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MINUTES

JOINT CONFERENCE COMMITTEE FOR LAGUNA HONDA HOSPITAL MEETING

Wednesday, October 15, 2008

2:30 p.m.

**Conference Room B-102
375 Laguna Honda Boulevard
San Francisco, CA 94116-1411**

1) CALL TO ORDER

Commissioner Sanchez called the meeting to order at 2:35 p.m.

Present: Commissioner David Sanchez
Commissioner Margine Sako

Staff: Luis Calderon, Regina Gomez, Mivic Hirose, Timothy Skorvinski, M.D.,
Bob Thomas, Adrienne Tong, Rowena Tran and David Woods, Pharm. D.

2) APPROVAL OF MINUTES OF THE MEETING OF SEPTEMBER 17, 2008

Action Taken: The Committee approved the minutes of the September 17, 2008 Joint Conference Committee meeting.

3) EXECUTIVE ADMINISTRATOR'S REPORT

Mivic Hirose, Chief Nursing Officer, presented the Executive Administrator's report.

EMPLOYEES OF THE MONTH

October 2008 – Liza Cervantes, Activity Therapist – Liza Cervantes came to Laguna Honda with particular skills in working with persons with mental illness, and has been an ideal fit for the residents on our remaining psychosocial units. She has been able to establish rapport and effective individual working relationships with all of the women on G3, and was especially welcome at a time when units were closing and residents moving between units. While able to function independently from the start, taking initiative in many areas, she readily adapted to the interdisciplinary team model which is at the heart of our best care and services. Her contributions to the G3 IDT have gone well beyond her excellent documentation of the many care conferences she writes up, and include true partnership in the IDT's behavior plans and interventions, and innovative approaches for some of our most challenging residents.

ANNOUNCEMENTS/INFORMATION

The Laguna Honda Grapevine was sent to committee members and Health Commissions in the interest of keeping them informed of news at LHH. This month's issue focuses on the Unit Closures.

STRATEGIC PLANNING

Progress reports due February, May, August, and November

BUDGET REPORT

FY 08-09 Salary Monitoring – YTD shows a negative variance of \$ 2,006,148 with a year end projection to be over by \$4.9 million. Hopefully with the upcoming staff reductions we will be able to improve on the negative variance. The staff reductions are scheduled to be 173.3 FTE over the fiscal year. We are currently holding 30 FTE vacant reqs, have 30 CNA's who have volunteered to transfer to SFGH in the month of October, and are looking for another 30 transfers in November and December. The City wide retirement enhancement takes affect on January 11, 2009. Hopefully that will allow for placement of up to 30 staff. The remaining 53 staff will either be placed into other vacancies or laid off come February and March. Our hope is to be able to place all of our displaced employees into other positions within DPH as they are such talented and valued staff. We are also projecting a \$5 million negative variance to our revenue projections due to the rate of our decrease in census. The census is decreasing much faster than anticipated. The State Medi-Cal cuts are projected to be over \$2 million. This is not a very good year fiscally for LHH during its transition into the new Hospital.

CENSUS REPORT

| Nursing Unit Census Daily Average for July 2008 | |
|---|---------------|
| SNF Census | |
| Beds Occupied: | 844.70 |
| Beds Held: | 5.80 |
| Admits: | 0.57 |
| TOTAL SNF Census: | 851.07 |
| | |
| Acute Census: | capacity (16) |
| M7 Acute Census: | 0.80 |
| L4 Acute Census: | 2.10 |
| TOTAL PAID BEDS: | 853.97 |

STAFFING REPORT

The hospital staff vacancy rate reported this month is 2.8%. This is up slightly from last month's rate of less than 2.5%.

PATIENT FLOW

Waiting List – As of January, 2008, when we began to no longer accept SNF patients, we have not been maintaining a waiting list. We are still admitting to our Hospice, Rehab and Positive Care units as beds on those units become available.

Board of Supervisors Quarterly Report – (Quarterly reports due January, April, July, October)
The quarterly report is attached showing that even though we are on a limited admission (only admitting Rehab, Hospice and Positive Care), our admissions from SFGH are at 55% for the year to date of 2008.

TARGETED CASE MANAGEMENT

The TCM report for September 2008 is attached. Each month, LHH presents the overall number of discharges. The following are for September 2008:

| CATEGORIES | NUMBERS |
|----------------|---------|
| Rehabilitation | 6 |
| Respite | 0 |
| TCM | 2 |
| LHH | 2 |
| AMA | 0 |
| AWOL | 1 |
| Positive Care | 5 |
| TOTAL | 16 |

TRANSITION STEERING COMMITTEE

Progress reports are due March, June, September, and December.

Comments/Follow Up

- Commissioner Sako noted the substantial difference between what was budgeted for overtime and temporary salaries and what the actual expenditures have been. How is this being addressed and will it decrease? Ms. Hirose said LHH staff is working closely with DPH finance staff. As they census is decreased they are trying to reduce per diem hours in nursing. Bob Thomas added that they are getting the tools to analyze the use of ass needed and overtime. They are not seeing the decrease in overtime that they expected and want to understand why. They do expect to see drastic savings when positions are actually cut and hopefully make up some of the overage that was incurred in the first half of the fiscal year.
- Commissioner Sanchez asked if there is ongoing coordination between LHH and SFGH around the transfer of nursing staff. He wants to be sure that every opportunity is taken advantage of. Ms. Hirose said the first 30 CNAs are transferring to SFGH. They are looking at specialized areas and starting various training programs.

4) LAGUNA HONDA HOSPITAL REPLACEMENT PROJECT UPDATE

Mivic Hirose, Chief Nursing Officer, presented the Replacement Project update.

South, East and Link Residence Buildings The new hospital is approximately 70% complete. Installation of the interior wall framing and installation of drywall continues in the Link and South Residence Buildings. Mechanical, Electrical and Plumbing installation is underway in all three buildings. Stucco at the Link Building is underway and is scheduled to be complete within two months and the scaffolding will be removed by mid-November. Stucco is currently being applied to the East Residence Building and will be completed by the first of next year. Resident mock-rooms in the South Residence Building are under construction and are projected to be complete by the end of the year.

The Knuckle Building Interior wall framing has been completed. Rough-in of the mechanical electrical and plumbing is nearly completed. Drywall will be installed in October. The permanent loading dock and bulk oxygen storage is under construction.

Furniture, Fixtures & Equipment consultants continue to work with hospital staff and the Replacement Team to prepare to purchase new furniture and medical equipment for the new building.

Clarendon Hall The Contractor has completed the West, South and North Wing interior abatements last month. The exterior abatement of the West Wing will be complete by the end of October. Utilities have been disconnected throughout the building and prepped for demolition. Exterior demolition of the West Wing will began in mid October and the remainder of the demolition will proceed from West to East.

Hospital Remodel This Fall seismic upgrade construction will begin on the 3rd floor. Elevators 1 & 2 will be permanently out of service. A wall will be built at the eastside of the 3rd floor hallway and

in the cafeteria. Moran Hall will serve as the interim cafeteria dining room until the cafeteria is open in the new building. Actual construction dates will be announced later.

Tree Allee Modifications Final work at the Tree Allee has started and is scheduled to be completed by the end of this year. The work will include: repaving the ADA ramp, installing 2 turnouts, handrails, and modifying the top of the stairs with 2 additional steps to meet street grade.

5) OPERATIONS REPORT

Timothy Skorvinski, M.D., Assistant Medical Director, presented the Operations Report.

DEPARTMENT OF EDUCATION & TRAINING

Organizational Development: Improving Communication

LHH's Culturally Effective Healthcare Program Development program has just received a California Hospital Association Best Practice Award, to be presented at the Health Services for Continuing Care (HSCC) annual meeting, October 13-15, 2008. DET project lead, Jill LeCount, RN, MS, CNS, is especially proud of this recognition, having learned from CHA's Pat Blaisdell that the organization was "inundated with entries" yet this program "stood out". This is the 3rd program recognition from a national organization. DET's program abstract was accepted for presentation at the Society of Public Health Educators (SOPHE) annual conference in San Diego, and the program also won the American Association of Homes and Services for the Aging (AAHSA) National Hobart Jackson Cultural Diversity Award to be presented in Philadelphia. Both are occurring in October. The California Endowment Foundation has generously approved additional funding to support travel and expenses for the team to participate in these important conferences.

The Culturally Effective Healthcare Program Development project is a comprehensive approach to reducing health disparities through programming that values diversity and inclusion. The program goes beyond training to include organization-wide changes to job postings, performance appraisals, and key policies and resident documents.

LHH Interdisciplinary Combined Leadership, composed of Executive and Department Head staff, participated in a leadership version of the full day training program on September 19, 2008. To date, six full day training sessions have been provided, with a total attendance of 129. Thus far 98% of participants rated the class as a 4 or 5 on a 1-5 Likert scale. The class has also been attended by individuals from SF DPH's Cultural Competency Office and Local 1021 service union for the purpose of supporting further dissemination of the program and training. This plan is echoed by the SF DPH Cultural Competency Task Force, which has requested a presentation from LHH's team for the upcoming Public Health Week, featuring John Kanaley as the key note speaker.

Organizational Development: Effective Transitions

DET's Jill LeCount and Michael Mikolasek have also been supporting staff through the interim transitions involving unit closures. They are utilizing an adaptation of the Transitions Curriculum piloted with the Adult Day Health Center and have brought counselors from the Employee Assistance Program (EAP) and Bob Thomas, LHH Human Resources Director, to each of the 4 units scheduled for closure. EAP staff also assisted DET to provide transition support for managers during the October Leadership Forum. While the unit closures are very challenging for all involved, the staff have been welcoming and appreciative of the support. This process is part of a 3-pronged approach that also includes general communication through Marc Slavin, Communications Director, and Resident Support/ Clinical Communication through Mivic Hirose, CNO.

EMERGENCY PREPAREDNESS SUBCOMMITTEE

Mass Staff Vaccination

The LHH Emergency Preparedness Committee, under the leadership of Angela Platzer, RN, MS, and in collaboration with Flavia Bayati, RN, MS, CNS, Infection Preventionist, is preparing for a mass staff vaccination drill on November 7, 2008.

Outcome Indicators include:

1. Vaccinate 600+ staff during this one day drill.
2. Successfully triage 100 staff per hour for vaccination/declination and document 100% in Healthstream.
3. Successfully transmit a CAHAN emergency notice to designated staff and receive 100% response to the transmittal.
4. Incident Command Center will receive hourly reports from Operations, Finance, Materials and Public Information.

MATERIALS MANAGEMENT

Electronic Supply Chain Management

Under the leadership of Russell Nakai, Director of Materials Management, LHH rolled-out the new DPH-wide software, McKesson Pathways Materials Management (PMM), on Monday, September 29, 2008. This project has been in development for three years comprised of a collaborative team from LHH, SFGH, Jails, & Primary Care. The LHH activation went very smoothly with only a few minor issues to resolve on the first two days of the go-live. Implementation of PMM has taken LHH into the present day systems of electronic supply chain management and is a key part of the transition to the New Hospital. As a result of this major project, LHH will be able to better serve our residents, staff and departments and to effectively manage and monitor our supply budgets.

ENVIRONMENTAL SERVICES

Healthcare Environmental Services Celebration Week – September 14-20, 2008

On September 18, 2008, LHH Environmental Services Department joined its counterparts across the nation in annual celebration of Healthcare Environmental Services Week. The celebration recognizes LHH porters and laundry service workers for the great service they provide to our residents, staff and visitors. Maxwell Chikere, EVS Department Director, praised staff for all their accomplishments this past year, particularly in preparing and for passing the State Licensing & Certification survey. John Kanaley, CEO and Gayling Gee, Associate Administrator of Operations and Clinical Support presented certificates for perfect attendance. Mario Diaz was recognized as the LHH EVS outstanding employee of the year based on Mr. Diaz's overall excellent performance.

Spring Cleaning in the Fall

Back by popular demand, EVS will embark on "Spring Cleaning" pickup of small items no longer needed at the units. Items will be picked up by EVS staff from October 27-31 either for discard or placed in the virtual warehouse for other City Department use.

6) CLINICAL CARE REPORT

Timothy Skorvinski, M.D., Assistant Medical Director, and Mivic Hirose, RN MS, Chief Nursing Officer, presented the Clinical Care Report.

Free Microsoft Office 2003 Skills Class for LHH Employees

This past August marks the fifth semester of the free Microsoft Office 2003 skills class training offered by City College of San Francisco for LHH employees from all departments and job classifications. The class has proven to be a popular program for the employees due to the fact that the classes are held at the convenience of our on-campus Computer Lab. The favorable response by the employees was tremendous as proven by an increase in enrollment this year, more than the LHH computer lab can accommodate. Creating Word documents, Excel spreadsheets and PowerPoint presentations are the most popular skills in demand by the students.

Restorative Nursing Assistant Certification Course

City College of San Francisco and SEIU UHW-WEST & Joint Employer Education Fund partnered with LHH and offered a free Restorative Nursing Assistant Training to eligible employees of City & County of San Francisco and Kindred Healthcare. The course provided theory and skill practice to improve the knowledge based and clinical competencies of CNAs to assist the residents with restorative care nursing needs. Twenty five participants attended the 2-day class held on September 23 & 29, 2008 here at LHH (19 from LHH, 1 from SFGH and 5 from Kindred Healthcare).

LHH Ward Transitions

In preparation for the transition to our new building, LHH Interdisciplinary Team members continue to work collaboratively on the appropriate relocations of their residents within the hospital where the residents' needs will be best met. The Administration is supporting resident, families and staff by meeting with individual units and responding to all questions and concerns. Our staff seeks to ensure that our residents feel safe and supported through this process, reminding them that they are the most important aspects of our jobs here at LHH. At the last Nursing Committee for Quality Improvement (NCQI) meeting, CNO Mivic Hirose reviewed the relocation processes and emphasized key nursing roles and responsibilities during the transition.

Nursing Staff Re-Assignment to SFGH

Laguna Honda Hospital's Nursing Education Department is hard at work coordinating the CPR and other educational credentials of 30 Certified Nursing Assistants (CNA) who will be reassigned to our sister hospital, San Francisco General Hospital (SFGH) within the next few weeks. The 30 CNAs are voluntarily moving to SFGH to mediate any layoffs (or position cuts) that are necessary to bring LHH into its fiscal year budget mandates. Our Nursing Education Department is working in partnership with SFGH Nursing Leadership as well as LHH Human Resources Department to retain LHH talent within the Department of Public Health. By working collaboratively with our sister hospital, we hope to minimize the need to have staff layoffs while allowing our staff to role model LHH excellent nursing practice. We wish our 30 CNAs the best of luck at SFGH.

Volunteer Services Newest Employee, Mr. Jan Doyle

The Volunteer Services Department welcomes a new staff member this month, Jan Doyle. The Volunteer Services Department is partnering with Community and Governmental Communications to boost public relation efforts. Jan and his colleagues in the Volunteer Services Department possess excellent verbal and technical communication skills. Jan has a Bachelor's degree and extensive experience in film making and possesses skills and knowledge in photography and computer applications as well. However, Jan's career has a parallel track. He has significant experience in human services, working as an Art Therapist in psychiatric hospitals. He actually transferred to his current position from the Laguna Honda Activity Therapy Department where he made great contribution to the residents of the hospital. The partnership between Volunteer Services and Communications is a natural as Volunteer Services is a primary contact point with the community

and that department is in touch with the resident population and its needs. Jan brings considerable skills and knowledge to the department including its expanded role in communications. We look forward to his contributions.

LHH Medical Staff Appointments

Appointments:

Denten Eldredge, DPM – Podiatry – (Active/Consultant)

David Young, M.D. – Plastic Surgery – (Active/Consultant)

William Kennedy, DO – Internal Medicine – (Active/Night & Weekend)

Reappointments:

Emile Daniel, M.D. – Surgery – (Active/Consultant)

Tera Cardone, PsyD – Neuropsychology – (Active/Daytime)

Neil Solomon, M.D. – Internal Medicine – (Active/Night & Weekend)

Eric Stamps, DPM – Podiatry – (Active/Consultant)

James Reed, M.D. – Gastroenterology – (Active/Consultant)

Resignations:

Alan Pao, M.D. – Internal Medicine – (Active/Night & Weekend)

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 3:00 p.m. Present in closed session were Commissioner Sanchez, Commissioner Sako, Luis Calderon, TCM Director, Regina Gomez, Director of Quality Management, Mivic Hirose, RN MS, Chief Nursing Officer, Timothy Skorvinski, M.D., Assistant Medical Director, Bob Thomas, Human Resources Director, Adrienne Tong, Deputy City Attorney (arrived at 3:30 p.m.), Rowena Tran, Operations Manager and David Woods, Pharmacy Director.

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 3:37 p.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 3:40 p.m.



Michele M. Seaton
Health Commission Executive Secretary