Joint Conference Committee

Laguna Honda Hospital and Rehabilitation Center

Administrator’s Report

September 12, 2017
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
Gift Fund Report

Initiatives and Milestones

Regulatory
Care Experience
Campus Community Activities and Events
Learning and Development
Recognition
Performance Improvement

Attachments

Quarterly Financial Report FY16-17 Q4
Gift Fund Report June 2017
Quality Council Meeting Minutes for August 2017
Completed Performance Improvement Project Storyboard Reports:
   1) True North Goals: Acute Rehabilitation Admissions, Flu Vaccinations and Likelihood to Recommend
   2) Operations and Clinical Improvement: Difficult to Transition Residents
True North Metrics FY 16-17
Laguna Honda Lean Transformation Update: Room Readiness Kaizen Improvement Event Presentation and A3
Strategic Goal Update: Communications Presentation, A3 and PI Storyboard
Strategic Goal Update: Centers of Excellence Update and A3
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 (07/01/2016 to 07/31/2017):  3.39

Average wait time in days from decision date to admission date (07/01/2016 to 07/31/2017):  8.97

Number of people on waiting list as of 8/29/2017: 17

Admissions, Discharges, and Expirations by Month (07/01/2016 to 07/31/2017)
Average Daily Census (05/01/2016 to 05/31/2017)

<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>05/01/16 – 05/31/17</td>
<td>751.03</td>
<td>6.06</td>
<td>757.09</td>
<td>0.53</td>
<td>1.91</td>
<td>753.47</td>
<td>759.53</td>
<td>99%</td>
</tr>
</tbody>
</table>

Paid Beds and Occupancy by Month (05/01/2016 to 05/31/2017)

Total Paid Beds & Percent Occupancy (Combined SNF & Acute)

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

AVG Total Paid Beds
Percent Occupancy

![Graph showing AVG Total Paid Beds and Percent Occupancy over months from July 2016 to July 2017. The x-axis represents the months, and the y-axis represents the average total paid beds and percent occupancy. The data shows a slight decrease in total paid beds and percent occupancy over the period.]
Community Discharge Dispositions (05/01/2016 to 05/31/2017)

For the 13-month period above:

1. Analysis of out-of-county are as follows: 8.6% (n=20) individuals were discharged to out-of-county placements. Of those, 12 residents went to live with family, 3 residents returned to their previous residence and 5 residents went to Board and Care Homes that could best accommodate the residents’ needs.

2. Analysis of absent without leave (AWOL) are as follows: 29% (n=12) of the 41 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 18 (62%) individuals and were able to contact 11 (38%) of the former residents who chose not to return to Laguna Honda.

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=15), the physician discussed with the patient/resident the risk of leaving AMA.

Staffing Report

Laguna Honda’s current vacancy rate dipped again to 3.8% and we are actively recruiting for 51 vacant positions. The low vacancy rate is attributed to Human Resources continuing to meet with Nursing, Clinical Nutrition and Food Services Leadership weekly on Fridays to “huddle” on recruitment activities and strategies.
Laguna Honda leadership is also energized and hard at work completing performance appraisal that are due on September 30, 2017. A completion rate update will be provided in the future.

Budget and Finance

Financial Report

The FY 2016-17 4th quarter financial report is attached.

The annual projection shows an overall surplus of $20 million. The phenomenally favorable variance in patient service revenues is mainly due to Medi-Cal SNF rate increase. There is also a positive $4 million revenue adjustment from prior-year DP/NF reconciliation.

Expenditures are projected to be $1.8 million lower than budget in salary and fringe benefit expenditures mainly due to savings in step adjustments and premium pay in permanent salary budget.

Gift Fund Report


Total annual expenditures from the Gift Fund was slightly higher than the total revenues (donations and interests), but within the budgeted amount. Some expense items are much lower than the budget due to delay in service contract process or the timing of the invoice payments.

Initiatives and Milestones

Regulatory

CMS Long Term Care Regulation Phase 1 In-Service

Laguna Honda staff have been preparing for the hospital’s upcoming annual survey while also working hard to meet new regulatory guidelines set forth by CMS for Long Term Care facilities. Since August 21, staff are completing in-services that includes the most updated regulations. The training and education is offered through newly merged education team and is mandatory for all Laguna Honda staff.

Phase 2 regulations will take effect on November 28th, 2017 and an action plan is in place for the hospital to be compliant.
Care Experience

Integrated Campus Education Services

The Department of Education and Training (DET) and Nursing Education have planned its integration of educational services to meet the needs of staff on campus, hospital mandatory and regulatory trainings, onboarding and ongoing workplace education and in-service needs. The integration will benefit both nursing neighborhoods as well as hospital and campus-wide departments. The integration strengthens efforts to improve education hospital-wide and will result in greater efficiencies and productivity with the goal of the provision of same high quality services staff have received in the past.

Center to Advance Palliative Care (CAPC) Membership – August 21

Laguna Honda Hospital is now a member of the Center to Advance Palliative Care (CAPC). As a member institution, all LHH staff have 100% access to essential tools, training and technical assistance for frontline clinicians. Interested clinical staff are also able to join other clinicians from around the country, and participate in sharing best practices and learning from each other through multiple online resources.

Annual Carnival – August 23rd

The Activity Therapy Department held its Annual Carnival for residents on August 23rd.
Residents enjoyed a festive atmosphere consisting of live farm animals, games, face painting, live music and a smorgashboard of food options. The carnival took place in two different time slots, 10am-12pm and then again from 1pm-3pm to help accommodate resident schedules.

Labyrinths of Light – September 11th

Scottish artist James Buchanan flew in to complete his work in creating a digital labyrinth in Gerald Simon Theater during the week of September 11th, 2017. This project was initiated by Christine Hanson, Director of Wellness and Therapeutic Activities, who identified the artist early on in the process as one of the few innovators in using labyrinths in healthcare recovery. The artist provided presentations to staff, including the Executive Committee, on the benefits and use of a digital labyrinth. The space will be opened to residents and may be available in the future for public use by the community as well.

Campus Community Activities and Events

2017 AIDS Walk – July 16th

Laguna Honda took part in this year’s San Francisco AIDS Walk at Golden Gate Park on July 17, 2017. More than 20 residents and 13 staff members were present at the event and were able to complete a modified walk. They also witnessed several live entertainment performances along their route. Leading up to the event day, Susan Schneider, Social Worker, and Wennie Hoang, Activity Therapist, on the Positive Care neighborhood helped
Laguna Honda Joint Conference Committee Report
September 12, 2017
Page 7

fundraised over $1,000 through donations from the entire Laguna Honda community. This contribution will go towards assisting Project Open Hand, Positive Resource Center, the Golden Compass Program at Ward 86 as well as dozens of other HIV/AIDS programs and services in the Bay Area.

**SFHN Brand Launch Party at Laguna Honda – July 31st**

Laguna Honda celebrated the 3rd anniversary of the San Francisco Health Network by throwing a block party along the Louise Renne Esplanade. Residents and staff took part in seeing the new logo and learning more about the details of it, including meanings behind the flower and heart. They also witnessed a video recording from Mivic Hirose and Dr. Michael McShane and Dr. Hali Hammer, inviting hospital, Health at Home, and primary care programs based on-site to have fun and eat cake!

Prior to the event, a team of Activity Therapists and dedicated Volunteers help put together packages of newly branded tote bags and water bottles that were given away to residents on all neighborhoods. The items were well-received and especially appreciated by residents who were unable to attend the block party. Residents who were able to attend enjoyed the live music and took away photo booth pictures to commemorate the event.

**SEIU BBQ – September 1**

SEIU members at Laguna Honda were treated to an afternoon and early morning barbeque on September 1. The local leaders and representatives for the union were on hand to provide food and much needed refreshments in Gerald Simon Theater, for all three shifts. Laguna Honda continues to strive for collaboration with SEIU and other unions to create a cohesive labor environment.

**2017 Alzheimer’s Walk – September 10th**

Laguna Honda took part in this year’s Alzheimer’s Walk at Crissy Field on September 10, 2017. The Walk to End Alzheimer’s was completed by a contingent of staff members. Leading up to the event, a fundraiser on campus, led Andre Michaud, Clinical Nurse Specialist and Susan Duong, Nurse Manager, helped raise more than $1000 to be donated to the event.

**Learning and Development**

**AIDS Education and Training Center (AETC) Training Program**

Sheryl Ronquillo, South 2 - Positive Care Nurse Manager, completed a 6-month Training Institute program geared towards HIV nurses, nurse practitioners, social workers and case managers sponsored by the Bay Area and North Coast AIDS Education and Training Center (AETC) from January 2017 to July 2017. The workshop focused on training and presentation skills including: principles of adult learning theory, mentoring sessions and facilitation techniques. She presented her learnings on HIV and Opportunistic Infections to nurses and members of the resident care team on South 2 and it was well-received.
Emergency Preparedness Drills

As of July, Laguna Honda has been doing regular HICS Activation mini-drills. The purpose of these drills is to practice procedures for activating our hospital incident command system whenever normal operations are disrupted. The drills are of short duration and are being conducted monthly on the day shift and quarterly on PM and AM shifts. Each drill provides a potential incident commander with a learning opportunity in the development of an initial incident action plan for a variety of scenarios. As a result of these drills, we are learning about our preparedness for certain types of events as well as weaknesses in our notification and communication systems. As we head into September, which is National Preparedness month, we are continuously making improvements to our plans and procedures as a result of these drills.

Recognition

Remembering Virginia Leishman, RN

Laguna Honda's former Director of Nursing and Chief Nursing Officer Virginia Leishman passed away on September 3rd, in San Francisco. Ms. Leishman was an important part of the Laguna Honda community and history. Virginia started at Laguna Honda in 1944 as the Director of Nursing. She led the Nursing Department in providing strong leadership, a vision for quality of care and nursing services for residents and an advocate for each resident’s quality of life.

Having a passion for animals, Ms. Leishman initiated and supported the development of Laguna Honda’s farm and garden in the 1980s. Ms. Leishman retired from the Health Department and Laguna Honda in 1997. In 2013, Ms. Leishman generously donated to enhance The Virginia Leishman Farm in its new location. We are grateful for Ms. Leishman’s generosity in ensuring that residents and families have continued access to our animal therapy and horticulture program.

Of the 44 years in her stead as a nurse leader, Ms. Leishman directed and provided quality nursing services to thousands of San Franciscans needing post-acute care, and whose ages ranged from as young as 10 to over 100 years old.

On behalf of everyone at Laguna Honda, we have contacted Ms. Leishman’s family to express our condolences. We are working on scheduling a memorial service for Ms. Leishman and will notify our community when the plans are confirmed.
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 2017 Employee of the Month

Ronald (Ron) Radoc, LVN, is the August Employee of the Month. Ron was hired in February 2012 as a staff nurse, is currently a Clinical Resource Nurse within the Department of Education and Training. In this role, he serves as a lead instructor for many important hospital-wide trainings. This includes the Annual Dementia, SMART (Safety Management and Response Techniques) and CPI (Crisis Prevention Institute) trainings required for clinical staff. Ron was also one of the initial TIS (Trauma Informed Systems) Champions and helped Laguna Honda be the first division in the Department of Public Health to roll out this effort.

Beyond his responsibilities as an instructor, Ron also participates in other hospital initiatives. He co-leads the cultural humility, communications and technology strategic goals workgroups and helps them achieve their objectives as part of the 5-year strategic plan. Recently, he collaborated with Department of Human Resources to transition the hospital from Healthstream to eLM (Enterprise Learning Management) for online training modules. He also completed initial Lean training and looks forward to contributing towards continuous quality and performance improvement projects.

Ron is a native San Franciscan and only child of Norma Radoc, a retired nursing assistant who served at Laguna Honda for 25 years. He is an avid sports fan and roots for the Golden State Warriors, San Francisco 49ers, and San Francisco Giants. During his free time, Ron enjoys exploring new scenic hikes throughout the Bay Area and looks forward to traveling to new and adventurous destinations. Currently, Ron is pursuing further education to become a Registered Nurse and to advance his career.

His colleagues and hospital staff describe Ron as an effective and engaging instructor who makes learning enjoyable. They also appreciate his positive personality and willingness to help however he can. Please congratulate Ron for being recognized as our August 2017 Employee of the Month.

September 2017 Employees of the Month

Greg Lee is the September employee of the month. He has worked as a pharmacy technician at Laguna Honda for 8 years. He first came on board as a registry employee, then as an as-needed technician and became a permanent employee in 2014.

Greg is very personable, a pleasure to work with, well-respected by his colleagues and a great team player. He is always willing to step forward during busy periods; he sees what needs to be done and takes initiative to complete it. Greg likes to help everyone out, whether in the pharmacy or other departments throughout the hospital.
Most recently, Greg developed a creative solution to dispensing hazardous medications that needed to be given via a feeding tube. By dispensing each tablet in an oral syringe, the nurse simply draws water into the syringe and allows the tablet to dissolve prior to administering via feeding tube. This decreases exposure to the medication to both pharmacy staff and nursing.

On a personal level, Greg is a huge basketball fan and continues to play recreationally. You may see him on the basketball court next to the farm shooting hoops during his lunch break.

**Performance Improvement**

***Value Stream Mapping Workshop – Discharges to Prior Living Situation (July 17-21)***

Laguna Honda continued its Lean Transformation journey with a second Value Stream Mapping workshop in July 2017. The workshop focused on Discharges and is intended to compliment the work completed during the first Value Stream on Admissions. More specifically, discharges for residents who were admitted with prior living situations. The team was led by Regina Gomez, Director of Quality Management, who served as the executive sponsor. Other members included workshop leader and team leader Crystal Figlietti, Nursing Informatics and Nawzaneen Talai, Quality Management as well as process owner Jennifer Carton-Wade, Assistant Hospital Administrator.

Over the course of the week-long workshop, the team was able to first observe administrative and clinical processes that contributed to resident discharges. This included conducting “Gemba” walks in care conference meetings and interviewing key stakeholders. The team, using information and data obtained from the workshop activities, ultimately decided to set two immediate goals for the rest of the fiscal year.

1. Increase by 25% the number of residents (who are short stay and have a home) discharged back to the community within 60 days of admission.
2. Reduce average LOS by 30% by improving internal and external discharge planning care coordination processes and reducing wait times between processes.

Three upcoming Kaizen workshops will be conducted to help achieve the goals. The three are around care planning, discharge preparation and day of discharge standardization. The first workshop, care planning, will take place the week of September 25, 2017 and will be led by co-executive sponsors Wilmie Hathaway, Chief of Staff, and Jennifer Carton-Wade.

**Quality Council Meetings**

Attached are the Quality Council meeting minutes for August 2017. Work in process include, but are not limited to the following:

- True North – Overtime Utilization
- Clinical/Operational Improvements – Improving Community Reintegration, Preventive Maintenance for Life Support and Non-Life Support Equipment
We are submitting through the Joint Conference Committee four (4) Quality Assessment and Performance Improvement (QAPI) completed reports: Likelihood to Recommend (True North – Care Experience), Falls with Major Injuries (True North – Safety), Employee Influenza Vaccinations (True North – Quality), and Difficult to Transition Residents.

Attachments

Quarterly Financial Report FY16-17 Q4
Gift Fund Report June 2017
Quality Council Meeting Minutes for August 2017
Completed Performance Improvement Project Storyboard Reports:
   3) True North Goals: Acute Rehabilitation Admissions, Flu Vaccinations and Likelihood to Recommend
   4) Operations and Clinical Improvement: Difficult to Transition Residents
True North Metrics FY 16-17
Laguna Honda Lean Transformation Update: Room Readiness Kaizen Improvement Event Presentation and A3
Strategic Goal Update: Communications Presentation, A3 and PI Storyboard
Strategic Goal Update: Centers of Excellence Update and A3
Hospital-Wide Policies and Procedures for Approval