

# Joint Conference Committee

Laguna Honda Hospital and  
Rehabilitation Center

Administrator's Report

July 9, 2019



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**

- Salary Variance Report
- Finance Report

### **Initiatives and Milestones**

- Care Experience
- Campus Community Activities and Events
- Recognition
- Performance Improvement

### **Attachments**

- New Hires and Separations Report
- Vacancy Report
- Finance Report
- Quality Council Minutes for April and May 2019
- Regulatory Affairs Report
- Presentation: Epic Implementation at Laguna Honda
- Hospital-Wide Policies and Procedures for Approval

## State of the Hospital

### Update

On June 28, Mayor Breed, President of the Board of Supervisors Yee and Health Director Colfax reported directly to the community about patient abuse issues involving 23 Laguna Honda residents. This misconduct does not represent who we are as a hospital, and it will not be tolerated. Laguna Honda has had a positive effect on the lives of generations of San Franciscans and continues to be a good place for our residents.

DPH leadership has taken immediate steps to correct the problems, including: notification of all patients and their families/caregivers, wellness checks for all residents, all-staff training on preventing and reporting patient abuse, improvements in drug dispensing and monitoring policies, separation of the 6 staff members involved and changes hospital leadership.

We immediately notified the California Department of Public Health and the San Francisco Police Department, and each agency is investigating.

Acting CEO Maggie Rykowski is now in place to lead the way forward, and the department will present a turnaround plan to the Mayor, Board of Supervisors and Health Commission within 60 days.

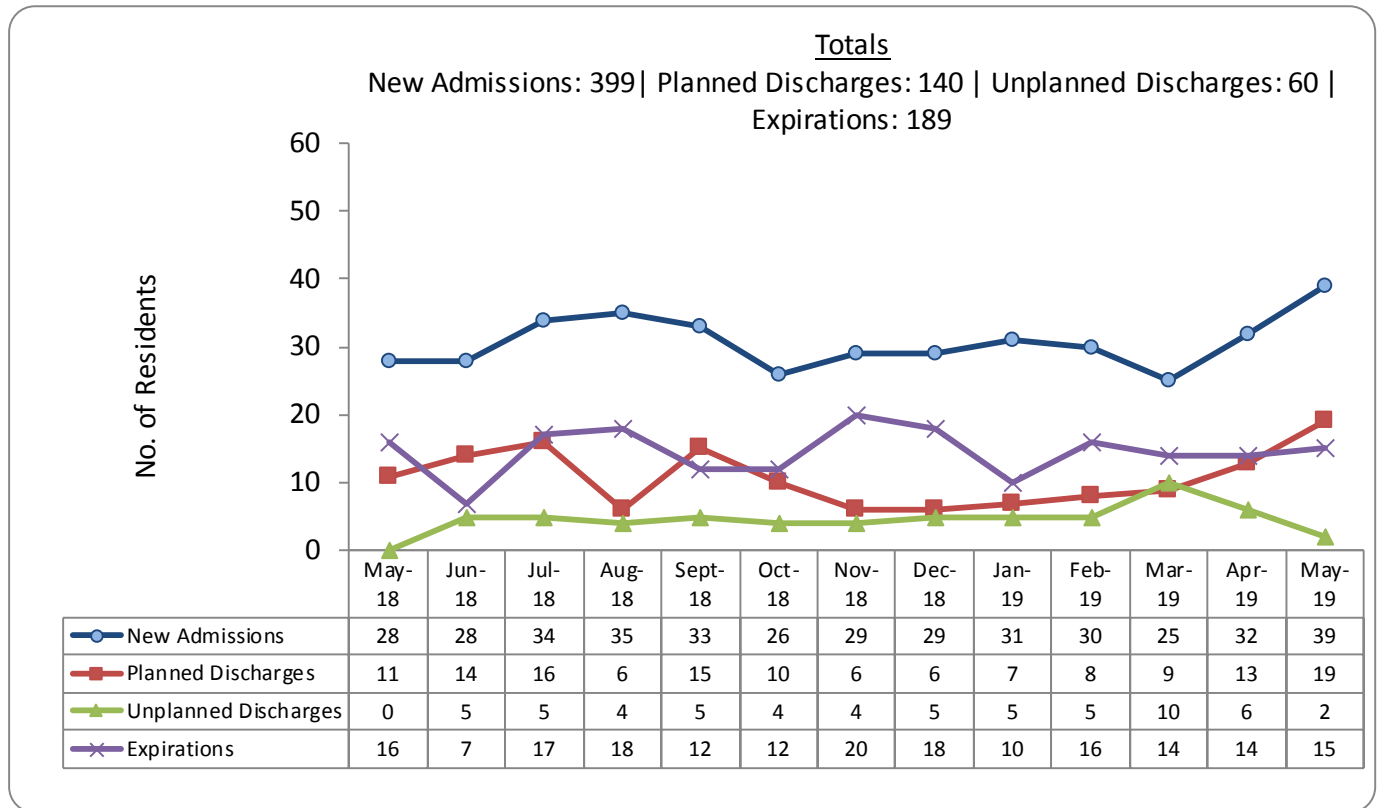
### Wait List

Average wait time in days from referral date to decision approved date  
(5/1/2018 to 5/31/2019): 2.00

Average wait time in days from decision date to admission date  
(5/1/2018 to 5/31/2019): 19.20

Number of people on waiting list as of 6/26/2019: 16

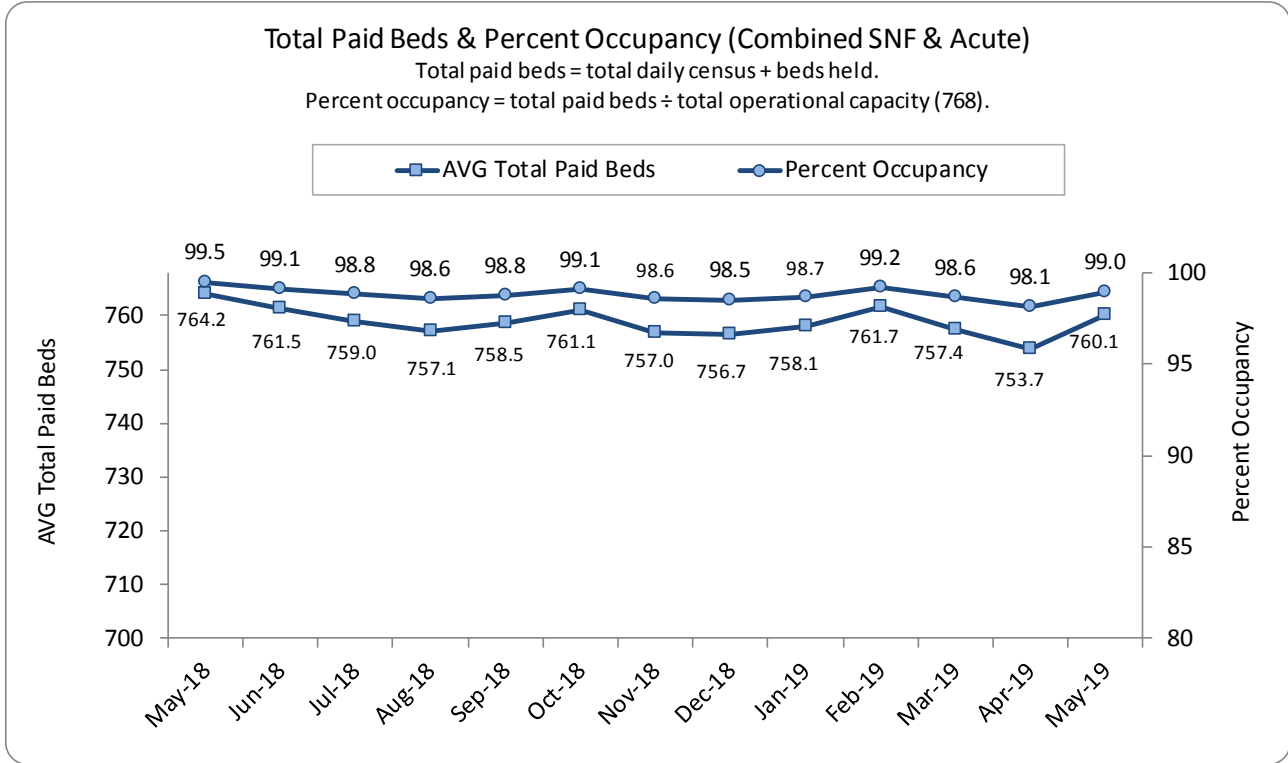
**Admissions, Discharges, and Expirations by Month (5/01/2018 to 5/31/2019)**



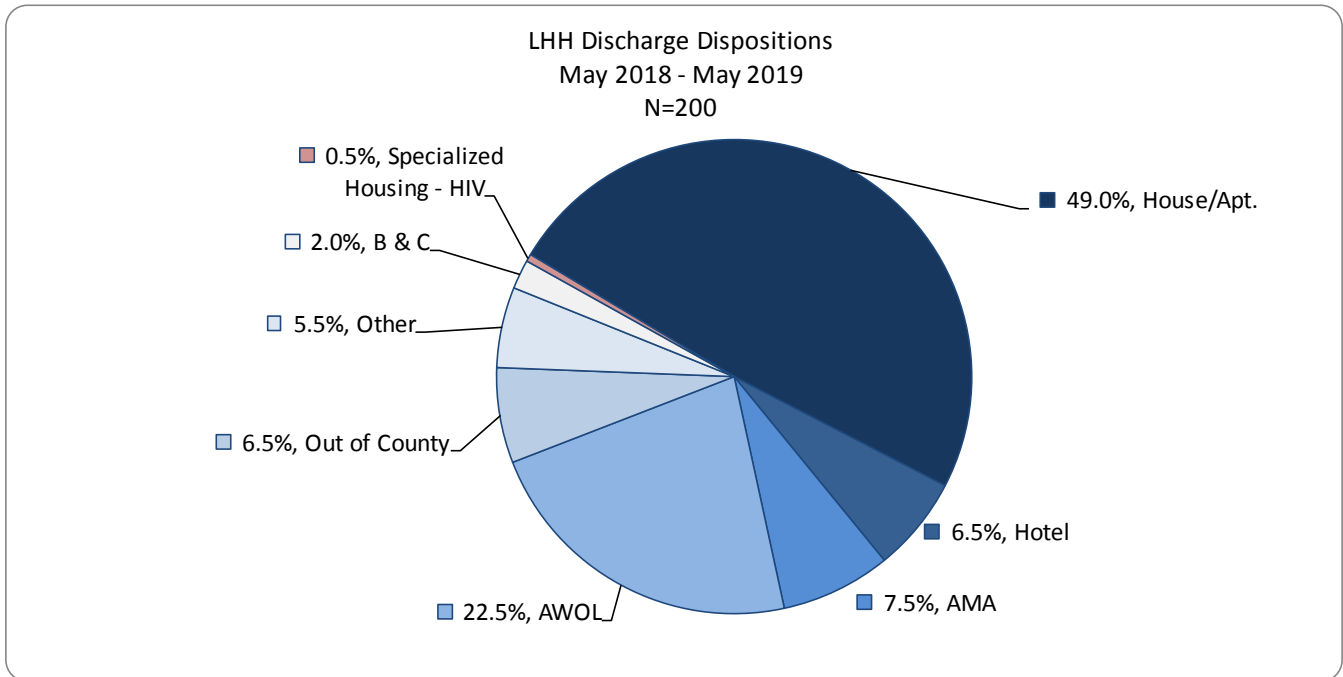
**Average Daily Census (5/01/2018 to 5/31/2019)**

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
5/01/18 - 5/31/19	752.47	5.17	757.64	0.20	1.09	753.76	758.91	99%

### Paid Beds and Occupancy by Month (5/01/2018 to 5/31/2019)



### Community Discharge Dispositions (5/01/2018 to 5/31/2019)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 6.5% (n=13) individuals were discharged to out-of-county placements. Of those, 9 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 he/she chooses to leave Laguna Honda Hospital against the advice of their physician. For the patients/residents discharged as AMA (n=15), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

### **AMA/AWOL (5/01/2018 to 5/31/2019)**

1. Analysis of absent without leave (AWOL) are as follows: 26% (n=12) returned to Laguna Honda to continue receiving skilled nursing services. Of the 45 incidents, the Social Services Team was able to account for 33 residents and 12 were not able to be contacted.
2. The 45 incidents of AWOL for this period represents a 36% increase when measured against the same period 1 year prior (5/1/2017-5/31/2018).

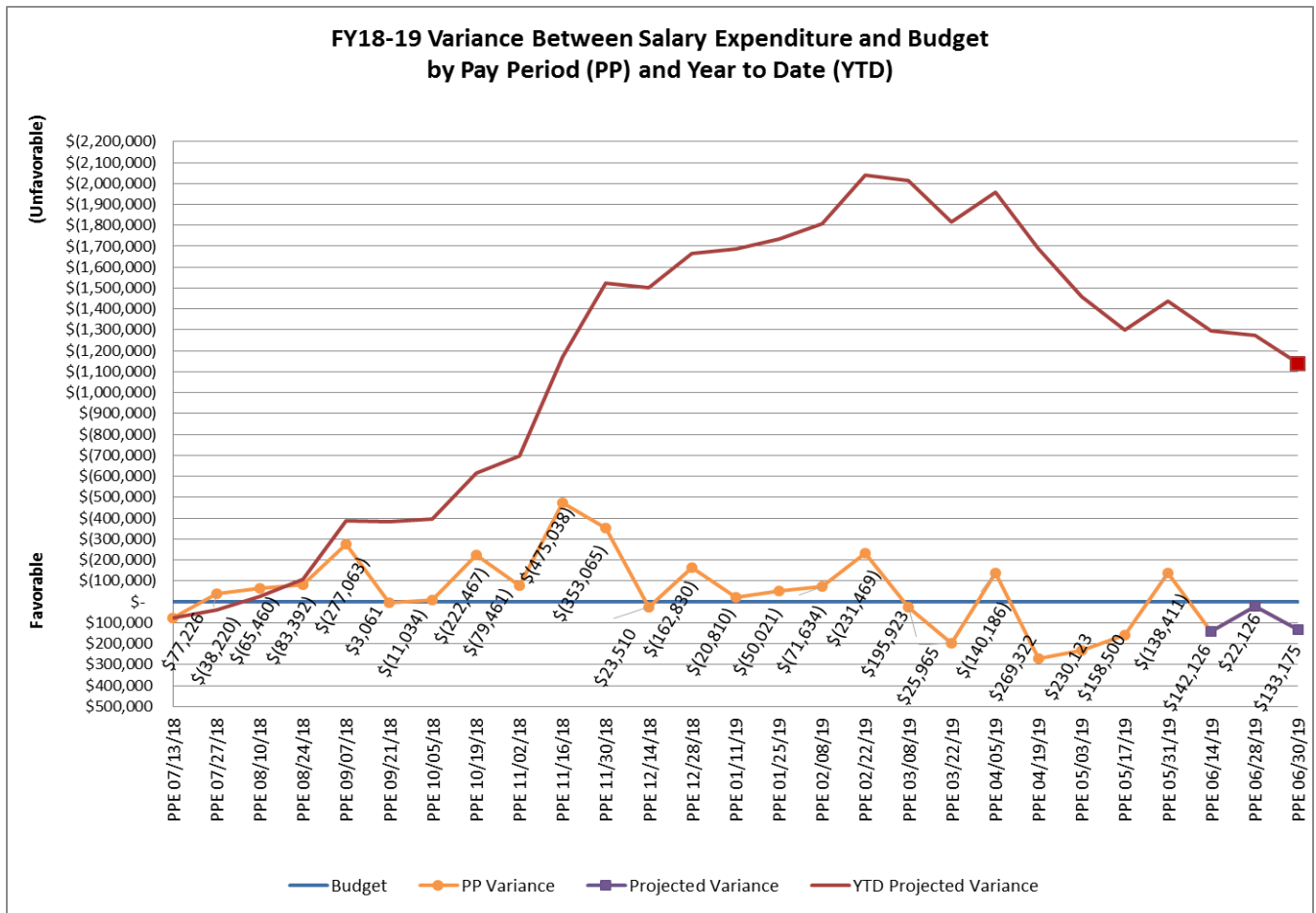
### **Staffing Report**

Laguna Honda's current vacancy rate is 7.30%. A detailed vacancy report, along with the new hires and separations report, is attached.

## Budget and Finance

### Salary Variance

We are currently projecting an overall salary expenses shortfall of \$1.1 million by year end. The variance is mainly due to a high vacancy in nursing positions that resulted in increased overtime usage. The department continues to backfill vacant permanent and temp as-needed positions while reducing overtime.



## Budget Report

The FY 2019-20 budget has been finalized and is pending Board of Supervisors' approval. The hospital's proposed budget shows a net \$12.3 million increase in revenue over last year. The revenue changes consist of the following:

- \$12.3 million patient revenue increase mainly due to a projected 4.1% increase Acute and 2.0% DP/NF Supplemental Reimbursement rates

The proposed budget also includes an expenditure increase of \$25.4 million over last year, including the following:

- \$16.9 million in personnel expenses (mainly from labor MOU COLA and salary structural correction);
- \$6.4 million in non-personnel, including \$3M one-time materials and supplies expenses;
- \$2.1 million in work orders due to performing departmental COLA

The budget reflects a net increase of \$13.1 million in general fund subsidy.

## Initiatives and Milestones

### Care Experience

#### *Mental Health Month – May 1*

Laguna Honda celebrated Mental Health Month with the Department of Psychiatry leading the way with various activities. Every Wednesday during May, the team of Stephen Dempsey, unit clerk, and Mike Wise, peer counselor, set up shop outside the cafeteria, and engaged community members on mental health awareness games, educational information and giveaways. All staff were encouraged to promote mental health awareness by joining California's Mental Health Movement and by displaying lime green ribbons or other attire during the entire month.

#### *Patient Driven Payment Model Bootcamp – May 23*

Beginning October 1, 2019, skilled nursing facilities including Laguna Honda, will transition to Patient Driven Payment Model (PDPM) as a reimbursement methodology from the Center for Medicare and Medicaid Services. This model is another step towards value-based care in the post-acute environment and emphasizes care planning and initial clinical steps that need to be accounted for immediately after admissions take place. Laguna Honda is preparing for this change and sent more than 30 clinical and financial department staff to a boot-camp covering this change. The education opportunity afforded staff with additional knowledge to supplement and support their work during this transition.



### *Epic Message Boards – May 24*

With Epic less than a month away, the superuser team began to develop resources to help Laguna Honda staff. A popular way to guide staff through the Epic workflow changes involves using Message Boards. So far, the team of superusers has developed more than 20 Message Boards. This covers topics such as barcode medication administration, conducting assessments, restraints, medication administration records, fall risks and other various clinical conditions and factors that go into caring and documenting for residents with the assistance of Epic.

### *Memorial Tree Planting for Jose Haros – June 6*

In March, Laguna Honda's own Jose Haros, an EVS porter, was fatally struck while crossing the street. Laguna Honda continues to honor his life and recently dedicated a tree on his behalf in front of the Pavilion building. Meredith Snow, vocational rehabilitation therapist, led the efforts in conjunction with EVS leaders Olga Daza and Chauncey Jackson.

### *Resident Council Elects New Co-Leaders – June 7 (S4)*

Laguna Honda's Resident Council, a forum for residents to address and raise concerns, as well as celebrate living at the hospital, elected new co-leaders in June. The two leaders are both from the South 4 neighborhood and look forward to continuing the work of partnering with Laguna Honda leadership to advance the mission and vision of the hospital. Laguna Honda is grateful for the leadership of the outgoing co-leaders from South 3 and South 6, respectively.

### *Racial Equity Learning Series – June 11*

Laguna Honda developed an Equity Learning Series, with Equity Coordinator Amie Fishman, leading the efforts. Over the course of several weeks, the series will use articles, videos, activities and speakers to reach three main principles. This includes 1) developing a shared understanding of race, racism, and other health inequities in the US and in our work, 2) applying a racial equity lens to our work to better support residents and staff, and 3) building concrete skills for communicating about and challenging racism in our work and daily lives. The goal of the series is also three-fold, to normalize, organize and operationalize racial equity into the daily practices at the hospital.

### *Resident PRIDE Party – June 20*

Before the PRIDE weekend festivities took place, Laguna Honda had a party for residents at the hospital in Gerald Simon Theater. The celebration featured singers and dancers paying tribute to the LGBTQ + Trans community. This allowed more residents to participate in the fun in addition to the actual parade.

### *New Equipment for Wellness Hub – June 26*

Laguna Honda is continuing to enhance the Wellness Hub more than a year and a half after its grand opening. Jennifer Carton-Wade, Assistant Hospital Administrator and Wellness Champion, has been spearheading the effort. With a recent grant from Health System Services, Laguna Honda has been able to procure new equipment for the gymnasium that is

enjoyed and utilized by staff looking to incorporate wellness into their work life. The equipment includes a new rowing machine, free weights, and updated treadmills.

## Campus Community Activities and Events

### *Art of Super User Training – May 2 and May 9*

Laguna Honda has more than 90 core and regular superusers. This amazing team of staff will be supporting other Epic users at the hospital when Epic goes live on August 3<sup>rd</sup>. The group had an opportunity to undergo their own training in early May. The training covered different aspects of training, at the elbow support (ATE), and provided additional resources to help position superusers for success. Irin Blanco, Nursing Director and the Super User Coordinator for Laguna Honda, has been leading efforts for the team and come up with a creative game-plan to support the entire hospital during go-live. She will be organizing another Art of Super User training again in early July to allow for a refresher.

### *Laguna Honda Epic Workflow Walkthrough – May 15*

As part of the hospital's readiness activities for Epic, there was a Workflow Walkthrough event on May 15 to help staff prepare and allow them to ask questions about critical topics in the new electronic health record environment. The event provided staff with an in-person demonstration of how workflows are performed related to InBasket Messaging, Minimum Data Sets (MDS) and Leave of Absence (LOA) in the long-term care setting. More than 100 staff members, including department managers and supervisors, attended the event and were highly engaged based on feedback.

### *Multi-use Trail Community Meeting – May 15*

After almost two years of renovating existing trails located on Laguna Honda's 62 acres, SF Urban Riders is close to opening a multi-use community trail loop this Fall. As part of the efforts, Laguna Honda leadership and representatives from SF Urban Riders, hosted an open community forum meeting to allow for public feedback and suggestions to enhance the work. Community members from different homeowner's association in attendance were able to learn about the history of the project and provided constructive feedback to ensure the trail network is safe and durable for many more years to come.

### *Visit from Governor Gavin Newsom – May 16*

Governor Gavin Newsom visited Laguna Honda on May 16<sup>th</sup> to announce that three Bay Area Counties had joined his plan to partner and use combined market power to lower the cost of prescription drugs. He was joined by Mayor London Breed and SFDPH officials, including Dr. Grant Colfax, alongside Alameda and Santa Clara leadership to make this announcement. The state anticipates that this effort, along with other initiatives, will move the state towards health care for all, including San Franciscans. Laguna Honda staff, and staff from other programs and divisions within the department cheered on during this announcement.

### *PRIDE Parade – June 30*

Consistent with past traditions, Laguna Honda participated in this year's annual PRIDE parade as part of the DPH contingent. Staff marched alongside the resident shuttle, which included more than 8 residents who decided to come out and join the fun! The hospital appreciates the coordination efforts between Susan Schneider, social worker, and Max Brand, analyst, who collaborated with other staff across DPH to make the event successful.

## **Recognition**

### *Employees of the Month*

The Employee of the Month program is a staple of Laguna Honda's staff recognition and the Hospital's service excellence programs. Employees of the Month are nominated by residents, visitors, volunteers, and staff and are approved by the Hospital's Executive Committee.

### **June 2019 Employee of the Month**

Jinky Lasat, S5 and DET RN, is currently an Epic Core Super User and have been helping our managers/directors/supervisors in enrolling staff to the End-User Epic training. Jinky works diligently (on and off hours) in coordinating enrollment with the Epic Training Team based on operations and staff requests. Due to her assistance and coordination, LHH was able to reach over 90% enrollment to date. In addition, Jinky also takes the initiative to create information sheets for leadership to cross reference the Epic classes enrolled to their staff.

Nieves Morano, PMS HHA, assisted with the Wi-Fi upgrade in the new building from December 2018 to May 2019. The IT Wireless Team nominated Nieves for assisting them with the work. Her role was to assist in moving residents out of each household per day, monitor and surveillance the areas being worked on, and acted as a liaison between IT, Nursing and Facilities when issues and/or information needed to be relayed to the clinical teams.

Both Jinky and Nieves have played vital roles in ensuring Laguna Honda is well on its way to a successful implementation. We recognize Jinky Lasat and Nieves Morano as June 2019 Employees of the Month.

### **July 2019 Employee of the Month**

Han Mynt is the July 2019 Employee of the Month.

Han started as a Cook with Laguna Honda on September 2017. He is dependable, who goes the extra mile for his customer and fellow coworkers. He has a terrific personality for the job and works equally well on his own, or with others. He gets along well with coworkers and is never late or absent without cause. He is conscientious about completing tasks so as not to leave work for those coming on shift after him.

As a Grill Cook in our café, Han is very welcoming helping our customer with his contagious smile. He is an excellent cook who always put his best on every plate he's serving.

The hospital thanks Han and his hard work and dedication in supporting the success of Food and Nutrition Department.

## **Performance Improvement**

### *Quality Council Meetings*

Attached are the Quality Council meeting minutes for April and May 2019.

## **Attachments**

New Hires and Separations Report

Vacancy Report

Finance Report

Quality Council Minutes for April and May 2019

Regulatory Affairs Report

Presentation: SF Fellows Projects at Laguna Honda

Presentation: Epic Implementation at Laguna Honda

Hospital-Wide Policies and Procedures for Approval