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State of the Hospital

Wait List
Average wait time in days from referral date to decision approved date (6/01/2019 to 6/31/2020): pending report build in Epic system

Average wait time in days from decision date to admission date (6/01/2019 to 6/31/2020): pending report build in Epic system

Number of people on waiting list as of 7/8/2020: 16

Admissions, Discharges, and Expirations by Month (6/01/2019 to 6/31/2020)

<table>
<thead>
<tr>
<th>Period</th>
<th>New Admissions</th>
<th>Planned Discharges</th>
<th>Unplanned Discharges</th>
<th>Expirations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun-19</td>
<td>33</td>
<td>17</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Jul-19</td>
<td>34</td>
<td>11</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Aug-19</td>
<td>27</td>
<td>11</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Sep-19</td>
<td>25</td>
<td>7</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Oct-19</td>
<td>31</td>
<td>15</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Nov-19</td>
<td>38</td>
<td>12</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Dec-19</td>
<td>17</td>
<td>8</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Jan-20</td>
<td>45</td>
<td>7</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Feb-20</td>
<td>35</td>
<td>8</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Mar-20</td>
<td>10</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Apr-20</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>May-20</td>
<td>0</td>
<td>3</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Jun-20</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>


Average Daily Census (6/01/2019 to 6/31/2020)

<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>6/01/19 - 6/30/20</td>
<td>715.73</td>
<td>7.33</td>
<td>723.06</td>
<td>0.33</td>
<td>3.20</td>
<td>719.26</td>
<td>726.59</td>
<td>94.6</td>
</tr>
</tbody>
</table>
Paid Beds and Occupancy by Month (6/01/2019 to 6/31/2020)

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).

- AVG Total Paid Beds
- Percent Occupancy

Community Discharge Dispositions (6/01/2019 to 6/31/2020)

LHH Discharge Dispositions
June 2019 - June 2020
N=144

- 48.6%, House/Apt.
- 2.1%, Specialized Housing - HIV
- 4.2%, B & C
- 10.4%, Other
- 7.6%, Out of County
- 12.5%, AWOL
- 8.3%, Hotel
- 6.3%, AMA
For the 13-month period above:

1. Analysis of out-of-county are as follows: 7.6% (n=11) individuals were discharged to out-of-county placements. Of those, 6 residents went to live with family, 3 residents 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=9), Laguna Honda’s policy is that a physician discusses with the patient/resident the risk of leaving AMA.

**AWOL (6/01/2019 to 6/31/2020)**

1. Analysis of absent without leave (AWOL) are as follows: there were a total of 18 AWOL incidents during this 13-month period. Of the incidents, 4 (22%) residents returned to Laguna Honda to continue receiving services and 14 (78%) stayed away.

<table>
<thead>
<tr>
<th>AWOL Analysis for 6/01/2019 to 6/30/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count of AWOL residents who returned to continue services</td>
</tr>
<tr>
<td>Count of AWOL residents who stayed away</td>
</tr>
<tr>
<td>Total Count of AWOL incidents</td>
</tr>
</tbody>
</table>

2. Of the 18 AWOL incidents, the Social Services Team was able to contact 16 and 2 have not been heard from.

<table>
<thead>
<tr>
<th>AWOL Analysis for 6/01/2019 to 6/30/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count of AWOL residents Social Services have been able to contact</td>
</tr>
<tr>
<td>Count of AWOL residents Social Services have not been able to contact</td>
</tr>
</tbody>
</table>

3. The 18 total incidents of AWOL for this period is a decrease of 31 incidents compared to the same 13-month prior period (6/01/2018 to 6/30/2019) when there were 49 AWOL incidents total.

**Staffing Report**

Laguna Honda’s current vacancy rate is 7.03%. 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 12, 2020, Laguna Honda Hospital has a favorable variance of 3.18% / $4,644,814 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

As of July 8th, Laguna Honda Hospital has had 61 total confirmed COVID-19 cases—20 resident cases, of which 14 have recovered, and 41 staff cases, of which 29 have recovered. LHH, like the rest of the Bay Area, is seeing an increase in positive COVID-19 cases. The definition of recovered is based upon the Centers for Disease Control and Prevention (CDC) guidelines. This includes two consecutive negative COVID-19 test results that are at least 24 hours apart before staff can return to work and before residents can return to their home neighborhoods from the dedicated COVID-19 unit in South 5. There have been no fatalities related to COVID-19 to date.

Beginning the week of June 29th, LHH resumed new admissions after an approximate three month pause due to COVID-19. Admitting new residents supports the citywide response to COVID-19 by making available additional acute care beds, while also addressing our community’s need for skilled nursing care. New admissions during COVID-19 protocols were shared with all staff and residents. Protocols include robust infection control measures and the newly established Admissions Observation Unit (AOU) within Pavilion Mezzanine acute. LHH welcomed five new residents during the week of June 29th.

LHH continues to proactively test residents and staff. Testing is detecting COVID-19 early in our community and slowing the spread of the virus. The hospital is currently in the fourth round of universal testing. As of July 9th, 476 residents and 1,066 staff have been tested as part of round four, resulting in seven positive cases, two among residents and five among staff. 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.

Throughout this pandemic, the hospital has initiated its Hospital Incident Command System (HICS). This response team, consisting of various hospital leaders serving in different functional capacities, has allowed for the hospital to slow the spread of coronavirus. The HICS team meets daily and three times per week with an extended executive group. The team works through immediate problems with the goal of sustainable solutions. This has translated to development of standard work instructions for key operational changes such as contact investigations, infection control protocols, data collection and even communications.

Effective July 10, HICS Incident Commander Troy Williams will be re-deployed back to the San Francisco Health Network (SFHN), where he will resume his role as Chief Quality Officer (CQO). As Incident Commander, Troy was integral in developing our HICS team and transforming it into the highly performing unit that it is today. We have benefited greatly from Troy’s steadfast leadership during his time at LHH and we wish him all the best as he resumes his SFHN responsibilities.
In Troy’s absence, LHH Chief Operating Officer (COO), John Grimes will assume the role of HICS Incident Commander. John is a fourteen-year veteran of the Department of Public Health and has served as COO at LHH for the past five years.

The hospital continues to work with DPH, SFHN, local health officials, as well as leading experts from the California Department of Public Health 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**

**Care Experience**

*Pac-12 Nike Shoe Donation – July 9*

The Pac-12 donated 600 pairs of running shoes to LHH staff. These shoes were originally intended for the Pac-12 championships across the conference but with sporting events canceled due to COVID-19, they redirected the shoes to frontline workers. LHH randomly selected 600 employees from the over 1,000 who expressed interest. This donation of shoes is an excellent acknowledgement of the great work of our staff.

**Campus Community Activities and Events**

*Leadership Town Hall – June 12*

As we continue to adapt to virtual events, LHH leadership hosted the first virtual town hall with staff. 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 plans to host virtual town halls once a month.

*Juneteenth – June 19*

LHH hosted a Juneteenth celebration to celebrate Black freedom, history, culture, and community. We thank staff members Yaffa Alter, Sonia Batton, and Karen Joubert for their work to organize the event. The event included songs (Lift Every Voice and Song), poetry, and a history lesson. Michael Phillips sent a letter to all staff sharing the importance of Juneteenth and connecting the holiday to protests for freedom worldwide as well as our current fight against COVID-19 that is disproportionally impacting the African American community. Laguna Honda was established in 1866, just one year after Juneteenth and it
is a reminder that as we first opened our doors to care for Gold Rush pioneers, slavery had just barely ended for African Americans across the country.

**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 Teams of the Month award. Teams of the Month are nominated by residents, visitors, volunteers, and staff and are approved by the Hospital’s Executive Committee.

**July 2020 Team of the Month – Activity Therapy**

The Activity Therapy Department is composed of 34 staff who serve our residents in their roles as Recreation Therapists, Music Therapists, and Activity Directors. Activity Therapists provide a variety of programs to promote a high quality of life through games, exercise, socialization, creative opportunities, and coordinated live music.

Prior to COVID-19, the Activity Therapy Department organized large social and cultural events to celebrate the holidays, such as Chinese New Year, Cinco de Mayo, and Halloween parties. The team also facilitated specialty classes in the Wellness Center like Qi Gong, Yoga, Tai Chi, and recreational swim time. The staff and residents’ favorite activity was community outings, including visits to restaurants, picnics in the park, movies, museums, and scenic drives.

While the team’s workflow changed significantly due to the COVID-19 pandemic, they did not stop providing services and developed creative and innovative therapeutic programming. To support residents safely during COVID-19, the Activity Therapists provide one-on-one and small group, social distanced, activities. Thanks to this team, our residents’ physical, cognitive, emotional, social, and reactional well-being is supported despite the quarantine. Additionally, the Activity Therapists are key in connecting residents digitally to their families and friends.

The team has effectively implemented their skills and abilities to enhance our resident’s overall quality of life during this unprecedented time. The dedication of this phenomenal crew to our residents is a demonstration of their commitment and selflessness as frontline healthcare workers. Please join us in thanking and celebrating the Activity Therapy Department for their tireless commitment to providing meaningful services for our residents and helping them adapt and persevere during these difficult times.
Attachments

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