

Joint Conference Committee

Laguna Honda Hospital and
Rehabilitation Center

Administrator's Report

January 9th, 2018



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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- Quality Council Meeting Minutes for October, November and December 2017
- Completed Performance Improvement (PI) Storyboards and A3s: Employee Injury, Employee Falls and Philanthropy
- 2017 Employee Satisfaction Survey Presentation
- 2017 Employee Satisfaction Survey Results Report
- Annual Security Review Plan Report
- FY 17-18 Security Management Plan
- Annual Laguna Honda Facility Assessment Report
- Hospital-Wide Policies and Procedures for Approval

State of the Hospital

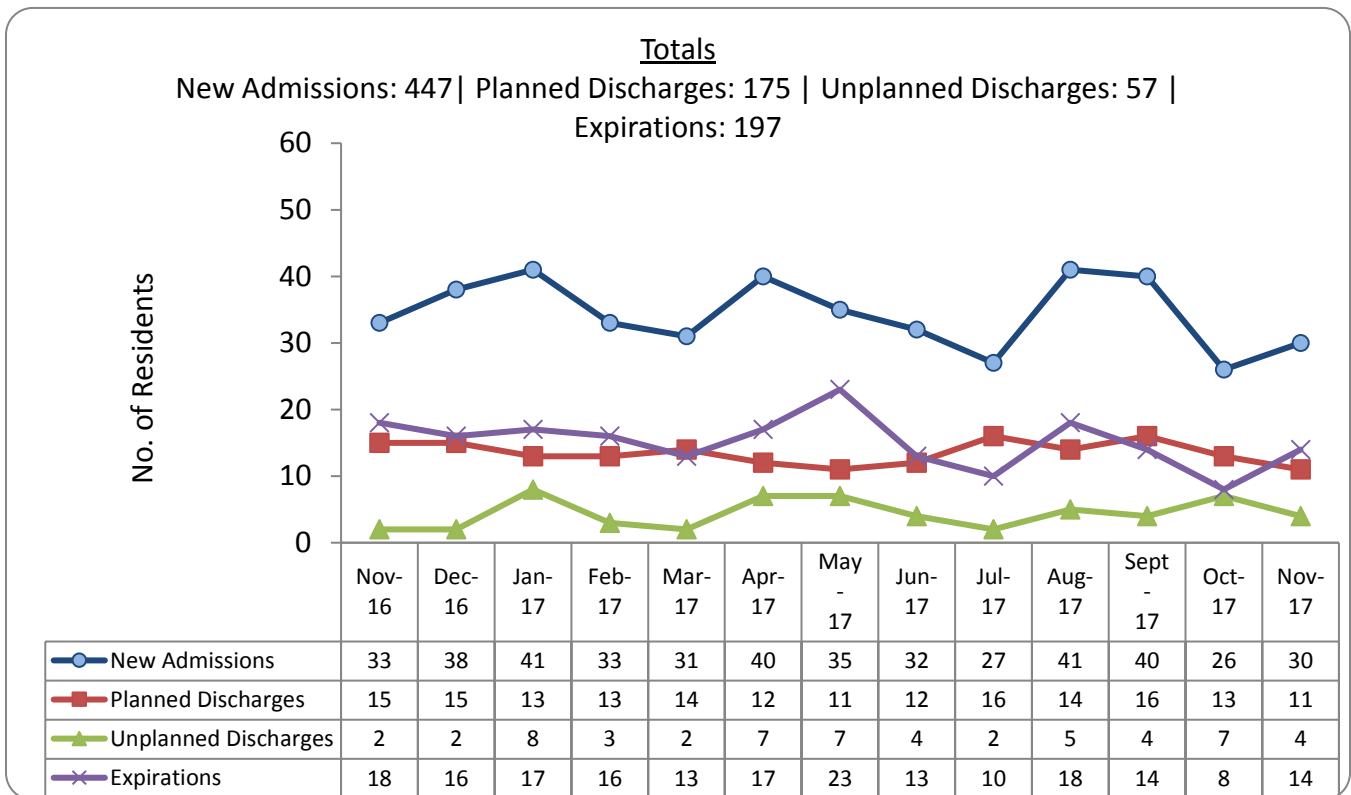
Wait List

Average wait time in days from referral date to decision approved date
 (11/01/2016 to 11/30/2017): 3.60

Average wait time in days from decision date to admission date
 (11/01/2016 to 11/30/2017): 11.71

Number of people on waiting list as of 12/21/2017: 33

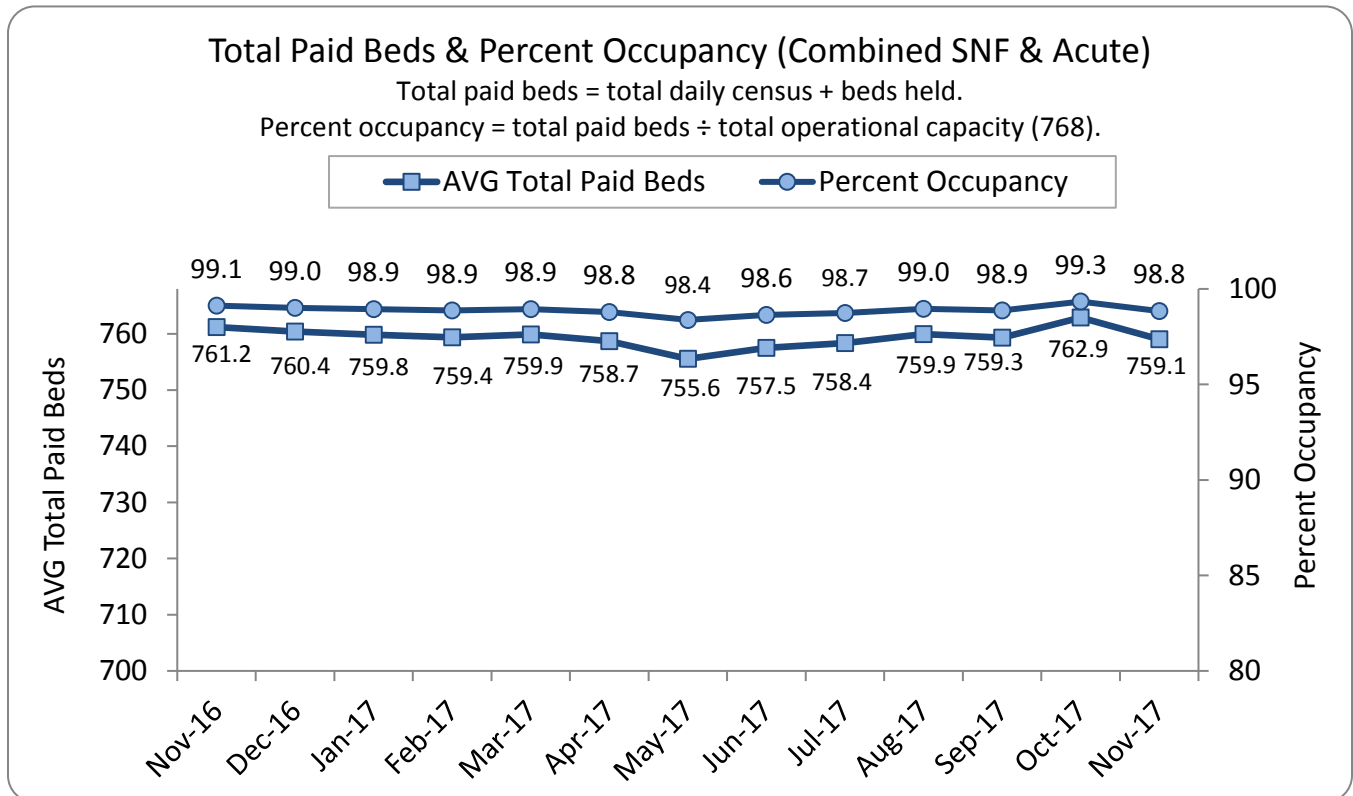
Admissions, Discharges, and Expirations by Month (11/01/2016 to 11/30/2017)



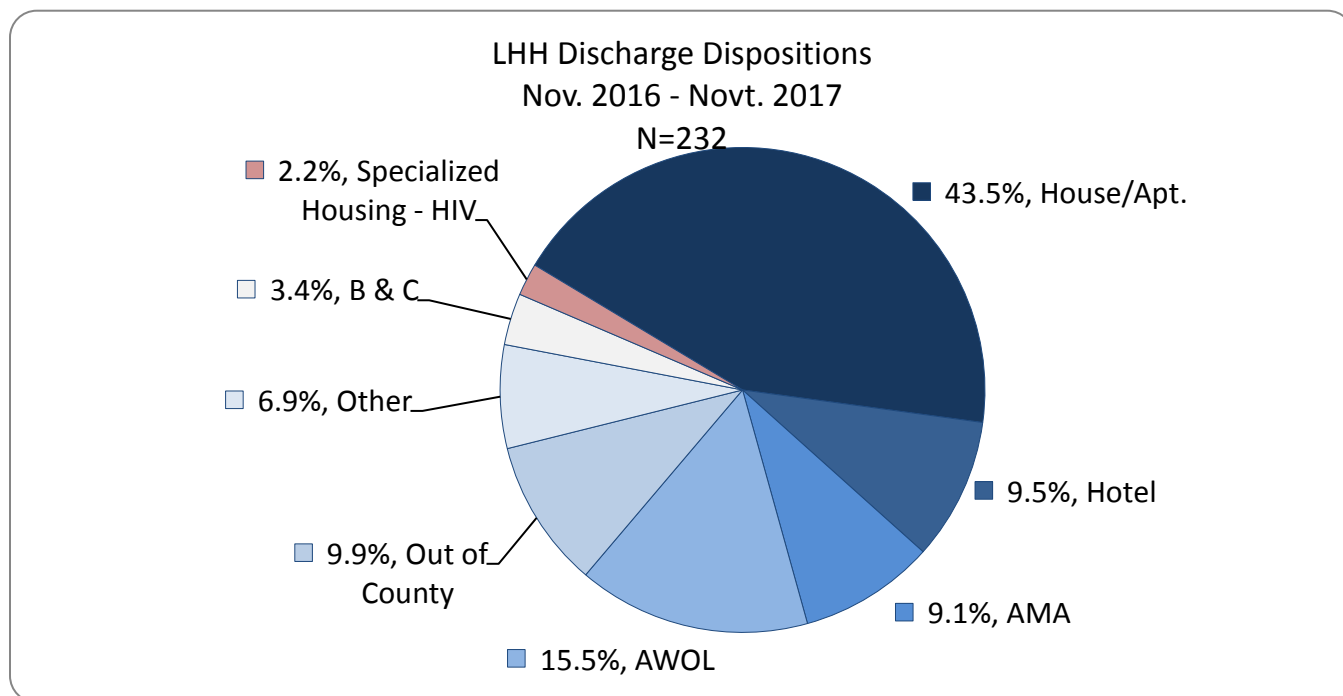
Average Daily Census (11/01/2016 to 11/30/2017)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
11/01/16 – 11/30/17	751.11	5.72	756.83	0.36	2.12	753.60	759.31	99%

Paid Beds and Occupancy by Month (11/01/2016 to 11/30/2017)



Community Discharge Dispositions (11/01/2016 to 11/30/2017)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 9.9% (n=23) 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 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: 42% (n=15) of the 36 AWOL incidents returned to Laguna Honda for receiving continued skilled nursing services. Of those who did not return (n=21), the Social Services Team were not able to contact 16 individuals and were able to contact 5 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=21), the physician discussed with the patient/resident the risk of leaving AMA.

Staffing Report

Laguna Honda's current vacancy rate is 5.5% and there are a total of 85 vacancies we are actively recruiting for.

The Human Resources Operations team has also been collaborating with Finance and Executive leadership to hold budget meetings with leadership for each division within the hospital to plan staffing needs in alignment with financial stewardship and our True North goals.

Budget and Finance

Gift Fund Report

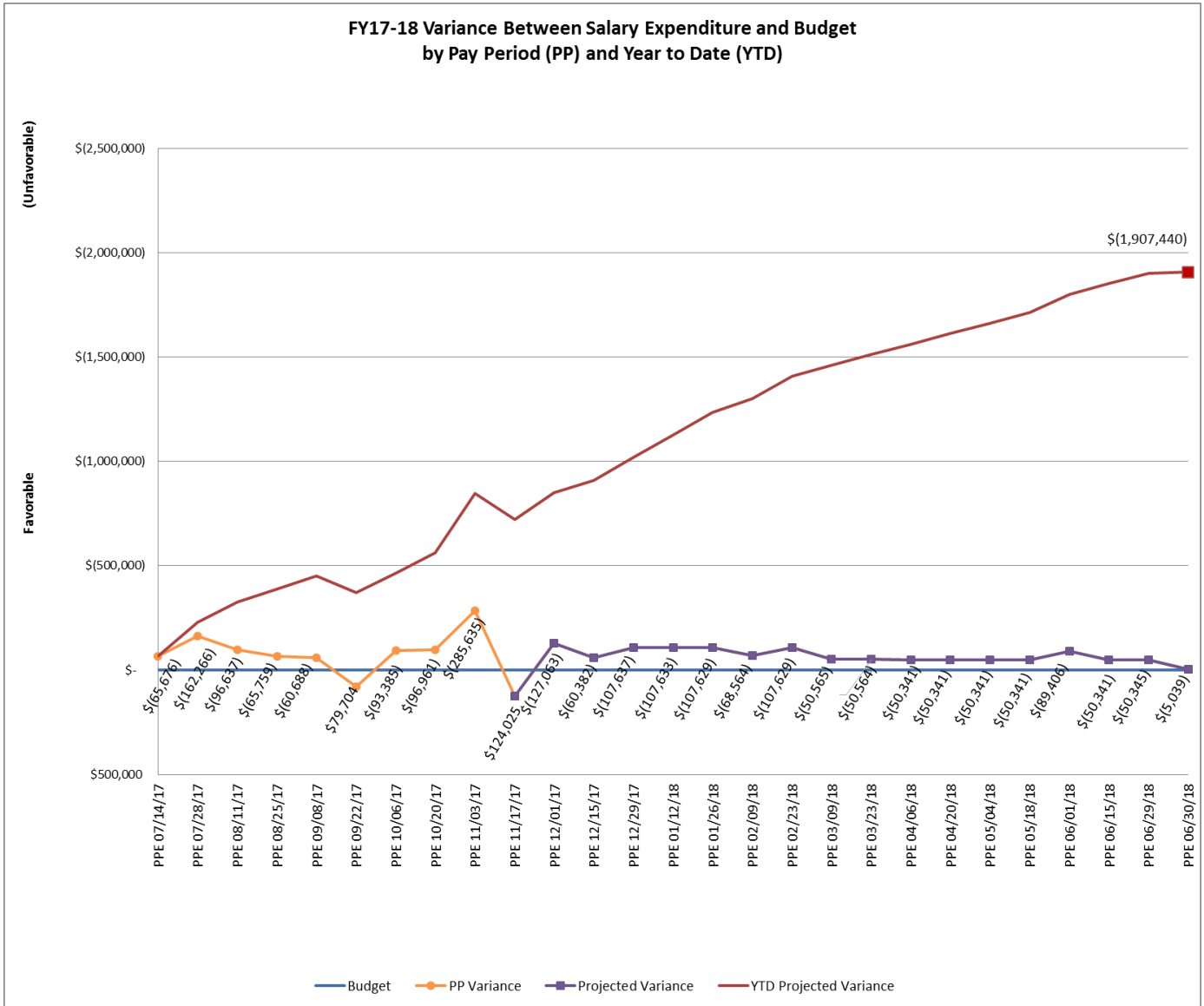
Fiscal month 6 of FY2017-2018 has not been closed, therefore the second quarter Gift Fund Balance Report will not be available until next JCC meeting. Due to the implementation of new financial-system City wide, there is a delay in the interest allocation from the Controller's Office. Therefore, we will also not have the interest revenues to be reported on the fund balance report yet. There was no out-of-budget funding request in this past quarter.

Financial Report

Fiscal month 6 of FY2017-2018 has not been closed, therefore the 2nd quarter financial report will not be available until next JCC meeting in March.

Salary Variance Report

We are currently projecting an overall salary expenses shortfall of \$1.9 million by year end. The variance is mainly due to the increased need for coaches in an effort to facilitate patient flow within the network and less salary savings from actively backfilling vacant permanent positions to provide patient care.



Initiatives and Milestones

Regulatory

Laguna Honda completed its annual Life Safety Code Skilled Nursing Facility (SNF) re-certification survey on November 2, 2017, with 6 deficiencies. The Plan of Correction was submitted timely on November 20, 2017.

Results of the annual skilled nursing facility (SNF) re-certification and re-licensing survey were received on November 17, 2017. CDPH issued the Statement of Deficiencies with 12 deficiencies for the re-certification survey and 5 deficiencies for the re-licensing survey. Plans of Correction for the 2 surveys were submitted timely to CDPH on November 28, 2017. We are currently awaiting to hear acceptance of all three plans of correction from CDPH.

Care Experience

Staff Satisfaction Improvement Workshops – December 6

In an effort to increase staff satisfaction, managers and supervisors were invited to attend improvement workshops to help them better relate, engage and work with staff. The workshops were led by Olivia Thanh, Junior Administrative Analyst and Lena Yue, Administrative Analyst, and focused on helping leadership attendees learn and apply different interpersonal techniques in the work environment. This included how to utilize staff meetings for transparency and information playback, managing workload for staff and how to access additional resources within Health Services System (HSS) to aid wellness in the workplace.

The results of the workshop were more than 100 action-plans developed with measurable goals that will be managed for completion prior to the next survey. There will also be periodic check-ins to ensure progress is made and assistance is offered to managers and supervisors needing support.

Holiday Gifts for Residents – December 11

Friends of Laguna Honda collaborated with the Volunteer Services Department to help provide holiday gifts to residents. The process began in October 2017 when volunteer coordinators Jan Doyle and Grant Johnson provided residents with a catalogue of wish-list items for them to choose from. Once all residents selected their top two choices, items were purchased and eventually packed into gift bags that were delivered to the neighborhoods just in time for the holidays.

New Year's Eve Celebration – December 27

New Year's Eve at LHH was celebrated on Thursday December 28th in the Gerald Simon Theater. It is the tradition of the Activity Therapy Department to have a big hospital wide event complete with music, desserts, balloons, and sparking apple juice. Our symbolic celebration

brings together residents from across our hospital to have a party that is lively with a communal countdown to for the new year. It was a great way to welcome 2018.

Campus Community Activities and Events

Department Budget and Performance Planning – November 13

Laguna Honda has completed annual department budget and performance planning meetings. These meetings provide managers and supervisors of hospital departments with valuable information to help them plan for the year ahead. Topics covered during the meetings include operational and capital budgets, staffing needs, and department wide initiatives such as True North metrics, our campus' performance appraisal objective of embracing change this current fiscal year and electronic health record.

Electronic Health Record Readiness – November 22

In anticipation of upcoming electronic health record implementation activities across DPH, Laguna Honda began doing due diligence to ensure the facility would be prepared. Since September, three cohorts of 5-10 individuals from different hospital areas participated in month-long workshops where they learned about Lean principles and reviewed current workflows involving eClinical Works (eCW) and or other systems that will be replaced by EPIC in the future. Examples of projects include optimizing documentation of resident vital signs, role delineation for nursing based on licensing, standardizing care plans across rehabilitation services disciplines and more. After completing the workshop, teams presented projects at Hospital Quality Council and members are anticipated to serve as subject matter experts during the upcoming build and design phases of EPIC.

Holiday Soup Tasting for Residents – December 6

Food Service presented a soup tasting of eight various soups to residents on December 6. The event took place along the Pavilion building Esplanade with more than 40 residents in attendance. The tasting menu included the following items: orange fennel, tomato basil, cauliflower bisque, beef barley, chicken tortilla, Moroccan lentil, hearty Tuscan, and rice congee. All soups were offered in regular texture or puree and many are expected become regular staples on both resident and staff menus.

Friends of Laguna Honda Holiday Show – December 8

Laguna Honda hosted a Holiday Show featuring more than 11 musical and comedic acts for the third consecutive year on December 8 in Gerald Simon Theater. The one and half hour show, courtesy of Friends of Laguna Honda, brought laughter and joy to more than 200 residents who were in attendance. The show served as the kick-off event for the holiday season as individual neighborhoods held parties for residents throughout the remaining weeks of December.

National Influenza Week and Staff Influenza Campaign Raffle Winner – December 11

National Influenza Vaccination Week was celebrated December 3-9 and Laguna Honda celebrated by announcing this year's staff vaccination campaign winner. Staff who received their vaccine and or submitted their proof of vaccination before the mandatory masking period on November 1 were automatically entered to win an Apple Series 3 Watch. A live number drawing was completed and Girlie Bitanga from North Mezzanine was the lucky winner! Girlie recently received her prize and is excited to begin using her new device.

Hot Cocoa Celebration – December 20

Laguna Honda hosted Hot Cocoa bars in appreciation of staff for the holiday season. Nursing leadership, with the collaboration of Food Services and Administration staff, successfully provided warm cups of hot cocoa to staff making their way to into work. The two hot cocoa bars were available in Pavilion and Administration lobbies and took place from during shift changes to capture all work shifts.

Phase 2 of Laguna Honda Mural – January 5

Precita Eyes Muralists completed the second phase of the Laguna Honda Mural Project, which spans across the retaining wall of Laguna Honda Blvd across from Forest Hill Muni Station. After a community day event was held to kick off the project in October 2017, the lead artists, Yuka Ezoe and Elaine Chu have worked a consistent schedule with additional volunteers to transfer their drawings onto the wall. Precita Eyes Muralists was also recently featured on the October 2017 ballot for the District 7 Participatory Budget vote. If they receive enough votes, the remaining 200 feet of retaining wall will also be completed, leaving the entire retaining wall with visually-pleasing artwork for Laguna Honda and surrounding community members and neighbors.

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.

December 2017 Employee of the Month

Juliette Villanueva is the December Employee of the Month.

Juliette has worked at Laguna Honda Hospital for over 18 years. Juliette currently works in N3 as a Nursing Assistant and was nominated by the family members of one of the N3 residents. They expressed deepest appreciation and gratitude for the unconditional care for their brother for 15 years. Here's what they had to share:

“Juliet was our brothers’ CNA since he was in D5. He was not an easy patient, given his tantrums and physical demands of his care, plus the added pressure from us (four sisters). Watching Juliet over the years working with my brother, we realized what hard work it was for the nurses and the nursing assistants. It opened our eyes to how compassionate and relevant their jobs are to the care of our loved ones.

We can’t thank her enough for her endless patience, understanding his simplest gestures and frustrations, just knowing what he actually needs without words, feeling his pains just by holding his hands, and being the ‘us’ to him when we are not there”.

Juliette is nothing short of an angel on this earth and Laguna Honda is grateful for her compassion while caring for residents.

January 2018 Employee of the Month

Yingying Guan is the January Employee of the Month.

Yingying demonstrated exemplary service to our Laguna Honda Hospital residents and has been outstanding on the job performance in carrying out day to day duties and responsibilities. She has been with Laguna Honda for over a year and a half while providing excellent customer service to residents and promoting team work.

Yingying has been very supportive to all; not only providing her nutritional knowledge but she also always provide initiative and is a pleasure to work with. She enjoys learning more about nutrition through the residents and other staff’s experiences. Yingying has proven to be a great asset to her team and the residents here at Laguna.

Emerging City Leaders Program

Emeterio Garcia been accepted for the Spring 2018 Emerging City Leaders Program where he will join a cohort of leaders representing a variety of City Departments. Emeterio will build skills to successfully engage with key stakeholders, colleagues, the boss, the team and the individual team members. As part of the three month cohort, he will take part in a workshop series to learn and practice models for communicating in a variety of situations focusing on Communicating for Success, Coaching for Execution and Facilitation Skills: A Leader’s Toolkit.

Performance Improvement

Kaizen 2 Workshop – Discharge Preparation (November 27-December 1)

Laguna Honda continued its Lean Transformation efforts with another Kaizen workshop during the week of *November 27-December 1*. This particular workshop, the second of three workshops resulting from Value Stream Mapping (VSM) 2, focused in on Discharge preparation for residents with an identified prior living situation. The workshop was sponsored by Madonna Valencia, Chief Nursing Officer and Janet Gillen, Director of Social Services. Process owners included Rowena Patel (Nursing) as well as Deanna Chan and Kathy Lee (Rehabilitation Services).

During the week, participants took a deeper dive into different activities that are critical from the period between the first Care Conference to the week of discharge. This included Gemba observations and interviews with key stakeholders on the resident care teams (RCT) to better understand how medication education occurs, procurement of durable medical equipment and other tasks supporting residents towards being discharge-ready. The team was able to accomplish the following process changes:

- Process for procuring and setting up durable medical equipment for residents
- Process on self-medication and assessment and teaching plan

In addition, they were able to develop the following standard work:

- Use of a discharge-checklist shared by the resident care team and social services for updated information and to prevent duplicate efforts
- Use of a sign with discharge information (dependent on consent by patient) to help keep residents informed of their discharge plan.

The results of this first workshop will help aid the next Kaizen. That workshop will take place after the New Year beginning January 22nd. The co-sponsors for that workshop will be Michelle Fouts and Quoc Nguyen. They will be joined by another interdisciplinary team of participants, with Crystal Figlietti and Nawzaneen Talai serving as workshop leaders.

Quality Council Meetings

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

- Payroll Based Journal Report A3
- Annual Health and Safety Report
- Product Evaluation Committee Review
- Annual Compliance Report
- Annual Privacy Report
- Pain Management A3
- Lean Transformation A3
- Administration Building Steam Pipes A3

Also attached are three completed PI Storyboards and their corresponding A3s: Employee Injury, Employee Falls and Philanthropy.

Attachments

Quality Council Meeting Minutes for October, November and December 2017
Completed Performance Improvement (PI) Storyboards and A3s: Employee Injury,
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