

Joint Conference Committee

Laguna Honda Hospital and
Rehabilitation Center

Administrator's Report

January 12, 2016



Contents

State of the Hospital

- Wait List
- Admissions, Discharges and Expirations
- Average Daily Census
- Paid Beds and Occupancy
- Discharge Disposition
- Staffing Report

Budget and Finance

- Financial Report
- Salary Variance Report

Initiatives and Milestones

- Care Experience
- Campus Community Activities and Events
- Learning and Development
- Recognition

Attachments

- Financial Statement (Statement of Revenues and Expenses for Period Ending: November 30, 2015)
- Gift Fund Report (Statement of Changes in Fund Balance as of November 30, 2015)
- Network of Niceness Quote of the Week List
- San Francisco Sheriff's Department Holiday Safety Tips
- Palliative Care Presentation
- Strategic Planning Presentation
- Hospital-Wide Policies and Procedures for Approval

State of the Hospital

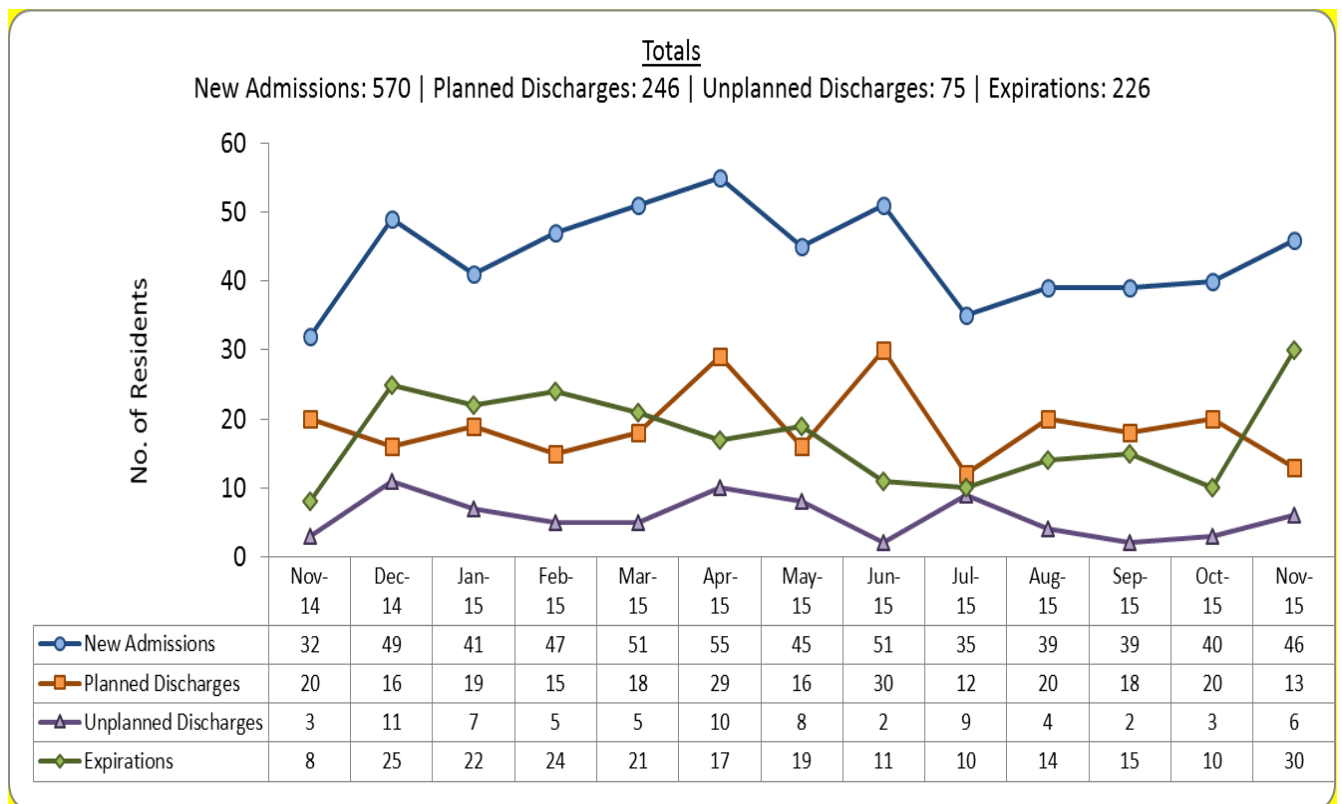
Wait List

Average wait time in days from referral date to decision approved date
 (11/01/2014 to 11/30/2015): 2.6

Average wait time in days from decision date to admission date
 (11/01/2014 to 11/30/2015): 3.15

Number of people on waiting list as of 01/04/16: 13

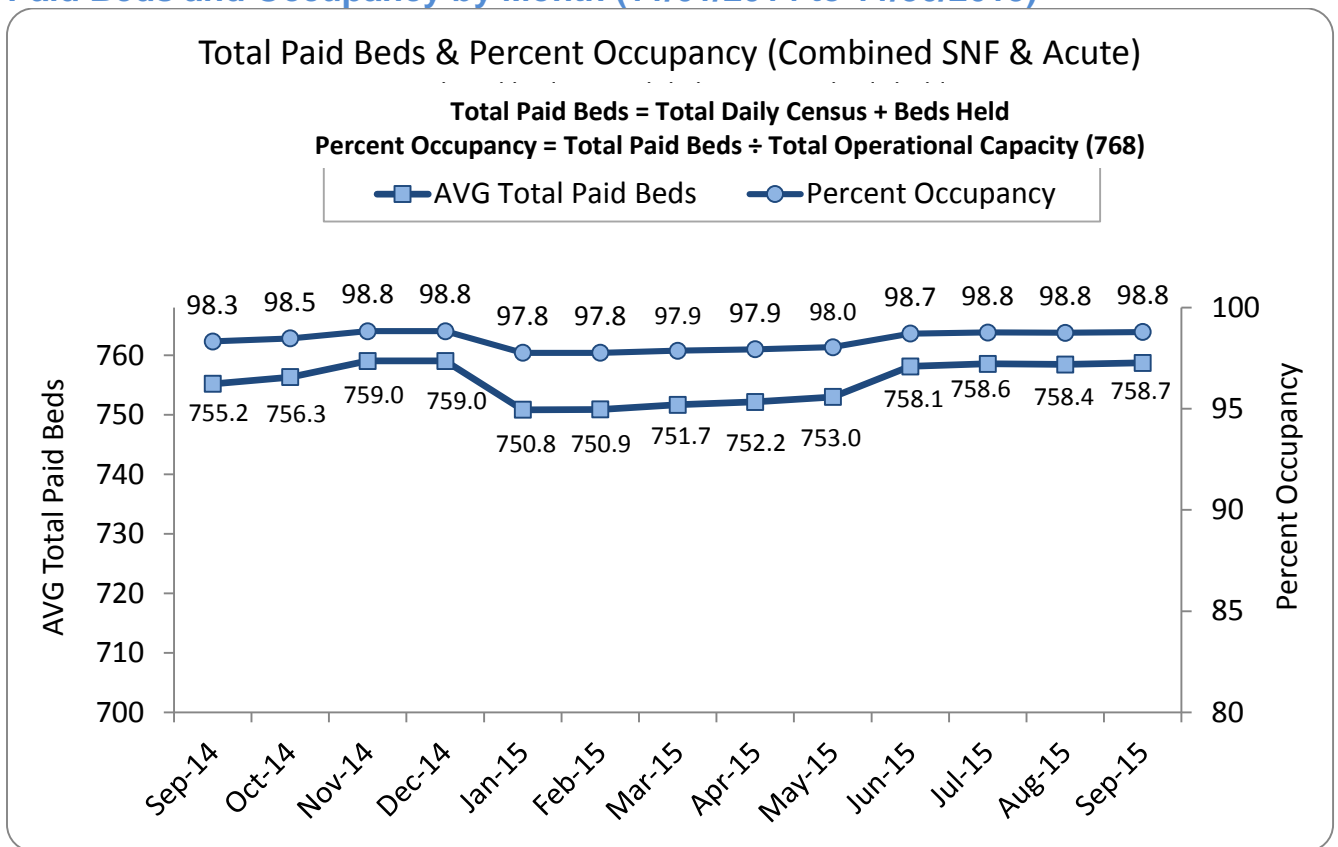
Admissions, Discharges, and Expirations by Month (11/01/2014 to 11/30/2015)



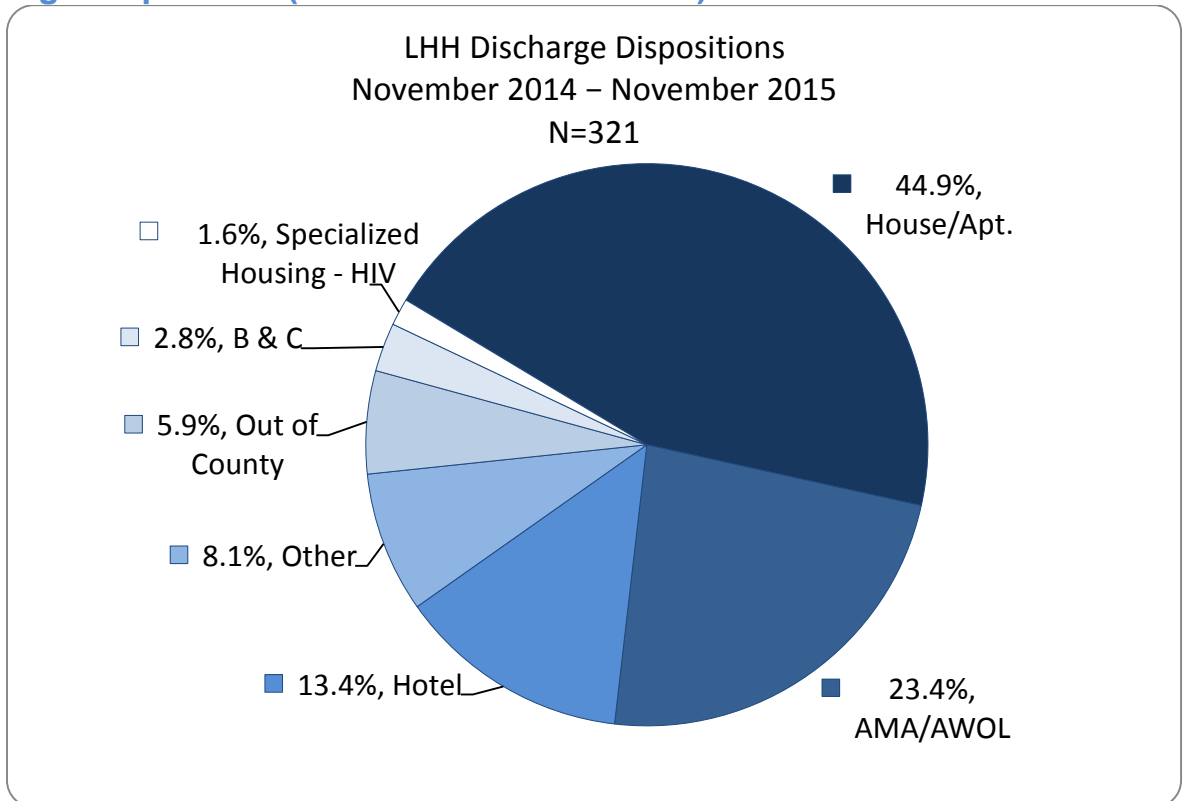
Average Daily Census (11/01/2014 to 11/30/2015)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
11/1/2014–11/30/2015	748.99	5.53	754.52	0.72	1.02	750.72	756.26	98.5%

Paid Beds and Occupancy by Month (11/01/2014 to 11/30/2015)



Discharge Disposition (11/01/2014 to 11/30/2015)



For the 13-month period above, 5.9% (n=19) individuals were discharged to out-of-county placements. Of those, seventeen residents went to live with family, two residents went to Board and Care Homes that could best accommodate their needs.

Staffing Report

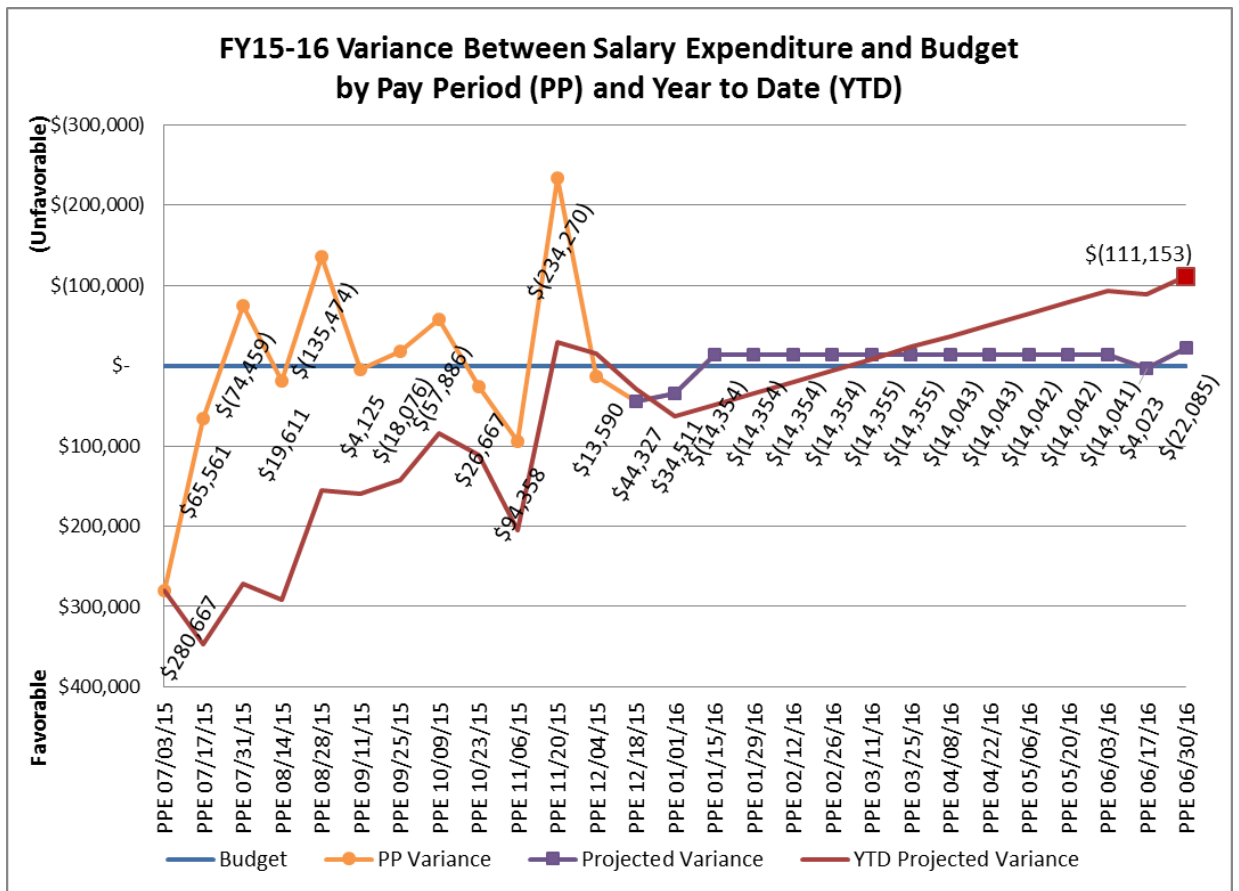
Our current vacancy rate rose slightly to 7% from the last report of 5.3% and we are actively recruiting for 93 vacant positions. Eighty-eight percent (88%) of the Laguna Honda Hospital's Leadership staff, who are mandated every 2 years, participated in the Harassment Prevention training. We are working with the remaining supervisors and managers to complete the Harassment Prevention training.

We are pleased to announce that effective January 2016, Laguna Honda is hosting the New Employee Orientation to new hires processed through Central Office. This will provide an opportunity to welcome all new DPH hires (processed through both Central Office and Laguna Honda Hospital) at a formal employee orientation and speaks to the spirit of the integrated Network.

Budget and Finance

Salary Variance Report

We are currently projecting a minor deficit in salary expenses by year end. The variance is mainly due to the higher usage of temp as-needed staff and P103s to backfill for vacant positions and various mandatory trainings to be rolled out hospital wide (e.g. Trauma Informed System, Active Shooter, ICD-10). The department will actively fill vacant positions and will reduce temp as-needed to maintain the salary variance within the budget appropriation by year-end.



Gift Fund Report

The hospital recently received a donation of \$100,000 for assistive technology services and equipment for residents at Laguna Honda. The donation will be presented to the Health Commission and the Board of Supervisors for the Accept and Expend approval.

Initiatives and Milestones

Care Experience

Network of Niceness Campaign Update

The Campaign Ambassadors program has 24 members - 12 residents and 12 hospital staff. The ambassadors are spreading the word about the campaign and recently had their holiday drum circle social. There have been 11 “quotes of the week” sent out to all users by Elisa Smith, Activity Therapy Administrative Support Staff. Attached to this report are the 11 quotes of the week from the Network of Niceness Campaign.

Safe Workplace Highlight – Flu Vaccination

Mandatory masking, for staff who have not had their flu vaccine, began on Tuesday, December 15 and will continue until March 31, 2016. Flu vaccinations have been offered to staff and residents. Our present response rate is 94.5% and 89% of the staff and community has been vaccinated. Laguna Honda’s goal is 100% staff response and 96% vaccinated.

Resident Council Officers Quarterly Meeting with Hospital Executive Staff

On Monday December 21, 2015, members of Laguna Honda Executive Committee met with the Resident’s Council Officers. A number of issues related to shuttle services, activity, nursing were discussed and, after due follow up, the findings will be presented at the next Resident’s Council meeting in the second week of January 2016.

Name Badge Project

At Laguna Honda, resident centered care remains an important focus. Each resident has a right to know who is taking care of them. Therefore, each hospital

staff, nursing or non-nursing, are required to wear name badge. To meet the requirement of resident centeredness, residents should be able to read name badges.

A survey was done to determine what type of name badge resident of Laguna Honda Hospital can visibly see and read easily. The goal is to improve the format of Laguna Honda Hospital name badges to meet the resident's right to know who their caregivers are and to be able to differentiate staff from different departments. In addition, easy identification of hospital staff and caregivers is also a component of ensuring resident safety.

The name badge project is presently being finalized. New badges will be issued in 2016.

Campus Community Activities and Events

Cistern Project on Laguna Honda Campus

As part of the \$412 million Earthquake Safety and Emergency Response bond that was approved by voters in June 2010, the San Francisco Public Utilities Commission (SFPUC) will continue making a series of improvements to the City's emergency firefighting water system. The installation of a cistern on the Laguna Honda Campus is part of the system improvements being made throughout the City.

Construction began in December 2015 with the duration of the project expected to range four to six months. The cistern will be in front of the new hospital and the operational impact will be a temporary closure of nine parking spaces in front of the Pavilion building.

Perimeter Call Boxes

In an effort to improve the safety and security of our campus, Laguna Honda campus has installed and activated emergency call boxes throughout the campus grounds. When the button on the call box is pushed, it automatically calls the Sheriff's Department on campus. The location is displayed on the Sheriff's phone and a nearby camera turns in the direction of the call box and records while the Sheriff answers the call and talks with the person to see what the issue is. Facilities will be doing monthly checks as part of their preventive maintenance program.

2015 Combined Charities Campaign

Every year, as employees of the City and County of San Francisco, we have the opportunity to support the work being done by charitable organizations and non-profit agencies through the Heart of the City Combined Charities program. The agencies that receive funding through Combined Charities extend as distant as worldwide and as close to home as the Bay Area and San Francisco. As of December 30, 2015, under the leadership of Marie Juris Green (Nurse Manager, N1), Laguna Honda Campus raised \$28,508.00 for this year's Combined Charities Campaign.

Friends of Laguna Honda (FLH) Holiday Show Returns

After a hiatus for many years, on December 11, 2015, the Friends of Laguna Honda hosted a holiday show for the residents of Laguna Honda. A large number of residents attended and enjoyed the variety of performances presented. Overall, the show was a huge success. We would like to acknowledge the Friends of Laguna Honda for sponsoring and coordinating this event and we look forward to the annual holiday show every December.

Precita Eyes' Mural at Laguna Honda

The 200 feet Laguna Honda Mural Project with Precita Eyes Muralists is complete. There was a delay in completion due to inclement weather conditions. The mural was completed over the new year weekend.

As an inner city, community-based mural arts organization, the mission of Precita Eyes Muralists Association is to enrich and beautify urban environments and educate communities about the process and the history of public community mural art. We are grateful for our partnership with Precita Eyes Muralists.

Honoring San Bernadino Environmental Health

In solidarity with SFDPH Environmental Health staff, Laguna Honda honored the victims of the San Bernardino shooting on December 9, 2015 at 11:00am on the hospital campus. Participants gathered at the flagpole near the statue of Florence Nightingale, in front of the old Administration building, and shared a moment of silence along with the rest of the participating agencies and other DPH staff.

Welcoming Wellness

In recognition of the 2016 year and Laguna Honda Campus's 150th year of service to San Franciscans, two bulletin boards have been installed onto the green walls adjacent to the cafeteria. The bulletin boards are focused on Wellness topics. Laguna Honda Hospital has employee Wellness Champions who have agreed to communicate information on Wellness from The SF Health Services System to their work community. Laguna Honda has three Wellness Champions: Melanie Ferrer, Norma Canedo, Christine Hanson and Grant Johnson. Together they will post information on these boards and send emails with relevant tips and ideas for adopting a healthier lifestyle.

Learning and Development

Cultural Humility Training Sessions

Laguna Honda Hospital staff participated in the second group of Cultural Humility Training with internationally recognized clinician, author and trainer, Dr. Ken Hardy. Each participant attended four-day courses that aim to increase cultural awareness, inclusiveness to continually improve the care we provide to our residents and their families.

Dr. Hardy helped develop the training manual and curriculum used in New York City to train licensed clinicians in Trauma Based Family Therapy. The training of 4 cohorts started on October 19, 2015 and concluded on December 10, 2015. We would like to congratulate Debbie Tam, Nursing Director; Edward Guina, Nursing Director; Quoc Nguyen, Asst. Administrator; Yifang Quian, MD, PhD, Psych Medical Director; Diana Kenyon, Director of Facility Services; Chris Lai Director of Food Services, Jennifer Carton-Wade, MOT, OTR/L; and Sgt. Arlissa Collins who joined the rest of 118 DPH leaders who completed this training between October and December 2015.

Trauma Informed Systems (TIS)

Laguna Honda is continuing to work on reaching the target goal of 80% of staff attending TIS training by June 2016. We are presently at 55%. Training classes are being offered twice a month starting January 5, 2016 which was the first class in the new year.

Code Silver (Active Shooter) Training

The hospital wide Code Silver policy was approved in July 2015. Code Silver training was conducted by Sgt. Restauro of the San Francisco Sheriff's department on December 29, 2015. Sixty eight Laguna Honda campus employees attended.. The plan is to provide ongoing training in 2016.

FACES for the Future Initiative

The FACES for the Future Coalition is the extension of an effort that began in 2000 when the first FACES for the Future program was established in Oakland, California. Their mission is to inspire youth to lead by creating innovative approaches to youth development, health careers preparation and wellness.

Veronica Sanchez and Dr. Tomas Magana from FACES met with the Executive Committee in December to describe the program. Dr. Magana is the Director and Founder of FACES. Their presentation involved a pilot program with John O'Connell High School, San Francisco. This program is geared towards placing students in internships within the healthcare industry. The high school students will receive academic credit for their participation.

The FACES program was found to align with the hospital's efforts to increase diversity in workforce development. Loretta Cecconi from Nutrition Services, Christine Hanson from Activity Therapy, Janet Gillen from Social Services, John Grimes from Operations and Madonna Valencia from Nursing expressed an interest in the intership program. It is anticipated that the John O'Connell high school students begin their internship at the Hospital in Spring 2016.

Holiday Safety Tips from the San Francisco Sheriff's Department (SFSD)

Attached to this report are the Holiday Safety Tips that were compiled, in cooperation with the SFSD DPH Training Coordinator, to contribute to the safety and security of people during the holiday season. The holiday season is always a special time of year. It is also a time when busy people become careless and vulnerable to theft and other holiday crime. We can never be too careful, too prepared or too aware.

Recognition

Employees of the Month

December's Employee of the month is Ron Lerohl. Ron Lerohl joined Laguna Honda in 2001 and is currently the Hospital's Chief Engineer. Prior to working at Laguna Honda, Ron retired from being a civilian ship repair project manager for the U.S. Navy. In 2008, Ron was promoted as a special project Sr. Stationary Engineer for his vast engineering knowledge and interpersonal skills and acting as a liaison between Turner Construction for the new hospital building construction work.

Ron has made great contributions to Laguna Honda Campus through his leadership and careful documentation. Through Ron's thoroughness and attention to detail, changes were made in the design before construction commenced. Through Ron's careful oversight and documentation, the hospital was able to successfully have the contractor perform many warranty repairs on the mechanical systems in the remodeled "H Wing" of Laguna Honda Campus.

Ron is from Minneapolis, Minnesota. He enjoys his experience at Laguna Honda and says he's made a lot of good friends here. In his free time, Ron enjoys being with his grandchildren, playing a around of golf with his friends and working on various home improvement projects.

January's Employee of the month is Maria (Rally) De-Vera. In her short time with DPH, Rally has learned the patient data systems and has been a resource and an asset to Laguna Honda's needs for data. Rally's ability to work with Laguna Honda has allowed us to meet timelines, provide adequate time in analyzing information from Invision, and has also helped lead the change over in HIS from a dot matrix printer to a state of the art printing system for improving HIS workflows.

As a member of the Laguna Honda IT team, Rally is professional, competent, collaborative and communicates in a positive and collegial way that motivates team member to get the work done. The data she helps manage and download has shaped ongoing reports and presentations by members of the Laguna Honda Clinical Leadership and Executive Team and have been used to summarize, analyze and improve upon our patient flow efforts, centers of excellence program enhancements and preparation for Laguna Honda's annual report.

Nurse Leaders Retirement

We are grateful to two nurse leaders who between the two of them have clocked in over 67 years of dedicated service to the Department and at Laguna Honda. In December, we thanked Ghodsi Davary for 30 years and in January, we will thank Debbie Tam for 37 years of leading Laguna Honda to excellence. Please join us in wishing both Ghodsi and Debbie the best in their new journey, retirement from the City.

Ghodsi Davary, RN

Ghodsi has served our residents in various nursing roles since May 1986, leading a variety of clinical services, and a staff of over 500 employees. She started as staff nurse caring for residents with spinal cord injury and traumatic brain injury. After two years she became Nurse Manager for dementia units, then expanded to managing HIV/AIDS unit at its heightened challenging times. Under her guidance, the HIV/AIDS care team was able to rise up to this most difficult times, improving staff's competency in caring for resident's with HIV and AIDS. She was the recipient of the Health Commissioner's Award in December 2003 for smooth transitioning of D3 residents and staff to various other units within three months as the unit closed, and again in October 2013 as part of the team award for organizing the HICS team to respond to the Asiana Airlines tragic event. Through her leadership in patient flow, improving processes with our Admissions and Discharges, Laguna Honda led the way for San Franciscans needing post-acute care and services.

Ghodsi's passion for quality care and her commitment to the profession of nursing has had a tremendous impact on our staff and on our organization. Ghodsi has been steadfast in her determination to raise the bar for nursing excellence and overall quality of resident care. She has been a great mentor to many of charge nurses, our nurse managers, and nursing directors.

In her farewell note to the Laguna Honda Community, Ghodsi was profuse in her appreciation of the Laguna Honda Community. She thanked her colleagues for encouraging her, challenging her and making her work harder at her job. She said she is a better person for the experience and is proud to have been part of the Laguna Honda Community.

Debbie Tam, RN

The entire Laguna Honda community thanks Debbie Tam, RN for her 37 years

of utmost dedication and exemplary leadership in promoting quality of care and safety for all residents and employees. Debbie started as a staff nurse, promoted to be the nurse manager for the admissions unit, then became a nursing supervisor and director overseeing nursing operations, clinical programs and most importantly, the transition between the old and the new Laguna Honda. From 2009 to 2013, Debbie filled in as the Interim Chief Nursing Officer, leading the charge in stabilizing the operations and transitions management to the new hospital.

In the last Fiscal year 2014 thru 2015 Debbie assumed two roles, one as Nursing Director for Patient Flow and transitioned to Acting Chief Operations Officer. As the Patient Flow Coordinator, Debbie learned the process involved in patient flow with utmost details. She reviewed the current process, and collaborated with various departments within Laguna Honda Hospital and expanding to San Francisco General Hospital to identify measures to improve efficiency in admitting residents to Laguna Hospital. She established new systems to sustain gains in improved communication between the two hospitals. With all her efforts, this yielded to significant improvement in overall patient flow to LHH, with decreased wait time and maintaining 98% - 99% bed occupancy.

As the Acting Chief Operating Officer, in this expanded role, Debbie provided oversight to various departments including Facilities, Nutrition, Food Service, Environmental Services, Materials Management and Health Information Systems. Debbie made huge changes and remarkable improvements in each of these Departments along with major improvement projects and milestones. She mentored and coached each of the Department Heads to establish systems to improve staff supervision and establish outcome monitoring for better accountability, and to sustain the gains. Debbie was also instrumental in collaborating and working to ensure eCW and ICD10 were on track and led the 24 hour planned power outage in October 2014. We are indebted to Debbie's all around can do leadership, management and organizational skills. She has contributed much to the Laguna Honda community and we will miss her zooming around the campus.

New Zuckerburg San Francisco General Hospital Tour

Eight members of the Laguna Honda Executive team took a tour of the new hospital. Laguna Honda looks forward to assisting our San Francisco General Hospital colleagues in any way possible during their transition to the new facility.

Visit by Dr. Dennis McIntyre

Dr. Dennis McIntyre, Director of Accountable Care for the San Francisco Health Network met with Laguna Honda's Executive team for an orientation of the Laguna Honda Campus in early December. We look forward to working with him and his team on transitions and level of care improvement opportunities within the network.

Attachments

Financial Statement (Statement of Revenues and Expenses for Period Ending:
November 30, 2015)
Gift Fund Report (Statement of Changes in Fund Balance as of November 30,
2015)
Network of Niceness Quote of the Week List
San Francisco Sheriff's Department Holiday Safety Tips
Palliative Care Presentation
Strategic Planning Presentation
Hospital-Wide Policies and Procedures for Approval