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MINUTES

JOINT CONFERENCE COMMITTEE **FOR** **LAGUNA HONDA HOSPITAL**

Monday, April 10, 2000
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 I. Umekubo, M.D., at 9:35 a.m.

Present: Commissioner John I. Umekubo, M.D., Chairman
Commissioner Lee Ann Monfredini (arrived at 10:00 a.m.)

DPH Staff: Larry Funk, Mary Louise Fleming, Terry Hill, Larry Kuester, Art Greenberg, Adrienne Tong, Robert Christmas, Mary Anne Stapleton, Hiro Tokubo, Greg Johnson, Tony Wagner, Melissa Welch and Monique Zmuda

2) APPROVAL OF MINUTES OF THE REGULAR MEETING OF MARCH 13, 2000

Action Taken: The Commissioners unanimously adopted the minutes of March 13, 2000

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

CENSUS REPORT

The Hospital operated an average daily census of 1058 for March and 1068 for the fiscal year through March compared with a budgeted census level of 1065. The Admission Screening Committee and all staff continue to work diligently to maintain budgeted service levels; however, discharges have continued to exceed admissions throughout the winter months. LHH anticipates completing this fiscal year at the budgeted census level of 1065.

INTERNAL MOVES AND OPERATING CAPACITY STATUS

As reported at the last meeting, the Hospital is continuing a series of moves that will allow reactivation of private and semi-private rooms that heretofore have been used as staff offices. This month the medical staff completed its occupancy of K300, a new medical staff suite area, and many of the Nursing supervisors and nurse managers have relocated in order to liberate additional private and semi-private resident rooms.

As a result of these moves, five additional private rooms have been restored to service this month bringing the total number to more than 25. In the next 6 weeks, LHH plans to complete these moves and reactivate another six private or semi-private rooms.

All of these moves are part of the approved Plan of Correction with HCFA, which requires intermediate measures to improve quality of the environment in the existing buildings. In addition, the Operations Division has completed its interior renovation of Ward F3 which will be used as a flex unit. This project is yet another element of the Plan of Correction.

With all of these changes, the Hospital has physical plant capacity of operating 1147 beds and is operating 40 units (all except F3) with 1116 beds available to provide care. At the conclusion of this project, LHH should have over 1120 beds available for service. This operating capacity will thus provide a margin of 55 beds available above and beyond the budgeted census level. This capacity margin should allow Laguna Honda to sustain its average daily census of 1065.

LAGUNA HONDA HOSPITAL TO RESPONSE TO RESIDENT COUNCIL REQUESTS

Pursuant to a request by the Commissioners at last month's meeting, staff have produced a compendium of all the Clarendon Hall Resident Council requests and suggestions for 1998 and 1999. This summary was submitted to the Commissioners. The Hospital has clearly demonstrated a track record of being responsive to each resident request and has implemented a number of program and service enhancements as a direct result of the valuable input received from our residents.

Mr. Funk thanked Robert Neil, President of the Resident's Council at Clarendon Hall, for his very capable leadership. LHH will continue to work with and empower the Main Building Resident Council to motivate higher levels of participation in making improvements to their programs and services.

Mr. Funk recognized Gregory Johnson for working with the Resident Council to produce this excellent report.

NEWS FROM THE STATE

The Wage Pass Through provisions continue to be problematic for LHH. Although Laguna Honda has been notified that it may receive \$1.4 million as part of its rate increase for this year, the expense of these funds is at risk due to State imposed eligibility criteria, i.e. the funds can only be used for wages and benefits for direct care providers but cannot be used for pre August 1, 1999 negotiated increases. Since LHH has a collective bargaining agreement with SEIU that was consummated before August 1st, LHH is ineligible to expend the funds and could be subject to a 10% penalty if the funds are not used as specified.

LHH is attempting to resolve this dilemma through a collaborative effort with Labor, the Human Resources and Finance staff, the Policy and Planning office, the California Health Care Association and the State delegates. The problem is not only for this fiscal year but extends into next year with similar language in the FY 2000-01 State budget.

DHS LAWSUIT SETTLEMENT STATUS

LHH continues to track the resolution of the successful lawsuit against DHS, which should provide LHH \$1.2 million in FY 1996 retroactive reimbursement. The DHS State Plan Amendment is at HCFA's Baltimore Office for review and action.

STAFFING REPORT

As of April 1, 2000, the Hospital is operating at a 7.5% vacancy rate with 119.5 positions vacant. The Hospital's budget is predicated on a 5.4% vacancy rate or an equivalent of 87 positions vacant. Due to the current vacancy rate, several departments continue to use overtime and per diem staffing to provide essential services to our residents.

Laguna Honda has carefully evaluated alternative staffing levels and will provide appropriate and affordable staffing levels within the limits of our approved budget. The Hospital is developing a transition plan to fully utilize base budgeted positions rather than utilizing overtime as of July 1st, the start of the fiscal year or as soon as the hiring freeze is lifted.

LHH VOLUNTEER'S INC. ANNUAL RECOGNITION LUNCHEON APRIL 13, 2000

The Laguna Honda Hospital Volunteer's Inc. Annual Recognition Luncheon will be held Thursday, April 13th at noon in Simon Auditorium. Our outstanding City Attorney, Louise Renne, will be the keynote speaker.

The purpose of the lunch is to give tribute and special recognition to the Volunteer's Board and the hundreds of volunteers from the community who do so much to compliment the fine work of our staff. This year's event has a special meaning to all of us given the tremendous contributions of time, talent and financial resources given by the Volunteers to the Save Laguna Honda Campaign and all of our residents during last year. Mr. Funk invited the Commissioners and the CHN leadership to join the LHH Executive Committee in recognizing the contributions of the volunteers by attending this luncheon.

TAKE YOUR DAUGHTERS TO WORK DAY

Mr. Funk announced that this year for the first time Laguna Honda Hospital will participate in National Take Your Daughters to Work Day on April 27th. Mr. Gregory Johnson is coordinating this special event by developing special programs and tours throughout various areas of interest to children who will be invited to the workplace on April 27th. LHH is delighted to participate in this program, which will provide a supportive learning environment about the healthcare workplace for young girls and boys.

INTRODUCTION OF LHH REPLACEMENT PROJECT MANAGER – MICHAEL LANE

Mr. Funk introduced Michael Lane, who has been appointed as Project Manager for the LHH Replacement Project by Mayor Brown. A copy of Michael's resume was given to the Commissioners. Michael has earned a Bachelor of Civil Engineering degree from University College Cork in Ireland, and a Master of Science in Construction Engineering and Management degree from the University of California at Berkeley. He is also a licensed and registered professional Civil Engineer in California and a Chartered Engineer in Ireland and Europe. Michael also has a number of professional certifications in project management and is actively involved in professional engineering and construction management associations.

In addition, Michael brings to our project over 10 years of successful construction project management within the City structure. Amongst his many construction accomplishments are the new Kezar Stadium, the Civic Auditorium and War Memorial Opera House retrofit projects, and construction of the Mental Health and Rehabilitation Facility on the San Francisco General Hospital Campus. While completing the MHRF project, Michael gained expertise at managing hospital construction projects under the jurisdiction of OSHPD and other healthcare regulatory agencies.

In his most recent assignment, Michael was responsible for all aspects of the San Francisco International Airport expansion project, one of the largest and most complicated construction projects underway in the United States.

4) UPDATE ON LAGUNA HONDA HOSPITAL BOND REPLACEMENT PROJECT (Michael Lane, Project Manager)

Mr. Lane, Project Manager for the Laguna Honda Hospital Replacement Project, reviewed the RFQ process for the Executive Architect, the Construction Management Proposal, the Environmental Impact Report, the hiring of the Project Manager and Administrative Assistant, and setting up his office space. He also reported the formation of a Policy Committee, which will be advisory to him.

Mr. Funk reported that the \$12.7 million supplemental appropriation request from the Tobacco Settlement Funds will be calendared for the April 18 Health Commission meeting.

5) FINANCE REPORT (Larry Kuester, LHH Finance Officer)

Mr. Kuester reported out the revenue and expense summary for February 2000, indicating LHH will have a projected deficit of at least \$600,000 for this fiscal year. It was reported that the LHH roof repair project will be downsized by \$600,000.

6) **DIRECTOR OF NURSING REPORT**
(Mary Louise Fleming, RN, MSN, Nursing Services)

NEW CLINICAL PROGRAMS UPDATE

The progress on developing the three new Laguna Honda Hospital programs is continuing. The Medical-Psychosocial Unit is targeted to open in May. Recruitment for new leadership positions has been initiated this week. A CHN Task Force is finalizing the admissions criteria and the screening process for patient flow between SFGH and LHH. Under the direction of Michael Drexler, PhD., and Melissa Benton, RN, MS, the program development and orientation schedule for staff training is being developed. Lucy Fisher, RN, MS; Director of Education and Training at the Mental Health Rehabilitation Facility, is also providing valuable consultation. There will be a significant change in nursing leadership for the Psychosocial Programs that is occurring this month. Yolanda Radoc, RN, the Nurse Manager during the start-up phase for the first of the two Psychosocial Programs has decided to resign from the leadership role and resume a direct care position as the Charge Nurse of the new Medical-Psychosocial Unit. Yolanda worked tirelessly in a very demanding position over the last year. Her skills and commitment will be important for the establishment of the next program. A new Nurse Manager will be selected. The Short-Stay Program is in the initial phase of development. Janet Gillen, LHH Director of Social Services is leading the initiative. She is working with Penny Mitchell, SFGH Director of Social Services to identify the long-term care population that will benefit from an intensive short-stay approach at LHH. The development of a 4th Complex-Psychosocial Unit is also under development. Charles Stinson, M.D., and Melissa Benton, RN, MS, are initiating an evaluation of the clinical needs and placement requirements for this population. A report of their evaluation will be submitted to the LHH executive team for review within the next three weeks.

PEER MENTORING PROGRAM

A Community Provider/LHH Task Force has been working together for several months on the development of a Peer Mentoring Program. The work of the group has resulted in the request for a grant to fund consumer positions at LHH to work directly with LHH residents in achieving their discharge goals. The Peer Mentors will work collaboratively with the social workers in assisting the residents. Activity Therapy and Nursing will also be involved in the planning and providing restorative interventions.

COMMUNITY LEADERSHIP

Debbie Tam, RN, the Program Director for the Chronic Care Cluster at LHH is a member of the Curriculum Development Committee for ACCESS: A Community Initiative to Improve End of Life Care. The mission of ACCESS is to improve end of life care to the culturally diverse populations of San Francisco. The Committee is charged with the development of a curriculum that addresses end of life care in diverse communities that will improve both training efforts and ultimately patient care. Debbie's leadership and talent, well known within LHH, is appropriately being recognized and utilized by the larger San Francisco Community.

ENVIRONMENT OF CARE PROGRAM

Ron Walent, MS, RNCS, Gerontological Clinical Nurse Specialist, gave an overview of the Environment of Care Program, which promotes the communication and collaboration between housekeeping and nursing.

Commissioner Umekubo inquired about cultural competency for the new units.

Robert Christmas reported that an interdisciplinary approach is being taken to achieve cultural competency. Cultural diversity training, hiring to reflect the patient population, foods, signage, language assistance, clinical interventions, activities therapy will all incorporate cultural competent and appropriate methods.

7) **MEDICAL LEADERSHIP REPORT**
(Dr. Terry Hill, Medical Director)

Two members of the medical staff attended a conference on the Eden Alternative in late March. Laguna Honda has been implementing elements of the Eden Alternative over the past two years, adding plants and animals to the living environment of the residents here.

Eight members of the medical, nursing, and social work staff attended a two-day Conference on Palliative Care April 4-5. LHH will continue to play a leadership role in the six-month follow-up period of the conference and will host a final conference for participants in October.

Twenty members of the medical staff moved into their new offices on K3 in March. These moves will permit more effective communication among medical staff members and free up space that can be converted back into rooms for residents.

The medical staff approved participation in a study called "*The Impact of Cultural Competence on Outcomes in Primary Care.*" Led by David Thom of Stanford, and Miguel Tirado of California State University at Monterey, with funding from the California Endowment, the study will examine the relationship between cultural competence and control of hypertension and diabetes in African-American, Latino, and Asian-American patients. Dr. Hill is a consultant on the project.

Dr. Hill discussed the role of the medical director on a panel on nursing home quality during a two-day conference on family councils hosted by the California Advocates for Nursing Home Reform. Also on the panel was Brenda Klutz, Director of the DHS LTC Division.

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

Public Speaker:

Doris Mitchell, SEIU Local 250, implored the Department to include salaries and benefits into the budget; commented on the declining quality of care (i.e., more bedsores, less time for bedside care); in order to decrease workers comp cases, she encouraged the Department to utilize direct line workers as they have the experience and actually use the equipment.

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

None.

10) **VOTE ON WHETHER TO HOLD A CLOSED SESSION TO CONFER WITH LEGAL COUNSEL (SAN FRANCISCO ADMINISTRATIVE CODE SECTION 67.10(d).)**

Action Taken: The Committee voted to hold a closed session.

The Committee went into closed session at 10:40 a.m. Individuals in the closed session were: Commissioners Umekubo and Monfredini, Larry Funk, Tony Wagner, Adrienne Tong, Art Greenberg, Dr. Terry Hill, Robert Christmas, Hiro Tokubo, Dr. Melissa Welch, Mary Anne Stapleton, Larry Kuester, Mivic Hirose and Sandy Mori.

11) **CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54956.9(b) (3)(C), AND SAN FRANCISCO ADMINISTRATIVE CODE SECTION 67.10(d)**

**CONFERENCE WITH LEGAL COUNSEL -
ANTICIPATED LITIGATION (DISCUSSION ITEM)**

NUMBER OF POTENTIAL CASES: ONE, AS DEFENDANT

THE CLOSED SESSION WILL CONSIDER STATUS OF THE DEPARTMENT OF JUSTICE INVESTIGATION OF LAGUNA HONDA HOSPITAL

12) **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**

FOR DISCUSSION: CONSIDERATION OF MEDICAL AUDIT, QUALITY OF CARE AND QUALITY ASSURANCE MATTERS

The Committee came out of Closed Session at 11:48 a.m.

13) **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 taken: The Committee voted not to disclose any discussions held in closed session.

The meeting was adjourned at 11:50 a.m.

Sandy Ouye Mori
Executive Secretary to
the Health Commission