Joint Conference Committee
Laguna Honda Hospital and Rehabilitation Center
Administrator’s Report
May 14, 2019
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State of the Hospital

Wait List

Average wait time in days from referral date to decision approved date
(1/1/2018 to 1/31/2019): 1.93

Average wait time in days from decision date to admission date
(1/1/2018 to 1/31/2019): 18.78

Number of people on waiting list as of 5/1/2019: 23

Admissions, Discharges, and Expirations by Month (3/01/2018 to 3/31/2019)

<table>
<thead>
<tr>
<th>Month</th>
<th>New Admissions</th>
<th>Planned Discharges</th>
<th>Unplanned Discharges</th>
<th>Expirations</th>
</tr>
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<tbody>
<tr>
<td>Mar-18</td>
<td>35</td>
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<td>5</td>
<td>19</td>
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<td>Jun-18</td>
<td>28</td>
<td>14</td>
<td>5</td>
<td>17</td>
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<td>Jul-18</td>
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<td>5</td>
<td>4</td>
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<td>Feb-19</td>
<td>30</td>
<td>8</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Mar-19</td>
<td>25</td>
<td>9</td>
<td>10</td>
<td>14</td>
</tr>
</tbody>
</table>

Totals
New Admissions: 393 | Planned Discharges: 121 | Unplanned Discharges: 57 | Expirations: 190
Average Daily Census (3/01/2018 to 3/31/2019)

<table>
<thead>
<tr>
<th>Period</th>
<th>SNF Occupied</th>
<th>Beds Held</th>
<th>Total SNF Census</th>
<th>Acute Medical Census</th>
<th>Acute Rehab Census</th>
<th>Total Daily Census</th>
<th>Total Paid Beds</th>
<th>Percent Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/01/18 - 3/31/19</td>
<td>751.68</td>
<td>5.10</td>
<td>756.77</td>
<td>0.39</td>
<td>0.26</td>
<td>752.32</td>
<td>757.42</td>
<td>99%</td>
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</tbody>
</table>

Paid Beds and Occupancy by Month (3/01/2018 to 3/31/2019)

Total Paid Beds & Percent Occupancy (Combined SNF & Acute)

Total paid beds = total daily census + beds held.
Percent occupancy = total paid beds ÷ total operational capacity (768).
Community Discharge Dispositions (3/01/2018 to 3/31/2019)

For the 13-month period above:

1. Analysis of out-of-county are as follows: 7.5% (n=12) individuals were discharged to out-of-county placements. Of those, 6 residents went to live with family, 1 resident 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: 26% (n=11) of the 43 AWOL incidents returned to Laguna Honda for receiving continued skilled nursing services. The Social Services Team were able to account for 32 residents and 11 were not able to be contacted, with 32 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=14), 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 7.06% with 103.23 vacant positions for which Human Resources is recruiting for.

Human Resources recently went through the annual Form 700 Statement of Economic Interests filing process. At the time of the filing deadline Laguna Honda and Health at Home were the only two DPH divisions with a 100% filing completion percentage.

Moving forward Human Resources is now undertaking the annual Performance Appraisal process. Filing may begin on May 1st, and the deadline for submission is September 30th. HR staff will be following up with managers with the goal of also achieving a 100% filing completion percentage.

Budget and Finance

Salary Variance

We are currently projecting an overall salary expenses shortfall of $1.2 million by year end. The variance is mainly due to a high vacancy in nursing positions that resulted in increased overtime usage. The department has been backfilling vacant permanent and temp as-needed positions while reducing deficit in overtime.

Gift Fund Report

The FY2018-19 3rd quarter Gift Fund Balance Report is attached.

Financial Report

The FY 2018-2019 3rd quarter financial report is attached. The annual projection shows a deficit of $2.8 million in expenditures, between salary expenses and work orders; and a favorable variance of $13.8 million in patient service revenues mainly due to Medi-Cal rate increase and higher DP/NF reimbursement for ACA population.

Initiatives and Milestones

Care Experience

Staff Engagement Survey – March 15

Laguna Honda generated a response rate of 67% for the most recent staff engagement survey conducted across DPH. This represents a 60% increase from the previous survey that was completed in 2015. At the hospital, Stella Cao, Director the SFHN Office of Managed Care, and Nawzaneen Talai, Manager of Administration, served as champions for the survey period. The duo communicated purpose of the survey, worked with managers and supervisors to
increase participation from staff and organized incentives and fun activities that made it so successful. The hospital is currently awaiting results from the survey and will be distributing to all appropriate departments when available.

Well-Being @ Work Awarded to Laguna Honda – March 15

Wellness continues to be a prime initiative for Laguna Honda and for the second consecutive year, the hospital was recognized by Health System Services. This year, Laguna Honda received a Platinum Well-Being @ Work Award and had four featured Program Spotlights: Colorful Choices Kick off/Wellness Hub Celebration (held in May 2018), the Wellness Council (LHH Campus Wellness Champions who meet quarterly) and Take Care of Yourself Thursdays (a new wellness program activity created in 2018). Created and facilitated by Yaffa Alter, Meredith Snow, and Alice Wong, Take Care of Yourself Thursdays, was one of the top 3 finalists across all City Departments in the Emotional Well-Being category.

Laguna Honda Superusers for Epic – March 27

Laguna Honda participated in the recruitment, selection and readiness process for super users to help with Epic go-live in August. Irin Blanco, Laguna Honda Super User Coordinator, has been leading the charge to find and gather the best team who will be providing end-user training and elbow-to-elbow support. At our current state, the hospital has 13 core-super users and 83 regular super users. The team will be attending their initial kick off training during the month of May.

Epic Town Halls – March 27

During the last week of March, Laguna Honda hosted a series of town halls where the featured topic was on Epic implementation and roll out. Nawzaneen Talai, Administration Manager, lead the effort to ensure that town halls were available at different times so that all shifts across the hospital were able to attend. Attendees had the opportunity to meet with different members of the Long-Term Care Domain team including sponsors Michael McShane, Chief Medical Officer and Madonna Valencia, Chief Nursing Officer. In addition, there was also representation from different Epic project team members including those from Human Resources, Communications, and the project/training manager designated to Laguna Honda.

Value Based Care Learning Module – April 1

As part of the current year strategic initiatives, a learning module on value-based care for skilled nursing facilities was provided to all staff. This alternative payment method is still new to the post-acute care environment and the Center for Medicare and Medicaid Services (CMS) continues to refine different measures as part of their performance-incentive payment strategies. However, the module does focus in on the important measure of all-inclusive 30-day readmission measure for residents discharged from skilled nursing facilities such as Laguna Honda. It also provides subsequent examples of how this measure is applied to the working environment and what role each department can have to positively influence this measure going forward.
Campus Community Activities and Events

National Nutrition Month – March 1

March was National Nutrition Month and the Clinical Nutrition Department helped engage the hospital by providing weekly tips for a healthier lifestyle. Registered Dietitians also hosted several interactive activities, including a Jeopardy tournament, food recommendation views by dietitians for breakfast, lunch and dinner, as well as online quizzes for staff to test their knowledge about healthier eating.

Patient Safety Awareness Week – March 10

Patient Safety Awareness Week is an annual recognition event intended to encourage everyone to learn about healthcare safety. During this week, Laguna Honda seeks to advance important discussions locally and globally, and inspire action to improve the safety of the health care system for residents and staff. Edward Guina, Nursing Operations Director, led the week’s events with a complimentary webinar showing from Institute of Healthcare Improvement. He also worked with our nursing leaders to host a trivia-style competition along the Esplanade, where participants answering correctly to patient-safety related questions received raffle tickets for prizes.

National Volunteer Week – April 7

Volunteers continue to be one of hospital’s greatest assets. Laguna Honda Hospital benefits from the service of more than 250 volunteers contributing in different departments throughout campus. Our volunteers can do anything and everything; from transporting residents, helping with activities, to assisting with filing and organizing. They add to our efforts of advancing the mission and vision of the organization. During National Volunteer Week, the Volunteer Services Department hosted a series of events for all Laguna Honda volunteers. Michael Ford and Ketkesone Siharath, Volunteer Coordinators, also coordinated with Friends of Laguna Honda a luncheon honoring all hospital volunteers.

Primary Care Clinic Retreat Visit to Laguna Honda – April 10

Laguna Honda hosted a tour to physicians from the Richard Fine People’s Clinic at Zuckerberg San Francisco General Hospital on April 10th. The visit was planned in accordance with a Primary Care Retreat and allowed the physicians to understand more about Laguna Honda history, campus as well as our breadth of clinical services offered. It was a tremendous opportunity for clinical leaders to understand how the hospital can serve as a resource for them and their patients when necessary.
Active Shooter Recovery Exercises – April 17 (Tabletop) and April 30 (Functional)

The Department of Workplace Safety and Emergency Management (WSEM) conducted an Active Shooter Recovery Tabletop planning exercise with eligible HICS-trained staff on April 17th. The purpose of the exercise was to practice and discuss different techniques that Laguna Honda would utilize in response to an active shooter incident. This was followed up by a full-functional drill on April 30th that provided real-life scenario that required actual role-playing and where HICS was activated. Kate Durand, WSEM Director, led a debrief in Moran Hall following the drill and provided feedback for participants on what went well and where the hospital needs improvement.

Laguna Honda Mural Project Final Unveiling – April 20

Laguna Honda celebrated the completion of the third and final phase of the Laguna Honda Mural Project with the theme “150 Years of Dedicated and Compassionate Service to the Community”, on April 20th. The mural project started in 2015 highlighted Board of Supervisor Norman Yee’s successful Participatory Budgeting Program with more than 1600 District 7 residents that voted to fund the project. The mural was also funded by the Fleishhacker Foundation, Zellerbach Family Foundation, and the Tides Foundation. Supervisor Yee and Precita Eyes Muralists artists, Yuka Ezoe and Elaine Chu, hosted the celebration. Attendees were invited to come to the Art Studio to kick off the festivities and then to the mural for a closer look at the work that has taken place over the last two years.

Administrative Professional’s Day – April 24

Administrative Professional’s Day takes place during the 4th week of the month annually in April. There are different personnel across the organization that this special day applies too including, clerks, administrative assistants, executive secretaries and other office support staff. Laguna Honda is fortunate to have a diverse representation of these professionals in Activity Therapy, Administration, Environmental Services, Facilities Management, Food and Clinical Nutrition, Health Information Services, Nursing, Payroll, Pharmacy, Quality Management and Social Services. They often serve as initial points of contact for the hospital and always do a wonderful job carrying out their core functions. They also are valuable contributors to the hospital’s daily operations and leaders that help us remain committed to the mission of providing a welcoming and therapeutic environmental for staff, residents and community members.

Nursing Scholars from Japan and China – April 26

Laguna Honda was thrilled to host a visit with Nursing Scholars from China and Japan, through a collaborative effort with UCSF School of Nursing and our volunteer UCSF Clinical Faculty. Kathleen MacKerrow, Geriatric Clinical Nurse Specialist, shared best-practices, toured various programs, and engaged with staff on the visit. The nursing scholars enjoyed visiting the palliative care neighborhood (S3), positive care (S2), the Asian care focused neighborhood (N5), rehabilitation, and the farm. Zexu Fang, Nurse Manager of North 5, shared a wonderful
summary of the epidemiology of residents cared for on the neighborhood, giving the nursing scholars are glimpse into the medical, social, and mental health needs of the residents.

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 2019 Employee of the Month

Olga Daza is the April 2019 Employee of the Month. Olga has stepped up to perform the many responsibilities of an Acting EVS Operations Manager. She mentors, provides guidance, is looked up to, and looks out for her peer Porter Supervisors. She has implemented many ideas to help improve our department’s morale, helped staff with appropriate cleaning methods, and goes above and beyond to ensure residents and staff safety. Olga leads with grace and humility and is well respected by the EVS team members and colleagues within the Hospital.

The EVS Department went through a difficult month with the tragic death of Porter Jose Haros on March 1, 2019. Olga was one of the first responders from the EVS Team to be with Jose on Woodside Avenue. Olga facilitated the Community Gathering at the Chapel with Bob Deel and continues to be a support to the Haros family. As the hospital grieves and processes the unexpected passing of one of its team members, Olga has led and represented the hospital in many ways.

Olga has gone above and beyond her role as Porter Supervisor. We are grateful for Olga in all that she does for Laguna Honda and the Department of Public Health.

May 2019 Employee of the Month

Betty Trinh, Home Health Aide, is the May 2019 Employee of the Month.

Betty has been with Laguna Honda Hospital since 2011. She bid and was awarded an assignment in S4 in June of 2016. Betty is described by her colleagues as organized, gets along well with everyone, helpful, caring to the residents, hardworking, proactive, dependable, cheerful and respectful.

As everyone says “You won’t hear any “no” from Betty when we ask for help. She is always there to give a hand”. Aside from being an excellent worker, Betty is family oriented. She always shares stories about her daughter and spend quality time together when she is off. Betty is nominated as an employee of the month by Felipe Martinez, S6 resident, Paul Hendrickson, S3 resident and by Bernadette Yee, S4 resident. They are nominating Betty as they believe that she is an exceptional employee. She has excellent people skills. She is well trusted and, she gained cooperation by LPC, she is well liked by other residents in the South Tower. She is a good motivator by other residents. She is personable, friendly and kind.
Betty encourages residents to improve themselves. She is kind to the LPC residents in South 4 and several others. She is highly regarded with her professionalism by professionals in the medical clinic and beauty salon. She is like a bright light who brings joy and happiness to those who meet her. She cheers everyone up and brightened those who need encouragement.

**Retirements**

John Chan, an Activity Therapy Supervisor, retired after 29 years of devoted, passionate and caring work to residents and staff at Laguna Honda and the San Francisco Department of Public Health. John was a friend to everybody he met and took great pride when residents and peers were happy after successful events such as the Annual Christmas Holiday Show and or weekly Bingo as well as musical concerts. He is much deserving of rest and relaxation and the hospital wishes him nothing but the best in his next journey in retirement.

**Performance Improvement**

*Spring Cleaning – April 10*

In preparation for Epic, hospital leaders from different departments to participate in a spring cleaning to prioritize work and level load on-going projects. This served as an opportunity to decide which projects were contributors and or drivers to success in implementation and go-live of the new electronic health system. The result was an agreement to institute certain practices and delay non-critical work unrelated to Epic, resident care, and or quality and regulatory efforts until after go-live. This will ensure that our staff focus is on the appropriate work before August.

*Lean Leadership Development Cohort 2 – May 9*

Laguna Honda completed its second cohort of graduating departments from the Lean Leadership Development (daily management system) series. The cohort included the following teams; Restorative Care/LPC, Rehabilitation, Clinical Services, North 1 and South 6. Over the next few weeks, they will continue to implement learnings from the course to help navigate daily challenges that occur within their department. Each team has assigned Lean coaches to help monitor and track their progress. The hospital plans to delay starting Cohort 3 until the after Fall of 2019 due to Epic implementation.

*Quality Council Meetings*

Attached are the Quality Council meeting minutes for February and March 2019.
Attachments

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