

Health Commission
Laguna Honda Hospital and Rehabilitation Center
Chief Executive Officer Report
November 10, 2020



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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State of the Hospital

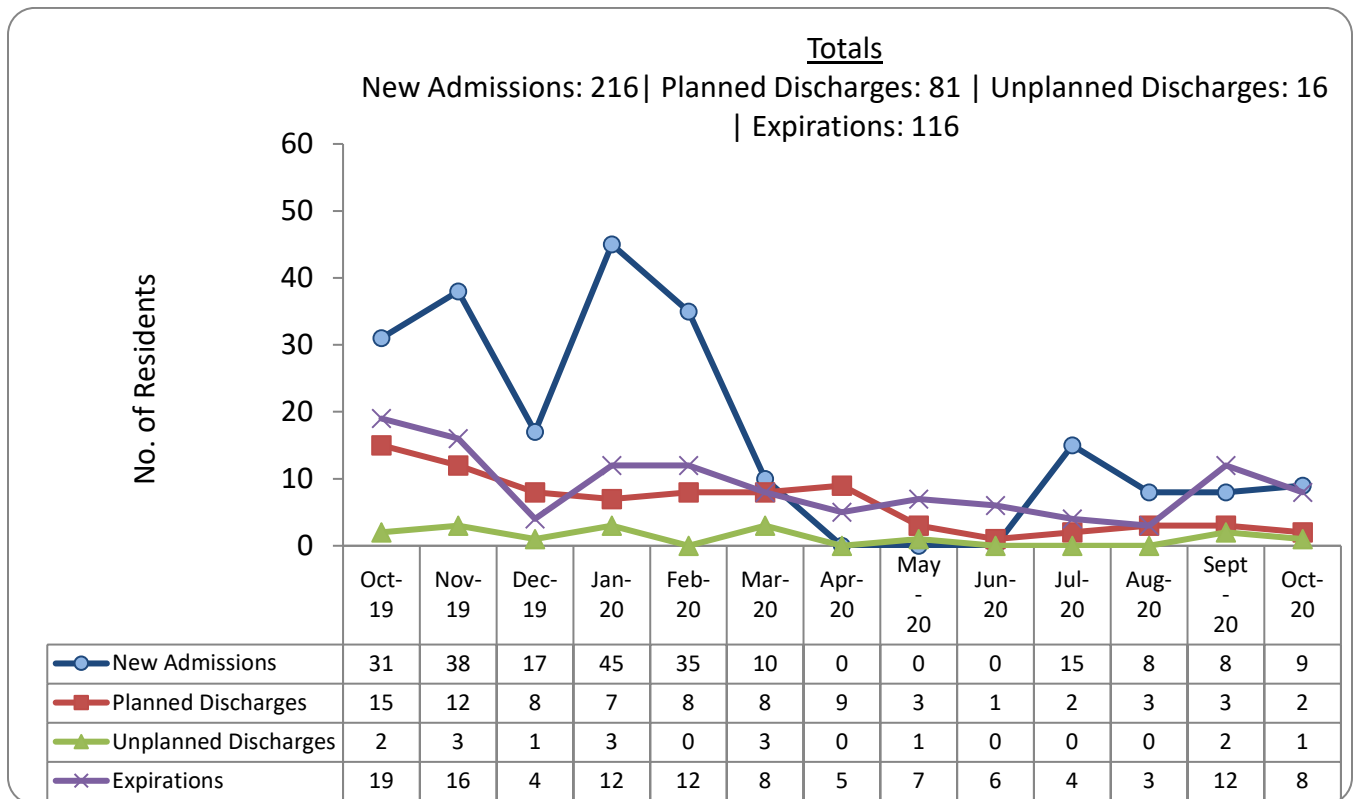
Wait List

Average wait time in days from referral date to decision approved date
(10/01/2019 to 10/31/2020): 12

Average wait time in days from decision date to admission date
(10/01/2019 to 10/31/2020): 6

Number of people on waiting list as of 11/5/2020: 6

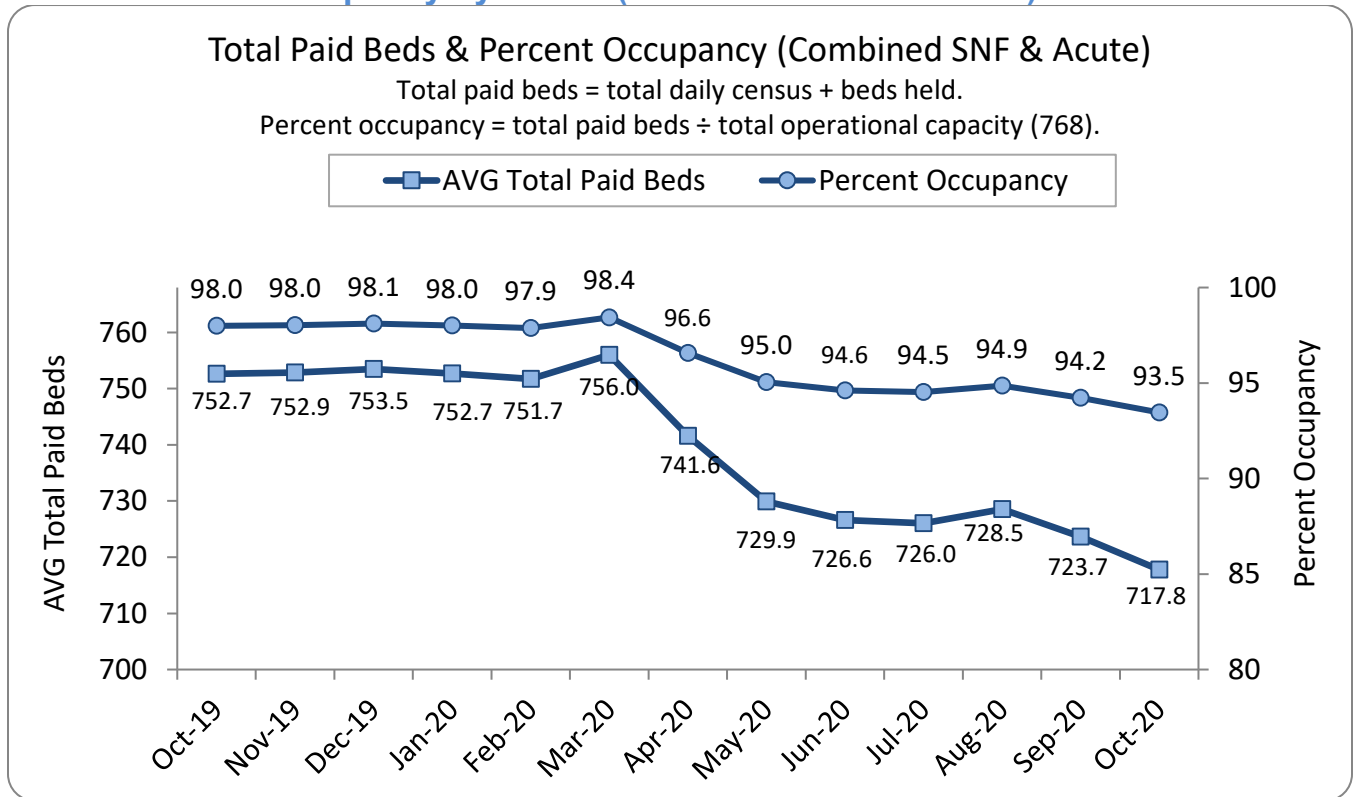
Admissions, Discharges, and Expirations by Month (10/01/2019 to 10/31/2020)



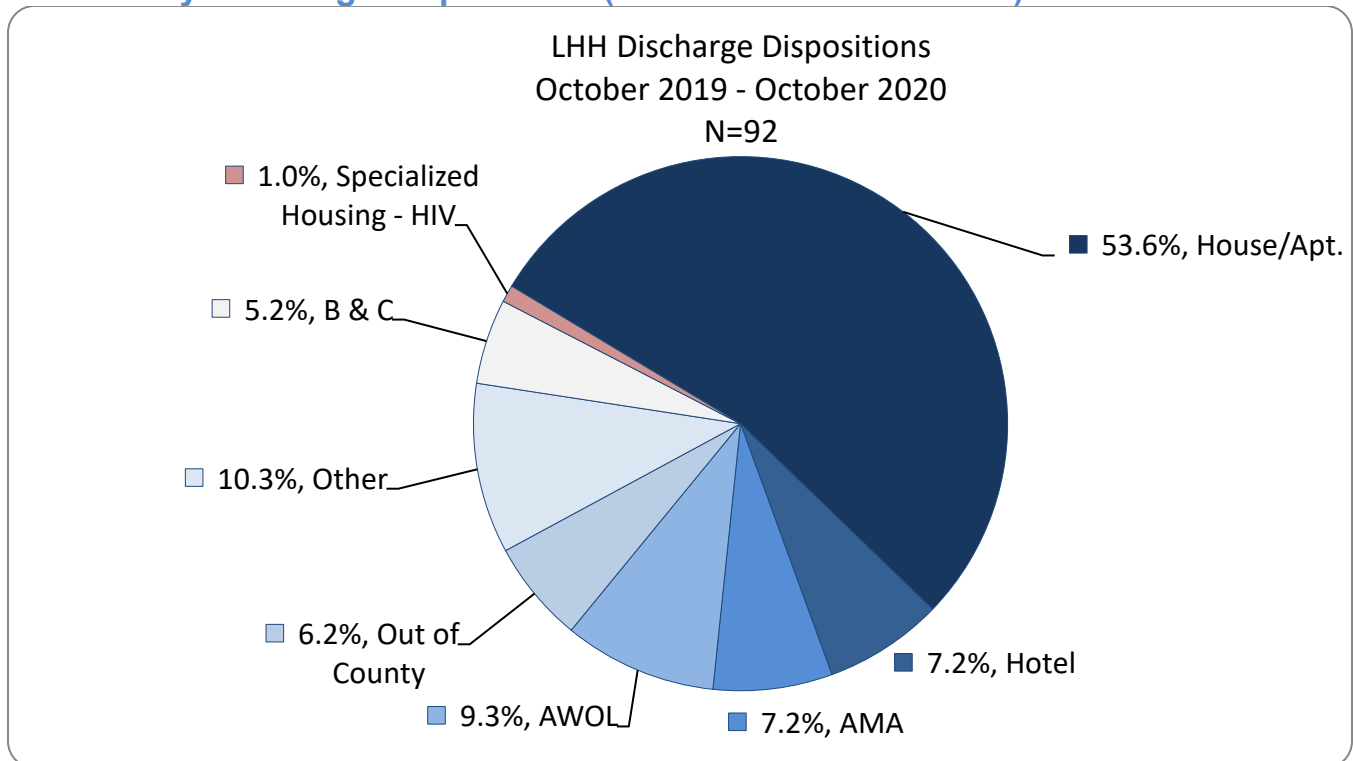
Average Daily Census (10/01/2019 to 10/31/2020)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
10/01/19 - 10/31/20	731.34	3.57	734.82	1.34	2.15	735.94	739.50	96.29

Paid Beds and Occupancy by Month (10/01/2019 to 10/31/2020)



Community Discharge Dispositions (10/01/2019 to 10/31/2020)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 6.2% (n=6) individuals were discharged to out-of-county placements. Of those, 3 residents went to live with family, 1 residents returned to their previous residence and 2 residents went to Board and Care Homes that could best accommodate the residents' needs.
2. A resident is discharged Against Medical Advice (AMA) when he/she chooses to leave Laguna Honda Hospital against the advice of their physician. For the patients/residents discharged as AMA (n=7), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

AWOL (10/01/2019 to 10/31/2020)

1. Analysis of absent without leave (AWOL) are as follows: there were a total of 9 AWOL incidents during this 13-month period. Of the incidents, 2 (22%) residents returned to Laguna Honda to continue receiving services and 7 (78%) stayed away.

AWOL Analysis for 10/01/2019 to 10/31/2020	
Count of AWOL residents who returned to continue services	2
Count of AWOL residents who stayed away	7
Total Count of AWOL incidents	9

2. Of the 9 AWOL incidents, the Social Services Team was able to contact 8 and 1 have not been heard from.

AWOL Analysis for 10/01/2019 to 10/31/2020	
Count of AWOL residents Social Services have been able to contact	8
Count of AWOL residents Social Services have not been able to contact	1

3. The 9 total incidents of AWOL for this period is a decrease of 35 incidents compared to the same 13-month prior period (10/01/2018 to 10/31/2019) when there were 44 AWOL incidents total.

Staffing Report

Laguna Honda's current vacancy rate is 8.24%. A detailed vacancy report, along with the new hires and separations report, is attached.

Budget and Finance

Finance Report

The FY 20-21 1st quarter is not yet closed; therefore, the financial report will not be available until it is finalized.

Salary Variance Report

This month's salary variance report has an unfavorable YTD variance of -\$1.77M due to spending on COVID related temporary and overtime hours. This shortfall is expected to be offset by COVID cost recovery funding. The team is currently working on initial revenue and expense projections for FY 20-21 COVID cost recovery.

Personnel Announcements

Laguna Honda Personnel Updates

At Laguna Honda, we are excited to share several updates to the leadership team, including welcoming Monica Biley as our new Chief Nursing Officer and Nawzaneen (Nawz) Talai as the inaugural Chief Quality Officer. We also thank our former Chief Medical Officer, Dr. Michael McShane for his many years of service to the Laguna Honda community.

After a remarkable fifteen years at Laguna Honda, **Dr. Michael McShane, Chief Medical Officer (CMO)**, announced his retirement over the summer. Dr. McShane is beloved here among staff and residents, across departments and throughout neighborhoods. Dr. McShane began his medical career at Tulane University. He joined Laguna Honda in 2005 and took on many significant projects, including EPIC implementation, LEAN Process implementation, and the Medical Department's office space move and renovation, as well as helping to steward multiple leadership changes.

Laguna Honda faced some particularly demanding times during Dr. McShane's tenure. His steadying presence was deeply appreciated by our community. Dr. McShane would walk down the hallways, exchanging hellos with each person who passed. He so clearly connected effortlessly and genuinely with all staff.



Dr. Michael McShane,
CMO (Retired)

We wish Dr. McShane a happy retirement filled with his love of reading, writing, and traveling to faraway places. No matter how far his travels may take him, Dr. McShane will always have a home at Laguna Honda!

A search is underway for Laguna Honda's next CMO. In the meantime, we are very fortunate to have **Dr. Wilmie Hathaway** serving as our **Acting Chief Medical Officer**. Dr. Hathaway joined Laguna Honda as a physician in 2007 and has served as Chief of Staff for the past four

years. Dr. Hathaway is a talented and dedicated physician. We have full confidence in her leadership of the Medical Department during this transition.

Next, it is our pleasure to announce the selection of **Monica Biley**, MPA, BSN, RN, NEA-BC as the **Chief Nursing Officer** (CNO) for Laguna Honda. Monica brings over 17 years of leadership experience to the position, an impressive track record of improving healthcare systems, and a vision of patient-centered care in alignment with Laguna Honda's mission.

Monica is known as an operational expert and strategist who has been recognized for her ability to motivate teams to produce results under challenging and complex circumstances. She is also a seasoned leader with immense experience at acute and skilled-nursing programs as well as large multi-specialty medical groups.

Most recently, Monica served as VP/COO/CNO at Sierra Nevada Memorial Hospital, a 104-bed community hospital serving the greater Sacramento area. Prior to that, she was an Executive Administrator at Kaiser Permanente Health System where she served for 15 years in progressive leadership roles. As an Administrator, Monica held numerous responsibilities including being 2nd in charge of The Permanente Medical Group in the Central Valley as well as leading over 400 clinical support and technical staff. Some of her areas of oversight included Adult and Family Medicine, Cardiology, Pulmonology, Outpatient Respiratory Therapy, the Sleep Lab, Chronic Conditions Management, Laboratory, Pathology, Skilled Nursing Facility Services, Nursing Practice, Gastroenterology, and Health Education.



Monica Biley, CNO

In assuming the CNO position at Laguna Honda, Monica is in many ways coming full circle. Her healthcare career began as a CNA at a skilled nursing facility. After the many positions she has held, she notes that being a CNA was one of the most challenging but also most rewarding.

As you can imagine, the Chief Nursing Officer position is a critical role at Laguna Honda. To ensure that we identified the perfect candidate, we engaged in a comprehensive search and interviewed many highly qualified candidates. We are thrilled Monica accepted the position and we look forward to working together for years to come.

Monica enjoys spending time with family and two sons, Kaden who is 19, and Brayden who is 13.

Finally, we congratulate **Nawz Talai** in her new leadership role as the inaugural **Chief Quality Officer** (CQO) for Laguna Honda. The role of Chief Quality Officer is expansive. The role

includes performance improvement, risk management, regulatory compliance, resident safety and infection prevention and control—and we know Nawz is the perfect fit.

Nawz is a certified Lean professional who brings over 10 years of experience in program design and evaluation, strategic planning, performance improvement, data analytics and engagement with diverse communities. This wealth of experience will be pivotal in the development and leadership of the Quality Management Department at Laguna Honda Hospital. In this new position, Nawz will lead the Laguna Honda Quality Management Department, working closely with the CEO and Executive team to ensure the highest level of quality and safety for our residents.



Over the past five years she has served in several roles with increasing leadership responsibility on the Quality Management and Administration teams. She joined as a senior administrative analyst in 2015 and currently holds the title of Acting Chief Quality Officer and Manager of Administrative Services. Until recently, Nawz also served on the Hospital Incident Command System (HICS) for Laguna Honda's COVID-19 response as Planning Chief and Deputy Incident Commander. Laguna Honda's effective COVID-19 response, which is a model for facilities across the country and a pride of San Francisco, would not have been possible without Nawz's dedication and hard work.

Nawz is a first generation Iranian-American born and raised in the Bay Area. She enjoys spending time with her family and two sons, Darian who is 5 and Daylan who is 3.

COVID-19

Preparedness and Response Report

Case Overview

As of November 2nd, 2020, Laguna Honda Hospital has had 94 total confirmed COVID-19 cases—29 resident cases, of which 27 have recovered, and 65 staff cases, of which all 65 have recovered. We welcome recovered staff back to work and recovered residents back to their home neighborhoods from the designated COVID-19 unit on South 5. There have been no COVID-19 deaths at Laguna Honda.

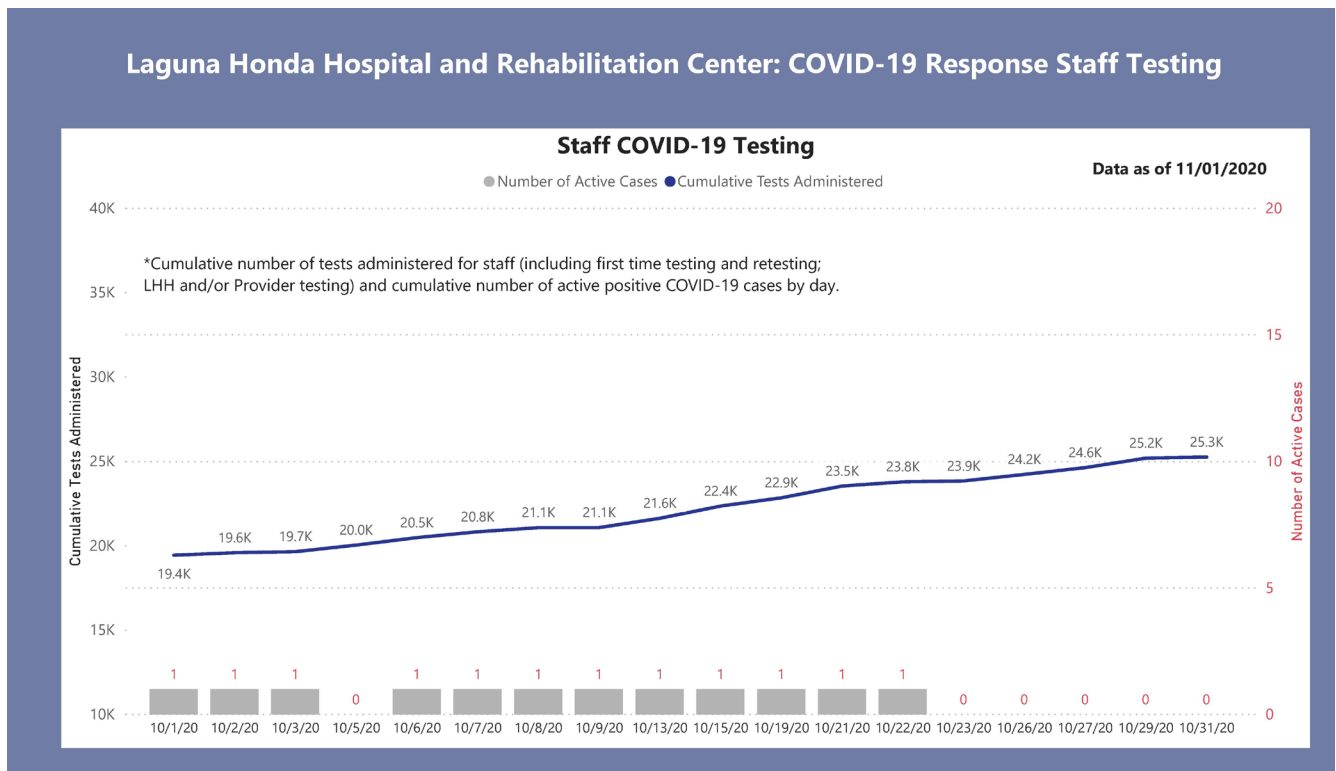
Testing

We continue to regularly test residents and staff through our screening testing program (formally known as universal testing). Staff who work on campus at least one day a week are tested weekly while all remote staff are tested monthly. Residents are tested bi-weekly. Please see below for a summary of each round of screening testing to-date.

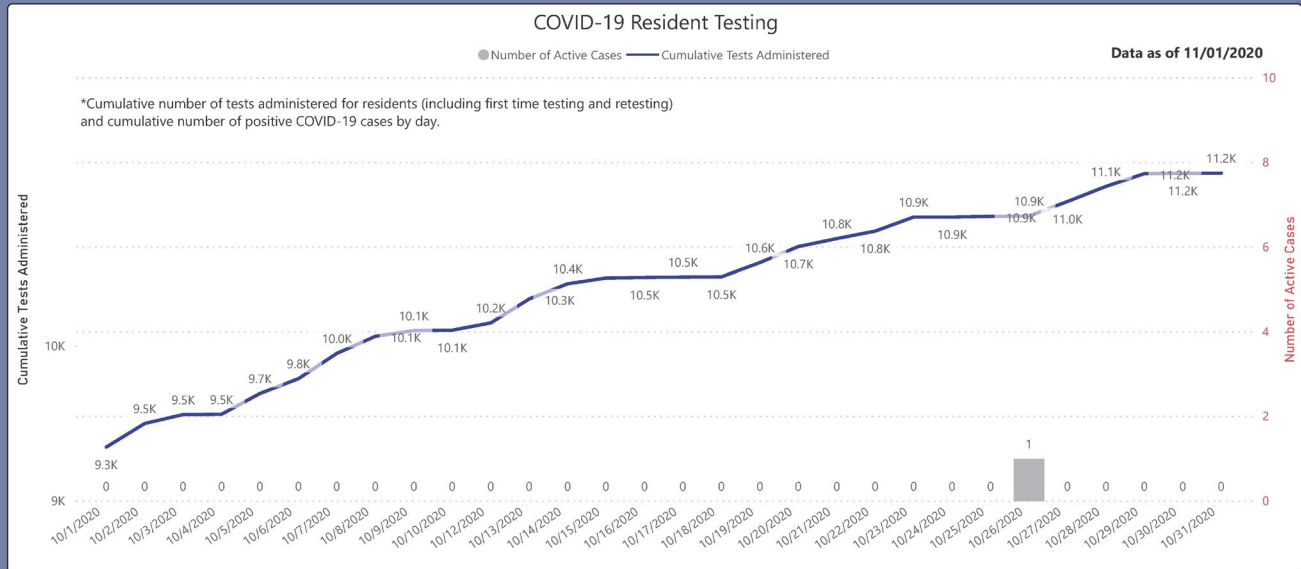
- Round 14 (staff only thus far) – 0 staff positive cases
- Round 13 (staff only thus far) – 0 staff positive cases

- Round 12 – 1 resident and 0 staff positive cases
- Round 11 – 0 resident and 1 staff positive cases
- Round 10 – 2 resident and 1 staff positive cases
- Round 9 – 2 resident and 0 staff positive cases
- Round 8 – 1 resident and 2 staff positive cases
- Round 7 – 0 resident and 1 staff positive cases
- Round 6 – 1 resident and 2 staff positive cases
- Round 5 – 0 resident and 1 staff positive cases
- Round 4 – 2 resident and 10 staff positive cases
- Round 3 – 1 resident and 5 staff positive cases
- Round 2 – 3 resident and 3 staff positive cases
- Round 1 – 2 resident and 3 staff positive cases

Screening testing is one type of testing at LHH. In addition, staff and residents are tested through response testing (formally known as contact investigation serial testing), which results from the contact investigation after a positive case, proactive testing which staff seek out if they suspect they have had an exposure or if they engaged in a high-risk activity, and surveillance testing as well as by outside providers. Please see below for the cumulative test numbers for staff and residents.



Laguna Honda Hospital and Rehabilitation Center: COVID-19 Response Resident Testing



Of the 700+ residents at LHH, only one has refused testing since March, thanks to the Respiratory Department’s effective and compassionate approach. When a resident refuses a COVID-19 test, surveillance increases, per DPH guidelines. All staff are required to be tested and therefore there are no refusals.

Visitation and Reopening

Visits have resumed at Laguna Honda and are going very well. We know this has been one of the most challenging parts of the pandemic and we are so grateful to our residents and our resident families for their patience. We have had approximately 30 visits to-date and increased our capacity significantly beginning on Monday, November 2nd to twelve visits per day, with most units hosting a visit daily on Mondays through Saturdays.

Through working closely with the San Francisco Department of Public Health and our Infection Prevention and Control team, we have in place strict guidelines to ensure visits happen safely. Laguna Honda is making available two types of visits: outdoor visits and vehicle visits. For more information on visitation at Laguna Honda, please visit LagunaHonda.org/COVID19-visit.

Beginning on November 9th, 2020, Laguna Honda’s STARS group (substance abuse support group) will resume meeting. We are also working to reopen our Wellness Center. Visits are our priority, but we know there is a need to resume other programs and services, as it is safe to do so.

“All Hands” Presentation

Due to Laguna Honda’s tremendous successes to-date, we were asked to present on Friday, October 23rd, 2020 to the broader SFDPH community at the “All Hands” meeting. CEO Michael Phillips, COO and HICS Incident Commander John Grimes, and Acting CMO Dr. Wilmie Hathaway gave the presentation to several hundred SFDPH employees. The slides were shared with all staff, residents, and families with an acknowledgement that each community member played a part in our COVID-19 response.

Upcoming Operation Updates

At Laguna Honda we are adapting our response to the pandemic as we learn more about the virus. The Infection Prevention and Control Team and the Hospital Incident Command System (HICS) continue to review and implement new recommendations from the Centers for Disease Control and Prevention (CDC) as well as from the California Department of Public Health (CDPH) and DPH.

Operational updates on the horizontal include resuming additional resident activities and transitioning to use a COVID-19 test with a faster turnaround time.

Initiatives and Milestones

Campus Community Activities and Events

Influenza Vaccinations

The Laguna Honda community is preparing for flu season, and the overlap of influenza and COVID-19 this fall and winter. Resident flu vaccinations began on Monday, October 26th and will be complete by early November. Staff flu vaccinations are well underway with over 1,440 staff vaccinated to-date.

2020 General Election

At Laguna Honda we take very seriously the right to vote, and support our residents in exercising this right, if they so choose. Our voting effort is supported by our social workers and activity therapists. They proactively provide residents with the opportunity to register to vote and, when ballots arrive, are an important resource in distributing ballots, and depending on the preferences and needs of the resident, supporting to read the voter guide, and complete and return ballots. We also foster civic engagement and our CEO, and other LHH leaders, are encouraging residents and staff to exercise their right to vote.

Four Stars of Quality Measures

Laguna Honda’s Quality Measures from CMS went back to four stars on October 21st, 2020. We look forward to being back to five stars soon.

October's Filipino American History Month

We celebrated Filipino American History Month at Laguna Honda throughout the month of October and highlighted the great contributions of Filipino Americans to our healthcare system. More than forty percent of our staff at Laguna Honda are Filipino Americans. With such a large representation in our workforce, the contributions of Filipino Americans at Laguna Honda cannot be overstated.

Recognition

After a brief hiatus, Laguna Honda is back on social media (Facebook and Instagram). The platforms are used for important updates and also a vehicle for staff recognition.

Team of the Month

To highlight staff who have contributed to Laguna Honda's COVID-19 healthcare pandemic response, the hospital has developed a Team of the Month award. The Team of the Month is nominated by staff and approved by the Hospital's Executive Committee.

November 2020 Team of the Month – Health Checkers (Screeners)

We are pleased to announce Laguna Honda's Health Checkers (Screeners) as November's Team of the Month. The Health Checkers serve as COVID-19 symptom screeners at the Pavilion Lobby and Fifth Floor entrances.

In many ways, the Health Checkers are our first line of defense against the virus. They play a vital role in protecting our community by ensuring that all staff and visitors who enter the facility comply with the COVID-19 symptom screening recommendations per the Centers for Disease Control and Prevention (CDC) and that everyone who enters dons a mask, sanitizes their hands, and receives a screening sticker.



The Health Checkers' position was rapidly established during the initial days of LHH's COVID-19 Pandemic Response Plan. The urgent need for Health Checkers came with several challenges, including the need for staff who could quickly learn the COVID-19 symptoms and provide 24/7 coverage. Fortunately, the Health Checkers have been adaptive and up for the challenge, and their commitment to keeping the LHH community safe has continued, uninterrupted, for the past eight months.

The Health Checkers screen approximately 800 staff per day, and they always do it with a positive and friendly attitude. Please join us in congratulating the Health Checkers as November's Team of the Month.

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