Joint Conference Committee

Laguna Honda Hospital and Rehabilitation Center

Administrator's Report

July 11, 2017

San Francisco Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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State of the Hospital

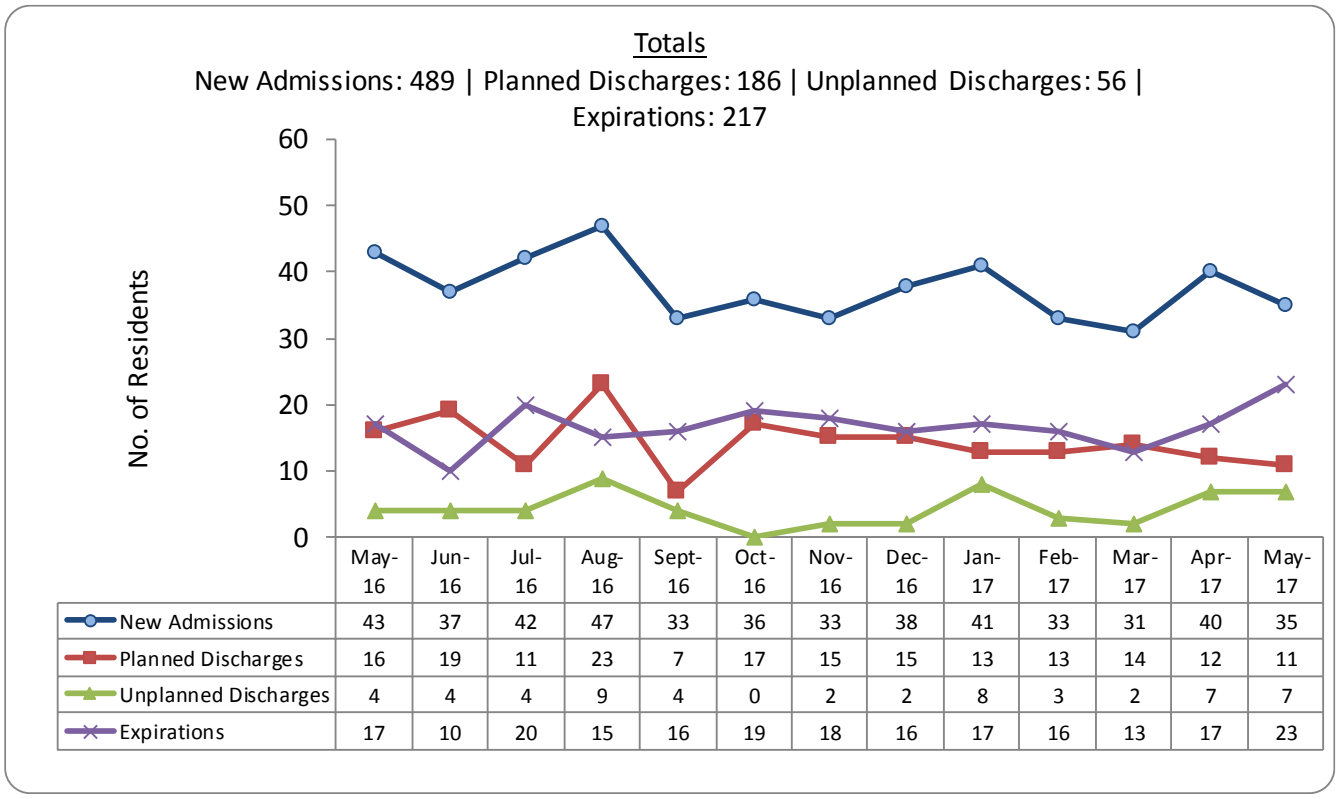
Wait List

Average wait time in days from referral date to decision approved date (05/01/2016 to 05/31/2017): 1.78

Average wait time in days from decision date to admission date (03/01/2016 to 03/31/2017): 6.35

Number of people on waiting list as of 6/27/2017: 16

Admissions, Discharges, and Expirations by Month (05/01/2016 to 05/31/2017)

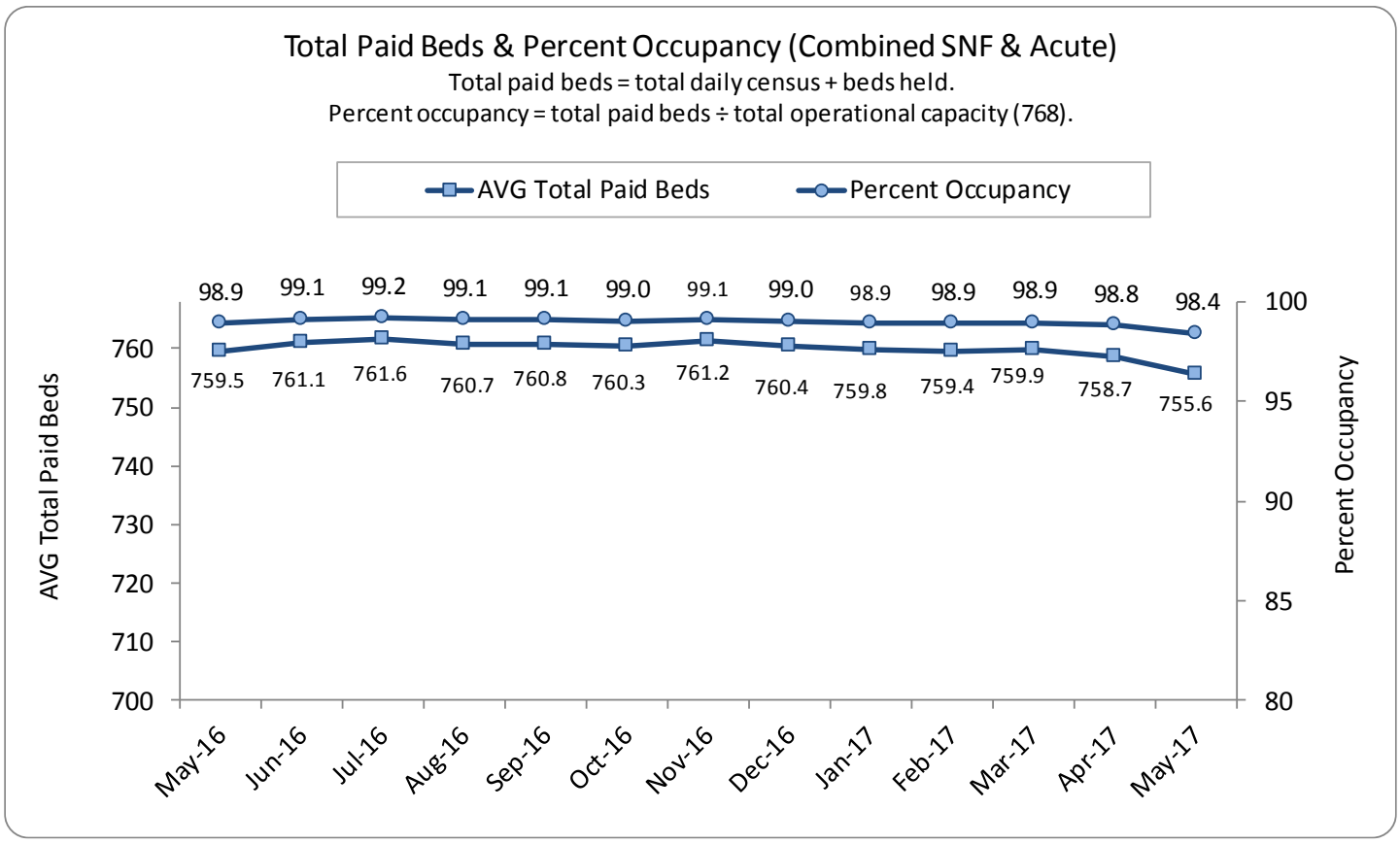


	May-16	Jun-16	Jul-16	Aug-16	Sept-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17
New Admissions	43	37	42	47	33	36	33	38	41	33	31	40	35
Planned Discharges	16	19	11	23	7	17	15	15	13	13	14	12	11
Unplanned Discharges	4	4	4	9	4	0	2	2	8	3	2	7	7
Expirations	17	10	20	15	16	19	18	16	17	16	13	17	23

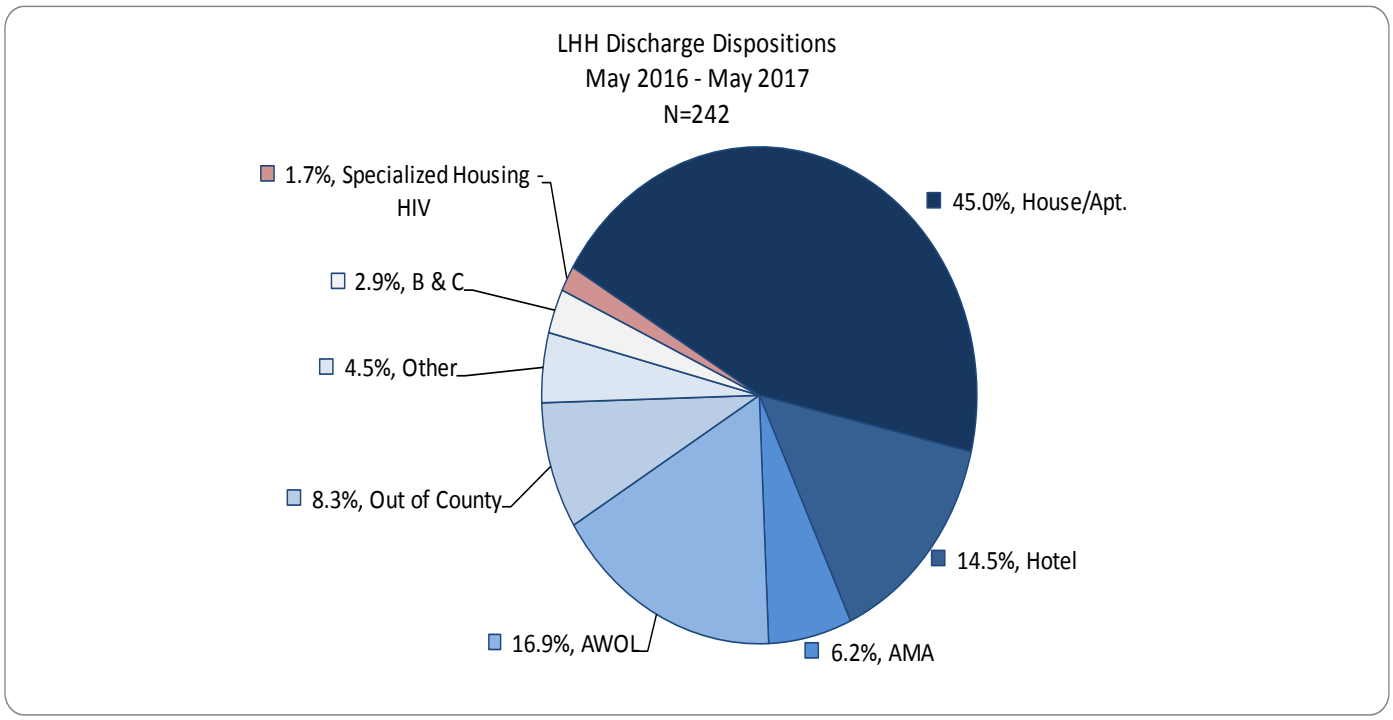
Average Daily Census (05/01/2016 to 05/31/2017)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
01/01/16 – 01/31/17	751.32	6.13	757.45	0.54	1.90	753.76	759.88	99%

Paid Beds and Occupancy by Month (05/01/2016 to 05/31/2017)



Community Discharge Dispositions (05/01/2016 to 05/31/2017)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 8% (n=20) individuals were discharged to out-of-county placements. Of those, 13 residents went to live with family, 3 residents returned to their previous residence and 4 residents went to Board and Care Homes that could best accommodate the residents' needs.
2. Analysis of absent without leave (AWOL) are as follows: 29% (n=12) of the 41 AWOL incidents returned to Laguna Honda for receiving continued skilled nursing services. Of those who did not return (n=29), the Social Services Team were not able to contact 18 (62%) individuals and were able to contact 11 (38%) of the former residents who chose not to return to Laguna Honda.
3. A resident is discharged Against Medical Advice (AMA) when he/she chooses to leave Laguna Honda Hospital against the advice of their physician. For patients/residents discharged AMA (n=15), the physician discussed with the patient/resident the risk of leaving AMA.

Staffing Report

Laguna Honda's current vacancy rate dipped down to 4.8% and we are actively recruiting for 63 vacant positions. The low vacancy rate is attributed to Human Resources meeting with Nursing Leadership weekly on Fridays to "huddle" on recruitment activities.

In an effort to standardize work and spread improving practices, Clinical Nutrition and Food Services is now also participating in the huddles. Also, discussed at the huddle is return to work strategies for employees who are on extended leave.

Budget and Finance

Budget Report

The FY 2017-18 budget has been finalized and is pending Board of Supervisors' approval. The hospital's proposed budget shows a net $7.3 million reduction in revenue over last year. The revenue changes consist of the following:

- $6.7 million Medi-Cal revenue increase mainly due to a projected 7.8% increase in SNF per diem rate, 32% increase in Acute per diem rate and a 9.2% decrease in DP/NF reimbursement, which is based on the actual cost in the annual Medi-Cal Cost Report
- $0.4 million Medicare revenue increase
- ($14.8) million reduction in inter-fund transfers from one time prior year surplus and Replacement Project fund balance to fund multiple capital projects
- $400K in revenue-neutral budget initiative

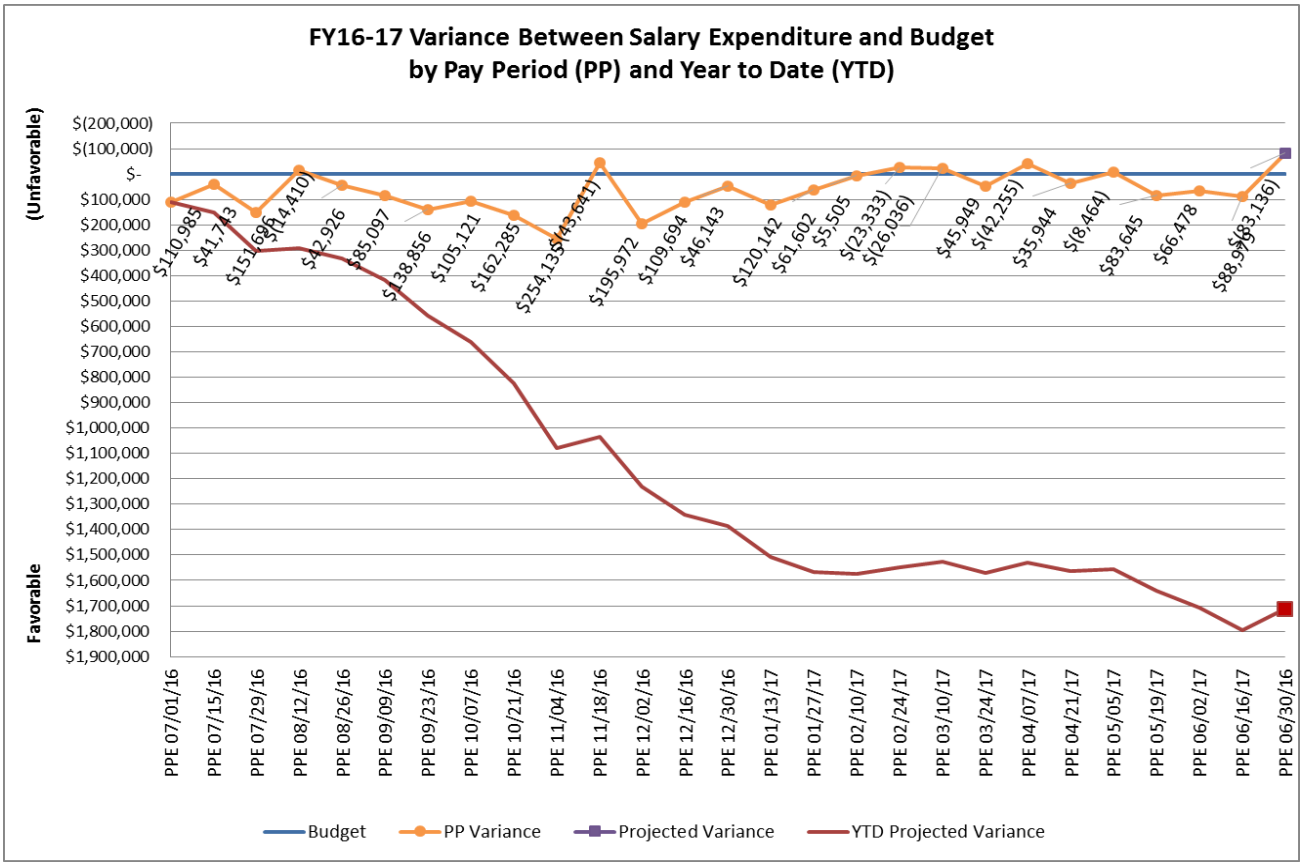
The proposed budget also includes an expenditure reduction of $7.6 million over last year, including the following:

- $5.4 million in personnel expenses (mainly from labor MOU COLA and repurposing of positions);
- $1.4 million in non-personnel and materials and supplies expenses;
- ($0.3) million reduction in work orders; and
- ($14.1) million reduction in one time capital equipment and capital projects.

The budget reflects a net decrease of $0.3 million in general fund subsidy.

Salary Variance Report

We are currently projecting a $1.7 million surplus in salary expenses by FY16-17 year end. This is primarily due to savings in step adjustments and premium pay in permanent



Initiatives and Milestones

Regulatory

Life Safety Code (LSC) and General Acute Care Hospital (GACH) Recertification Survey

An acute care LSC Survey was conducted on May 4, 2017. The facility received the Form CMS-2567 Statement of Deficiencies on May 15, 2017 with 2 deficiencies identified. The Plan of Correction was submitted to CDPH on May 23, 2017, and was accepted on June 13, 2017. See attached accepted Plan of Correction for the LSC Survey.

On June 7, 2017, the facility received the Form CMS-2567 for the GACH Re-certification Survey that was conducted from April 25, 2017 to April 28, 2017. There were 6 findings

identified as not meeting Standards to the State Operations Manual. A Plan of Correction was submitted to CDPH on June 16, 2017. The facility is waiting to hear confirmation that the submitted Plan of Correction has been accepted.

For both Surveys staff has completed in-service training and corrective actions in the areas identified. Monthly monitoring activities have been established to sustain improvement efforts and designated leaders are scheduled to report on the results of their monitoring activities on a quarterly basis to the Performance Improvement Committee.

New Workplace Violence Reporting Starts July 1

There is a new Cal OSHA standard on Violence Prevention in Health Care. The standard requires that we maintain a log of all workplace violence incidents as of April 2017, and that starting in July, we report incident(s) that meet certain criteria to Cal OSHA within 24 hours of the incident(s).

Under the leadership of Director Kate Durand, the Department of Workplace Safety and Emergency Management (WSEM) will be taking on the required recordkeeping and reporting responsibilities, and is working closely with the managers, supervisors and/or directors who report incidents to WSEM.

Laguna Honda will also be providing improved workplace violence prevention training to all resident care staff over the next ten months.

Care Experience

2017 Employee Satisfaction Survey

The Employee Satisfaction Survey was rolled out to Laguna Honda employees on June 14th, 2017 and will run through July 7th, 2017. This survey provides valuable insights and feedback directly from employees in all hospital departments. The survey is can be completed online or in paper form, and the results to the survey will be compiled by independent research firm, Corey, Canapary & Galanis Research. Analyses will be completed post-survey and will provide an opportunity for Laguna Honda identify areas for improvement in the workplace. Employee response to the survey is anonymous, and will be kept strictly confidential.

2017 Resident and Family Satisfaction Survey

The Resident and Family Satisfaction Survey began being administered to current Laguna Honda Hospital residents and families on June 19th, 2017. Volunteers were recruited and trained to administer the surveys for more than 300 residents. Family Satisfaction Surveys have been mailed to over 600 families. The Resident and Family Satisfaction Survey will be available until July 28th, 2017.

The survey will gather information on quality of life at the facility and the quality of care and services residents receive. The purpose of the research is to identify organizational strengths, challenges, opportunities for growth and overall satisfaction of residents and their families. In turn, this information will allow stakeholders to obtain useful and actionable data for planning, resource allocation, performance measurement and program and policy evaluation. This research is part of ensuring that Laguna Honda Hospital's values and mission of providing a welcoming, therapeutic and healing environment that promotes health and wellbeing are indeed validated through the opinions of those residents, and the families of those residents receiving these services and care

New Kiosks on Campus

Three new kiosks were recently activated on campus and will serve as "Information Hubs" for residents, staff, visitors and volunteers. The interface of the kiosks highlights different items including hospital map, social media accounts, sign-in for volunteers, staff education calendar, and other information items when appropriate.

The project was made possible by the Communications Strategic Goals group who identified this as a solution for those who do not readily have access to personal computer stations. The kiosks are available in the Pavilion lobby, Administration lobby as well as in the Outpatient Clinic to provide the best access.

Campus Community Activities and Events

National Nurses Week – May 6-12

The hospital celebrated National Nurses Week with a flurry of activities and events that highlighted the efforts of the entire Nursing Department. Our licensed nurses, nursing assistants, clinical nurse specialists and administrative nursing support are at the heart of our vision in becoming the leader in post-acute care. Every day, they support and care for more than 750 residents who live at Laguna Honda.

During the week, nursing leaders, spearheaded by Chief Nursing Officer Madonna Valencia, coordinated a breakfast appreciation and other small gatherings for nursing staff working different shifts. There was also a Nursing Wellness Expo along the hospital Esplanade that provided nursing staff an opportunity to participate in games, photo booth opportunities and learn about health and fitness at different information booths.

The week culminated in the presentation of Daisy Awards, a nationally celebrated award given to exceptional nurses. This year's award winners were Armando Ayco, Pavilion Mezzanine Patient Care Assistant, Zexu Fang, North 5 Charge Nurse, and Maria Antoc, South 6 Nurse Manager.

National Peace Officer's Week - May 14th—20th

The flag on campus near Florence Nightingale was flown at half-staff the week of May 14th, 2017 in recognition of Peace Officers Memorial Day. This was a tribute to the dedicated San Francisco Sheriff's Department on campus for the service they provide the hospital. It also allowed Laguna Honda to remember other law enforcement officers who have lost their lives in the line of duty for the safety and protection of others.

Candle Light Dinner – June 13th

Laguna Honda observed our annual Candle Light Dinner for residents with dementia on June 13th, 2017. The theme for this year's event was titled Aloha Laguna and took place in Gerald Simon Theater with participants from all neighborhoods. Residents along with their families and friends enjoyed a Hawaiian dinner and ukulele entertainment. The event was made possible by diligent volunteers and staff members who planned and executed the dinner.

2017 Pride Parade – June 25th

Laguna Honda participated for the second consecutive year as part of a Department of Public Health contingent in the Pride Parade, which took place on June 25th, 2017. Residents who were interested in attending were able to ride in a shuttle along the parade route. Staff members in attendance volunteered to serve as wheel monitors and or pass out sexual health bags in promotion of public health to the crowd. A big thank you to Cho Tai, Activity Therapy Supervisor, and Susan Schneider, Social Worker, for their help in coordinating the successful turnout for the hospital.

F$P Update

The City's new PeopleSoft Financials and Procurement (F$P) system is planned to go live on Monday, July 3rd. Laguna Honda had identified and role-mapped 296 end-users, who were assigned to take and pass on-line trainings in order to gain gain access to the new system. To provide end-users support in completing the training modules and an overview of the PeopleSoft system, the Accounting Department hosted a total of 16 information sessions in eight consecutive business days before the system go-live date.

Recognition

Employees of the Month

The Employee of the Month program is a staple of Laguna Honda's staff recognition and the Hospital's service excellence programs. Employees of the Month are nominated by residents, visitors, volunteers, and staff and are approved by the Hospital's Executive Committee.

June 2017 Employee of the Month

Susan Rosen, RPh, CGP is Employee of the Month for June 2017. She is currently a Supervising Pharmacist and has been working at Laguna Honda since 1992. Throughout her tenure, Susan has demonstrated outstanding leadership and has devoted her time to improving the quality of care for our residents. She has become knowledgeable of Lean principles and has played a pivotal role in leading performance improvement efforts. Susan initially participated as a team member in the hospital's first Kaizen Workshop that focused on the pre-admission process. She then spearheaded the planning and implementation of the Pharmacy's 5S Workshop which resulted in dramatic improvements in operational efficiency. Susan has earned the reputation of being Laguna Honda's resident 5S expert as she and the Pharmacy staff have worked diligently to sustain the progress they've made. Her constant professionalism and willingness to help has proven that she is a huge asset to the hospital.

Susan has enjoyed working at Laguna Honda because of all the great people, and in particular, her amazing staff in the Pharmacy Department. However, another one of her other true passions is art. Prior to attending pharmacy school, Susan had dreams of studying art and it may be something she falls back on when the time is right. In the meantime, she enjoys spending her free time painting with water colors and quilting gifts for friends and family. Susan has admitted to applying the 5S principles at home as she has cleared out one of her son's bedrooms and converted it into her own personal art studio.

Susan is also a huge theatre buff and tries to catch shows whenever possible. She recently saw Hamilton at Orpheum Theatre and argues that it was one of the best shows she's ever seen. She highly encourages everyone to see it if they have the opportunity.

July 2017 Employees of the Month

Vincent Lee, Administrative Analyst, and Elizabeth Schindler, Health Program Planner are co-employees of the month for July 2017. The duo are integral to both Administration and the Executive Team. Over the past year, they have spearheaded efforts for the hospital's Lean transformation journey. They took responsibility for planning and following up on action items for all three Kaizen Workshops that took place in February, April and June 2017. The changes that were implemented during the Kaizen weeks have resulted in quicker turnaround for medical acceptance, streamlined the resident care team's workflows and also helped create new vacant rooms a faster pace to meet resident demand.

Vincent is a San Francisco native who enjoys rooting for all the city's major sports team. He still can be seen celebrating the Golden State Warriors recent championship run. Vincent also is a proud father to two young boys, ages 4 and 2. During his free time, Vincent and his family like to relax by taking beach side vacations.

Elizabeth is also a native to San Francisco, though she was born in Oakland. After earning her Master's degree at the University of California, Los Angeles, Elizabeth returned to Northern California and worked for a non-profit in San Mateo. She came to

Laguna Honda 4 years ago and finds great value in working with others on various projects that impact the hospital. When not with her 2 young girls, Elizabeth enjoys heading to the spa to brighten up her day.

Medical Services

On June 22, 2017, the Laguna Honda medical staff held their annual retreat at the boathouse in Harding Park. In the morning, the monthly medical staff meeting took place and was followed by elections. Dr. Wilmie Hathaway was elected Chief of Staff; Dr. Lisa Hoo was elected Vice Chief of Staff; Michelle Murphy was elected Secretary; Dr. Seema Sharma and Dr. Bill Prince were elected as the two new members-at-large of the Medical Executive Committee.

The afternoon session was facilitated by Julie Norseen and Olivia White from the global management consulting firm McKinsey & Company. The consultants led team building exercises, followed by in-depth discussions of accomplishments of the medical staff in the last year, the challenges we face going forward, and a lively interaction of the staff concerning possible solutions and future directions.

It was a productive and enjoyable day for Laguna Honda's medical staff to be away from the hospital and focus on the work needed to be done next year and in the years ahead.

Performance Improvement

Kaizen Improvement Workshop – June 12-16

During Laguna Honda's first VSM Workshop, it was determined that "Room Readiness" would be the focus of the 3rd Kaizen Workshop. With improvements made to the pre-admission process through our 1st Kaizen, the number of potential residents on Laguna Honda's waitlist has increased significantly. With a high demand for beds, the organization decided it was necessary to review our processes of preparing rooms/beds for new admissions.

The workshop was sponsored by Chief Operations Officer, John Grimes and was facilitated by workshop leaders Mivic Hirose and Elizabeth Schindler, along with team leaders Kate Durand and Vincent Lee. Other team participants included staff from Facilities, Environmental Services, and Nursing. During the week-long workshop, the team conducted waste walks in the neighborhoods and determined that the lack of standards and interdepartmental communication resulted in too many process delays when preparing vacant rooms.

Various tests were conducted throughout the week, and the team was able to develop the following solutions to help improve the process:

1. Created a new email distribution list with standard work to improve interdepartmental communication so that all appropriate departments would be notified when a discharge has occurred.
2. Created the future state work flow with standard work for Facility Services, EVS, and Nursing that outlined a clear sequence of steps to prepare a vacant room.
3. Developed a “Room Readiness” checklist that would be signed off by appropriate departments to ensure that a room was ready for a new admission and free of defects
4. Created visual cues for staff to recognize the status of a vacant room.

This workshop on Room Readiness marked the closure of rapid improvement events related to the New Admissions Value Stream. Executive sponsors and process owners will follow up with their assignments to ensure changes produced during the Kaizen weeks are sustained. Laguna Honda will begin a second Value Stream Mapping focused on discharges during the week of July 17-21.

Quality Council Meetings

Attached are the Quality Council meeting minutes for May and June. Work in process include, but are not limited to the following:

- Quality Assessment and Performance Improvement (QAPI) 2017 - Schedule Review, Lean Transformation Planning
- True North – Overtime Utilization Variance
- Strategic Goals – Triple Check Process, Behavioral Symptoms Affecting Others, Administration Building Steam Pipes
- Clinical/Operational Improvements – Decreasing Unplanned Discharges

We are submitted through the Joint Conference Committee two (2) Quality Assessment and Performance Improvement (QAPI) Reports: 1) Triple Check Process with the A3 and 2) Property Theft and Loss.

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