



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

LHH Operations and Resident Care Executive Team Report

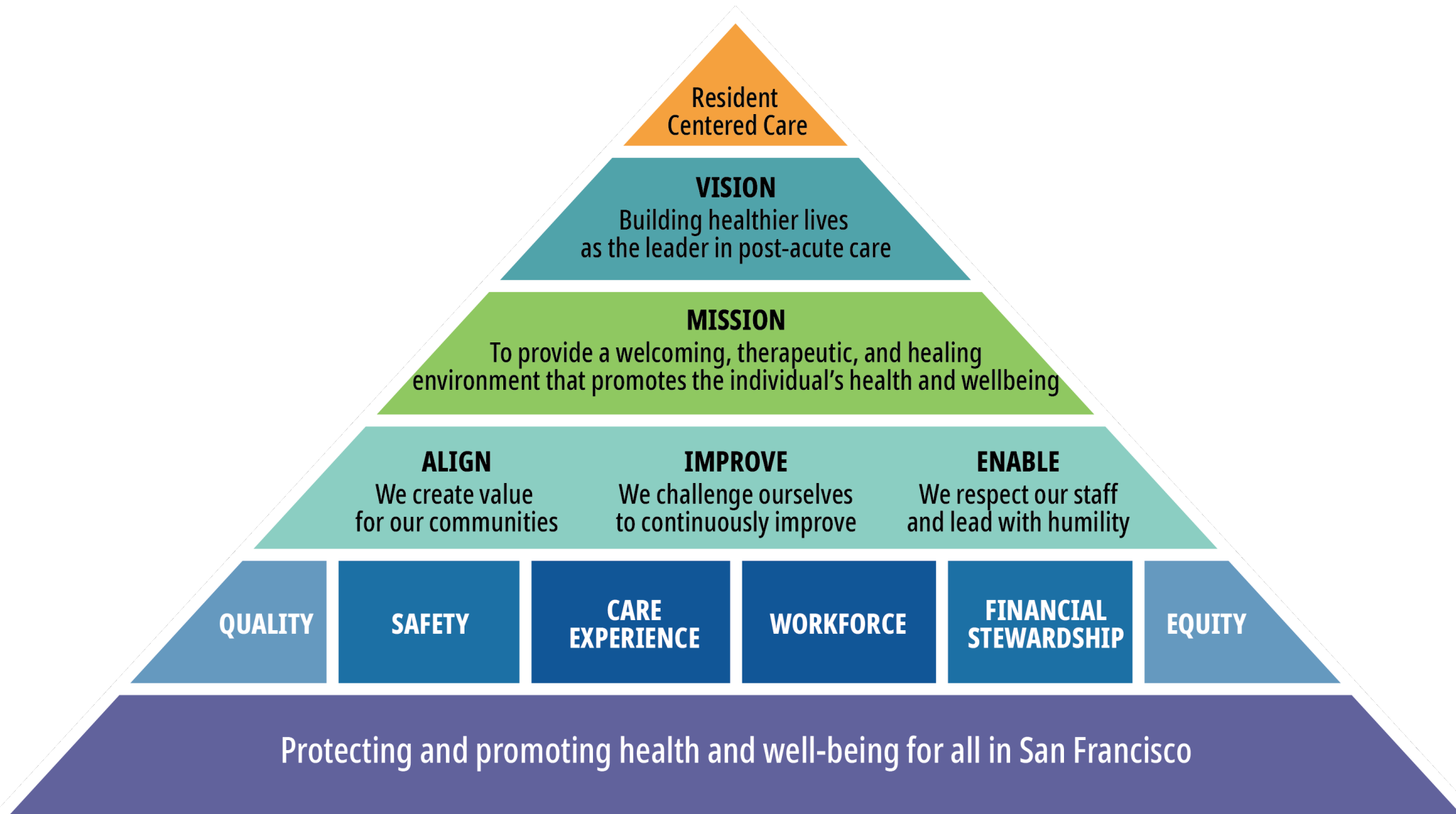
Michael T. Phillips, MHA, FACHE
December 8, 2020



San Francisco Department
of Public Health



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center



Resident
Centered Care

VISION

Building healthier lives
as the leader in post-acute care

MISSION

To provide a welcoming, therapeutic, and healing
environment that promotes the individual's health and wellbeing

ALIGN

We create value
for our communities

IMPROVE

We challenge ourselves
to continuously improve

ENABLE

We respect our staff
and lead with humility

QUALITY

SAFETY

**CARE
EXPERIENCE**

WORKFORCE

**FINANCIAL
STEWARDSHIP**

EQUITY

Protecting and promoting health and well-being for all in San Francisco

November 2020 Updates

QUALITY

- CDPH Accepted LHH's Plan of Correction
 - Facility Reported Incidents
-

SAFETY

- COVID-19 Cases and Testing Check-In
 - LHH Receives Top Honor from CAPH
 - Updates on Visitation
 - COVID-19 Vaccine Rollout
-

CARE EXPERIENCE

- Harm Reduction and Zero Tolerance Policy for Illicit Substances
 - State of the Hospital
-

WORKFORCE

- Vacancy Report
 - Team of the Month: Rehabilitation Department
-

FINANCIAL STEWARDSHIP

- Finance Report
 - Salary Variance Report
-

EQUITY

- National American Indian Heritage Month
- Transgender Awareness Month

QUALITY



CDPH Accepted LHH'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.
- **Full compliance with the Plan of Correction was granted and no further action is needed related to the IJ.**
- While we are pleased CDPH saw no need for further action, we know more work is always needed to deliver the highest quality of care.

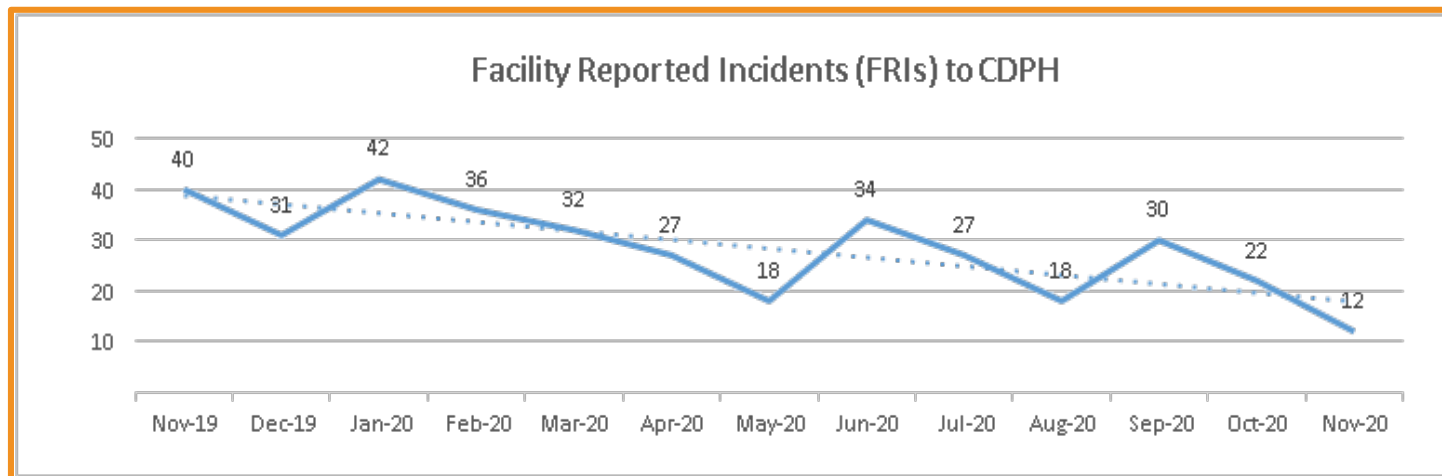


QUALITY



Facility Reported Incidents

- The number of incidences is trending down.
- Reported monthly incidents have ranged from a high of 42 **to a low of 12 incidents reported during November.**
- Our goal is to continue encouraging staff to report incidences to ensure transparency.



SAFETY



COVID-19 Case and Testing Check-In

- COVID-19 response continues to be our highest priority.
- **We are in the midst of the worst surge during the pandemic and have seen an increase in staff cases consistent with the surge. We are not seeing a corresponding increase in resident cases.**
- With strong infection and prevention protocols and frequent testing, we are catching cases early, slowing the spread of the virus, and protecting our community.
- Case Check-In: 114 total positive COVID-19 cases—30 resident cases with one active and 84 staff cases with 16 active (as of 12/7/2020)
- Ongoing testing efforts continue – onsite staff are tested weekly and residents are tested bi-weekly.



SAFETY



Top Honor from the California Association of Public Hospitals and Healthcare Systems (CAPH)

- CAPH saw LHH's effective and collaborative response to the pandemic and awarded us the **Top Honor for the first time in this organization's history.**
- Giovanna Giuliani, Executive Director of the California Health Care Safety Net Institute shared the following:

“Laguna Honda is a leader on the national stage. They defied the trend of who this virus most impacts. Their early, decisive action kept the lives of so many people safe, including seniors, people living in congregate settings, those with underlying conditions, and the Californians who are most dependent on our public health care systems. **We applaud and honor their work through this award.**”



SAFETY



Updates on Visitation

- Visits are going very well; we have hosted 200+ visits thus far.
- LHH is offering visits Mondays through Saturdays
- **Per the Regional Stay At Home Order, LHH is implementing a brief retrenchment of visitation until the current surge subsides.**



SAFETY

▶ COVID-19 Vaccine Rollout

- LHH expects to be an early recipient of the COVID-19 vaccine. Leadership will lead by example and take the vaccine first.
- We are working in close coordination with DPH on a safe, transparent, and equitable strategy for vaccine distribution for both residents and staff.
- **Preparation for the COVID-19 vaccine is well underway** and entails 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.



PHOTO CREDIT:
SAN FRANCISCO CHRONICLE | GABRIELLE LURIE



CARE EXPERIENCE



Harm Reduction and Zero Tolerance Policy for Illicit Substances

- LHH reaffirmed our commitment to a drug-free environment.
- Only a small number of residents use illicit substances.
- We continue to rely on our STARS* program to assist residents struggling with substance use.
- LHH conducts ongoing campus assessments and targeted searches.
- LHH assesses each situation on case-by-case basis.
- LHH pursues discharge, as appropriate.

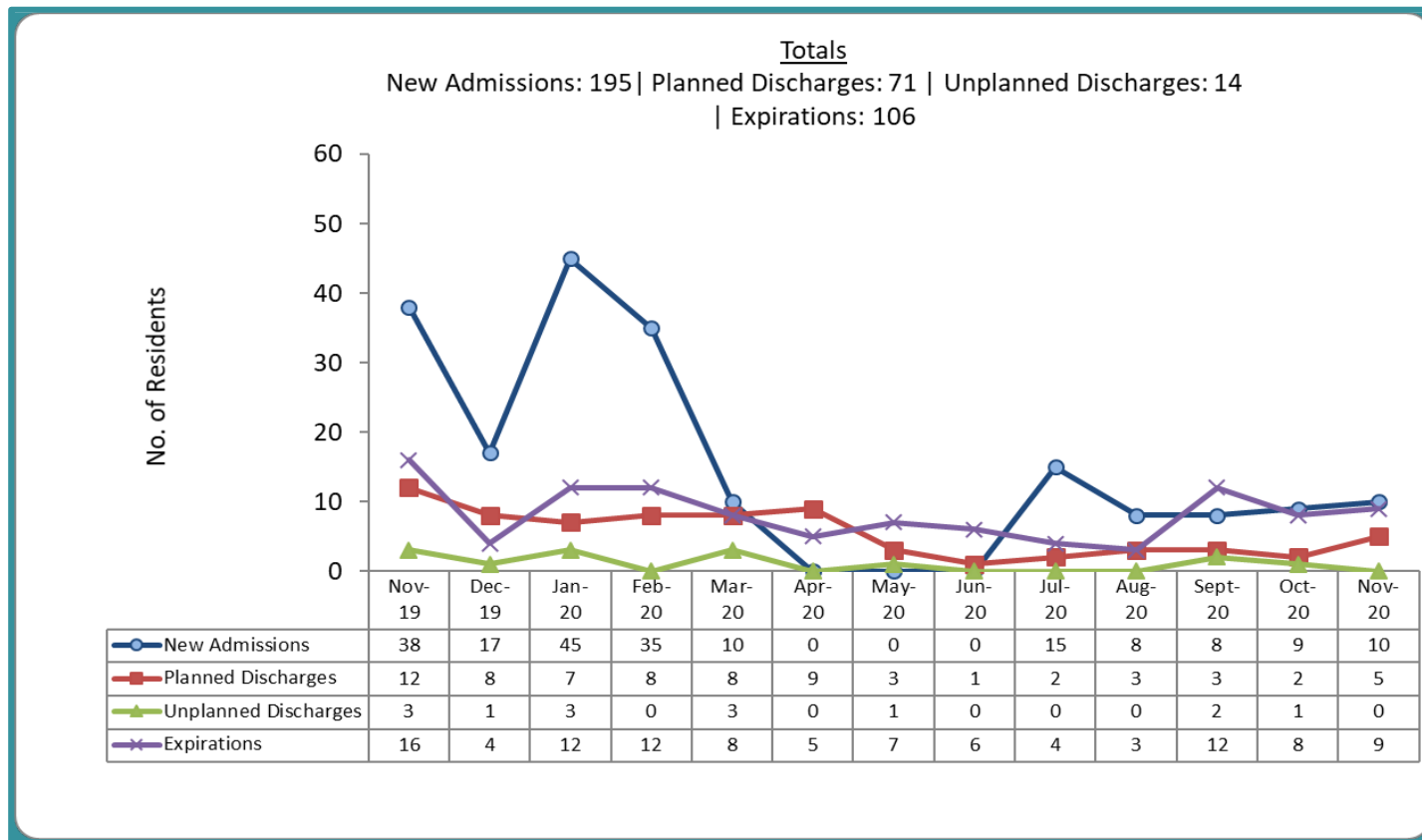
*Substance Treatment and Recovery Services



CARE EXPERIENCE



State of the Hospital – Admissions, Discharges, and Expirations

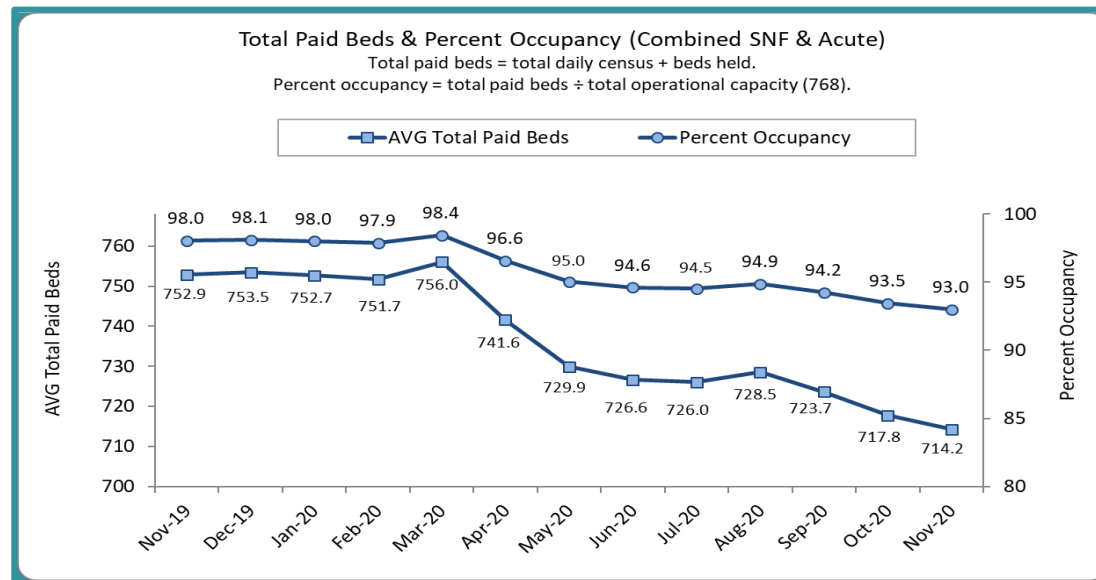


CARE EXPERIENCE



State of the Hospital – Census

| 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 |



WORKFORCE



Staffing Report / CMO Interviews

- LHH's current vacancy rate is 9.65%.
- Chief Medical Officer interviews are scheduled for December 9th – one internal candidate and two external candidates.

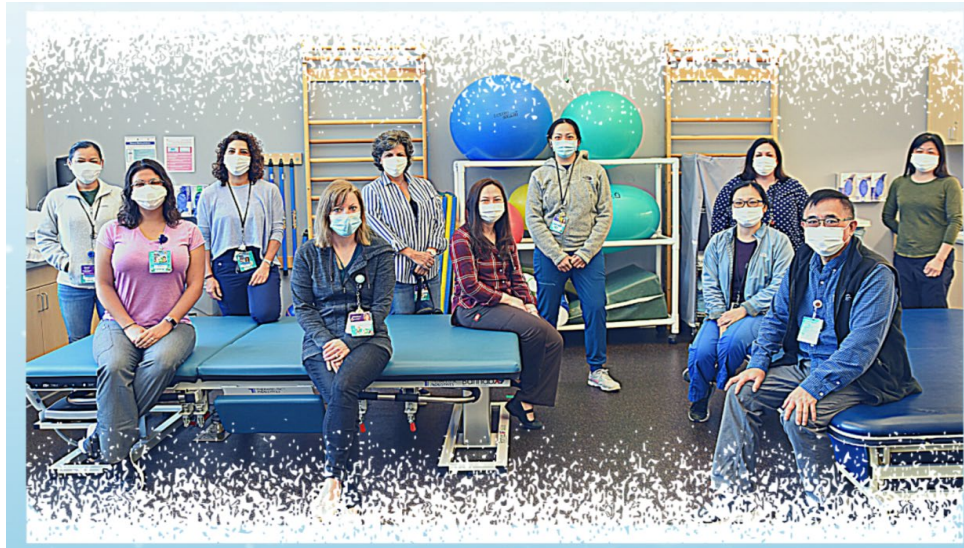


WORKFORCE



Team of the Month Recognition: Rehabilitation Department!

- Team of 30 highly trained Occupational Therapists, Physical Therapists and Speech Therapists that together are instrumental in facilitating resident recovery from injury and/or illness.
- **Team members are essential in helping residents regain their independence.**



FINANCIAL STEWARDSHIP



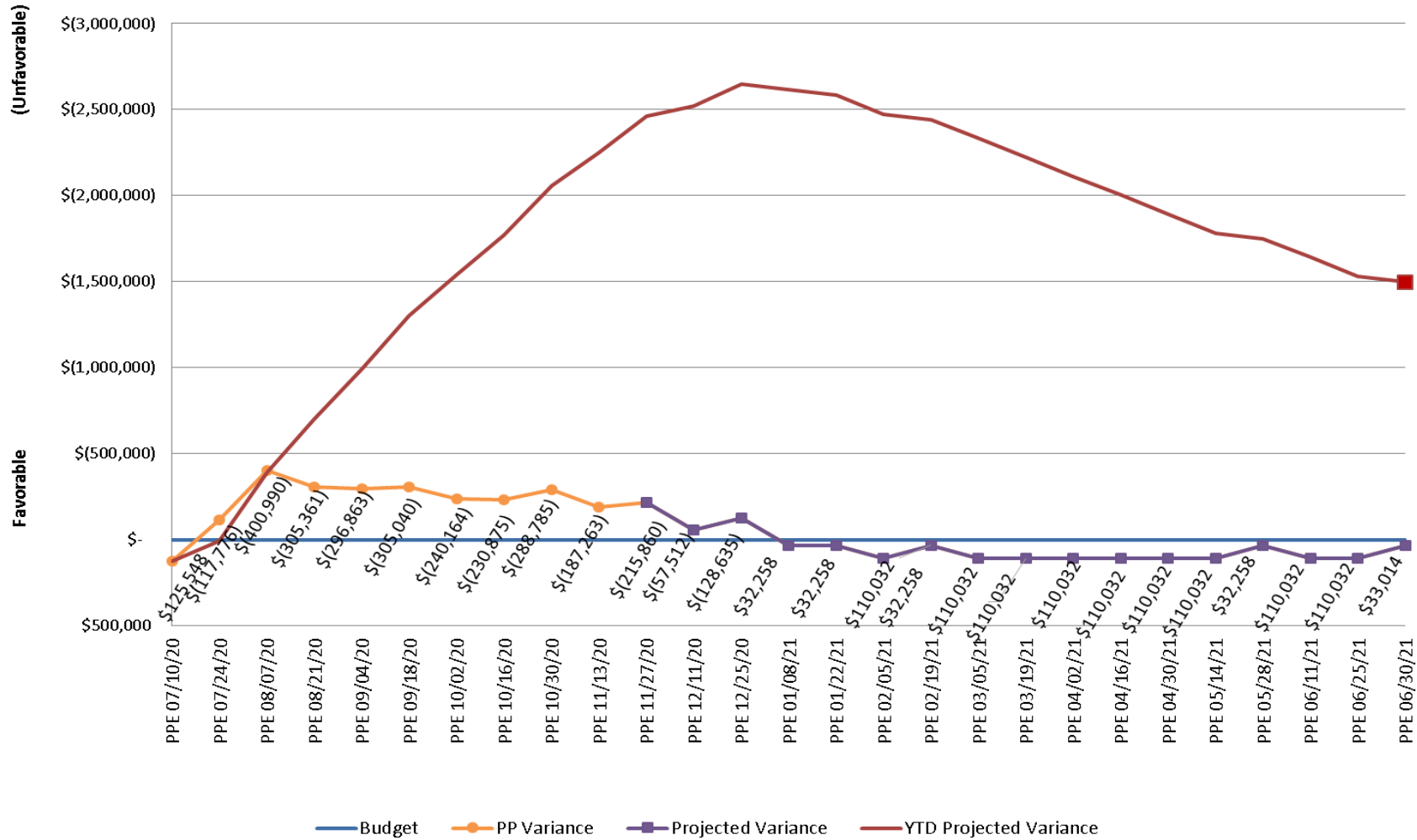
Finance Report / Salary Variance Report

- A challenging financial year due to COVID-19
- Currently an unfavorable staffing variance of -4.06% or -\$2.47 million
- **Anticipate the year with a -\$1.4.9 million shortfall, primarily due to increased temporary staffing and overtime to support COVID response.**
- Overall revenue and expenditures within budget, with offsets anticipated from FEMA and CARE relief funds.



FINANCIAL STEWARDSHIP

FY20-21 Variance Between Salary Expenditure and Budget
by Pay Period (PP) and Year to Date (YTD)



EQUITY



National American Indian Heritage Month

- Working to make land acknowledgments part of LHH culture. The following was read before our Town Hall.

Ramaytush Ohlone Land Acknowledgment.

“ We acknowledge that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As Guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders and Relatives of the Ramaytush Community and by affirming their sovereign rights as First Peoples.”

– Gregg Castro/Jonathan Cordero (Ramaytush Ohlone)



EQUITY



Transgender Awareness Month

- Sharing resources with staff and working to use more gender-neutral language in the workplace.





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Thank you