



San Francisco Health Network  
Laguna Honda Hospital  
and Rehabilitation Center

# LHH Operations and Resident Care Executive Team Report

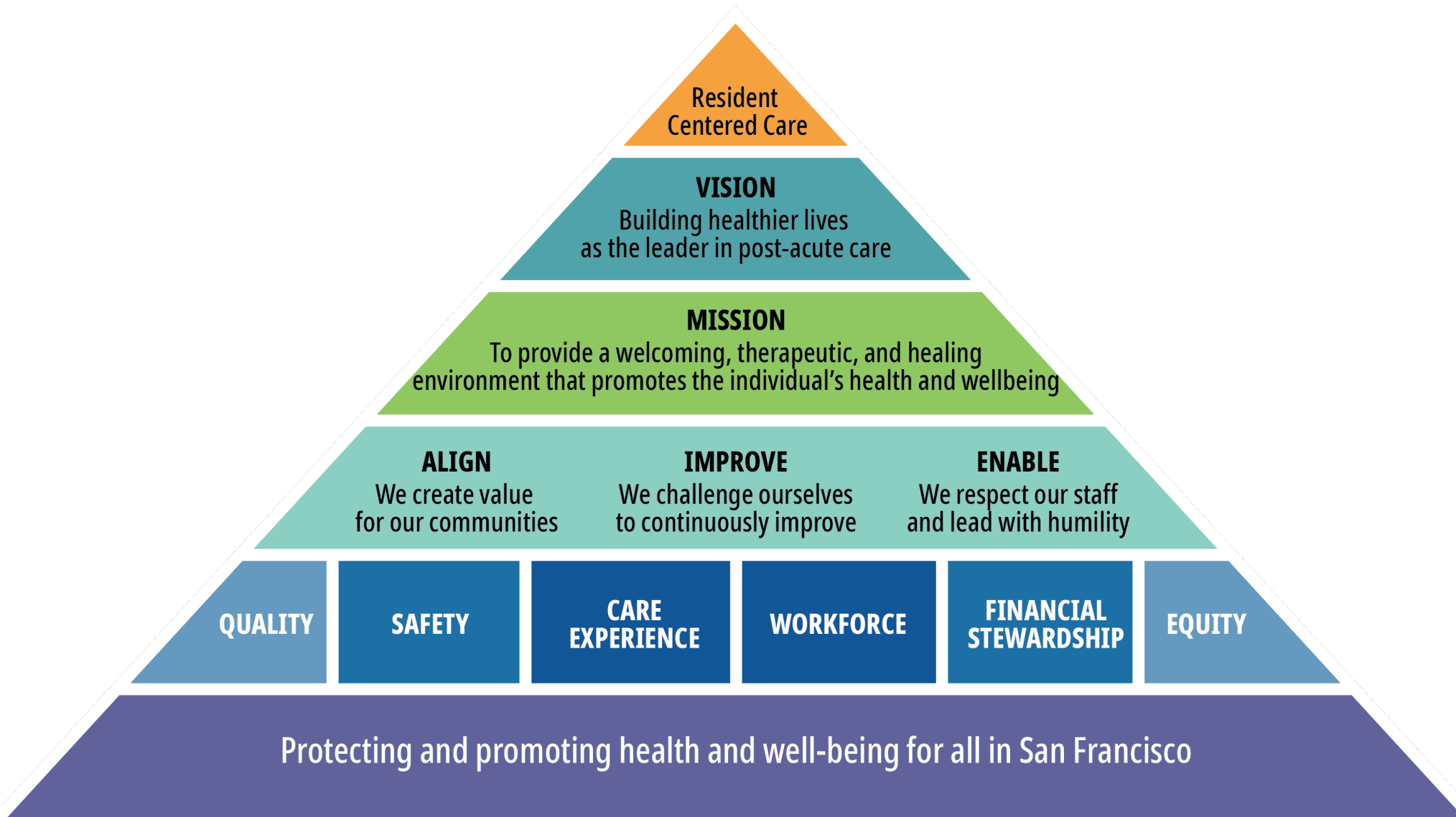
Michael T. Phillips, MHA, FACHE  
March 9, 2021



San Francisco Department  
of Public Health



San Francisco Health Network  
Laguna Honda Hospital  
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# SAFETY



## COVID-19 Case and Testing Check-In

- COVID-19 response remains our highest priority.
- LHH continues to see a significant decrease in new cases. LHH identified 66 cases in December, 53 cases in January, and just 5 cases in February.
- **No residents tested positive for COVID-19 in February.**

Staff and Resident Cases				
Group Tested	Total Confirmed Positive Cases	Recovered Cases	Active Cases	Deaths
Staff	170	169	1	0
Residents	63	57	0	6
Total	233	225	3	6



# SAFETY



## COVID-19 Cases at Laguna Honda

Date of Test	Resident	Staff	Grand Total
Mar 2020	1	11	12
Apr 2020	4	5	9
May 2020	6	5	11
Jun 2020	6	15	21
Jul 2020	5	17	22
Aug 2020	1	8	9
Sep 2020	4	3	7
Oct 2020	1	1	2
Nov 2020	1	15	16
Dec 2020	17	49	66
Jan 2021	17	36	53
Feb 2021	0	5	5
<b>Grand Total</b>	<b>63</b>	<b>170</b>	<b>233</b>



# SAFETY



## COVID-19 Vaccine Rollout – Staff and Residents

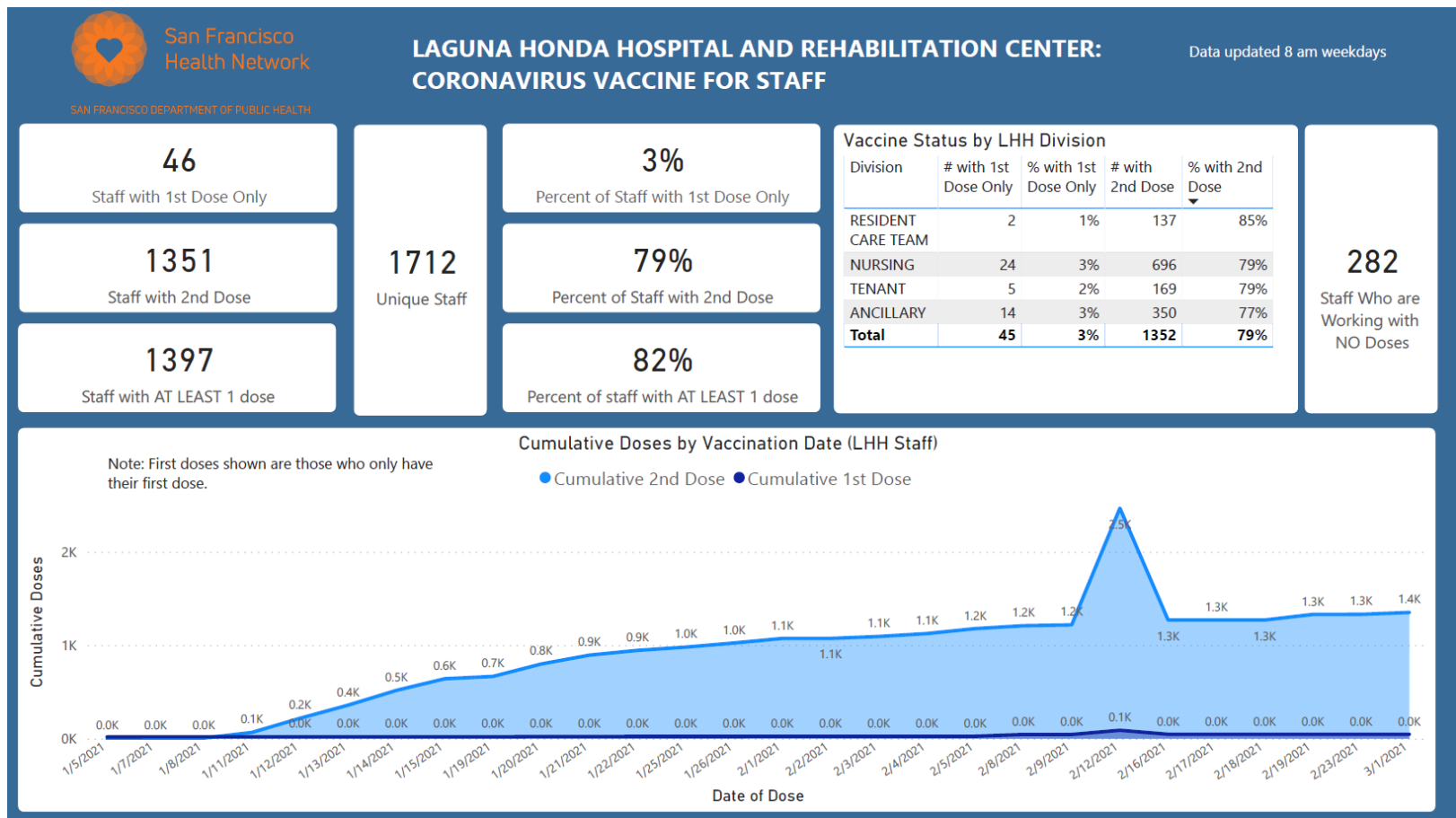
- 1,397 (82 percent) LHH staff have received at least one dose of the COVID-19 vaccine with 1,351 (79 percent) fully vaccinated.
- **Over 85 percent of clinical staff are fully vaccinated.**
- Staff vaccinations are administered by LHH's clinic nurses onsite.
- 633 (90 percent) LHH residents have received at least one dose of the COVID-19 vaccine with 599 (85 percent) fully vaccinated.
- Our partners at Walgreens made their third and final visit to vaccinate residents. LHH staff are now vaccinating residents in house.
- Two fully vaccinated staff did test positive. At this time, neither have developed symptoms.



# SAFETY



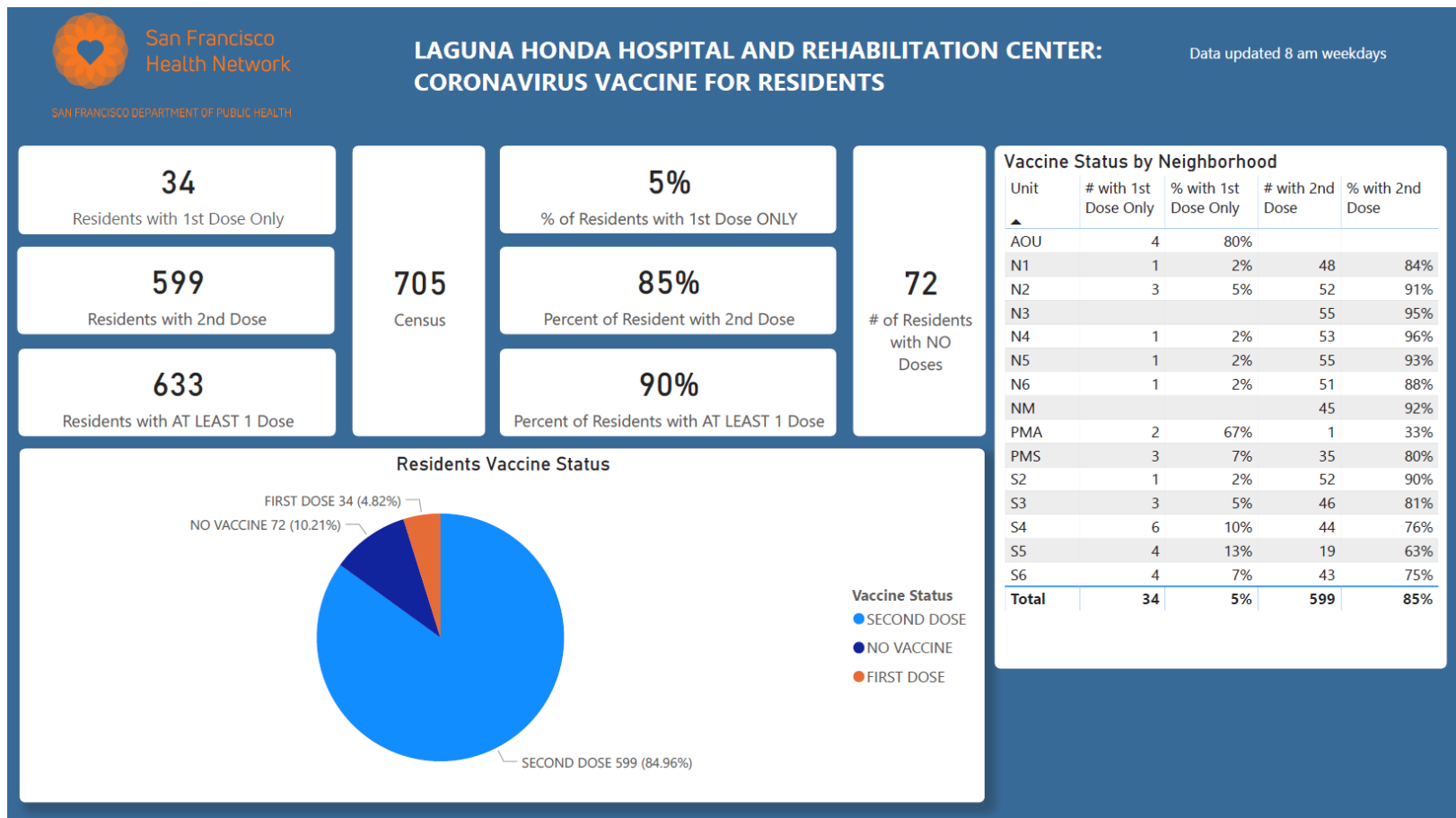
## COVID-19 Vaccine Rollout – Staff



# SAFETY



## COVID-19 Vaccine Rollout – Residents





# SAFETY



## Laguna Honda's Decline In Cases and High Vaccination Rates Featured in the San Francisco Chronicle

- “In Bay Area nursing homes, 'the vaccine is already saving lives'” by Catherine Ho
- Interviews from Laguna Honda's Chief Medical Officer Dr. Wilmie Hathaway and resident Bernadette Yee.
- “It was a party for us when that one patient left,” said Dr. Wilmie Hathaway, Laguna Honda's chief medical officer. “The whole hospital felt this relief, this breath we all took when it was official.”



# SAFETY



## Laguna Honda Staff Support Citywide Vaccine Rollout

- LHH staff continue to support the San Francisco Health Network's vaccination efforts at both Zuckerberg San Francisco General and the Southeast Health Center.



# FINANCIAL STEWARDSHIP



## Finance Update

- Revenue and other expenses are on budget.
- FY20-21 Q2 Financial Report presented to Health Commission in February and included in this month's JCC report.
- Salary variance of \$3.5M expected to decrease due to onboarding of new hires in Nursing Department and reduction of registry usage.
- FY20-21 Q2 Gift Fund Report included in this month's JCC report. Expect increase in gift fund usage as programming is able to resume.
- Department of Public Health budget submitted to Mayor's Budget Office on February 22, 2021.
- Currently developing COVID-19 budget for FY21-22.



# FINANCIAL STEWARDSHIP



## Statement of Revenue

	CURRENT YEAR			<u>Fav/(Unfav)</u>	
	<u>Projection</u>	<u>Revised Budget</u>	<u>Original Budget</u>	<u>Variance</u>	<u>% Var</u>
<b>NET PATIENT SERVICE REVENUE:</b>					
Medi-Cal Revenue	185.10	185.10	185.10	-	n/a
Medicare Revenue	9.83	9.83	9.83	-	n/a
Other Patient Revenue	0.93	0.93	0.93	-	n/a
<b>TOTAL PATIENT SERVICE REVENUE</b>	<b>195.86</b>	<b>195.86</b>	<b>195.86</b>	<b>0.00</b>	<b>0.00%</b>
<b>OTHER OPERATING REVENUE:</b>					
Fees/Fines/Licenses	0.56	0.56	0.56	-	n/a
Other State/Misc	0.28	0.28	0.28	-	n/a
Revenues from Other Departments	0.24	0.24	0.24	-	n/a
Multi-Year Projects	4.70	4.70	4.70	-	n/a
Transfer-In	4.56	4.56	2.00	-	n/a
<b>TOTAL OTHER OPERATING REVENUE</b>	<b>10.35</b>	<b>10.35</b>	<b>7.79</b>	<b>0.00</b>	<b>0.00%</b>
<b>TOTAL OPERATING REVENUE</b>	<b>206.21</b>	<b>206.21</b>	<b>203.65</b>	<b>0.00</b>	<b>0.00%</b>



# FINANCIAL STEWARDSHIP



## Statement of Expenses

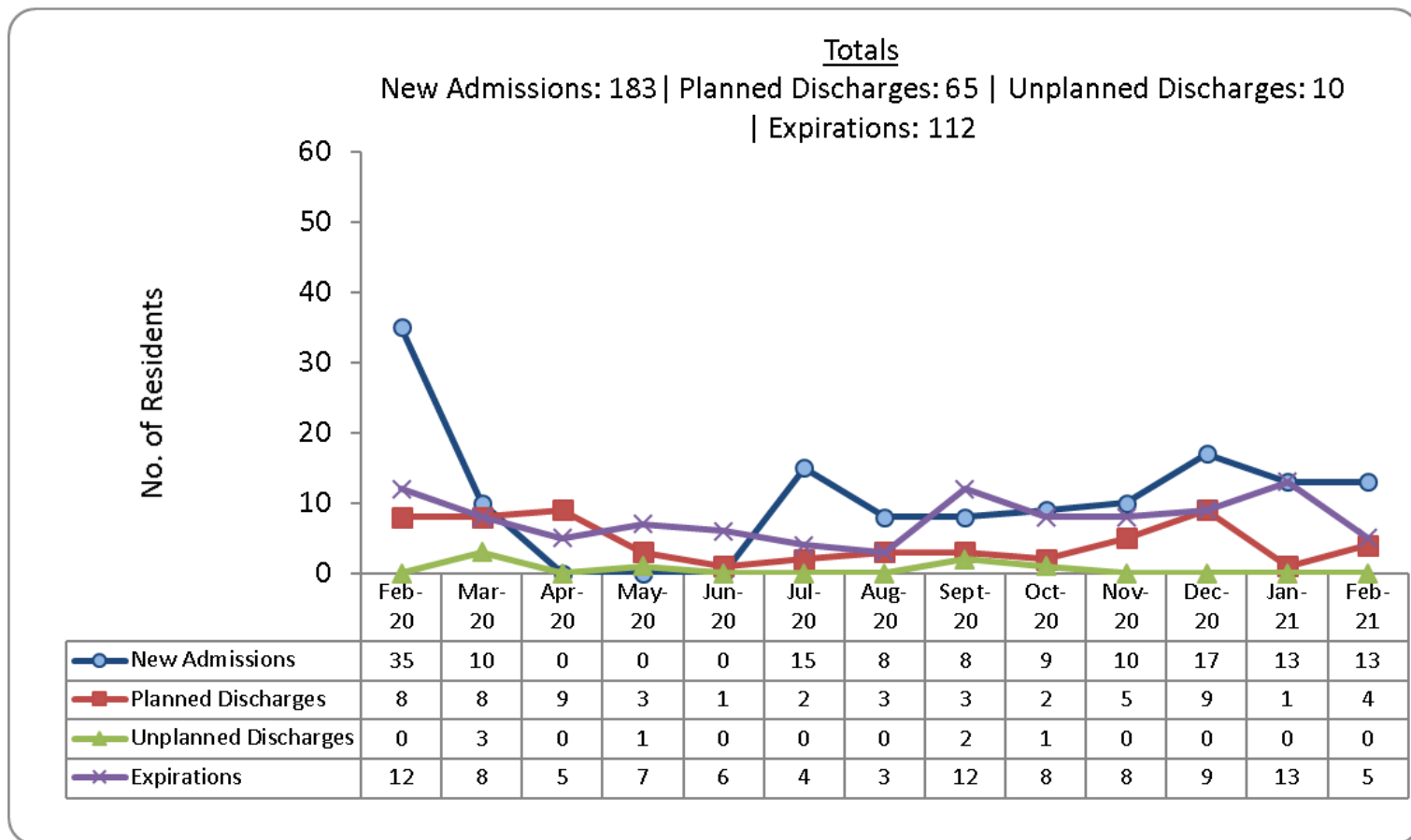
	CURRENT YEAR			<u>Fav/(Unfav)</u>	
	<u>Projection</u>	<u>Revised Budget</u>	<u>Original Budget</u>	<u>Variance</u>	<u>% Var</u>
<b>OPERATING EXPENSES:</b>					
Salaries	153.93	154.38	152.41	0.45	0.3%
Mandatory Fringe Benefits	70.70	73.79	73.21	3.09	4.2%
Materials and Supplies	32.95	32.95	24.36	-	n/a
Capital Outlay	2.66	2.66	1.72	-	n/a
Debt Service	-	-	-	-	n/a
Services Of Other Depts	18.25	18.25	17.83	-	n/a
Annual Project Related	2.00	2.00	1.40	-	n/a
Multi-Year Projects	9.37	9.37	9.37	-	n/a
Transfer-Out	2.00	2.00	2.00	-	n/a
<b>TOTAL OPERATING EXPENSES</b>	<b>304.31</b>	<b>307.86</b>	<b>292.93</b>	<b>3.54</b>	<b>0.40%</b>



# CARE EXPERIENCE



## State of the Hospital – Admissions, Discharges, and Expirations

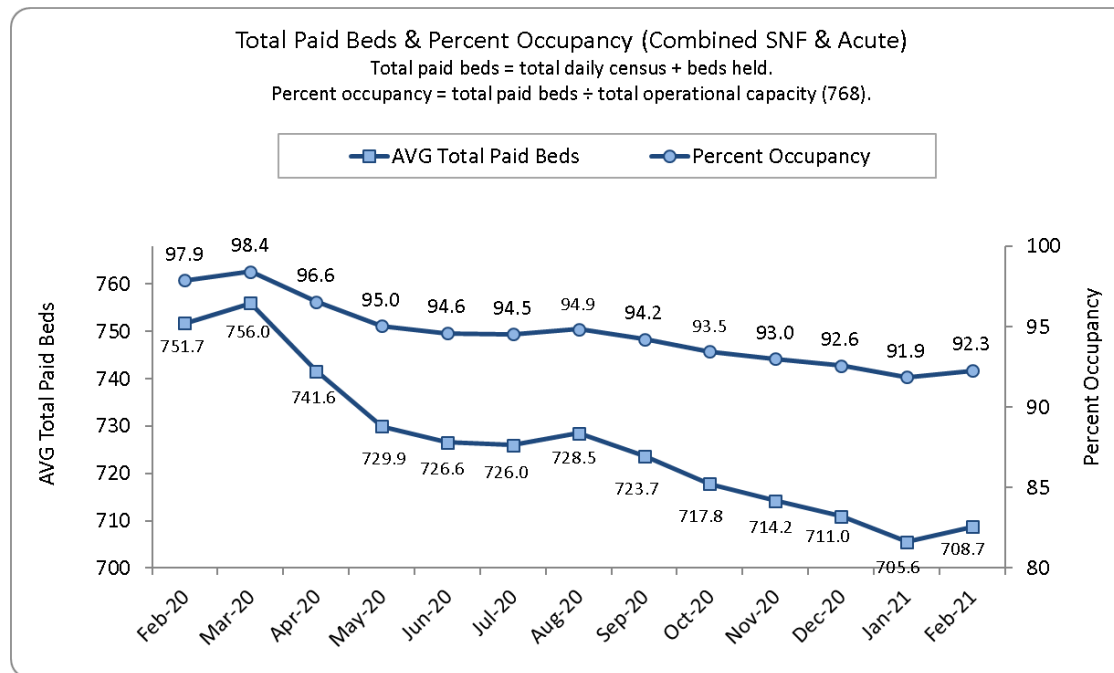


# CARE EXPERIENCE



## State of the Hospital – Census

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
02/01/2020-02/28/2021	715.92	5.29	721.04	1.90	2.04	720.97	726.26	94.56



# WORKFORCE



## Re-Launching the DAISY Awards to Celebrate Excellence in Nursing

- Laguna Honda joins 1,200 healthcare facilities throughout the country in recognizing excellence in nursing through the DAISY Award.
- **We will honor our first 2021 awardees during this year's Nursing Week in May.**
- We will honor extraordinary nurses quarterly. We will also honor nurse leadership and a nursing team annually during Nursing Week.
- We look forward to sharing our award recipients with the Health Commission.





# WORKFORCE



## Team of the Month Recognition: Nurse Managers

- LHH's Nurse Managers are the key liaisons for our residents, connecting them to hospital-wide services.
- **We would not be able to fulfill our mission to provide high-quality, culturally competent care without their work.**
- Nurse Managers were individually spotlighted throughout the month.



# EQUITY



## Updates from the Department of Equity and Culture

- Laguna Honda is participating in a Train-the-Trainer to roll out the Department of Human Resource's Respect in the Workplace training.
- We are disaggregating and analyzing Unusual Occurrence data for LHH by race to identify potential intervention points.
- We will continue to analyze interviews conducted with LGBTQ residents to identify and address opportunities to ensure LHH is an inclusive, safe, and welcoming environment.
- **We are excited to launch our Equity Council with representation from all LHH departments.**



# EQUITY



## Cultural Celebrations at Laguna Honda

- LHH celebrated Lunar New Year with festive food, decorations, and celebrations in our Asian Languages neighborhood.
- LHH celebrated Black History Month with opportunities for education and celebration, including a gallery of Black/African American figures who made or are making history. The theme for this year's celebration was Black Joy.



CHIEF OPERATIONS OFFICER JOHN GRIMES WEARING THE LAGUNA HONDA 2021 BLACK HISTORY MONTH T-SHIRT.



# CARE EXPERIENCE



## Resuming Visits at Laguna Honda

- **Laguna Honda resumed modified visitation on Wednesday, March 3<sup>rd</sup>.**
- Outdoor, window, and vehicle visits are currently available, and Laguna Honda is working with the Department of Public Health on future indoor visits.
- Visits occurred safely this past fall but were paused over the winter due to the regional shelter-in-place order and LHH's surge in cases. Protocols are again in place for safe visits.



# CARE EXPERIENCE



## Safely Reopening Services

- The Clinic Team reopened additional clinics, including Endocrinology and Gastroenterology. Currently, seventeen of Laguna Honda's twenty inpatient clinics are open. The remaining three are tentatively planned to reopen this spring.
- South 5 (Laguna Honda's COVID-19 unit) decreased its capacity from 30 beds to 15 beds due to the decline in cases.
- The pool has reopened for residents.
- The hair salon and barbershop have reopened for residents.



# CARE EXPERIENCE



## Kitchen Floor Project Update

- **Laguna Honda's kitchen produces nearly 3,000 resident meals daily. Unfortunately, the kitchen floor requires a remodel due to extensive leaking.**
- We issued an RFP and received one bid. After extensive meetings, it is clear the bidder cannot meet the deliverables and that the issues are too great to resolve.
- Laguna Honda is proceeding instead with a mobile kitchen run by our Food and Nutrition Services Department. We will be renting a shed and using space in the fifth floor parking lot.
- The project is expected to take 4-6 months and we anticipate it will be completed this calendar year.
- **This solution will require extensive planning but it ensures no disruption in service for our residents.**



# CARE EXPERIENCE



## Environment of Care

- Environment of Care (EOC) meetings and rounds are resuming after a year of laser focus attention on infection prevention and control.
- **The EOC includes representatives from each Laguna Honda department and is focused on safety in the built environment.**
- The EOC will ensure that Laguna Honda meets all safety codes.
- Corrective actions will be sent and closely monitored, as is needed.



# QUALITY



## Strengthening the Quality Management Department

- **Elizabeth Schindler is the new Director of Performance Improvement for the Quality Management Department.**
- Elizabeth will lead a new team responsible for partnering with various disciplines to ensure Laguna Honda surpasses quality measures.
- This is another step in the restructuring of the Quality Management Department. Ten additional fulltime employees will be hired over the next several months.







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Thank you