

**LAGUNA HONDA REPLACEMENT PROJECT
TRANSITION STEERING COMMITTEE MEETING**

**ACTION AGENDA
TUESDAY, OCTOBER 4, 2005
ROOM B-102**

LHHRP Vision Statement

“The City and County of San Francisco will design and construct a new campus on the Laguna Honda Hospital site which will provide housing and a complete continuum of long term healthcare services. This facility will be among the most innovative, technologically advanced, efficient, flexible, humane and natural facilities in the world. It will, by design, encourage rehabilitation and independent living while setting the standard for enhancement of the quality of life.”

1. Review of LHHRP Schedule Major Milestones (TAB A)

	TCCO's Contractual Substantial Completion Dates	Forecast Completion Dates	Projected LHH Move In Dates	DISCUSSION	ACTION	PRIORITY
South Residence	March 13, 2008	August 2008	December 2008	Monitor schedule and adjust as necessary	Project Team responsible	
Link Building	July 31, 2008	December 2008	April 2009			
East Residence	September 12, 2008	February 2009	June 2009			
Remodel	TBD	TBD	TBD	Pending OSHPD Approval of the drawings.		

TOPIC	DISCUSSION	ACTION	PRIORITY
<p>2. Next Steps: Identified in September 6, 2005 meeting</p> <p>a. Progress Report on Significant Issues Since Last Meeting.</p> <ul style="list-style-type: none"> ▶ Briefed Labor Reps ▶ Remodel Update ▶ Radiology Planning Update ▶ RFPs for Consultants in Process (I.T. integration, FFE, Commissioning) ▶ Laundry Sites Prioritized ▶ Operations <p>b. No. 1 Priorities Identified at Sept. 6, 2005 Meeting</p> <ul style="list-style-type: none"> ▶ Architecturally Significant FFE completed (distribute) ▶ I.T. Convergent Technology/Wireless Applications - (handout). <ul style="list-style-type: none"> • Discuss Focus Group to I.D. LHH Applications/ 	<p>Discuss and initiate action at October 4th Meeting.</p> <p>L. Funk offered to coordinate the bed selection process. The intent is to test beds to get feedback from residents and clinical staff.</p> <p>IT will be a major driver of workflow changes. P. Skala stated that they are in the process of getting a complete inventory of all the Seimans Soarian functions.</p>	<p>Bed selection process – Report Plan at next TSC meeting.</p> <p>Division and Dept. Heads to notify Larry Funk of errors or omissions ASAP.</p>	

TOPIC	DISCUSSION	ACTION	PRIORITY
<p>► Analyze Workflow Opportunities</p> <ul style="list-style-type: none"> • Discuss Approach, participants, interdisciplinary process 	<p>Johnson Control’s Article called “Harnessing the Power of Wireless Technology in Healthcare” was distributed. (refer to page 3)</p> <p>Discussion on initiating futuristic thinking about IT healthcare applications in the next 10 years, and wireless utility in the building infrastructure.</p> <p>P. Skala recapped the IT convergence. It was proposed that Convergent Tech Task Force Team, David Counter, DTIS, Cheryl, Flash, Rep from LHH & SFGH Facilities be invited to the IT Presentation. Seiman will be provided the same opportunity to present their system.</p> <p>Discussion on analysis of workflow improvement opportunities, and labor involvement in planning for all departments in the new facility.</p> <p>Funk to meet with Kanaley to discuss outcome measures e.g. An operating plan for each Department, a staffing plan benchmarked to other facilities, P&Ps, and a schedule.</p>	<p>Funk will follow up with consultants and vendors to develop an Action Plan.</p> <p>L. Funk to obtain potential dates from Johnson Controls, others and update TSC Committee at the next meeting.</p>	

TOPIC	DISCUSSION	ACTION	PRIORITY
<ul style="list-style-type: none"> ▶ LEEDs Certification/Operation Plans ▶ Carpet/Flooring Analysis ▶ FQHC Status for Clinics ▶ Communication Plan Review <p>No. 2 Priority Identified at Sept 6, 2005 Meeting</p> ▶ Pharmacy: Omni-Cell Pilot Update ▶ Review Resident Move Plans <p>c. Other Business</p> ▶ Review Space “Key Plans” for Entire Campus 	<p>Defer this item to next meeting.</p> <p>Need to review pros/cons of carpet and make a recommendation.</p> <p>Serge reported on recent meeting with Gregg Sass.</p> <p>Arla reported draft with John Kanaley.</p> <p>D. Woods reported that a computerized meds administer program is being developed.</p> <p>Please refer to TSC binder.</p> <p>L. Funk to obtain a copy from A+A.</p>	<p>Larry to obtain more information from the City’s Dept. of the Environment.</p> <p>TSC to establish an interdisciplinary workgroup to study this issue and submit a recommendation.</p> <p>LHH to seek direction from DPH a qualifying for FQHC status.</p> <p>TSC to review and comment on draft after John’s approval.</p> <p>Woods to provide periodic progress reports.</p> <p>TSC agreed to defer revision of Resident Move Plans until number of beds is determined by City.</p> <p>AA to provide a copy of the Key Plans for the entire campus for presentation and distribution at future TSC meeting.</p>	

TOPIC	DISCUSSION	ACTION	PRIORITY
<p>▶ Exterior Base</p>			
<p>3. Planned Support for LHHRP</p> <p>a. Equipment Manager to Procure & Install FFE (TAB D)</p> <p>b. I.T. Integration Services Consultant (TAB E)</p> <p>c. Facility Commissioning Services (TAB F)</p> <p>d. Program Development Grant for Greenhouse, Farm and Orchard (TAB G)</p> <p>e. Consider Consultant to Perform Organization needs Assessment and Recommendations</p>	<p>DRAFT RFPs in process</p> <p>“</p> <p>“</p> <p>\$70,000 grant received. LH Foundation and Community Initiative Fund to serve as fiscal agent</p> <p>TSC to discuss scope of service, schedule & budget.</p>	<p>RFPs are out by Nov’05 to seek for consultants</p> <p>“</p> <p>“</p> <p>LHH to collaborate with Grant staff in developing therapeutic program.</p> <p>Determine and Budget Requests needed for 06-07.</p>	
<p>4. Review of Architecturally Significant Equipment Planning</p> <p>a. Items Purchased through Turner Contract (TAB B)</p> <p>b. Nutrition Services Equipment Final Approval (TAB C)</p> <p>c. Verification of Other Departments Completed. Final Approval Pending Receipt of Data Reports. (Nursing units, Medical Division, Therapy Areas, Pharmacy Department, Activity Therapy).</p>	<p>Project Team will monitor purchase and installation.</p> <p>Project Team will monitor purchase and installation.</p> <p>Anshen+Allen has provided final data reports</p>	<p>Project Team to monitor</p> <p>Project Team/Nutrition Services To monitor</p> <p>Distributed final list to Division Heads/Dept. Managers for verification/comment to LF ASAP.</p>	<p>1</p>

TOPIC	DISCUSSION	ACTION	PRIORITY
<p>d. Pharmacy Omni-Cell or Equivalent Specifications: Pending Results of Pilot Program.</p> <p>e. Develop Specifications for Radiology</p> <ul style="list-style-type: none"> ▶ Determine Imaging Equipment Needed in New Facility ▶ Provide PACS for all imaging ▶ Determine feasibility of CAT scan and Mammography at Dock ▶ Apply to L&C for Fluoroscopy Waiver if appropriate. 	<p>Implement pilot project and evaluate results.</p> <p>LHH clinical leadership projecting volumes of procedures for new facility</p> <p>Discussion on extrapolating the data from SFGH and LHH to project the demand of the imaging equipment needs.</p> <p>P. Isakson, G. Gee, L. Funk, S. Washington, A. Platzer to have a follow up meeting on this item.</p> <p>A+A reviewing the design to confirm dock configuration.</p> <p>Determine if seeking a waiver is appropriate</p>	<p>Develop specifications and budget for Omnicell in new facility. Specify and price equipment. Transmit information to Project Team so Architects can complete design. Dave Woods will provide periodic reports.</p> <p>Consult with A+A and DPH regarding type of Radiology equipment needed to meet future needs.</p> <p>LHH admin. to determine future Radiology Equipment needs and seek waiver or program flex from L&C if appropriate.</p> <p>LF to request A+A to advise if Dock can support mobile Radiology.</p>	<p>2</p>

TOPIC	DISCUSSION	ACTION	PRIORITY
<p>5. Review of Moveable Furniture, Fixtures & Equipment Planning</p> <ul style="list-style-type: none"> a. Gene Burton & Associates specifications complete (quantity/type) b. Kai Yee Woo Interiors & Furniture specifications complete (quantity/type) c. Verification and Final Approval Needed on All Items d. Suggested Process: New Products Subcommittee Provides Interdisciplinary Review and Approval e. Review FFE with Consultant f. Departmental Sign Off Prior to Purchase 	<p>Pending consultant's input on the FFE before signing off on purchase orders.</p> <p>TSC to discuss review and approval process.</p>	<p>Coordinate review and approval Before purchasing. (Departmental Managers to review and approve FFE).</p>	
<p>6. Evaluation of Appropriateness And Life Cycle Cost of Flooring Materials</p> <ul style="list-style-type: none"> a. Carpeting Evaluation in Resident Corridors 	<p>Develop Evaluation Criteria, and Collect Data. D. Valencia , P. Taquin, M. Chikere, P. Carlisle, S. Spencer, Dr. Pascual, and L. Funk met & discussed evaluation criteria and methodology. A follow up meeting will be scheduled to resolve this issue. The team will pilot a carpet program & put to closure.</p>	<p>Make decision on carpeting Project Team and Operations collaborate on materials selection.</p> <p>Task Force to report outcome of meeting to TSC.</p>	1

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<p>b. Hard Flooring Surface Evaluation</p>	<p>Discussion on difference type of hard flooring surface. Turner to evaluate the costs and optional materials.</p>	<p>S. Spencer. P Taquin, LF met with TCCO to discuss optional flooring materials sub to provide performance specs and costs.</p>	
<p>7. Evaluating New Work Flow Issues and Developing Work Plans</p> <p>a. Involve Labor in the Beginning</p> <p>b. New Nursing Unit Operations</p> <p>c. Resident Care Assistant Concept</p>	<p>Yvonne Martinez/Local 790 affirmed that she will participate in all meetings and discussion but will not waive the right to meet & confer as provided in the contract.</p> <p>Carlos and Gray from Environmental Services are to 790 reps. A suggestion was made that a representative from a Craft Local should be invited to this meeting.</p> <p>Discussion on how nursing Units operate, the impact and the workflow.</p> <p>Points were made on cultural changes ‘Resident Center’ and LHH mission is to ensure operations program is in place to start the critical path.</p>	<p>Mai-Tran to include Martinez in the emailing list for TSC Meeting.</p> <p>The TSC decided that an interdisciplinary group discussion and planning process was the most effective means of addressing</p> <p>Workflow issues given the inter-relationships involved. Larry will begin discussions with J. Kanaley, and Division Heads regarding the planning process and scheduling.</p>	<p>1</p>

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<ul style="list-style-type: none"> d. Social Dining Program Operation e. Resident Laundry Processing f. Materials/Supplies Flow g. Medication Distribution h. Clinical Record Management/Electronic Medical Record. (I.T.'s Effect on Work Flow) i. Activity Therapy Programs j. Housekeeping Operations k. Plant Services Operations 	<p>Identifying reps for resident care and community interests was addressed and not to overlook what issue we're facing as a whole at the moment.</p> <p>Response was LHH is in the process of reviewing the communication plan and being cautious not to exclude anyone.</p> <p>Campus key plans are needed to illustrate movement around the campus.</p> <p>The TSC identified the EMR as a priority for assessing impact on workflow.</p> <p>Discussion on decentralizing AT program.</p>	<p>TSC to develop a work plan to address this issue.</p> <p>A+A to provide revised key plans.</p>	
<p>8. Regulatory Issues</p> <ul style="list-style-type: none"> a. Beneficial Occupancy Inspections by OSHPD, L&C, SFM, etc. 	<p>Project Team responsible</p>	<p>Provide LHH Approval to occupy New Facility</p>	

TOPIC	DISCUSSION	ACTION	PRIORITY
<ul style="list-style-type: none"> b. Applying for FQHC Clinic Status, and Developing an Operational Plan c. Dialysis Services d. Other Adjustments to the Hospital License e. Decommission Old Building/Verify Use of Existing License in New Building f. Joint Commission Accreditations of Healthcare Organizations (JCAHO) 	<p>The TSC identified this item as high priority.</p> <p>LHH Admin responsible for all licensing issues.</p>	<p>LHH Administrators to research and take appropriate action during the course of the project.</p>	1
<p>9. Future Operating Budget Planning Issues</p> <ul style="list-style-type: none"> a. Transition Costs 	<p>LHH needs to identify all transition cost. Ops staffing budget - J. Kanaley advised that there will be a subcommittee of this TSC. This TSC is the governing body and it needs to have a process to keep track of the progress as well as to have consultants and experts advice.</p> <p>Kanaley and Funk will meet to identify the structures of the operating Project Team to provide to LHH Warranty/service extensions options.</p>	<p>LHH to budget for transition costs.</p>	

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<ul style="list-style-type: none"> b. Warranty Extensions/Services Agreement Options c. Pro Forma Operating Budget d. Utility Cost Projections 	<p>Kaufman Hall/HFS will complete once scope of project is determined</p>	<p>LHH to evaluate cost/benefits of extensions and budget accordingly.</p> <p>LHHRP and Plant Services to estimate utility costs.</p>	
<p>10. Resident and Departmental Move Plans</p> <ul style="list-style-type: none"> a. Resident and Family Orientation b. Develop Departmental Move Plans c. Refine Resident Move Plans (TAB H) d. Cohorting Resident Population 	<p>Preliminary Resident move plan completed</p>	<p>Form team to review resident move plan and refine as necessary.</p>	2
<p>11. Assisted Living Planning</p> <ul style="list-style-type: none"> a. Confirm Size/Scope & Location 	<p>Policy decision required by City Leadership</p>	<p>Initiate Planning Process after size/scope and location determined</p>	

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<ul style="list-style-type: none"> b. Develop Planning Process/Participation <ul style="list-style-type: none"> ▶ Long Term Care Coordinating Council ▶ Mayor’s Office of Housing ▶ DHP/HUH ▶ Federal Department on Aging ▶ Other Stakeholders 			
<p>12. Project Evaluation: Measuring Outcomes</p> <ul style="list-style-type: none"> a. Pebble Project b. Improved Resident Care Outcomes, Satisfaction and Quality of life c. Improved Staff Recruitment and Retention d. Identify and Measure Operating Efficiencies e. Increase Safety in the Environment of Care f. Enhance Image of LHH in the Community g. Academic Research Partnerships h. Disseminate lessons learned through Publishing and Presenting 		<p>TSC to develop team to plan baseline measures for outcomes.</p> <p>Consider Press Ganey for Resident Satisfaction baseline data on ongoing outcome measure.</p> <p>Tentative date of November 10th for discussion with Pebbles faculty regarding potential research topics.</p>	

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<p>13. Communication</p> <ul style="list-style-type: none"> a. Comprehensive Communication Program for Residents, Families, staff, Volunteers, and Community b. Celebrate Accomplishment of Major Milestones c. Leverage Public Relations Value of Project d. Plan Opening Ceremony, VIP Events e. External Stakeholders (Volunteers Inc., Neighborhoods and Board etc) 	<p>Arla reported a comprehensive Communications Plan was submitted to John for review and comment.</p>	<p>TSC to review plan and support implementation after approval.</p>	<p>1</p>
<p>14. Administrative Tasks and Responsibilities</p> <ul style="list-style-type: none"> a. Transformational Leadership b. Leading Cultural Change c. Update Policies and Procedures <ul style="list-style-type: none"> ▶ Administrative ▶ Departmental 	<p>J. Kanaley suggested that every department develop an operating plan for new facility.</p> <p>Discussion on possibility of LHH applying for a \$200K grant. J. Kanaley had a follow up meeting with Ed O’Neil from Center of Health Policies.</p> <p>The Executive Committee will resume the Retreat process in October and address the project planning needs.</p>	<p>TSC to develop the means and methods of supporting production of departmental operating plans for the new facility.</p> <p>leverage grant to support cultural change.</p> <p>Include future project needs on Retreat agenda.</p>	

TOPIC	DISCUSSION	ACTION	PRIORITY
<p>► Safety and Emergency Preparedness</p>			
<p>15. Staff Orientation and Training Program Development</p> <ul style="list-style-type: none"> a. Develop Scope and Budget for Training Program b. Nurse Call System Demonstration c. Familiarization with New Facility and Systems d. Comprehensive Training Program (Safety, Emergency Preparedness, etc.) e. Soarian System User Training f. Skill Validation 	<p>Presented September 1, 2005. More Demo will continue as it need arises.</p> <p>Interactive TV Demonstrated August 31, 2005</p>	<p>TSC to determine scope and approach of training program required for new facility</p> <p>Explore I.T. integration opportunities</p> <p>Determine TV functionality needed at LHH</p>	
<p>16. Fundraising</p> <ul style="list-style-type: none"> a. Determine Need b. Status of LHH Foundation c. Donor Recognition 	<p>TSC discussed Foundation activities suspended pending City decision on scope of project.</p>	<p>Monitor</p>	

TOPIC	DISCUSSION	ACTION	PRIORITY
<p>17. Construct New Laundry</p> <ul style="list-style-type: none"> a. Select Site b. Secure Lease c. Design & Build d. Budget for Laundry Staff and Backfill Positions e. Capital Equipment f. Train Staff g. Activate Laundry 	<p>Consulting Report of 9/26/05 recommends 2300 Cesar Chavez Street; confer with Real Estate regarding next steps.</p> <p>1.1 M left to fund the laundry the balance will be coming from Mayor's Budget Office.</p>	<p>Review report, confirm site, and confer with Real Estate Dept. regarding lease. Confer with Mayors' Office regarding additional funding needed for laundry.</p>	

TOPIC	DISCUSSION	ACTION	PRIORITY
<p>18. IT /Convergent Technology</p> <ul style="list-style-type: none"> a. I.T. Planning and Procurement Services b. Phone Switch c. Integration Opportunities d. Define functionality desired at LHH e. Determine Financing Method f. Develop a Long Term Partnership with I.T. Provider 	<p>Provide by DPH</p> <p>Provide by DTIS</p> <p>Explore integration opportunities with Convergent Technology Task Force and I.T. consultants.</p>	<p>Plan in development</p> <p>Plans in development</p> <p>Convergent Technology Task Force to lead</p> <p>“</p> <p>“</p>	

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<p>19. Activity Therapy</p> <p>a. Develop Decentralized Model</p> <p>b. Art Programs</p> <p>c. Greenhouse/Farm/Orchard Program</p> <p>d. Pools/Wellness Center</p> <p>e. TV Programmatic</p>	<p>J. Kanaley provided an overview of the Art Program as follows:</p> <p>Art for Healing will donate 800 pieces of artwork to LHH. The estimated costs associated with framing, hanging, design and administrative cost are 390K.</p> <p>Application for grant from Johnson and Johnson is being considered.</p> <p>Suggestion was made to fund 50K to this program taking out from LHH Gift Funds. There were also comments objecting to the ideas of draining the LHH Gift Funds so quickly giving the proposed amount.</p> <p>TSC Committee to resume the discussions and provide feedback at the next TSC meeting.</p>	<p>TSC to decide at the next TSC Meeting in November 1st, whether to fund Art for Healing and/or where would the funding coming from if funded.</p>	
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TOPIC	DISCUSSION	ACTION	PRIORITY
<p>20. LEEDS Certification</p> <ul style="list-style-type: none"> a. Kitchen Waste/Organic Recycling b. Green Housekeeping or Healing Garden c. Education and Outreach Program d. Integrated pest Management or 95% Waste Management 	<p>Department of Environment to provide criteria</p>	<p>LHH to evaluate and develop Compliance programs</p>	<p>1</p>
<p>21. Safety Program</p> <ul style="list-style-type: none"> a. People b. Systems 	<p>Operations/Construction Committee to monitor</p>	<p>Ops/Construction Committee to intervene to improve safety program as necessary</p>	
<p>22. Other Business/Next Steps</p> <ul style="list-style-type: none"> a. Noise Reduction Efforts: design, equipment and staff training 	<p>TSC discussed benefits of addressing noise reduction in new facility.</p> <p>Suggestions on forming various subcommittee e.g. Carpet Subcommittee, Beds Selection subcommittee.</p> <p>As priority is to brief labor reps, TSC Committee to advise L. Funk if there is any other labor rep want to be invited this meeting.</p>	<p>TSC to determine approach</p>	<p>1</p>
<p>23. Adjournment</p>	<p>Meeting adjourned 10:30 AM</p>		

TOPIC	DISCUSSION	ACTION	PRI- RITY
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