

Joint Conference Committee

Laguna Honda Hospital and
Rehabilitation Center

Administrator's Report

January 10, 2017



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State of the Hospital

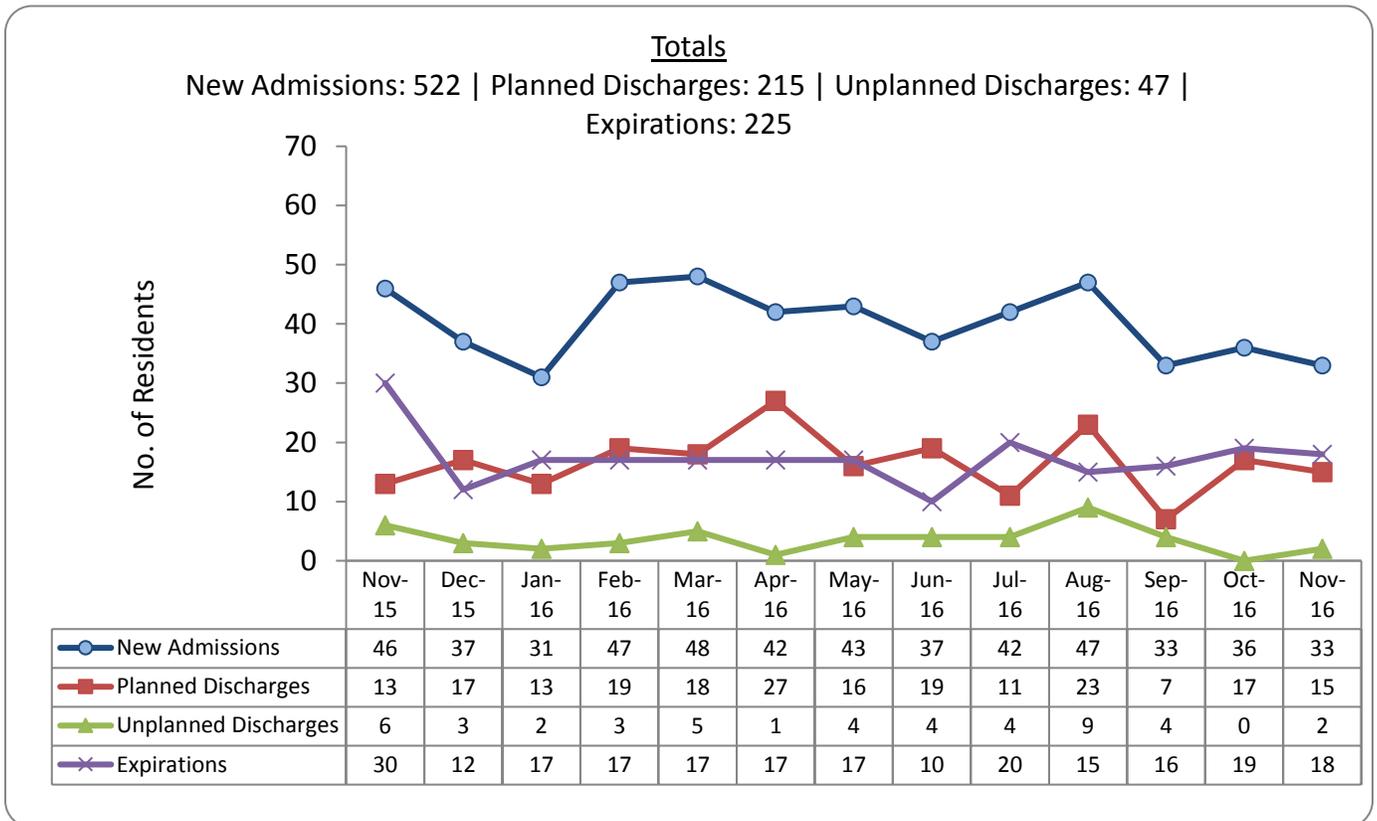
Wait List

Average wait time in days from referral date to decision approved date
 (11/01/2015 – 11/30/2016): 3.41

Average wait time in days from decision date to admission date
 (11/01/2015 to 11/30/2016): 6.21

Number of people on waiting list as of 1/4/17: 15

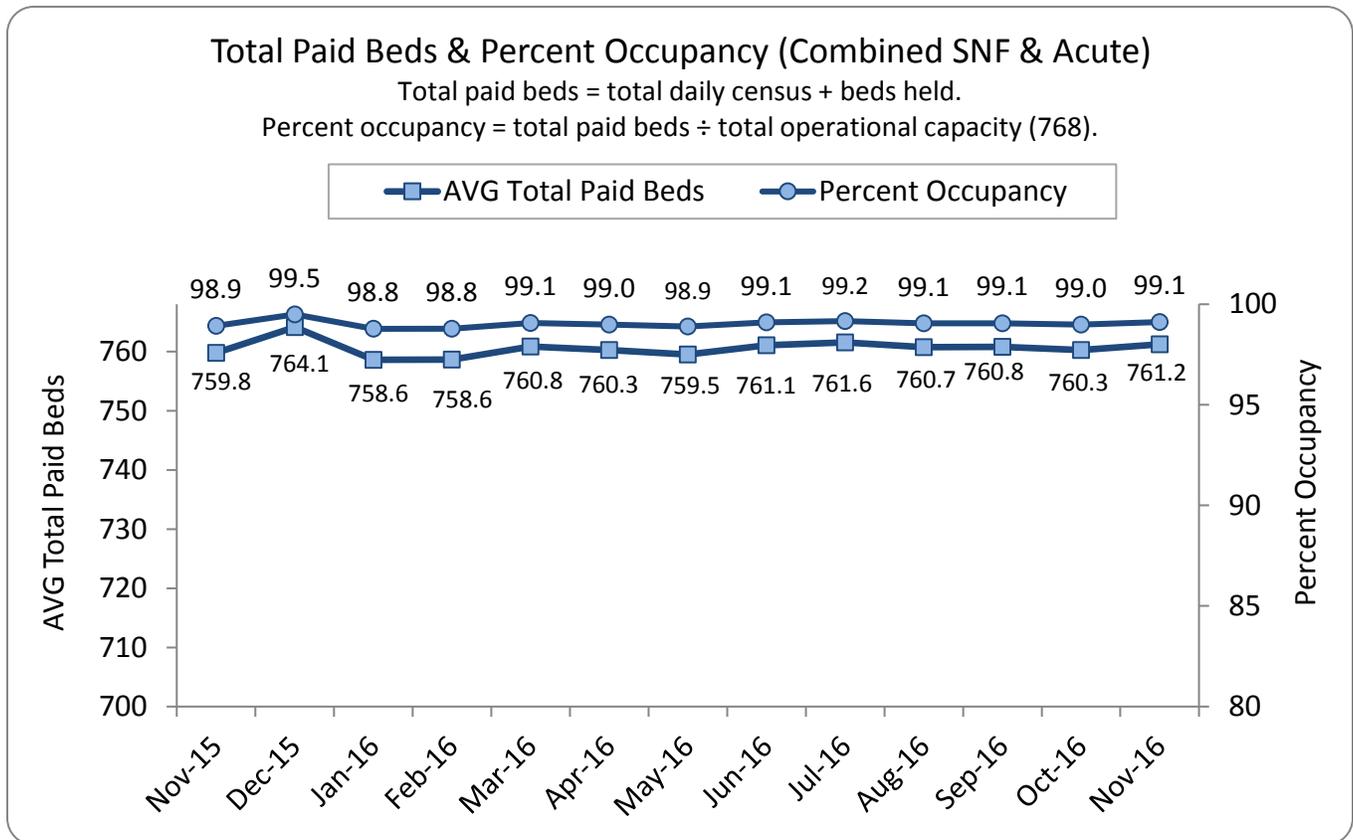
Admissions, Discharges, and Expirations by Month (11/01/2015 to 11/30/2016)



Average Daily Census (11/01/2015 to 11/30/2016)

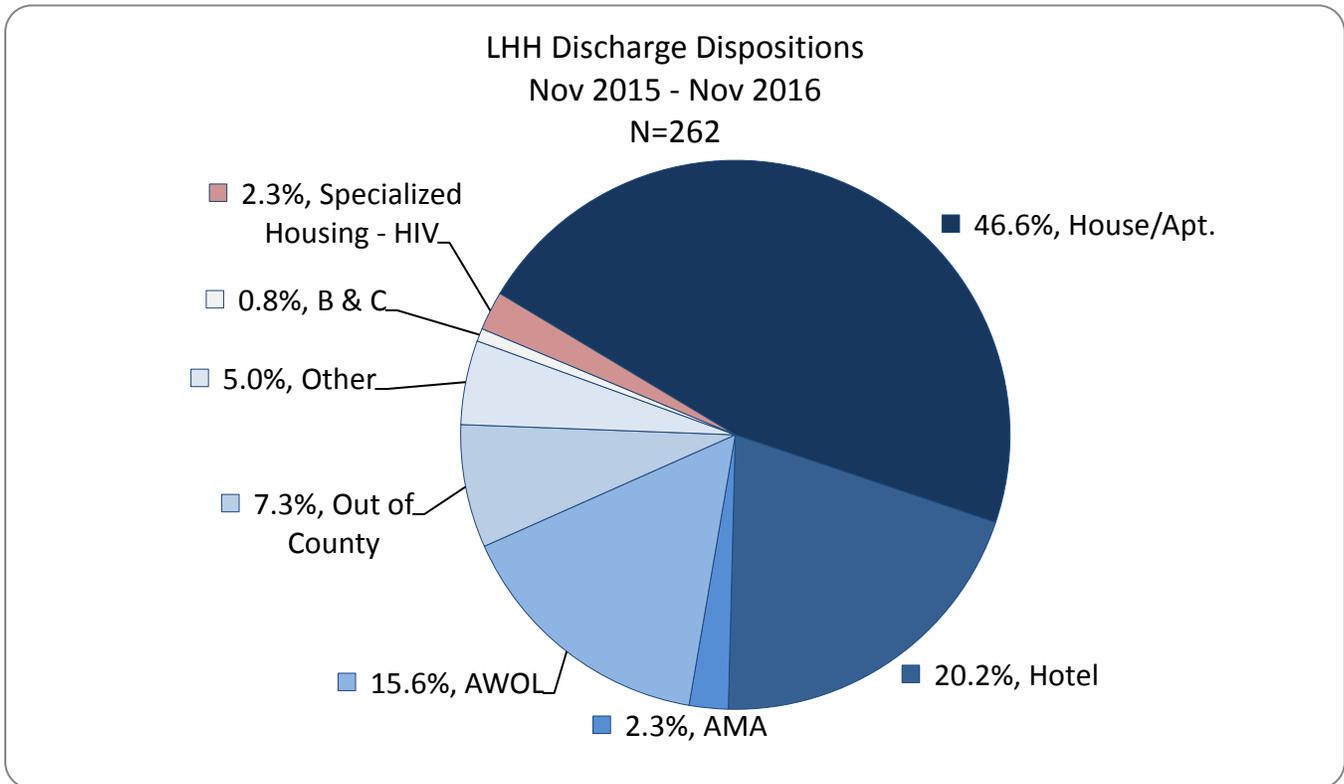
Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
11/01/15 – 11/30/16	752.03	5.65	757.68	0.67	2.31	755.01	760.66	99%

Paid Beds and Occupancy by Month (11/01/2015 to 11/30/2016)



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

Community Discharge Dispositions (11/01/2015 to 11/30/2016)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 7.3% (n=19) individuals were discharged to out-of-county placements. Of those, 14 residents went to live with family, 3 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: 46% (n=19) of the 41 AWOL incidents returned to Laguna Honda for receiving continued skilled nursing services. Of those who did not return (n=22), the Social Services Team were not able to contact 13 (32%) individuals and were able to contact 9 (22%) 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=6), the physician discusses with the patient/resident the risk of leaving AMA.

Staffing Report

Laguna's current vacancy rate stands at 4% and we are actively recruiting for 52 vacant positions. Human Resources (HR) continues to use lean principles to establish standard work to streamline processes.

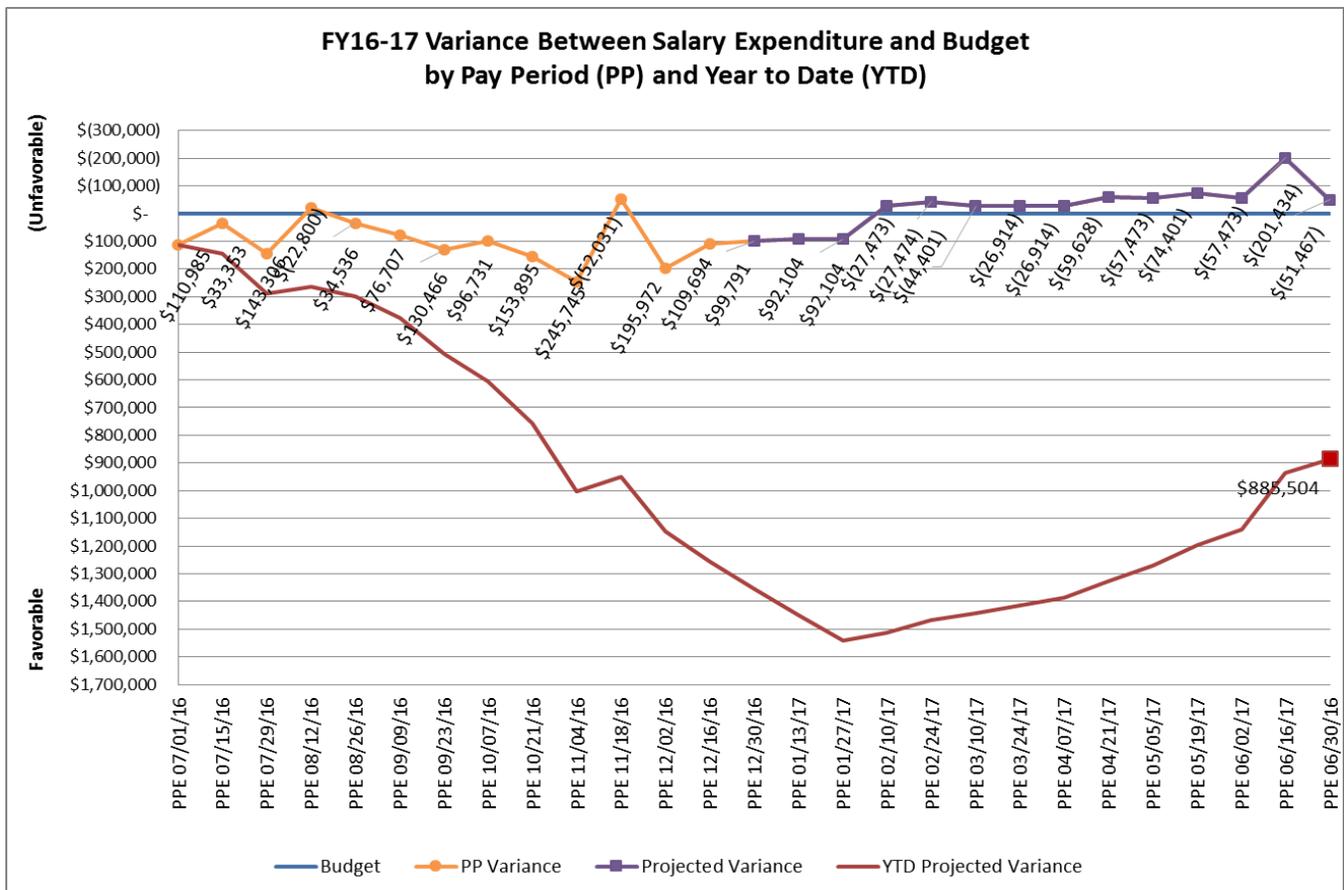
On January 4 and 5, 2107, HR embarked on a work flow review of employee leaves and return to work program practices to better integrate practices and standardize work to ensure leave management are aligned with Laguna's strategic goal of center of excellence and financial stewardship.

Budget and Finance

Financial Report

Fiscal month 6 of FY2016-2017 has not been closed, therefore the 2nd quarter financial report will not be available until next JCC meeting in March.

Salary Variance Report



Gift Fund Report

Fiscal month 6 of FY2016-2017 has not been closed, therefore the second quarter of FY 2016-17 Gift Fund Balance Report will not be available until next JCC meeting. There was no out-of-budget funding request in this past quarter.

Initiatives and Milestones

Care Experience

Town Hall Meeting with Director Garcia

On December 5, 2016, Director Garcia held a town hall meeting on the Laguna Honda campus specifically to provide the community information that the election has not changed our commitment to provide quality health care to DPH clients and patients. And that we will continue to provide health care to all San Franciscans in need, regardless of immigration or insurance status. We reviewed the presentation developed by the Department and provided time for questions and answers. And we also distributed post card messages from Director Garcia. A follow up information session for Laguna Honda leaders to continue communications from the Department is scheduled next week. We appreciate Director Garcia's and the Department's commitment to ensuring our patients, clients and colleagues are supported and informed in the post-election environment. For more information, the link to the Department's post-election information is:
<https://www.sfdph.org/dph/comupg/aboutdph/election/default.asp>.

Congratulations to New Leaders

Dr. Michael McShane was appointed as Laguna Honda's Chief Medical Officer (CMO). For the past seven months, Dr. McShane has provided medical staff leadership as Acting Chief Medical Officer, in partnership and collaboration with Acting Chief of Staff Dr. Wilmie Hathaway and Acting Vice-Chief of Staff Dr. Lisa Hoo. Dr. McShane received a B.S. degree in General Science from the University of Iowa and his M.D. degree from Tulane University. He completed his residency in internal medicine at Children's and Adult Medical Center in San Francisco, and is board certified in Internal Medicine. Laguna Honda is honored to have Dr. McShane in his new role.

James Parker has been appointed as the new Director of Patient Financial Services under Finance. For the last 5 years, James has been the Director of Patient Accounts. In his new role, James will be responsible for the operations of the Eligibility and Patient Accounting departments for Zuckerberg San Francisco General (ZSFG), Laguna Honda Hospital Rehabilitation Center, and the DPH Community Primary Care Clinics. James has over 25 years of experience in Patient Financial Services including private, nonprofit and public healthcare organizations. We are fortunate to have James in this role.

Carolina Ong has been selected as the Senior Occupational Therapist for Laguna Honda's Rehabilitation Services. Carolina has been an Occupational Therapist with us since the year 2000, and prior to that, worked at ZSFG as a Rehabilitation Aide and volunteer. In her new leadership role, she will serve as the Supervisor and Performance Improvement leader of the Occupational Therapy staff and the Vocational Rehabilitation Program, and participate on the management team for the Rehabilitation Department.

New Fresh Fruit Parfait Bar

In early November, Laguna Honda's Food Services proudly presented the new "Fresh Fruit Parfait Bar" in the cafeteria. The healthy and delicious bar includes various local fruits such as raspberries, blackberries, strawberries, melons, grapes, and many more. According to USDA's MyPlate, fresh fruit has been recognized as a good source of vitamins, minerals, and for their role in preventing vitamin C and vitamin A deficiencies. People who eat fruit as part of an overall healthy diet generally have a reduced risk of chronic dis-eases. Laguna Honda is thanks Elvis Lavareda, Food Services Manager for his facilitating this healthy addition to the cafeteria.

Campus Community Activities and Events

Home Health & Hospice Month – November 2016

November is Home Health and Hospice Month honoring the millions of nurses, home care aides, therapists, and social workers who make a difference for the patients and families they serve. Laguna Honda celebrated the Health at Home team in November 2016 for their dedication and contribution to home care services for clients that are home-bound.

Kansas State University Graduate School of Architecture Students Visit – Nov 4, 2016

On November 4th, a group of students from the Kansas State University Graduate School of Architecture came to visit the Hospital. The students received a tour of the campus, with a special focus on how the design elements of the Hospital contribute to the holistic healing atmosphere. Students enjoyed seeing the fusion of the old and new architecture and how the different art pieces contribute to the campus. They plan to bring what they learned at Laguna Honda into their future Architecture practices.

Medical Clown Event - November 13, 2016

The second annual gala circus event of the Medical Clown Project was held in Gerald Simon Theater on Sunday, November 13, 2016 and was a great success. There were approximately 100 tickets sold and Grand Circus Rounds featured a unique afternoon of extraordinary acrobatic feats and amazing clown performances on the center stage, accompanied by a live band led by the incomparable Johannes Mager. An earlier

performance was organized for the residents of Laguna Honda and approximately 120 residents attended. Proceeds from the event will benefit the memory care neighborhoods with scheduled medical clown visits throughout the year. We are grateful for our continued partnership with the Medical Clown Project.

Thanksgiving Meals for Residents and Family Members – November 24, 2016

On November 24, 2016 in honor of the Thanksgiving celebrations and to show appreciation for the Laguna Honda community, Food Services created a special menu of turkey, prime rib and all the traditional Thanksgiving fixings for residents and their families. A total of 2,147 meals were served to residents (at breakfast, lunch and dinner) and 207 meals were served in the Laguna Honda cafeteria.

National Influenza Vaccination Week - December 4 to 10, 2016

The Center for Disease Control (CDC) established the National Influenza Vaccination Week in 2005 to highlight the importance of continuing flu vaccination through the holiday season and beyond. Laguna Honda provided incentive to staff who received their flu vaccines by automatically entering them in a raffle to win a brand new Apple iPad. The goal was to achieve 95%. As of January 1, Laguna Honda's flu vaccine rate was 94%. The departments that achieved a 100% flu vaccination rate were Activity Therapy, Accounting, Administration, Clinic, Clinical Nutrition, Office of Managed Care, Pharmacy, Quality Management and Social Services. The staff members that did not receive flu vaccines are required to wear a mask while in the hospital. Mandatory masking began on December 15 and will be strictly enforced through March 31, 2017 and could be extended, as per Dr. Tomas Aragon's directive as SF Health Officer.

Friends of Laguna Honda Holiday Show – December 9, 2016

The Friends of Laguna Honda Holiday Show returned for a second consecutive year in December 2016. Over a 100 residents, their families and Laguna Honda community attendees were treated to a variety of singing, dancing and other talent acts as well as a visit from Santa Claus himself. The show kicked off the holiday season at Laguna Honda for residents, who were also treated to gifts of new clothing items and electronic devices, also courtesy of Friends of Laguna Honda. Planning has already started for next year's show.

End of Year Closeout Celebration – December 23, 2016

Laguna Honda celebrated the end of a productive year with a gathering at Gerald Simon Theatre from 10:30 am to 12:00 pm on Friday, December 23. Over 300 members of the Laguna Honda Community, including staff, residents and visitors, came in to enjoy the live music provided by our talented employees, Jose Lopez from Quality Management and Cho Tai from Activity Therapy as well as refreshments. The celebration was a great start to the holiday weekend.

Learning and Development

Emergency Preparedness Drills

In November, Laguna Honda participated in two City-wide emergency drills. The first, on November 3rd, was a test of our emergency call back system in conjunction with the rest of the Department of Public Health. The second drill was the annual Statewide Medical and Health Operations Exercise held on November 17th. The scenario this year was a multiple casualty incident involving an overturned truck on the Bay Bridge leading to a City-wide need for medical surge. This exercise gave the Laguna Honda staff another opportunity to practice our coordinated effort to transfer patients from ZSFG to Laguna Honda to free up space for trauma victims.

Lessons learned from these exercises were:

1. To improve emergency notification and communications by creating more subgroups in the Everbridge system and by updating our list of Departments required to complete DOSRs.
2. To improve the functionality of our new command center by:
 - a. creating a useful telephone directory
 - b. developing additional template plans
 - c. installing additional computer equipment
 - d. sorting out telephone line sharing with A100
 - e. posting written instructions for fax, etc.
3. To continue to deepen our bench of FEMA-trained staff and provide orientations to the command center.

The lessons learned will be used to improve our emergency preparedness. Kate Durand, Director of Workplace Safety & Emergency Management is also working on revising the Continuity of Operations Program (COOP) for Laguna Honda. The purpose of a COOP is to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies. At the Emergency Preparedness Committee meeting in December, a number of goals for 2017 were presented to the committee and agreed upon. We plan on providing the Joint Conference Committee later in the year, a report of Laguna Honda campus' emergency preparedness program.

Collective Impact Introduction

Dr. Tomas Aragon, San Francisco Health Officer and DPH Population Health Division Director, provided an introduction education session for Laguna Honda's Leaders on the principles of collective impact. Dr. Aragon described two City-wide collective impact efforts, Vision Zero and Getting to Zero, that the Department is participating in and leading. Over 50 campus leaders attended the training. We want to thank Dr. Aragon and Director Garcia for promoting collective impact as one of the Department's pillars.

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.

Danielle Podesta, RD is December's employee of the month. Danielle is a Clinical Dietitian for the S6 and S3 Neighborhoods. Danielle has been part of the Laguna Honda family since April 2012. Danielle was recognized for her exemplary leadership during Laguna Honda's Annual Survey. During this very important time, she stepped up to the plate and provided coverage for the Clinical Nutrition and Food Services Department. Her clinical expertise was crucial to the surveyors understanding several key areas of Laguna Honda's documentation and care planning. Because of her responsiveness, all necessary timelines were met and both departments demonstrated meeting standards during the survey.

January's team of the month is the Nursing Officer Staffing Team. Over the years, they have stepped up and provided flexibility and resiliency to ensure Laguna Honda's Operational needs are met, both for nursing staff resources as well as safety communications by ensuring:

1. Code Green Activation - informing all neighborhoods and SFSD when staff are unable to locate a resident,
2. Reddinet – providing support to medical providers using the City's Emergency Management System's Emergency Room software system, Reddinet, and
3. Emergency Calls Communications – providing 24/7 support to ensure Code Red, Code Blue, Code Silver calls received are activated to appropriate entities.

Performance Improvement

CMS Statement of Deficiency

On Friday, December 23, 2016, the California Department of Public Health (CDPH), Licensing & Certification issued a Class AA Citation – Patient care to Laguna Honda Hospital DP SNF. The citation included a civil money penalty assessment of \$100,000. The statement of deficiencies was for violation of F-323, 483.25(h) "Free of Accident Hazards/Supervision/Devices," resulting from an incident involving a resident that occurred on November 26, 2014 while on a community outing. Laguna Honda Hospital reported the incident to CDPH on December 1, 2014. Laguna Honda Hospital prepared a plan of correction that was submitted to and accepted by CDPH on December 23, 2016. Laguna Honda Hospital implemented the corrective actions between November 2014 and December 2016, as outlined in the plan of correction. On Tuesday, January 3, 2017, CDPH Surveyors visited Laguna Honda Hospital to confirm that the actions outlined in the plan of correction were implemented and completed. For more detailed information of the citation and the accepted plan of correction, please refer to CMS Form 2567 Statement of Deficiency and Plan of Correction, attached.

Laguna Honda Hospital is committed to providing a resident environment that is free from accident hazards over which the facility has control and providing supervision and assistive devices to each resident to prevent avoidable accidents. As part of our monitoring plan for the accepted plan of correction, we began conducting quality assurance audits on resident outings. Findings from these audits will be reported to Laguna Honda Hospital's Performance Improvement and Patient Safety (PIPS) and Nursing Quality Improvement Committees.

Value Stream Mapping Exercise

Between November 28th and December 2nd, Laguna Honda Hospital took part in its first Value Stream Mapping exercise led by Rona Consulting Group. This Lean management approach included analysis of the current state of new admissions processes from start to end. Members of the Lean workshop observed five new admissions, followed 62 staff members and completed 24 interviews. These observations took place in 19 different departments.

After finishing the observations, the team made two different maps. The first on how the process works now and the second is an ideal future state of this process. The team identified potential wastes during this process and brainstormed different ways to solve them. The maps will be available for hospital-wide viewing in Laguna Honda's visibility room, located on the third floor of Administration Building, across from Moran Hall. Laguna Honda will continue to work on the project with Rona in three upcoming Kaizen workshops focusing on implementation of future state processes. Changes are anticipated to streamline interdepartmental efforts and enhance value for residents entering the facility.

Payroll Based Journal (PBJ) submission to CMS

Laguna Honda completed its first Payroll Based Journal (PBJ) submission in November 2016. Direct care staffing hours, based on auditable payroll data, along with monthly census information was electronically submitted and accepted into the PBJ system developed by CMS.

Long term care facilities are required to provide this data as part of Section 6106 of the Affordable Care Act (ACA). The data will be utilized by CMS to evaluate future public star ratings including quality of care delivered. Mandatory quarterly reporting began this fiscal year (FY16-17) and the next submission will be on February 2017.

Attachments

Financial Statement

December 23, 2016 CMS 2567 Statement of Deficiency Form Plan of Correction

Strategic Goal – Technology Update

Health at Home Annual Report

Security Services Program Report

Hospital-Wide Policies and Procedures for Approval