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MINUTES

JOINT CONFERENCE COMMITTEE FOR LAGUNA HONDA HOSPITAL

Monday, May 8, 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

Absent: Commissioner Lee Ann Monfredini

DPH Staff: Larry Funk, Mary Louise Fleming, Terry Hill, Art Greenberg, Adrienne Tong, Robert Christmas, Mary Anne Stapleton, Hiro Tokubo, Tony Wagner, Melissa Welch, Paul Isakson and Nancy Arata.

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

Action Taken: The Committee adopted the minutes of April 10, 2000

3) **EXECUTIVE ADMINISTRATOR'S REPORT**

(Larry Funk)

Hospital Community Stunned by Tragedy

The entire Hospital staff and Health Department community was shocked by the tragic death of Ms. Ella Wong, LHH Administrative Secretary since March 1999. Ella was extremely well liked and well respected by all who knew her for her work ethic, her sense of humor, and her friendly nature. The Hospital has reached out to support Ella's family by offering our deepest condolences and support. The Hospital will hold a memorial service for Ella on May 9th at 11:30 a.m. in the main chapel. Contributions in Ella's memory to the American Diabetes Association are also being coordinated by Hospital staff.

In recognition of the staff need for support during this very difficult time, arrangements were made for grief counselors from the Employee Assistance Program to be on site beginning last week and continuing as long as necessary.

Census Report

The average daily census for April was 1061 and for fiscal year-to-date from July through April was 1068. We still anticipate finishing the Fiscal Year at the budgeted average daily census of 1065.

Staffing Report

The Hospital continues to operate with a higher than usual vacancy rate due to attrition and a continuation of the hiring freeze. As of May 1, 2000 the Hospital had 130 positions vacant, representing an 8.1% vacancy rate, which compares to budgeted salary savings of 5.4% or 87 positions held vacant. As a result, several departments continue to use overtime and per diem staff to maintain essential services. The Hospital will make every effort to hire all budgeted staff within salary savings limits as soon as the hiring freeze is terminated.

Wage Pass Through Status

At previous meetings Mr. Funk advised the Joint Conference Committee about a portion of this year's reimbursement rate increase being subject to implementation of a Wage and Benefit Pass Through to direct care providers, i.e., RNs, LVNs, and CNAs. Unfortunately the State interpretation of the Wage Pass Through Funds prohibits facilities with wage increases negotiated prior to August 1, 1999 from being eligible to receive these new funds. The City and County of San Francisco has a three-year contract with the direct care providers which was negotiated in 1997, therefore, LHH has significant obstacles to overcome in accepting and expending these funds.

After several weeks of discussion with labor and representatives from the City Attorney's Office and the Employee Relations Department, a proposal has been developed which would allow the intent of the State Law to be implemented and allows San Francisco to receive and utilize these new funds. The proposal calls for a reopening of the existing collective bargaining agreement with Locals 250 and 790 for the limited purpose of identifying a method to utilize the Wage Pass Through Funds. This proposal will be presented to labor and, if acceptable, representatives from labor and the City will make every effort to negotiate an agreement. Any agreement would have to be approved by the Board of Supervisors and the Mayor as an amendment to the existing labor contract. The

Commissioners will hear more about this proposal and the progress in resolving this issue in the coming weeks.

Laguna Honda Hospital Replacement Project Status Report

Michael Lane and Marilyn Thompson, the first members of the Replacement Project Management Team, have begun meeting weekly with Tony Wagner and Larry Funk to initiate all necessary activities for the Replacement Project. Mr. Lane is also meeting every two weeks with the Citywide Policy Group, which will oversee this Project. Michael and Marilyn will be moving on-site to Laguna Honda within the next few weeks.

The \$9.2 million dollar supplemental approved by the Commission on May 2, 2000 has been forwarded to the Board of Supervisors for its review and approval. Planning for including other essential project needs in next year's capital budget is well under way.

Mr. Funk reported that the response to the Request for Qualifications for the Executive Architectural Team are due May 8th at 5:00 p.m. The Project Team will screen all applicants to assure they meet the minimum requirements. They will then establish an interview and selection process for the Executive Architect which is anticipated will be in early June. Mr. Funk expects contract approval this Summer and will then begin the project programming and design process. Meanwhile, the Preliminary Environmental Impact Report production continues. All necessary contracts have been let and the work is proceeding. Mr. Funk will provide copies of these reports to the Joint Conference Committee as they are completed.

Finally, Mr. Funk reported that LHH has been awarded another grant to help support the expenses of the project, thanks to the entrepreneurial work of Tangerine Brigham. The Health Resources and Services Agency (HRSA) has advised LHH of the budgeting of \$453,000 for the project. These funds can be expended on construction or moveable equipment. Mr. Funk will collaborate with Michael Lane to identify project needs which cannot be funded with General Obligation Bond money and propose using the grant funds in those areas to maximize all project funds. This grant is of particular interest since it can pay for moveable equipment which G.O. Bond Funds cannot. Upon development of this expense plan LHH will write the grant and submit it to HRSA by June 12, 2000. The Department will continue to identify and apply for supplemental funding sources to support the Project.

Commissioner Umekubo emphasized the need for an architect with health facilities experience and that the design promote a homelike environment.

Commissioner Umekubo also requested the hospital's feedback on a proposed Departmentwide harm reduction policy. The proposed policy will be presented to the full Commission.

4) PRESENTATION FROM THE CLINICAL REHABILITATION STAFF ON THE FALLS AND RESTRAINTS PERFORMANCE IMPROVEMENT PROGRAM

Dr. Lisa Pascual, Chief of Rehabilitation Services; Paul Carlisle, Senior Physical Therapist; and Dixie Marcin, Physical Therapist, presented an overview of the Falls and Restraints Reduction Initiative. The steps for this program included organizing a team, clarifying current understanding of falls and restraints, understanding variations for falls and restraints, selecting the improvements for falls and restraints, planning, and assessing equipment and labor issues.

Commissioner Umekubo pointed out the importance of patient rights in relation to restraints.

Mr. Funk would like to increase resources for the rehabilitation services, which is a model for clinical enhancements.

5) **FINANCE REPORT**
(Nancy Arata, LHH Chief Financial Officer)

Ms. Arata presented the March Revenue and Expense Summary (Attachment A).

Commissioner Umekubo requested clarification on the use of overtime.

Ms. Arata reported that the Medi-Cal audit went well; and the Medicare focused audit is still ongoing. She also reported the compliance program will start this month.

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

Nurse Appreciation Week

On Wednesday, May 3rd, the LHH executive and leadership staff honored their nurses. The night staff was treated to a breakfast buffet while the day and evening staff gathered at an afternoon social to celebrate a year of hard work, solid accomplishments and committed service to the residents of Laguna Honda. LHH hosted among its nursing staff one of our current G5 residents who worked as an L.V.N. at LHH during her career years. She joined the current staff in receiving recognition and a commemorative coffee mug. Ms. Fleming is personally and professionally grateful to have been chosen to be a part of this dynamic leadership team and to have the opportunity to be a part of the LHH history, as well as the promising future, that staff is creating.

Ms. Fleming acknowledged some of the major accomplishments that have occurred over the past year that show the significant progress the Division has made in changing the culture, developing an effective infrastructure and establishing standards for quality and competency:

- Establishment of the Nursing Executive Committee
- Development of the first strategic plan for the delivery of nursing services
- Professional role development for leadership, managers and staff
- Implementation of the automated staffing system
- Unit-based management/ownership
- Cluster-based clinical programs
- Development of specialty roles in clinical areas
- Implementation of competency-based performance appraisal process
- Establishment of a CNS role
- Establishment of Quality Management role and program for Nursing
- Establishment of the RAI Specialist Department for the Division
- Development of resident driven criteria for staffing

Specialty Units

Nursing is prepared to open the 3rd of the PsychoSocial Units at the end of this month. This MedPsych program will serve the older long-term care residents who have a primary medical problem requiring SNF care, and who also have a major behavioral/mental health problem that

requires specialized treatment and programming. Under the direction of Charles Stinson, MD, Melissa Benton, RN, MS, and Michael Drexler, Ph.D., the preparation for the unit opening is in the final stages.

They are also leading the implementation for the 4th Complex PsychoSocial Unit that will be operational by July 2000. This unit will provide services to a younger, more impulsive and aggressive population. The clinical picture for these residents will also include major substance use problems, cognitive impairments and complicated medical impairment. This population will meet medical SNF criteria for admission but require intensive treatment and programming to address the psychiatric and substance use problems, which impede their adherence to medical regimes and their reintegration into the larger community.

The emerging vision for this cluster of PsychoSocial services within the overall LHH program has provided for us the ability to meet the needs of the another part of the long-term care population that we have not been able to do in the past. The focus of services throughout the cluster will be designed to promote an integrated approach to the medical, psychological, behavioral, cognitive and social functioning that will assist the individuals to achieve their highest level of functioning in the least restrictive environment.

Discussions have started to assess the diverse complex patient population and to provide a continuum of care for these complex patients.

Dr. Welch reported that the Department will look at an interim strategy and look at patching beds in other facilities. It's important to look at the fiscal and clinical impact.

7) **MEDICAL LEADERSHIP REPORT**
(Dr. Terry Hill)

Medical Staff Credentialing

Laguna Honda Hospital and San Francisco General Hospital have completed an agreement delegating SFGH's Medical Staff Services Department to perform credentials verification for all LHH medical staff. The Medical Staff Services Department will work closely with Dr. Paul Isakson, the LHH medical staff Chief of Staff, in coordinating the flow of information. The LHH medical staff remains responsible for all decisions regarding appointment or reappointment to the LHH medical staff. Six LHH medical staff members have recently progressed from provisional to active staff status.

Commissioner Umekubo suggested the information on medical staff credentialing come to the Joint Conference Committee in closed session, prior to being forwarded to Dr. Katz and the full Commission.

Short Stay Program

The LHH Department of Rehabilitation and Social Services has been taking the lead on developing a short stay program. Targeted at residents expected to stay less than three months, the program encompasses residents here for acute level rehabilitation and those here for SNF level rehabilitation. The SNF residents can be further divided in: (1) the short stay service, with expected length of stay less than eight weeks, (2) the transitional service, with a variable expected length of stay, and (3) the community reintegration service, focusing on comprehensive discharge planning for residents with expected length of stay less than three months.

Residents may transition from acute rehabilitation to the transitional or community reintegration services, or from the transitional service to community reintegration service. Janet Gillen, Director of Social Services, has brought together these rehabilitation initiatives with her own initiative to improve discharge planning. LHH is working to identify newly admitted residents with expected length of stay of less than three months who are not rehabilitation unit candidates. LHH is also seeking new ways for rehabilitation services to extend their programs beyond the L4 Rehabilitation Unit. LHH is particularly interested in extending the rehabilitation focus on discharge preparedness among all members of the interdisciplinary team.

Dr. Hill will give an update on discharge planning in June.

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.

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

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

Closed session began at 11:28 a.m.

Individuals in the closed session were: Larry Funk, Mary Louise Fleming, Terry Hill, Art Greenberg, Adrienne Tong, Robert Christmas, Mary Anne Stapleton, Hiro Tokubo, Tony Wagner, Melissa Welch, Paul Isakson and Nancy Arata.

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**

**CONSIDERATION OF QUALITY OF CARE AND QUALITY
ASSURANCE MATTERS**

Closed session was completed at 12 noon.

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 ITEM)**

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

Commissioner Umekubo requested information on the Department's policy on medical marijuana and its relationship to Laguna Honda Hospital

The meeting was adjourned at 12:05 a.m.

Sandy Ouye Mori
Executive Secretary to
the Health Commission

Attachment (1)