

Joint Conference Committee

Laguna Honda Hospital and
Rehabilitation Center

Administrator's Report

March 13th, 2018



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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- Gift Fund Report as of 12/31/17
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- Quality Council Meeting Minutes for January and February 2018
- Completed Performance Improvement (PI) Storyboard and A3: True North – FY16-17
- Employee Workforce Satisfaction
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- 2018 Hazardous Vulnerability Assessment (HVA)
- Kaizen Workshop: Discharge Care Planning Presentation
- Kaizen Workshop: Discharge Preparation Presentation
- True North Measure: Continuing to Reduce Pressure Ulcers Report
- Hospital-Wide Policies and Procedures for Approval

State of the Hospital

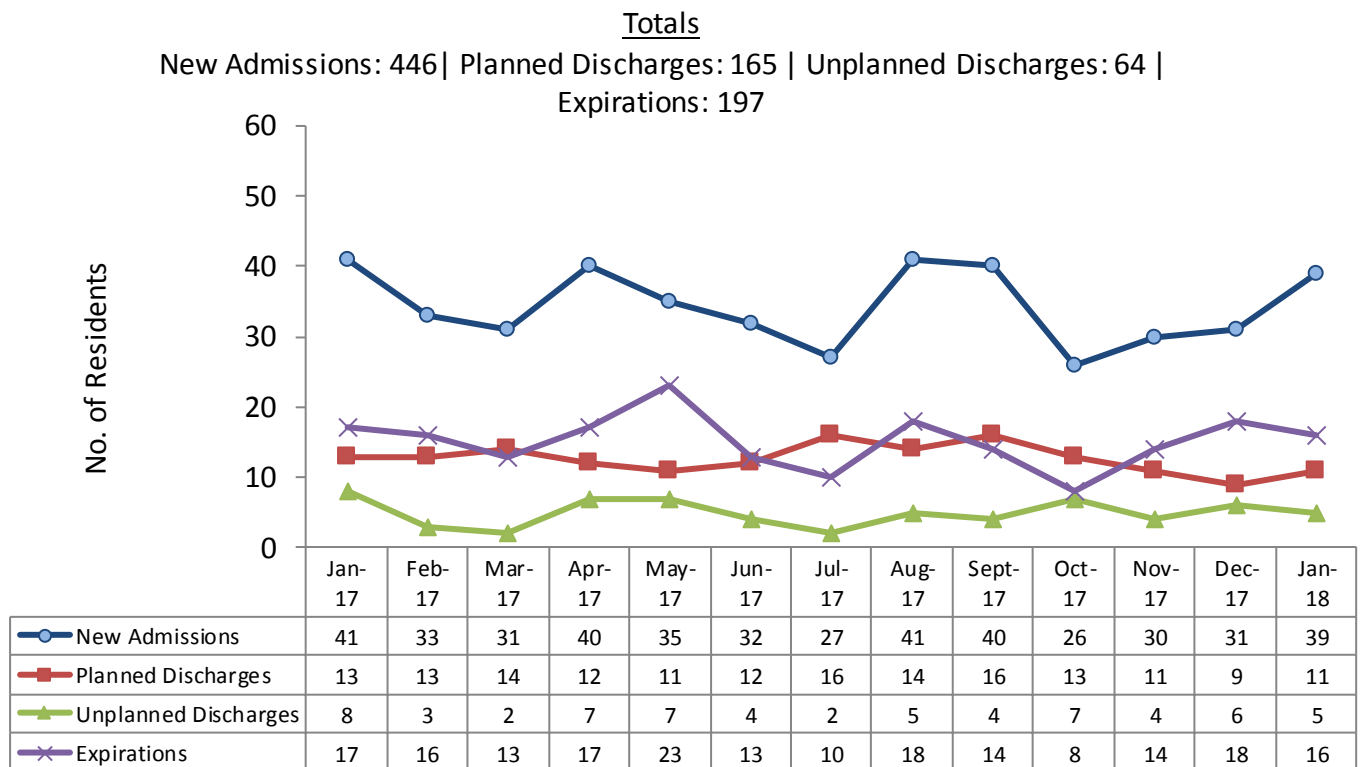
Wait List

Average wait time in days from referral date to decision approved date
 (1/1/2017 to 1/30/2018): 2.84

Average wait time in days from decision date to admission date
 (1/1/2017 to 1/30/2018): 13.51

Number of people on waiting list as of 2/21/2018: 25

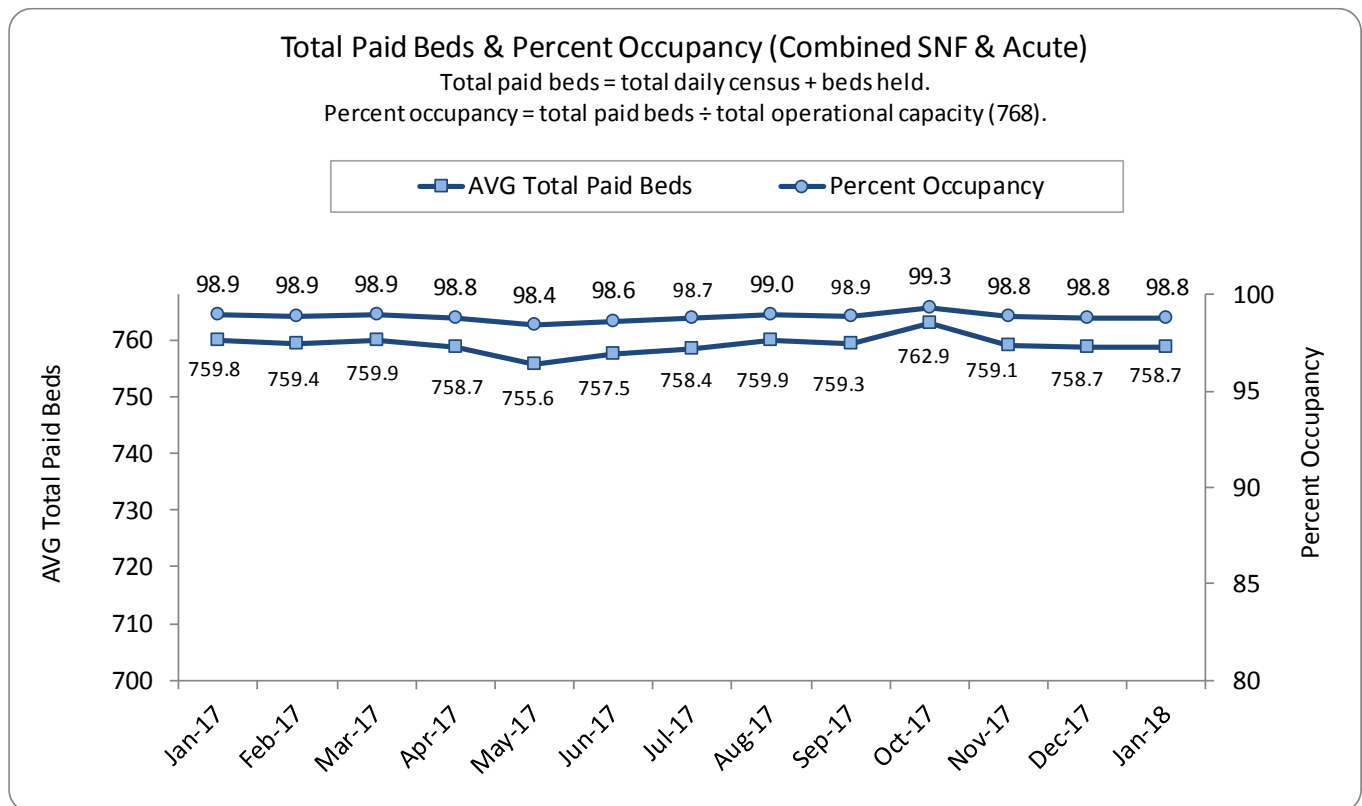
Admissions, Discharges, and Expirations by Month (1/01/2017 to 1/31/2018)



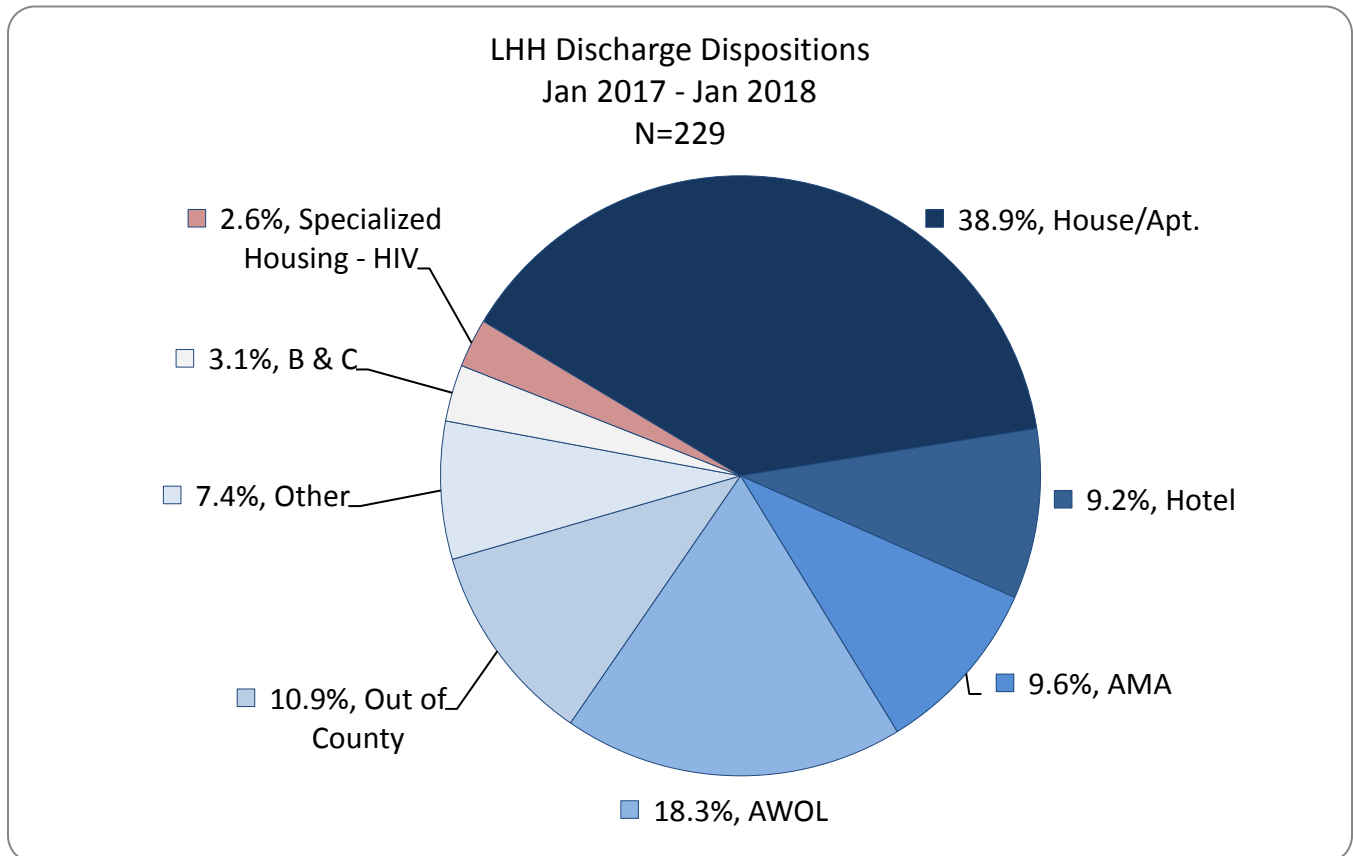
Average Daily Census (1/01/2017 to 1/31/2018)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
1/01/17 - 1/31/18	751.20	5.52	756.72	0.28	2.08	753.56	759.07	99%

Paid Beds and Occupancy by Month (1/01/2017 to 1/31/2018)



Community Discharge Dispositions (1/01/2017 to 1/31/2018)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 10.9% (n=25) individuals were discharged to out-of-county placements. Of those, 14 residents went to live with family, 5 residents returned to their previous residence and 6 residents went to Board and Care Homes that could best accommodate the residents' needs.
2. Analysis of absent without leave (AWOL) are as follows: 57% (n=24) of the 42 AWOL incidents returned to Laguna Honda for receiving continued skilled nursing services. Of those who did not return (n=18), the Social Services Team were not able to contact 10 individuals and were able to contact 8 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=22), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

Staffing Report

Laguna Honda's current vacancy rate is 3.25%, and there are a total of 46 vacancies we are actively recruiting for. The Human Resources (HR) Team has been continuing to work with the Food Services group to help reduce overtime. In addition to temporarily increasing the number of standard work hours for six part-time employees, we have helped to add two as needed employees. Additionally, Human Resources conducted a quality review to enhance the physician credentialing process to align with other DPH HR sites.

The Human Resources Operations Team is currently participating with the Department's HRiMS management committee to develop standard practices for managing HRiMS and enabling the use of "My Team", so that managers/supervisors can quickly see their direct reports and access emergency contact information.

Budget and Finance

Gift Fund Report

The FY2017-2018 2nd quarter Gift Fund Balance Report is attached. Due to the City wide implementation of the new financial system that was implemented on July 1, 2017, 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.

Donations to the Gift Fund from the Friends of Laguna Honda are not reflected in the current report as they have routinely been in the past many reports. The Friends of Laguna Honda has expressed their desire to modify the mechanisms for making their contributions. Hospital staff are currently working with our benefactor group to facilitate the desired changes.

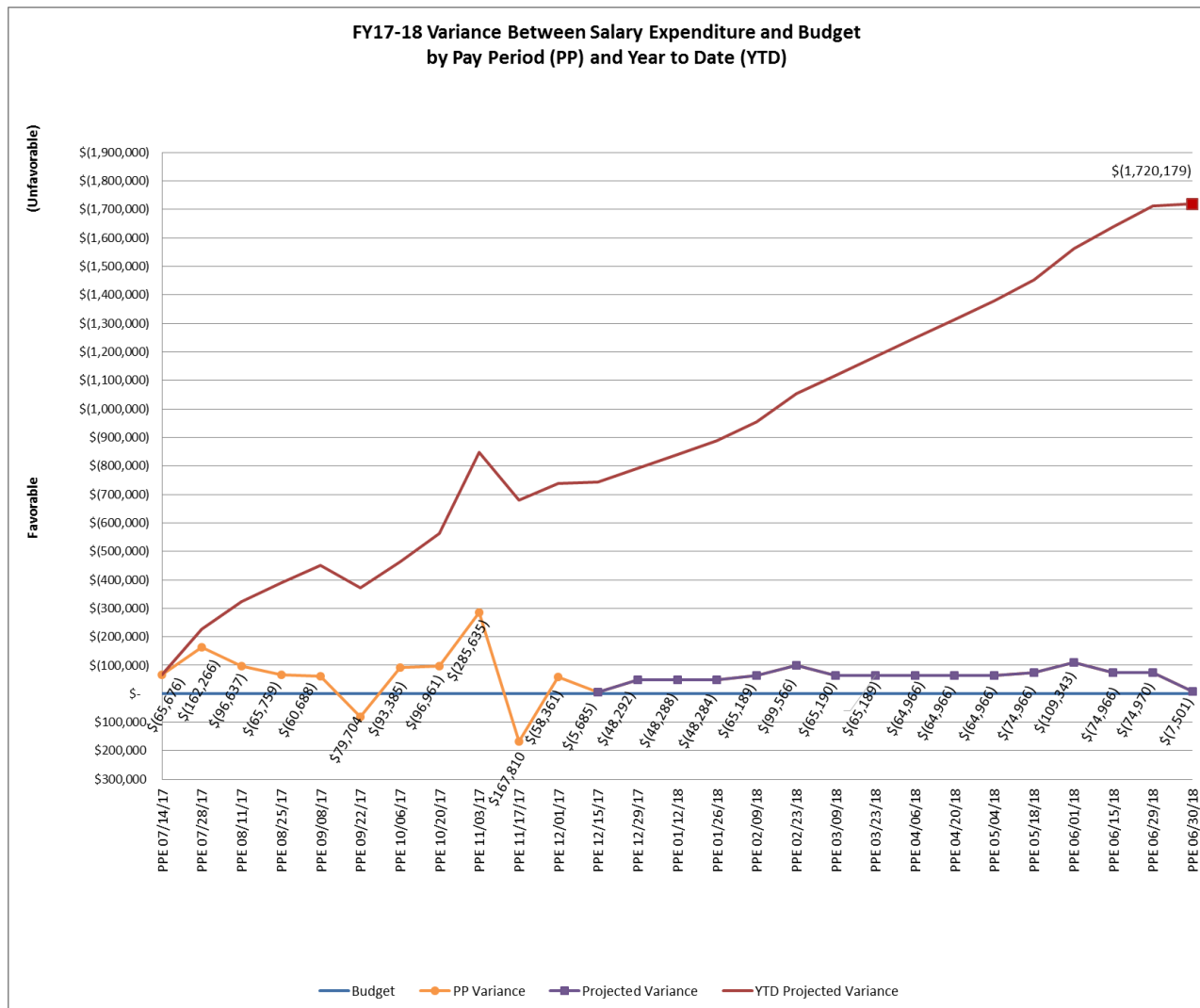
There was no out-of-budget funding request in this past quarter.

Financial Report

The FY2017-2018 2nd quarter financial report is attached. The annual projection shows a \$2.9 million deficit in personnel costs. However, there is a plan for a DPH internal surplus fund transfers among divisions to help us balance at year-end.

Salary Variance Report

We are currently projecting an overall salary expenses shortfall of \$1.72 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 as well as to maintain patient/resident safety and less salary savings from actively backfilling vacant permanent positions to provide patient care.



Initiatives and Milestones

Regulatory

Laguna Honda's Plan of Correction (POC) for the recent annual skilled nursing facility relicensing and recertification survey was accepted on 12/29/2017 by CDPH. The POC covered 12 deficiencies for the re-certification survey and 5 deficiencies for the re-licensing survey.

Care Experience

Workplace Violence Survey – January 16

Laguna Honda is currently surveying staff on their experiences and perceptions of workplace violence. Surveys in four languages will be available for a two-month period beginning Tuesday, January 16, in neighborhood break rooms, the cafeteria, and the main floor of the Administration building across from the Volunteer Office. Staff can complete the surveys anonymously and return them directly to Kate Durand or to one of three collection boxes. The same survey was conducted three years ago when the Department of Workplace Safety and Emergency Management was formed.

Resident and Family Satisfaction Survey Results – January 22

NuStats, the vendor conducting the 2017 Resident and Family Satisfaction Survey, has provided the hospital with a formal report. Over the next few weeks, the hospital will be communicating results and trends with Residents' Council and developing a formal plan around how to best share the information. Additionally, Residents' Council will be encouraged to participate in deciding which specific areas relating to Quality of Life, Quality of Service and Quality of Care will be prioritized with performance improvement efforts. We will also plan to report to the JCC at a future meeting.

Medication Storage 5S Project – January 23

An interdisciplinary team of 18 staff members came together for four days (1/23/18-1/26/18) to work on a medication storage 5S project. The focus was on applying the 5S Lean principles towards the neighborhood medication rooms, treatment carts and medication carts in an effort to have them be more usable for staff, build in accountability for the work environment, encourage safer medication pass procedures as well as prepare the organization for future regulatory surveys.

Representatives from Nursing, Pharmacy, Environmental Services, Quality Management and Administration ended the week by having established four medication rooms, four treatment carts and ten medication carts of the highest standards for two pilot neighborhoods. A formal plan for all 13 neighborhoods is being developed.

HSS Well-Being Award – February 7

Four Well-Being Champions from Laguna Honda and the Department of Public Health received special recognition from San Francisco Health Service System (HSS). Ayanna Bennett, Jennifer Carton Wade, Bryant Lee and Olivia Thanh were given a Well-Being award for their efforts in creating a wellness-focused culture in the workplace. Specifically, Laguna Honda was honored for establishing a Wellness Hub with exercise and other gym equipment to aid employees during their work days.

EPIC Groundwork Questionnaire – February 14

Laguna Honda facilitated a special Leadership Forum meeting to complete Groundwork Questionnaires as part of the larger Epic electronic health record project. Managers, supervisors, and staff contributed to answering questions about workflows specific to their areas. The session was facilitated by Epic-certified professionals and the results will help the organization moving forward in the next phases of the project.

Addiction Fellows at Laguna Honda – February 23

In collaboration with UCSF Primary Care Addiction Medicine Fellowship, Laguna Honda Psychiatry is happy to announce the launch of the first ever Addiction Medicine Fellowship rotation at the hospital. Beginning in March 2018, two UCSF Addiction Medicine Fellows will work within the Psychiatry Department and specifically the STARS Program, providing substance treatment related consultation services to residents. This will be a tailored educational experience for the Fellows in evaluating and treating patients with substance use disorders, and learning about mental health and behavioral management in a medical post-acute/long-term care setting. This year we will have Dr. Hannah Snyder for March-April 2018, and Dr. Jamie Carter for May-June 2018. They will each be on site 12-16 hours a week, mostly on Tuesdays and Thursdays.

Heart Month at Laguna Honda – February 27

Laguna Honda kicked off Heart Month with a series of events that will culminate in an April staff drawing for a FitBit heart monitor. Staff are able to enter the drawing by completing a series of wellness activities that include performing blood pressure checks, using the Wellness Hub, completing daily exercise activities and more. Maria Elena-Healey, Clinical Nurse Specialist for cardiovascular, is leading the campaign.

Campus Community Activities and Events

San Francisco Fellows – January 18

For the second consecutive year, Laguna Honda has partnered with the Department of Human Resources to sponsor a project with the San Francisco Fellows program. This partnership allows current participants in the program to select projects across the city where they can expand their skillsets. Laguna Honda was fortunate to have been selected by three fellows:

Ariel Bolingbroke (Rec and Park), Monica Casanova (Public Utilities), and Emily Vontsolos (Office of the Controller). The trio will be working on developing a daily visual control board that displays vital information and data for Clinical Leadership Team to identify performance improvement activities.

Hoshin Kanri – January 29

As part of Director Garcia's vision for Lean Transformation with the Department, Rona Consulting facilitated a 2 day Hoshin Kanri session with Laguna Honda leaders. Hoshin Kanri is strategy deployment that has been completed with both the Department of Public Health and San Francisco Health Network leadership groups. During the session, Laguna Honda leaders reviewed our current strategic plan and identified three initiatives that are critical over the next upcoming fiscal year 18-19. This includes electronic health record implementation, people development and value-based care. These initiatives were translated into A3 documents and are owned by Michael McShane, Madonna Valencia and Quoc Nguyen, respectively.

Picnic for Peace – February 11

Laguna Honda hosted a Peace Picnic in collaboration with Jay Chodagam from Brahma Kumaris, a Meditation Center in San Francisco. Residents able to attend the picnic in Betty Sutro Meadow participated in games and other learning activities. The event proved to be successful despite colder temperatures and residents had a great time. Mr. Chodagam is a TedX Talk speaker and recently completed a session on the importance of mindfulness and meditation.

Japanese Nursing Students' Visit – February 21

Laguna Honda received a visit from nursing students traveling from Japan as part of a collaborative event with UCSF School of Nursing. The students arrived with their professors and were greeted with a tour by Volunteer Services. They were able to visit different resident neighborhoods, including the Positive Care, Palliative Care and Cultural-Focused units. Afterwards, the students were able to learn more from nursing leaders such as the Clinical Nurse Specialists, Directors and Chief Nursing Officer, Madonna Valencia. The hospital looks forward to meeting another cohort of students next year.

Black History Month Celebration – February 22

A special event featuring musical performances and special guests was held in Gerald Simon Theater to celebrate Black History Month. The program line up, compiled and emceed by Rodney Garrick and other members of the planning committee, included national anthem for African Americans, customary heritage dances as well as a choir performance from Willie Brown Middle School. Roland Pickens, Director of San Francisco Health Network, was on hand to kick off the events and congratulated the hospital on hosting another successful event.

Chinese New Year Celebration – March 1

The Year of the Dog was celebrated by residents with a musical performance complete with lion dancing. This year's event was made special with guest appearance from District 7 Supervisor Norman Yee. Supervisor Yee presented the hospital with a certificate of acknowledgment for the hospital's continuous efforts to provide a culturally welcoming space for all residents. He also spoke to residents about the second phase of the mural along Laguna Honda Blvd that was completed in January. Additionally, artists from Precita Eyes Muralists were also on hand to gift a high definition print out of the mural for residents who are unable to make it down to the mural site itself.

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.

February 2018 Employee of the Month

The San Francisco Sheriff's Department is the December Employee of the Month.

The hospital is pleased to bring forth Captain Tilton, Sgt. Collins, Sr. Deputy Romano, and the SFSD team on-site at Laguna Honda as February Employees of the Month. We are fortunate that the SFSD Team shares and participates in our community values. This includes:

Teamwork - SFSD considers themselves as part of the Laguna Honda team, participates in residents' plan of care, integral to our Code Green policy and safety of our community.

Communication - Sgt. Collins develops monthly Security Bulletin and security alerts as needed.

Professionalism - Great partners, accessible, responds timely with requests, cadets posted at the lobbies are welcoming and ensure we are following our security policies.

Collaboration - Attend and participate in meetings and initiatives related to campus safety and security. Captain Tilton and Sgt. Collins are active participants in the Hospital's Campus Safety and Security Committee.

Competency - Sgt. Collins assists in coordinating the Active Shooter trainings on campus. They also provide individual or team just in time safety and security education for staff, care teams and departments.

Compassion - Oftentimes, we hear from the Sheriff Deputies strategies for resident and staff safety prevention measures. As well, they provide us with tips

on how to work with residents who have complex behavioral needs. Several times within the past year, they have assisted staff in tracking residents who are off-campus to ensure their safety. The SFSD team members truly show their compassion by knowing who the LHH residents are.

March Employee of the Month

March Employees of the Month are Laura Wanzon, AT, and Mariel Badiola, AT.

Laura and Mariel are both North Mezzanine's Activity Therapist, and make a wonderful team. Laura has been with Laguna Honda for over five years while Mariel has been with Laguna Honda since 1988! They are a very special pair and are 100% committed to the residents. They are great team players, competent and support each other at every turn. They plan ahead and accommodate resident needs and desires in their plans without rigidly holding to their "assignments".

Their passion is to provide an inclusive environment for all residents and have activities that engage them through singing, arts and crafts and games. The neighborhood is bubbling with life, and joy and their caring empathetic focus on resident well-being is a model for all staff to follow.

They are both such a positive part of North Mezzanine Team and their clinical perspectives enrich North Mezzanine patient care decisions.

Module Marathon Cohort

Eight Laguna Honda staff successfully completed Module Marathon requirements for Lean Certification through Rona Consulting Group (Rona). The group included: Quoc Nguyen, Jennifer Carton-Wade, Crystal Figlietti, Olivia Thanh, Elizabeth Schindler, Vincent Lee, Elizabeth Dayrit and Nawzaneen Talai. Collectively, they participated through education modules over 3 months and demonstrated their knowledge to Rona coaches in a series of presentations.

Performance Improvement

Kaizen 3 Workshop – Operationalizing Discharge Identification and Planning (February 26-March 2)

Laguna Honda continued its Lean Transformation efforts with another Kaizen workshop during the week of *February 26 – March 2*. This particular workshop, the final of three workshops resulting from Value Stream Mapping (VSM) 2, focused on operationalizing discharge identification and planning. The workshop was sponsored by Quoc Nguyen, Assistant Hospital Administrator. Process owners included Irin Blanco (Nursing), Janet Gillen (Social Services) and Susanna Meneses (Admissions and Eligibility).

During the week, participants took a deeper dive into different activities that included how residents ready for discharge identified and then prepared for community reintegration. This included Gemba observations and interviews with key stakeholders on the resident care teams (RCT) to better understand how resident service codes are used as indicators for discharge

readiness as well as witnessing how discharge huddles are utilized. The team was able to accomplish the following process changes:

- Process to automate identification of discharge ready residents using specific criteria
- Process on optimizing discharge huddles for resident care team

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

- Use of a huddle worksheet, with discharge ready residents identified, for nurse managers and charge nurses
- Use of SFGetCare for Utilization Management, Social Services, MDS on clinical documentation
- Use of a facilitated meeting guide for discharge huddles

This final Kaizen completes the work identified through the Discharge VSM that began in July 2017. Regina Gomez, sponsor for the Discharge VSM, will convene her Kaizen sponsors and process owners together to develop action plan for implementation of any improvement efforts not yet completed as well as monitoring plan.

Quality Council Meetings

Attached are the Quality Council meeting minutes for January and February 2018. Work in process include, but are not limited to the following:

- Optimizing Efficiency for Plan of Care Submission
- Rehabilitation Documentation Integrity across the San Francisco Health Network
- Value Based Care A3
- Electronic Health Record Implementation A3
- Developing our People A3
- 2018 Hazard Vulnerability Analysis Report

Also attached are the Q2 report for FY 17-18 True North Metrics and the 2018 Hazardous Vulnerability Assessment (HVA).

Attachments

Gift Fund Report as of 12/31/17

Quarterly Financial Report FY17-18, Quarter 2

Annual Relicensing and Recertification Plans of Correction

Quality Council Meeting Minutes for January and February 2018

Completed Performance Improvement (PI) Storyboard and A3: True North – FY16-17

Employee Workforce Satisfaction

True North: FY 17-18 Quarter 2 Progress Report

2018 Hazardous Vulnerability Assessment (HVA)

Kaizen Workshop: Discharge Care Planning Presentation

Kaizen Workshop: Discharge Preparation Presentation

True North Measure: Continuing to Reduce Pressure Ulcers Report

Hospital-Wide Policies and Procedures for Approval