

Health Commission
Laguna Honda Hospital and Rehabilitation Center
Chief Executive Officer Report
September 8, 2020



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Contents

State of the Hospital

- Wait List
- Admissions, Discharges and Expirations
- Average Daily Census
- Paid Beds and Occupancy
- Discharge Disposition
- Staffing Report

Budget and Finance

- Financial Report
- Gift Fund Report

COVID-19 Response

- Preparedness and Response

Initiatives and Milestones

- Care Experience
- Campus Community Activities and Events

Attachments

- New Hires and Separations Report
- Vacancy Report
- Finance Report
- Gift Fund Report
- Regulatory Affairs Report
- Presentation: LHH Culture of Safety

State of the Hospital

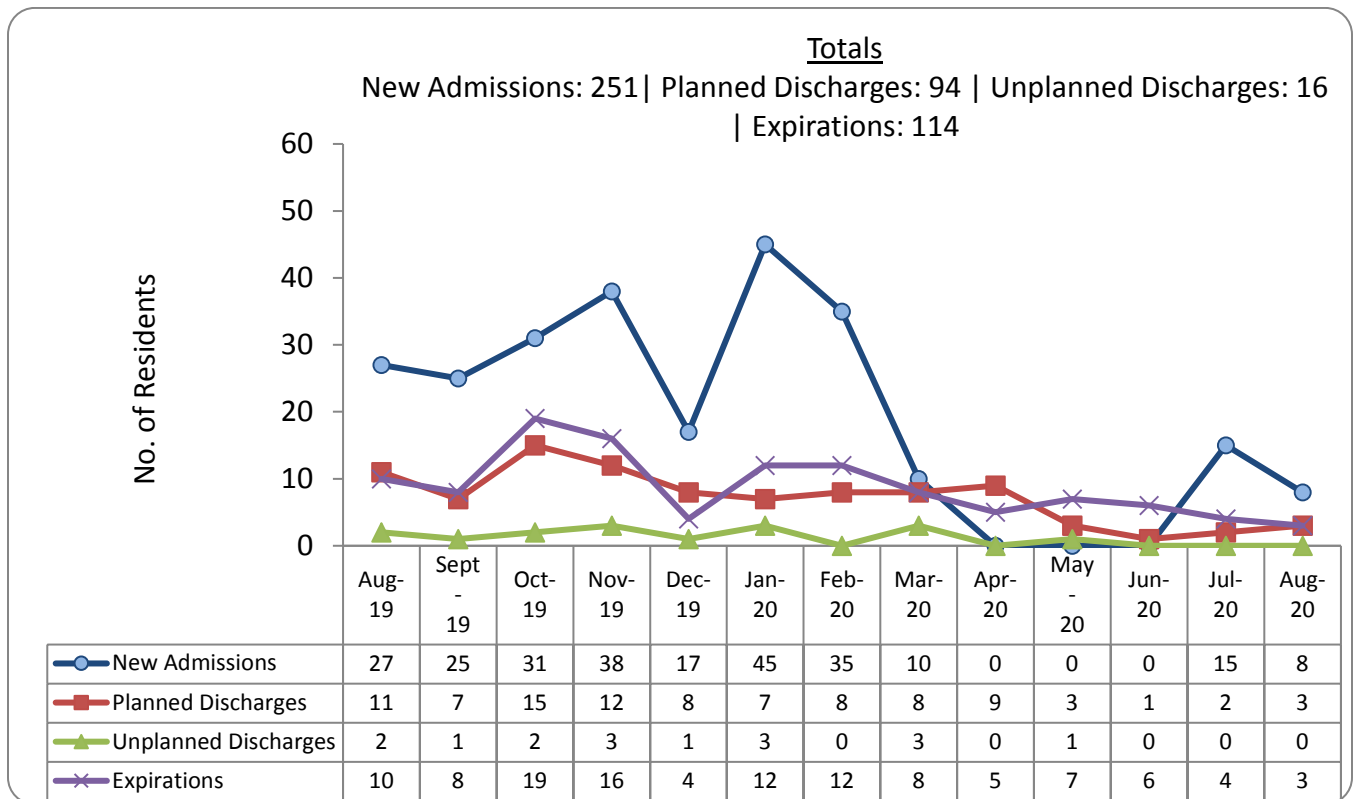
Wait List

Average wait time in days from referral date to decision approved date
(8/01/2019 to 8/31/2020): pending report build in Epic system

Average wait time in days from decision date to admission date
(8/01/2019 to 8/31/2020): pending report build in Epic system

Number of people on waiting list as of 9/1/2020: 10

Admissions, Discharges, and Expirations by Month (8/01/2019 to 8/31/2020)



Average Daily Census (8/01/2019 to 8/31/2020)

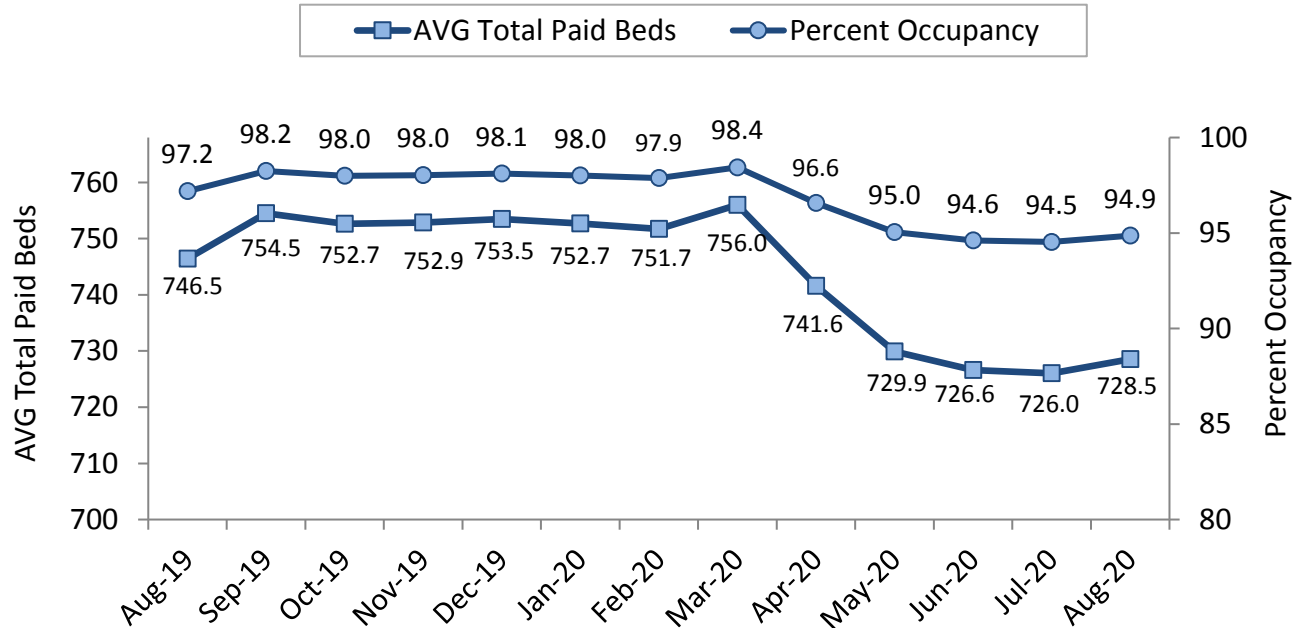
Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
8/01/19 - 8/31/20	736.81	3.13	739.88	1.30	1.99	740.96	744.08	96.89

Paid Beds and Occupancy by Month (8/01/2019 to 8/31/2020)

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).

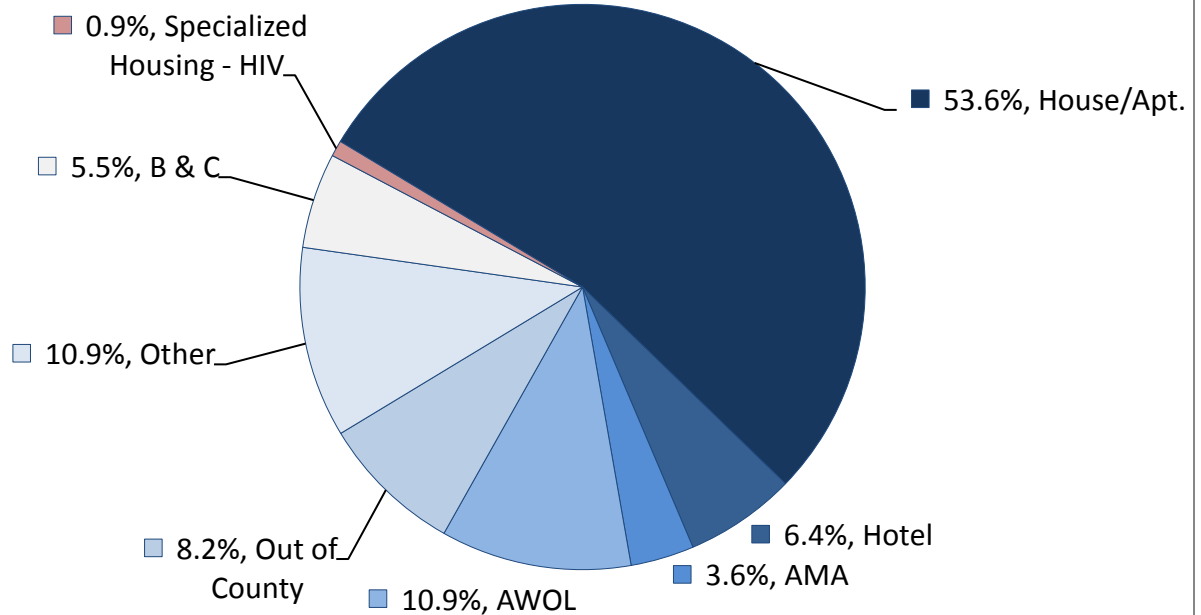


Community Discharge Dispositions (8/01/2019 to 8/31/2020)

LHH Discharge Dispositions

August 2019 - August 2020

N=125



For the 13-month period above:

1. Analysis of out-of-county are as follows: 8.2% (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=4), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

AWOL (8/01/2019 to 8/31/2020)

1. Analysis of absent without leave (AWOL) are as follows: there were a total of 12 AWOL incidents during this 13-month period. Of the incidents, 3 (25%) residents returned to Laguna Honda to continue receiving services and 9 (75%) stayed away.

AWOL Analysis for 8/01/2019 to 8/31/2020	
Count of AWOL residents who returned to continue services	3
Count of AWOL residents who stayed away	9
Total Count of AWOL incidents	12

2. Of the 12 AWOL incidents, the Social Services Team was able to contact 10 and 2 have not been heard from.

AWOL Analysis for 8/01/2019 to 8/31/2020	
Count of AWOL residents Social Services have been able to contact	10
Count of AWOL residents Social Services have not been able to contact	2

3. The 12 total incidents of AWOL for this period is a decrease of 35 incidents compared to the same 13-month prior period (8/01/2018 to 8/31/2019) when there were 47 AWOL incidents total.

Staffing Report

Laguna Honda's current vacancy rate is 7.71%. A detailed vacancy report, along with the new hires and separations report, is attached.

Budget and Finance

Financial Report

The FY2019-2020 4th quarter financial report is attached. There is an overall surplus of \$12.4 million (reduction in general fund support). This figure excludes Laguna Honda Hospital COVID-19 related fiscal impacts which will be reported centrally by the department in its 4th quarter financial report.

Revenues are \$11.1 million more than budgeted. The favorable variance in patient service revenues is due to higher than budgeted Medi-Cal SNF per diem rate.

Expenditures are \$1.3 million lower than budget in salary and fringe benefit. The positive variance is mainly due to salary structural correction and actively filling vacant permanent positions and temp as-needed positions to maintain and to control overtime usage.

Gift Fund Report

The FY2019-20 4th quarter Gift Fund Balance Report is attached.

COVID-19

Preparedness and Response Report

Case Overview

As of September 3rd, 2020, Laguna Honda Hospital has had 85 total confirmed COVID-19 cases—23 resident cases, of which 22 have recovered, and 62 staff cases, of which 56 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.

The majority of LHH COVID-19 cases are community-acquired (the Contact Investigation Team estimates 80 percent), 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.

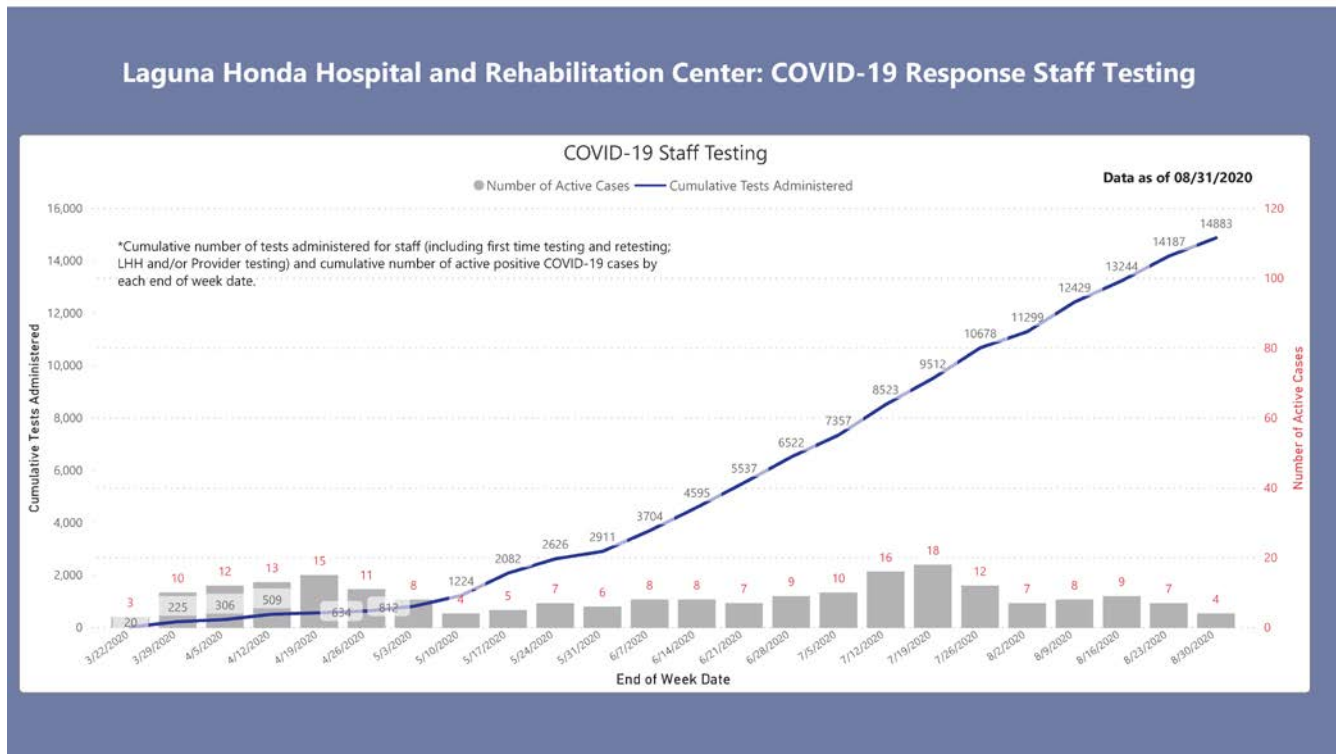
Testing

We continue to regularly 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 eighth round of universal testing. Please see below for a summary of each round of universal testing.

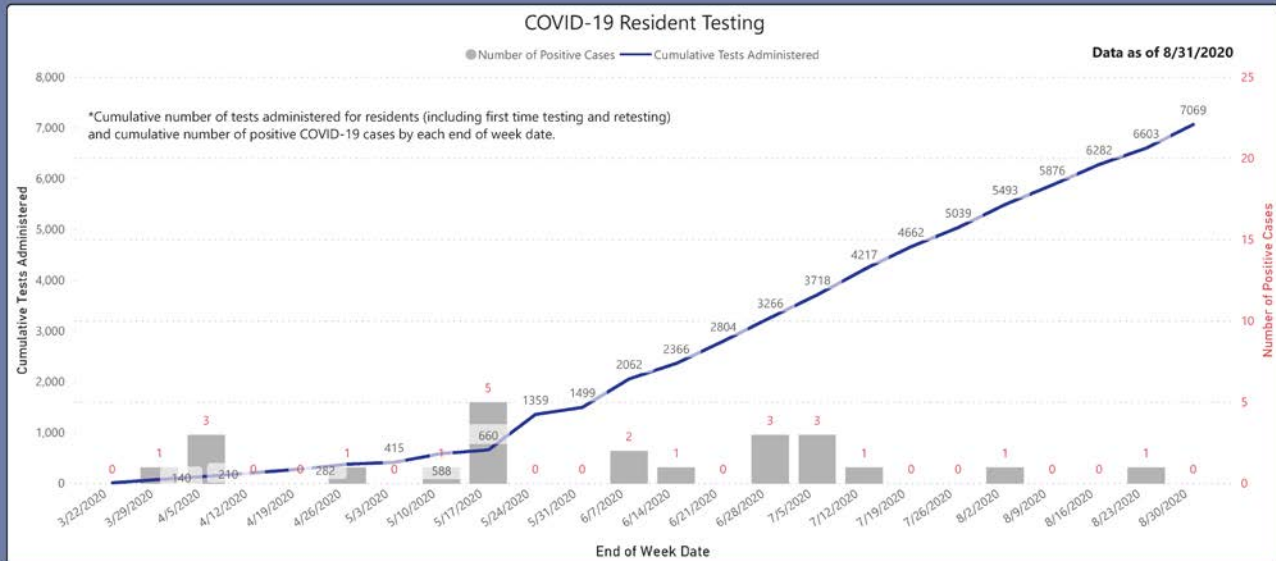
- Round eight results:
 - 495 residents tested thus far and 1 positive case (9/13 neighborhoods)
 - 900 staff tested thus far and 0 positive cases
- Recaps of prior rounds:
 - Round 7 – 0 resident and 1 staff positive cases
 - Round 6 – 1 resident and 2 staff positive cases
 - Round 5 – 0 resident and 1 staff positive cases
 - 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 one type of testing at LHH. In addition, staff and residents are tested through contact investigation serial testing, which results from the contact investigation after a positive case, and surveillance testing as well as by outside providers. Please see below for the cumulative test numbers for staff and residents.



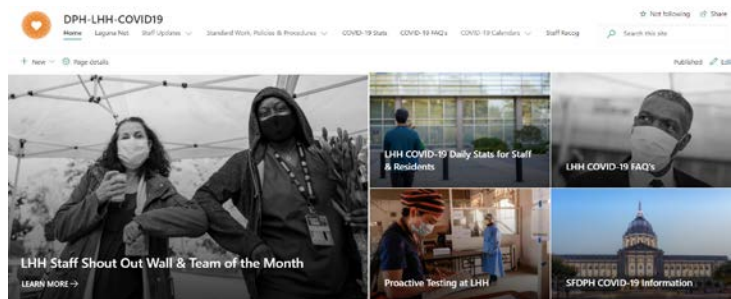
Laguna Honda Hospital and Rehabilitation Center: COVID-19 Response Resident Testing



Of the 700+ residents at LHH, only two have refused testing since March, thanks to the Respiratory Department's effective and compassionate approach. When a resident refuses a COVID-19 test, surveillance increases, per DPH guidelines. All staff are required to be tested and therefore there are no refusals.

Launch of COVID-19 SharePoint for Laguna Honda Staff

To strengthen internal communications at LHH and ensure staff receive up-to-date, accurate, and accessible information, we launched an online SharePoint website with all content related to LHH's response to the pandemic. Staff are doing a remarkable job adapting their work to COVID-19 and a centralized place allows the Hospital Incident Command Systems (HICS) to best support staff. Since launching in mid-August, the site has seen approximately 3,000 visits from a third of all staff.



COVID-19 and the Wildfires

We recognize the impacts the wildfires are having on our staff. The HVAC systems in the hospital building (North Residence, South Residence and Pavilion) are filtered and in good condition. Facilities checks the filters every day when there is poor air quality. To support staff in the administrative building and those who work outside, N95 alternatives are available upon request.

Proactive Testing

The Contact Investigation (CI) Team launched a new type of testing in August called Proactive Testing. Proactive Testing makes available additional testing for staff who believe they had a potential COVID-19 exposure or engaged in a potential high-risk activity. A short questionnaire is available for staff and the CI team reviews and schedules a test, if needed. With LHH's universal testing program, we do not anticipate a large number of Proactive Tests. This additional measure helps detect the virus early in our community.

Upcoming Operation Updates

At Laguna Honda 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 horizontal include finalizing 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.

The LHH community is also preparing for flu season and implementing flu vaccinations to ensure high rates of compliance. Flu vaccinations will align with the COVID-19 universal testing schedule, allowing staff to review their vaccination and test back-to-back.

Finally, the IPC team is leading a series of updates to our control measures (control measures are the measures taken after a new case is identified), including using a system that is clearer for all staff (green, amber, and red levels). This also includes liberalizing certain protocols for South 5 residents and staff when there are no COVID-19 cases on the unit. In the past, the South 5 neighborhood was locked permanently. Equitable treatment of the South 5 staff and residents, including the sustainability of the unit, requires a new approach and we are pleased to rollout a "stand-by red" option.

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

August Leadership Town Hall

LHH leadership hosted the third 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. This month's Town Hall included a focus on infection prevention and control and an update from human resources. 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.



Back to School Staff Celebration Days

On Monday, August 31st and Tuesday, September 1st, we celebrated LHH staff through a "Back to School" themed event. The event included giveaways like ear savers, coffee mugs, energy drinks, snacks, cloths masks, buttons, and more. Across the two days, an estimated 1,000 staff members participated.

Art Commission – Posters for Essential Workers

Thank you to the Arts Commission and local artists for providing LHH with beautiful posters. All posters were raffled off with staff ranking their top choices. A series of posters made for clearing and janitorial services was reserved for LHH's Environmental Services (EVS) Department.



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.

September 2020 Team of the Month – Contact Investigation Team

The Contact Investigation (CI) Team is September's Team of the Month. The CI Team consists of 30 staff who serve as COVID-19 contact investigators, testers and analysts for all 1,700 LHH staff and vendors. The CI team have assisted and supported the LHH community since the beginning of the pandemic, and are one of the primary reasons that LHH's COVID-19 response has been so effective to-date. The team's primary role is to conduct staff and resident contact investigations, also known as contact tracing. Each positive COVID-19 case requires an investigation, which means the team has conducted 85 total. Identifying contacts quickly and thoroughly is critical to protecting the LHH community from a COVID-19 outbreak.



The CI team's efforts have assisted in significantly minimizing the spread of COVID-19 within the LHH community. Together, the team has completed over 1,000 interviews of LHH staff associated with positive cases and staff with symptoms. The CI team also collaborates with the Infection Prevention and Control team and CDC consultants to increase education, as well as streamline guidelines and processes.

Please join us in recognizing and thanking the CI team for their commitment and dedication to keeping the LHH community safe and healthy.

Attachments

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