

Joint Conference Committee

Laguna Honda Hospital and
Rehabilitation Center

Administrator's Report

September 13, 2016



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State of the Hospital

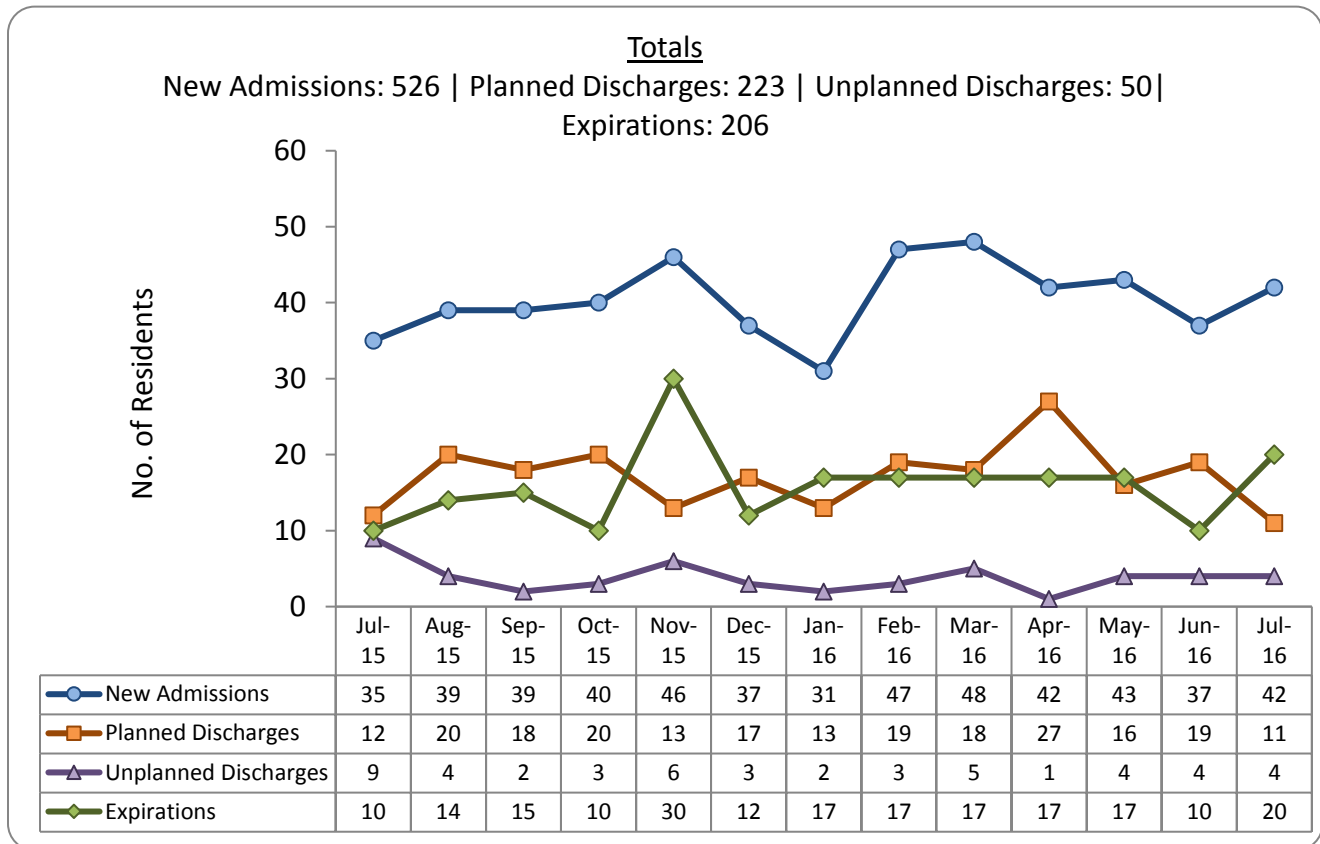
Wait List

Average wait time in days from referral date to decision approved date
(7/01/2015 – 7/31/2016): 3.86

Average wait time in days from decision date to admission date
(7/01/2015 to 7/31/2016): 5.58

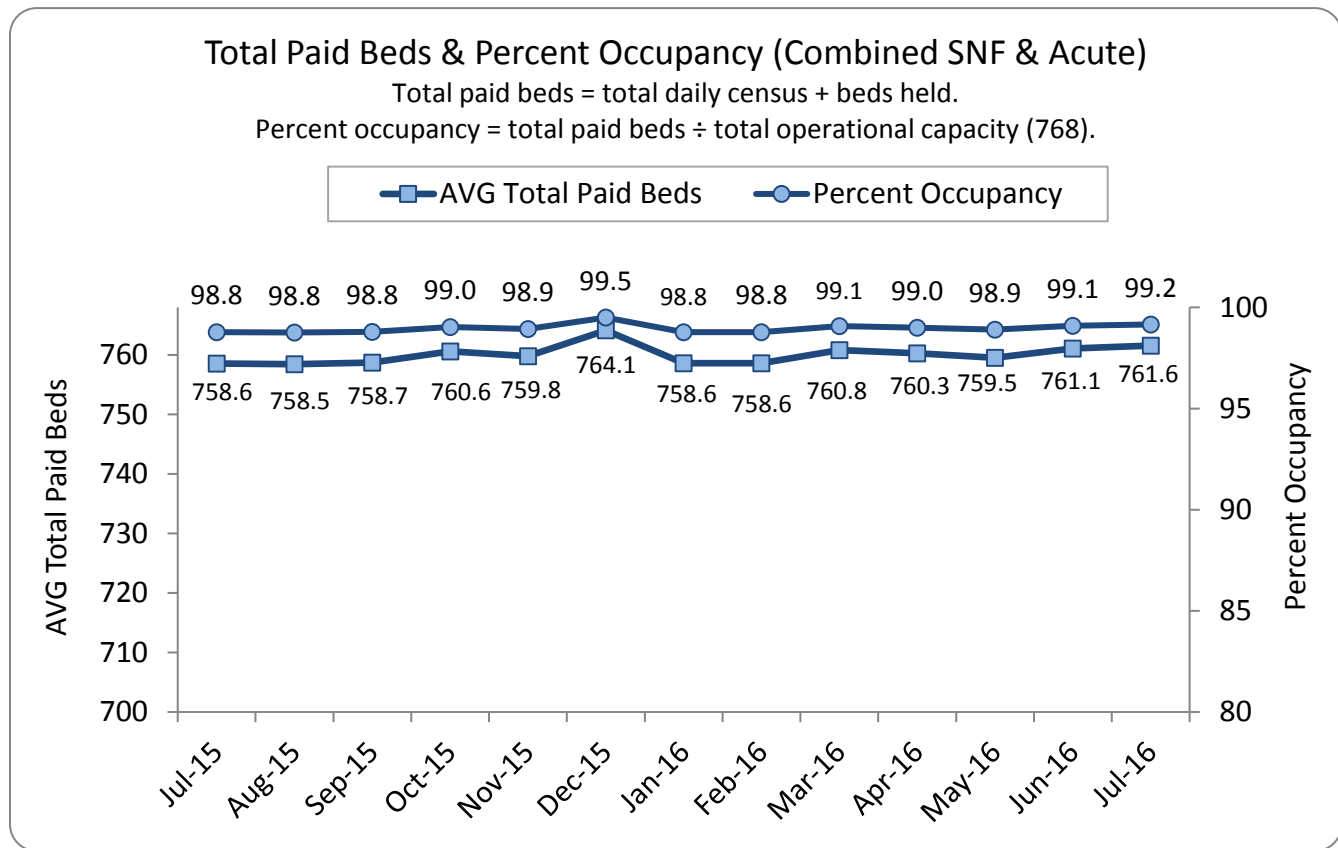
Number of people on waiting list as of 09/01/16: 5

Admissions, Discharges, and Expirations by Month (7/01/2015 to 7/31/2016)



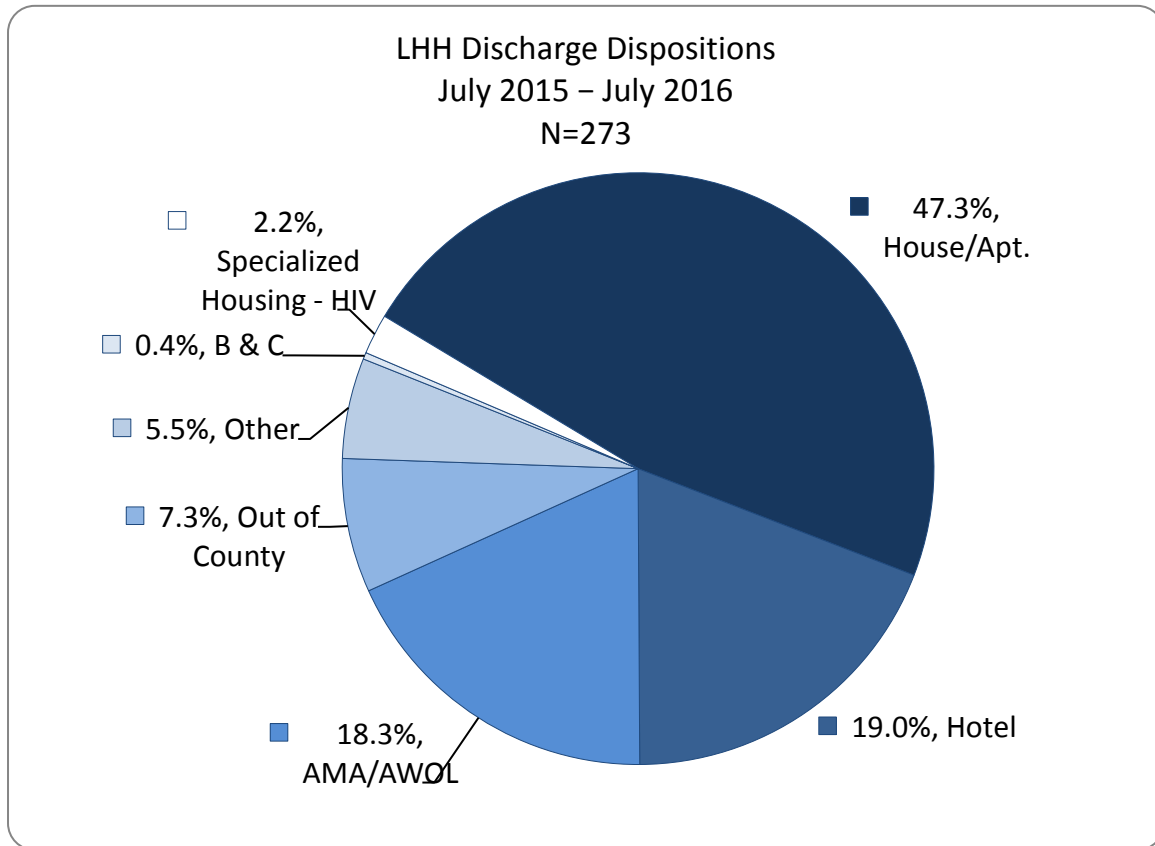
Average Daily Census (7/01/2015 to 7/31/2016)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
07/01/2015–07/31/2016	752	5.6	757.6	0.63	1.96	754.6	760.2	99%

Paid Beds and Occupancy by Month (7/01/2015 to 7/31/2016)

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

Discharge Disposition (7/01/2015 to 7/31/2016)



For the 13-month period above, 7.3% (n=20) individuals were discharged to out-of-county placements. Of those, 14 residents went to live with family, 4 residents returned to their previous residence and 2 residents went to Board and Care Homes that could best accommodate the residents' needs.

Staffing Report

Our current vacancy rate of 6% is slightly less than what was reported from the last cycle of 8.7% and we are actively recruiting for 80 FTE vacant positions. The bulk of those 40+ vacant positions are for patient care assistants (PCAs), which the Civil Service list is in the process of being certified. Accordingly, we plan to have these positions filled in the next 45 days, pending adoption of the the PCA Civil Service list as completed by Human Resources Services. Further, to increase the efficiency and collaboration between Human Resources and Nursing Education, there is the weekly huddle to anticipate, plan and problem solve best ways to expedite direct patient care positions.

We are happy to report that, consistent with an integrated model of care, DPH as a whole had a 99.9% completion rate for the Harassment Prevention Training for its supervisors and managers, as reported by Director Garcia at a previous Health Commission.

Budget and Finance

Financial Report

The FY2015-2016 4th Quarter financial report is attached. The annual projection shows an overall surplus of \$35.7 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. There is also a potential prior year adjustment of \$8.0M that will impact the bottom line through year-end close reconciliation pending Cost Report consultant review.

Expenditures are projected to be at budget after the internal budget transfer of \$1.1 million from ZSFG to cover the deficit in fringe benefit expenses due to the discrepancy in budget system calculation.

Gift Fund Report

The FY2015-2016 4th Quarter Gift Fund Balance Report is attached.

Initiatives and Milestones

Care Experience

2016 Employee Satisfaction Survey Results

The results from the 2016 Employee Satisfaction Survey will be presented at today's Joint Conference Committee.

Resident Education Series

As a new initiative this fiscal year, Nursing is coordinating a new education series for residents with ongoing sessions every Friday at 2pm in the Art Studio. Nursing and other care providers, including clinical nutrition, activity therapy, rehabilitation services (physical and occupational therapy) will be providing education to residents, guests and

their families on a variety of topics to enhance their stay at Laguna Honda and to equip them with knowledge and skills in preparation for their discharge back to community.

This is an opportunity for participants to gain a better understanding of health and wellness related issues that impact their well-being while simultaneously encouraging a positive and healthy life-style. These unique sessions are designed to address resident centered care focused on their needs. The series began in July 2016 and has included a variety of topics such as hydration, diabetes and smoking cessation. Since the series began, residents have provided positive feedback as well as ideas for future topics.

Welcome New Leaders

We are pleased to welcome the following leaders on the Laguna Honda campus, who are great assets to our community of care and for the system of care for DPH and SFHN:

Heather Rudolph, MSPT - Senior Physical Therapist for Rehabilitation Services. Heather has practiced as a physical therapist at Laguna Honda since 2008, and has had experience practicing throughout the department's rehabilitation assignments. Prior to joining us at Laguna Honda, Heather has had an extensive background and experience practicing physical therapy at various other settings, including home health, acute care, aquatics, outpatient, skilled nursing, rehabilitation, and pediatrics. Heather comes to us in her new leadership role with a wealth of knowledge and experience. In her new position, Heather will be supervising the physical therapy services and working closely with the rest of the rehabilitation leadership team in overseeing the Rehabilitation Services' performance improvement program.

Andrea Pittman, MHA - Acting Payroll Supervisor for the Payroll Department. Andrea is responsible for the day to day payroll operations at Laguna Honda Hospital with the Payroll Office located on the second floor of the Administration Building. Andrea was previously with the Payroll Office site at ZSFG. Andrea holds a Master's Degree in Health Administration and has extensive knowledge of our Department's payroll procedures, customer service and excellent leadership.

Yvonne Lowe Uyeki - Director of Admissions and Eligibility for SFHN, Patient Financial Services. In her new role, Yvonne will be responsible for the Admissions, Eligibility and Registration operations at ZSFG, LHH and the Enrollment financial counseling functions at the community primary care clinics. With her experience as the Compliance Officer for ZSFG, LHH and primary care clinics for the last 12 years, and as the Finance and Operations Director with the previous Managed Care Office for the Community Health Network, Yvonne brings a wealth of knowledge to her new role. She is a graduate of UC Berkeley and obtained her Master's degree from Harvard University, JFK School of Government.

George Falley - Porter Supervisor for the Environmental Services Department. George started as an as-needed porter at Laguna Honda in 2014, was hired as a porter in a

permanent position and has recently been promoted as a Porter Supervisor. Through his commitment, dedication, high regard for high quality environment of care services, and focus on employee safety, George has contributed and will be a great asset in advancing the Environmental Services Department's performance improvement goals. George is a great addition to our management team and is here to assist all Laguna Honda staff with environmental services needs.

Gloria Carreon – Acting Environmental Services Operations Manager. For over eight years, Gloria worked in the Environmental Services Department as a Porter Supervisor during which time she demonstrated unwavering support for the Department, its Management team and the Hospital. In her new role, she will be responsible for the day-to-day operations, supervision and maintenance of resident care areas' environment of care. She will also be responsible for the conduct of environmental services staff under her supervision of assigned areas and ensure compliance and meeting regulatory requirements.

Security Enhancements

Under the leadership of Basil Price, DPH Director of Security, the Laguna Honda Campus Safety and Security Committee meets monthly and tracks progress in implementing recommendations provided by Security Director Price. We are working on two enhancements as described below, with the goal of completion by end of September 2016..

As part of a collective effort to provide safe neighborhoods for residents and staff, Facility Services have begun installation of new Sheriff's Buttons. These dedicated buttons will be located in the living room of all neighborhood households. Once pressed and activated, an immediate notification will be sent to the Sheriff's Office to respond to the situation on the appropriate unit.

AIPhones are also being installed in the following three areas: Human Resources, Environmental Services and Facilities, and Administration. This new technology allows visitors to request entry access by pressing a button, which will dial into a dedicated phone for the departments above. Staff inside will have ability to talk with and view who is requesting access through a video feed and provide entry for the visitors once approved by the department's staff.

Music Therapy for Residents with Cognitive Impairment

"Alive Inside" is an award winning documentary and the source of great inspiration this quarter for memory care neighborhoods embarking on a journey to use personalized music from each individual resident's youth to combat the effects of memory loss and restore a deep sense of joy and human connectedness.

Team members from the North Mezzanine neighborhood viewed the "Alive Inside" vignettes of people with memory loss whose caregivers learn about the music each

individual enjoyed in their youth and then provide personalized music through iPods with headphones. This simple intervention has astounding effects as the listeners are both calmed and revitalized by music that carries deep personal meaning for them.

Music therapy has a long history at Laguna Honda and we are seeing that really drilling down to discover the music of each individual's youth and then providing the music through headphones has a unique effect that is worth promoting. Laguna Honda is still at the initial stage of this journey, and we are exploring our participation with the new CDPH program for all SNFs entitled "Improving Dementia Care through Music and Memory". The program includes several perks such as Music and Memory certification training for SNF staff and making available any equipment needed to provide personalized music to selected residents in their facility at no cost to the SNF.

To date, our activities include:

- Sharing of the "Alive Inside" DVD with the Nursing Education Department for the June facility-wide in-service for all nursing assistants and home health aides. The DVD will also be shown in its entirety as part of an 8-hour dementia training series for all nursing staff.
- Routinely introducing the subject at the the resident care team meetings to discuss music of one's youth with residents and their significant others or family members.
- Actively exploring the possibilities for obtaining equipment and for learning how best to incorporate personalized music into the day to day support of resident well-being.

Campus Community Activities and Events

Mae Louise Mays Softball Tournament

Laguna Honda participated in the 27th Annual Softball Tournament held on June 18 at the Moscone field in San Francisco. All proceeds from this tournament, raised by charging each team a tournament fee and a gift raffle donation fee, benefit San Francisco Youth, provide scholarships for Recreation & Parks programs, as well as scholarships to foster children for college, summer camp, music lessons, sports teams and other extra-curricular activities.

The Laguna Honda softball team has been participating in this tournament for the past four years. This year, the Laguna Honda team took 2nd place in the tournament. Congratulations to the team Captain, Henry Cortez and Co-Captain, Chiyomi Pearson, both from the Activity Therapy Department.

San Francisco AIDS Walk

Laguna Honda's Positive Care Unit residents on South 2 braved the cold weather on July 17 to participate in the annual San Francisco AIDS Walk. They were joined by

Laguna Honda staff and volunteers where the team was able to raise more than \$1,100 for the SF AIDS Walk. This event benefits Project Inform, Ward 86 at ZSFG, Project Open Hand and HIV/AIDS programs and services throughout the Bay Area.

Wheel-a-Thon Fundraising Event

The Activity Therapy Department sponsored a fund raising table outside of the Laguna Honda Café and hosted a Wheel-a-Thon event in Sutro Meadow on August 17, 2016, to raise funds for the Alzheimer Association. The Wheel-a-Thon participants included approximately 30 willing residents, hospital staff, family members and leadership students from Azusa Pacific University. All participants wheeled around Sutro Meadows at least twice before returning for refreshments and a souvenir Wheel-a-Thon button. This year's event raised \$735.00 for the Alzheimer's Association. Thank you to all of the residents, families, friends, and staff who participated and financially supported our Wheel-a-Thon this year.

Community Day Open House

2016 marks Laguna Honda's 150th anniversary of dedicated service to San Franciscans. To commemorate the event, Laguna Honda will be hosting a Community Day Open House on Saturday, October 15, 2016 from 11am to 3pm. The activities would include hospital tours, history room tour, food, caricature artists, the UC Berkeley NCAA basketball team, wellness activities, other vendor booths and LHH programs/services showcases. The community activities will be free to all participants.

Screening of the film "States of Grace" featuring Dr. Grace Dammann, followed by a Q&A session with Dr. Dammann and the movie producers will take place from 3pm to 5pm. There will be a charge for entry to the movie.

We hope that members of the Laguna Honda, DPH and SFHN communities and the general public can join us as we celebrate the day in honor of Laguna Honda's 150 years of compassionate and dedicated services to San Francisco.

Learning and Development

Core Communication Workshop Series

Jennifer Carton-Wade, Assistant Hospital Administrator for Clinical Services will be participating in the Core Communication Workshop series offered by the City's Department of Human Resources' Workforce Development Division.

The core focus of the Leadership Development program is to help City leaders build skills to successfully engage with key stakeholders, colleagues, the boss, the team and the individual team members. As part of a three month cohort, leaders take part in a workshop series to learn and practice models for communicating in a variety of situations. Each workshop meets twice, so participants have time to apply key concepts

to their own real work issues, and get feedback from their cohort colleagues. Workshops include: Communicating for success, coaching for execution and facilitation skills.

Mandatory Active Shooter Training

Active Shooter tabletop exercises designed by the Laguna Honda Emergency Preparedness Committee were completed throughout the hospital during the month of August. The committee determined that functional active shooter drills would not be appropriate in a resident care environment. Scenarios were chosen specific to the work area and location. The goal of the exercise was to challenge staff to think through possible actions in a given active shooter scenario first as individuals and then as a group. Exercises were led by Emergency Preparedness Committee members, Department Heads, and Nurse Managers. Several of the exercises were multidisciplinary including staff from several departments all working in the same physical location.

A total of 300 staff have participated in these exercises. Laguna Honda's Department of Workplace Safety and Emergency Management will be generating a compilation of ideas generated and tips for responding to an active shooter in various areas of the facility to be shared hospital-wide.

Enterprise Learning Management (eLM)

As of September 1, 2016, HealthStream has been replaced by Enterprise Learning Management (eLM). The eMerge icon is now on the Laguna Honda intranet page for easy access. Laguna Honda is the first DPH organization to transition to eLM and this was made possible through the collaborative work of DPH HR staff and Laguna Honda Nurse Educators.

The transition to eLM took place in the month of August where staff attended a 30-minute mandatory introductory training session that was held in the computer lab. The goal of the mandatory log-in sessions is to have a seamless transition from HealthStream (our former online training) to eLM. From August 2nd through August 31st, over 75 sessions were held and below is a summary of the progress to date:

- 1,172 employees attended and approximately 1,000 staff members were successfully logged in (about 10% of staff encountered error messages)
- Eleven departments had 100% attendance: Admissions & Eligibility, Clinical Nurse Specialists, Nursing Education & Clinical Informatics, Premier Club, Materials Management, Office of Managed Care, Patient Accounting, Psychiatry, Quality Management, Social Services, and Volunteer Coordinators
- Four Laguna Honda Departments had 95% attendance or greater: Accounting, Activity Therapy, Health Information Services, and Pharmacy

The goal is have 100% of employees able to log-in to eLM by September 30, 2016, in three phases:

- Phase 1 – All staff who have city provided email accounts
- Phase 2 – Schedule and train all staff who do not have city provided email accounts through use of a default password (approximately 400 employees)
- Phase 3 – Assign September's mandatory in-service topic on Injury and Illness Prevention Program on eLM to all staff.

CMS Nursing Home Compare 5-Star Rating System Update

Effective July 2016, the Centers for Medicare & Medicaid Services (CMS) added six new quality measures (QMs) to its consumer-based Nursing Home Compare. Currently, a facility's Five-Star QM ratings are based on performance on 11 different physical and clinical measures for skilled nursing center residents. The QMs are derived from Data Set (MDS 3.0) data assessments as well as hospital and emergency department claims. Three of these six new quality measures are based on Medicare-claims data submitted by hospitals, which is significant because this is the first time CMS is including quality measures that are not based solely on data that are self-reported by nursing homes, via the Minimum Data Set (MDS). These new three quality measures measure the rate of re-hospitalization, emergency room use, and community discharge among nursing home residents. They include:

1. Percentage of short-stay residents who were successfully discharged to the community (*claims-based*)
2. Percentage of short-stay residents who have had an outpatient emergency department visit (*claims-based*)
3. Percentage of short-stay residents who were re-hospitalized after a nursing home admission (*claims-based*)
4. Percentage of short-stay residents who made improvements in function (MDS-based)
5. Percentage of long-stay residents whose ability to move independently worsened (MDS-based)
6. Percentage of long-stay residents who received an antianxiety or hypnotic medication (MDS-based)





With today's quality measure updates, CMS is nearly doubling the number of short-stay measures, which reflect care provided to residents who are in the nursing home for 100 days or less, in Nursing Home Compare. CMS is also providing information about key short-stay outcomes, including the percentage of residents who are successfully discharged and the rate of activities of daily life (ADL) improvement among short-stay residents.

CMS incorporated all of six (6) additional quality measures, except for the antianxiety/hypnotic medication measure, into the calculation of the *Nursing Home Five-*

Star Quality Ratings. CMS is not incorporating the antianxiety/hypnotic medication measure because it has been difficult to determine appropriate nursing home benchmarks for the acceptable use of these medications.

The facility will track Laguna Honda's performance on the new QMs in the same manner that it currently tracks the other 11 well known physical and clinical measures through its Skilled Nursing Facility (SNF) Performance Improvement and/or Medical Quality Improvement Committees. Action plans will be developed as necessary.

Laguna Honda ranks better than California and National averages in 4 out of the 5 new Quality Measures that are posted on the Nursing Home Compare site (please refer to the grid below). Laguna Honda has a lower percentage of short stay residents who were successfully discharged to the community based on this new Quality Measure report. The facility will continue to work with City and community resources to re-integrate residents back to the community when appropriate, and progress can be tracked through the monthly Discharges report.

Nursing Home Short-Stay Residents	LAGUNA HONDA HOSPITAL & REHABILITATION CTR D/P SNF Quality	CALIFORNIA AVERAGE	NATIONAL AVERAGE
 Percentage of short-stay residents who made improvements in function. <i>Higher percentages are better.</i>	76.6%	60.4%	63.3%
 Percentage of short-stay residents who were re-hospitalized after a nursing home admission. <i>Lower percentages are better.</i>	13.1%	21.1%	21.1%
 Percentage of short-stay residents who have had an outpatient emergency department visit. <i>Lower percentages are better.</i>	5.0%	10.3%	11.5%
 Percentage of short-stay residents who were successfully discharged to the community. <i>Higher percentages are better.</i>	38.8%	53.9%	55.0%
Percentage of short-stay residents who self-report moderate to severe pain. <i>Lower percentages are better.</i>	15.6%	11.8%	16.9%

Nursing Home Short-Stay Residents	LAGUNA HONDA HOSPITAL & REHABILITATION CTR D/P SNF Quality	CALIFORNIA AVERAGE	NATIONAL AVERAGE
Percentage of short-stay residents with pressure ulcers that are new or worsened. <i>Lower percentages are better.</i>	0.0%	0.9%	1.3%
Percentage of short-stay residents assessed and given, appropriately, the seasonal influenza vaccine. <i>Higher percentages are better.</i>	66.5%	81.2%	80.1%
Percentage of short-stay residents assessed and given, appropriately, the pneumococcal vaccine. <i>Higher percentages are better.</i>	60.9%	81.8%	81.4%
Percentage of short-stay residents who newly received an antipsychotic medication. <i>Lower percentages are better.</i>	1.8%	1.5%	2.2%

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.

August's Employee of the Month is Meredith Snow, Vocational Rehabilitation Specialist. Meredith has been with Laguna Honda since May 2015. In her short tenure, Meredith has had a huge impact in improving and revitalizing the Vocational Rehabilitation program to better align services with the mission and vision of Laguna Honda. Within the first six months of being hired, she reorganized the General Store and Gift Shop by optimizing the budget for both. Meredith participates on various committees and has also been able to develop strong working relationships with other departments. She has worked collaboratively with Materials Management to resolve barriers and re-establish contracts with Gift Shop vendors. She has also worked with Nutrition Services to support the removal of sugar sweetened beverages from the General Store and pushed for in-store programs on diabetes and education. Meredith is responsible for creating new Referral and Assessment Forms to help improve program service delivery. Meredith is originally from the east coast, from a town called Marcellus in the Finger

Lakes area of New York. Prior to arriving at Laguna Honda, Meredith worked as an art therapist at Stanford University and UCSF. During her free time she enjoys making ceramics and writing comic books. Another fun fact about Meredith is that she played basketball on the collegiate level.

September's employee of the month is Gloria Carreron, Environmental Services Operations Manager. Gloria is exceptionally attentive to detail, anticipates and plans ahead to deliver exceedingly good customer service, even at short notice. She is respectful of her staff, coworkers and management and show appreciation in words and actions. She is meticulous to the needs of the residents and ensures the neighborhoods are sparkling clean.

Performance Improvement

New Job Opportunity Bulletin Board

An initiative that was identified from the Cultural Humility Committee is to advocate cultural awareness in our hiring practices and promote a diverse workforce. Laguna Honda Campus' Human Resources Services received feedback regarding job announcements and postings not being easily accessible or employees not being informed of available job opportunities at their worksite. In order to promote equal accessibility to all, the Human Resources Services has installed a bulletin board located outside of their entrance. This bulletin board was installed to provide greater visibility and awareness of current job opportunities. Job postings are updated weekly. This strategy advances and promotes both our strategic goals (Cultural Humility) and True North metrics (Workforce Development).

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