

Health Commission  
Laguna Honda Hospital and Rehabilitation Center  
Chief Executive Officer Report  
August 11, 2020



San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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## State of the Hospital

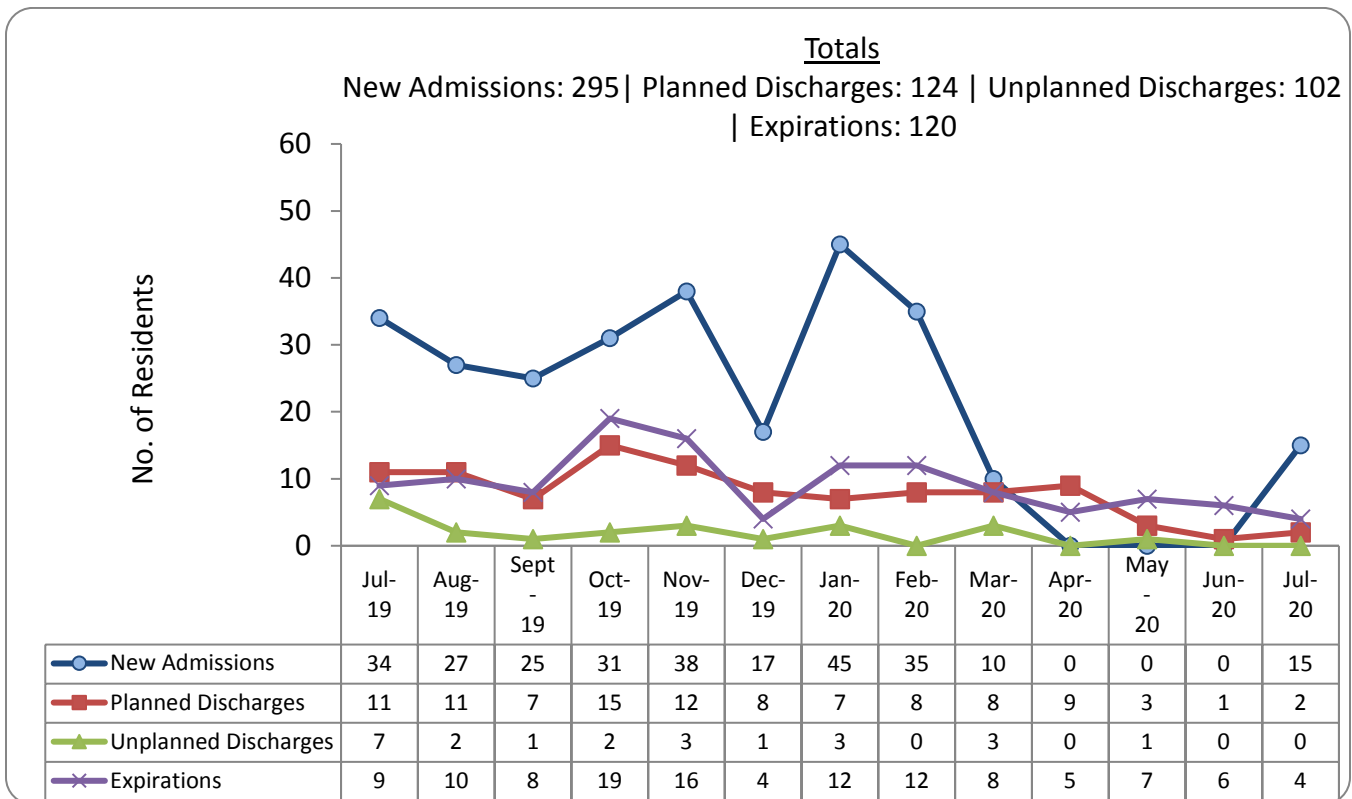
### Wait List

Average wait time in days from referral date to decision approved date (7/01/2019 to 7/31/2020): pending report build in Epic system

Average wait time in days from decision date to admission date (7/01/2019 to 7/31/2020): pending report build in Epic system

Number of people on waiting list as of 8/7/2020: 11

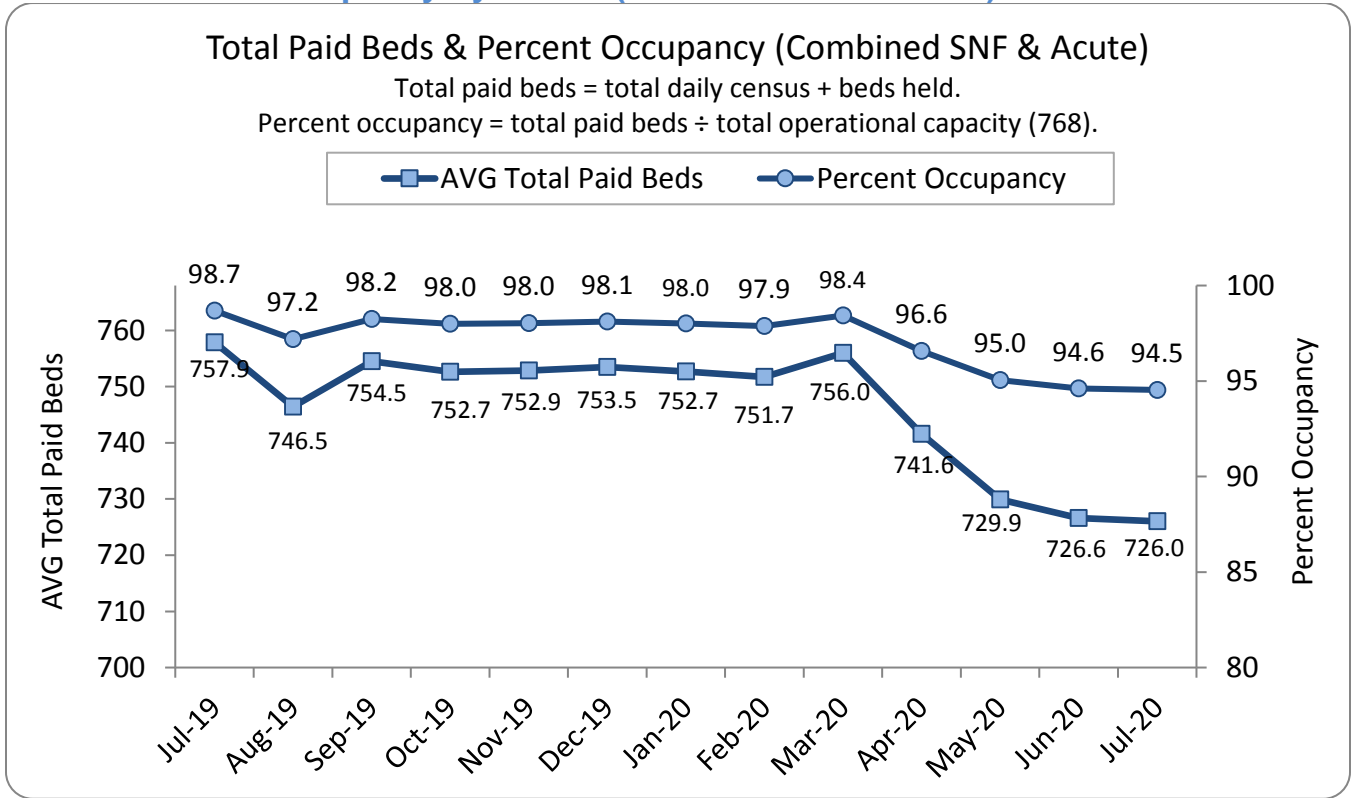
### Admissions, Discharges, and Expirations by Month (7/01/2019 to 7/31/2020)



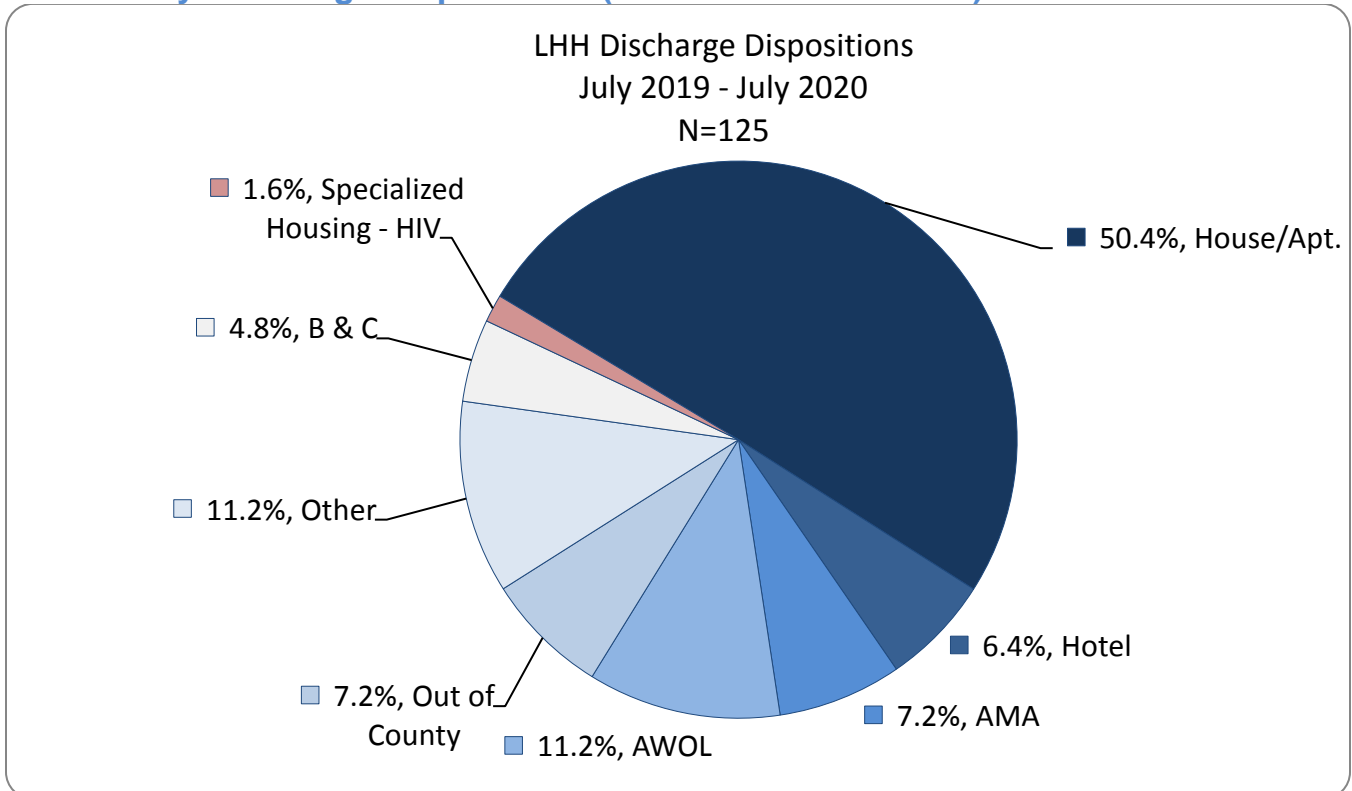
### Average Daily Census (7/01/2019 to 7/31/2020)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
7/01/19 - 7/31/20	739.70	3.07	742.73	1.32	1.77	743.28	746.34	97.18

**Paid Beds and Occupancy by Month (7/01/2019 to 7/31/2020)**



**Community Discharge Dispositions (7/01/2019 to 7/31/2020)**



For the 13-month period above:

1. Analysis of out-of-county are as follows: 7.2% (n=9) individuals were discharged to out-of-county placements. Of those, 3 residents went to live with family, 3 residents returned to their previous residence and 3 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=9), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

**AWOL (7/01/2019 to 7/31/2020)**

1. Analysis of absent without leave (AWOL) are as follows: there were a total of 14 AWOL incidents during this 13-month period. Of the incidents, 3 (21%) residents returned to Laguna Honda to continue receiving services and 11 (79%) stayed away.

AWOL Analysis for 7/01/2019 to 7/31/2020	
Count of AWOL residents who returned to continue services	3
Count of AWOL residents who stayed away	11
Total Count of AWOL incidents	14

2. Of the 14 AWOL incidents, the Social Services Team was able to contact 12 and 2 have not been heard from.

AWOL Analysis for 7/01/2019 to 7/31/2020	
Count of AWOL residents Social Services have been able to contact	12
Count of AWOL residents Social Services have not been able to contact	2

3. The 14 total incidents of AWOL for this period is a decrease of 34 incidents compared to the same 13-month prior period (7/01/2018 to 7/31/2019) when there were 48 AWOL incidents total.

**Staffing Report**

Laguna Honda's current vacancy rate is 7.81%. A detailed vacancy report, along with the new hires and separations report, is attached.

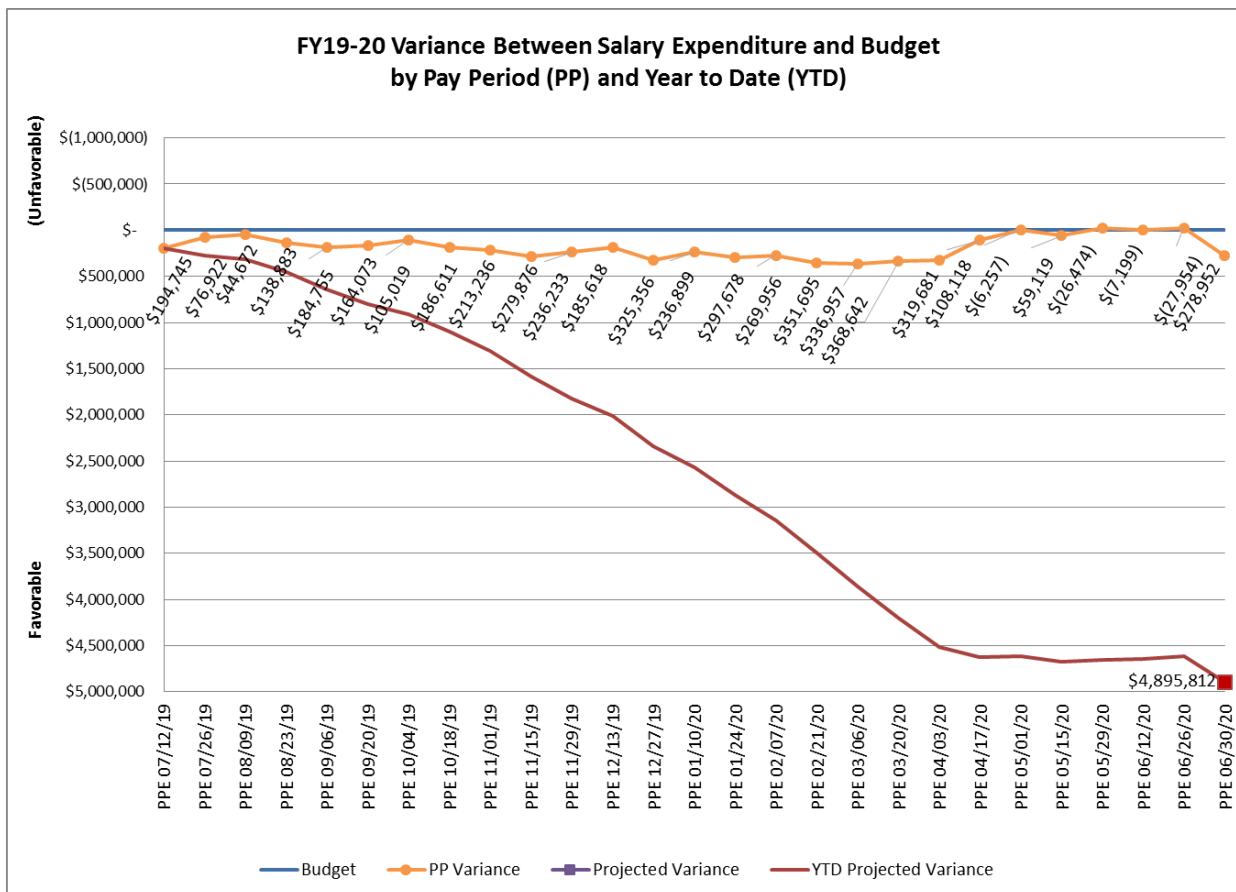
## Budget and Finance

### Financial Report

Fiscal month 12 of FY2019-2020 has not been closed, therefore the 4th quarter financial report will not be available until after the city budget is rebalanced for fiscal year end.

### Salary Variance Report

For Fiscal Year 2019-2020 year to date variance through Pay Period Ending (PPE) June 30, 2020, Laguna Honda Hospital has a favorable variance of 3.18% / \$4,895,812 under budget. We are currently projecting an overall salary expenses surplus of \$4.2 million by year end. The positive variance is mainly due to actively filling vacant permanent and temp as-needed positions to maintain and to control overtime usage.



### Gift Fund Report

Fiscal month 12 of FY2019-2020 has not been closed, therefore the 4th quarter financial report will not be available until after the Mayor's Budget Office rebalances the city budget for fiscal year end.

## COVID-19 Preparedness and Response Report

### *Case Overview*

As of August 6<sup>th</sup>, Laguna Honda Hospital (LHH) has had 77 total confirmed COVID-19 cases—22 resident cases, of which 21 have recovered, and 55 staff cases, of which 46 have recovered. We welcome recovered staff back to work and recovered residents back to their home neighborhoods from the designated COVID-19 unit on South 5. There have been no COVID-19 deaths at LHH.

LHH, like the rest of the Bay Area, continues to see additional positive COVID-19 cases. The vast majority of LHH cases are community-acquired, rather than hospital-acquired. LHH Leadership is working closely with staff to encourage strong adherence to infection prevention and control measures at home and in the community.

### *Testing*

We continue to proactively test residents and staff through our universal testing program. Testing is detecting COVID-19 early in our community and slowing the spread of the virus. The hospital is currently in the sixth round of universal testing. Please see a summary below of each round.

- Round six results so far:
  - 535 residents tested thus far and 1 positive case (10/13 neighborhoods)
  - 1,004 staff tested thus far and 2 positive cases
- Recaps of prior rounds:
  - Round 5 – 0 resident and 1 staff positive case
  - Round 4 – 2 resident and 10 staff positive cases
  - Round 3 – 1 resident and 5 staff positive cases
  - Round 2 – 3 resident and 3 staff positive cases
  - Round 1 – 2 resident and 3 staff positive cases

As part of universal testing, residents and staff in resident care positions are tested every two weeks. Other staff are tested regularly as well but less frequently. With universal testing, the hospital does anticipate additional cases. Universal testing is in addition to contact investigation serial testing, which results from a positive case, and surveillance testing.

Of the 700+ residents at LHH, only three have refused testing since March, thanks to the Respiratory Department's effective and compassionate approach. A refused resident test results in increased surveillance of that resident, per DPH guidelines. All staff are required to be tested and therefore there are no refusals.

LHH was temporarily impacted by the testing delay at the Public Health Lab but through a close partnership with DPH leadership, LHH is now partnering with Color to run staff tests and we remain on schedule for our universal testing calendar.

### *Upcoming Operational Updates*

At LHH, we are adapting our response to the pandemic as we learn more about the virus. The Infection Prevention and Control (IPC) Team and the Hospital Incident Command System (HICS) continue to review and implement new recommendations from the Centers for Disease Control and Prevention (CDC), as well as from the California Department of Public Health (CDPH) and DPH.

Operational updates on the horizon include developing an approach to visitation and resuming additional resident activities. We know how much sacrifice our residents and resident families are making to keep the LHH community safe. Safely adapting visitation and additional resident activities is a top priority.

### *LagunaHonda.org Website COVID-19 Update*

We continue to make information about COVID-19 available and accessible to residents and resident families. Since the pandemic, we have implemented new channels including our information line, regular CEO letters, and slides in TVs at LHH accessed on the neighborhoods. Beginning this Friday, we are launching our COVID-19 page on the external website in [English](#), [Chinese](#), and [Spanish](#). The page has simplified versions of the COVID-19 statistic dashboards. Dashboards are updated daily.

### *San Francisco Chronicle Profile*

The San Francisco Chronicle profiled LHH on July 27<sup>th</sup> and shared the effective response to-date to fight COVID-19. At LHH, we know the pandemic is far from over, but the cover story is a reminder of all that the staff and residents have accomplished thus far.

In the article, Mayor London Breed shared her personal connection to LHH, and the decisive early measures taken to respond to COVID-19:

“My grandmother was a resident at Laguna Honda for years before she passed away, so I know how important a place it is for our residents and families.”

“We had to act swiftly to control the spread of the virus and ensure the health of residents and staff — especially as we saw what was happening at similar facilities across the country. While we’re still in the midst of this pandemic and must remain vigilant, we can recognize that the outbreak at Laguna Honda could have been tragic for residents, staff, and their families.”

LHH resident Michael generously gave the Chronicle permission to share his experience as one of our residents who tested positive for COVID-19. Thankfully, Michael has since recovered and is in his home neighborhood:

“In the beginning, there was some fear and just some anxiety, but I had a very good support system. I am a spiritual person as well. When I made a mental resolve to turn isolation into solitude, and start focusing on the inner me, that’s what actually helped me to cope through that time of being isolated much better.”



San Francisco Health Director, Grant Colfax showed the example LHH is setting for skilled nursing facilities across the country:

“I’m hopeful that what we learned as a community at Laguna Honda can be applied elsewhere to protect some of the most vulnerable to COVID-19.

At Laguna Honda, we hope the article helps inform the larger Bay Area of the work being done here and also helps both staff and residents feel seen in their efforts to make a positive impact



## How SF’s Laguna Honda averted coronavirus disaster



*LLH’s Jolie Wang waits for a COVID-19 test with Josephine Ng*



*LHH Resident Michael*



*South 5 Nurse Namuna Thapa*

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The hospital continues to work with DPH, SFHN, local health officials, as well as leading experts from CDPH and the CDC to monitor the COVID-19 healthcare pandemic. Our actions are guided by facts and science, and all decisions are made with the priority of protecting staff and residents.

## Initiatives and Milestones

### Campus Community Activities and Events

#### *July Leadership Town Hall*

LHH leadership hosted the second in our monthly series of virtual town halls. This builds upon the ongoing Leadership Forum series where Executive Leadership and HICS provide an update to staff and answer questions. Over 140 staff attended the hour-long Town Hall. Notes from the event as well as a recording were circulated to all staff. LHH is planning for one Town Hall and one Leadership Forum each month for the remainder of the year.

#### *Pride in July*

For the first time in Laguna Honda history, the LGBTQ+ flag was proudly flown in front of the hospital. Displays in the Atrium area included “Pride Flags 101” to enhance our understanding of the many flags, and their meanings as well as profiles of influential people in the LGBTQ+ movement. This year, by celebrating Pride in July we marched to the beat of our own drum. In the process, we learned that there are many ways to honor Pride even during a pandemic. Thank you to the LHH 2020 Pride Committee for their creative approach to a month filled of events and educational opportunities.

#### *Racial Equity Challenge*

Laguna Honda staff joined the network-wide [21-day Racial Equity Challenge](#) to learn more about racial equity and integrate social justice into our work and life.

#### *Weekly Info Sheet Launch*

To help LHH staff stay connected and informed, we launched a weekly digital newsletter called the Info Sheet. The Info Sheet includes a weekly CEO letter, important operational announcements, staff profiles and celebrations, equity resources, wellness resources, and more.

### Recognition

#### *Team of the Month*

To highlight more staff who have contributed to Laguna Honda’s COVID-19 healthcare pandemic response, the hospital has developed a Team of the Month award. The Team of the Month is nominated by staff and approved by the Hospital’s Executive Committee.

## August 2020 Team of the Month – Environmental Services (EVS) Department

The EVS Department is composed of 135 staff whose commitment to delivering exceptional cleaning services to our residents and staff has always been evident. The EVS Department's work to ensure the cleanliness of the hospital increased when COVID-19 arrived at LHH. From the beginning of the pandemic, EVS rose to the challenge—implementing a 24-hour cleaning service, coordinating with Infection Control and Prevention and other LHH departments to identify alternative cleaning solutions, increasing the frequency of disinfecting high touch surfaces throughout the hospital, and expediting the hiring of additional staff for around the clock coverage.

The team's efforts have been a crucial factor in mitigating the spread of COVID-19 and keeping the LHH community safe. The team's role is especially vital when cleaning and disinfecting neighborhoods and departments that have had exposure to COVID-19 or positive cases. They promptly respond to time-sensitive requests with a positive attitude. The team's willingness to work overtime or cover additional shifts attests to their commitment. Please join us in recognizing and thanking the Environmental Services Department for their tireless efforts to ensure our LHH community remains clean and safe, and for their active collaboration with various LHH departments when responding to COVID-19. Thank you, EVS, from everyone at LHH.



## Attachments

- New Hires and Separations Report
- Vacancy Report
- Salary Variance Report
- Finance Report
- Regulatory Affairs Report