



Laguna Honda Annual Report 2009-2010



LAGUNA HONDA ANNUAL REPORT 2009-2010

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Our Values

Laguna Honda Hospital and Rehabilitation Center is a therapeutic community providing skilled nursing, acute care and rehabilitation services to 780 seniors and adults with disabilities in San Francisco, California. It is the tenth largest public hospital in the United States.

At Laguna Honda, caring for others is a vocation that we cherish. We are committed to providing the highest standards of quality and culturally competent service to a culturally and linguistically diverse population reflective of the communities of San Francisco. We are proud to serve as part of the San Francisco Department of Public Health safety net services for vulnerable populations.

Laguna Honda's person-centered approach promotes well-being and independence by integrating an award-winning nursing program with 24-hour medical care, a state-of-the-art Rehabilitation Center, therapeutic activities, nutritional counseling and social services that support individual needs and preferences.

Laguna Honda's residents, along with their families and loved ones, are active participants in the decisions that affect their care.

Our attention to multiple and changing health needs assists residents to adapt to any ongoing challenges they may face, and to successfully integrate into the civic life of San Francisco.

Our promise is to strive for therapeutic excellence and a healing environment that puts people first.



Message from The Executive Administrator

Over the past decade, there has been an important shift of perspective in skilled nursing care.

Practitioners have moved away from an institutional model in which the priorities of the service provider determined such vital matters as when patients ate, slept, bathed and dressed. The emerging national best practice is a person-centered model in which the needs and preferences of the consumer - the patient or resident - inspire the quality of care.

With a transition into a new state-of-the-art facility specifically designed to encourage choice, integration and independence for residents, Laguna Honda places itself in the mainstream of the national paradigm shift.

The new Laguna Honda links 13 specialized nursing programs of 60 residents each into one integrated organization, combining a personalized level of care with the efficiencies afforded by an economy of scale.

As our buildings have dramatically taken shape, we have committed ourselves to the challenge of openness and accessibility they represent.

We have taken decisive steps from resident dependency to resident choice and from institutional care to community-oriented, person-centered care. With the San Francisco Controller's Office, and two national leaders in nursing home reform, Lumetra Healthcare Solutions and B & F Consulting, we are engaged in an initiative for organizational culture change to help us realize our vision of becoming a center of excellence.

We believe that our emerging model will help to set new standards for metropolitan public health services providing person-centered long term care and rehabilitation to vulnerable populations.

We are pleased to present this report of our accomplishments over the last year, and we look forward to our continued service to San Francisco.

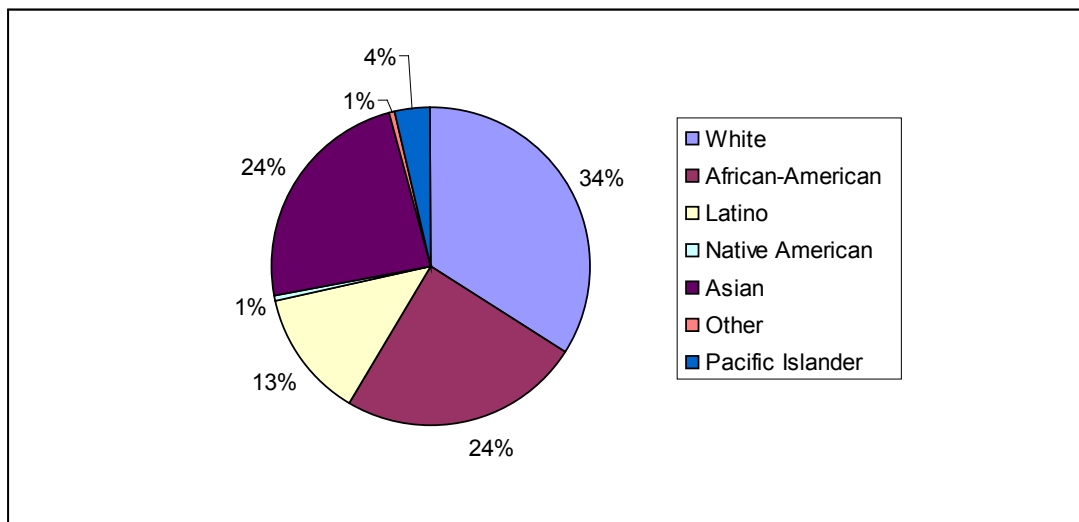
Mivic Hirose, RN, MS, CNS
Laguna Honda Executive Administrator

State of the Hospital

Laguna Honda achieved significant accomplishments in census, licensing, budget and staffing in fiscal year 2009-2010.

Resident Population. Laguna Honda became licensed for 780 beds on September 1, 2010. The license includes 765 skilled nursing beds, eight acute medical beds, and seven acute rehabilitation beds. The new census reflects successful efforts during the 2008-2009 and 2009-2010 fiscal years to prepare for the 780 beds designed and constructed in the new Laguna Honda.

The average age of Laguna Honda residents in 2009-2010 was 68. The resident gender Balance was 52.4% men and 47.6% women. Resident ethnic diversity is reflected in the pie chart.



Licensing. The final licensing and certification survey in the current hospital found substantially high quality of care, quality of life and resident safety. Twelve surveyors from the California Department of Public Health spent one week at the hospital from May 11 to May 19, 2010 reviewing hospital practices for consistency with standards mandated by the federal Centers for Medicare and Medicaid Services. Surveyors found no substandard care. The hospital's plan of correction for items specified in the standard statement of deficiencies was submitted and accepted in June.

The survey marks the fourth year in a row the hospital license has been renewed without requiring a re-survey. Ongoing performance improvement initiatives and staff education and training have helped to create a culture of competence in which the organization is survey-ready at all times.

Budget and Finance. Laguna Honda's fiscal year 2009-2010 operating budget was \$162 million, down from \$171 million in 2008-2009. Most residents are Medi-Cal recipients. Seventy-seven percent of operating funds, or \$125 million, were provided by reimbursements from Medi-Cal and Medicare. The city's General Fund provided 23%, or \$37 million.

Cost per patient day	\$574.00
Revenue per patient day (Medi-Cal, Medicare)	\$441.98 (77%)
General Fund subsidy per patient day	\$132.02 (23%)

Year-end projections show a surplus of \$4.5 million. Revenues are projected to be more than budget by \$5.1 million and include an additional \$3.2 million in Medi-Cal payments related to a recent court order for the state to increase payment rates effective February 25. Expenditures are projected to be \$0.7 million more than budget due to unfavorable variances in personnel services and fringe benefits (\$1.1 million) and several other small variances in non-salary expenses.

The approved budget for fiscal year 2010-2011 is \$180 million, an increase of \$17 million from last year. Twelve million is for debt service and \$5 million is mainly due to the fringe increase. About 77% of operating funds, or \$140 million, are funded by Medi-Cal, Medicare and other revenues. The city's General Fund provides about 23%, or \$40 million.

Staffing. At the close of the fiscal year, Laguna Honda had 1,130 regular employees advancing the hospital's mission.

In the final quarter of the fiscal year, the hospital was actively recruiting 46 home health aides to support the new service delivery model. Also in the final quarter, 21 Licensed Vocational Nurses (LVNs) were recruited as new staff, including 11 promoted from nursing assistant positions.

Ten staff members tested and passed the Spanish bilingual exam during the last quarter, further advancing the hospital's competency to support monolingual residents. Staff members certified in various languages now number 130.

Laguna Honda saw the appointment of a number of new executive and managerial staff during the fiscal year. Chief Operating Officer Mike Llewellyn was new to the job in the fall of 2009. He is the hospital's former Facilities Manager. Chief Financial Officer Tess Navarro took over the position in the fall of 2009. She had been the chief financial officer of the city's Health Service System.

Medical Director Colleen Riley assumed her new role in January 2010. Dr. Riley is the former co-director of the Laguna Honda Positive Care program, which provides services for people with HIV and AIDS. Medical Chief of Staff Steven Thompson was re-elected to the job by his colleagues in June 2010. He continues to serve as the medical co-director of the Positive Care Program.

Chief Clinical Dietitian Loretta Cecconi was appointed to the position in January 2010. She had been serving on an interim basis. Respiratory Therapist Gary Cozzi became interim manager of clinical support services in February of 2010.

Just after the close of the fiscal year, Interim Director of Pharmacy Michelle Fouts took the place of former director Dave Woods, who assumed pharmacy oversight responsibilities for the entire Department of Public Health.

Strategic Goals: Laying the Foundation for a Center of Excellence

Laguna Honda's strategic goals are established and implemented by the Leadership Forum, an interdisciplinary group of 50 managers representing every branch of the hospital: nursing, medicine, social services, therapeutic activities, food and nutrition services, pharmacy, quality management, psychiatry and psychology, rehabilitation, administration, facilities management, environmental services, admission and eligibility, finance, billing, and information systems.

In fiscal year 2009-2010 the Leadership Forum began implementation of four goals designed to define the new, emerging organization. The goals serve as developmental criteria over a multiple year period. They will continue to guide program and hospital initiatives into the 2010-2011 fiscal year.

Initiatives developed to implement the goals follow a classic quality improvement approach, Plan-Do-Study-Act (PDSA), treating each program as an evolving process responsive to changing conditions. PDSA tests a proposed change by suggesting a course of action (Plan), deploying the proposed plan (Do), observing and learning from the consequences (Study), and determining what modifications to build into subsequent iterations (Act).

Below are the hospital's four strategic goals for fiscal years 2009-2010 and 2010-2011 and the initiatives, accomplishments and programs of the past year that support them.

Resident Success:

Provide programs and services that maximize independence, promote choice, and integrate residents into the larger community.

Programs and Services. As a safety net facility, Laguna Honda serves a wide variety of healthcare needs. In 2009-2010, several nursing programs were reclassified – given new names by the residents and staff – to better indicate the nature of the services provided. The hospital's programs now fall into seven categories, as follows.

- **Rehabilitation.** The Laguna Honda Rehabilitation Center serves both skilled nursing and acute care residents with programs in physical therapy, occupational therapy, speech therapy and audiology. The program assists individuals who have experienced a traumatic injury or are living with a chronic condition, and can benefit from an intense level of rehabilitation with a goal of achieving their maximum level of independence.
- **Enhanced Support.** The hospital's enhanced support program is dedicated to improving the independence of residents with chronic or complex conditions who require extensive assistance with activities of daily living such as eating, bathing and toileting. The program serves people living with the effects of stroke, traumatic brain injury, and neurological disorders among others.
- **Memory Care.** Laguna Honda provides memory care services for residents with Alzheimer's or other dementias who have advanced stages of the disease and are no longer able to be cared for at home by family members. The program is featured in a training film for practitioners produced by the national Alzheimer's Association.
- **Positive Care.** Laguna Honda provides the Bay Area's only skilled nursing service for people with HIV and AIDS.
- **Integrated Wellness.** Residents who have multiple, complex physical illnesses as well as mental health or behavioral challenges receive services in the integrated wellness program, which combines nursing, medical and counseling therapies.
- **Monolingual Care.** The hospital's award-winning cultural competency services include care in Spanish and Chinese for monolingual speakers.
- **Hospice and Palliative Care.** The palliative care program provides symptom management services and holistic care that addresses heart, mind and spirit for people nearing the end of life. It includes an in-house hospice operated in partnership with the Zen Hospice Project of San Francisco.

Hospital residents with developmental disabilities are provided services in the appropriate program with the aim of integration into community-based residences that provide specialized services for people with developmental disabilities.

The Nursing Department continues to promote its nursing assistants to obtain their restorative care certification. Restorative care certification classes in the fiscal year had a 100% pass rate.

Connectivity Clinic. The hospital launched an initiative in fiscal year 2009-2010 to reinforce healthy social habits and routines for residents with cognitive deficits. Called the Connectivity Clinic, the initiative provides psychosocial occupational therapy for residents in the Memory Care and Positive Care programs. The clinic's mission is to develop strong connectivity from resident to resident, and between residents and the larger community, in a structured and consistent, yet dynamic, environment.

The clinic assists residents to develop performance and process skills to increase their sense of self, emotional modulation, body awareness, and to improve social functioning. It integrates genders, ages and cultures, fostering peer support by developing ongoing relationships. The structured weekly groups include: Cognitive Group, Sensory Group, Feldenkrais Movement Improvement and Social Emotional Support Group.

Developmental Disability Outplacement Program. The hospital's ongoing partnership with the Golden Gate Regional Center to expand community integration opportunities for adults with developmental disabilities made new advances in the fiscal year.

The second of three planned residences operated by former Laguna Honda nurses for people with developmental disabilities opened in June. The new addition is the Byxbee Home, a collaboration involving Laguna Honda, the Golden Gate Regional Center, the San Francisco Department of Aging and Adult Services and the housing office of the Department of Public Health. Byxbee will house four former Laguna Honda residents in an 1800 square foot, four bedroom home with a fully accessible backyard.

The initial residence opened by the former Laguna Honda nurses, Capay Circle, opened in fiscal year 2008-2009, and a third is scheduled to open in December, 2010.

Recovery and Wellness. A Department of Public Health initiative to improve discharge processes for Laguna Honda residents needing access to mental health and substance use services took effect in 2009-2010. The initiative, termed Recovery and Wellness, will in part facilitate the transition of former Laguna Honda residents to programs offered by the department's division of Community Behavioral Health Services (CBHS). Director of the Laguna Honda psychology and psychiatry department, Lorraine Killpack, helped lead operational planning for the initiative's integrated assessment, treatment and discharge process in partnership with Kelly Hiramoto, Community Programs Placement Director, and Bob Cabaj, CBHS Medical Director.

Resident Satisfaction Survey. Most people who live at Laguna Honda would recommend it to others, but some services offer room for improvement, according to the results of the 2009-2010 resident satisfaction survey. Two hundred thirty nine residents (80% of those eligible for inclusion) participated in the survey. The survey was prepared by My Inner View, a leader in nursing facility quality monitoring. It was conducted in English, Spanish and Chinese.

Sixty-eight percent of respondents would recommend Laguna Honda, and 71% are satisfied with the care they receive. On a scale of "excellent," "good," "fair" and "poor," the areas with the highest number of "excellent" ratings were nursing care, volunteer services, medical care, social work, spiritual care, safety and pain management.

Areas with the lowest number of "excellent" ratings were food, dining, safety of belongings, choices and preferences, resident-to-resident friendships, adequacy of daily activities and responsiveness of management.

The hospital's action plan assigned responsibility for priority topics identified in the survey as follows.

- The Quality of Life Performance Improvement Team addressed “adequacy of daily activities” and “access to the outdoors.”
- The Resident Care Committee was assigned “participation in care meetings” and “staff focus on each resident as an individual.”
- Residents’ Council took on “feeling part of a larger community,” “resident-to-resident friendships,” and “resident-to-staff friendships.”
- The Employee Health and Safety Committee worked on “security of personal belongings.”
- The Nutrition Sub-Committee of the Pharmacy and Therapeutics Committee focused on “quality of meals” and “dining experience.”
- All performance improvement groups addressed “attention to choices and preferences.”

Resident care teams employed the survey priorities to make improvements in care conferences. Quality improvement initiatives are ongoing and will be measured in the following satisfaction survey.

Residents’ Council. The Laguna Honda Residents’ Council was a force for change in fiscal year 2009-2010. The council found a new voice in 2007-2008 under president Paul Hendrickson, who revitalized its role as a participant in organizational planning. That initiative has continued under current president Elizabeth Cutler, who has championed resident-centered culture change.

*Healing Environment:
Achieve the highest quality of life through professional, caring relationships
and compassionate services in therapeutic surroundings.*

The New Laguna Honda. The hospital’s major initiative for a therapeutic environment is its move into a new facility designed to promote resident choice and community integration. The move is covered separately in this report.

Smoke Free Campus. Laguna Honda became a smoke-free campus in fiscal year 2009-2010. The hospital retains a smoking area, Harmony Park, as part of its Ash Kickers program to assist residents to kick the cigarette habit.

Shorter hours beginning in May at Harmony Park helped curb cigarette use. The park is closed from 11 pm to 6 am daily. During a pilot period, off hours were monitored for safety by a sheriff’s cadet. There were three reports of noncompliance, all successfully addressed by counseling interventions. The hospital provides nighttime smoking alternatives such as gum, snacks, and nicotine replacement when needed.

Shuttle Service. Laguna Honda began its own accessible shuttle service in fiscal year 2009-2010. Two wheelchair accessible shuttle vans ferry passengers up the hill from the Forest Hill Muni station across the street to hospital entrances and parking lots every 20 minutes. The shuttle service replaces Muni’s 89 bus line, which was discontinued due to budget cuts.

*Community Partnerships:
Strengthen relationships among residents, families, staff,
educators, researchers, and other service providers.*

Affiliations. Laguna Honda continued its clinical training affiliations in 2009-2010, serving as an internship site for students in medicine, nursing, pharmacy, social work, psychology and dietetics.

- **Medicine:** Students receiving clinical training in the hospital’s Department of Medicine included first year residents in orthopedics, fourth year medical students fulfilling four-week rotations or sub-internships, second and third year medical students undergoing preceptorships, and physical therapy students receiving training in the hospital Rehabilitation Center. In addition, as they do every year, first year residents from the University of California, San Francisco attended an orientation and hospital tour.

- Pharmacy: The Laguna Honda pharmacy was a training site for 16 students from the University of California, San Francisco school of pharmacy in 2009-2010 as well as for a resident in geriatric pharmacy from the Veterans Administration Hospital in Palo Alto.
- Social Work: The hospital Social Services Department accepts first and second year graduate students from the University of California, Berkeley; California State University, San Francisco and California State University, East Bay. Social Work students are on site throughout the academic year training in assessment and counseling, documentation, discharge planning, advocacy work and financial and legal counseling. Students also complete site visits throughout San Francisco to learn about community resources.
- Psychology: Laguna Honda's Psychology Training Program is in its seventeenth year. The hospital's Department of Psychology is a member of the Bay Area Practicum Information Collaborative and provides training for graduate psychology students on two clinical tracks, neuropsychology and substance abuse treatment. Graduates of the training program have in the past become staff members at the hospital.
- Dietetics: The hospital's Nutrition Department serves as preceptor for dietetic interns from California State University, San Francisco and dietetic technicians from Merritt College in Oakland.
- Nursing: The Nursing Department serves as preceptor for graduate nursing students, RN students, licensed vocational nurses, and nursing assistants from UCSF, USF, SFSU, City College, John Adams and JVS.

Art With Elders. Laguna Honda continued its exciting collaboration with Eldergivers' Art with Elders program in the fiscal year. The program provides an opportunity for creative expression to the hospital's growing number of resident artists and sculptors. Art with Elders' Mark Campbell, Laguna Honda activity therapist Cho Tai and Laguna Honda social worker Sharon Pretti, coordinator of the resident poetry program at the hospital, organized a juried process to select resident art and poetry to appear on the hospital's donor wall in the lobby of the Pavilion. The wall, designed by Kate Keating & Associates, integrates the names of philanthropic donors with work by residents. The artists' submissions were juried in collaboration with the San Francisco Arts Commission. The final exhibit features the work of five Laguna Honda poets and twelve painters.

Hospice. The hospital expanded the community partnership efforts of its hospice program in fiscal year 2009-2010, establishing an advisory group to help set guidelines for service delivery.

Chairs of the advisory group are Laguna Honda Medical Director Colleen Riley, M.D. and the hospital's Clinical Nurse Specialist in palliative care, Anne Hughes, R.N., Ph.D. Other members include Anne Kinderman, M.D., Director of the Palliative Care Service at San Francisco General Hospital; Robert Brody, M.D., Medical Director for the Health at Home program of the Department of Public Health; B.J. Miller, M.D. of the Palliative Care Service at the University of California, San Francisco; and staff from the hospital's community partner in hospice care, the Zen Hospice Project of San Francisco.

The group adopted a three-part mission: to create a vision for palliative care at Laguna Honda, to assist Laguna Honda to plan the transition of the hospice to the new building, and to expand palliative care consultation services hospital-wide.

National Youth Leadership Forum on Medicine. The hospital continued its partnership with the National Youth Leadership Forum, offering a clinical curriculum to visiting high school students interested in medical careers. Thirty students selected on the basis of academic excellence spent time observing care at Laguna Honda under the guidance of Laguna Honda physician Dr. Monica Banchemo-Hasson, a fellow of the American College of Physicians.

Waldorf School Community Partnership. Laguna Honda began working in collaboration with the San Francisco Waldorf School in fiscal year 2009-2010. Ninth and tenth graders enrolled in the school's organic gardening and environmental awareness class help to maintain the new planting boxes and gardens in the reclaimed Clarendon Valley. The goal is to give the students hands-on responsibility that teaches organic gardening and environmental preservation.

The students helped to prepare the garden for Laguna Honda's ribbon cutting celebration in June. During summer vacation, Waldorf teachers helped to maintain the area. When school resumed in the fall, the students replanted some of the boxes and cultivated the pumpkin patch. They have started an organic compost pile, and are helping to maintain a honey bee hive

in the meadow. All their work is done in collaboration with Laguna Honda staff. When residents move to the new buildings, they will join the students in the planting and harvesting as part of a horticulture therapy program.

Walks To Fight Disease. Residents and staff once again made a strong showing at the annual AIDS Walk and Alzheimer's Walk in San Francisco. Twenty-three residents participated in the AIDS Walk and raised \$2000 for the AIDS Foundation. They were delighted to be joined by former residents now living at Leland House and the Peter Claver Community. The Alzheimer's Walk was similarly well attended with 10 residents and staff members and volunteers. The Memory Care team raised over \$6,000 to help people with dementia, more than two thousand dollars over last year.

*Innovative Excellence:
Develop and sustain best practices and technology
to achieve the highest quality of care, organizational effectiveness and fiscal responsibility.*

Department of Public Health Nursing Leadership Council Retreat. Laguna Honda nursing staff actively participates in the nursing leadership development program of the Department of Public Health.

The featured speaker at the 4th Annual Nurse Leaders Retreat in June 2010 was Ed O'Neil, Ph.D., Co-Director of the Center for the Health Professions at the University of California, San Francisco. Dr. O'Neil spoke on "strategic nursing success in a changing health care landscape." His talk identified those parts of the recent federal health care reform on which nursing leaders should focus and pointed to key elements for success. He also discussed how to strengthen skills for change management, foster leadership, and build working teams.

The mission of the DPH Nursing Leadership Council, sponsor of the retreat, is to promote the mission and vision of the Department of Public Health by providing leadership, communication, education, and promotion of nursing throughout the department, and to integrate nursing care across the populations served.

Anne Hughes, RN, PhD, advanced practice nurse in palliative care received the 2010 O'Connell Society Award from the DPH Nursing Leadership Council, the highest honor awarded by DPH nurses to one of their colleagues.

Pebble Colloquium. Laguna Honda was the host hospital for the Center for Health Design's national Pebble Colloquium on September 21, 2010, after the close of the fiscal year. One hundred fifty healthcare design professionals, clinical leaders and hospital executives from around the country toured the new buildings and attended presentations about the hospital's evidence-based design, LEED certification, public art, and organizational culture change.

The Center is a non-profit organization dedicated to improved therapeutic environments in hospitals and other health care settings. Laguna Honda is one of the Center's Pebble Partners. Like a pebble dropped into a pond, every partner creates ripples of innovation.

Laguna Honda staff and community partners presented four workshops.

- "Public Art at Laguna Honda," presented by Susan Pontius, Director, Public Art Program, San Francisco Arts Commission and Jeff Logan, Principal, Director of Design, Anshen+Allen.
- "Culture Change at Laguna Honda," presented by Mivic Hirose, RN, MS, CNS, Executive Director, Laguna Honda; David J. Farrell, MSW, LNHA, Director, Organizational Development, SnF Management, West Hollywood, CA; Colleen Riley, MD, Medical Director, Laguna Honda and Mike Llewellyn, Chief Operating Officer, Laguna Honda.
- "Research in Evidence-Based Design at Laguna Honda," presented by Mary A. Blegen, RN, PhD, FAAN, Professor, Department of Community Health Systems and Director, Center for Patient Safety, UCSF School of Nursing; Anne Hughes, RN, PhD, ACHPN, FAAN, Advance Practice Nurse, Palliative Care, Laguna Honda; Sharon Woodworth, Associate Principal and Senior Architect, Anshen+Allen; and Mary Louise Fleming, PhD, RN, Vice Chair, Administrative & Academic Coordinator, Department of Community Health Systems, UCSF School of Nursing.

- “Environmentally Friendly Design and Construction at Laguna Honda,” presented by John Griffiths, Associate, ARUP, Tyler Krehlik, Associate Principal, Anshen+Allen, and Mark Palmer, Green Building Coordinator, San Francisco Department of the Environment.

Videotapes of the presentations are available for viewing on the Center for Health Design website and the Laguna Honda website. The Public Art presentation was broadcast on SFGTV’s Culture Wire.

Pharmaceutical Advances. The Laguna Honda pharmacy was featured in the June 2010 issue of the Journal of the Pharmacy Society of Wisconsin for employing evidence-based design to establish safer and more efficient practices. The pharmacy will expand operation of Omnicell automated dispensing machines to all neighborhoods of the new Laguna Honda. The machines, which are used for controlled substances, over the counter medications, and the high risk medication Warfarin, provide an added layer of safety and accountability.

The pharmacy also passed the state of California’s Medication Error Reduction Plan (MERP) survey in 2009-2010. The survey, mandated since 2001, is conducted by the California Department of Public Health every three years.

University of California, San Francisco Collaborations. Hospital staff continued to work with UCSF in the fiscal year, participating in its Research Days Conference, collaborating on research projects and serving as lecturers and mentors to UCSF students as faculty members.

Six abstracts describing quality improvement projects submitted by interdisciplinary teams of Laguna Honda staff were accepted for presentation at the October 2010 Research Days conference sponsored by the Center for Nursing Research and Innovation at UCSF. The abstracts were written by staff from the departments of medicine, nursing, psychology and psychiatry, rehabilitation, social work, pharmacy, quality management, nutrition and food services, and accounting.

- “The Challenges of Care-Giving for Residents Living with Chronic Illness in the Long Term Care Setting,” submitted by Eric Scudmore, Fatima Ascano, Gail Cobe, Bronwyn Gundogdu
- “The Challenges of Developing a Bariatric Program in the Long Term Care Setting,” submitted by Diana Vaccaro, Brenda Austin.
- “It Takes a Team: Improving the Management of Chronic Nonmalignant Pain in a Skilled Nursing Facility,” submitted by Anne Hughes, Victoria Behrman, Michelle Fouts, Angela Pownall-Elizalde, Lea Angeles, Deilah Angeles, Chris Hinnant
- “Preparing Nursing Staff to Transition from Low Tech to High Tech Care,” submitted by Elisa Ramirez and the Laguna Honda nursing education team
- “Continental Breakfast and Leisurely Awakening Program,” submitted by Chris Reyes, Ed Shiels, Chris Lai, Tess Navarro, Bronwyn Gundogdu
- “Clinical Support for Institutional Change: The Evolution of an Unrestricted Smoking Environment to One With Time and Location Restrictions,” submitted by Jim Zelaya-Wagner, Gail Cobe

Progress also continued on a series of collaborative research projects designed to measure the effects of the new Laguna Honda on patient outcomes. Researchers compiled pre-move data to gauge resident, family and staff satisfaction. The satisfaction studies are led by former Laguna Honda Chief Nursing Officer Mary Louise Fleming, R.N., Ph.D., and Laguna Honda Clinical Nurse Specialist Anne Hughes, R.N., Ph.D. Dr. Mary Blegen, Professor at UCSF and Mivic Hirose, Executive Administrator are leading another study examining Quality of Life through Engagement that uses trained research observers to explore residents’ daily routines and quality of life before and after the move.

A number of Laguna Honda staff members hold clinical faculty appointments at UCSF. In those roles they serve as mentors or preceptors for future health care professionals, provide guest lectures, serve as faculty of record for courses and participate on committees and advisory groups. Among them are Professor Anne Hughes, RN, CNS, and Assistant Clinical Professors Paul Carlisle, PT, MPT, GCS; Michelle Fouts, Pharm.D.; Elaine Gecht, MD; Eunice Lo, Pharm.D.; Lucy Luu, Pharm.D.; Lisa Pascual, MD; Susan Rosen, Pharm.D.; and David Woods, Pharm.D.

Move Planning: A Focus on Safety and an Historic Undertaking

During the fiscal year, Laguna Honda charted the course for move planning for the tenth largest hospital in the country. The transfer of people and operations into a new hospital is guided by a detailed move plan that became operational in fiscal year 2009-2010. The plan establishes guidelines and systems for the safe relocation of 780 residents or patients into the 13 neighborhoods of the new buildings.

Management and Accountability. The move plan builds mutual accountability into the operations of six working groups, emphasizing departmental integration as the basis of a successful transition that is consistent with the hospital's quality and compliance standards.

Responsibilities of the working groups are as follows:

1. Resident Care: Oversees planning of service delivery and model of care development.
2. Orientation and Training: Instructs staff on systems and workflows in the new environment.
3. Master Move Planning: Develops and executes move day operations.
4. Fit-Up: Coordinates procurement and installation of equipment and furniture.
5. Support and Ancillary Services: Manages transition operations for non-clinical programs and services.
6. Steering Committee: Coordinates actions of the working groups. Consists of team leaders from each group and the hospital's executive committee.

Guiding Principles. As a first step to guide its activities, the transition team established six defining principles based on the hospital's primary value articulated in its strategic plan, "Residents come first."

1. Resident/patient safety is a primary priority of the move plan.
2. All residents/patients will be treated with respect and dignity.
3. Confidentiality will be maintained at all times.
4. Resident and staff communication is essential to a safe transition.
5. No admissions will be scheduled on move days.
6. Non-essential external appointments will not be scheduled on move days.

The six guiding principles are consistent with the hospital's continuing quality improvement program to ensure that transition activities help to further overall goals and objectives.

Critical Path. The post-construction critical path to move day is marked by seven milestone events, below in chronological order.

1. Systems testing by the San Francisco Department of Public Works, which is managing the Laguna Honda Replacement Program.
2. Certification by the Statewide Office of Hospital Planning and Development (OSHPD) that the buildings conform to construction standards.
3. Stocking: Installation of equipment and furniture.
4. Staffing: Assumption of building operations by the San Francisco Department of Public Health, Laguna Honda Facilities Management Department.
5. Completion of training on the new facility: (a) General orientation and life safety and (b) Department-specific training
6. Licensing: Inspection by the California Department of Public Health.
7. Resident Move-In: An intricately planned two-day event focusing on care for resident physical and emotional well-being.

Practice Drills. Mock moves designed to simulate actual circumstances and potential difficulties are modeled after the Hospital Incident Command Structure (HICS). Drills are followed by debriefing sessions to build lessons learned into subsequent drills. The drills are managed from an incident command center. Monitors are stationed along move routes to report progress and problems back to the center. Deliberate crisis scenarios are built into the drills to give team members practice on possible problems. Residents as well as staff are participants in the mock moves. Resident participation is limited and carefully managed to ensure physical and emotional well-being and consistent with licensing requirements.

Move Day Operations. Move day operations will be managed by the following 14 HICS-designated personnel.

1. Incident Commander — responsible for overall strategy and tactics.
2. Operations Section Chief — responsible for overall operations.
3. Resident Move Coordinator — responsible for resident assignments in the new hospital.
4. Hospital Sending Coordinator — responsible for overall resident departures.
5. Unit Senders — responsible for departures at assigned units.
6. Hospital Receiving Coordinator — responsible for smooth and safe transfer.
7. Unit Receivers — responsible for transfer at assigned units
8. Labor Pool Coordinator — responsible for move day staffing
9. Volunteer Labor Pool Coordinator — responsible for move day volunteers
10. Resident Transport and Equipment Coordinator — responsible for transport equipment
11. Transporters — responsible for accompanying residents
12. Clinical Hall Monitors — responsible for trouble-shooting along move route
13. Elevator Monitors — responsible for controlling traffic

The move day command center, overseen by Pharmacy Director David Woods serving as incident commander, will track residents to ensure safe passage and will serve as a call center for trouble-shooting. It will continue operations for at least two days following the move.

Resident Moves. Resident moves are based on individualized move day care plans. Each resident is assessed for specific needs.

The resident move will take place over a two-day period, December 7 and 8, 2010, along designated routes. Fifteen units will move each day in a pre-planned sequence developed for efficiency and safety. Each move day will begin at 8 am and end at 4 pm. Units will move in two-hour blocks, approximately four residents every quarter hour. Travel time is estimated at 15 minutes from the old buildings to the new neighborhoods. Designated elevators accommodate four standard wheelchairs. The elevators will be serviced prior to the move and technicians will be standing by on move days.

Residents will move primarily in wheelchairs. Each resident will be accompanied by nursing staff or a trained volunteer.

Medical records will remain with residents during the move. Meals and medication administration will be synchronized with move times.

Resident belongings will be packed by residents, families, volunteers, and care team members. Belongings and equipment will be moved by a private contractor with hospital move expertise. Except for necessities, belongings will be delivered and precede residents by at least a full day.

Neighborhood and household assignments are based on clinical and personal needs, including safety and interpersonal compatibility. Room assignments are made pursuant to a standard Patient Aggregation and Bed Allocation plan (PABA).

Resident and Family Preparation. Preparation for residents and families takes place in resident care conferences, community meetings on the units and resident move workshops. Team members participating in the care conferences are:

residents and family members, nursing staff, physicians, social workers, activity therapists, registered dietitians, and other support staff as appropriate.

Residents and families are provided with a question-and-answer guide to life in the new environment and a book of photographs depicting aspects of the buildings. They have opportunities to screen a computer-generated virtual tour of the new facility. Structured conversation about the move is ongoing and integrated into daily care routines. If direct care givers cannot address specific questions about move plans and new resident routines, they refer issues to supervisors for response by appropriate staff.

Five resident workshops have taken place to provide an opportunity for residents to ask questions related to the new hospital, move preparation and planning.

Staff Moves. Departmental moves are coordinated to inaugurate basic start-up services in order of operational necessity, as indicated below, and to rapidly resolve issues that require trouble-shooting. Prior to resident move-in, all building systems will “go live,” households will be stocked, and services will initiate and be smoothly functional.

1. Information Systems, Admissions and Eligibility
2. Facilities Management, Telecommunications, Security
3. Environmental Services and Central Supply
4. Food and Nutrition Services, Pharmacy
5. Nursing, Medicine, Clinics, Rehabilitation, Therapeutic Activities

Social Services, Administration, Accounting, Health Information Services and Patient Financial Services will remain in its current location in the Administration Building.

On move day, staffing will be augmented with approximately 200 trained volunteers, and the hospital will implement a surge staffing plan to ensure that all hands are on deck.

Staff Training. Hospital staff completed a curriculum prepared by the hospital’s Department of Education and Training and its Nursing Education Department to prepare for the smooth operation of services in the new environment.

1. Life Safety Orientation.

A four-hour introduction for all staff to the systems and safety features of the new buildings. To date, 99% of Laguna Honda staff have completed this training.

1. Department-Specific Training.

A collaboration with vendors: practice drills on new equipment, rehearsal of new building workflows, and skill checks.

1. Day in the Life.

A national best practice that simulates a day in the life of a typical resident care program, including crisis scenarios. Implementation of Day in the Life training is a collaboration with the hospital’s transition logistics consultant, Healthcare Technology Systems (HTS). Day in the Life training sessions are based on (a) past unusual occurrences and (b) protocols for staff engagement and resident-directed care developed as part of the organizational effectiveness initiative.

Super-Users. Leading the Day in the Life training will be a specially selected interdisciplinary group of approximately 160 super-users, staff experts in the work routines, equipment, and systems of the new buildings. The super-users will serve as advisors to their colleagues on building operations and maintaining resident-centered care through the transition process.

Organizational Effectiveness: Resident-Centered Care and Staff Engagement

Fiscal year 2009-2010 was, above all, a year of transition for the hospital. Preparation for the move to the new Laguna Honda involved not only detailed move planning but also the launch of an organizational effectiveness initiative for resident-centered care and staff engagement.

With funds set aside by voters (Proposition C) to improve delivery of city services, the San Francisco Controller's Office retained two national leaders in nursing home reform, Lumetra Healthcare Solutions and B & F Consulting, to assess the hospital's organizational culture and its model of care and to propose innovations.

At the close of the fiscal year, the culture change initiative was well underway. The assessment phase was complete and pilot projects, known as "small tests of change," were already impacting service delivery.

Shifts of Perspective. The early phase of the initiative focused on creating dialogue between residents and staff, and between managers and direct care staff. Staff members experienced the hospital from a resident's point of view by participating in assignments like this one: Lie in a resident bed for 15 minutes. Close your eyes and use your senses to see what residents experience. Open your eyes and imagine a resident's first day at Laguna Honda.

Hospital managers and executive staff were asked to participate in community meetings on the resident care units and to have one-on-one conversations with direct care staff, line staff and residents to learn what life at Laguna Honda is like for them.

Conversation starters included these suggestions:

- Ask a resident what it's like to shower here and how it could be better
- Ask a resident what they used to enjoy eating before they moved to Laguna Honda
- Ask what times of day they typically went to bed and woke up
- Ask what it's like the first day staff assignments change and residents have a switch in who's taking care of them

Staff members and residents held over 100 of these meaningful discussions, producing new insights into how hospital systems can be more responsive to resident preferences.

Small Tests of Change. The next step in the project, "small tests of change," called upon departments and programs to try a new approach to a selected list of practices in order to build relationships and improve resident-directed care. Some approaches piloted in the test of change process were collaborative work plans between activity therapists and nursing assistants, involvement of Facilities staff and Environmental Services staff in nurse's change of shift meetings, consistent assignment of caregivers to residents, and gentle awakening by nursing staff with flexible breakfast schedules by food service staff.

The hospital will continue to pilot small tests of change as it makes ongoing adjustments to service delivery.

Major Advances. At the close of the fiscal year, consistent assignment of nursing caregivers to residents, a national best practice, had been implemented house-wide. Consistent assignments builds stronger relationships between residents and care staff, which translates into more effective resident input into care planning.

Interdisciplinary staffing cohorts of consistent caregivers, called Dream Teams, were also developed for each of the 13 specialized neighborhoods in the new Laguna Honda.

The Dream Team concept is meant to build staff engagement and foster ground-up decision making so resident needs and preferences take precedence over top-down institutional priorities. The transition from institutionalized care to individual-

ized care facilitated by the Dream Teams puts Laguna Honda in the mainstream of nursing home best practices nationally.

Dream Teams cut horizontally across organizational silos to include staff members from every discipline working together on an equal footing. Teams consist of registered nurses, licensed vocational nurses, nursing assistants, clinical nurse specialists, home health aides, a physician, psychologist or psychiatrist, social worker, dietitian or nutritionist, consulting pharmacist, quality management staff, housekeepers, building maintenance staff, a medical records clerk, food service workers, an activity therapist, and a member of the executive staff serving as a liaison to facilitate innovations to service delivery developed by the team on the ground.

An example of how the collaborative effort among staff will positively impact resident quality of life is the "all hands on deck" meal service that characterizes the hospital's move away from bedside tray delivery to meals served in neighborhood dining rooms. Food will be prepared in a central kitchen and served fresh from a galley in each neighborhood three times a day. Trays will be replaced by dishes and silverware. The new meal service will be made possible by the participation of all Dream Team staff.

The Laguna Honda culture change initiative will continue into 2011.

The New Laguna Honda: Choice and Community in a Natural Setting

As Laguna Honda staff and residents closed the fiscal year engaged in preparations for the move to a new facility, the completion of the three new buildings signaled a milestone in the organization's history that was notable for a number of distinct reasons.

LEED Certification. The new Laguna Honda became California's first green-certified hospital. The buildings were awarded silver certification by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program on June 18, 2010, making it the first green-certified hospital in California.

The LEED program is the leading national standard for designating green buildings. The hospital's three new buildings address environmental impacts in their design, construction and operation across six LEED-designated categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, and innovation and design process.

Evidence-Based Design. Relying on new research into the effects of the built environment on patient outcomes, the planning team from the San Francisco Departments of Public Health and Public Works, and the joint venture of Anshen+Allen Architects and Stantec Architecture created a facility uniquely suited to maximize community-building, resident choice and the healing effects of the natural environment.

Central to the design was the intention to create choices for Laguna Honda's 780 residents, helping people who receive services to take an active role in directing their own care, including making decisions about basic activities of daily living, such as eating, sleeping or choosing when and where to enjoy recreation and privacy.

In addition to creating choices, the buildings are also designed to foster a community atmosphere and to take advantage of the healing effects of Laguna Honda's natural environment.

The patient rooms have views of the hospital's 62-acre campus. Upper stories look onto the Pacific Ocean several miles to the west. Rooms are filled with natural light and have operable windows. Each building opens onto a large central park, site of the hospital's animal therapy and horticulture programs. The park features a petting zoo, a small orchard and raised planting beds accessible to people using wheelchairs.

Secured therapeutic gardens will provide a safe environment for people with Alzheimer's disease and other dementias to enjoy the outdoors.

The heart of the new buildings is the Esplanade, a broad indoor boulevard modeled after the main street of a small town. Among the places to meet and greet that line the Esplanade are a café, a community theatre, two art studios, a multi-media library with a fireplace, barber and beauty shops, a tropical bird aviary, and a cafeteria with indoor and outdoor seating.

Residents of the new Laguna Honda will live in 15-person households, each with its own living room, to provide a setting that encourages community and allows for privacy. Seven types of rooms are available, including suites of two or three individual rooms, shared rooms for two or three people, and single rooms. Each of the hospital's 13 floors is made up of four households organized into a distinctive neighborhood with a Great Room at the center where daily activities will take place.

The household and neighborhood concept is an innovation in long term care that enables skilled nursing to be provided in a community-oriented and person-centered environment where patients, or residents, are understood and embraced as complex and unique individuals and not viewed in a limiting way as people with a diagnosis. The households and neighborhoods allow Laguna Honda to operate 13 specialized skilled nursing programs and still take advantage of the economy of scale offered by a single, large organization.

Financing. Laguna Honda’s financing package is unique for its use of \$141 million in revenue from the city’s settlement of consumer protection lawsuits filed against the tobacco industry by former city attorney Louise Renne in the late 1990’s.

In the 1999 municipal election, city voters directed that tobacco settlement revenue be used to build a new center for skilled nursing and rehabilitation. The ballot measure, known as Proposition A, passed with 73% of the vote.

General obligation bonds provided \$323 million for the project, and the city’s sale of certificates of participation, a form of security, provided the remaining \$120 million for a total cost of \$584 million.

Up to 45% of Laguna Honda’s capital costs are eligible to be paid by federal dollars pursuant to California State Senate Bill 1128, authored by then-state Senator and now Congresswoman Jackie Speier. The bill authorizes San Francisco to receive partial federal reimbursement for construction costs associated with certain seismic upgrades related to health care.

<i>Source of Funds</i>	<i>Amount</i>
General Obligation Bonds	\$296,083,671
Interest Earned From General Obligation Bonds	26,771,514
Tobacco Settlement Revenues	133,554,943
Interest Earned From Tobacco Settlement Revenues	7,437,788
Certificates of Participation	120,000,000
Grants (2)	1,098,686
TOTAL	\$584,946,602

General obligation bonds were approved by San Francisco voters in the November 1999 election. Grants are from the U.S. Health Resources and Service Administration and the U.S. Department of Housing and Urban Development. Certificates of participation are tax exempt securities used to raise capital funds or purchase equipment.

Public Art. Central to the mission of the new Laguna Honda is the integration of the hospital campus into the civic life of the city. San Francisco enhances the beauty of its public spaces through the Art Enrichment Ordinance. One of the first in the country, the ordinance provides that 2% of the total eligible construction costs of public works projects be allocated for public art.

The Laguna Honda Replacement Program generated \$3.9 million in art enrichment funds for a public art program that contributes to the quality of life at the hospital by helping to create an aesthetically pleasing environment and a sense of place and home.

Eighteen artists were commissioned to create works to support the hospital’s clinical needs and therapeutic goals. Sculptures, paintings and mixed-media works are installed throughout the campus to assist sensory stimulation, way-finding, encouragement of activity, interaction with nature and activation of memory.

The works are wheelchair accessible and tactile so they can be enjoyed by residents with mobility and sight limitations. They also provide a new destination for San Francisco art lovers.

Opening Ceremonies: Celebrating the Future, Honoring the Past

The fiscal year ended with a beginning – the official opening of the new Laguna Honda.

Ribbon Cutting. Over 500 celebrants turned out on June 26, 2010 to inaugurate the country’s newest center for skilled nursing and rehabilitation. Mayor Gavin Newsom, Congresswoman Jackie Speier and Laguna Honda Residents’ Council President Elizabeth Cutler presided.

Fifty Laguna Honda residents attended the ceremony, thanks to the hospital's activity therapy and nursing staff, which coordinated resident attendance. Health Commission President Jim Illig made remarks, as did Director of Health Mitch Katz, Executive Administrator Mivic Hirose, Supervisor Sean Elsbernd, State Senators Leland Yee and Mark Leno, Laguna Honda Foundation President Louise Renne, Newsom, Speier and Cutler. Once the ribbon was cut, the doors opened for a self-guided tour of the new buildings. Nearly 100 Laguna Honda staff members volunteered to assist on opening day.

In her remarks, Residents' Council President Elizabeth Cutler said, "We come from all walks of life. Difficult circumstances, sometimes crushingly difficult, have brought us here. Despite all differences, we need the healing that Laguna Honda is famous for. It is exciting to have a brand new building. It is even more exciting to receive a new model of care; care that is resident-centered, care that honors each person as an individual instead of a body in a bed, care that involves talking to us, and, more important, listening to us, hearing our voices."

Opening Gala. The opening of the new Laguna Honda provided a welcome opportunity to honor the charitable work of two long-time benefactors of the hospital, Betty Sutro and the late H. Boyd Seymour. At a gala celebration in her honor on the Esplanade on June 24, Mrs. Sutro told the San Francisco Chronicle, "I've always loved Laguna Honda because it has always taken care of its residents." The East Meadow in the hospital's new central park is named in honor of Mrs. Sutro, and the terrace overlooking the park from the Esplanade is named in memory of Mr. Seymour.

The gala was sponsored by Laguna Honda's two philanthropic partners, the Laguna Honda Volunteers, Inc. and the Laguna Honda Foundation.

Public Recognition

The opening of the new Laguna Honda was attended by recognition from healthcare and design professionals. Advance for Nurses magazine called Laguna Honda a "healthcare haven," and "the wave of the future." The new hospital was featured in American Style magazine and Healthcare Design magazine, which called it "full service lifecare." Just after the close of the fiscal year, the hospital was nominated for a San Francisco Chamber of Commerce excellence in business award in the category of "Building San Francisco." It was also named one of the best new buildings in the state by California Construction magazine, which awarded the hospital its Best of 2010 award in the healthcare category.

Philanthropy

Laguna Honda is the grateful beneficiary of the commitment and generosity of two philanthropic organizations, Laguna Honda Volunteers, Inc. and the Laguna Honda Foundation.

Laguna Honda Volunteers, Inc. enhances the quality of life and quality of care for residents by funding amenities and therapeutic activities, and by supporting the work of over 400 volunteers who contribute their time and energy to Laguna Honda every year. The Volunteers are on the web at www.lagunahondavolunteers.org.

The Laguna Honda Foundation supports the hospital's quality improvement and organizational development initiatives, and underwrites research into the creation of therapeutic health care environments and new approaches in long term care and rehabilitation. More information about the Foundation is available at www.lagunahonda.org.

Donations to both organizations are tax deductible and may be sent to Laguna Honda Volunteers, Inc. or Laguna Honda Foundation at 375 Laguna Honda Blvd., San Francisco, CA 94116.