

Joint Conference Committee

Laguna Honda Hospital and
Rehabilitation Center

Administrator's Report

March 14, 2017



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State of the Hospital

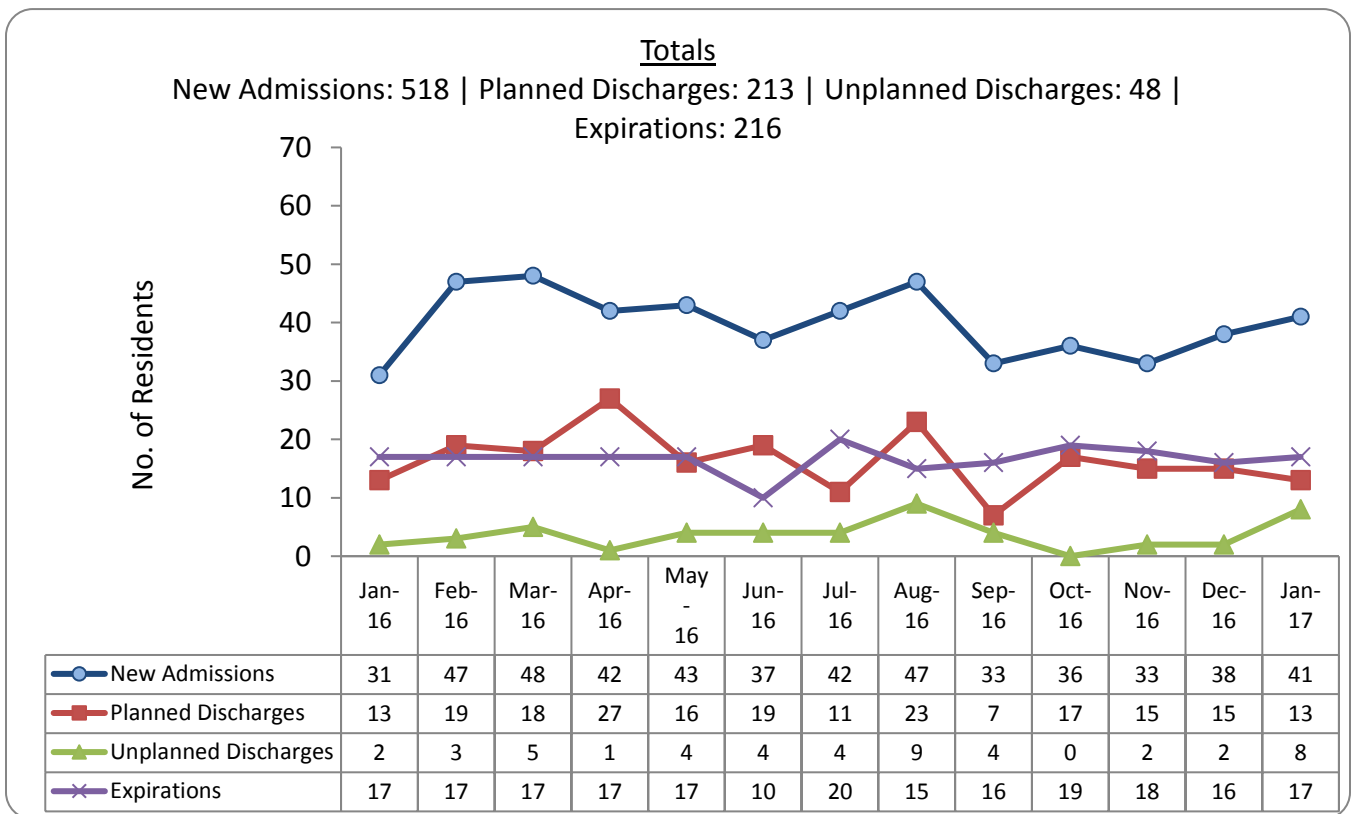
Wait List

Average wait time in days from referral date to decision approved date
 (01/01/2016 – 01/31/2017): 3.45

Average wait time in days from decision date to admission date
 (01/01/2016 to 01/31/2017): 6.59

Number of people on waiting list as of 3/2/17: 31

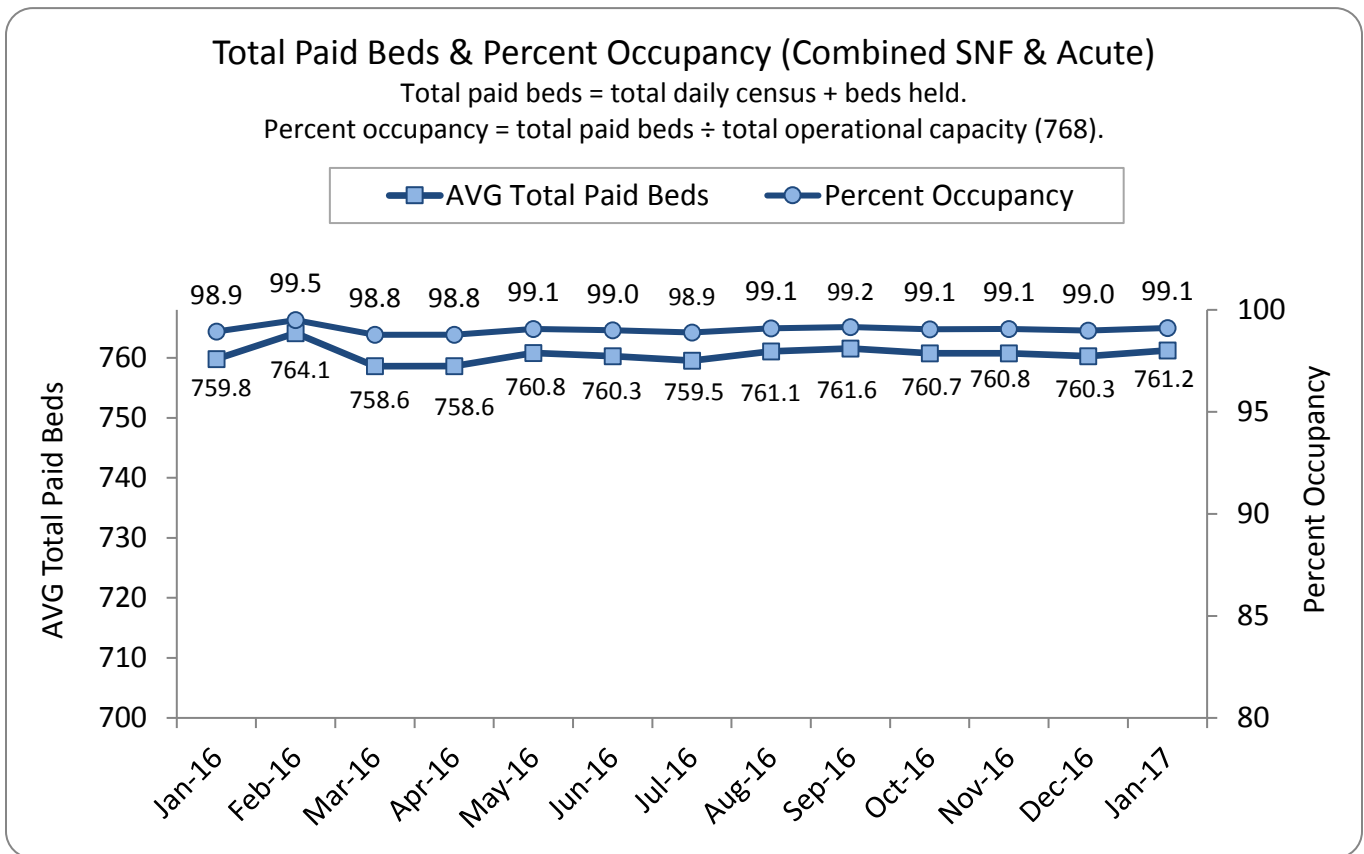
Admissions, Discharges, and Expirations by Month (01/01/2016 to 01/31/2017)



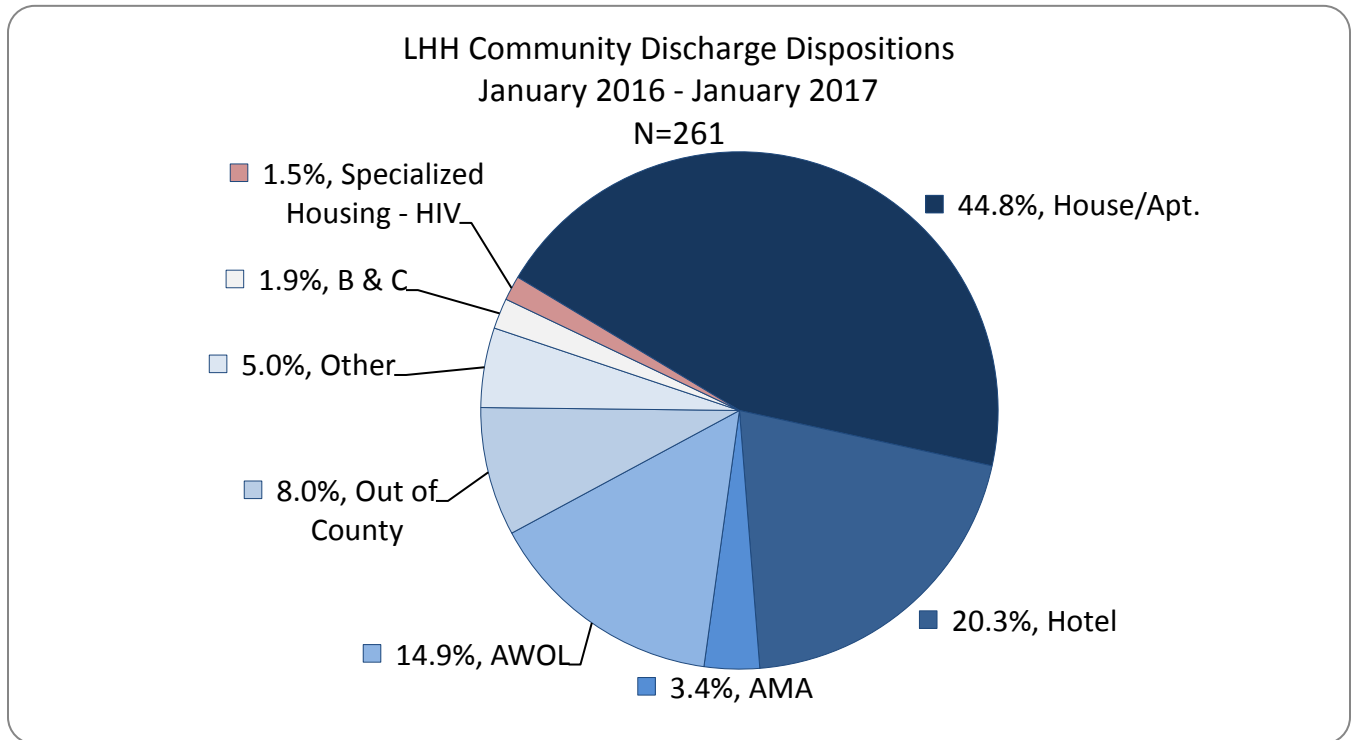
Average Daily Census (01/01/2016 to 01/31/2017)

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	751.98	5.72	757.70	0.54	2.13	754.65	760.37	99%

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



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



For the 13-month period above:

1. Analysis of out-of-county are as follows: 8% (n=22) individuals were discharged to out-of-county placements. Of those, 16 residents went to live with family, 4 residents returned to their previous residence and 2 residents went to Board and Care Homes that could best accommodate the residents' needs.
2. Analysis of absent without leave (AWOL) are as follows: 41% (n=16) of the 39 AWOL incidents returned to Laguna Honda for receiving continued skilled nursing services. Of those who did not return (n=23), the Social Services Team were not able to contact 13 (33%) individuals and were able to contact 10 (26%) of the former residents who chose not to return to Laguna Honda. All residents who are determined to be absent without leave were determined to be their own decision makers.
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=9), the physician discussed with the patient/resident the risk of leaving AMA.

Staffing Report

Laguna's current vacancy rate stands at 4.2% and we are actively recruiting for 57 vacant positions.

The City is embarking on a stronger family and nepotism policy that is fair, equitable, and safe; promotes high employee morale; and ensures trust in the City's merit-based employment system. The policy applies as it relates to employment decisions, direct supervision and indirect supervision. The definition of related person(s) is inclusive of a family, whether by blood, adoption, marriage, or domestic partnership and a consensual romantic relationship occurring within the last two years. Accordingly, DPH is reconciling its policy to reflect the City's changes.

Lastly, DPH Human Resources is looking at more stringent procedures department-wide as it relates to badge and key access for employees especially who are separated from employment.

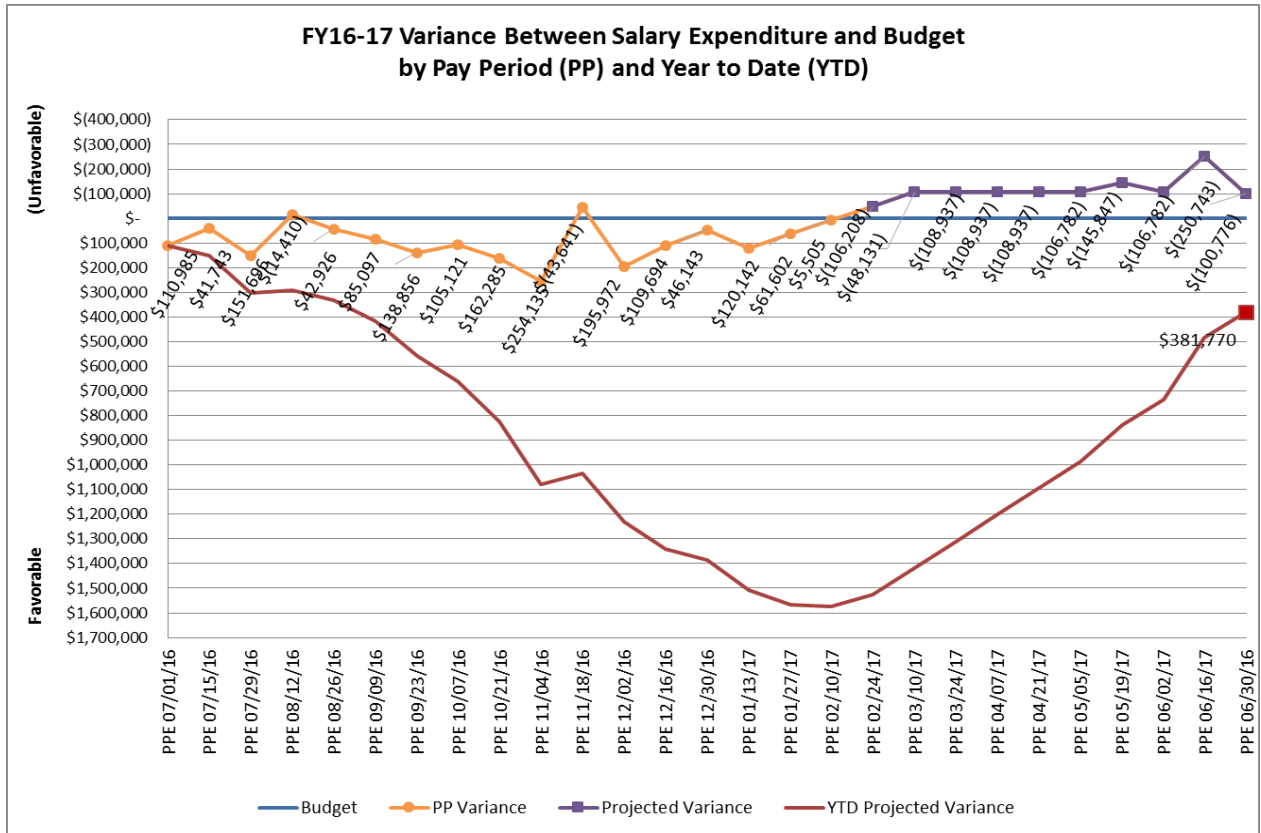
Budget and Finance

Financial Report

The FY 2016-2017 2nd quarter financial report is attached. The annual projection shows a surplus of \$1.4 million in overall expenditures with \$4.6 million favorable variance in patient service revenues mainly due to Medi-Cal rate increase.

Salary Variance Report

We are currently projecting overall salary expenses within budget by year end. However, we are experiencing some deficits in overtime and temp salaries. The department is actively backfilling vacant permanent positions while reducing deficit in these areas by year-end.



Gift Fund Report

The FY2016-2017 2nd quarter Gift Fund Balance Report is attached.

In January of 2017, the Gift Fund received an \$80,000 donation from Molly Fleischner. The gift will go through the Accept & Expend process with the Board of Supervisors. This was the second significant donation from Ms. Fleischner in the past two years. Her two donations totaling \$180,000 has resulted in the development of the Assistive Technology program at Laguna Honda. Residents with significant disabling conditions are provided with technology related devices that allow them greater control over their environment and to complete tasks that they would otherwise be unable to perform. Examples of the devices include voice activated switches and hand-free peripheral computer controls.

Initiatives and Milestones

Care Experience

Medical Clown Project

The Smithsonian Institution Folklife Website featured the Bay Area's Medical Clown Project (<http://www.festival.si.edu/2017/circus-arts/profiles/smithsonian>). The Medical Clown Project began providing services on dementia focused units at Laguna Honda Hospital in 2013. The Medical Clown Project provides medical clown services at hospitals, long-term care facilities and elder day programs throughout the bay area. The medical clowns have extensive clowning experience and specialized training in therapeutic medical clowning. The clowns are able to connect with the residents through music, humor, acrobatics and more. They bring joy and laughter that lasts far beyond the actual clowning visit. We have been fortunate to partner with the Medical Clown Projects as Laguna Honda residents with memory impairment have truly benefitted from their services.

Influenza (flu) Outbreak Prevention

In preparation for the 2016-17 flu season, influenza prevention measures that include promoting and providing free influenza vaccinations for all staff and reminders for hand and respiratory hygiene began early in September 2016 with the distribution of the revised Laguna Honda Hospital (LHH) Influenza Guidelines. Strict enforcement of mandatory masking for all unvaccinated staff began on December 15, 2016. Laguna Honda experienced an Influenza A outbreak during the last week of January 2017. During this outbreak, LHH had 15 resident cases of Influenza A, 3 resident cases of Influenza-like Illness (ILI), and 6 staff cases of ILI. Five neighborhoods; North Mezzanine, North 3, South 2, South 4, and South 5, were affected during this outbreak. The quarantines for the neighborhoods were in effect for approximately two weeks.

In addition to the flu prevention measures already in place, neighborhoods affected with flu cases quickly implemented transmission prevention and control measures in accordance with the Laguna Honda Flu Guidelines and SFDPH Communicable Disease Control and Prevention Unit (CDU) recommendations. Daily flu huddles, that included consultation with CDU, were promptly initiated to closely monitor flu activity and discuss additional transmission prevention measures. These measures included: postponing hospital-wide group activities, providing antiviral prophylaxis to all residents, initiating a quarantine for the five affected neighborhoods and postponing all admissions to Laguna Honda for four days.

Laguna Honda staff did an exceptional job in implementing flu prevention measures and finding solutions to individualize plans when necessary. As a result, no further flu cases occurred and outbreaks in the affected neighborhoods were contained. CDPH reports that overall influenza activity in California remains elevated statewide. Laguna Honda

will continue to strongly maintain flu prevention practices by staff and be vigilant in monitoring, testing, and treating residents for influenza. Preventing flu and keeping both residents and staff healthy is a goal that LHH will continue to strive for.

New Leadership

Elizabeth Dayrit - Laguna Honda community is pleased to announce Elizabeth (Beth) Dayrit as Acting Quality Management Director, in the absence of Regina Gomez. Beth will provide the continuity in our commitment to working on our True North goals and Quality Assessment and Performance Improvement (QAPI) programs. Beth has a Master's Degree in Nursing and a Family Nurse Practitioner Certificate, with over 30 years of healthcare experience.

At Laguna Honda, Beth has progressively worked in many capacities, including bedside nursing, charge nurse, utilization and risk management nurse and most recently as the Hospital's Utilization Management Nurse Manager. She has the knowledge and understanding of Laguna Honda's quality, risk and utilization management programs as she has firsthand involvement in performance improvement, regulatory preparedness activities, state surveys, development of plans of corrections, treatment authorization request (TAR) processes, and risk management protocols.

Irin Blanco – Laguna Honda welcomes Irin Blanco as one of the two new Nursing Directors. Irin Blanco has over 14 years of experience as a nurse. She acquired her Bachelor's and Master's in Nursing at San Francisco State University. She started her nursing career at SFGH (now ZSFG) in 2003 working as a bedside nurse in a Medical Surgical Trauma unit. Over the years, Irin has acquired and applied her clinical, professional and leadership skills throughout various departments. Irin has been involved in decreasing lower level/non-acute care patients within the organization and worked closely with various San Francisco Health Network departments to assist patients throughout their care within in our network.

Merjo Roca – Merjo is welcomed as the second of the two new Nursing Directors at Laguna Honda. Merjo has an extensive background in leadership and quality and comes to us from Kaiser Permanente where she held the Manager position for the Department of Adult and Family Medicine, Rheumatology, Endocrine, and Infectious Disease departments for 5 years. This department is one of the largest Kaiser outpatient clinics in Northern California with over 60 physicians and 90 support staff. Prior to joining Kaiser, Merjo worked for 10 years at San Francisco General Hospital where she held Nurse Manager positions in the Med-Surg Cardiac Telemetry unit (5D), the Step-Down unit (interim period), and the Utilization Management Department.

Campus Community Activities and Events

Activity Therapy Week – January 15 to 17, 2017

Every year, the Activity Therapy Department at Laguna Honda Hospital celebrates Activity Professionals week by displaying and demonstrating what the department does to enrich the lives of our Community. In an effort to improve the overall quality of life, our Activity Professionals incorporate creativity, spirit, enthusiasm, energy and compassion. This year, the Activity Therapy department presented a sampling of activities by offering hands on demonstrations for all visitors and residents.

Chinese New Year Events – February 2017

At the Chinese New Year Festival, in front of a circle of Laguna Honda residents, two fierce dragons danced to a group of percussionists beating a drum and clanging cymbals all around a banner that reads, "SFDP Lion Dance Team: Gung hay fat choy!" ("Happy New Year!"). The dragons finished their performance by chasing a pole with a piece of kale and a gold envelop while they weaved in and out of happy, clapping staff and residents.

A traditional, melodic guzheng was plucked expertly to the delight of the crowd while a woman danced out to the center of the floor and banged on a gong to lure in more dancers including a woman draped in a gold dress and cape, another woman in all red with a large fan made of red feathers, and an assembly of women tap dancers wearing white tuxes and top hats keeping the rhythm alive with their feet. A magician came next pulling out meters and meters of scarves from a small top hat and then poured liquid into a newspaper only to later wring it out into a martini glass. The residents were enthralled and the event welcomed in the Chinese year of the rooster with lots of excitement.

Visit from Nursing Faculty – Molde University, Norway

On February 13th, four members of the nursing faculty from Molde University, Norway toured Laguna Honda and met with five of Laguna Honda's advance practice nurses: Grace Chen, Maria-Elena Healy, Anne Hughes, Kathleen MacKerrow and Lorna Rose. Their visit was organized by Garrett Chan, PhD, APRN, Adjunct Faculty at UCSF School of Nursing, Consultant to Molde University School of Nursing, and Director of Advanced Practice Nursing at Stanford Medical Center and Clinics.

Norway is in the process of examining how advance practice nurses can be used more effectively to monitor and support older adults with dementia, those with other chronic illnesses, and those at the end of life; receive care and services in the most appropriate setting of care (outside of the acute care hospital).

Black History Month – February 2017

To commemorate Black History Month, Laguna Honda organized an event for the residents which took place in Gerald Simon Theatre from 2:00 to 3:00 pm on Wednesday, February 22, 2017 to celebrate the rich history and culture. Over a hundred residents, family members and staff were in attendance. For a whole week, starting February 21, 2017, the Laguna Honda cafeteria served a special menu comprising of various menus reflecting the African diaspora.

Another special event in celebration of Black History Month was held on Friday, February 24th in the Gerald Simon Theatre from 8:30 am to 5 pm. This event featured three internationally renowned speakers; Dr. Kenneth Hardy, Dr. Joy DeGruy and Harriet Washington. They discussed the impact of the health care system on African-Americans in this post hope and change era and also addressed the aftermath of historical trauma and today's societal need for racial humility. There were approximately 400 people in attendance. This was a fantastic DPH sponsored event and was planned by the Black History Month Planning Committee led by John Grimes, LHH COO.

Virginia Leishman Farm on ABC News

The Virginia Leishman Farm at Laguna Honda was highlighted on the local news broadcast in the first week of February 2017, in celebration of Activity Therapy week. The farm is one of many unique features on the Laguna Honda campus and houses many live animals including goats, sheep, pigs and rabbits. These animals offer therapeutic benefits to residents in many different ways.

The Department of Activity Therapy helps care for the farm. There are more than 40 staff members who are dedicated to enriching the lives of residents living at Laguna Honda on a daily basis. Their services are wide ranging, from the coordination of hospital-wide events, to giving residents unique experiences like bus trips and outings to new restaurants. They help to contribute to a more joyful community.

The link to the Tim Didion's story on ABC7 story is as follows:

<http://abc7news.com/society/laguna-honda-hospital-celebrates-150-years/1551067/>

University of San Francisco (USF) Nursing Student Exchanges come to Laguna Honda

Three nursing student exchange groups, two from South Korea (Chung Am and Ulsan Universities) and one from Japan (SOKA program) visited Laguna Honda in February and early March. All programs are affiliated with the USF School of Nursing program. In addition to tours of the facility, including the farm, the nursing students were treated to lectures from nurse leaders in the following areas: Geriatrics, Dementia Care, Palliative Care, Infection Control, and Chronic Disease Management. As a part of the exchange, nurse leaders were surprised to learn from the Chung Am University students that family members, not Nursing Assistants, were responsible for the bathing, dressing, and

change of linens for their hospitalized loved ones. All participants were grateful for the time spent together and learning about different approaches to nursing care in both South Korea and Japan.

Laguna Honda Hospital Mural Design Workshop

Through the Board of Supervisors' Participatory Budget Voting, the mural expansion fronting Laguna Honda Boulevard was approved, in partnership with Precita Eyes Muralists. Two mural design workshops were conducted by Precita Eyes Muralists – one for the West of Twin Peaks Neighborhoods (including but not limited to Forest Hill, Forest Hill Extension and Midtown Terrace) and the other for Laguna Honda community members (including residents, family members, staff and volunteers). The intent is to extend the existing mural to the end of the bus shelter. The 150 foot section of the wall will include themes of the early history of the area, the Ohlone Indians native to the area, and link the Lagoon to the ocean. All community members, internal and external to the campus are invited to help plan and design the new mural.

National Nutrition Month—March 2017

March is National Nutrition Month, the time every year to return to the basics of healthful eating. For 2017, the Academy of Nutrition and Dietetics encourages everyone to “put your best fork forward.” Laguna Honda's Clinical Nutrition Team of Registered Dietitians Nutritionists (RDN) and Registered Dietetic Technicians (DTR) will be hosting weekly events during the month of March outside the Pavilion Café. The events will include nutritional education, various small food and/or beverage tastings and Nutrition Jeopardy with prizes.

Patient Safety Awareness Week – March 12 to 18, 2017

Patient Safety Awareness week, is an annual education and awareness campaign for health care safety, sponsored by the National Patient Safety Foundation (NPSF). Each year, health care organizations internationally take part in the event by prominently displaying the NPSF campaign logo and promotional materials within their organizations, creating awareness in the community, and utilizing NPSF educational resources among hospital staff and patients. The theme for 2017 is “United for Patient Safety – We Are All Patients”. Patient safety is a public health issue. One in 10 patients develops a health care acquired condition during hospitalization. Medical error has been estimated to cause the death of 44,000 to 98,000 hospital patients a year, with recent research suggests that as many as 440,000 patients die each year as a result of preventable medical harm, and that many others suffer significant and lasting morbidity, and quality-of-life implications.

Laguna Honda joins the National Patient Safety Foundation in kicking off its United for Patient Safety campaign, which will highlight and reinforce that all of us within the health care system have a role to play in keeping our patients and residents safe and free from harm. Our community is a key player in patient safety and we would like for our

residents to know what they can do to be a part of the care team. We are encouraging our Laguna Honda leaders, doctors, staff and volunteers to demonstrate a commitment to listen to the patient's voice and continue to strive for patient/resident safety and the reduction of harm.

During this year's Patient Safety Awareness week, we will highlight some of our hospital's work using our recently learned LEAN methodologies to improve quality and safety and to reduce harm to our patients and residents. We will also recognize teams and individuals for going above and beyond to maintain patients and residents safety. Lastly, we will have fun and educational activities for staff and residents to celebrate awareness of creating and maintaining a culture of safety in Laguna Honda. Stay tuned for the next communication.

Trail Improvement Volunteer Work

Trail improvement work to revitalize the hospital trail looping the Laguna Honda campus perimeter began earlier this year with San Francisco Urban Riders. During the first couple of established work days, more than 30 volunteers, including super volunteer Gary Speer, joined in on the effort. This resulted in new pathways being identified as well as current established walk ways being reinforced appropriately with rocks and new soil. Work days are scheduled on the 2nd Saturdays of each month with the next one being on March 11th, 2017.

Learning and Development

Resident Education Series

The Resident Education Series was launched in July 2016. The goal is to continue to engage residents on a weekly 30-minutes health and wellness session to enhance their stay at Laguna Honda and to equip them with knowledge and skills in preparation for their discharge back to community. This has been well received by our residents, particularly one resident expressed gratitude saying "*I enjoyed this education session, feel appreciated, and inspired to take control of my own health*".

Some of the topics in the past quarter were:

1. Holiday Blues
2. How Sweet it is (Diabetes Education)
3. Healing Through Creative Arts
4. Minding Your Medications: Inhaler Use
5. Dealing with Conflicts

Black/African American Health Initiative Data and Health Action Presentation by Dr. Ayanna Bennett – March 3, 2017

Dr. Ayanna Bennett, Director of DPH Interdivisional Activities presented to approximately 50 Laguna Honda campus leaders and staff last Friday March 3rd. Dr. Bennett described the Department's Black/African American Health Initiative (BAAHI) focusing on four health indicators and two workforce factors. She also reviewed the BAAHI structure and the importance of collective impact in developing a common agenda, aligning efforts and using common measures of success to solve problems.

Key components of Dr. Bennett's talk were on the history of the Black/African American San Franciscans, what is happening upstream (health behaviors, living conditions, institutional policies/practices and belief systems) and identified who are working on these issues from the Department. She also reviewed indicators within the San Francisco districts and map the following indicators: access to healthy and diverse food sources, access to recreation/activity spaces, access to economic security, Black/African American mortality, access to healthcare, fitness in children, asthma, hypertension and heart disease, violence and injury, sexual health, and cancer. Strategies in what the audience participants could do to decrease disparities were shared. At the end of her presentation, a brainstorm session occurred in identifying ways to address solutions, data at Laguna Honda.

We are appreciative of Dr. Bennett coming to Laguna Honda to provide this valuable information and presentation on the Department's Black/African American Health Initiative.

Medication Assisted Treatment (MAT) Grand Rounds – March 8, 2017

Dr. David Kan is an award winning teacher and clinician, triple Board Certified in General Psychiatry, Forensic Psychiatry and Addiction Medicine. He is a faculty member of the UCSF Department of Psychiatry, a Distinguished Fellow of the American Society of Addiction Medicine and the President-Elect of California Society of Addiction Medicine (CSAM). He is also the Chair of CSAM Committee on Opioids. Dr. Kan has been providing direct clinical care at San Francisco VA and consultations for SFHN Transitions Team, in addition to other settings. He has also testified in multiple states, counties and federal court as an expert witness.

We are very fortunate to have Dr. Kan joining LHH medical staff panel in 2016, and starting to provide special clinical consultations for our residents. As part of our effort to meet the needs of residents who have substance use disorders, we have invited Dr. Kan for presentation to LHH Psychiatry on February 21st, and for Grand Rounds on Medication Assisted Treatment for Substance Use Disorders last week on March 7th. Dr. Kan has spoken at many conferences to many physician and non-physician groups on treatment of addictive disorders. Psychiatry and Grand Rounds attendees provided great reviews and we are thrilled to have him here at Laguna Honda.

Staff Achievements

Lenny Chan - Congratulations to Laguna Honda's very own Clinical Pharmacist, Lenny Chan, on a new publication in the Journal of Diabetes Research. Lenny and his collaborators, Michelle Fouts, Neda Ratanawangsa and Liz Murphyon, worked on the article "*The Challenges of Electronic Health Records and Diabetes Electronic Prescribing: Implications for Safety Net Care for Diverse Populations*" for the Journal. The changes would truly *help progress towards safer electronic prescribing*.

Anne Hughes PhD, FNP-BC, ACHPN, FAAN – Laguna Honda's very own Anne Hughes, Clinical Nursing Specialist was inducted as a Fellow of Palliative Care Nursing during the Annual Assembly, presented by the American Academy of Hospice and Palliative Medicine (AAHPM) and the Hospice and Palliative Nurses Association (HPNA) on February 22- 25, 2017 in Phoenix, Arizona. The Academy is composed of more than 3,000 fellow hospice and palliative care clinicians sharing research, clinical best practices, and practice-related guidance to advance the specialty and improve patient care. We are so proud of Anne for enhancing Laguna Honda as the Centre of Excellence in palliative care.

Yolanda Huertas, RN, BSN, MDS - Coordinator for Laguna Honda Pavilion Mezzanine SNF, Yolanda Huertas, has been awarded a scholarship to attend the 2-day specialty training (March 20-21, 2017) in Newark, California. The purpose of the training program is to advance palliative care by providing core knowledge and skills to nurses.

The End of Life Nursing Consortium (ELNEC) is nationally renowned and is regarded as setting the educational standard for palliative care nursing education. Yolanda's commitment to advance her practice will contribute to Laguna Honda's commitment to become a Center of Excellence in Palliative Care. We are very proud of Yolanda and congratulate her.

Welcome San Francisco Fellows

We are fortunate to have been selected by five San Francisco Fellows who are working to develop balanced scorecards and dashboards for the hospital's programs, including rehabilitation, positive care, general skilled nursing, dementia, respite, palliative care, behavioral health and geriatrics. The SF Fellows, who have an undergraduate degree conferred within the past five years, applied to the City through a highly selective program of a 11+ month work at one of the City's departments.

The experience includes a weekly learning component built into the Fellows' work schedule that is designed to provide a well-rounded, thorough introduction to San Francisco government operations, in addition to supporting the development of vital workplace skills such as leadership and communication.

Fellows work full-time on projects during the program that have a direct impact on City operations. The projects span a broad range of City functions, involving analytical, planning, and operational work. We are pleased to introduce to you the SF Fellows, who selected our project for developing balanced scorecards and dashboards. Project completion is anticipated for end of May 2017. We will plan to provide an update at a future JCC meeting. The SF Fellows are:

Jacob Wasserman, Class of 2016, Yale – currently working at SFMTA
Marina Blum, Class of 2016, UC Berkeley – currently working at the Controller's Office
Monique Nguyen, Class of 2015, Claremont McKenna – currently working at SFDPW
Tanea Lunsford, Class of 2013, Columbia University – currently working at the SFTTX
Veronica Zaman, Class of 2016, UC Los Angeles – currently working at the SF Airport

We will be highlighting their work products at a future JCC session.

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.

February's employee of the month is James (Tony) Murphy. Tony Murphy has been with Laguna Honda Hospital since 2014. He has been the sole painter at Laguna Honda since May 2016. He is a dedicated employee who went above and beyond the call of duty during the preparations for the Hospital's 150th year celebration. He came in early and stayed late to get the Administration building lobby painted in time for the big celebration, while simultaneously juggling with some personal challenges. He demonstrated commitment to the quality of work at Laguna Honda.

Additionally he brings warmth through fresh paint, great conversation and his heartfelt smile. Tony is from County Down in the North of Ireland. He is the youngest of ten siblings. Tony left his homeland at sixteen to escape a bitter civil conflict in the North of Ireland, known as "The Troubles". He found work with Fossett's Circus and traveled all around Europe, spending some time in Mongolia where he learned the art of lion taming. In the mid 1990's, Tony headed west to the Golden Gate Bridge where he served an apprenticeship as a painter. Tony enjoys working for the Department of Public Health in San Francisco. He is dedicated to making this place a great City. He considers the Bay Area his new home. In his spare time, he enjoys fencing, axe throwing and playing Gaelic games.

March's employee of the month is Dr. Lisa Hoo. Dr. Hoo has been an outstanding member of the Laguna Honda Hospital Medical Team since 1995. Dr. Hoo

approaches her work with an upbeat, positive attitude and a can-do spirit. She is a great team player who supports not just her peer physicians but other clinicians in care team. One incident where she went above and beyond was during power outage in January 2017. She happened to be at Laguna Honda late and assisted in opening all medication rooms in north tower using stairs from floor to floor.

Dr. Hoo consistently displays a patient-centered sensibility and is always willing to help various care teams when faced with difficult situations. Her most valuable contribution is her commitment to keeping quality in both medicine and nursing, by her extensive clinical reviews and honest and respectful feedback. Dr. Hoo has always demonstrated commitment to quality of care delivery to each of our residents at Laguna Honda, and still always maintains her contagious laugh and blame free attitude.

Working with Refugees in Greece – Two Stories

Helena Leiner, MD and Michelle Fouts, PharmD shared their experience volunteering in Greece with refugees during the past year, with Laguna Honda staff on Thursday February 16, 2017.

Helena Leiner spent three weeks in early 2017 working at the Skaramagas refugee camp, near the port of Piraeus just outside of Athens. The camp is home to nearly 2,500 refugees from Syria, Iraq and Afghanistan. She worked with the organization Drapen I Havet (A Drop in the Ocean), a Norwegian NGO providing services in refugee camp near Athens and the island of Chios. Her volunteer activities included working in the Mother-Child Unit in the mornings and teaching English in the afternoons.

Michelle Fouts spent 10 days volunteering with her family on the island of Lesbos in June. They worked with the organization Lighthouse Relief, a Swedish NGO that is providing services on Lesbos and at refugee camps in northern Greece. Their volunteer activities included cleaning beaches of deflated boats, clothing and life jackets; greeting boats of refugees arriving and providing art activities for the unaccompanied minors camp in Madamados. Michelle's daughter remained for an additional 5 weeks volunteering on Lesbos.

Important lessons for both Helena and Michelle were that what seems small and insignificant in terms of volunteer time or donations really do make a significant difference. A drop in the ocean when multiplied by many (volunteers, donations) fills the ocean. Simple acts of kindness at home and abroad make the world a better place.

Performance Improvement

R.E.A.L. Initiative

Laguna Honda is participating in the Race, Ethnicity and Language (R.E.A.L.) initiative, which began on January 31, 2017. This initiative will help Laguna Honda provide culturally and competent care services to all San Franciscans by continuing to better understand who we serve. The Admissions and Eligibility Department staff have

operationalized this effort by proactively asking residents and patients to voluntarily provide these demographic information at the point of admission. All collected information remains private and declining to answer does not impact the quality of care received. Display signs have been translated into the Language Access Ordinance's identified 5 threshold languages to notify the public of this effort.

Workplace Violence Regulations and Reporting Requirement

Cal/OSHA has finalized a new regulatory standard on Violence Prevention in Health Care. This new regulatory standard applies to all health facilities with specific reporting requirements that apply exclusively to acute care hospitals, psychiatric hospitals, and special hospitals. The regulations call for the implementation of a Workplace Violence Prevention Plan, procedures for regular review of the Plan, and training for all employees by April 1, 2018. However, sections of the regulation pertaining to tracking and reporting incidents of workplace violence take effect on April 1, 2017.

Laguna Honda's Department of Workplace Safety and Emergency Management is currently working to implement procedures for tracking and reporting incidents, including training individuals responsible for completing the required online reports. The DPH Security Director is implementing a new training program in an effort to train all employees in accordance with the regulations and we will be revising our existing Workplace Violence Prevention Program (73-05) in the coming months to ensure compliance with all requirements of the standard well before the April 1, 2018 deadline.

Kaizen Improvement Workshop – February 6 to 10, 2017

In December 2016, Laguna Honda completed a Value Stream Mapping workshop with Rona focusing on new admissions to Laguna Honda and set improvement targets and a plan of action for three Kaizen week-long workshops. The first Kaizen took place on February 6-10 when a small team, led by sponsor and Chief Nursing Officer Madonna Valencia, took a deep dive into the pre-admission process.

During the week-long workshop, the focus was "taking apart" a process and "making it better." The Pre-admission process includes all activities that need to be completed before a patient arrives and is admitted at Laguna Honda. Throughout the week, we looked at our current processes and did rapid tests of change to find a better way of doing things. The team, consisting of staff from Nursing, Admissions and Eligibility, Medicine, Pharmacy, and Administration presented their accomplishments and plan of action to the Laguna Honda community as a report out on the last day.

Outcomes include:

- 1) A new admission application with admission criteria guidelines for skilled nursing;
- 2) Standardized screening process which allows for the screener to review applications sooner;
- 3) Standardized responses for referents with the status of the application; and,
- 4) Electronic notifications and shared electronic folders to help with internal communication.

The second Kaizen workshop resulting from the original Value Stream Mapping workshop is scheduled for the week of April 17th and will address the clinical assessments and treatment during new admissions.

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