

**Joint Conference Committee**

**Laguna Honda Hospital and  
Rehabilitation Center**

**Administrator's Report**

**September 11, 2018**



**San Francisco  
Health Network**

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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## State of the Hospital

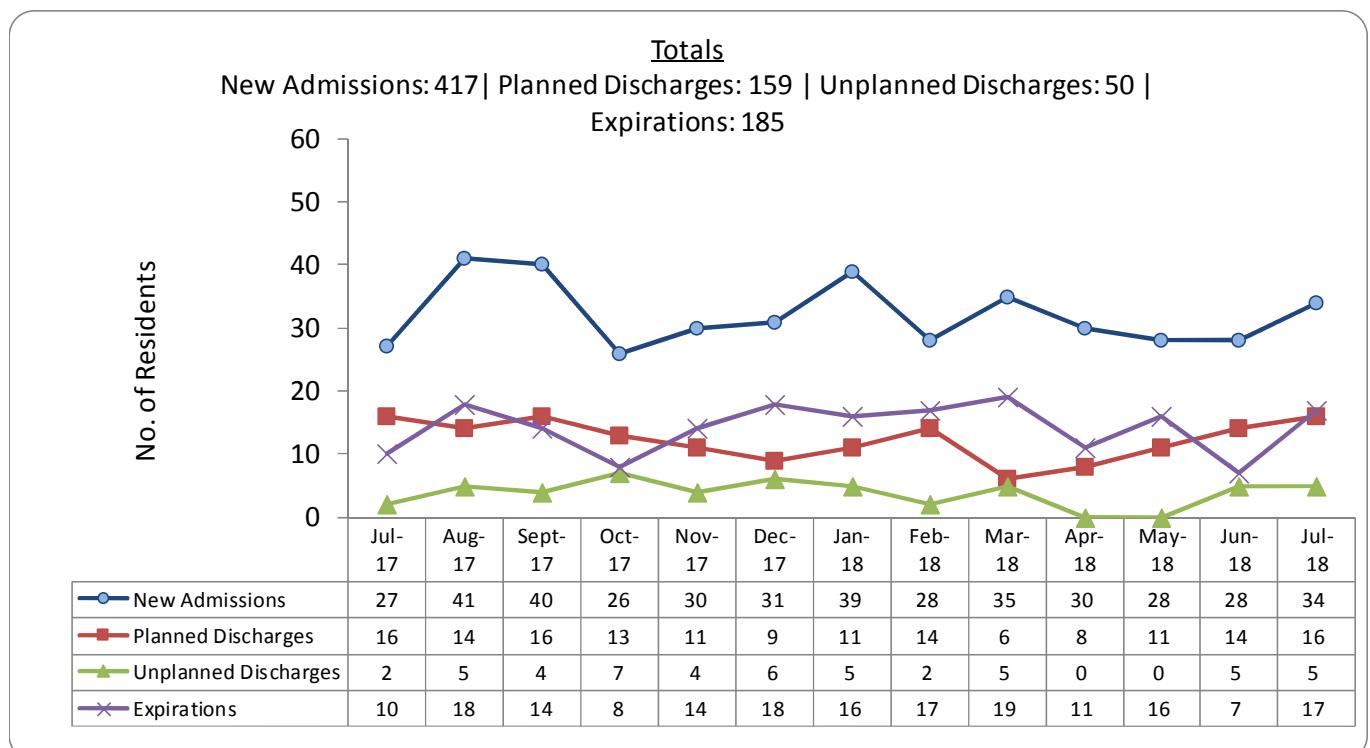
### Wait List

Average wait time in days from referral date to decision approved date  
(7/1/2017 to 7/31/2018): 2.06

Average wait time in days from decision date to admission date  
(7/1/2017 to 7/31/2018): 17.71

Number of people on waiting list as of 8/27/2018: 28

### Admissions, Discharges, and Expirations by Month (7/01/2017 to 7/31/2018)

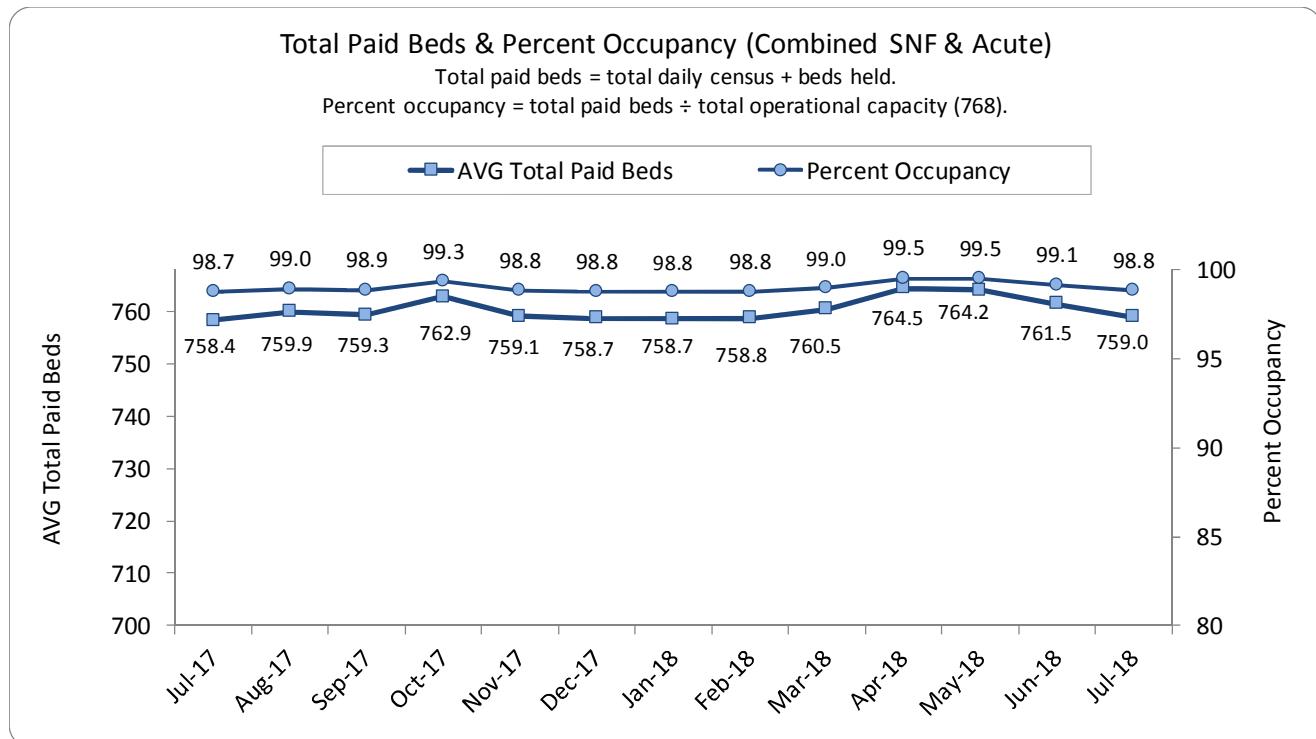


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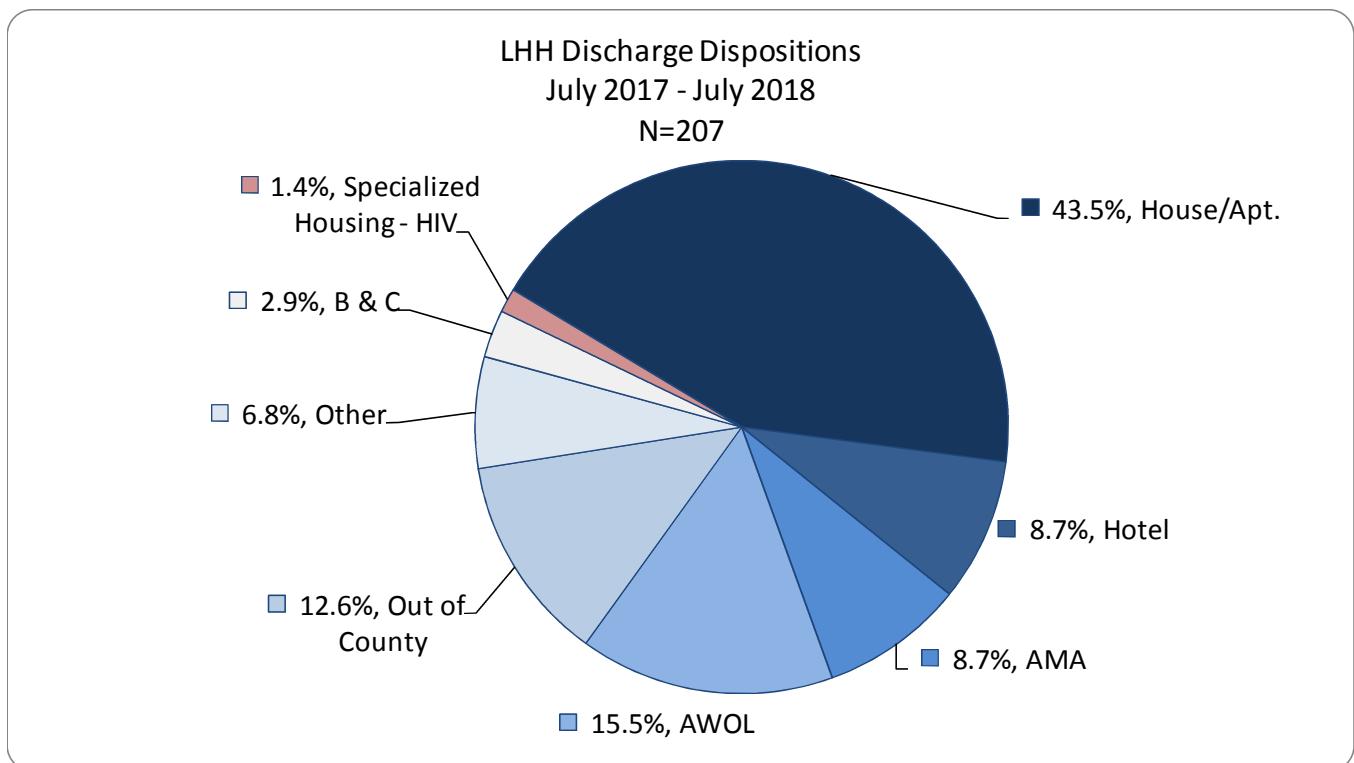
### Average Daily Census (7/01/2017 to 7/31/2018)

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	753.61	4.81	758.42	0.14	1.90	755.65	760.46	99%

### Paid Beds and Occupancy by Month (7/01/2017 to 7/31/2018)



## Community Discharge Dispositions (7/01/2017 to 7/31/2018)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 12.6% (n=26) individuals were discharged to out-of-county placements. Of those, 16 residents went to live with family, 3 residents returned to their previous residence and 7 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=14) of the 32 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 5 individuals and were able to contact 13 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=18), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

## **Staffing Report**

Human Resources is currently reconciling budgeted positions in preparation for annual department performance management meetings taking place in September through October.

The current vacancy estimate is around 5%. This modest increase is due in large to part to the significant number of retirements we had at the end of the fiscal year. However, most of those positions are at various stages of the recruitment process.

## **Budget and Finance**

### **Gift Fund Report**

The FY2017-2018 4th quarter Gift Fund Balance Report is attached.

### **Financial Report**

The FY 2017-18 4th quarter financial report is attached. The annual projection shows an overall surplus of \$13.5 million (reduction in general fund support).

Revenues are projected to be \$16.1 million better than budget. The favorable variance of \$15.7M in patient service revenues is mainly due to a higher DP/NF reimbursement for ACA population and payments from prior-year reconciliation.

Expenditures are projected to be \$2.7 million higher than budget in salary and fringe benefit mainly due to the increased need for coaches in an effort to facilitate patient flow within the network. We are also seeing less salary savings as we have been actively backfilling vacant permanent positions to provide patient care and to cover daily operations.

## Initiatives and Milestones

### Care Experience

#### *Pavilion Mezzanine Inaugural Picnic – July 13<sup>th</sup>*

In their focused effort to create an inclusive environment, Anna Calderon, Pavilion Mezzanine Nurse Manager, and team hosted its first annual picnic utilizing the patio space in the middle of the PM neighborhood.

The sun also shone in the Forest Hill neighborhood thus providing warmth while enjoying a potluck lunch. Building community included enjoying the many different types of food (both homemade and catered), conversations, networking, catching up sharing and taking pictures (many selfies of course) and savoring the warm and sunny weather on a July day in San Francisco.

#### *Years of Service Recognition Planning – July 23<sup>rd</sup>*

Planning has started for the annual years of service recognition event. More than 100 employee are expected to receive honorary pins for service intervals at 5-30 years on October 19<sup>th</sup> at Patio Espanol. Human Resources helped compile the list of attendees and Administration is in the process of reconciling the data with individual employees now. Tickets will soon be available for purchase.

#### *Data Academy onsite at Laguna Honda – July 30<sup>th</sup>*

Data Academy, a subsidy of the Controller's Office, provided on-site Excel training to nurses on July 30<sup>th</sup>. The course, a beginner's crash course into using the software, was attended by staff, managers and directors from the Nursing Department. It was successful and many of the attendees plan to continue in the excel training series.

#### *Smoke Free Facility – August 1*

Laguna Honda is becoming a smoke-free facility for residents from a smoke-free campus and is supportive of the harm reduction model. The action plan includes: resident education, informing the campus community, creating a designated smoking area and making sure regulatory requirements are met. We are awaiting the Department of Public Works to schedule sidewalk enhancements in creating the designated smoking area, which will be at the horseshoe lot, on the northwest side.

#### *Judith Martin's Talk on Addiction and Addiction Treatment – August 17<sup>th</sup>*

Judith Martin held a special talk at Laguna Honda on August 17<sup>th</sup>. Her guest appearance brought in over 40 staff members who were interested in learning more about approaches to addiction and how to best prepare and manage care plans for residents facing addiction

issues. The hospital is grateful to Dr. Martin for taking time out to share her best practices. Laguna Honda hopes to bring additional specialists out to speak with staff about areas that impact our resident population.

*Supply Chain Prime Vendor Conversion – August 20*

In an effort to streamline how DPH Supply Chain manages and executes their contracts throughout the Department of Public Health, we have taken the biggest leap forward by standardizing our largest contract. Effective Monday August 20, 2018, DPH Supply Chain has one prime vendor, Medline Industries.

*City and County of San Francisco Fellows Program – August 30*

For the first time, Laguna Honda will be participating as a host-site for the 12-month duration of the San Francisco City Fellows' Program. This civic leadership opportunity, afforded to recent college graduates, offers a placement site for one fellow to complete a project and gain valuable working experience in a local government setting. The hospital held interviews with 18 potential candidates in collaboration with Department of Human Resources and provided rankings. The successful candidate will be helping the hospital prepare and follow up with the upcoming survey process, including monitoring and tracking plans of correction and assisting with development of training for any deficiencies found by the state. We are pleased to welcome to the Laguna Honda family and on campus for the next year, Teo Saragi, a Class of 2018 graduate from Pomona College.

**Campus Community Activities and Events**

*San Francisco AIDS Walk – July 15<sup>th</sup>*

For over a decade now, our Positive Care Community—team members, residents, volunteers and friends—planned their annual outing at Golden Gate Park participating at Sunday's AIDS Walk. While the weather in the morning was a typical foggy San Francisco, the sun shone by mid-afternoon. Building community included socializing, networking, conversations, sharing pictures and walking through the park and partaking in the many performers lined up for the event. Thank you to South 2 Team and the Activity Therapy Department for leading the planning effort. Behind the scenes are our Food Services Team who prepared the snacks and breakfast. Also thanks to the volunteers who accompanied the residents and staff with the Sunday outing.

*Department of Education and Training Open House – August 20th*

The Department of Education and Training held and Open House to commemorate their department's first year together and provided the hospital with an opportunity to learn more about their work. Each of the educators in the department contribute centrally but all have specialized areas of focus. They all had mini-stations where they

debuted their expertise and outlook into the future of education for the hospital, including Epic training and computer literacy as part of skills check.

*Epic Adoption Setting Sessions at Laguna Honda – August 14-16*

For three days, Laguna Honda hosted the Department's Epic Adoption Setting Sessions, which 1) the Epic Teams reviewed and demonstrated workflows that have been built based on decisions made from the Direction Setting and subsequent meetings and 2) subject matter experts validated work that has been done. Altogether, 40 sessions were held during the three days, 360 attendees were invited and 47 specific workflows were reviewed. In follow-up surveys, 64% of respondents indicated that they feel either "prepared" or "somewhat prepared" for the implementation. This is an 11% improvement since we asked the same question following Direction Setting sessions earlier this year. At this phase of the implementation, this is a great sign of our preparedness for this significant change.

*Mock Survey Period – August 20<sup>th</sup>*

Mock Survey period has begun at the hospital in anticipation of the annual licensing and recertification survey. Beginning August 20 and through October 1, mock surveyors from different disciplines will be observing and interviewing staff. Mock surveyors were given critical element pathway charts that are interpretive guidelines for the new CMS regulatory requirements that were implemented in November 2017. We are within the evaluation period for our annual licensing and certification (L&C) survey. CDPH completed the L&C survey last year in October 201.

*Taiwanese Ministry of Health Visit to Laguna Honda – August 22<sup>nd</sup>*

The Ministry of Health paid a visit to Laguna Honda to learn more about the public health system's care strategy and resources for elderly populations. A team of leaders from Laguna Honda toured them around the facility and then provided a brief presentation on the hospital, including services provided, resident demographics and other vital information. The delegates also gave a presentation on the care model for Taiwan and a discussion was held afterwards to compare and contrast the different approaches.

## 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.

### **August 2018 Employee of the Month**

Sheri Lee is August Employee of the Month.

Sheri, the Admissions & Eligibility Manager, has been instrumental in supporting important Department, Network and Hospital initiatives. As co-process owner, Sheri led the Pre-Admissions Kaizen Team in improving the patient referral process. She taught, coached and provided the structure for the A&E Department to complete the referral admission and eligibility process within two days of receipt of new applications.

Sheri collaborated with an Interdisciplinary team to improve LHH Residents Trust Account management to meet the new CMS and federal regulations. She has been integral in implementing three major data collection initiatives in the past few years (Homeless Data Capture; Sexual Orientation Gender Identification; and, Race, Ethnicity and Language) and led her department in creating new data collection workflows and continues to conduct data quality assurance.

Recently, a resident's family member was very grateful of Sheri's work and wrote:

*"Thank you for accepting my brother into your facility so quickly. Also thanks to Sheri Lee for always finding the time to talk to me."*

Sheri worked for ZSFG for 30 years and has been at Laguna Honda for the past 8 years. She enjoys the welcoming environment at Laguna and always keeps residents in her mind as she does her work. In her free time, she plays the piano, crochets, gardens and spends time with her three adult sons.

### **September 2018 Employee of the Month**

Robert Puzon, RN is September Employee of the Month.

Dr. Lisa Hoo, and Nursing Director, Susan Duong, nominated Robert Puzon, RN for Employee of the month, based on his outstanding job performance and excellent customer service.

*"He is steadfastly calm, and never appears or acts overwhelmed in the face on challenges and extra work. He exhibits professionalism and worth ethic, and he assist direct line staff with a cheerful attitude. He has been our acting PM Charge Nurse for many months and I couldn't be happier to work with him. During flu season, when positive results often return on his shift, he worked diligently to transcribe orders and transfer our residents to isolation rooms on other units. He takes off orders efficiently and never even hints that orders are better done during day shift, which we all know is*

*the preferred work flow. He unburdens the rest of the nursing staff as much as he can, just pitching in when he sees a need. He often defers his own break to ensure others have theirs first.*

*Nothing illustrates his professionalism and work ethic better than one evening with a late transfer to acute care. Robert prepared all the paperwork, started an IV and arranged the ambulance efficiently and smoothly, all the while with a cheerful attitude and even reassuring me I wasn't causing any hardship. I observed in admiration how he continued to assist the LN with gluco-checks and insulin. He even assisted our residents with eating dinner, stopping only to help the ambulance crew transfer the ill resident. I can't express enough how he is just an exemplary nurse and person. It is my joy to work with him."*

## Performance Improvement

### *Lean Leadership Development/Daily Management System (LLD/DMS) Training*

The first cohort, consisting of five leadership teams from nursing and education, are more than halfway to completing their training. Directors, managers and staff from North 3, North 5, South 2, South 3 and the Department of Education and Training, have received lessons on creating time for improvement, running daily improvement huddles and leader standard work. Next up, they will be learning how to observe standard processes to minimize waste and errors in their line of work. The teams will be wrapping up their cohorts in October.

### *Epic – Long Term Care and Home Health Domains (August 2018)*

Laguna Honda is taking accountability for two of the fifteen domains outlined by the Epic Project leadership team. This includes domains for Long Term Care and Home Health application modules offered by the electronic health system. The Long Term Care Domain is co-led by Madonna Valencia, Chief Nursing Officer, and Michael McShane, Chief Medical Officer. The Home Health Domain is led by David Snyder, Administrator for Rehabilitation and Home Health Services. Each of these domains will receive project management support from Office of Change Management and Kaizen Promotion Office in identifying current gaps in workflows, policies, personnel, and technology and then closing those gaps.

### *Quality Council Meetings*

Attached are the Quality Council meeting minutes for August 2018. Work in process include, but are not limited to the following: FY 18-19 Strategic Priorities and True North Goals.

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

1. Sexual Orientation and Gender Identification (SO/GI)
2. Fostering Staff Wellness and Resilience
3. Fall with Major Injury

## **Attachments**

Quality Council Minutes for August 2018  
FY 16-17 Equity True North Goal: Sexual Orientation and Gender Identification (SO/GI)  
A3 and PI Storyboard  
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Storyboard  
Hospital-Wide Policies and Procedures for Approval



Pavilion Mezzanine  
Picnic  
July 13



AIDS Walk  
July 15



AIDS Walk  
July 15



Smoke Free Facility  
August 1

Campus Community  
Activities and Events



Education/Training Open  
House  
August 20

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Taiwanese Ministry of  
Health Delegation Visit  
August 22

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August 2018  
Employees of the Month

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September 2018  
Employee of the Month

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Campus Community  
Events & Recogni-