

Joint Conference Committee

Laguna Honda Hospital and
Rehabilitation Center

Administrator's Report

September 10, 2019



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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State of the Hospital

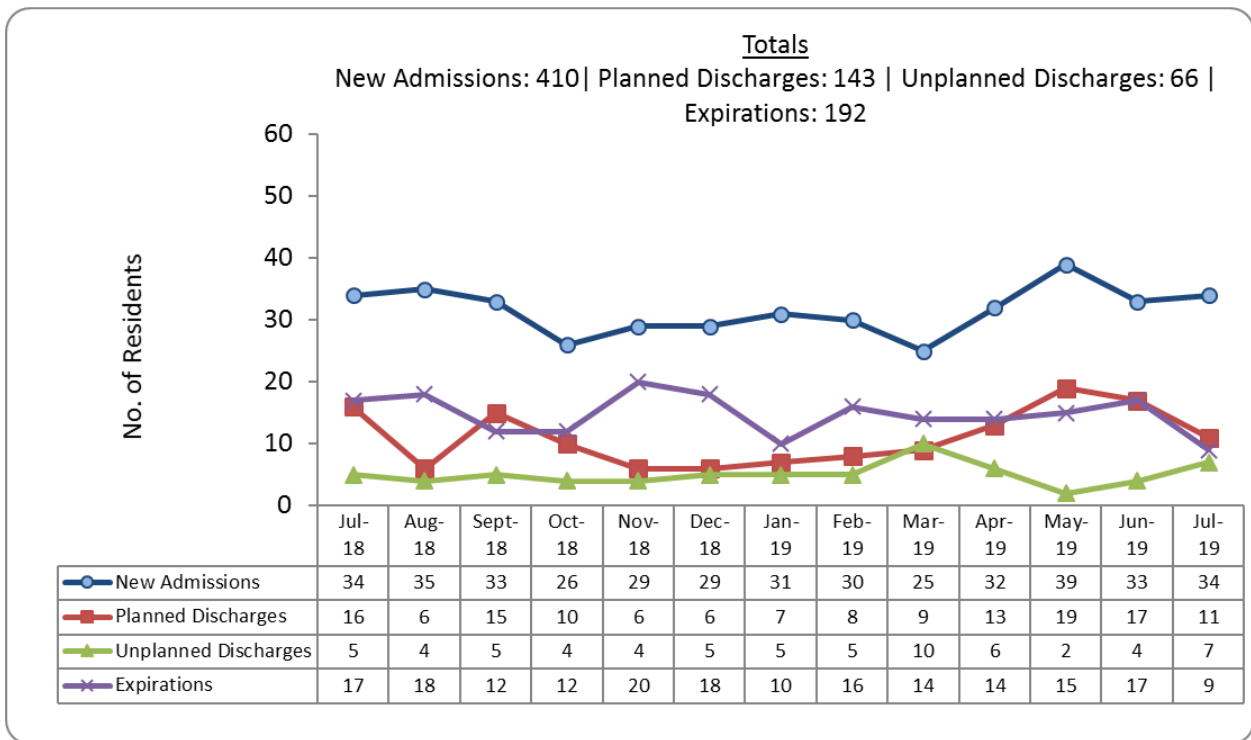
Wait List

Average wait time in days from referral date to decision approved date
 (7/1/2018 to 7/31/2019): 2.25

Average wait time in days from decision date to admission date
 (7/1/2018 to 7/31/2019): 18.94

Number of people on waiting list as of 8/15/2019: 17

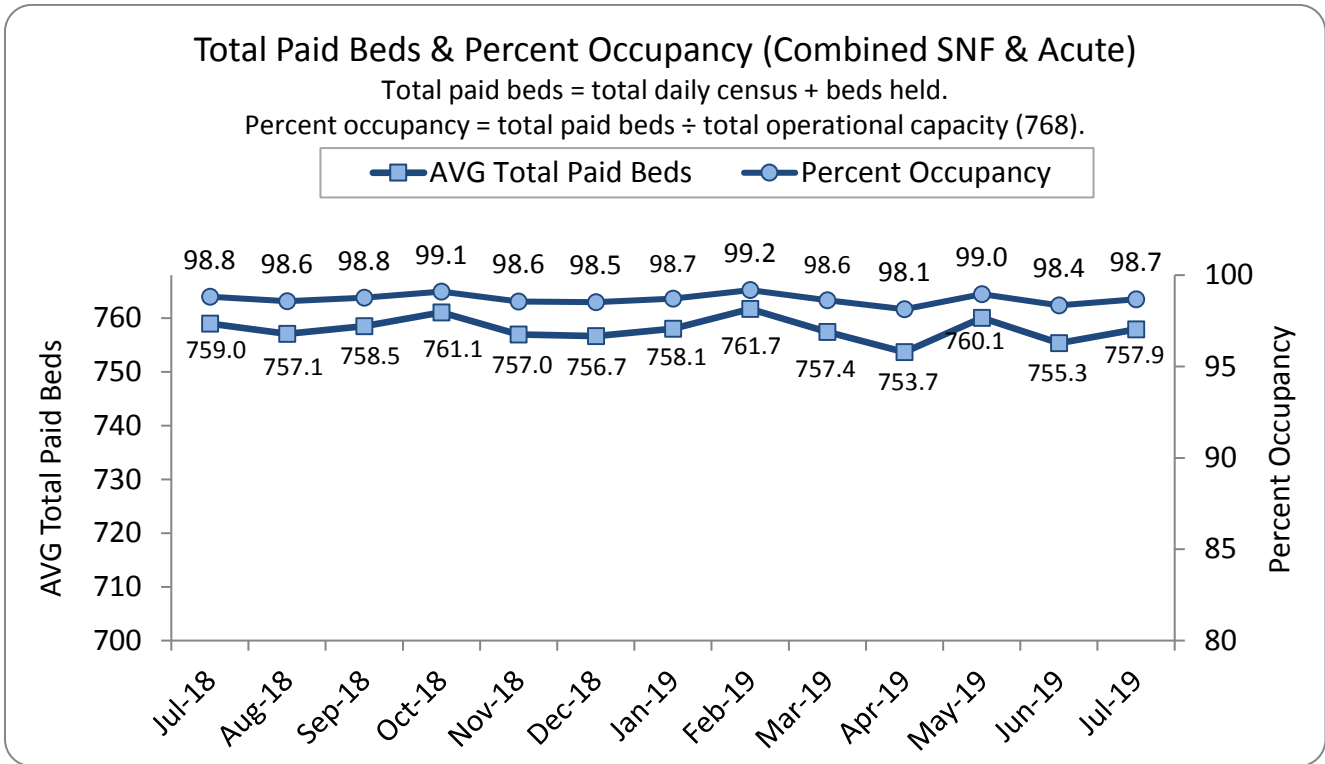
Admissions, Discharges, and Expirations by Month (7/01/2018 to 7/31/2019)



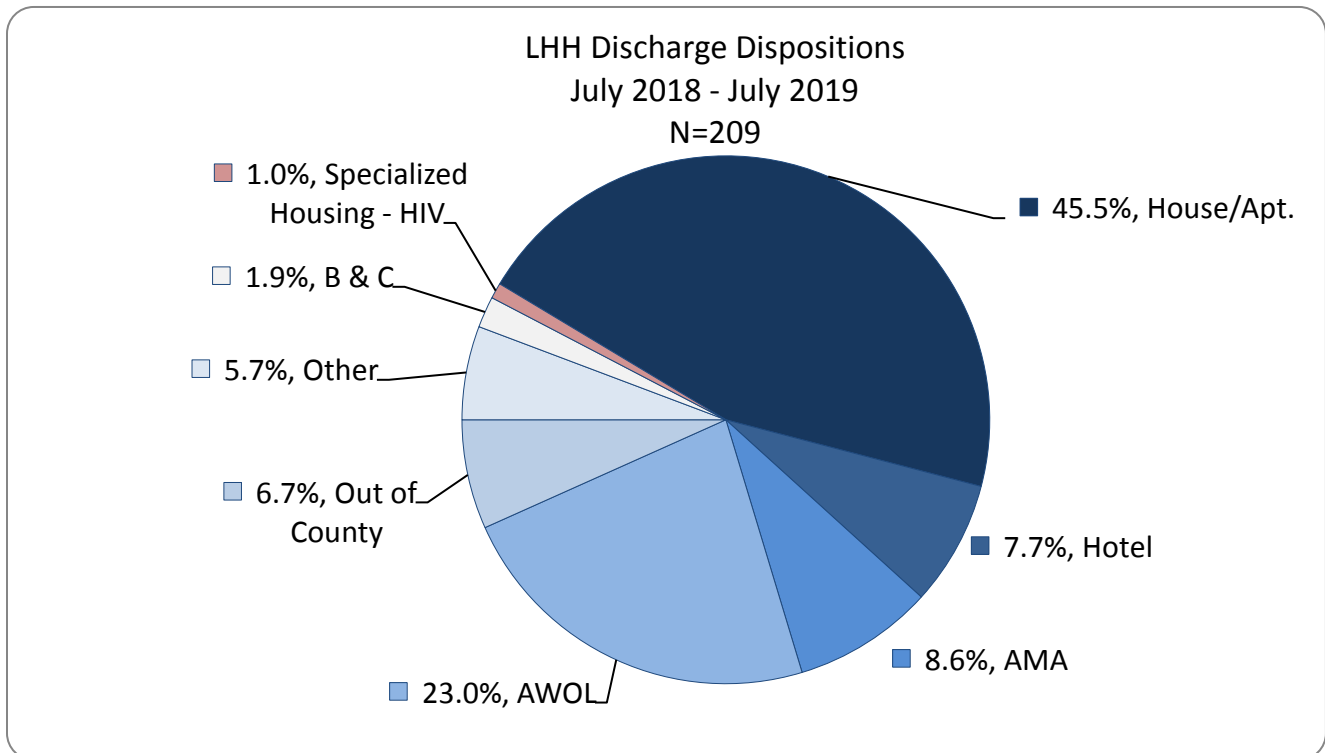
Average Daily Census (7/01/2018 to 7/31/2019)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
7/01/18 - 7/31/19	751.36	5.45	756.80	0.26	0.85	752.47	757.92	99%

Paid Beds and Occupancy by Month (7/01/2018 to 7/31/2019)



Community Discharge Dispositions (7/01/2018 to 7/31/2019)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 6.7% (n=14) individuals were discharged to out-of-county placements. Of those, 11 residents went to live with family, 1 resident returned to their previous residence and 2 residents went to Board and Care Homes that could best accommodate the residents' needs.
2. 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.

AMA/AWOL (7/01/2018 to 7/31/2019)

1. Analysis of absent without leave (AWOL) are as follows: 23% (n=11) returned to Laguna Honda to continue receiving skilled nursing services. Of the 48 incidents, the Social Services Team was able to account for 36 residents and 12 were not able to be contacted.
2. The 48 incidents of AWOL for this period represents a 50% increase when measured against the same period 1 year prior (7/1/2017-7/31/2018).

Staffing Report

Laguna Honda's current vacancy rate is 8.7%. A detailed vacancy report, along with the new hires and separations report, is attached.

Budget and Finance

Financial Report

The FY2018-19 4th quarter financial report is attached. There is an overall surplus of \$8.9 million (reduction in general fund support)

Revenues are \$9.8 million more than budgeted. The favorable variance in patient service revenues is due to higher than budgeted Medi-Cal per diem SNF rate, higher DP/NF reimbursement rate, and prior-year reconciliation payments.

Expenditures are \$0.9 million over budget. The unfavorable variance is due to higher than budgeted overtime and DHR-mandated Fair Labor Standards Act (FLSA) payroll corrections. We continue to focus on hiring plan strategies that ensure patient care and daily operations coverage.

Gift Fund Report

The FY2018-19 4th quarter Gift Fund Balance Report is attached.

Initiatives and Milestones

Care Experience

Epic Go Live – August 3

Laguna Honda went live on Epic at the early hours of August 3rd. The transition was much anticipated amongst staff after more than two years of preparation and planning. When the flip was switched, resources were in place to ensure that the first day of the future of healthcare delivery at the hospital was successful. The Operations Command Center, Super Users, At-the-Elbow support and leadership presence was available to provide support to nurses, physicians and other clinicians on site.

Although this effort saw contributions from everyone across the hospital, special acknowledgement goes out to Michael McShane, Chief Medical Officer, and Madonna Valencia, Chief Nursing Officer, for their efforts in leading the Long Term Care Domain work group. Other special acknowledgement includes Michelle Fouts, Director of Pharmacy, for her

work in guiding and updating LHH on the project's progress as well as Irin Blanco, Nursing Director, for developing an amazing team of super users.

The go-live experience was overall successful with no major incidents or issues. However, when there were challenges, staff were able to utilize available resources to get clarification or escalate up the chain of command to get resolution. Laguna Honda is now working moving onward to the stabilization phase of implementation, and eventually optimization of the system to enhance the user experience for end-users.

Zero Waste Program – August 14

In accordance with city policy and law and the Zero Waste Initiative by SF Environment, the hospital is taking a more proactive approach to discarding refuse. As a large generator of trash, Laguna Honda is subject to the Refuse Separation Law. This means that there will be audits of how the facility sufficiently separates out different types of trash according to set standards provided. Chauncey Jackson, Director of Environmental Services, is already working to educate staff, providing appropriate colored bins in all areas, and encouraging change in practice for everyone across the hospital. This effort will be instrumental in Laguna Honda passing future audits on how regular trash, compost, recycle and prohibitive items are discarded.

Well-Being Seminars – August 15

Uncontrolled stress can impact health, happiness and job performance. As a result, the hospital has established a robust relationship with the Employee Assistance Program through San Francisco Health Service System. Jennifer Carton-Wade, Assistant Hospital Administrator, has been a champion of enhancing healthy living on campus, and she recently established Well-Being seminars. These seminars are opportunity for employees who wish to learn and practice better habits in their life that will promote a less stressful work and home environment for themselves.

Campus Community Activities and Events

Annual Carnival Celebration for Residents – August 27

Laguna Honda, through the Activity Therapy Department, held the annual carnival celebration for residents on August 27. This year's carnival was made even more special with support from the San Francisco Salesforce office. The technology giant provided donations for gifts and other prizes that residents were able to win during the carnival. More importantly, Salesforce also provided more than 30 of their own employees who helped staff the carnival, alongside activity therapists.

Laguna Honda Multi-Use Network Trail – August 30

The multi-use network trail surrounding the hospital's campus is almost ready for complete use. Volunteers and others from local non-profit SF Urban Riders, have gradually built and established a connecting network of trails on the outside perimeter of the hospital for use by staff and other interested community members. They recently put up kiosk signs at different entrance trails for wayfinding and navigation, as well as maps for educational purposes. A

formal celebration will take place sometime later in the fall with support from President of Board of Supervisor, Norman Yee, and his office.

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 2019 Employee of the Month

Kathy Lee is August Employee of the Month.

Kathy works tirelessly for her team of physical therapists and ultimately for the entire department and DPH. She easily identifies what needs attention and jumps right in without hesitation; whether its direct patient care, collaboration with interdisciplinary team members, organization of discharge equipment, anticipation of staff needs, or creating a positive and therapeutic environment. As a certified Geriatric Clinical Specialist, she is an amazing therapist and wonderful advocate for our patients. She has multi facades talents working with not only our Laguna Honda inpatients but also our SF Health Network outpatients. She provides excellent customer service to patients and staff alike.

In addition, she continues to be instrumental in Epic both pre and post-go live for rehabilitation services. Kathy worked closely with the builders to develop an improved and more efficient current state for the delivery of therapy services in our Epic future state. Furthermore, as a staff therapist, she participated in a five-day Lean Leadership Development workshop. On a daily basis, she continues to lead using her LEAN logic to problem solve, collect metrics, and suggest potential solutions to improve the standards of resident centered care and uphold the True North frame work. Kathy sincerely protects the well-being of her patients, her coworkers, and the SF Health Network.

September 2019 Employee of the Month

Margaret Young is September Employee of the Month

Margaret is one of S3's Activity Therapist. She has brought to her position an enthusiasm and resourcefulness that is exemplary. She has taken a program of the routine and anticipated and added excitement and innovation. Be it flags celebrating World Counties and their independence days, banners of support o the US Team in the World Cup, historical pictures honoring the 50th Anniversary of the Moon landing, or Gay Pride, her efforts have brought color and animation to the ward and is appreciated and noticed by all. Her inauguration of and devoted maintenance of the Celebrity Birthday Corner of the activity board provides great excitement to staff, residents, and visitors alike.

Throughout her shift, Margaret is in the great room interacting with residents and families. She makes great effort to engage them in activities, to include them in crafts, and makes a clear effort to come to know them and their unique needs better. She is a constant presence. "I

recall how she calmed a newly admitted resident by sitting with her and speaking to her in the resident's native French. In another instance, I witness how she gradually gained the confidence of an isolated and introspective patient by small determined daily efforts. Her participation in our weekly IDT is unfailing and her input is insightful and well spoken."

Margaret has had such a positive impact on our ward and we're so happy to have her on our staff.

Performance Improvement

Quality Council Meetings

Attached are the Quality Council meeting minutes for June and July 2019.

Attachments

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