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MINUTES

JOINT CONFERENCE COMMITTEE FOR LAGUNA HONDA HOSPITAL MEETING

Monday, July 25, 2005

9:00 a.m. to 11:00 a.m.

at

Conference Room A-300

375 Laguna Honda Boulevard

San Francisco, CA 94116-1411

1) CALL TO ORDER

Commissioner Illig called the meeting to order at 9:00 a.m. Commissioner Illig welcomed Carolyn Devine, President of the Aging and Adult Services Commission.

Present: Commissioner James M. Illig, Member
Commissioner Donald E. Tarver, M.D., Member

Absent: Commissioner Edward A. Chow, M.D., Chair

Staff: Evonne Arita, Cheryl Austin, Monica Banchemo-Hasson, M.D., Robert Christmas, Arla Escontrias, Larry Funk, Gayling Gee, Liz Gray, Mivic Hirose, Valerie Inouye, John Kanaley, Michael Lane, Serge Teplitsky, Hosea Thomas, M.D. and Adrienne Tong.

2) APPROVAL OF MINUTES OF THE MEETING OF JUNE 27, 2005

Action Taken: The Committee approved the minutes of the June 27, 2005 Laguna Honda Hospital Joint Conference Committee meeting.

3) EXECUTIVE ADMINISTRATOR'S REPORT

John Kanaley, LHH Executive Administrator, presented his report:

STRATEGIC PLAN

I am pleased to inform the committee that in addition to monitoring the strategic goals at our bi-weekly Exec Staff meetings, we also dedicate one meeting per month for the sole purpose of the continuous monitoring of progress of meeting our Strategic Goals. We find this effective for maintaining focus on the long-term goals, and validating the short steps involved in achieving those goals. Some updates:

Behavioral Health Program: The Psychiatry department has undergone their transition into what is now called the Department of Mental and Behavioral Health, in support of the goal to establish a Behavioral Health Department with a broader focus on the LHH Patient Population as a whole. Additionally, positions to support the program have been funded and will be released in September.

Psychiatrists: One difficulty we are having is with the recruitment of Psychiatrists. With the loss of one Psychiatrist who is retiring, and our inability to recruit and hire, we are getting to critical levels in this area. Although the increase in Psychologists is helping, it cannot replace the need for core Psychiatrist staffing. A small task force has been created within the Medical Staff to attempt to address the shortage.

Clean up of Homeless Camps: Very exciting news on the progress made in cleaning up this area. Operations will report out on this subject.

Finance: On July 1, Information Systems, HIS and Billing rolled out the conversion of our billing data into the Invision software system. With a lot of hard work, and follow up, we are expecting to be able to pull financial data out of the system by October, 2005 to allow us (Finance) to identify other possible revenue opportunities from improved billing and collections. Thanks to the continued efforts of all of those involved.

**Organizational Structure

Laguna Honda hospital is conducting a re-organization at the leadership level of the hospital. This re-structuring is necessary due to the recent departure of Assistant Medical Director, and Chief of Medicine, Tim Skovrinski, M.D. and the pending departure of Mr. Robert Christmas from LHH on August 30, 2005. This re-structuring will affect many departments within the hospital and we, the Exec. Staff, ask for your patience and continued support during this transition.

In Summary, the major changes relate to Gayling Gee, Co-Director of Nursing, stepping into a new role as Associate Administrator of Clinical and Support Services. In this new role, Gayling has volunteered to take on administrative oversight of both Clinical Support departments from the Department of Medicine (Radiology, Lab, Respiratory), DET and Infection Control from Nursing, and Operations from Robert. She is stepping into a large and challenging role for the hospital and will need all of our support to be successful. I have complete confidence in Gayling's ability to handle this role and thank her for stepping up to the challenge.

This change will move Mivic Hirose, Co-Director of Nursing, into the sole Director position overseeing Nursing. Mivic will have her hands full with the Strategic efforts and the Operations for Nursing, without the direct help of Gayling. I ask for your full support of Mivic in her new role. I

thank her for stepping up to her new role, and have full confidence in her abilities to excel with the challenges ahead of her.

There has also been a changing of the Guard in the Medical Staff with their annual elections. Dr. Monica Banchero-Hasson has been serving as the Chief of the Medical Staff for the past year and Dr. Lisa Wu has been vice -Chief. First I wish to thank them both for their hard work and dedication during a difficult year. They truly showed dedication to the Medical Staff and the Hospital, and represented them well. Please join me in thanking them for a job well done. With the new elections and the loss of the Chief of Medicine, there have been some changes. I'm happy to announce Dr. Hosea Thomas has been elected by the Medical Staff to represent them as their Chief of Staff, congratulations to Dr. Thomas. Dr. Monica Banchero-Hasson has been elected to the position as the Vice-Chief of staff, as well as having been appointed as the Chief of Medicine. Our congratulations and thanks to Dr. Banchero-Hasson.

As you may already know, with the departure of Dr. Tim Skovrinski, Dr. Paul Isakson assumed full duties of the Medical Director for the Hospital. I'd like to thank him for his counsel and great work over the past year and offer our full support for him in his position going into this new fiscal year.

There are many managers, supervisors and staff who will be assuming other roles and take on more responsibility. I thank each of them for their dedication and cooperation, there are too many to name, so I will not try.

The organizational charts are attached for your review. The Nursing chart is a bit hard to read, we will clean that up and redistribute.

Staff Training: With the reorganization, we have delineated the difference between a Hospital wide training development team (DET), and those who will focus on Clinical Nursing training at the bedside. This is the first step toward working on developing a needs assessment, followed by the roll out of a comprehensive training program.

Information Systems: The computer training center should be up and running with newer and more computers. This will help us with the goal of enhancing staff's computer skills as we move forward toward Sorian implementation. We have a partnership with City College to conduct training based on an assessment they recently conducted for Nursing.

Replacement Project: Replacement update under separate report

Operational Planning for New Hospital: I am happy to announce that Mr. Larry Funk has developed a Transition Steering Committee, which has already conducted its kick-off meeting. This Steering Committee will begin the Operational Planning in preparation for the move into the new buildings, which is approximately 30 months away. Mr. Funk has also organized weekly Construction - Operations meetings to facilitate communications between the Construction Team and the Hospital Operations. This is significantly assisting in mitigation of any problems.

CENSUS REPORT

Average for June 2005	
Beds Occupied	1013
Beds Held	9.25
Beds Reserved	7.5
Beds unavailable	3.75
Clinically Blocked	1
C2 Observation	1
Locked beds	0
Isolation Beds	1.75
Admits	4.25
<u>Total</u>	1037.75
Beds Available	16.25
Total Paid SNF	1026.5
Total Acute Capacity (16)	
M7 Acute Census	4.5
L4 Acute Census	1.75
<u>Total Paid Beds</u>	1032.75

STAFFING REPORT

The Hospital Staff Vacancy rate as of June 8, 2005 was 4.889% down from May's 6.38%. As of June 18, 2005 16 requisitions were released from the Mayor's Office. This will help us improve on our vacancy rates.

REGULATORY REPORT

DHS: On June 13, 2005, Licensing and Certification re-survey started at LHH and continued through June 16, 2005. The main focus of the re-survey was to verify the facility compliance with the plan of correction in the areas of residents' behavior and related facility practices, including staffing and staff's education and training for managing residents with problem behaviors. On July 7, 2005 LHH received an official statement of deficiencies (CMS Form 2567). The statement contains 5 deficiencies in the different areas, including deficiency around resident- to- resident altercation and facility abuse prevention policy, prescription of psychoactive medications, physical environment and coordination of dialysis services. All deficiencies were issued in the "D" scope of severity, which will warrant a second re-survey for LHH.

On July 7, 2005 LHH submitted the plan of correction for the June re-survey, which was accepted and approved by Licensing and Certification on July 13, 2005. On July 8, 2005, LHH also filed the Informal Dispute Resolution document to refute all deficiencies issued during June 16, 2005 survey.

LHH has not yet had a re-survey performed by the DHS Life and Safety Code unit. We anticipate the re-survey to take place concurrently with the clinical portion of the L&C re-survey.

CMS: On May 27, 2005, LHH received an official letter from Centers for Medicare and Medicaid Services (CMS) stating that, based on March 21, 2005 survey findings, CMS office has imposed the following remedies: denial of payments for new admissions, effective June 11, 2005, and a civil monetary penalty of \$ 500.00 a day, effective March 21, 2005. Since then we initiated a dialogue with CMS around imposed remedies and survey results. On June 16, 2005 a meeting was conducted between LHH and CMS administration to discuss the LHH plan of correction and CMS remedies.

We are also preparing to file a document to request a hearing before the administrative law judge of the Department of Health and Human Services to appeal the imposition of remedies and deficiencies cited during March 21, 2005 survey.

DOJ: The DOJ visited Laguna Honda Hospital on June 6, 2005 to continue their investigation on placement of LHH residents in the most integrated setting, appropriate to meet their needs. The DOJ, consisting of 3 attorneys and one consultant with an expertise in housing, toured three units, reviewed medical records and spoke to clinical staff, focusing primarily on LHH's MR/DD population. The afternoon of June 6, 2005 the DOJ, met with Dr. Mitch Katz and other DPH and Federal staff to speak about the City's housing initiatives. June 7, 2005, the DOJ met with GGRC representatives to further their investigation on the MR/DD population and potential for discharge.

TCM : The meeting packet included the June 2005 Report, for the committee's review.

CalOSHA: LHH continues to address CalOSHA concerns from 2004 inspection through Workplace Violence Prevention Program development. The Committee members have been given the progress report submitted to CalOSHA in May 2005. Next report is due by the end of August 2005.

PATIENT FLOW

The Quarterly Report to the Board of Supervisors will be submitted next month.

On Saturday, June 18, 2005, the Government Audits and Oversight Committee of the Board of Supervisors along with Assembly Member Leland Yee held a joint hearing to look into the California Department of Health Services and CAL/OSHA's review of Laguna Honda Hospital. There was general agreement that Laguna Honda Hospital needed more resources to care for behaviorally difficult patients and that this would require additional funding at the local and state level. There was a very good turn out for public comment with people expressing a variety of opinions. Some spoke about their desire to make sure that Laguna Honda Hospital did not take behaviorally difficult patients. Others spoke about the importance of finding a solution for funding of and caring for behavioral challenging patients in need of Skilled Nursing services at Laguna Honda or elsewhere. The hearing lasted 4.5 hours after which the Committee continued the item at the call of the chair.

Commissioners' Comments

- Commissioner Tarver asked why the changes to the admission's policy negatively impacted the hospital's ability to meet its average daily census. Mr. Kanaley said that it was easier to meet census prior to the change because it was easier to get referrals from the community and private hospitals before the patient flow process. Issues surrounding the change to the admission's policy had negatively impacted Laguna Honda's reputation. Staff is working with the community and private hospitals to restore relationships and reputation. In addition, the kinds of patients that hospitals want to refer tend to be the behaviorally difficult patients. So they could easily get to 1055 but it would be through admitting difficult to manage patients. It is a balancing act. Ms. Hirose added that with the reorganization, they created an admissions/bed control nurse manager position. This person will be a screener both at the community hospitals and at SFGH. This person would work with the Admissions and Screening Committee in terms of outreach and maintaining bed control flow within the hospital. This position has been transitioning over the past two weeks.

- Commissioner Illig said Laguna Honda staff must stay on top of the census issue to ensure that revenue is on budget, and to get the word out that there is space at Laguna Honda as well as unique programs.
- Commissioner Tarver is concerned that the perhaps the State may not find the steps outlined in the plans of corrections sufficient, and asked for additional information about the process through which they were developed. Ms. Hirose explained the process that took place around the issue of residents' behavior, which began after the initial survey in March 2005.
- Commissioner Illig asked what the follow-up actions are for the CMS and DOJ issues, and with regard to the DOJ, are they working with us collaboratively in the next steps or are they going to come back and issue more citations. Ms. Tong replied that the DOJ has decided that rather than focus on the entire population of Laguna Honda, they are starting with approximately 50 MR/DD residents. The next step is to review individual medical records and work with Laguna Honda and GGRC to determine what is necessary for people to be appropriately referred to the community. Ms. Tong said that there are substantial barriers, from lack of housing to inadequate community resources to individual financial constraints. Ms. Tong said that up to now the relationship with DOJ has been rather collaborative. She thinks that once they look at medical records, their intention is to write up the hospital. The DOJ and other advocates feel strongly that a lot of people at Laguna Honda would be better served in the community and are challenging staff at LHH to push the envelope for providing alternative, community services to this population. So it has always been a tense relationship. Commissioner Illig asked if GGRC ever contracts with us to take MR/DDs, since they have the federal responsibility to care for this population. Ms. Tong said the DOJ has always been upfront in saying they are only here to conduct their investigation and do not come with financial resources. With regard to response to CMS, the Department is vigorously fighting the ruling. Commissioner Illig asked if LHH were successful in its appeal, would it be repaid by CMS for the denied days retroactive to June 11. Mr. Kanaley replied that CMS has said that they will not reimburse Laguna Honda, but he feels this issue is still to be determined. Mr. Kanaley does not think the find per day citation will be applied.

Public Comment

- Patrick Monette-Shaw said the HMA report was based on flawed house-of-cards data from the TCM Program. The Controller's report was based on this flawed data as well so neither is valid.

4) LAGUNA HONDA HOSPITAL REPLACEMENT PROJECT UPDATE

Michael Lane presented a program update. The work on the South and Link Buildings has begun. Supervisor Elsbernd has scheduled a hearing on August 8, 2005 at the Board of Supervisors Government and Audit Committee to discuss the Controller's May 19, 2005 report. The Mayor's Office of Public Finance is preparing the documents to submit to the Board to request approval to sell the remaining \$69M of the \$299M general obligation bonds. Legislation will be introduced on July 26, 2005. Willis Insurance was selected to provide an Owner Controlled Insurance Program (OCIP). Enrollment of contractors in the program has begun. The City is proceeding with the construction of an off-site laundry. The City's Real Estate Division has begun looking at potential sites. Work continues on finalizing the consolidation of all Furnishings, Fixtures and Equipment into one database. With the exception of minor comments, which are being addressed, the Kitchen Equipment is finalized. A series of

meetings of the activation team to spearhead the transition of operations from the existing buildings to the new buildings has begun. The team has submitted a fifth round of responses OSHPD's comments on the SB1953 compliance plan. OSHPD had indicated that they would respond to the team's latest submittal by the end of February 2005. Mr. Lane continues to wait for a response. The deadline for the facility to comply with the SB1953 requirements has been extended to 2013 by OSHPD.

Commissioners' Comments

- Commissioner Illig commended Larry Funk for developing outcomes for the transition process.

5) **OPERATIONS REPORT**

Robert Christmas, Laguna Honda Hospital Chief Operating Officer, presented the Operations Report.

SECURITY

In keeping with the LHH Strategic Plan to enhance campus safety and security, the security budget for the hospital has been augmented by \$603,100 for FY 2005-06. This funding is earmarked for an increase in the security workorder between the Sheriff's Department and LHH to provide three additional sworn officers (two Senior Deputies and one Deputy) and four more Sheriff Cadets to the current security staff. The additional staffing will provide a daily presence of two officers on duty for every shift. The current cadet coverage is daily, 5:00 – 9:00 p.m. at three posts (first, third and fifth floor entryways to the main hospital). The additional cadets will add a fourth post at Clarendon Hall and allow expansion to twelve hours of daily coverage from 10:00 a.m. to 10:00 p.m. at all four posts. Discussions are currently underway with Chief Deputy Vicky Hennessey of the Sheriff's Department. The additional officers should be in place in September, however Chief Deputy Hennessey indicates that there is a current shortage of cadets, creating a delay in our ability to augment our hours of service. Laguna Honda will continue to work closely with the Sheriff's Department to bring staff on board.

GOATS

The goats have arrived! On Tuesday, July 19, the first group of 60 goats safely arrived at Laguna Honda with the rest of the herd following close behind. It is anticipated that by today, Laguna Honda will be the home for 1,000 goats for the next six weeks.

Commissioners' Comment

- Commissioner Illig commended Ms. Escontrias and Mr. Christmas for getting good press on the goats at the hospital. Commissioner Illig commended Mr. Christmas for his 25 years of service to the Department of Public Health. Commissioner Illig asked how the paid program is going. Mr. Christmas said it is going well. In fact the paid parking program has resulted in more parking spaces available on the campus. It was implemented in a fair and equitable manner. The main challenge is per diem staff parking. There is a large demand on a daily basis for people who come to the facility for meetings, training, etc.

6) **CLINICAL CARE REPORT**

Hosea Thomas, M.D., Mivic Hirose, R.N. and Gayling Gee, R.N. presented the Clinical Care Report.

UPCOMING RESIDENT EVENTS AT LHH

Through the creative minds of our Activity Therapy staff, we are pleased to report two new activity event programs. Sponsored by the Complex Cluster, LHH will hold its 1st County Fair on July 28th. The event will be held at Gerald Simon Theater where there will be games and music for residents to enjoy.

Another new program developed for the young adult community are the Singles Night events. On June 22nd, there was a 'Funk' Singles Night affair. Clarendon Hall residents had the opportunity to experience a "club" atmosphere. They expressed interest in continuing the energy and holding another get-together. The next Singles Night event is scheduled for August 3rd at 7 p.m. at the 7th floor dining room in the main building. Tye, the Magic Guy, will be amazing the crowd with his skill.

LHH MEDICAL STAFF APPOINTMENTS

Reappointments:

Alan Pao, M.D. – Internal Medicine - (Active/Night & Weekend)
Kateri Murray, M.D. – Internal Medicine – (Active/Night & Weekend)
Dawn McGuire, M.D. – Internal Medicine – (Active/Night & Weekend)
Monica Banchemo-Hasson, M.D. – Internal Medicine – (Active/Daytime)
John Imboden, M.D. – Rheumatology – (Active/Consultant)

Resignations:

Hootan Khatami, M.D. – Internal Medicine – (Active/Night & Weekend)
Charles Harris, M.D. – Internal Medicine – (Active/Night & Weekend)
William Flynn, M.D. – Psychiatry – (Active/Daytime)

LHH Credentials Year-to-Date Report

7/1/2004 to 05/18/2005

New Appointments	5
Reinstatements	0
Withdrawal	0
Reappointments	33
Delinquencies:	0
Reappointment Denials:	0
Resigned/Retired	11
Disciplinary Actions	0
Restriction/Limitation of Privileges	0
Changes in Privileges	0
Additions	0
Voluntary Relinquishments	0

Commissioner Tarver

- Commissioner Tarver asked if the grounds of Laguna Honda are ever made available for community uses. Mr. Christmas said that the building is frequently used by community groups, he is not aware that the grounds have ever been used by outside groups. Ms.

Escontrias said they are working with the community to build a greenbelt trail that would allow additional community access.

- Commissioner Illig announced that Dr. Isakson would be the Laguna Honda Hospital representative to the Long Term Care Coordinating Council. Commissioner Illig urged Dr. Thomas and LHH executive staff to reach out to the SFGH medical staff as a resource for recruiting for psychiatrists. One of the recommendations in the HMA report is the merger of SFGH and LHH medical staffs. He is interested in the opinions of the medical staff on this recommendation.
- Commissioner Tarver urged the medical staff to work with outpatient psychiatrists as well.

Public Comment

- Patrick Monette-Shaw advised the staff to read the entire HMA report. One recommendation is that Laguna Honda Hospital be merged under one license, not just the merger of the medical staffs.

7) **PUBLIC COMMENT**

None.

8) **CLOSED SESSION**

A) Public Comments on All Matters Pertaining to the Closed Session

None.

B) Vote on Whether to Hold a Closed Session (San Francisco Administrative Code Section 67.11)

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

The Committee went into closed session at 10:15 a.m. Present in closed session were Commissioner Illig, Commissioner Tarver, Evonne Arita, Executive Assistant, Cheryl Austin, Director, Health Information Services, Monica Banchemo-Hasson, M.D., Vice-Chief of Medical Staff, Robert Christmas, Chief Operating Officer, Arla Escontrias, Community Relations, Liz Gray, Director of Placement/TCM, Mivic Hirose, Co-director of Nursing, Gayling Gee, Associate Administrator of Clinical and Support Services, Valerie Inouye, CHN Chief Financial Officer, John Kanaley, LHH Executive Administrator, Serge Teplitsky, Director of Quality Management, Hosea Thomas, M.D., Chief of Medical Staff and Adrienne Tong, Deputy City Attorney.

C) Closed Session Pursuant to Evidence Code Sections 1156, 1156.1, 1157, 1157.5 and 1157.6; Health and Safety Code Section 1461; and California Constitution, Article I, Section 1

FOR DISCUSSION: CONSIDERATION OF QUALITY IMPROVEMENT REPORT

D) Reconvene in Open Session

The Committee reconvened in open session at 10:50 a.m.

1. Possible Report on Action Taken in Closed Session (Government Code Section 54957.1(a)2 and San Francisco Administrative Code Section 67.12(b)(2).)
2. 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.

9) ADJOURNMENT

The meeting was adjourned at 10:50 a.m.

Minutes prepared by:

Michele M. Seaton
Executive Secretary to the Health Commission

As recorded by Evonne Arita, LHH Executive Assistant.

***Any written summaries of 150 words or less that are provided by persons who spoke at public comment are attached. The written summaries are prepared by members of the public, the opinions and representations are those of the author, and the City does not represent or warrant the correctness of any factual representations and is not responsible for the content.**

****Minutes are approved at the next meeting of the Laguna Honda Hospital Joint Conference Committee.**