Joint Conference Committee
Laguna Honda Hospital and Rehabilitation Center
Administrator’s Report
May 9, 2017
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Wait List

Average wait time in days from referral date to decision approved date
(03/01/2016 to 03/31/2017): 3.41

Average wait time in days from decision date to admission date
(03/01/2016 to 03/31/2017): 6.94

Number of people on waiting list as of 4/26/2017: 16

Admissions, Discharges, and Expirations by Month (03/01/2016 to 03/31/2017)

<table>
<thead>
<tr>
<th>Month</th>
<th>New Admissions</th>
<th>Planned Discharges</th>
<th>Unplanned Discharges</th>
<th>Expirations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar-16</td>
<td>48</td>
<td>18</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>Apr-16</td>
<td>42</td>
<td>27</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>May-16</td>
<td>43</td>
<td>16</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Jun-16</td>
<td>37</td>
<td>19</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Jul-16</td>
<td>42</td>
<td>11</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Aug-16</td>
<td>47</td>
<td>23</td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td>Sept-16</td>
<td>33</td>
<td>7</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Oct-16</td>
<td>36</td>
<td>17</td>
<td>0</td>
<td>19</td>
</tr>
<tr>
<td>Nov-16</td>
<td>33</td>
<td>15</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>Dec-16</td>
<td>38</td>
<td>15</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>Jan-17</td>
<td>41</td>
<td>13</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Feb-17</td>
<td>33</td>
<td>13</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>Mar-17</td>
<td>31</td>
<td>14</td>
<td>2</td>
<td>13</td>
</tr>
</tbody>
</table>

Totals
New Admissions: 504 | Planned Discharges: 208 | Unplanned Discharges: 48 | Expirations: 211
### Average Daily Census (03/01/2016 to 03/31/2017)

<table>
<thead>
<tr>
<th>Period</th>
<th>SNF Occupied</th>
<th>Beds Held</th>
<th>Total SNF Census</th>
<th>Acute Medical Census</th>
<th>Acute Rehab Census</th>
<th>Total Daily Census</th>
<th>Total Paid Beds</th>
<th>Percent Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/01/16 – 01/31/17</td>
<td>751.84</td>
<td>5.97</td>
<td>757.81</td>
<td>0.56</td>
<td>2.10</td>
<td>754.50</td>
<td>760.47</td>
<td>99%</td>
</tr>
</tbody>
</table>

### Paid Beds and Occupancy by Month (03/01/2016 to 03/31/2017)

Total paid beds = total daily census + beds held.
Percent occupancy = total paid beds ÷ total operational capacity (768).

![Graph showing AVG Total Paid Beds and Percent Occupancy](chart.png)
For the 13-month period above:

1. Analysis of out-of-county are as follows: 8% (n=21) individuals were discharged to out-of-county placements. Of those, 17 residents went to live with family, 2 residents returned to their previous residence and 2 residents went to Board and Care Homes that could best accommodate the residents’ needs.

2. Analysis of absent without leave (AWOL) are as follows: 23% (n=9) of the 38 AWOL incidents returned to Laguna Honda for receiving continued skilled nursing services. Of those who did not return (n=29), the Social Services Team were not able to contact 14 (48%) individuals and were able to contact 15 (52%) of the former residents who chose not to return to Laguna Honda. All residents who are determined to be absent without leave were determined to be their own decision makers.

3. A resident is discharged Against Medical Advice (AMA) when he/she chooses to leave Laguna Honda Hospital against the advice of their physician. For patients/residents discharged AMA (n=9), the physician discussed with the patient/resident the risk of leaving AMA.
Staffing Report

Laguna’s current vacancy rate stands at 6.3% and we are actively recruiting for 86 vacant positions. The vacancy rate is attributed to classifications 2303 Patient Care Assistant, 2736 Porter and 2604 Food Service Worker positions, which are currently in the hiring process and within the estimated timeline.

DPH Human Resources Workforce Development is in the process of coordinating upcoming supervisory trainings on completing the Performance Plan and Appraisal Report (PPAR) for FY2017-18. DPH is aligned with the Citywide initiative in standardizing use of the 3-rating PPAR form and the fiscal year review.

Lastly, consistent with DPH’s Lean initiative, LHH is engaging SEIU 1021 to better understand the Lean process and providing the union with additional information about LHH’s Lean Transformation progress.

Budget and Finance

Financial Report

The FY 2016-2017 3rd quarter financial report is attached.

The annual projection shows overall expenditures within budget, and a favorable variance of $6.7 million in patient service revenues mainly due to Medi-Cal rate increase

Salary Variance Report

We are currently projecting overall salary expenses within budget by year end. However, we are experiencing some deficits in overtime and temp salaries, and have already submitted the Board of Supervisor Supplemental Appropriation Request to fund the overtime with savings in permanent salary budget. The high overtime is mainly due to the unexpected increase in number of residents needing 24/7 sitters in addition to the regular skilled nurse staffing level.
Gift Fund Report

The FY2016-2017 3rd quarter Gift Fund Balance Report is attached.

The year-to-date Gift Fund revenue includes a second significant donation from Molly Fleischner for the Assistive Technology program at Laguna Honda. Residents with significant disabling conditions are provided with technology related devices that allow them greater control over their environment and to complete tasks that they would otherwise be unable to perform. Examples of the devices include voice activated switches and hand-free peripheral computer controls. There was no out-of-budget funding request in this past quarter.
Initiatives and Milestones

Regulatory

GACH Recertification Survey – April 2017

A team of CDPH surveyors comprising of two Registered Nurses arrived on Tuesday, April 25, 2017, to conduct a General Acute Care Hospital (GACH) Re-Certification Survey. The GACH Survey was concluded on April 28, 2017. The Team Leader gave a brief report of their preliminary findings during the exit conference. There were 6 areas of deficiencies identified and there was no mention of failure to meet any of the federal Conditions of Participation for the GACH. The facility anticipates receiving a Statement of Deficiencies within 10 business days after which the facility is expected to submit a Plan of Correction within 10 calendar days.

Care Experience

Silent Meditation

There is now a regular Silent Meditation session for staff and residents every Thursday 12:30 to 1:15 in the Chapel. The sessions are non-guided silent meditation and participants may come and go as they choose. This effort is spearheaded by Spiritual Care Services coordinator Bob Deel and contributes to the hospital’s effort of providing a diverse set of wellness outlets.

New Visitor Check-In Procedures

Effective April 1, 2017, all visitors and staff not wearing hospital issued identification badges will be required to follow new check-in procedures with the Sheriff’s Department at both Pavilion and Administration lobbies. Sheriffs’ personnel will collect information, such as name and visiting destination, and a picture will be taken with kiosks. The kiosks will produce visitor stickers that are then issued to complete the check-in. Cadets stationed at the lobbies phased in the new procedures by randomly performing this new procedure a week prior to go-live in order to allow time for visitors and employees to get familiarized with the kiosks.

End of Mandatory Masking Period

The Mandatory Masking period at Laguna Honda ended as of April 15, 2017. Although it is the end of flu season, Infection Control nurse, Melanie Ferrer, is still monitoring for potential outbreaks. She also is educating staff on the benefits of practicing good hand hygiene, proper cough etiquette, and safely disinfecting work surfaces and most importantly, to stay home when they are sick to prevent spreading to fellow co-workers and residents.
Quarterly Resident Council Officers and Executive Committee Meeting

On April 25th, Laguna Honda Hospital’s Executive team met with the Residents Council Officers to discuss the resident care experience. The meeting focused on solving concerns that pertain to physical comfort and well-being that is part of life in a skilled nursing facility. Led by two long-term stay residents, the council officers shared their thoughts on how the hospital can enhance individual’s care experience during their stay by listening to their concerns including communication, understanding, and empowering residents in gaining independence. This exchange of ideas has become an essential part of a thriving relationship between residents and personnel at LHH.

Campus Community Activities and Events

Laguna Honda Launches the Labyrinth Project – March 2017

On March 31st Laguna Honda began planning the installation of the Labyrinth project in Gerald Simon Theater. James Buchanan, the labyrinth artist from Scotland, is designing the first labyrinth of light in the United States, right here at Laguna Honda. Jim spent five days undertaking consultation workshops,

Personal discussions and technical evaluation. Discussion from participants included Wheelchair accessibility, Health benefits for wheelchair users and Education applications. The labyrinth is planned for installation in late summer this year.

Health Information Professionals Week – March 2017

The Health Information Services Department celebrated Health Information Professionals Week by holding an open-house on March 29th for all Laguna Honda community members. This allowed them to showcase and highlight all the work that goes into keeping our medical charts and coding running efficiently. Department Director and Supervisor, Debra Darden and Shaheenara Shaikh, respectively, also organized a social hour for staff in recognition of their hard work.

Medical Laboratory Professionals Week – April 2017

MEA Medical Laboratory Professionals Week provides the profession with a unique opportunity to increase public understanding of and appreciation for clinical laboratory personnel. This tradition originated in 1975 as National Medical Laboratory Week, or NMLW, under the auspices of the American Society for Medical Technology, now called the American Society for Clinical Laboratory Science (ASCLS).

Laguna Honda recognized four medical laboratory staff members whom provide bedside care (primarily Phlebotomy) to our residents; Violet Estrada, MEA, Jean Rosario, MEA, Emma Martinez, MEA and Rebeca Servantes.
National Volunteer Services Week – April 2017

There are over 400 active volunteers at Laguna Honda. Departments including Spiritual Care, Activity Therapy, Dietary, Wellness, Outpatient Clinic, Nursing, all neighborhoods as well as our partner organization, Zen Hospice all have volunteers. Volunteers come from all walks of life in the Bay Area to enhance the quality of life for residents in ways that only volunteers can; with open hearts. Whether they are escorting someone to an appointment or for a stroll, reading to them, or assisting them with an activity, our volunteers can do it all. In partnership with Friends of Laguna Honda, the hospital hosted a celebration luncheon for more than 120 volunteers. Volunteers were honored based on years of service and all were given tickets to a raffle drawing with many special prizes.

Administrative Professionals Day – April 2017

The collective of Administrative Assistants at Laguna Honda help keep the campus running. They are professionals who serve as the “go to” when questions need to be answered, solve problems quickly and just get things done for many different departments across the hospital. We honored them and our IPO interns on April 26, 2017 with small appreciation luncheon by the Hospital Executive Committee.

National Healthcare Decision Day – April 2017

Every year on or about April 16th is the National HealthCare Decisions Day (NHDD), a project of the Conversation Project. The goal of events surrounding NHDD is to raise awareness about the importance of considering future health care decisions and to provide access to easy to understand tools. These tools allow the public to be engaged in their own care and decisions that may be required, when they are no longer able to speak for themselves.

The LHH’s Bioethics Committee and LHH Palliative Care Center of Excellence hosted several awareness raising activities. LHH employees received two email blasts informing them about the goals of NHDD and providing electronic resources for them to use for themselves and their loves ones. On April 20th, an informational table outside of the cafeteria was staffed by Grace Dammann, MD and Anne Hughes, RN, PhD with easy to complete CA Advance Health Care Directives, FAQs about CA Advance Health Care Directives, a Conversation Starter Kit, and information about the Prepare for your Care website. In total, 50 CA Advance Health Care Directives, 49 FAQs about CA Advance Health Care Directives, 10 Conversation Starter Kits and 1 flyer on Prepare for Your Care website were distributed.

A recent report from the National Academy of Medicine (formerly known as IOM) recommended that the process of advance care planning occur across the lifespan, starting in high school, and not be left to a time when persons are seriously ill. LHH is committed to raising awareness for residents, staff and volunteers.
General Store and Gift Shop Re-Opening

The General Store and Gift Shop have reopened during the first week of April. Meredith Snow, Vocational Rehabilitation Specialist, will be managing both and working with volunteers and interested residents. Open hours vary for each but both locations will be opened at least three days during the week and at least one weekend day. More hours are expected to be added if there is increased demand from residents.

Ambassadors Program

One of the hospital’s strategic goals is to build a successful and sustainable philanthropy program. As part of that effort, Laguna Honda plans to increase the number of Laguna Honda community members who are ambassadors and promote the mission, vision and values of Laguna Honda.

This approach was utilized back in 2010 to help disseminate information to the staff about the move to the new Laguna Honda. The ambassadors program is being brought back, this time to spread the word about the good work happening a Laguna Honda. While all of staff represent the hospital, the Ambassadors program will be an organized and on-going program. Training will be provided to staff who want to be part of this program to familiarize them with all aspects of the hospital’s operations so that they can answer any question. Once trained, those staff will be called upon to conduct special hospital tours and to make presentations to community groups and businesses. The Ambassadors will interact with staff, residents, visors, and members of the general public on an informal basis. William Frazier is the first ambassador and will be leading the efforts along with support from Jennifer Carton-Wade and Quoc Nguyen.

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.

April’s Employee of the Month is Maria Castro, who has been a Patient Care Assistant on North 4 since 2011. She was nominated for Employee of the Month by a Resident’s Family. The Family member said that “she perform[ed] an excellent job [of] taking care of my wife and the rest of the patients….she has a very good attitude, works with a smile on her face and talk[es] to my wife with respect….her co-worker told me they use her as an example”. Maria has outstanding on the job performance in carrying out day to day duties and responsibilities. As seen from her nomination, she provides excellent customer service to the residents of North 4. She promotes team work, ensures the safety of her residents and is always reliable.
Maria has lived in San Francisco since 2004. She is originally from Mexico. She loves the people, the weather and the culture of Bay Area, especially her neighborhood of Alamo Square. When she is not working, she likes taking long walks in San Francisco. Her favorite part of working at Laguna Honda is the residents. She says that her unit is like a family. She loves helping people and spending time with every one of her residents.

May’s Employee of the Month is Michael Lejender. He is a Supply Lead Porter in the EVS Department and has been working at Laguna Honda since October of 1994.

Michael has been nominated for his exemplary performance in carrying out day to day operations here at Laguna Honda. Throughout his 23 year tenure, he has been very reliable and continues to provide excellent customer service to everyone in the organization. Leaders of hospital have remarked about his increasingly positive, upbeat attitude and his colleagues would agree that he’s a great team player who is a pleasure to work with. Michael’s close attention to detail and safe work practices ensure that his work is always completed in a safe and timely manner.

Michael is originally from New Orleans but moved here at the age of 5 so he very much considers himself as a native San Franciscan. When he’s not at Laguna Honda, he enjoys spending quality time with his wife and daughter and working on his cars. He takes great care of his rides and looks forward to sunny days to go cruising in his ‘68 Buick GS400 Skylark.

Performance Improvement

**SOGI Initiative**

Laguna Honda is set to roll out an initiative on Sexual Orientation and Gender Identification (SOGI) that is aligned with True North Metrics. Four educators (Ronald Radoc, Jinky Lasat, Valerie Ferrer and Leanne Johnson) have been developing a core training curriculum for nursing staff that focuses on the identification and collection of sensitive information from residents. The anticipated go-live date is scheduled for early May on two pilot neighborhoods.

**Lean 5S Workshops (Pharmacy 5S – March 21-23 and Nursing Station 5S – April 4-6)**

There were two 5S projects which focused on Laguna Honda’s pharmacy as well as nursing stations on three separate neighborhoods. The pharmacy project was initiated by Director of Pharmacy, Michelle Fouts, and led by fellow pharmacists from ZSFG, David Smith and Swati Patel, who served as co-workshop leaders. Over the course of 3 days, a team helped carry out the principles of sorting, setting in ordering, shining, and standardizing through the entire pharmacy space. The reaction from pharmacy staff have been overwhelmingly positive and the team is sustaining the work through
quality checks such as daily 5S audits led by Supervising Pharmacist, Susan Rosenberg.

The nursing station project was led by Ed Guina and nurse managers for South 2 (Sheryl Ronquillo), Pavilion Mezzanine SNF (Rowena Patel) and North 3 (Susan Duong). The team was aided by Rona Consulting as they worked to create a more efficient and less cluttered workspace that has high impact for both staff and resident satisfaction. This included labeling items and designating return spaces to help maintain a familiar working environment for staff who may float on multiple neighborhoods. This was a planned two-phase project that will resume in June 2017. It is anticipated that the three neighborhood nursing stations will become a model for other neighborhoods moving forward.

**Kaizen Improvement Workshop – April 17-21**

In December 2016, Laguna Honda completed a Value Stream Mapping (VSM) workshop with Rona focusing on new admissions to Laguna Honda and set improvement targets and a plan of action for three Kaizen week-long workshops. After the first Kaizen took place on February 6-10 took a deep dive into the pre-admission process, the second Kaizen continued the week of April 17th.

The workshop was sponsored by Chief Medical Officer, Michael McShane and addressed the clinical assessments and treatment during new admissions. The rest of the team comprised of Resident Care Team (RCT) representatives including staff from Nursing, Rehabilitation, Activity Therapy, Clinical Nutrition, Social Services, Pharmacy and Medicine along with workshop leader Vincent Lee and team leader Mivic Hirose. The team performed Gemba walks (going to where the work happens) to observe care providers and residents in their natural settings. It became apparent that the current state process for conducting clinical assessments on new admissions took too long and featured too many different wastes.

The team ran multiple experiments and came up with solutions that will help provide more value to new residents upon their admission. This includes:

1) Sequential order and specific time frames for each RCT discipline to complete all clinical assessments within 48 hours.
2) Pharmacy completing initial chart prep prior to admission so that medications can be ordered and filled more quickly.
3) Creation of admission and resident kits to have commonly used items available.
4) Standard work write-ups for notifying teams of new admissions via page groups and improving the flow of shared information through huddles.

The last Kaizen related to the original VSM will focus on room readiness and is scheduled to take place in June 2017.
Third Party Agreement Monitoring for CY 2016

On an annual basis, third party agreements are evaluated to assure accountability and compliance with contractual standards, identify problem areas and provide information for future planning. Attached is the CY 2016 Third Party Agreements Monitoring Report for the Joint Conference Committee’s review.

Quality Council Meetings

Attached are the Quality Council meeting minutes for January, March and April. Work in process include, but are not limited to the following:

- Quality Assessment and Performance Improvement (QAPI) 2017 - Schedule Review, Lean Transformation Planning
- True North – Decreasing Employee Injuries
- Strategic Goals – Achieving Centers of Excellence, Philanthropy Program, Assistive Technology Fund, Ambassadors Program
- Clinical/Operational Improvements – Decreasing Unplanned Discharges

QAPI Completion: we plan on sharing with the Joint Conference Committee as initiatives, projects and improvement plans are completed. Within the last quarter, the Warfarin Workgroup created an A3 with a goal to reduce warfarin medication errors to zero. Interventions put in place include standard process, visual cue and standardized medication administration record matching the medication dispensing machine. The results show zero medication errors related to warfarin for the past 9 months, since August 2016. Attached the Warfarin Administration PI Project Storyboard. Thank you to Michelle Fouts, Madonna Valencia and Geraldine Mariano for leading the initiative.

Attachments

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Laguna Honda Strategic Goal: Cultural Humility Update
Hospital-Wide Policies and Procedures for Approval
Health Information Services Week
March 2017

Medical Laboratory Professionals Week
April 2017

Administrative Professionals Day
April 26, 2017

Friends of Laguna Honda Volunteer Services Appreciation Luncheon

Campus Community Activities and Events
Volunteer Services Department Coffee and Brunch

Pharmacy 5S Team Members March 2017

Kaizen 2—Clinical Assessments Team April 2017

Employees of the Month
Maria Castro (April 2017)
Michael Lejender (May 2017)

Campus Community Events & Recognition