

Joint Conference Committee

Laguna Honda Hospital and
Rehabilitation Center

Administrator's Report

May 10, 2016



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State of the Hospital

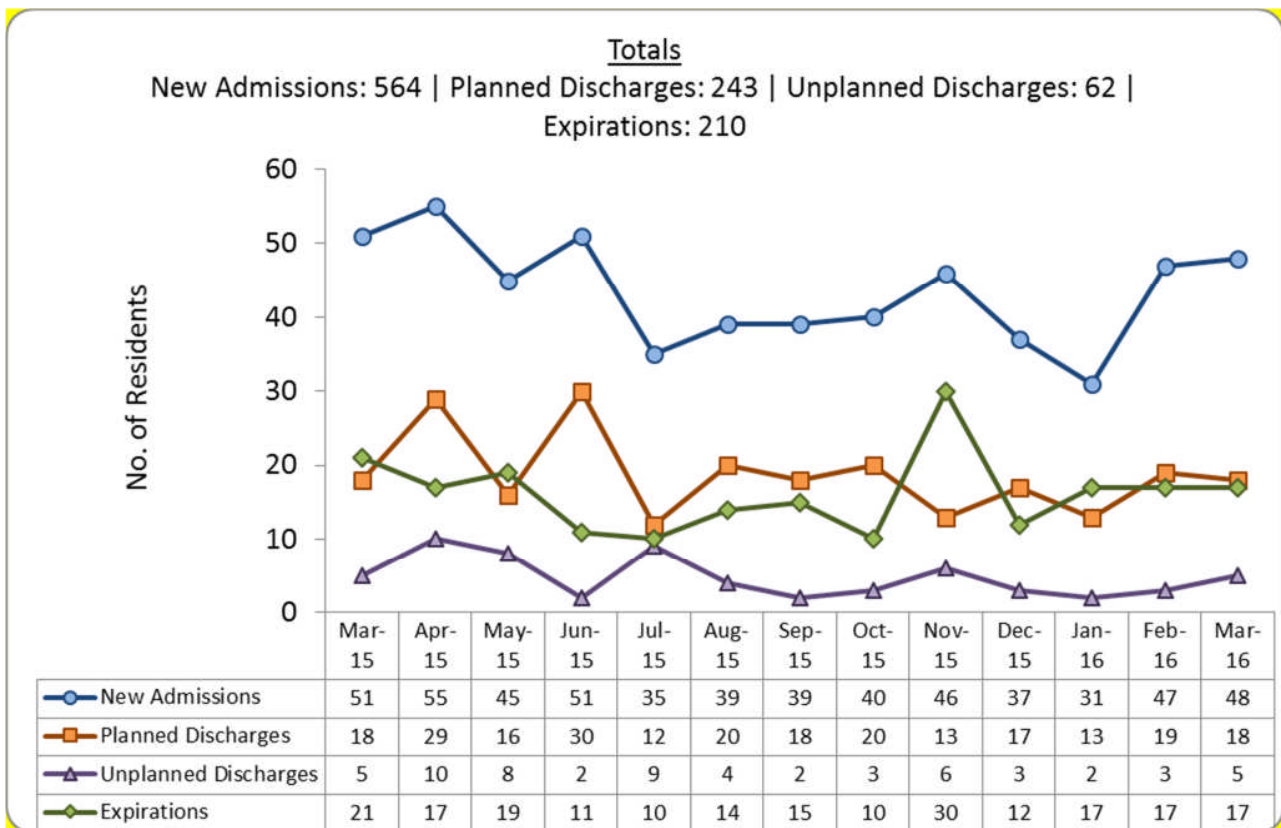
Wait List

Average wait time in days from referral date to decision approved date
 (03/01/2015 to 03/31/2016): 3.47

Average wait time in days from decision date to admission date
 (03/01/2015 to 03/31/2016): 4.01

Number of people on waiting list as of 4/20/2016: 10

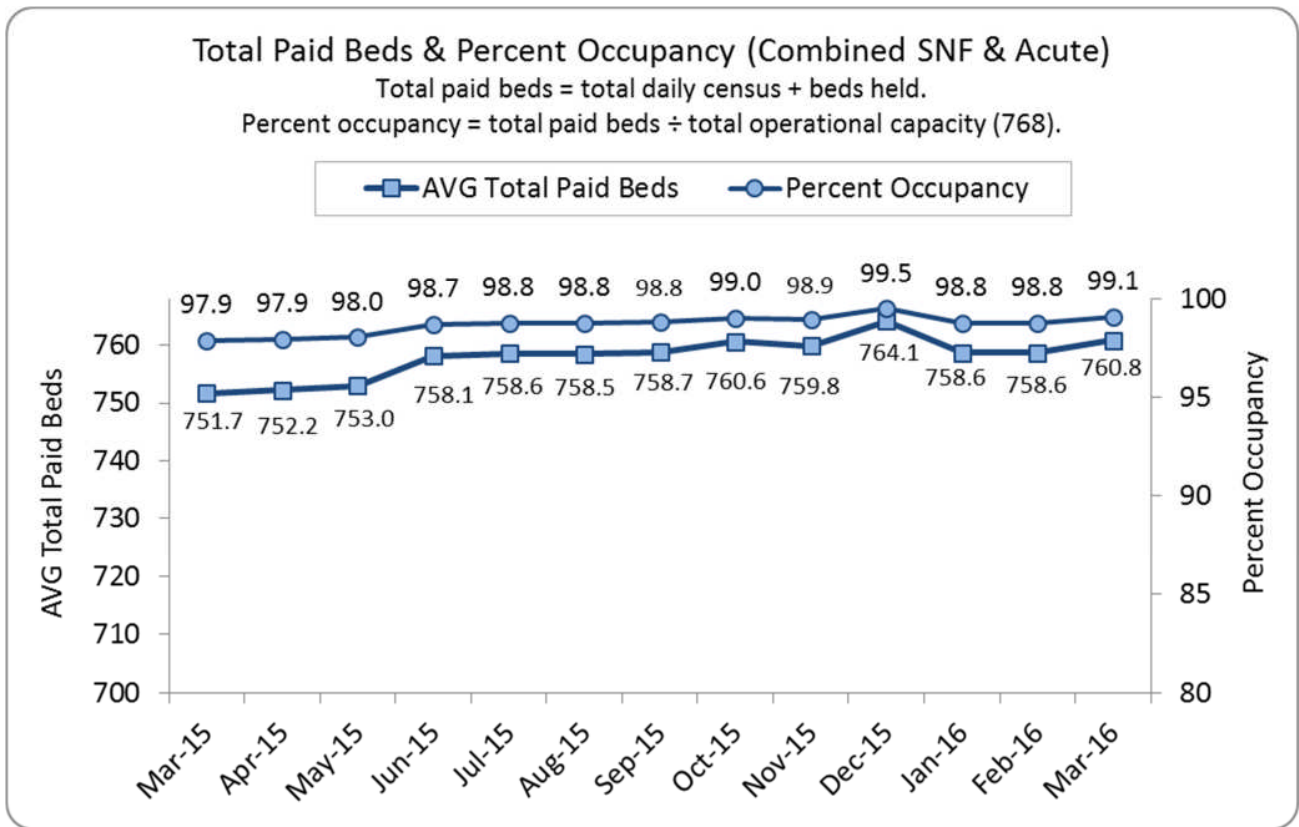
Admissions, Discharges, and Expirations by Month (03/01/2015 to 03/31/2016)



Average Daily Census (01/01/2015 to 01/31/2016)

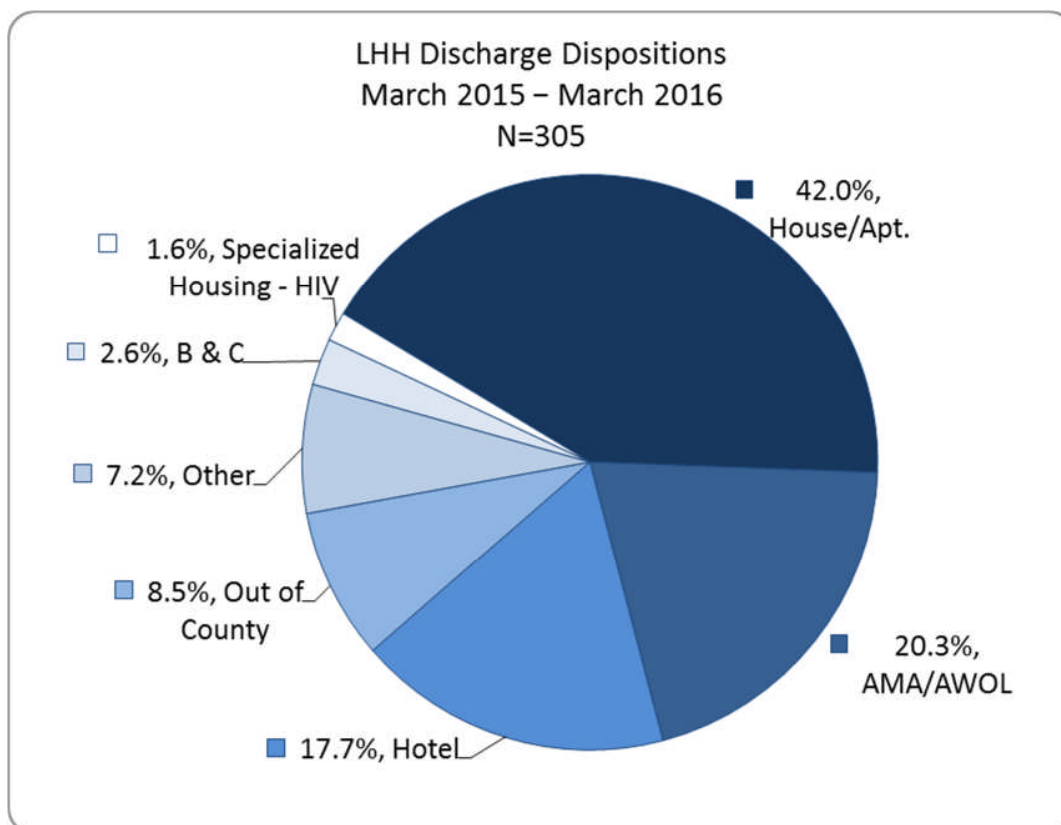
Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
03/1/2015–03/31/2016	750.3	5.5	755.8	0.6	1.6	752.5	758.0	98.7%

Paid Beds and Occupancy by Month (03/01/2015 to 03/31/2016)



Total Paid Beds = Total Daily Census + Beds Held
Percent Occupancy = Total Paid Beds ÷ Total Operational Capacity (768)

Discharge Disposition (03/01/2015 to 03/31/2016)



For the 13-month period above, 7.2% (n=22) individuals were discharged to out-of-county placements. Of those, twenty one residents went to live with family and one resident went to a Board and Care Home that could best accommodate the resident's needs.

Staffing Report

Our current vacancy rate fell to 3.3% from the last report of 6% and we are actively recruiting for 59 FTE vacant positions.

The Department of Public Health is engaged with SEIU 1021 RN in negotiating a successor collective bargaining agreement. There have been fourteen sessions and we hope to conclude bargaining by May 30, 2016. The primary outstanding issues are over wages and staffing. The union held a rally at Laguna Honda on August 20 and at ZSFGH on August 28, 2016. There was a small but spirited turnout with no impact to operations.

Budget and Finance

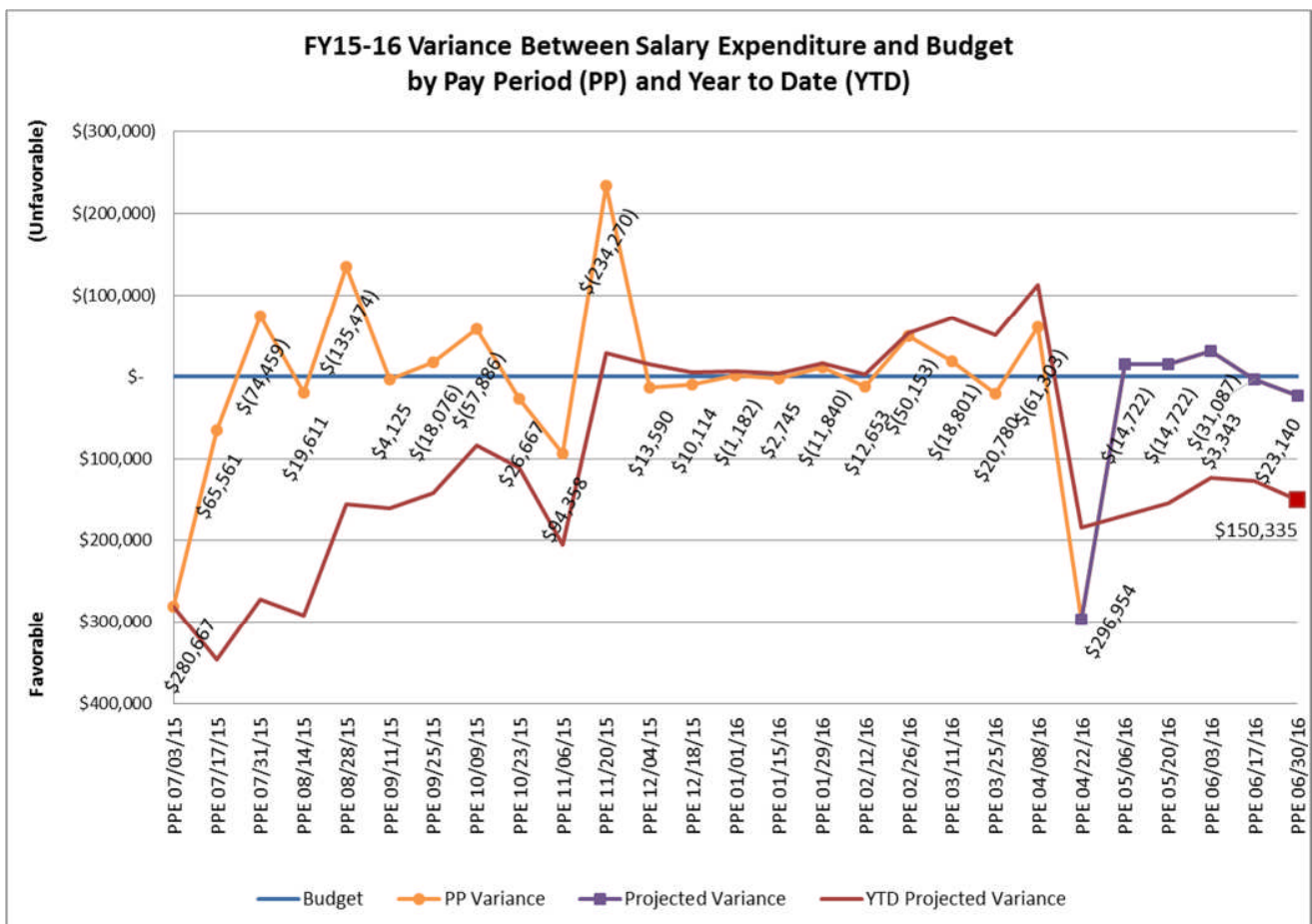
Financial Report

The FY 2015-2016 3rd quarter financial report is attached. The annual projection shows an overall surplus of \$31.8 million. The phenomenally favorable variance in patient service revenues is mainly due to the elimination of Medi-Cal “clawback”, resulted from a new Managed Care Organization (MCO) Tax Package legislation that was passed earlier in the year. The net revenue impact on Laguna Honda from this legislation is estimated to be \$28 million of one-time adjustment.

Expenditures are projected to be over budget by \$1.2 million due to a discrepancy between the budget system calculated fringe benefit rates and the actual fringe charges.

Salary Variance Report

We are currently projecting that our salary expenses will have a slight surplus by fiscal year end.



Gift Fund Report

The FY2015-2016 3rd quarter Gift Fund Balance Report is attached.

Initiatives and Milestones

Care Experience

Leadership Transitions

For over six and a half years, Dr. Colleen Riley, has provided a steadfast and immeasurable leadership for the Medical Services Division, the Hospital and the Laguna Honda Community. Dr. Riley has greatly contributed in leading the transition from the old to the new hospital, advancing Laguna Honda in its quest for the highest quality of care and services, creating a healthier workplace by leading the effort in becoming a tobacco and smoke-free campus, expanding the outpatient clinics to provide more specialized services to meet the complex needs of our residents and successfully implementing electronic health and technology systems for providers. I am grateful for Dr. Riley's vision and direction that enabled the Laguna Honda campus community achieve its vision for excellence in rehabilitation and skilled nursing. Please join me in extending our thanks to Dr. Riley in her role as Chief Medical Officer. Dr. Riley will continue to be on the medical staff, and will take on the role of evening and night shift medical staff supervisor as well as provide coverage on weekends.

I am also grateful to Dr. Michael McShane, Chief of Staff, who has agreed to be the Acting Chief Medical Officer. Since coming to Laguna Honda in 2005, Dr. McShane has held progressive medical leadership position; as a member of the Medical Executive Committee, Vice Chief of Staff and for the past three years, Chief of Staff. In addition, while providing ongoing coverage for Dr. Riley in the past five years, he has proven himself adept at juggling multiple tasks and initiatives, both clinical and administrative.

I would like to also welcome Jennifer Carton-Wade, MOT, OTR/L, as the Assistant Hospital Administrator for Clinical Services. In this position, Jennifer will be responsible for supervising the Social Services, Activity Therapy and Wellness and Clinical Nutrition Departments. Jennifer has a bachelor's degree in French and a master's degree in Occupational Therapy. In her 14 years with the City, Jennifer has held positions as an occupational therapist, senior occupational therapist and the Interim Rehabilitation Director. Jennifer completed the California Healthcare Foundation's Leadership program where she focused on improving access to rehabilitation for San Franciscans. Jennifer enjoys helping individuals achieve their personal goals to help them live life to its fullest, including residents and staff.

Medical Staff Leadership

With Dr. McShane as Acting Chief Medical Officer, the following Medical Executive Committee assignments have been made and approved by the Medical Staff: Dr. Wilmie Hathaway as Acting Chief of Staff and Dr. Lisa Hoo as Acting Vice Chief of Staff. We welcome and are excited to work and partner with Drs. Hathaway and Hoo as medical leaders for Laguna Honda.

Improved Staff Badges

Laguna Honda has new badges for staff that have several design changes. The badges are now horizontal and feature a purple background with a lower white trim. Staff names and position classifications are also printed in larger font for greater visibility.

Additionally staff badges will be accompanied by badge buddies. Badge buddies are color coded for specific roles (e.g. RN or Doctor) and/or departments (e.g. Rehabilitation or Social Services) and are placed behind the staff badges. The larger badge buddies serve as a secondary identification card and are ideal for health care organizations. They allow for instant recognition in busy working environments; residents will know who is caring for them at that moment and staff will know which department the new person in the room works in.

Rollout for the new badges and badge buddies was started with roles and departments that have more frequent interaction with residents and visitors. Facilities Management will provide notification to the remaining departments that are due for the transition to new badges and badge buddies.

Annual Floor Refinishing Project

The Environmental Services Department has undertaken their annual project to clean and polish the floors in all resident care areas. The project began on April 4, 2016 and will extend through July 20, 2016. Two teams, one in the South Residences and the other in the North Residences, will work on one household in each building per day, for five days in each neighborhood including the dining and great rooms.

The scope of work is to empty out the rooms, scrub/strip floors, seal and wax and move back belongings/furniture. The project team will ensure that there is little or no stress to everyone during this time.

Campus Community Activities and Events

Irish Culture Celebration at Laguna Honda Campus - March 6, 2016

Volunteers from the Irish Cultural Center have been hosting an event at Laguna Honda for more than 30 years. Thirty years ago they would come and share authentic Irish

entertainment like line dancing, cloggers, bagpipes, etc. In honor of St. Patrick's Day, on March 6, after Sunday mass, Gerald Simon theatre became a theatre again for around 75 residents of the hospital to enjoy Irish entertainment. Soda bread and coffee were provided as refreshments.

Precita Eyes Mural Unveiling

With much anticipation, given all the efforts of Precita Eyes Muralists and the Laguna Honda Community, an official mural unveiling was conducted on Saturday, March 12. A brief social event took place at the Laguna Honda Campus with a ribbon cutting ceremony performed shortly afterwards.

Human Resources Week

The week of March 13 to 19 has been designated to recognize and appreciate human resources professionals in hospitals and non-hospital organizations across the nation. Human Resources staff play a critical role in workforce strategy and development, compensation and benefits, employee/labor relations, talent acquisition and management, and wellness. We celebrated Human Resources Week with the Human Resources Services staff here on campus on March 18.

Community Trail Project

On Tuesday, March 15, 2016, Laguna Honda Campus partnered with San Francisco Urban Riders to host a meeting for the local community to voice questions and comments regarding the recent proposal for community trail project. This project, if approved and grant funding is available, will involve the formal development of a pre-existing trail on the outskirts of the Laguna Honda Campus grounds that can be enjoyed by the neighborhood and public community.

The San Francisco Urban Rider's grant proposal application was to the Urban Watershed Stewardship Fund, which provides support to community groups, businesses, schools and non-profit organizations that want to make improvements that support green infrastructure benefitting San Francisco's watersheds and sewer infrastructure.

Nutrition Event – March 16, 2016

The Clinical Nutrition staff on Laguna Honda Campus hosted a nutrition even on Wednesday, March 16 in the Pavilion Café from 11am to 1pm. Clinical staff hosted a trivia game and gave information on several different cultures and how different spices are used in cooking. Food tasting samples and recipes were provided in accordance with this year's theme, "Savor the Flavor of Eating Right."

New Shuttle Bus Fleet

On March 25, 2016, Laguna Honda campus official held a ribbon cutting to celebrate the arrival of shuttle buses. These buses will ensure that each part of our large campus is accessible and the buses are equipped to meet the needs of our residents and staff. The new shuttle buses will help transport residents and staff from the Forest Hill MUNI station to several stops throughout the Laguna Honda campus. The Health Commission approved two resolutions to accept the shuttle bus as grant funding in 2015.

Medical Professionals Day – March 30, 2016

Laguna Honda Administration hosted a luncheon on March 31, 2016, to celebrate Medical Professionals day and honor all the doctors and providers at Laguna Honda for their contribution and dedication to the health and welfare of our patients and residents.

Volunteer Appreciation Luncheon – April 11, 2016

The annual luncheon was hosted by the Friends of Laguna Honda for all volunteers and their guests on Thursday, April 11, 2016. Approximately 200 guests enjoyed a healthy meal in Gerald Simon Theater. Awards and raffle prizes were awarded to the winning ticket holders. Something new was initiated at the event, which was for all guests to contribute their fingerprints to the Laguna Honda community tree poster; we will showcase in one of the niches fronting Gerald Simon Theater. A big thanks to Jan Doyle and Cherrylyn Fernandes, our volunteer coordinators for making this event a success.

Participatory Ballot Budget Meeting

On April 11, 2016, Supervisor Norman Yee held a press conference at Laguna Honda to announce the start of District 7 Participatory Ballot Budgeting. Participatory Budgeting is a public and community process for San Francisco residents in District 7 to vote on how public funds should be allocated. Eligible residents who are 16 and over can vote on-line or in person. Laguna Honda is serving as a host-site for a ballot box, where the public can physically submit their ballot that are available in three different languages; English, Spanish and Chinese. District 7 Participatory Budgeting runs through April 22.

Administrative Professionals Day

Laguna Honda celebrated Administrative Professionals day with a lunch for all the administrative assistants on April 27, 2016 to show our appreciation for their ongoing support they accomplish and do for the hospital and campus community.

Learning and Development

Leadership Fellowship

Please join us in congratulating John Grimes, Chief Operations Officer, in being selected to participate in the EMERGE 2016-2017 cohort. EMERGE is a year-long growth and development experience for high potential leaders seeking to transform themselves and their organization.

The EMERGE program was established by LeadingAge California, a leader in the advocacy for quality nonprofit senior living and care. LeadingAge represents more than 400 nonprofit providers on aging services including affordable housing, continuing care retirement communities, assisted living, skilled nursing, and home and community based care.

John Grimes will join 21 other members throughout the state who made it through this year's highly competitive application process.

Trauma Informed Systems (TIS) Survey

Laguna Honda is a part of a select group participating in a confidential staff survey to help determine what employees' work experience is like in relation to the six core principles of a trauma-informed system: Trauma understanding, Safety and stability, Cultural humility and responsiveness, Compassion and dependability, Collaboration and empowerment, Resilience and recovery. The survey is coordinated by Ken Epstein and the Trauma Informed Systems Initiative Team. Results of the survey will provide recommendations for Laguna Honda to improve its workplace experience for employees. We are also pleased to inform you that we have Trauma Informed Systems Champions who participate at the TIS champions quarterly meetings and represent the campus community. We would like to acknowledge Bryan Uyeno and Chauncey Jackson from Environmental Services, Michael Mikolasek and Shannon Petty from Nursing for their participation as TIS champions.

Recognition

Employees of the Month

April's employee of the month is Peter Taing from Laguna Honda's Accounting Department. Known for his ability to catch the smallest of details, Peter is invaluable to his department. He did an excellent job reaching out to Unit Clerks, Charge Nurses and Nurse Managers in clarifying workflows for purchase orders and establishing clear guidelines to ensure timeliness.

Peter exemplifies a high standard of customer service, patiently taking multiple phone calls and answering questions from neighborhoods, even offering to personally pick up completed documents from the hospital units. In the recent years that Peter has been

with us, he has proven himself to be a stellar ambassador for the Accounting department, taking extra initiative to problem solve and ensure appropriate use of resources. Recently, Peter was instrumental in identifying workflow for tracking Spectralink phone usage and timely submission of purchase order receipts.

Peter Taing was born and raised in Southern California. Peter worked in banking for seven years prior to joining Laguna Honda Hospital in February 2014. Peter likes spending time with his wife and two year old son in his free time. Other activities that he enjoys when he's not at work include reading non-fiction books and watching sports.

For the month of May, the Call Center team was selected as Team of the Month. The Centralized Call Center Unit was launched on May 6, 2015, with the goal of enhancing patient experience, and shifting population health and patient engagement to another level. They identified the following areas as their target metrics – increasing net promoter score >80%, decreasing abandonment rate to <5%, and increasing efficiency by decreasing average speed to answer call to <60 seconds.

Since the opening in May of last year, they received thousands of calls and served our clients requests for appointments, urgent medical problems, prescription refill requests and referrals to a provider. The staff demonstrated outstanding customer service and passion to serve our community. Their team facilitated seamless entry into SFHN and PC clinics for new enrollees, provided a single point of contact for patients who need appointments, medical advice, medication refills, or diagnostic results, and a single point of contact for SFHN and out-of-network providers to coordinate and transition patient safely and seamlessly across the network.

The Environmental Services (EVS) Department also selects an employee of the month. EVS's honorary employee of the month for January 2016 is Kwok Henry Lee, chosen for his customer service and for being a team player.

Gage Award Recognition

Through the Gage Award, America's Essential Hospitals recognizes the learning necessary for members to successfully implement improvement projects, spreads best practices and innovative programs to other organizations, and supports our research, policy, and advocacy work by sharing stories of member success with external audiences.

This year, Laguna Honda's Positive Care Program is being recognized by the Gage Award committee as a "Remarkable Project". This is a testimonial to the amazing work of the Postive Care team and the program.

Performance Improvement

Emergency Notification System Implementation (Everbridge)

Laguna Honda is implementing a new system for communication with staff during emergencies. This is a mass notification system that will allow the HICS (Hospital Incident Command System) Command Center, the Nursing Office, and certain Executive staff members to send out notifications to staff by phone, text, email, or Mobile app. This system will be used DPH-wide and is called SFDPH Alert.

Laguna Honda is a subgroup in the SFDPH Alert system so that we can use it for internal emergency communications. All DPH employees assigned to work at Laguna Honda are included in the system as mandated disaster service workers (DSWs). Each employee must log in to the Everbridge system to sign up, enter current contact information and customize their preference for method of notification. All employees will be given an opportunity while at work to use a computer to sign up. Employees are responsible for maintaining current contact information in their Everbridge accounts.

Influenza Summary 2015-2016 Report

Laguna Honda staff did an exceptional job in implementing flu prevention measures during the 2015-2016 flu season. We know that prevention is key and that is why staff is strongly encouraged to receive the flu vaccine at the start of every flu season. The Laguna Honda Clinic ensures that the flu vaccine is available to staff during all shifts and includes preservative-free, non-egg based, and nasal spray options. Flu vaccine carts visit the neighborhoods to make access to the flu vaccine easier for busy staff.

Our target this flu season was for a 96% flu vaccination and 100% staff response rates. We were successful in receiving responses from 100% of staff. Our staff flu vaccine rate reached 93% and unfortunately, we did not meet our target. However, Laguna Honda is still significantly above the average staff flu vaccine rate of 54% in LTCFs nationwide.

Additional flu prevention measures included hand hygiene, respiratory hygiene (covering coughs and sneezes), cleaning and disinfection of high contact surfaces, staying home when sick, avoid touching one's face, eating fruits and veggies, getting plenty of rest, and not smoking. Reminders to get vaccinated and implement flu prevention practices were communicated via email blasts, various signage throughout the facility, and verbalized to staff by department managers.

The flu vaccine was also offered to all residents. The resident flu vaccine rate for the facility reached 88%. Many neighborhoods achieved a resident flu vaccine rate of over 90%. Residents who declined receiving the flu vaccine were educated about flu vaccine benefits and risks and reminded that the flu vaccine would still be available upon request.

Mandatory masking began on December 15, 2016 and continued until March 31, 2016. The facility extended its mandatory masking when there were two new cases of influenza B in April 2016. Laguna Honda will continue with mandatory masking through May 15, 2016, consistent with ZSFGH as they continue to see positive flu cases in their emergency and outpatient clinics. Masking stands were placed at facility entrances, 1st floor elevators, and other high traffic areas for easy access. Department managers strictly enforced masking for all unvaccinated staff. Laguna Honda clinical staff were vigilant in monitoring, testing, and treating residents for influenza which attributed to a significant decrease in flu cases compared to last flu season (16 flu cases this flu season - 4 cases of Influenza A and 12 cases of Influenza B compared to 23 cases last flu season - 22 cases of Influenza A and 1 case of Influenza B).

Laguna Honda plans to continue with flu prevention practices and monitoring for signs and symptoms of influenza in both residents and staff.

Attachments

Salary Variance Report

Gift Fund Report

Psychiatry Update Presentation

Laguna Honda Acute Rehabilitation Presentation

Hospital-Wide Policies and Procedures for Approval



Improved Staff Badges



Irish Culture Celebration



Precita Eyes Mural Unveiling



Nutrition Event



New Shuttle Bus Fleet



Volunteer Appreciation Luncheon



Participatory Ballot Budget Meeting



Administrative Professionals Day



Laguna Honda Acute Rehabilitation

May 10, 2016



Background



- Laguna Honda offers 5 acute rehabilitation beds in Pavilion Mezzanine neighborhood
- Analyses of prior year data indicates there are opportunities to improve use of the acute rehabilitation beds
- FY 2014-2015
 - Average monthly patient census: .80
 - Average monthly patient census as percentage of 5 total beds: 15.9





PDSA Cycle: Plan



- Plan: *identify what needs to change and create a plan*
- Actions taken:
 - Documented current state workflow
 - Created future state workflow
 - Developed liaison role responsibilities

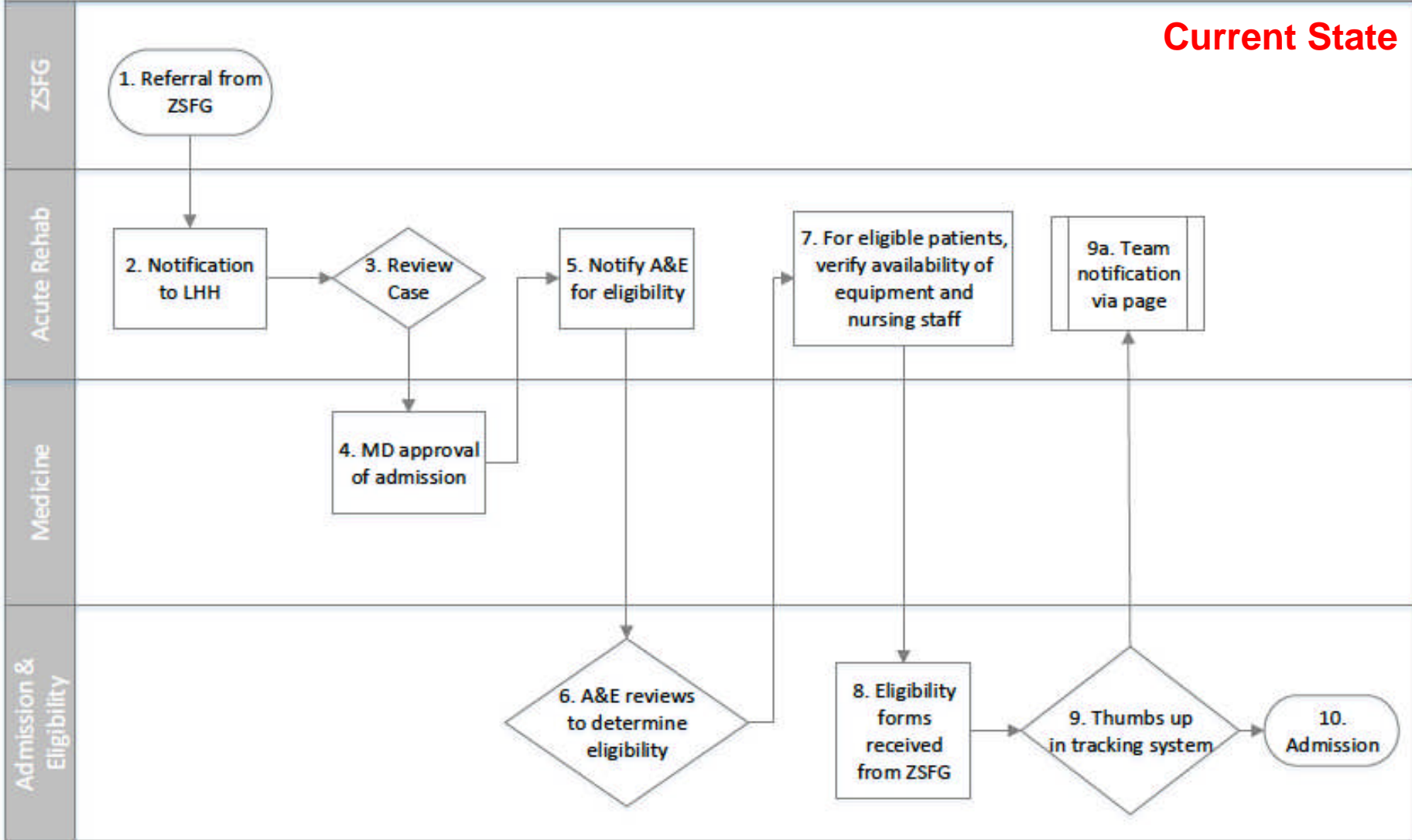
1.
Plan



Acute Rehab Admissions

Goal: Same day admission for Acute Rehab patients.

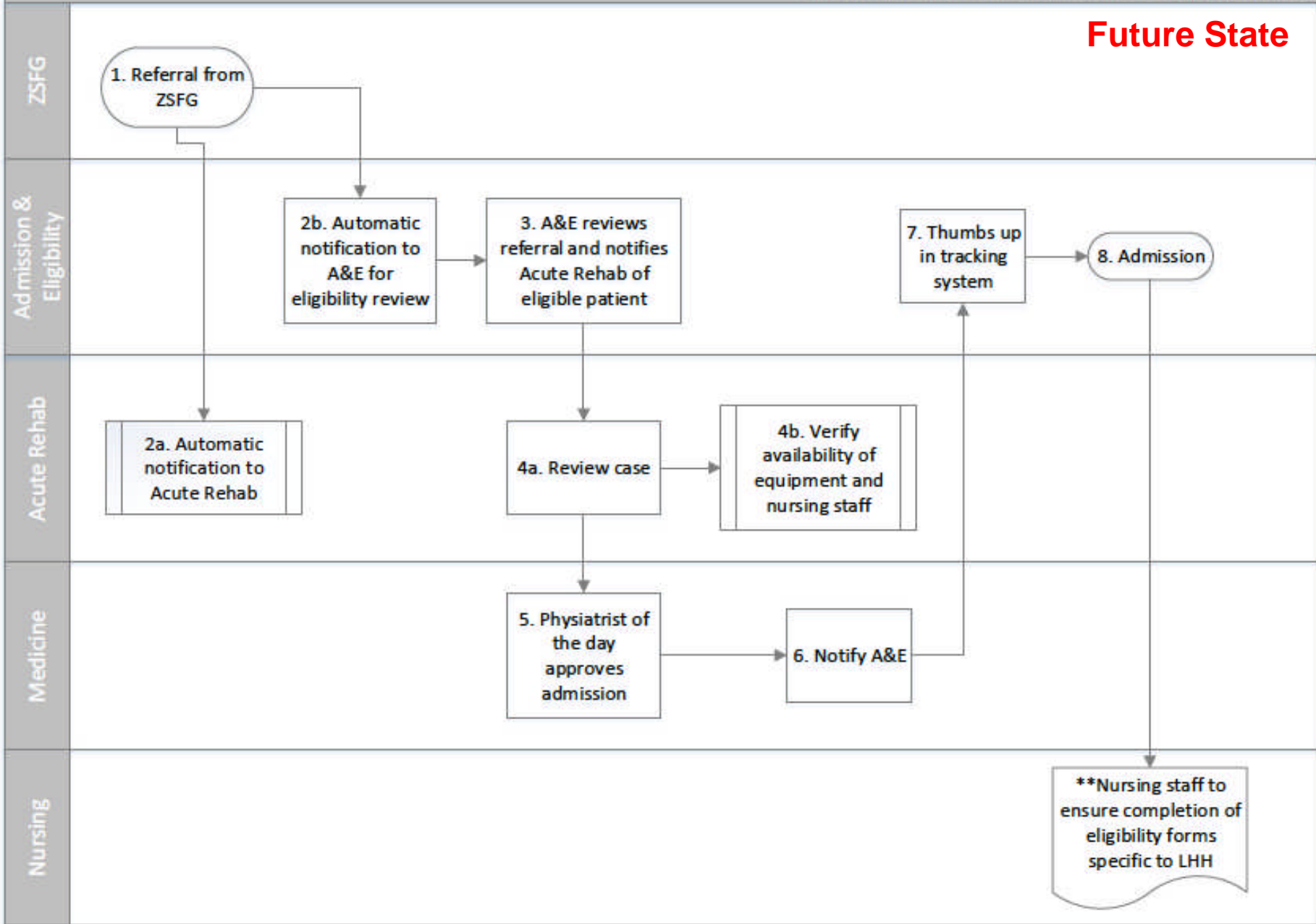
Current State



Acute Rehab Admissions

Goal: Same day admission for Acute Rehab patients.

Future State





PDSA Cycle: Do



- Do: *carry out the plan in trial or pilot environment*
- Actions taken:
 - Created automatic alerts to Admission and Eligibility (A&E) and acute rehabilitation team for referrals entered into tracking system
 - Identified person(s) to take on liaison responsibilities
- Actions needed:
 - Educate SFHN partners on future state workflow
 - Create automatic alerts to acute rehabilitation team and nursing staff for patients accepted for admission

2.
Do





PDSA Cycle: Study



- Study: *examine results of trial or pilot to verify whether improvements occurred and rework plan if necessary*

- Actions taken:
 - Reviewed functionality of automatic alerts from referral tracking system

- Actions needed:
 - Compare lead (wait) time for referrals with current and future state workflows

3.
Study





Counter Measures



Early notifications

- Alerts will be provided to appropriate A&E and acute rehabilitation staff as patients are entered into referral tracking system

New processes*

- A&E will begin review of financial documents before referrals are brought to acute rehabilitation for admission decision
- A&E will determine if financial agreement form is necessary on case by case basis

Reducing forms*

- House rules and smoking agreement will be required on day of scheduled admission
- Nursing staff will take on responsibility for both forms once admitted

* Referrals to acute rehabilitation only





Next Steps



- Create a secondary notification alert to acute rehabilitation team and nursing staff when patient is accepted for admission
- Train acute rehabilitation liaison on role and responsibilities
- Educate SFHN partners on new future state workflow
- Continue with Study and Act stages of PDSA cycle





Laguna Honda Psychiatry Update



Yifang Qian, MD, PhD

May 10, 2016

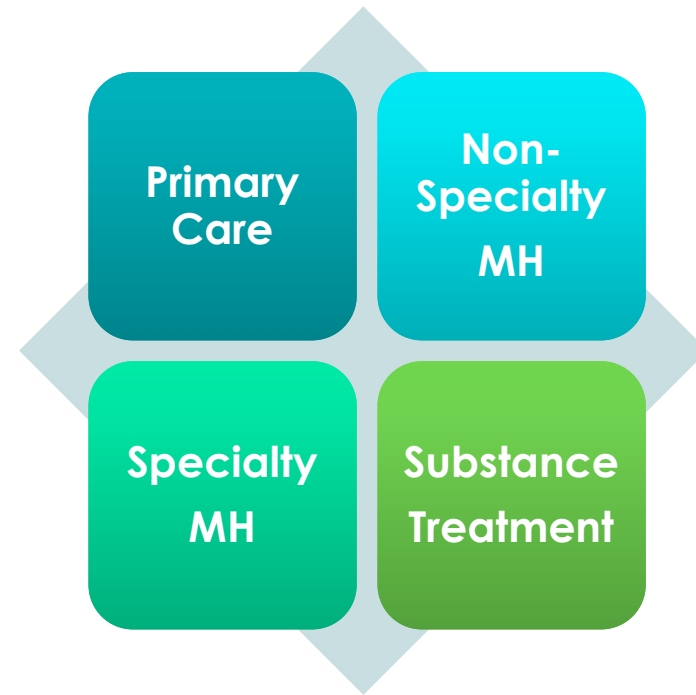
“Mr. Roberts”



Physical



Behavioral





Comprehensive





Services

Screening
and Triage

Psychiatry

Mental
Health
Treatment

Neuropsych

Behavioral
Management

Substance
Treatment



LH STARS

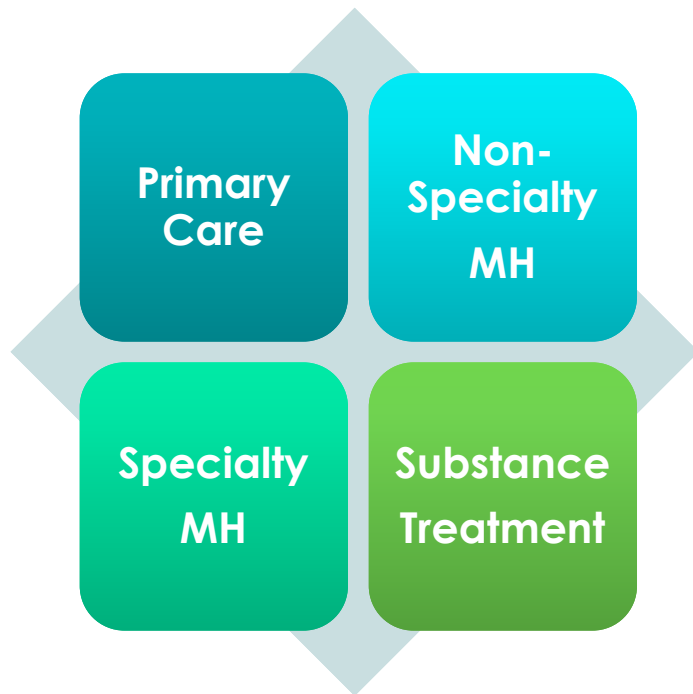
Substance Treatment And Recovery Services

(Formerly known as “SATS”)



New STARS Groups





AVATAR

Netsmart Technologies Incorporated



“Mr. Roberts”







Acknowledgements





THANK YOU!