



Laguna Honda Hospital Operations & Resident Care Report

Executive Team Report Presented to the Health Commission – December 8, 2020

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QUALITY

CDPH Accepted Laguna Honda Hospital’s Plan of Correction

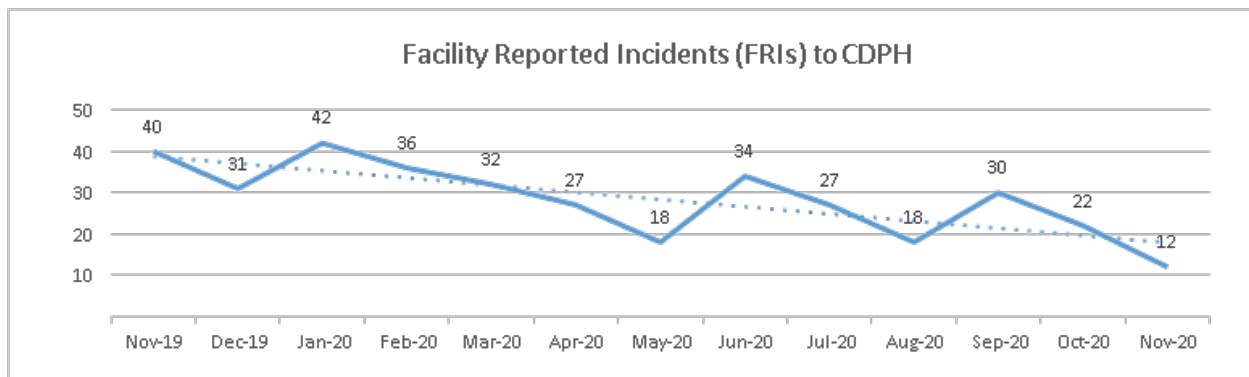
On November 20, 2020, a CDPH surveyor conducted the first revisit survey related to the Immediate Jeopardy (IJ) placed on LHH on September 30, 2020. An exit conference was conducted on the same day and the CDPH surveyor indicated that LHH was in full compliance with the Plan of Correction (POC) and no further action was needed from CDPH related to the IJ.

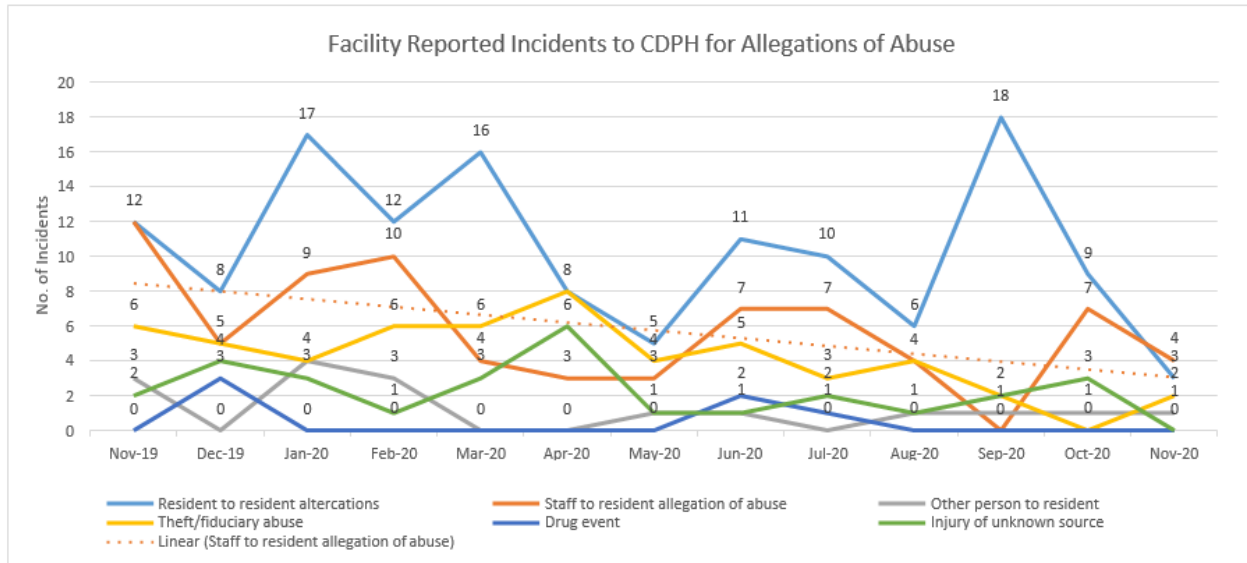
While we are pleased CDPH saw no need for further action, we know our work is never truly done. Laguna Honda leadership is committed to improving the quality and service at Laguna Honda Hospital, and maintaining the highest standards of care for our residents.

Facility Reported Incidents

Facility Reported Incidents (FRIs) over the last twelve months were at an all-time low during the month of November with 12 incidents reported. Please refer to the following graphs for the trends report on the number and type of FRIs.

The Resident Safety and Abuse Prevention Task Force meets to address issues of non-compliance pertaining to the regulations on freedom from abuse, neglect, and exploitation and to develop action plans to improve staff performance and compliance.





SAFETY

COVID-19 Preparedness and Response

Laguna Honda Hospital, like the rest of the country, is in a critical moment in our fight against COVID-19. We are not immune to the current surge in cases and staff COVID-19 cases did increase significantly throughout the month of November. However, with strong infection and prevention protocols and frequent testing, we are catching cases early, slowing the spread of the virus, and protecting our community.

Despite this challenging time, we have every reason to be encouraged about the future with multiple safe and effective vaccines in the final stage of development. We anticipate being an early recipient of the COVID-19 vaccine and the team here is working hard in preparation for vaccine rollout.

LHH Receives Top Honor for the 2020 Quality Leaders Award from CAPH

We are pleased to share that Laguna Honda Hospital has won the Top Honor for the 2020 Quality Leaders Award for our COVID-19 Outbreak Response and Management. The prestigious award from the California Association of Public



Hospitals and Health Systems (CAPH) recognizes a project that demonstrates a system-wide initiative to provide seamless care to patients.

This year, CAPH saw our effective and collaborative response to the pandemic and awarded us the Top Honor for the first time in this organization's history.

There have been many keys to our effective COVID-19 response. Early and decisive action by the City of San Francisco and Department of Public Health was, without a doubt, a decision that saved untold lives. This included issuing a health order restricting non-essential visitors at Laguna Honda, allowing us to focus on developing best practices and refining our protocols. Each of these actions played a key role in the success that we have achieved. But the ultimate reason for our success has been the ongoing commitment and dedication of our staff.

Throughout this pandemic, we have seen countless examples of courage, selflessness, and compassion for others that serve as an inspiration.

COVID-19 Cases

As of December 4, 2020, we have had a total of 114 positive COVID-19 cases—30 total resident cases with one currently active and 84 total staff cases with 16 currently active. COVID-19 dashboards with case numbers are available online and updated Mondays through Fridays at LagunaHonda.org/COVID19.

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 Laguna Honda.

COVID-19 Testing

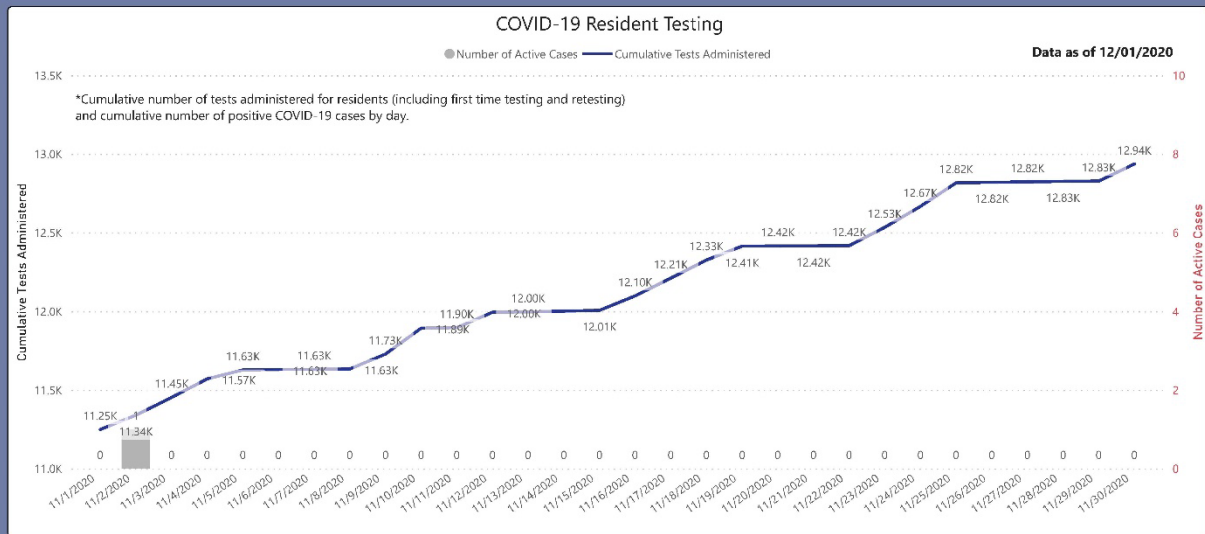
We continue to regularly test residents and staff through our screening testing program (formally known as universal testing). Staff who work on campus at least one day per week are tested weekly while all remote staff are tested monthly. Residents are tested bi-weekly.

In addition to screening testing, staff and residents are tested through response testing (formally known as contact investigation serial testing), which results in

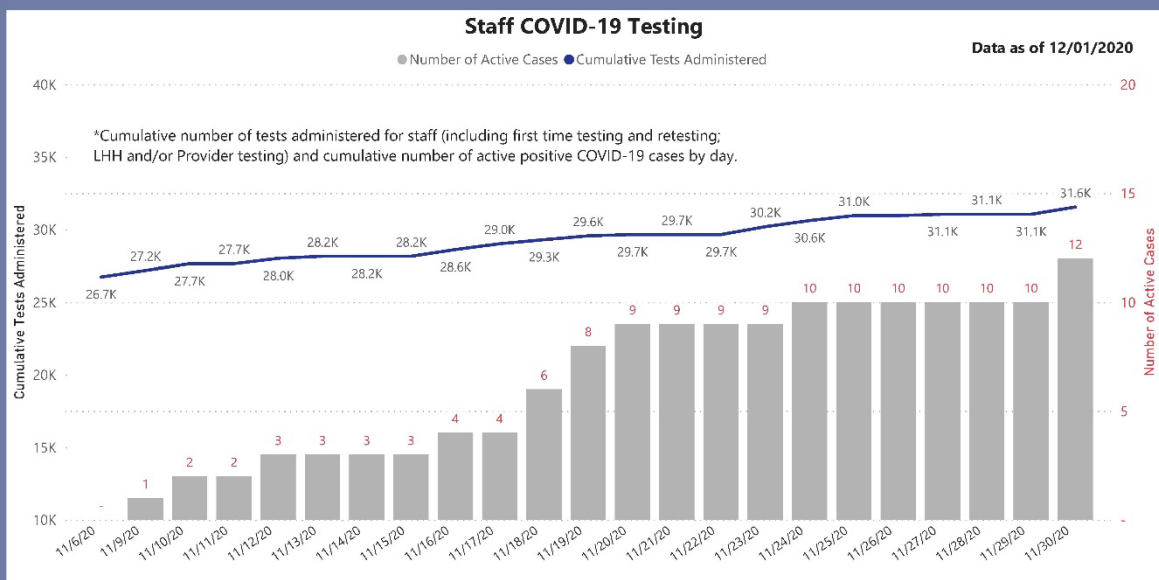


response to a possible exposure, proactive testing which staff seek out if they suspect they have engaged in a high-risk activity, and symptomatic testing. Please see below for the cumulative test numbers for staff and residents.

Laguna Honda Hospital and Rehabilitation Center: COVID-19 Response Resident Testing



Laguna Honda Hospital and Rehabilitation Center: COVID-19 Response Staff Testing





Reopening and Visitation

Visits have resumed at Laguna Honda and are going very well. We know this has been one of the most challenging parts of the pandemic and we are so grateful to our residents and our resident families for their patience. We have hosted over 200 visits to-date and increased our capacity with most units hosting a visit daily on Mondays through Saturdays, granted there are no recent cases on the unit.

Through working closely with the San Francisco Department of Public Health and our Infection Prevention and Control team, we have in place strict guidelines to ensure visits happen safely. Laguna Honda is making available two types of visits: outdoor visits and vehicle visits. For more information on visitation at Laguna Honda, please visit LagunaHonda.org/COVID19-visit.

Additional reopening is paused as we fight back this fall and winter surge.

COVID-19 Vaccine Rollout

Laguna Honda expects to be an early recipient of the COVID-19 vaccine and we are working in close coordination with DPH on a safe, transparent, and equitable strategy for vaccine distribution for both our residents and staff. Preparation for the COVID-19 vaccine is well underway and entails the development of a COVID-19 vaccine distribution plan, trainings for our clinic staff, an Epic buildout, an educational campaign to encourage participation, facility set-up, and more.

At Laguna Honda we are adapting our response to the pandemic as we learn more about the virus. The Infection Prevention and Control 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.



CARE EXPERIENCE

Harm Reeducation and Zero Tolerance Policy for Illicit Substances

Laguna Honda Hospital reaffirms our commitment to ensuring the health and safety of our residents. Despite our best efforts, the presence of illicit drugs and non-prescribed medications on campus remains a challenge.

An institution of our size and complexity will invariably be faced with drug-related challenges; therefore, we will always be at risk of illegal substances finding their way onto campus. Despite this challenge, we are working with staff and residents to reaffirm our commitment to a drug-free environment.

The Laguna Honda Hospital Executive Leadership team, which includes physician leadership, is working diligently toward achieving our goal of a drug-free campus.

Our actions are guided by an overarching commitment to ensuring resident safety. Below are our priorities and phased plan for this initiative:

1. Our commitment to a zero-tolerance policy for illicit drugs and non-prescribed medications.
2. Our unwavering support of our residents who struggle with substance use disorders.

The next steps in implementing a drug-free Laguna Honda will involve reviewing best practices, updating our policies, and conducting a campus-wide risk assessment. This will be followed with educational and enforcement campaigns to ensure policies and procedures are adhered to by both residents and staff.

Importantly, zero tolerance for the presence of illicit substances on campus does not mean zero tolerance for residents who have substance use disorders. We are unwavering in our goal to foster a safe and healing environment. We are also dedicated to preserving our providers' therapeutic alliance with our residents. Ultimately, we must balance the hospital's need to facilitate patient-centered care with our overarching regulatory responsibility of ensuring overall safety.



State of the Hospital

Wait List

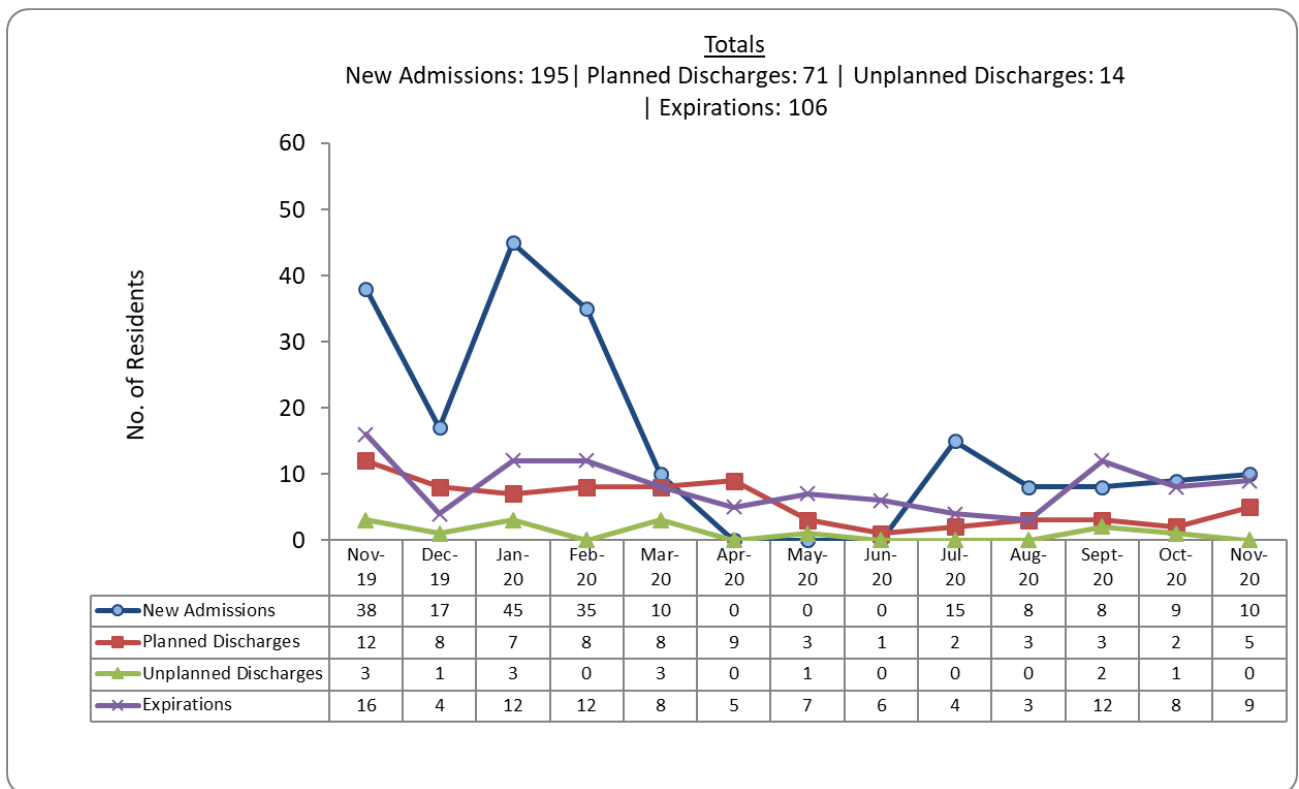
Average wait time in days from referral date to decision approved date (11/01/2019 to 11/30/2020): 13 days

Average wait time in days from decision date to admission date (11/01/2019 to 11/30/2020): 11 days

Number of new admissions in November 2020: 10

Number of people on the waitlist: 5

Admissions, Discharges, and Expirations by Month (11/01/2019 to 11/30/2020)

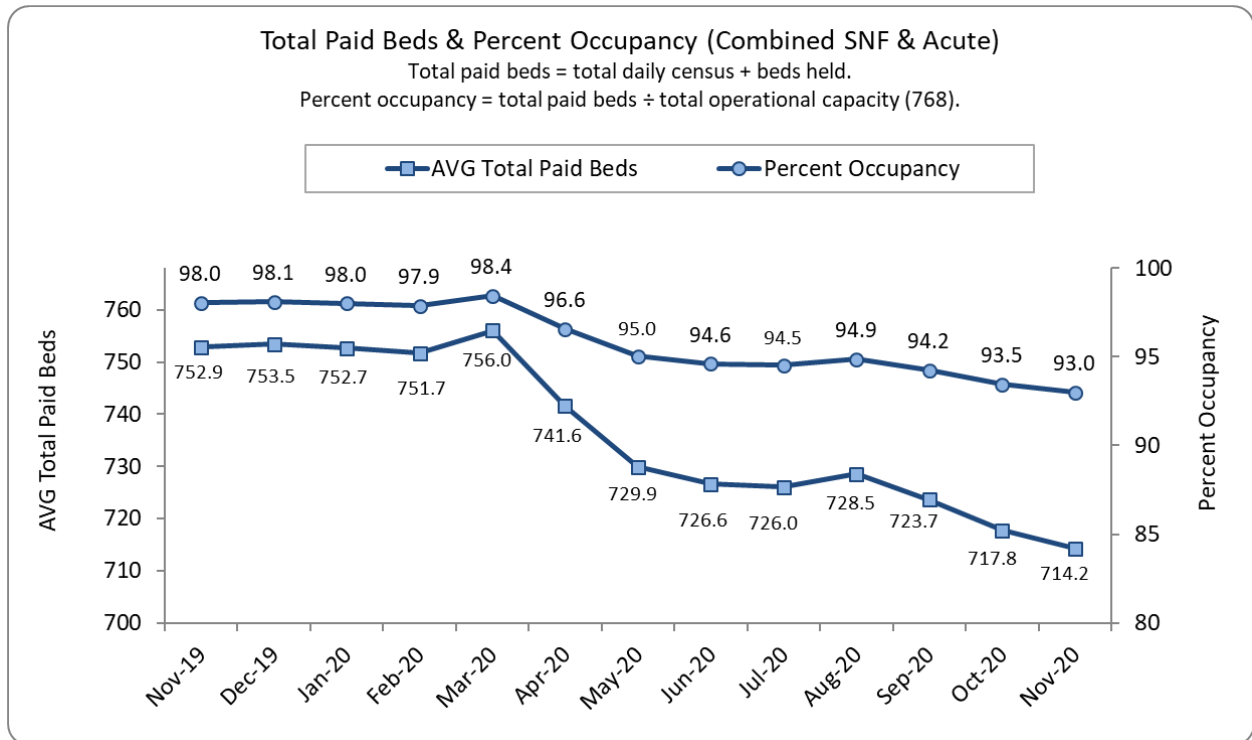




Average Daily Census (11/01/2019 to 11/30/2020)

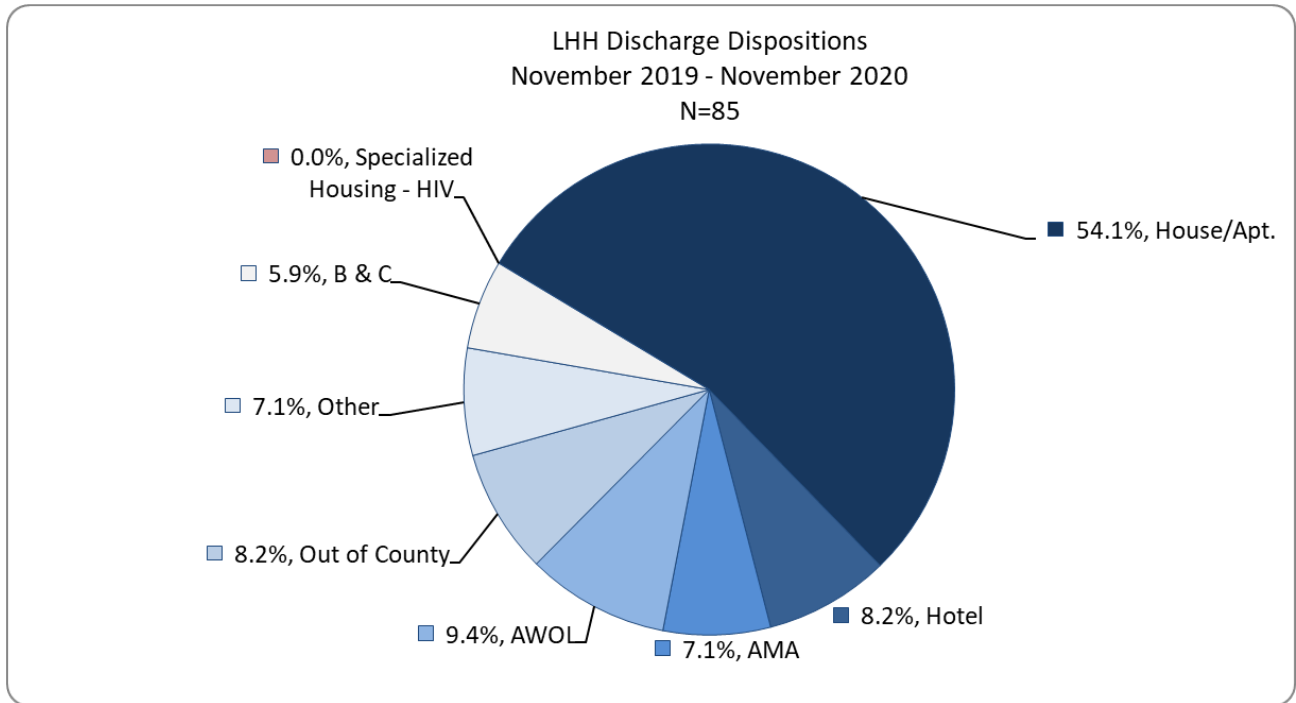
Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
11/1/2019 - 11/30/2020	727.77	3.96	731.63	1.54	2.18	732.59	736.55	95.90

Paid Beds and Occupancy by Month (11/01/2019 to 11/30/2020)





Community Discharge Dispositions (11/01/2019 to 11/30/2020)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 8.2% (n=7) individuals were discharged to out-of-county placements. Of those, 3 residents went to live with family, 1 resident 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 they choose to leave Laguna Honda Hospital against the advice of their physician. For the patients/residents discharged as AMA (n=6), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

AWOL

There were no incidences of absent without leave (AWOL) during the month of November.



WORKFORCE

Staffing Report

Laguna Honda's current vacancy rate is 9.65%. A detailed vacancy report, along with the new hires and separations report, is attached.

Team of the Month Recognition – Rehabilitation Department

We are pleased announce Laguna Honda's Rehabilitation Department as December's Team of the Month. LHH's Rehab team is comprised of 30 members who serve our residents in the roles of Physical Therapists, Occupational Therapists, Speech Therapists, and Per Diems. Together, the Rehab team works with residents recovering from injuries or illnesses or whose disability prevents them from doing everyday tasks. Their work improves our residents' independence, including dressing, bathing, toileting, mobility, strengthening, balance, and cognition.

Since the onset of COVID-19, the Rehab Department worked tirelessly to ensure residents continued to receive most of their previous services. Although the gym and pool have been closed since March, the Rehab team created the first LHH Telehealth Program to continue providing outpatient services to residents in need. The team collaborated with Administration to develop standard work plans to allow vendors and contractors (DME vendors, Audiology, Orthotics/Prosthetics) to return safely to LHH.

Several Rehab staff have been activated in DSW assignments since the beginning of the pandemic and deployed to ZSFG and contact tracing for the City and LHH. Despite the changes in service delivery and staffing, the Rehab Department has remained motivated, positive, and focused on delivering excellent resident-centered care.

Please join us in celebrating the Rehab Department as December's Team of the Month.



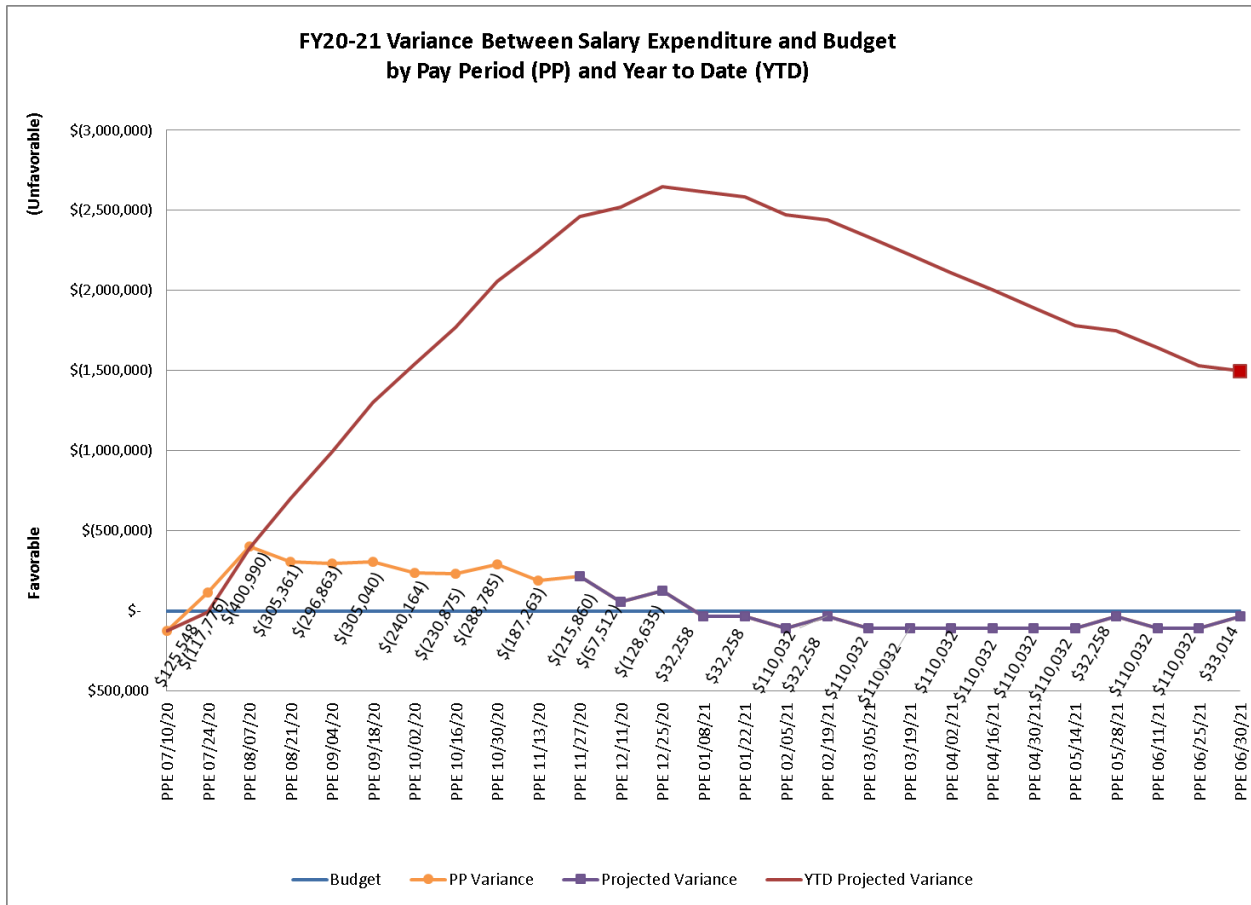
FINANCIAL STEWARDSHIP

Finance Report

The FY2020-21 1st quarter financial report is attached. The annual projection shows overall revenue and expenditures within budget.

Salary Variance Report

For FY 2020-2021 year to date variance through pay period ending (PPE) Nov 13, 2020, Laguna Honda Hospital has an unfavorable variance of -4.06% / -\$2,247,569 over budget. We are currently projecting an overall salary expense shortfall of \$1.49 million by year end. This figure includes COVID -19-related fiscal impacts that require high usage of temp as -needed and overtime to support enhanced infection control measures for Laguna Honda Hospital. The COVID -19 related expenses are anticipated to be recovered through the federal FEMA and CARE relief funds.



Gift Fund Report

See attachment

EQUITY

Transgender Awareness Month

Laguna Honda proudly joined Mayor London Breed and community partners in recognizing November as Transgender Awareness Month in San Francisco. We shared resources with staff, including resources on gender neutral language to address groups, and are improving our communications to use gender neutral language.



National American Indian Heritage Month

Laguna Honda celebrated the rich and diverse cultures, traditions, and histories of America's indigenous peoples by providing resources for staff and sharing a land acknowledge in our Town Hall, resident and staff communications, and weekly Info Sheet. Land acknowledgments for the Ramaytush Ohlone will continue to be shared at larger gatherings and meetings.

ATTACHMENTS

New Hires and Separations Report

Vacancy Report

Budget and Finance Report

Gift Fund Report

Regulatory Affairs Report