

Joint Conference Committee

Laguna Honda Hospital and
Rehabilitation Center

Administrator's Report

May 8th, 2018



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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State of the Hospital

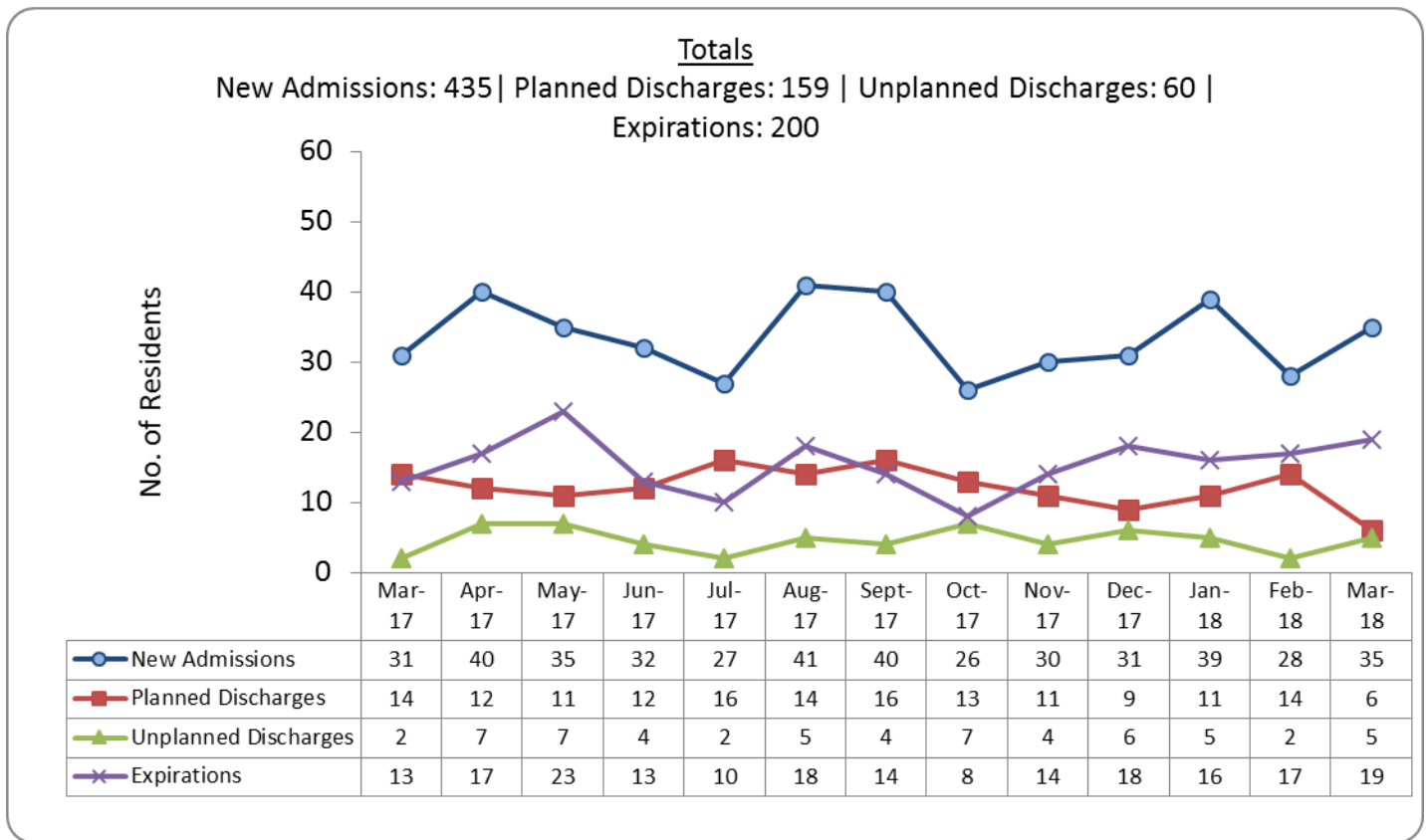
Wait List

Average wait time in days from referral date to decision approved date
 (3/1/2017 to 3/31/2018): 2.67

Average wait time in days from decision date to admission date
 (3/1/2017 to 3/31/2018): 14.84

Number of people on waiting list as of 4/26/2018: 34

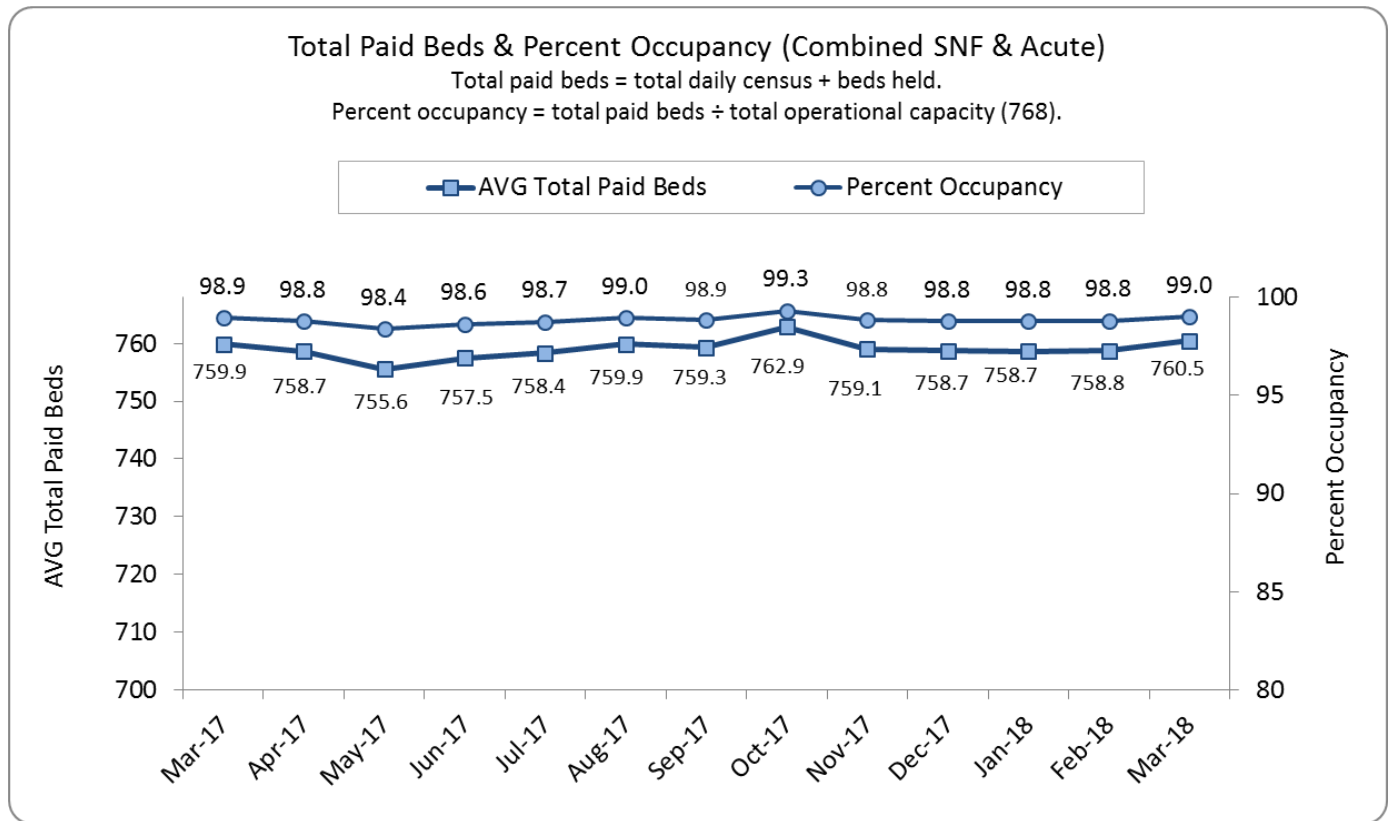
Admissions, Discharges, and Expirations by Month (3/01/2017 to 3/31/2018)



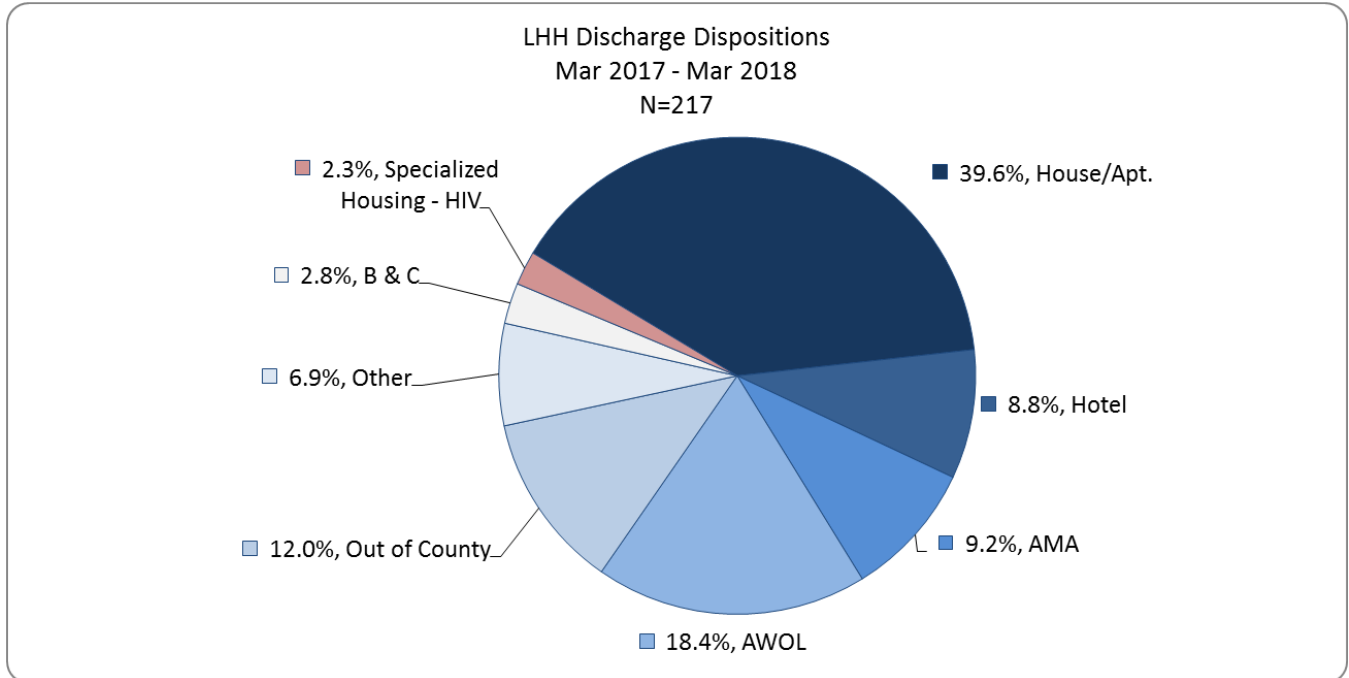
Average Daily Census (3/01/2017 to 3/31/2018)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
3/01/17 - 3/31/18	752.00	5.19	757.19	0.20	1.71	753.91	759.10	99%

Paid Beds and Occupancy by Month (3/01/2017 to 3/31/2018)



Community Discharge Dispositions (3/01/2017 to 3/31/2018)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 12.0% (n=26) individuals were discharged to out-of-county placements. Of those, 15 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: 60% (n=24) of the 40 AWOL incidents returned to Laguna Honda for receiving continued skilled nursing services. Of those who did not return (n=16), the Social Services Team were not able to contact 7 individuals and were able to contact 9 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=20), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

Staffing Report

The current vacancy rate at Laguna Honda is 4% and there are a total of 55 vacancies we are actively recruiting for. Laguna Honda is also the only DPH division to have achieved 100% for submitting the Statement of Economic Interests form through its managers and supervisors.

The Human Resources team would like to thank and recognize Willie Ramirez for 17 years of dedicated service with the City & County of San Francisco, all of them with DPH. Willie most recently served as the Labor Relations Director. Rhonda Simmons was appointed to succeed Willie in his role leading DPH's Labor team.

Budget and Finance

Gift Fund Report

The FY2017-2018 3rd quarter Gift Fund Balance Report is attached. The City wide implementation of new financial system continues to result in a delay of interest allocation from the Controller's Office. Interest revenues are not 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 have 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, while continue to fund the activities (e.g. resident outings, neighborhood monies) through the existing gift fund balances.

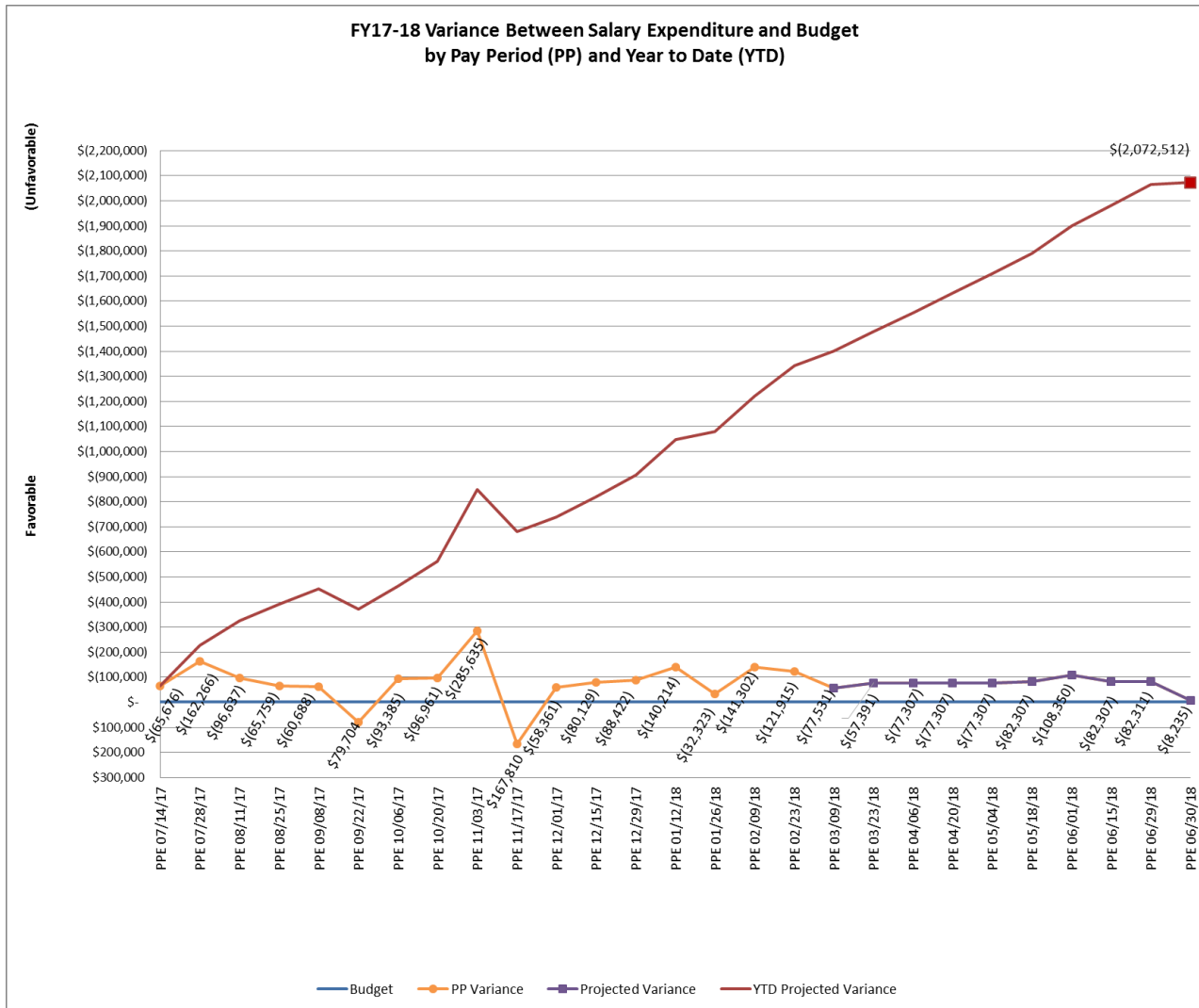
There was no out-of-budget funding request in this past quarter.

Financial Report

The FY2017-2018 3rd quarter financial report is attached. The annual projection shows a deficit of \$3.5 million in expenditures, and a favorable variance of \$8.3 million in patient service revenues mainly due to higher DP/NF reimbursements for the ACA population.

Salary Variance Report

We are currently projecting an overall salary expenses shortfall of \$2.1 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

Care Experience

Rehab Department Transition to SFGetCare – March 1

The Rehabilitation Department officially went live with SFGetCare on March 1, 2018. This means that therapists are no longer documenting off the previous Rehabilitation Database and no longer post paper notes in the medical charts. Heather Rudolph, Senior Physical Therapist, worked with the vendor to manage the project and ensure a successful transition period. While there have been no major hiccups to the department's operations, the implementation team from both sides have been ready to address any and all staff concerns.

Nutrition Month – March 1

Laguna Honda celebrated National Nutrition Month during March. This month-long campaign is supported by the Academy of Nutrition and Dietetics. The campaign focuses on the importance of making informed food choices and developing sound eating and physical activity habits. In addition, Laguna Honda's team of registered dietitians, led by Loretta Cecconi, Chief Dietitian, provided valuable and credible source of timely, scientifically-based food and nutrition information to staff and residents.

Campus Safety and Security Town Halls – March 27-29

Laguna Honda's Operations team, Led by John Grimes, Chief Operations Officer, Sgt. Leo Lam from the San Francisco Sheriff's Department, and Basil Price, Director of Security, held a series of town hall meetings with staff and residents between March 27 and March 29. These meetings focused on reaffirming the hospital's commitment to providing a safe and secure campus for all members of our community.

The trio highlighted recent facility renovations and upgrades that were completed to enhance security. Additionally, they reviewed the hospital's procedures for identifying visitors and non-staff personnel on campus through use of lobby check-ins. Attendees were asked to participate in the keep Laguna Honda secured by using two simple steps; be alert and to say something when they see something.

Occupational Therapist Month – April 1

Occupational Therapists help people across the lifespan to do the things they want and need to do through the therapeutic use of daily activities. The amazing OTs at Laguna Honda have many specialties including neuromuscular re-education, modalities, psychosocial skills, wheelchairs and assistive devices. The hospital would like to recognize the team of 9 Occupational Therapists at Laguna Honda!

New Laguna Honda Intranet – April 2

A new Laguna Honda intranet went live for all Laguna Honda staff on April 2nd, 2018. This new site utilizes SharePoint as its structural foundation and allow for much more user control and accessibility as it relates to content and related updates. Staff were encouraged to visit the test environment and provide feedback in the weeks before the transition date. There were also trainings offered for staff interested in learning more about the SharePoint platform and manage their own department content. Jin Shaffer and Patrick Alimorong from Information Services supported the rollout and are continuously monitoring comments and questions from staff.

EPIC Direction Setting Sessions at the LHH Campus – April 3 to 5 and April 17 to 19

Laguna Honda was at the heart of the first and second weeks of Direction Setting in preparation for Epic implementation. The hospital served as host-site for more than 500 attendees in more than 150 different direction setting workshops. Subject matter experts from all over DPH stopped by to share their feedback with respect to the foundational model that serves as best practice for EPIC. Laguna Honda was represented by more than 30 subject matter experts that included members from departments including but not limited to Nursing, Medicine, Clinicians, Pharmacy, Administration, Finance and Accounting. The last week of Direction Setting is planned for the first week of May.

Quality of Life Gratitude Tree Campaign – April 9

The Quality of Life Committee, led by Alice Wong and Emeterio Garcia, Activity Therapy Supervisors, created a campaign for staff and residents to express their gratitude. Each week, a different department is asked to write out what they are most grateful for and each card is placed on a tree plant located along the hospital Esplanade. Images and other visual indicators are also published online to a private and secure journal where staff and residents can view one another's entries. The campaign ran for approximately three weeks.

Reimagine End of Life – April 22

Anne Hughes, recently retired as Laguna Honda's Palliative Care Advanced Practice Nurse, continues to bring her expertise and resources to the hospital. As a participant in the City's Palliative Care Committee, coordinated by the Department of Adult and Aging Services, she included Laguna Honda in on a campaign called Reimagine to help healthcare services providers rethink death and dying. Three events from the campaign were held at the Laguna Honda campus (Medical Grand Rounds and a Family Conversation), with the capstone taking place on April 22 and was open to the public.

Campus Community Activities and Events

Patient Safety Awareness Week – March 11-17

This annual education and awareness campaign week for health care safety led by National Patient Safety Foundation, and this year's co-sponsor, Institute for Healthcare Improvement. The theme for 2018 was "Speaking Up for Patient Safety". This year's Patient Safety Awareness Week focuses on two critical issues – safety culture and patient engagement. Led by Edward Guina, Director of Nursing Operations, the Nursing Leadership Team offered residents and staff an opportunity to have fun learning about such a critical topic.

The team had a series of activities along the hospital's Esplanade hallway, capping off the week with a "Spin & Win: Know Your Patient Safety Protocol" game in the cafeteria. Many prizes and goodies were given away to those who correctly answered trivia questions, including an Amazon Echo, Kindle Fire, Bluetooth speaker, and gift cards. Staff and residents were also informed of recent Lean work that have contributed to a culture of quality and patient safety.

ABL Healthcare CEO Roundtable – March 14

On March 14, 2018, Laguna Honda hosted the Bay Area Healthcare Executives Round Table. The Bay Area Healthcare Executives Round Table is a chance for CEO's from various industries to come and share their best practices and knowledge. Quoc Nguyen, Assistant Hospital Administrator, represented Laguna Honda and shared our Lean journey along with current improvement efforts going on hospital-wide which was well received. Jan Doyle, Volunteer Coordinator, provided a tour of the hospital and rich knowledge of our history. During the tour, the CEOs were able to see our operations and the new hospital.

National Free Cone Day with Ben and Jerry's – April 10

Ben and Jerry's Catering stopped by on April 10 to provide free ice cream for residents, staff, volunteers and other members of the Laguna Honda community. Laguna Honda was chosen as a destination due to our commitment to public health and providing excellent health services to San Franciscans. Attendees were able to choose from four different flavors including AmeriCone Dream, Coffee BuzzBuzzBuzz, Coconut Almond Fudge and dairy-free Berry Sorbet.

National Volunteer Week – April 15-21

Volunteers are an asset for many hospital organizations and Laguna Honda is fortunate to have a robust volunteer program. There are more than 250 volunteers who contribute in different capacities with various departments every single day of the week. This includes spending time with residents, helping out with activities, and supporting other duties that allows Laguna Honda to serve our mission of providing a welcoming, therapeutic and healing environment.

The Volunteer Services Department hosted a series of events 16th in celebration of National Volunteer Week including coffee cart mornings for volunteers. The department also completed a Re-Grand Opening of the Resident Clothing Room on B400 that was recently replenished and redone to allow for greater access. Volunteers and their host supervisors were also treated to a special luncheon provided through the generosity of Friend of Laguna Honda on April 19.

ZSFG/UCSF Primary Care Retreat Visit – April 18

On April 18th, Laguna Honda hosted a group of primary care physicians from Richard H. Fine People's Clinic. The UCSF-affiliated physicians were led on a tour by Volunteer Coordinator Jan Doyle and learned about the history of Laguna Honda along the way. They viewed the new building and were amazed at the different amenities. After the tour, Madonna Valencia, Chief Nursing Officer, spoke about the care models deployed by the Resident Care Teams and discussed with the physicians how to best identify patients for possible admission to the hospital.

Medical Laboratory Professionals Week – April 23-29

National Medical Laboratory Professionals Week (NMLPW) is an annual celebration of the medical laboratory professionals who play a vital role in every aspect of health care. Like other medical organizations, Laguna Honda wanted to show our support and gratitude for the hard work laboratory professionals do. Since lab techs often work behind the scenes, few people know much about the critical testing they perform every day. This year's recognition efforts was led by Gary Cozzi, Clinical Support Manager, and aimed to inform and educate medical colleagues and the public about the medical laboratory and the impact of having these dedicated skilled professionals has on the overall patient care.

Administrative Professionals Day – April 25

Administrative Professionals Day was celebrated with our valuable team of more than 40 administrative support personnel with a lunch in Moran Hall. Laguna Honda is grateful for all their contribution to our community. Our Unit Clerks, Staffing Assistants, Senior Clerks, Interns, Team HR and other administrative colleagues contribute so much talent and teamwork to DPH, SFHN and Laguna Honda. They were also surprised with cards from all managers and supervisors highlighting their appreciation.

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 2018 Employee of the Month

David Palma, Karina Raygoza, Grace Ogden and the Laguna Honda Payroll Team are April 2018 Employees of the Month.

The Payroll Department plays the most critical role in ensuring staff satisfaction at Laguna Honda. Their attention to detail and desire to drive improvement has allowed their team to work efficiently and complete payroll sheets accurately and in a timely manner. Last year, Karina and David identified opportunities to improve the way we processed payroll for more than 1,600 employees at Laguna Honda.

In applying A3 Thinking and identifying areas of waste in over processing, overproduction, defects, and waiting, Karina, David, and Grace worked on a plan to:

- Standardize and use City– approved templates,
- Pilot Self– Service online employee time entries with manager approvals, and
- Maximize utilization of the City’s Payroll and Employee Management System (eMerge).

The Payroll Department collaborated with the Controller’s Office and DHR to help facilitate Laguna Honda’s transition to electronic timesheets. David and Grace provided training and education for more than 50 employees and initiated a 3-department pilot back in February. After three pay periods, the house-wide implementation occurred seamlessly and the team continues to monitor the new processes. The Payroll Team, guided by David, Grace and Karina have demonstrated the ability to lead by embracing change.

May 2018 Employee of the Month

Rose Beltran is May 2018 Employee of the Month. She was recognized by Dr. Dennis Bouvier from the South 3 Palliative Care neighborhood. In his words:

All of our PCAs on S3 do such a remarkable job all the time with our specialized group of patients, from the focused care of the dying to the preparation of the body after death for family viewing. We don’t acknowledge them everyday for their remarkable endeavors is testimony only to the fact that we have become accustomed to their extraordinary efforts and we now mistakenly see it as routine.

There comes now and again an event that is so overwhelmingly moving that it demands special attention and acknowledgement.

We admitted a patient to S3 in April for comfort based care. The man was terminally ill, suffering the late stage effects of an incurable and far advanced skin disorder that left his body scarred and covered with sores and open lesions. Additionally, he was suffering the intractable pain and discomfort of extensive decubiti. The man came to S3 in a desperate and unkempt state. His personal care had been neglected for many months due to large part to his refusal of care and the misdirected effects of years of mental illness.

Rose, one of our seasoned PCAs, took him under her care and gently coaxed him into agreeing to personal care. She, all the while gently, reassuring him that she would not hurt him, was able to shave him, wash and cut his hair, and provide oral care. All of which had been neglected for months. She was able to bath him and apply analgesic ointment to his open sores and able to apply lotion to his dry skin. She changed his bed clothes, laid him in a position of comfort in the bed. He previously laid curled in a fetal position unwilling to move. At the end of it all, he laid clean, calm and peaceful until his death a few days later.

Dilaudid and Versed provided pain and symptom control while Rose provided the comfort of loving human kindness. She revived his humanity and restored his dignity.

Performance Improvement

Kaizen Workshop – Safe Resident Handling (April 16-19)

Laguna Honda continued its Lean Transformation efforts with another Kaizen workshop during the week of *April 16-19*. This particular workshop focused on safe resident handling. The workshop was sponsored by Kate Durand, Director of Workplace Safety and Emergency Management. Process owners included Edward Guina, Director of Nursing Operations, and Amie Fishman, Manager of Education and Training.

During the week, participants took a deeper dive into different activities that contributes to resident handling injuries. This included Gemba observations and interviews with key stakeholders on the resident care teams (RCT) to better understand what factors lead to injuries and how to not only best prevent future occurrences but to reduce severity of injuries that do occur.

The team was able to accomplish the following process changes:

- Process to track work orders and prevent equipment-related delays
- Process to provide regular in-services to new and current staff on appropriate ergonomic methods when transferring and repositioning residents
- Use of a Buddy-System when circumstances require 2-persons to complete a transfer or reposition

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

- Competency checklist for pivot transfer training
- Template for tracking of work orders

This Kaizen was abbreviated to best accommodate the scope and participant availability. A report out was attended by hospital staff who congratulated the team for their tremendous effort. Like other workshops, the team will reconvene and track all necessary action items over the next three months.

Quality Council Meetings

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

- True North Quality – Pressure Ulcers A3
- ID Badge Access A3
- Sexual Orientation and Gender Identification Training and Implementation Plan
- 2018 Hazard Vulnerability Analysis (HVA) Report
- FY 18-19 Strategic Initiatives A3s: Value Based Care, Electronic Health Record and Developing our People

Also attached are the Q3 report for FY 17-18 True North Metrics as well as the CY 2017 Contract Monitoring Report.

Attachments

Gift Fund Report as of 3/31/18

Quarterly Financial Report FY17-18, Quarter 3

Quality Council Meeting Minutes for March and April 2018

True North: FY 17-18 Quarter 3 Progress Report

2017 Contract Monitoring Report

True North Goal: Employee Health and Safety Annual Update Presentation

Emergency Preparedness and Response Activities Presentation

Hospital-Wide Policies and Procedures for Approval