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MINUTES
OF THE
JOINT CONFERENCE COMMITTEE
FOR
LAGUNA HONDA HOSPITAL

March 9, 2001

9:30 a.m.

at

Conference Room B102

375 Laguna Honda Boulevard
San Francisco, CA 94116-1411

1) CALL TO ORDER

The regular meeting of the Joint Conference Committee for Laguna Honda Hospital was called to order by Commissioner John Umekubo, M.D., at 9:40 a.m.

Present: Commissioner Arthur M. Jackson
Commissioner John I. Umekubo, M.D.

CHN Staff: Larry Funk, Tony Wagner, Hiro Tokubo, Terry Hill, M.D., Nancy Arata,
Larry Kuester, Monique Zmuda, Robert Christmas, Melissa Benton

Larry Funk, Executive Administrator of Laguna Honda Hospital, welcomed back Commissioner Arthur M. Jackson, who was transferred by the Mayor from the Commission on the Aging to the Health Commission.

Mr. Funk acknowledged today is the last JCC-LHH meeting for Executive Secretary Sandy Mori. Flowers, a cake, and words of appreciation were given to Ms. Mori.

2) APPROVAL OF MINUTES OF THE REGULAR MEETING OF FEBRUARY 16, 2001

Action Taken: The Committee adopted the minutes of February 16, 2001.

3) **EXECUTIVE ADMINISTRATOR’S REPORT**
(Larry Funk)

Census Report

The Hospital’s average daily census for February improved an average of 5 beds per day over January – up to 1060. The average daily census year-to-date through February was 1054. Although the census level remains slightly below the budgeted target of 1065, the Admission Screening Committee has continued to improve its performance, and the year-to-date census is gradually increasing.

Staffing Report

As of March 1st, the Hospital was operating at an 8.5% vacancy rate representing 137 vacancies. The Hospital has been under a hiring freeze mode (with few exceptions) for several months since we have experienced a negative variance in labor expenses throughout this fiscal year. The negative variance has been caused by several factors, including the need to replace a large number of vacancies at the beginning of the fiscal year resulting in excessive overtime, orientation training costs, and increased utilization of close observation staff to assure safe care for high risk residents.

Mr. Funk reported that as a result of significant improvements in labor management, particularly within the Nursing Division, the Hospital’s total labor expenses were within budget in the pay period ending February 16th. Commissioners will hear more about the management methods utilized to achieve these improved results in the Nursing Leadership Report. LHH expects a stabilization of labor expenses and will continue to closely monitor staffing deployment to assure continued positive results.

With this initial indication of improved cost controls, the Hospital will request incremental releases of personnel requisitions to reduce use of overtime and provide essential services while maintaining required financial performance.

The Hospital Leadership has had several meetings with staff and representatives from Local 250 and Local 790 who have expressed concerns about current staffing levels and the need to fill vacancies. The Hospital will act diligently to maintain the highest staffing levels allowed within the budget, and to keep labor partners apprised of its progress.

The vacancy rates by division are listed below:

<u>Division</u>	<u>Vacancy Percentage</u>
Administration	20%
Finance	21%
Health Info Services	8%
MIS	11%
Medical Services	13%
Nursing	6%
Operations	11%
<u>Human Resources</u>	<u>14%</u>
Hospital Total:	8.5%

CHA Legislative Day in Sacramento

The California Healthcare Association convened its annual Legislative Day in Sacramento on February 27th. The Legislative Day is a concerted effort to lobby the State legislature on high priority issues to the healthcare industry and consumers.

Mr. Funk represented the Department of Public Health and the CHN by serving as Team Leader for the San Francisco delegates. The group visited State Senator Jackie Speier and staff members of Senator John Burton and Assembly persons Carol Migden and Kevin Shelley.

The three major themes advanced by the CHA were relief from the exorbitant cost of seismic safety compliance, improved reimbursement for emergency services, and assistance in resolving the nursing shortage.

In addition, Mr. Funk advocated the need for a permanent resolution to an appropriate reimbursement level for Distinct Part Nursing Facilities. Assembly person Migden was instrumental in addressing this issue last year with a one time \$10 million supplemental reimbursement measure for Distinct Part Nursing Facilities of which Laguna Honda will receive approximately \$5 million. The legislators are hesitant to continue temporary measures. Therefore, the CHA has advocated for a new reimbursement methodology that would permanently address this problem.

Personnel Announcements

?? New Director for Quality Improvement Department

Mr. Funk announced that Mivic Hirose has accepted the position of the Director of Quality Improvement at Laguna Honda Hospital. Ms. Hirose has served very capably as Assistant Director of Nursing for approximately 1-½ years.

Mr. Funk thanked Hiro Tokubo, who has served as the Interim Director for many months in addition to his CHN responsibilities. LHH looks forward to Hiro and Mivic's team leadership taking the Quality Improvement Program to yet new heights.

?? LHH Director of Admissions and Eligibility Advances

Mr. Funk announced that Mr. Alexander Hines, LHH Director of Admissions and Eligibility since 1997, has accepted a career advancement opportunity at St. Francis Hospital. Alexander personified the spirit of Laguna Honda as demonstrated by his personal oversight of every admission and individual attention to each resident and family.

LHH Residents Enjoy St. Patrick's Day Celebration

The greater Irish community of San Francisco, once again lead by J.J. Whalen, hosted a fun filled St. Patrick's Day celebration for LHH residents on Sunday, March 4th, in Simon Auditorium. The event was highlighted by an Irish folk band and a troupe of Irish dancers. Irish soda bread and coffee were served by more than 50 volunteers that assured success of the event. Over 125 residents participated and enjoyed this event which is another example of the cultural diversity emphasized by the Activity Therapy Department and supported by the community.

Examiner's Bay to Breaker's Event to Benefit LHH

Mr. Ted Fang, new owner of the San Francisco "Examiner", has advised the Hospital of his desire to have the LHH Replacement Project be one of the beneficiaries of proceeds from this year's Bay to Breaker's event. Mr. Fang has indicated a preference to have the proceeds apply to furnish and equip the new Childcare Center, which will be an integral component of the new Campus. LHH extends appreciation and gratitude to Mr. Fang for this thoughtful generosity and continued support for the mission of Laguna Honda.

Replacement Project: Continued Review of Best Practices

As the Commission heard at the March 6th meeting, the Laguna Honda Hospital team that visited New York area facilities gained valuable information regarding best program and design practices for the Laguna Honda Replacement Project. The Project Team is continuing its due diligence by visiting a variety of facilities to assure not only contemporary but also futuristic thinking is included in the planning process. To that end, an interdisciplinary team representing the hospital project will visit three additional facilities in the mid-west from March 20th through 24th. The facilities are Presbyterian Home in Evanston, Illinois, a model Continuing Care Retirement Center with a continuum of services from Skilled Nursing through Independent Living; Oak Forest Hospital, a large safety net Skilled Nursing Facility in Cook County; and Covenant Oaks, an innovative facility in Madison, Wisconsin, featuring a highly acclaimed Alzheimer's Dementia unit program and design concept. Upon its return, the Team will debrief and incorporate its findings into the Laguna Honda design.

Commissioner Umekubo inquired where the use of overtime occurred at Laguna Honda Hospital,

Commissioner Jackson raised issues around staffing functions, nursing shortages, and the need to create interest in nursing careers for young people.

Tony Wagner, CHN Executive Administrator, indicated the CHN has compiled a report on the status of staff nursing.

Robert Christmas, LHH Chief Operating Officer, pointed out the need to have young people interested in health careers.

4) PRESENTATION OF LAGUNA HONDA HOSPITAL REPLACEMENT PROJECT STATUS REPORT

Derek Parker, Senior Principal at Anshen and Allen, and Larry Bongort, Senior Associate at Gordon Chong and Partners, presented an update on the Laguna Honda Hospital Replacement Project, which included massing and site studies, schedule and phasing, (Attachment A), traffic and parking studies, and the EIR process, (Attachment B).

A Project Status was presented, (Attachment C).

Mr. Parker reported that due to inflation of construction costs and a late starting time, the project is \$30-40 million over budget. Decisions will have to be made in order to stay within the \$360 million budget. Staff will also try to reduce the overall schedule of the project.

Mr. Funk reported that a Community Advisory Group, made up of diverse representatives from the community, and a Citywide Policy Group have been meeting to give input and feedback to the Laguna Honda Hospital Replacement Project.

5) **DIRECTOR OF NURSING REPORT**

Melissa Benton, Nursing Program Supervisor, reported the following:

The nursing leadership group continues to contract and expand to meet the changing needs of the organization and resident population. Nursing is saying good bye to Kathy Tornow, one of the Nursing Supervisors who has worked at Laguna Honda Hospital since the mid 1980's. Her contributions to leadership at Clarendon Hall and, most recently, to the Complex/Restorative Cluster, are significant.

Nursing has recruited Lucy Fisher, RN, MS, to lead the Psychosocial Cluster. She will also provide coverage for the Dementia Cluster on an interim basis. Lucy comes from the Mental Health Rehabilitation Facility where she directed the Staff Development Department. She was a member of the founding Executive Team that opened the new mental health program in 1996. She also held a variety of leadership positions in the Department of Psychiatry at San Francisco General Hospital. Her expert clinical and programmatic skills and knowledge of the mental health continuum will assist the development in working with the growing psychosocial population at Laguna Honda Hospital.

Another significant change in our infrastructure is the development of a new role for Debbie Tam. Debbie has accepted the challenge of assuming leadership for organizing a daily 24-hour operations team. In her role she is centralizing oversight and management of key staffing standards and support to maintaining communication across shifts. Her clinical expertise and excellent working relationships with interdisciplinary teams, labor partners and her leadership colleagues make her the right person to help LHH take this next step in organizational improvement.

Ms. Benton updated information on progress in achieving the budget targets. She reported that Nursing is meeting the FTE utilization target. She advised the Joint Conference Commissioners that Nursing can only reduce overtime use to the extent Nursing can fill budgeted vacant positions. Nursing has been working closely with Finance to develop a hiring strategy to accomplish this goal. Nursing has also reduced overtime and sitter/close observation use through the work of the interdisciplinary teams. Melissa Benton helped to meet this challenge and change in practice. Without her perseverance and clinical knowledge LHH could not be as successful.

Tony Wagner and Monique Zmuda commended staff on this progress in achieving budget targets. Ms. Zmuda pointed out that monitoring of spending will continue; this needs to be ongoing. Reductions in payroll have to be sustained.

6) **MEDICAL LEADERSHIP REPORT**
(Dr. Terry Hill, M.D., Medical Director)

Dr. Hill presented the following:

Health at Home and Laguna Honda Increase Collaboration

Members of the Health at Home leadership team visited Laguna Honda on March 7 to discuss increasing collaboration in getting Laguna Honda residents into community settings. The Health at

Home Medical Director, Chief of Client Services, and Chief of Social Services, met with the entire Laguna Honda Social Services Department and select Nursing and Medical staff. All parties agreed that having Health at Home staff members meet with Laguna Honda resident and interdisciplinary team before discharge – and having Laguna Honda staff meet with the resident and Health at Home team after discharge – would increase residents’ chances of successful community placement. A follow-up meeting between the leadership of both organizations will occur within three months to measure progress on the collaboration.

Laguna Honda Hires Two Peer Counselors

In February, Vincent Beehan became the Peer Mentor Coordinator at Laguna Honda. Mr. Beehan serves on the Board of the Public Authority and the Mayor’s Disability Council. In March, Karen Young-Simmons began work as the first Peer Mentor. Peer Mentors can have inestimable value in reducing institutional dependence by serving as role models for successful community living. They will help Laguna Honda residents find resources, learn transportation routes, and develop contingency plans for mishaps. Residents who are actively seeking discharge or contemplating discharge are eligible for peer mentor services. The peer mentors will work closely with social services staff and will participate in team meetings. They have personal experience with disabilities and exemplary track records as advocates for the disabled.

Three Laguna Honda Clinicians Chosen for Pain Program

The University of California Academic Geriatric Resource Program recruited three Laguna Honda staff members to attend a program called “Managing Pain and Suffering in the Elderly” in Los Angeles, on March 15-16. Anne Hughes, RN, CNS, NP; Michelle Fouts, Pharm.D.; and Victoria Behrman, MD; will attend the train-the-trainer conference, which will be led by a nationally known team of experts. The Academic Geriatric Resource Program is covering the expenses of the Laguna Honda staff members with the understanding that they will train others in cutting edge programs to reduce pain and suffering.

Commissioner Umekubo inquired about the staffing issues. Dr. Hill pointed out the priority is to manage high-risk patients and work training capacity

7) **FINANCE REPORT**
(Nancy Arata, Chief Financial Officer)

Ms. Arata presented the Statement of Revenue and Expenses and the Summary Statistical, (Attachment D).

Mr. Funk raised the issue of staffing levels to be within the budget parameters. There may be in impact on quality issues if staffing levels continue to decrease. He also mentioned the issue of cost containment for legal services at Laguna Honda Hospital.

Commissioner Umekubo requested clarification on work orders for legal work.

8) **GENERAL PUBLIC COMMENTS ON ANY MATTER WITHIN THE SUBJECT MATTER JURISDICTION OF THE JOINT CONFERENCE COMMITTEE FOR LAGUNA HONDA HOSPITAL**

None.

9) **PUBLIC COMMENTS ON ALL MATTERS PERTAINING TO THE CLOSED SESSION**

None.

The Committee went into closed session at 11:25 a.m.

The same staff, except Tony Wagner and Hiro Tokubo, were in the closed session.

10) **CLOSED SESSION PURSUANT TO EVIDENCE CODE SECTIONS 1157(a) AND (b); 1157.7, HEALTH AND SAFETY CODE SECTION 1461; AND CALIFORNIA CONSTITUTION, ARTICLE I, SECTION 1**

CONSIDERATION OF QUALITY OF CARE AND QUALITY ASSURANCE MATTERS

The Committee came out of closed session at 11:55 a.m.

11) **RECONVENE IN OPEN SESSION:**

VOTE TO ELECT WHETHER TO DISCLOSE ANY OR ALL DISCUSSIONS HELD IN CLOSED SESSION (SAN FRANCISCO ADMINISTRATIVE CODE SECTION 67.12(a) (ACTION ITEM)

Action Taken: The Committee voted not to disclose any discussions held in closed session.

The meeting was adjourned at 11:56 a.m.

Sandy Ouye Mori
Executive Secretary to
the Health Commission

Attachments (4)