

# Joint Conference Committee

Laguna Honda Hospital and  
Rehabilitation Center

Administrator's Report

November 13, 2018



San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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- Gift Fund Report
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- Approved Submitted CMS Statement of Deficiencies Plans of Corrections
- Quality Council Minutes for September and October 2018
- True North FY 18-19 Q1 Report
- Completed A3 and PI Storyboard: Behaviors Affecting Others
- FY 17-18 Draft Annual Report
- Presentation: FY 17-18 Security Management Plan Annual Assessment and FY 18-19 Security Management Plan
- Presentation: FY 17-18 Lean Transformation
- Presentation: FY 17-18 Unplanned Discharges
- Hospital-Wide Policies and Procedures for Approval

## State of the Hospital

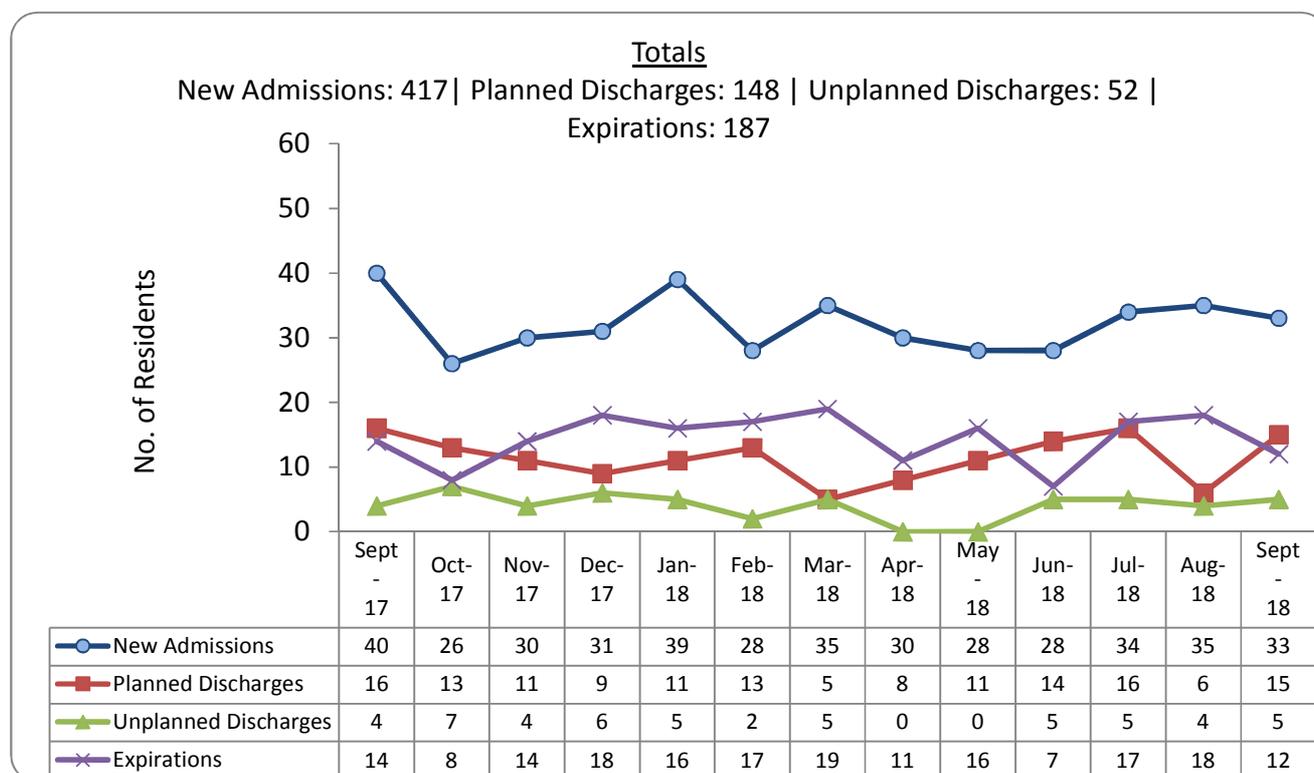
### Wait List

Average wait time in days from referral date to decision approved date  
 (9/1/2017 to 9/30/2018): 1.83

Average wait time in days from decision date to admission date  
 (7/1/2017 to 7/31/2018): 17.22

Number of people on waiting list as of 10/29/2018: 39

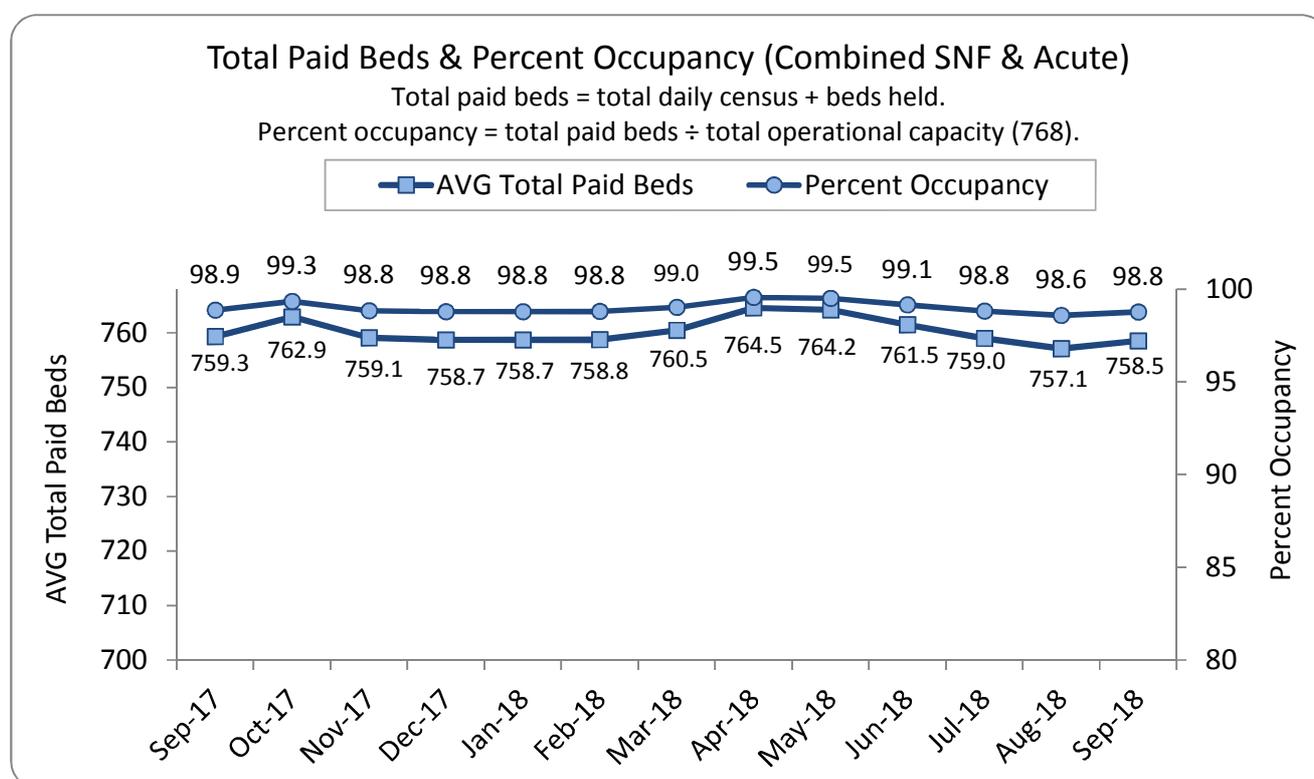
### Admissions, Discharges, and Expirations by Month (9/01/2017 to 9/30/2018)



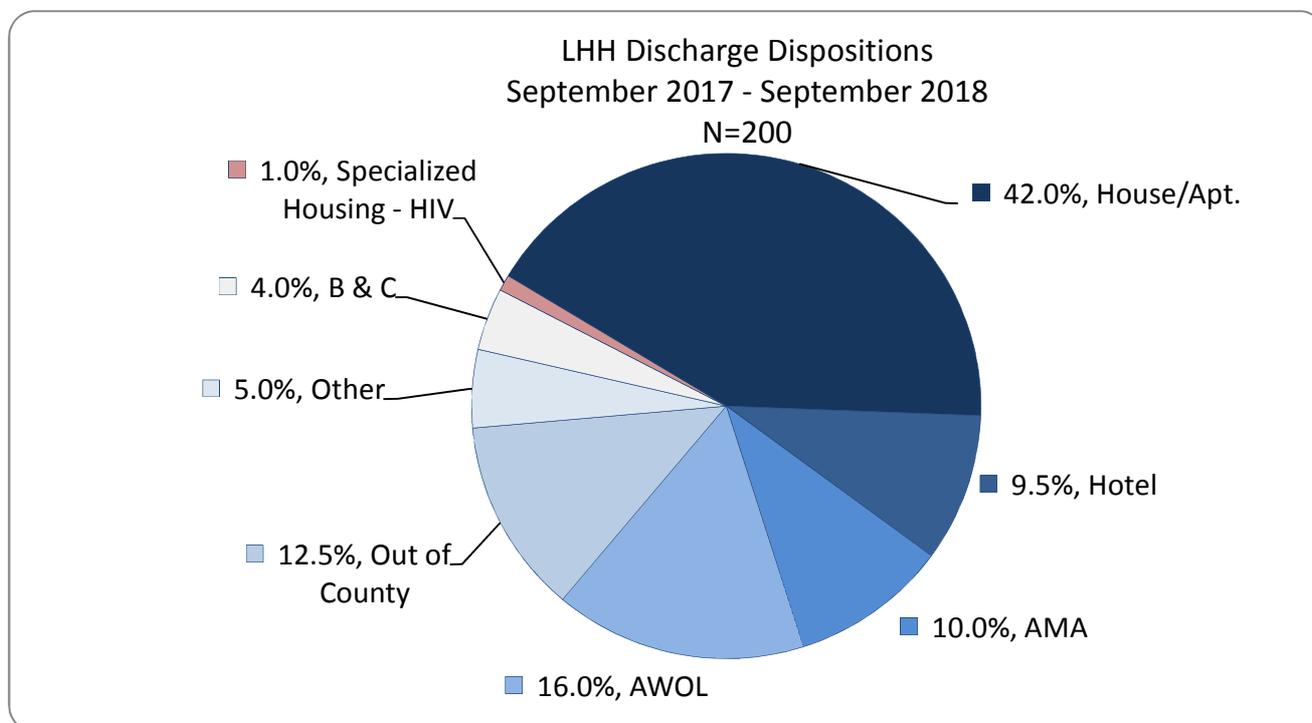
### Average Daily Census (9/01/2017 to 9/30/2018)

| Period            | SNF Occupied | Beds Held | Total SNF Census | Acute Medical Census | Acute Rehab Census | Total Daily Census | Total Paid Beds | Percent Occupancy |
|-------------------|--------------|-----------|------------------|----------------------|--------------------|--------------------|-----------------|-------------------|
| 7/01/17 - 7/31/18 | 753.64       | 4.85      | 758.49           | 0.14                 | 1.63               | 755.41             | 760.26          | 99%               |

### Paid Beds and Occupancy by Month (9/01/2017 to 9/30/2018)



### Community Discharge Dispositions (9/01/2017 to 9/30/2018)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 12.5% (n=25) individuals were discharged to out-of-county placements. Of those, 15 residents went to live with family, 4 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: 47% (n=15) of the 32 AWOL incidents returned to Laguna Honda for receiving continued skilled nursing services. Of those who did not return (n=17), the Social Services Team were not able to contact 4 individuals and were able to contact 14 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 the patients/residents discharged as AMA (n=16), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

## Staffing Report

Human Resources finished reconciling this year's annual salary ordinance (ASO) during August in anticipation of budget meetings. During the next two months, departments held annual performance planning meetings across the hospital. Human Resources attended to review current employee rosters, discuss upcoming leaves and potential retirements, as well as discuss hiring plans for forthcoming year with all department managers and supervisors.

Laguna Honda's current vacancy rate is 5.6%. Human Resources continues to work with departments to effectively manage leave requests and sick time usage.

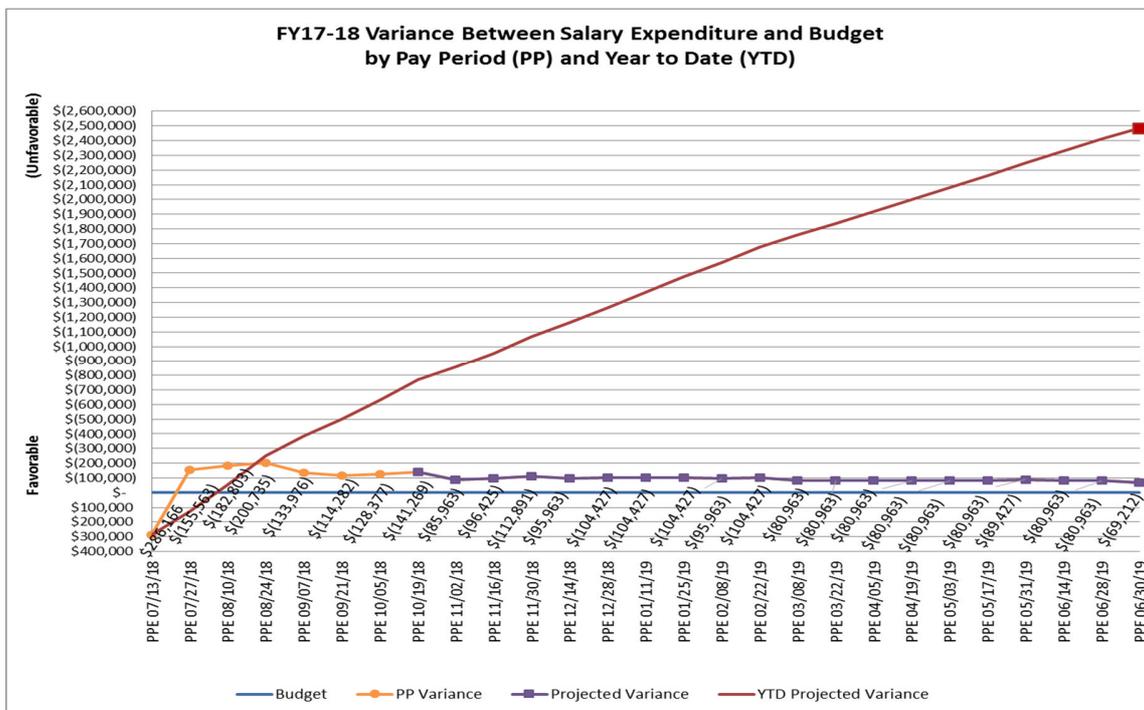
## Budget and Finance

### Gift Fund Report

The FY 2018-2019 Q1 Gift Fund Balance report is attached.

### Salary Variance

We are currently projecting an overall salary expenses shortfall of \$2.5 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

#### *Annual Licensing and Certification Survey – October 9*

A team from the California Department of Public Health arrived at Laguna Honda on Tuesday, October 9 and began Laguna Honda’s annual relicensing and recertification survey.

The survey lasted for 5 days and the hospital held an exit conference on Monday, October 15. During the meeting, which was attended by Dr. Sanchez, leaders from across all resident care disciplines, the surveyors announced there were no findings of sub-standard care as well as a zero medication error rate. However, there were smaller findings related to resident rights, resident care plans, pharmacy, and food and nutrition. These findings will be expressed in more detail once the CMS 2567 statement of deficiencies arrive back from CDPH. This represents one of the best results ever achieved by the hospital and would not be possible without the leadership of Regina Gomez, Director of Quality, Michael McShane, Chief Medical Officer, Madonna Valencia, Chief Nursing Officer, John Grimes, Chief Operations Officer and the staff who are survey-ready every day.

Laguna Honda expects to complete plans of corrections and submit them back to CDPH by the required deadline once their report is received by the hospital.

#### *Accepted Plans of Corrections*

Please refer to the attached four (4) separate plans of corrections that were submitted to CDPH and have been approved. The F-tags associated with the POCs include: F600, F607, F609, F610, F689. For more detailed info, please refer to the attachments. As a summary, the corrective action measures and monitoring plan include the following:

| <b>F-Tag</b>  | <b>Corrective Measure(s)</b>   | <b>Monitoring Plan(s)</b>   |
|---|--|---|
| Complaint Number: CA546817, submitted 9/4/18  |  |   |
| F689 Free of Accident Hazards/Supervision/Devices<br><br>(Complaint Number: CA546817) | All Laguna Honda employees were directed to completed an in-service on accident prevention and providing residents with adequate supervision and assistive device(s) to prevent accidents. | A monthly QA review will be conducted by nurse Managers to monitor the incidence of resident to resident altercations on and off the neighborhood; by reviewing resident care plans, interviewing Licensed Nurses and Patient Care Assistants if they are not knowledgeable of the care plan interventions to be utilized for preventing resident to resident altercations and accidents. |

*Accepted Plans of Corrections (continued)*

| <b>F-Tag</b>  | <b>Corrective Measure(s)</b>  | <b>Monitoring Plan(s)</b>  |
|---|---|--|
| <b>Complaint Number: CA563557, submitted 9/4/18</b>                 |   |  |
| F609<br>Reporting of<br>Alleged<br>Violations                       | <p>Laguna Honda has revised its policy and procedure titled "Abuse and Neglect Prevention, Identification, Investigation, Protection, Reporting and Response" to indicate the 2-hour reporting requirement to the Survey agency regarding events involving allegations of abuse, neglect, exploitation, mistreatment, injuries of unknown source, misappropriation of resident property and voluntary seclusion.</p> <p>Mivic Hirose issued a memo on 8/1/18 to remind staff of the new 2-hour reporting requirement.</p> <p>All Laguna Honda employees were directed to complete an in-service in response to the issues deficiency for failure to timely report to the State Survey agency.</p> | Quality Management Nurses who are members of the Resident Safety and Abuse Prevention Performance Improvement Team will be assigned to conduct a monthly review of facility reported incidents of allegations of abuse to track facility compliance and improvement with timely reporting. |
| <b>Complaint Number: CA583289, submitted 9/4/18</b>                 |   |  |
| F600 Free<br>from Abuse<br>and Neglect                              | All Laguna Honda employees were directed to complete a read and sign in-service on abuse prevention, identification of abuse and timely reporting of abuse.   | Nurse Managers will conduct scheduled check-ins with each resident on every neighborhood to ensure that residents are treated with respect; feel safe at Laguna Honda; and if they had concerns are reported and investigated in a timely manner.  |
| F610<br>Investigate/<br>Prevent/<br>Correct<br>Alleged<br>Violation | As per F609 above.  | As per F609 above.   |
| <b>Complaint Number: CA586371, submitted 9/4/18</b>                 |   |  |
| F610  | As per F600 above.  | As per F609 above.   |

| F-Tag  | Corrective Measure(s)  | Monitoring Plan(s)  |
|--|--|---|
| Complaint Numbers: CA588967, CA592401and CA592419, submitted 9/17/18 |  |   |
| F600 Free from Abuse and Neglect                                     | <p>Mivic Hirose issued a memo to remind facility staff to direct any visitors on campus that do not have a visitor's pass issues to them to go to the Hospital lobby to request for a visitor's pass from the contract security provider.</p> <p>All Laguna Honda employees were directed to complete a read and sign in-service on abuse prevention, identification of abuse and timely reporting of abuse.</p> | Nurse Managers will conduct scheduled check-ins with each resident on every neighborhood to ensure that residents are treated with respect; feel safe at Laguna Honda; and if they had concerns are reported and investigated in a timely manner.                           |
| F610 Investigate/ Prevent/ Correct Alleged Violation                 | As per 609 above.  | As per F600 above.  |
| Complaint Number: CA594044, submitted 10/4/18                        |  |   |
| F600 Free from Abuse and Neglect                                     | All Laguna Honda employees were directed to complete a refresher read and sign in-service on abuse prevention, identification of abuse and timely reporting of abuse.  | Nurse Managers will conduct scheduled check-ins with each resident on every neighborhood to ensure that residents are treated with respect; feel safe at Laguna Honda; and if they had concerns are reported and investigated in a timely manner.                           |
| F607 Develop/ Implement Policies                                     | A memo will be issued to all staff to inform and remind staff of the mandatory annual abuse prevention training requirement for all staff.   | Department of Education and Training staff will provide a weekly report of staff completion of the mandatory Abuse Prevention in-service to department managers, who will be responsible for following up with their respective staff to complete the mandatory in-service. |

## Care Experience

### *Skilled Nursing Facility 30-day All Cause Readmission Measure – October 1*

In alignment with strategic priorities across the San Francisco Health Network, Laguna Honda selected to address optimizing data in preparation for Value-Based Care. The federal program is a shift by Centers for Medicare and Medicaid Services (CMS) to emphasize quality and outcomes in healthcare reimbursement to facilities, including those that provide skilled nursing. Beginning October 1, Laguna Honda is subjected to the Skilled Nursing Facility 30-Day All-Cause Readmission Measure that is used to both incentivize and penalize facilities that discharge residents/patients only to see those same individuals readmitted to another setting within 30 days. Laguna Honda currently exceeds the benchmarks set by CMS for this measure and anticipate this trend will remain with the implementation of Epic. Our resident care team will have opportunities to streamline our care planning and discharge process even further.

| # of Eligibility Stays | # of Unplanned Readmissions | Risk-Standardized Readmission Rate for LHH | National Average Readmission Rate |
|------------------------|-----------------------------|--|-----------------------------------|
| 133                    | 20                          | 15.8                                       | 18.8                              |

Source: Medicare claims and eligibility data from fiscal year 2016. Note that the federal fiscal year period is from October 1 to September 30.)

### *City and County of San Francisco Fellows Program – October 1*

Laguna Honda welcomed a new San Francisco Fellows program participant in early October. Danielle (Dani) Stollar, a recent Harvard University graduate, takes over for our previous fellow. She will be working over the next 10-months to help us actively enhance practices and policies of Phase 2 CMS regulatory requirements. Dani is already off to a fast start as she contributed by helping support the Quality Management department and others involved during the recent state licensing and certification survey. She will be following up with various departments to help address and implement plans of corrections amongst her other duties related to quality and performance improvement.

### *Bicycle Rack Installation – October 17*

Laguna Honda has seen a rise in wellness activity by staff over the past year due to our commitment to providing a work environment that is conducive to staff health. Recently, a request was made to install an additional bicycle rack near the Administration building for those who work in that area and bike to work. As the old saying goes, ask and you shall receive. Thanks to the work and coordination of the Facilities Management department, a new bike rack is now available for cyclists to park close and encourage more staff to ride in to work and reduce reliance on automobiles.

### *Mandatory Masking Period Begins – November 1*

Fall is here and so is the hospital's annual reminder to staff and residents to go out and get vaccinated! Our Outpatient Medical Clinic has been offering free influenza (flu) vaccinations to all interested staff and volunteers. Residents receive flu vaccinations as part of their daily care. While our goal remains to have everyone on campus vaccinated, we realize some remain unvaccinated due to timing, personal beliefs and other factors. As a result, we have set guidelines to help prevent the flu from spread by implementing a mandatory masking period and rules for those who have not yet decided on whether the flu vaccination is appropriate for them. These rules are intended to keep everyone safe and prevent wide spread episodes of influenza across campus.

### *Laguna Honda Residents as Voters – November 6*

Thanks to the leadership of Brandon Dawkins, Activity Therapy Supervisor, Angela Pownall-Elizalde, Activity Therapy Director and the Activity Therapy Department staff, through a voter registration campaign held a few months ago, and support for residents during this past week, we had over 100 Laguna Honda residents who voted last Tuesday on Election Day.

## **Campus Community Activities and Events**

### *Environmental Services Week – September 9*

Environmental Services Week was celebrated to honor our dedicated team who are the unsung heroes of the hospital. They provide enormous amounts of support to the care team by keeping the resident-care and non-resident care areas of the hospital spotless and shining at all times. Their work is crucial to the hospital achieving our goals related to quality measures, successful regulatory surveys and community safety. The entire department, led by Chauncey Jackson, Director of EVS, held a luncheon in the outside patio for the staff to celebrate their achievements and recognition for their work.

### *Inaugural Research Symposium: Pathways to Improved Care – September 20*

As part of our efforts to build Centers of Excellence at Laguna Honda, the hospital held its first ever Rehabilitation Research Symposium. The event theme was Pathways to Improved Care, and focused on different rehabilitation practices to enhance resident care. Dr. Lisa Pascual kicked off the event, which offered continuing education credits to attendees, in front of more than 100 different registered attendees from across the health network, community partners, and other hospitals. Special speakers included Laguna Honda clinical nurse specialist, Grace Chen, Christopher Focht, from the Hearing and Speech Center of Northern California, and Claude Hemphill from UCSF. Laguna Honda's Rehabilitation Department staff also showcased several rehabilitation equipment and performance improvement initiatives after the lectures.

The hospital is grateful to Kathy Lee PT, Carolina Ong OT, Elise Lusk SLP, Lisa Pascual MD, Elizabeth Schindler MPH, Jennifer Carton-Wade OTR/Assistant Hospital Administrator, Emilylyn

Ostrea NM and Donna Valencia CNO for continuing to showcase Laguna Honda's leadership role in post-acute care.

*Grand Rounds on the Opioid Crisis and Community Best Practices – October 2*

Laguna Honda Psychiatry successfully hosted a Grand Rounds on The Opioid Crisis and Community Best Practices. Our speaker was renowned national expert and consulting psychiatrist Dr. David Kan, who is board certified in General and Forensic Psychiatry, as well as in Addiction Medicine. The Grand Rounds was well attended by over 45 multidisciplinary staff from Laguna Honda and Behavioral Health Services, including medicine, nursing, pharmacy, and behavioral health clinicians.

In an engaging and interactive manner, Dr. Kan provided an excellent overview of history on opioid use, the increase of opioid addiction, the national overdose crisis, and community best practices for managing prescriptions and reducing risks. The event was overwhelmingly successful given that this was the first time that LHH Psychiatry was approved by The California Society of Addiction Medicine to offer CME/CEUs for its Grand Rounds. The hospital looks forward to hosting additional events for staff across the network to continue learning more about opioid and its impact on our community.

*Supply Chain Week – October 7*

Laguna Honda recognized our Central Processing and Materials Management Department during the national designated supply chain week. The team, led by Director of Materials Management, Russell Nakai, are integral to helping the entire hospital stay stocked with items critical to resident care as well as staff work. This range includes special-needs beds all the way to ball-point pens. Their efforts were immensely appreciated during the department wide shift to F\$P over the past year and a half. They helped keep the hospital fully supplied even when there were technical glitches that could have caused processing errors.

*Years of Service Recognition Dinner – October 19*

The party was live and jumping at the annual Years of Service Recognition Dinner. Held at Patio Espanol, more than 150 staff members and their guests came by to celebrate achievements of 5-year increments, from 5 years and going up all the way to 30 years. This event is special since it allows for staff to come out of their shell and show their individual personalities at a fun and festive outing. Honorees were able to choose their own entrance songs, with MC Hammer's "Too Legit to Quit" and Lil Jon's "Turn Down for What" being immensely popular choices. Attendees were also able to purchase newly available Laguna Honda fleeces before they went off for retail pricing in the Laguna Honda Gift Shop. The event was spearheaded by Elizabeth Schindler and Jennifer Carton-Wade, who chaired a committee to make this event possible.

*Pharmacy, Respiratory Care, and Facilities and Engineer Week – October 22*

The week of October 22 was thrice as special for three departments at Laguna Honda. Pharmacy, Respiratory Care and Facilities Management all celebrated in accordance to the national calendar for their respective fields. While all service different tasks across the hospital, they are equally important when it comes to carrying out Laguna Honda's mission and vision. Leaders Michelle Fouts, Director of Pharmacy, Gary Cozzi, Clinical Support Manager, and Diana Kenyon, Director of Facilities Management, all recognized their staff throughout the week.

*Remembrance Day – November 2*

The hospital held a Remembrance Day in observance of all the residents and loved ones of staff who have passed away in the past year. The event was a joint effort between Spiritual Care leaders Bob Deel and Malaena Nahmias, and the South 3 neighborhood nursing leaders Jacky Spencer-Davies and Herbert Mariano. The carefully coordinated day featured paper flowers for attendees to wear and had beautifully setup background scenery thanks to blooming flowers and softly felt music playing in the background. The team enjoyed great success as residents and staff had an outlet to express their reflections.

*Alzheimer's Walk – November 10*

In what is now a regular annual tradition, Laguna Honda participated in the Alzheimer's Walk as well as fundraised prior to the event day itself. Clinical Nurse Specialists Andre Michaud and Lorna Rose helped spark interest across the hospital by selling flowers, pins and other interesting items in the weeks leading up to the event. Residents also participated in a walk-a-thon along the Betty Sutro Meadow prior to the event. The actual walk was attended by staff from various disciplines.

## 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.

### **October 2018 Employee of the Month**

Mela Yee and Elizabeth Lau are October 2018 Employees of the Month.

Both have been with Laguna Honda for over eight years! This dynamic duo has been instrumental in the Medication Room/Carts 5S project at Laguna Honda and a true asset to the team. They have participated in the hospital-wide spread of 5S, optimizing dozens of medication rooms, medication and treatment carts. They utilized their expertise to help create a well-organized and tidy work area for all who use the medication rooms, medication carts and treatment carts.

Dedicating their Mondays to 5S over the summer is no easy task. Mela and Elizabeth never complained about the difficult, strenuous and sometimes dirty, work of cleaning carts. The two also routinely complete routine quality audits that are required monthly to ensure we continually meet our standards with equipment that nursing staff utilizes to provide residents with medications. They take pride in the 5S project and promote sustainability to maintain safe and regulatory compliant medication storage on the neighborhoods.

### **November 2018 Employee of the Month**

Sonia Vallejo and Shirley Ochoa are November 2018 Employees of the Month.

Sonia and Shirley are both amazing nursing assistants who go the extra mile for their residents, families, and peers. They both spend extra time with their residents, making sure that they are comfortable and looking their best every day. They are both keen in communicating to their team leaders or charge nurses, any changes they noticed with their residents. When working with float staff or nursing students, they are always willing to teach and help with their assignments. Their colleagues agree that it's a pleasure working with them because of their vibrant personalities and great attitudes.

This past August, Shirley and Sonia selflessly volunteered their time to support the Mendocino Fire Relief efforts. They both drove over two hours to provide aide and spent an evening sleeping in their cars as the volunteer shelters were full. Their kind actions & compassionate nature exemplifies great leadership and we are very proud to have these amazing women at Laguna Honda. Please join us in congratulating Sonia Vallejo and Shirley Ochoa as November's Employees of the Month.

### **Performance Improvement**

#### *Epic – Long Term Care MDS/RAI Gap IT*

As part of Epic implementation, the Long Term Care domain group identified operationalizing MDS/RAI as a major gap for Laguna Honda, ZSFG 4A SNF unit, and Behavior Health Center. This resulted in the team working with Rona Consulting Group to plan a 4-day long Gap IT workshop. The intent of the workshop was to identify all major process steps involved with MDS (minimum data set) workflows and use of the RAI (resident assessment instrument). Nawzaneen Talai and Jennifer Carton Wade served as executive sponsors for the workshop.

During the week, a team consisting of staff from all three sites came together to identify current state to understand where differences take place. They also were able to view a demo conducted by the Epic Long Term Care application module and asked questions about the current build to anticipate forthcoming changes in workflow related to MDS/RAI. Once that was completed, the team came back together and created gap cards in two sessions that helped categorized what type of changes are required and how difficult each potential gap would be to close.

A disposition meeting at the end of the workshop allowed process owners Maria Antoc (Laguna Honda) and Genieve Delacruz (ZSFG), to prioritize next steps with the support of clinical and executive leadership present. Over the next few weeks, the team will regroup and

plan direction for next steps in closing the identified gaps with various Lean tools including but not limited to Kaizen workshops, standard work, and policy and procedural changes.

#### *Quality Council Meetings*

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

- Behaviors Affecting Others A3
- Transportation Gap A3
- Abuse Prevention A3
- Facility Reported Incidents (FRIs) A3

Also attached are completed A3s and their Performance Improvement Storyboard summarizing the improvement initiative:

- Behaviors Affecting Others A3 and PI Story Board
- Unplanned Discharges A3 and PI Story Board

#### **For JCC Review and Feedback**

##### *FY 17-18 Draft Annual Report*

We are looking forward to welcoming the full Health Commission back to the Laguna Honda Campus at the December 4<sup>th</sup> meeting. Attached is the FY 17-18 Draft Annual Report for the Joint Conference Committee Health Commissioners' review. We are also looking forward to presenting the annual report at the December 4<sup>th</sup> Health Commission meeting. We welcome the JCC Health Commissioners' feedback and recommendations. Thank you.

#### **Attachments**

Gift Fund Report  
Finance Report  
Approved Submitted CMS Statement of Deficiencies Plans of Corrections  
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Environmental  
Services Week  
September 7



Research Symposium:  
Pathways to Improved  
Care  
September 20

Years of Service  
Recognition Dinner  
October 19



Facilities and  
Engineer Week  
October 22

Campus Community  
Activities and Events



Pharmacy Week  
October 22



Respiratory Care  
October 22



October 2018  
Employees of the Month



November 2018  
Employee of the Month

Campus Community  
Events & Recogni-