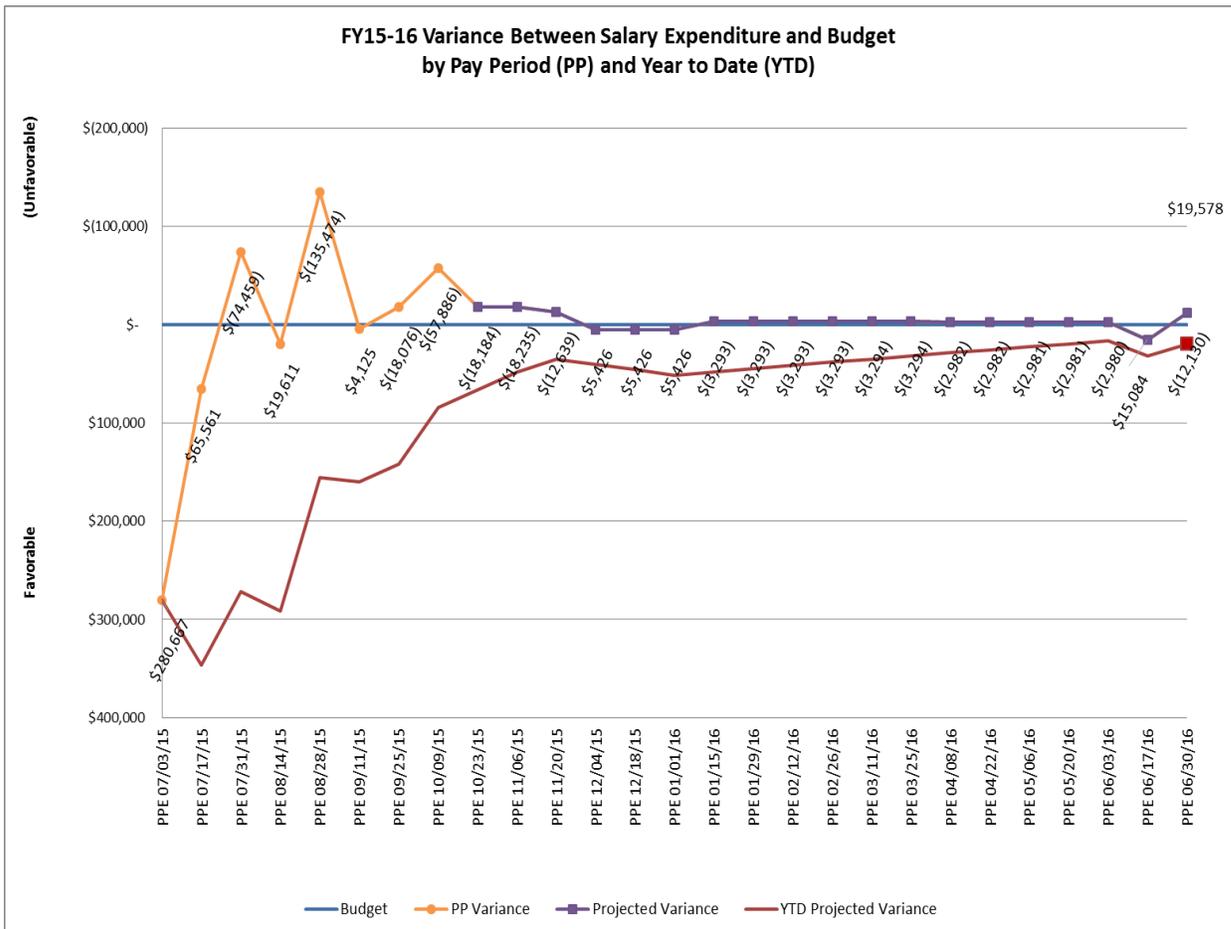
## Budget and Finance

### Financial Report

The FY2015-2016 1<sup>st</sup> quarter financial report is attached. The annual projection shows overall expenditures at budget with slightly higher revenues.

### Salary Variance Report

We are currently projecting a small surplus in salary expenses by year end. We experienced some deficits in the past few pay periods, but the plan going forward is to actively backfill vacant permanent positions while reducing the use of overtime and temp as-needed to reduce the deficit by year end.



## Gift Fund Report

The FY2015-2016 1<sup>st</sup> quarter Gift Fund Balance Report is attached.

## Initiatives and Milestones

### FY2015-2016 Priorities

Each year, Laguna Honda's Executive Committee, based on the Department's and the Network's goals and directions, sets forth and agrees upon priorities that each Laguna Honda Division and/or Department will focus on to help the organization continue to meet its mission, strategic goals and vision. The Executive Committee agreed to continue, this fiscal year, with a commitment to the three priorities – 1) San Francisco Health Network, 2) Service Delivery Improvements and 3) Wellness, with an emphasis on healthy and safe workplace.

### Priority 1: San Francisco Health Network

#### *Newly Appointed Fiscal Operations Manager*

The Finance and Accounting team at Laguna Honda Campus welcomed Teresa Tan to the position of Fiscal Operations Manager effective September 28, 2015. Teresa has been the Senior System Accountant in the Laguna Honda Accounting Department for the last five years and was the main point of contact for all financial reporting and audits. In her new leadership role, Teresa will be supervising the accounting, financial reporting, cash management, audit, and revenue management units within the Finance and Accounting Department.

Teresa received her Bachelor of Science degree in Accounting from San Francisco State University and started working for the City and County of San Francisco as an Accountant Intern in 2004. Prior to joining DPH, Teresa was a Financial Analyst with the Health Service System (HSS) and Senior Accountant with the Controller's Office. She brings a wealth of experience and knowledge in all aspects of accounting operations into the new position.

#### *Hospital Incident Command System (HICS) Tabletop Exercise*

On September 11, 2015, the Department of Workplace Safety and Emergency Management held a workshop on HICS for 35 staff who have FEMA certificates to fill roles in our HICS command center. The workshop marked the opening of our new, dedicated Command Center in E3 and included both a review of HICS principles and a facilitated tabletop exercise aimed at developing an incident action planning guide for an earthquake response. We hope to hold additional, similar workshops for more FEMA-certified staff in the coming year.

### *Shakeout Drill*

Laguna Honda joined numerous organizations across the State by participating in the Great California Shakeout on October 15. This is an annual drill held during the week of the anniversary of the Loma Prieta earthquake, which provides an opportunity for Californians to practice earthquake response procedures and to improve their earthquake plans. The entire Laguna Honda community practiced “Drop, Cover, and Hold On” and the Laguna Honda leadership joined the rest of DPH in testing procedures for calling back staff as disaster service workers.

### *California Healthcare Foundation Leadership Fellowship*

Laguna Honda would like to congratulate Madonna Valencia, Chief Nursing Officer, along with other two DPH leaders, Albert Yu, M.D., Director of Ambulatory Care, SFHN, and Joseph Pace, M.D., Medical Director of Tom Waddell Urban Health, for completing their two-year fellowship program with the California Health Care Foundation (CHCF).

The CHCF program transforms today's clinicians into tomorrow's leaders. This program is led by nationally recognized experts in healthcare from the UCSF Center for Health Professionals and the UCLA Anderson School of Management. Fellows broaden their management skills and sharpen their leadership capacity while gaining insights into the trends and challenges facing healthcare in California.

### *Health at Home Monitoring Report*

A specialized population to whom Health at Home (HAH) provides services are clients with HIV, who are not eligible for reimbursable home health care because:

- they do not meet the Medicare criteria for homebound or skilled need status or
- they are uninsured or have Healthy San Francisco.

Home health funding for this population is made possible by Comprehensive AIDS Resources Emergency (CARE) program through the HIV Health Services Branch of the DPH AIDS Office, which includes both Title I/Ryan White CARE Act and City General Fund allocations. The Business Contract Compliance Office conducted a review of the program which resulted in HAH being awarded the highest possible score of Commendable/Exceeds Standards.

### *Laguna Honda Mural Project*

The Laguna Honda Mural Project with Precita Eyes Muralists was approved by the San Francisco Arts Commission in September. Preparatory work such as scraping and scrubbing the original paint coat has already been completed for the mural that will be painted on the front entrance retaining wall directly across from the Forest Hill Muni Station.

The mural is a 200-foot panoramic image that illustrates Laguna Honda's nearly 150 years of compassionate care and dedicated service as well as the vibrant history of the west side of San Francisco. Artists will be on site Saturdays, Sundays and Mondays over the next two months. The anticipated completion date is December 13, 2015. A

community participation day for interested staff, residents, friends, visitors and volunteers was planned for Saturday, November 7, 2015 between 11:00am and 1:00pm.

### *Annual CDPH Surveys*

On Monday, September 14, the California Department of Public Health (CDPH) Surveyors came to Laguna Honda to conduct the annual recertification survey. The exit conference occurred on Monday, September 21, six days later, during which the State surveyors provided a preliminary report of no substandard care finding and a medication pass error rate of <5%. The hospital submitted the written plan of correction to CDPH on Monday, October 19, which they approved.

On Thursday, September 17, the Life Safety Survey began, with another set of CDPH Surveyors at Laguna Honda. The exit conference occurred on Tuesday, September 22. The hospital submitted the written plan of correction to the Life Safety Survey on October 16, which was approved.

For both survey plans of corrections, hospital staff have attended a live inservice or completed a HealthStream online training as part of the plan of correction. Inservice completion is at 95%. Our goal was to reach 95% or higher.

## **Priority 2: Service Delivery Improvements**

### *Plan of Correction Inservice*

The plan of correction inservice for October is in response to the issues identified during the Skilled Nursing Facility (SNF) and Life Safety Code (LSC) annual surveys. It is intended as education for the standards and procedures in providing quality resident care. The plan is to continue making Laguna Honda a safer facility by ensuring:

- Call lights are replaced within reach.
- Resident beds are locked.
- Sticky floors are reported.
- Proper hair coverings and hand washing are done when preparing food.
- Doors are completely latched.
- Sprinklers have 18 inch clearance below.
- Cracked receptacle faceplates are reported.

### *ICD-10 Update*

The transition to ICD-10 occurred throughout the United States on October 1, 2015. The International Classification of Diseases, Tenth Revision (ICD-10) is a set of codes published by the World Health Organization and is used for classification of diseases and health related conditions. Laguna Honda Campus has been participating in a San Francisco Health Network-wide planning process and after many months of preparation

and training, is transitioning to ICD-10. This will involve clinicians replacing ICD-9 codes with ICD-10 codes when documenting diseases and health related conditions or ordering lab tests.

Additional departments including Health Information Services (HIS), Patient Financial Services (PFS) and Minimum Data Set (MDS) / Resident Assessment Instrument (RAI) will use ICD-10 codes in documentation review and for billing purposes. This transition to ICD-10 comes on the heels of the Laguna Honda implementation of eCW, our electronic medical record. These efforts represent positive changes that will ultimately result in enhancing our ability to continue providing exceptional care to our residents. We will monitor revenue impact, if any, throughout the year.

### *Vocational Rehabilitation Program*

The Vocational Rehabilitation Program currently has 15 residents participating as Cashiers, Customer Service Reps, Greeters, PR/Marketing and Guest Guides. There's also a "Health Education" component where residents read and discuss different topics such as diet, exercise, sugar and salt consumption and diabetes.

Residents can now work with the Vocational Rehabilitation Specialist to connect with the California Department of Rehabilitation Services for employment assistance and or going back to school. The vocational rehabilitation program is continually developing on Laguna Honda Campus. In addition to the re-opening of the general store a few months ago, there are plans to open the Gift Shop at the end of November 2015.

### *Dental Services at Laguna Honda Campus*

Laguna Honda Hospital is excited to announce a recent partnership with the hospital dentistry clinic at the University of California, San Francisco. The new dental team includes the dental director, Dr. Natalie Heavilin, as well as two support team members, Aura Jurado and Cesar Rodriguez-Figueroa. Their goals will be to continue to provide and improve comprehensive oral health care for residents of Laguna Honda. The dental team will offer services such as dental cleanings, fillings, extractions, and dental emergency consultations and treatment.

### *Dedicated Lactation Room for Laguna Honda Campus Employees*

Laguna Honda is pleased to announce some improvements to the lactation room on Laguna Honda Campus. The lactation room is located on the second floor in the H3 building across from the mail room (connecting corridor between Administration building and hospital). The lactation room exists to provide a reasonable private, non-bathroom location for nursing mothers. Access has now been improved by restricting room access so only verified nursing mothers with special ID badge access can enter.

Special access can be obtained through the Facilities Department. To prevent entry when the room is occupied, a deadbolt can be engaged from the inside so that even if someone attempts to enter with proper badge access, the door will not open. When turning the door handle upon exit, the deadbolt should automatically unlatch, allowing

the next person to enter the room. The lactation room is available on a first come, first serve basis. The lactation room is available when the lactation sign is colored green. If the lactation sign is colored red, the nursing mother should return in 30 minutes.

### *Sacred Moment*

To enhance the Patient Care experience, Laguna Honda's Nursing Services have adopted the concept of "Sacred Moment" as an event following the resident's admission process. Within the first 15 minutes of admission to a neighborhood, a nurse will establish a welcoming called the Sacred Moment. The Sacred Moment fundamentally changes the way residents are greeted upon admission to a neighborhood. Traditionally, the admission process focused solely on gathering resident information and obtaining vital signs and assessments.

The Sacred Moment seeks to humanize the care experience. The new standard creates a lasting first impression by getting to know the resident as a person – identifying their preferences, fears, concerns, and most importantly what the care team can do to ease their journey. As one staff says *"this reminds us why we are here in the first place, which is to care for residents. It is not because there is a checklist, but because it's the right thing to do"*.

### *Supervisory Skills Training for Charge Nurses*

Laguna Honda Hospital Charge Nurses participated in Supervisory Skills Training conducted by City and County of San Francisco Department of Human Resources (DHR). The training was held on site, offered 16 hours of training sessions to all 42 charge nurse staff for all shifts. Among the key skills included in this training are: Effective Rapport Building Techniques, Coaching Strategies to Address Performance Challenges, Effective Delegation and Time Management, and Skills in Conflict Resolution. Evaluations from classes were outstanding and many positive feedback were provided to Dante King, DHR Trainer, who was the sole instructor for the program. We are fortunate to have forged a partnership with DHR's Workforce and Training Unit.

### *Server Virtualization*

During the weekend of October 24 and 25, Russell Nakai, Materials Management Director and Sharon Cheng, Materials Management Assistant Director, worked with IT Leadership and staff to successfully convert Pathways Materials Management (PMM) servers to virtual servers. The conversion process involved the application, interfaces, Omnicell, Horizon Web Services and File Transfer Protocol (FTP) jobs have been tested.

Laguna Honda and San Francisco General Hospital Materials Department staff stayed all day Saturday, October 24, through the late evening to complete testing and feel comfortable with the server switch. The project was another demonstration of planning, cooperation and working together between a Laguna Honda Department, DPH's IT Services and staff and other parts of the Network. Orders to Materials Management from users are back to normal operations.

### Priority 3: Wellness

#### *Healthy and Safe Workplace Highlight*

As in previous years, all hospitals, skilled nursing and other long term care facilities in the City and County of San Francisco require their health care workers (HCWs) to receive an annual influenza vaccination or, if they decline, to wear a mask in patient care areas during the influenza season.

Laguna Honda's goal this year is to achieve 95% flu vaccination rate for staff. A schedule by date and department was distributed. As an added incentive, all staff taking their flu shot will be entered to win a raffle prize.

#### *Behavioral Management Clinical Vignettes*

The Laguna Honda Department of Psychiatry, in collaboration with the Education Department, launched the "Behavioral Management Clinical Vignettes" sessions for Laguna Honda staff. The short vignettes aim to provide staff with behavioral management tips relevant to each neighborhood care setting.

The vignettes are followed by open sessions, facilitated by psych staff and nurse educator, where staff share personal best practices and challenges in caring for residents with dementia and cognitive impairment. Besides going to each neighborhood's care team that is multidisciplinary, the vignettes are also provided to departments such as Environmental Services, Dietary Staff and Volunteer Services.

#### *The Network of Niceness*

The Quality of Life Performance Improvement Committee at Laguna Honda, spearheaded by Wellness and Activity Therapy, announced a new six-month campaign to support practicing small acts of kindness while at work to increase awareness that each person has a role in creating a positive and quality healing environment. There will be upcoming campaign events in the coming months.

Announcements for events will come through fliers, meetings and the Laguna Honda Campus television channels. All staff, residents and family members are welcome to join this campaign as a "niceness ambassador". The goal of the campaign is to heighten awareness about the positive feedback. When kindness is received or observed, recipients or observers feel "happier" and, generally, happier people report having a higher quality of life.

## Events and Recognition

### Events

#### *Art with Elders*

On Sunday, October 18, Art with Elders hosted their annual art exhibit at Laguna Honda's Gerald Simon Theater from 2:00pm to 4:00pm. This is the second year that Laguna Honda has supported their annual event. Elders from multiple agencies attended the event to celebrate their art work being showcased.

Twenty Laguna Honda Campus residents attended the event with many of them having their art in the show. The art will be displayed in the theater and the connecting corridor through October and part of November and are available for purchase. Proceeds from purchases go to the resident who painted the piece.

#### *Visit from Dr. Milka Rols*

On Tuesday, October 6, Laguna Honda Campus was visited by major gift donor, Dr. Milka Rols. Dr. Rols worked as a ward physician at Laguna Honda from 1980 to 1996. Back in April of this year, Dr. Rols generously donated a total of \$500,000 to Laguna Honda - \$400,000 to the Laguna Honda Resident Gift Fund to benefit patients who are receiving end-of-life care and \$100,000 to the Laguna Honda Employee Development Fund to benefit staff in quality improvement, education and training. Dr. Rols's visit included an intimate tour of the campus and was followed by a lunch celebration.

#### *Midtown Terrace Block Party*

On Sunday, September 27, Laguna Honda Activity Therapists and animals from the Laguna Honda farm visited the community. Midtown Terrace is located behind the Laguna Honda Campus on Dellbrook Avenue. The homeowners association was pleased with the hospital's participation.

#### *Alzheimer's Walk*

On Saturday, September 19, the Laguna Honda team "LHH Memory Lanes", in alliance with the Department of Aging and Adult Services (DAAS), participated in the Alzheimer's Walk at Fort Mason Great Meadow in San Francisco. Approximately 20 residents and family members participated in the event, in addition to assigned staff as well as staff who volunteered.

#### *Laguna Honda's Haunted Parlor*

The Halloween celebration this year took place on October 29 and was themed the haunted parlor. Residents came to the Art Studio in the morning to get their face painted by Activity Therapists, Amy Chen and Emily Wong. Coming from every neighborhood, nearly 200 residents participated in the festivities. There were refreshments, live music and dancing. Of course, the costumes were the biggest hit. As residents made their way

to Gerald Simon Theater, they had their photos taken against a scary backdrop, a memento of this special day. The Wellness and Activity Therapy Department wished everyone a Happy Halloween.

### *Employee Years of Service Recognition*

This year, the campus honored and recognized 200 dedicated individuals for their years of service to Laguna Honda and the Department. We acknowledged staff's years of service in increments of five years. Please refer to the attached list for the employee names. Certificates and pins were given to all honorees.

The Laguna Honda Years of Service Recognition dinner was held at the Italian American Social Club in San Francisco, on the evening of Friday, October 30. An evening of fun was had by all.

## Recognition

### *Employees 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.

October 2015's employee of the month is Melanie Ferrer, an infection control nurse working in the Quality Management Department. As Laguna Honda Campus's infection control nurse, Melanie does an outstanding job performing day to day neighborhood rounds. During these rounds, she is very detailed in her work and communicates areas needing improvement in a constructive and supportive manner. Her ability to point out needed corrective measures in a calm manner encourages staff to do a better job in the future. She is a breath of fresh air when she comes to the neighborhood by giving helpful pointers to staff on how to adhere to hand hygiene and infection control principles. Overall, she is very responsive to hospital needs and pager calls no matter what time of the day or week.

Melanie was born in Oakland and raised in Daly City. She completed her nursing education at the Dominican University of California and started working at Laguna Honda Campus in June 2013. One thing that Melanie appreciates at Laguna Honda is the genuine love and pride that goes into everything we do. She feels fortunate to work among a variety of brilliant and amazing people. When Melanie is not working, her kids are her life and just about everything revolves around them.

November's Employee of the Month is Chauncey Jackson. Chauncey joined the Laguna Honda community, as the Operations Manager in Environmental Services (EVS), on March 30, 2015 when the EVS Department was undergoing supervisory challenges. With a background in Sociology, Chauncey was able to resolve issues among staff and motivate staff to work as a cohesive team in an exemplary manner.

Chauncey is very professional in his approach and has helped change staff's perspective of management. He has been instrumental in ensuring that the top three priorities identified by the EVS staff were attainable. He singlehandedly coordinated the window washing project at Laguna Honda, keeping staff apprised of the schedule details and also successfully coordinated the annual barbeque celebration for EVS week.

Chauncey is a Bay Area native. He was born in Fairfield, California and currently lives in Oakland. He is attending Alameda College and majoring in Sociology. He plans to be married in April of 2016.

The Environmental Services (EVS) Department also selects an employee(s) of the month on a monthly basis. EVS's employees of the month for July, August and September are Porter Min Zheng, Utility Worker Ricardo Crespin and Porter Mario Diaz, respectively.

### *Privacy Hero*

September's Privacy Hero is Idy Chan, Nurse Manager for Health At Home. Idy was working on a Saturday and was surprised by a man who entered the Health At Home secure badge access department on F5 and began to empty the confidential bin. Idy questioned the man, watched while he loaded the confidential bin contents into a Budget rental truck and immediately reported the incident.

The man turned out to be a legitimate "Shred It!" company employee who had fallen behind on his pick-ups and decided to come in on a Saturday. The incident led to discussions with the "Shred It!" company supervisor to remind all that confidential bin pick-ups are only to be scheduled during regular business hours every other Friday. Any exceptions must be agreed upon in advance. Badge access processes were also clarified.

## **Attachments**

Financial Statement (Statement of Revenues and Expenses for Period Ending: September 30, 2015)

Gift Fund Report (Statement of Changes in Fund Balance as of September 30, 2015)

Years of Service Recognition 2015 Honorees List

Draft Fiscal Year 2014-2015 Annual Report

Respite Program Presentation

Resident Wellness Video Presentation - <https://youtu.be/DYCJv9rnX68> (No hard copies; refer to web address to access video.)

Hospital-Wide Policies and Procedures for Approval



**Priority 1:  
San Francisco  
Health Network**

**John Grimes** (top) is the new Chief Operations Officer and **Teresa Tan** (left) is the new Fiscal Operations Manager. A warm congratulations to you both.

**Priority 2:  
Service Delivery  
Improvements**

A dedicated lactation room located on the 2<sup>nd</sup> floor of the H building provides a private, non-bathroom location for nursing mothers.



**Trauma Informed Systems: Core Guiding Principle #2 (Cultural Humility & Responsiveness)**

*We all come from diverse social and cultural groups that may experience and react to trauma differently. We can all practice Cultural Humility by asking ourselves these questions: What do I know about this person's culture? How do I know this to be true? What can I learn from my encounter with this person?*



**Priority 3:  
Wellness**

A new six-month campaign (below) supports practicing **acts of kindness**. Laguna Honda's target goal this year is **95%** flu vaccination rate for staff (bottom right).

 Clean your hands	 Get your flu vaccine	 Cover your cough or sneeze
 Eat fruits and veggies	 Avoid touching your face	 Stay home if you're sick

**THE FLU ENDS WITH YOU**  
Get your flu vaccine today!

*Nice* *Happy*  
**Join the Network of Niceness!**



September's Privacy Hero  
**Idy Chan** (left)

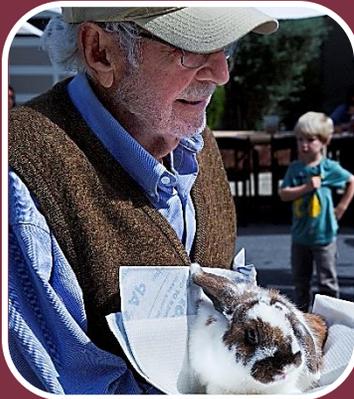
October's Employee of the Month  
**Melanie Ferrer** (right)

November's Employee of the Month  
**Chauncey Jackson** (far right)



### Alzheimer's Walk

Laguna Honda's team "LHH Memory Lanes" joined Department of Aging and Adult Services (DAAS) in the Alzheimer's Walk on September 19. Fun was had by all.



### Midtown Terrace Block Party

Activity Therapists and rabbits (left and below) from Laguna Honda's farm participated in this community block party on September 27.



### Art with Elders

Art works (above and near left) of talented elders from various agencies were showcased in Gerald Simon Theatre on October 18 in Art with Elders' annual art exhibit. 20 of Laguna Honda's residents attended.





### Dr. Milka Rols Visits Laguna Honda

A former ward physician at Laguna Honda, **Dr. Milka Rols** (left photo, center figure) generously donated thousands of dollars to the hospital and paid a visit on October 6.



### Haunted Parlor

Residents celebrated Halloween with music, dancing, and face painting on October 29 in Gerald Simon Theatre as well as visited the **pumpkin patch** (right) and participated in fun activities earlier in the month.



### Fall Harvest Health Eats

On October 29, the Nutrition Team did a presentation on nutritional benefits, recipes and fun-filled facts about Fall seasonal vegetables, particularly pumpkins. Food samples made from pumpkin were delicious.



### Years of Service Recognition Dinner

200 dedicated staff were honored and recognized for their years of service to Laguna Honda. The event was held on October 30 at the Italian American Social Club in San Francisco.

