



San Francisco Health Network  
Laguna Honda Hospital  
and Rehabilitation Center

# Laguna Honda Hospital

## Executive Team Update

January 12, 2026



# Safety and Security at Laguna Honda



## Supporting safety and coordinating with DPH-wide efforts

- LHH leadership part of Incident Management Team, supporting DPH-wide security and safety.
- At Laguna Honda:
  - Installed **metal detectors** in key areas to promote a safer environment.
  - **24/7 onsite security** from SFSO and contracted security.
  - Enforcing **designated entrances** to control access.
  - Requiring **badge access** to restrict unauthorized entry.
  - Continuing to use the **main entrance as the only entrance for the public**, with **all visitors screened by security personnel**.
  - Responding timely to residents-related concerns across the units.
  - The **Behavioral Response Team (BRT)** provides resources and support for conflict resolution, de-escalation, and therapeutic response.



# LHH Resident Holiday Gift Program

## Annual tradition brings holiday cheer

- The annual holiday gift program served an estimated 600 residents.
- Every year, residents select a holiday gift valued at \$50 from a catalog featuring a variety of items, including hats representing favorite sports teams, wheelchair bags, drawing tablets, headphones, and portable radios.
- By offering personalized gift choices, the program creates moments of joy, comfort, and connection, making the holiday season brighter for residents.



# LHH Holiday Staff Recognition

## Holiday Cider Staff Recognition Event

Recognition provided for all staff

- Holiday hot cider
- Photo wall
- Community building

*Shout out to LHH leadership,  
especially Nurse Managers and  
Nurse Directors, for staffing this  
event and showing gratitude and  
recognition for our staff!*



# LHH Holiday Staff Recognition

## LHH Holiday Cider Staff Recognition Event December 18th, 2025



# LHH Cultural and Change Management



## Improving Engagement and Experience *Staff Requested, Staff Driven & Staff Implemented*

### Model Neighborhood Pilot

- Partnership with KPO, Care Experience, Labor, and frontline staff
- Pilot neighborhood proposed based on readiness survey
- Next steps:  
Assessing current state of Daily Management Systems

4. Please rank the unit based on your assessment of the following statements:

● Strongly agree   ● Agree   ● Unsure   ● Disagree   ● Strongly disagree

This unit has stable leadership

This unit has stable core staffing

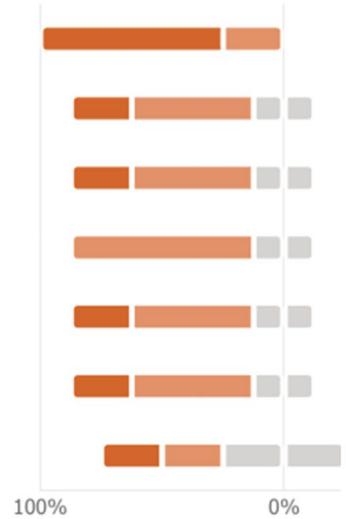
This unit has stable ancillary services staffing (e.g. social worker, AT, etc)

There is curiosity or motivation for change on this unit

There is a high level of trust and communication on this unit

This unit effectively uses problem solving and continuous improvement tools. (Huddle boards, PDSA, QAPI)

This unit is ready to participate in the model neighborhood pilot



# LHH Cultural and Change Management

## Improving Engagement and Experience *Staff Requested, Staff Driven & Staff Implemented*

Model Neighborhood Pilot – possible components to address in pilot

What already exists that can be improved?	What else might the neighborhood want to try?
<ul style="list-style-type: none"><li>• Daily operations status sheets, DCRs, and reporting up through IDT</li><li>• Unit based improvement huddles and Huddle Boards</li><li>• PDSA and standard work (and creating time and space for this)</li><li>• Unit-Based Leadership teams and QAPI and unit goals, including safety and experience</li><li>• Leadership rounding and standard work</li></ul>	<ul style="list-style-type: none"><li>• Self-generated ideas from team members</li><li>• Training on topics such as lean tools, communication, conflict resolution, leadership</li><li>• Wellness, coaching, and team building</li></ul>



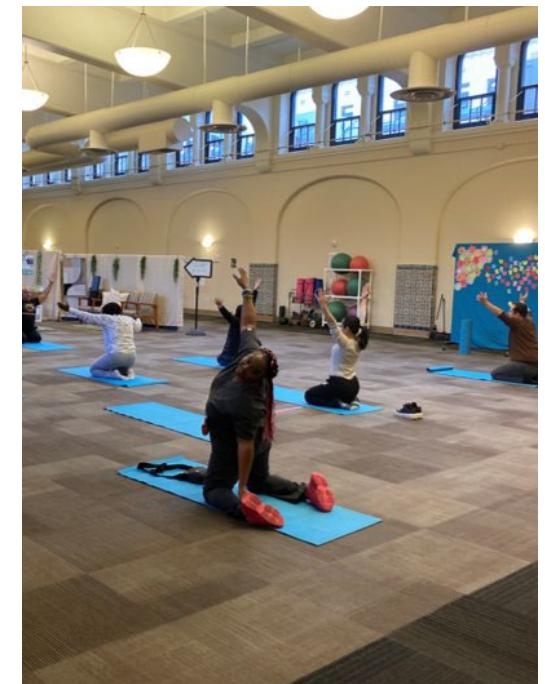
# LHH Cultural and Change Management



## Improving Engagement and Experience *Staff Requested, Staff Driven & Staff Implemented*

### Staff-led Wellness

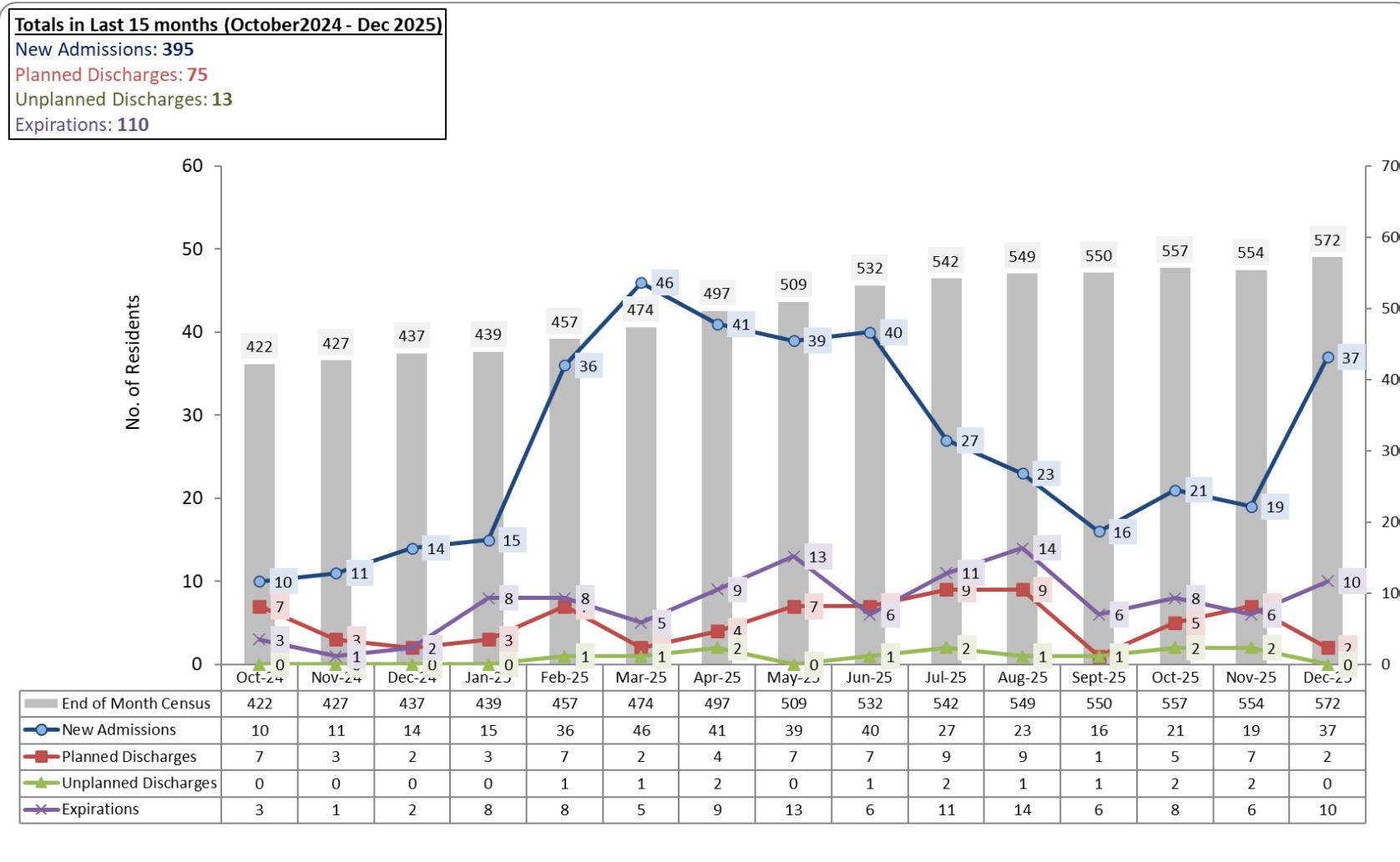
- Zumba and yoga continues
- Mindfulness training and meditation starting in January
- Planning 2nd annual all-staff Day of Wellness in partnership with community partner Wise Health and HSS
- Partnering with DET and Facilities to return to 24/7 access to Wellness Hub



# State of the Hospital



## Admissions, Discharges, and Expirations

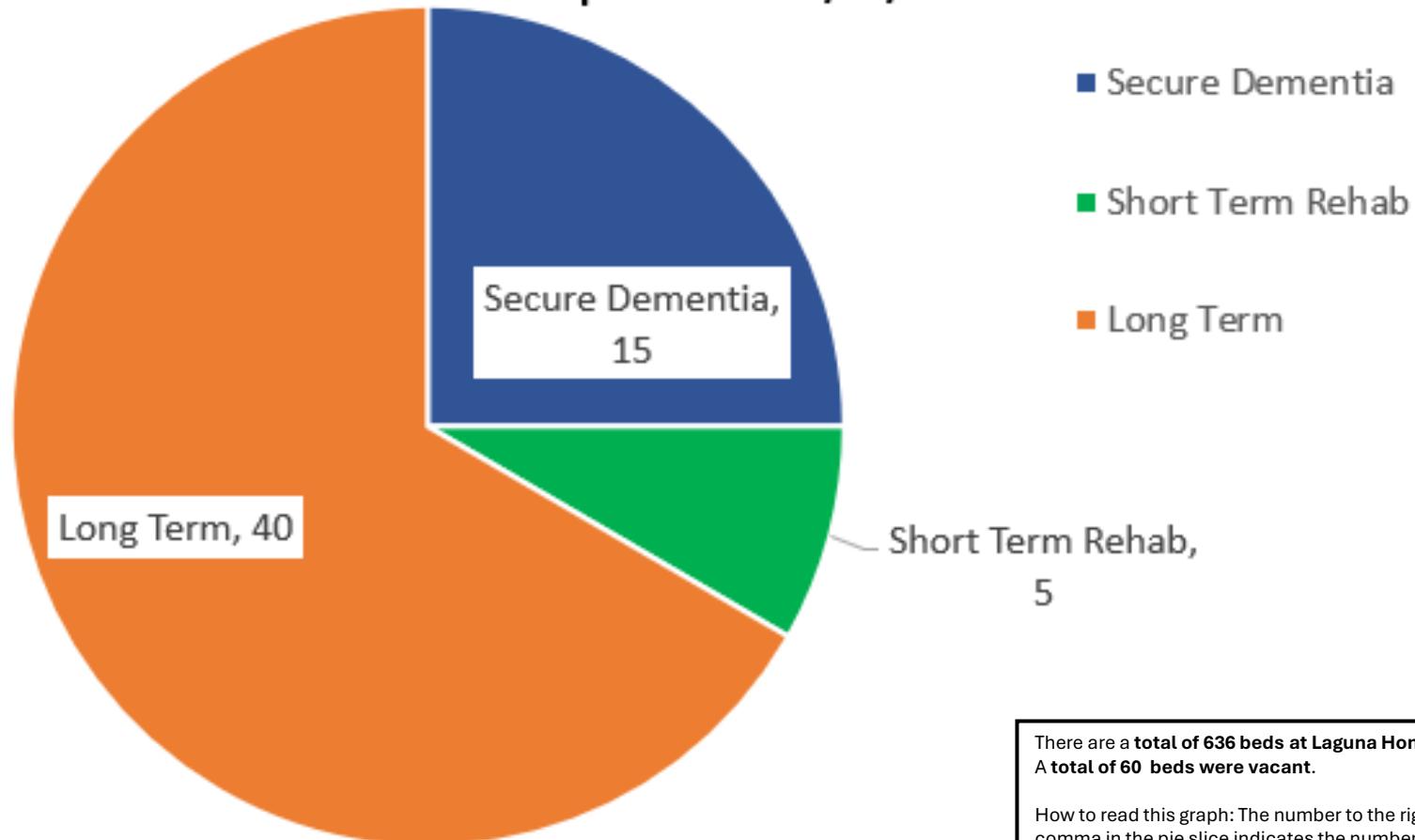


# Admissions Updates



## Vacancy Report

### Vacant Bed Report Data updated 1/6/2026

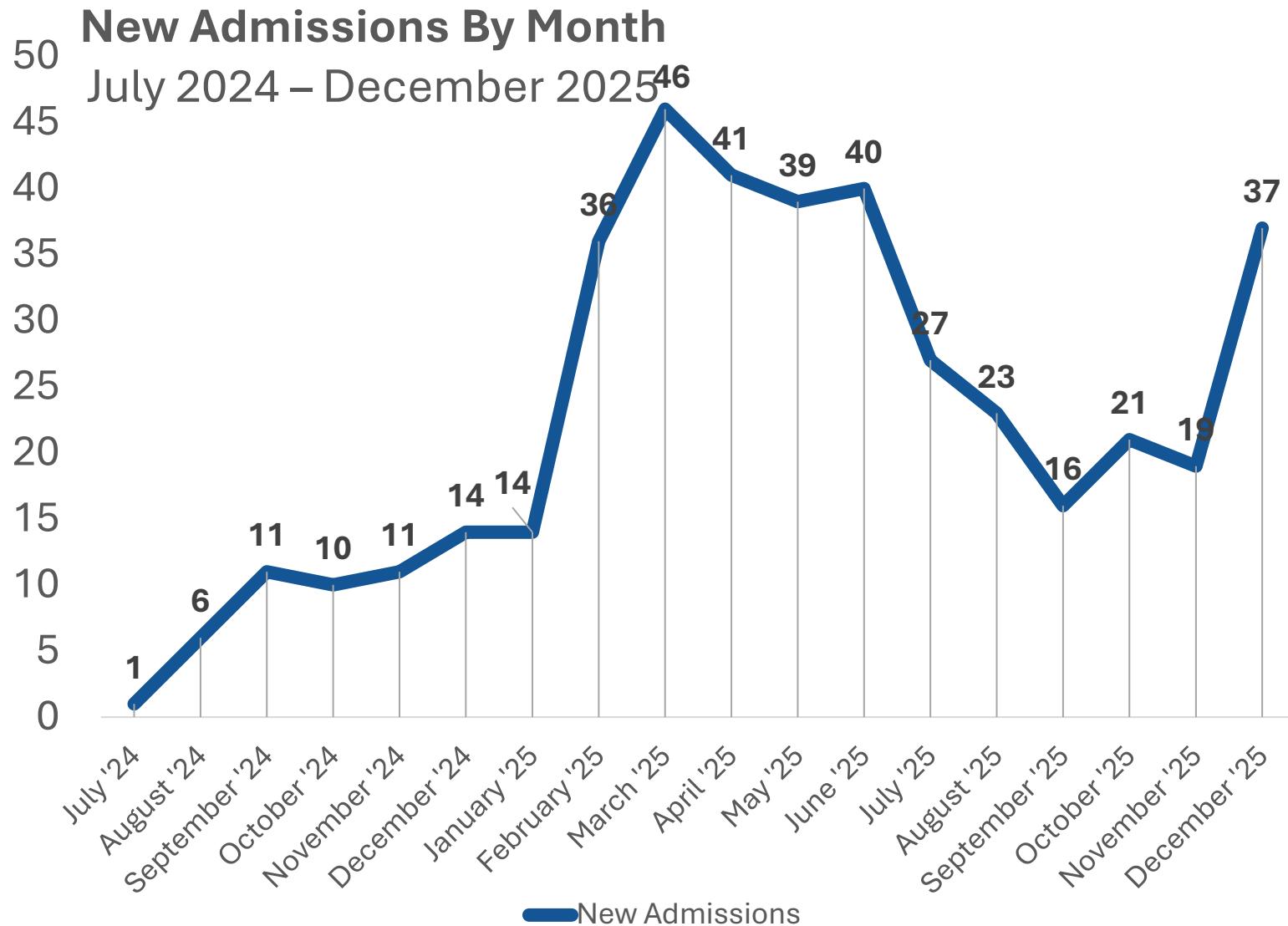


There are a **total of 636 beds** at Laguna Honda Hospital.  
A **total of 60 beds** were vacant.

How to read this graph: The number to the right of the comma in the pie slice indicates the number of vacant beds in that unit. For example, "Short Term Rehab, 5" means that there were 5 vacant beds on the Short Term Rehab unit



# Admissions Update



# Admissions Update



## Admission Plan-

1. Open up S5 for full use - 19 vacant beds
2. Maximize Secure Dementia unit use 15 vacant beds
3. Admit those already approved but awaiting specific available beds
4. Tightly coordinate with our community partners to let them know what types of beds are available (Hospitals, Clinics)

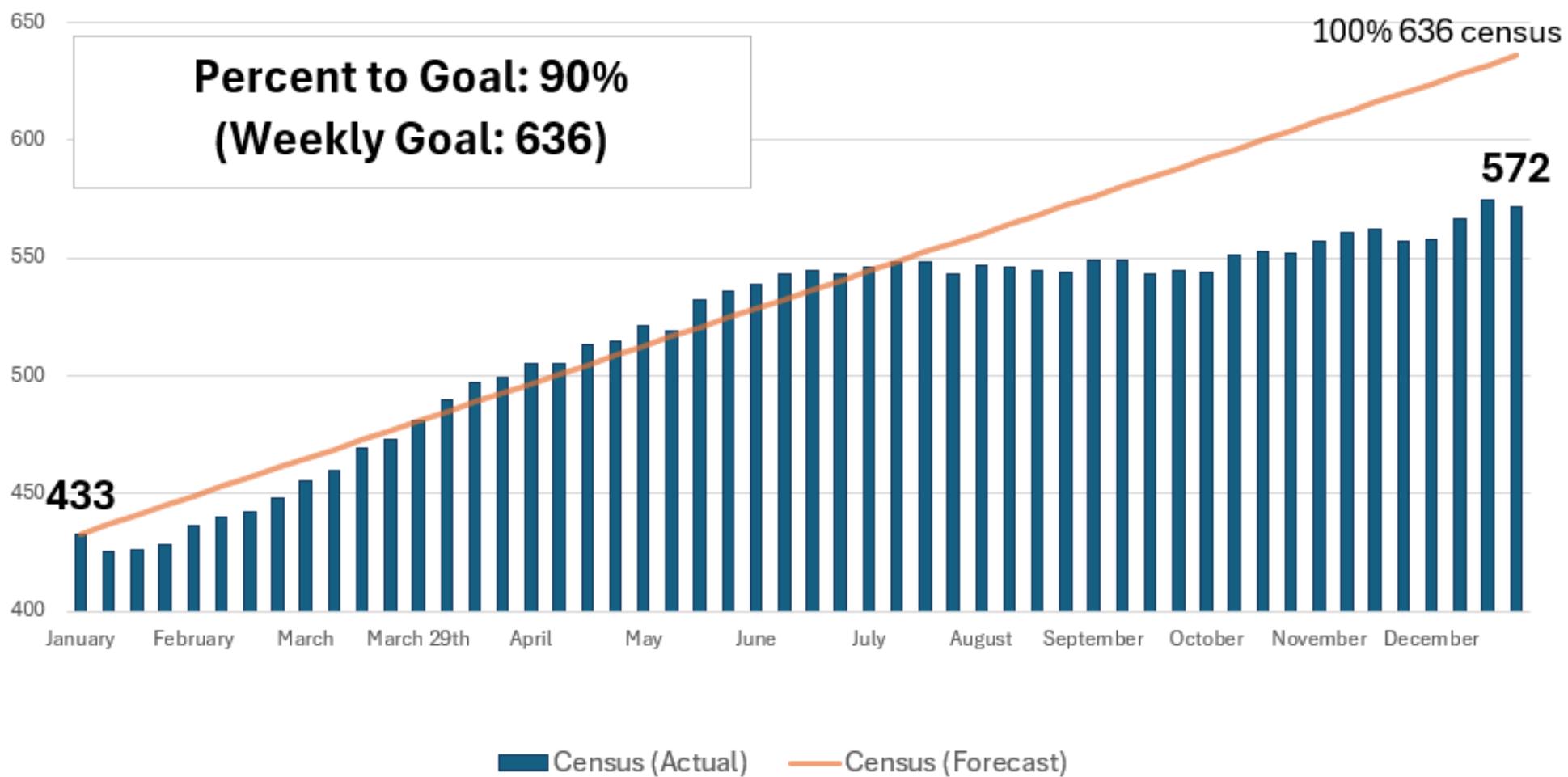


# Admissions Update

Actual v. Forecasted Census

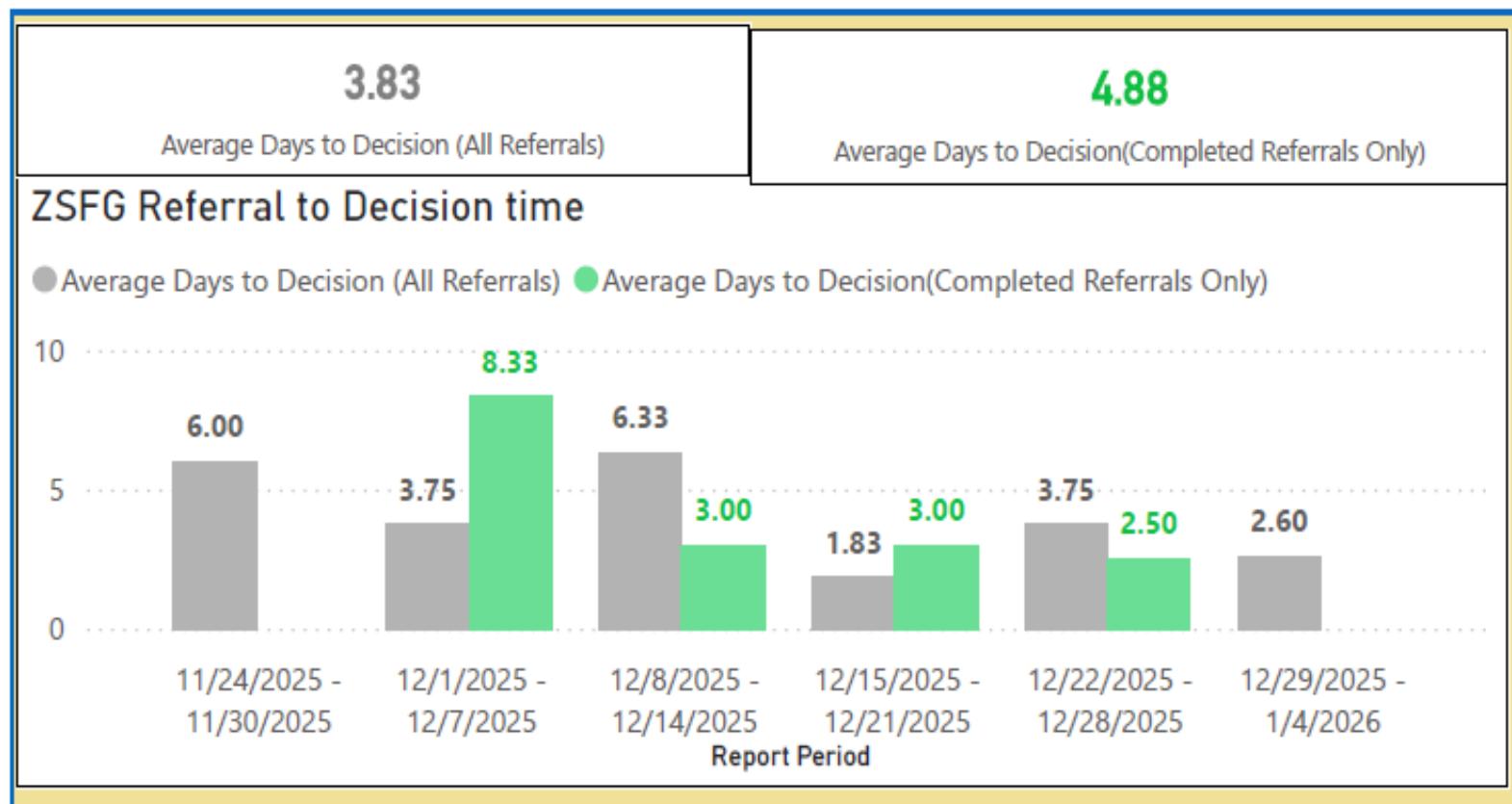
Goal: 636 occupied beds

Data up to 12/31/2025



# Admissions Update

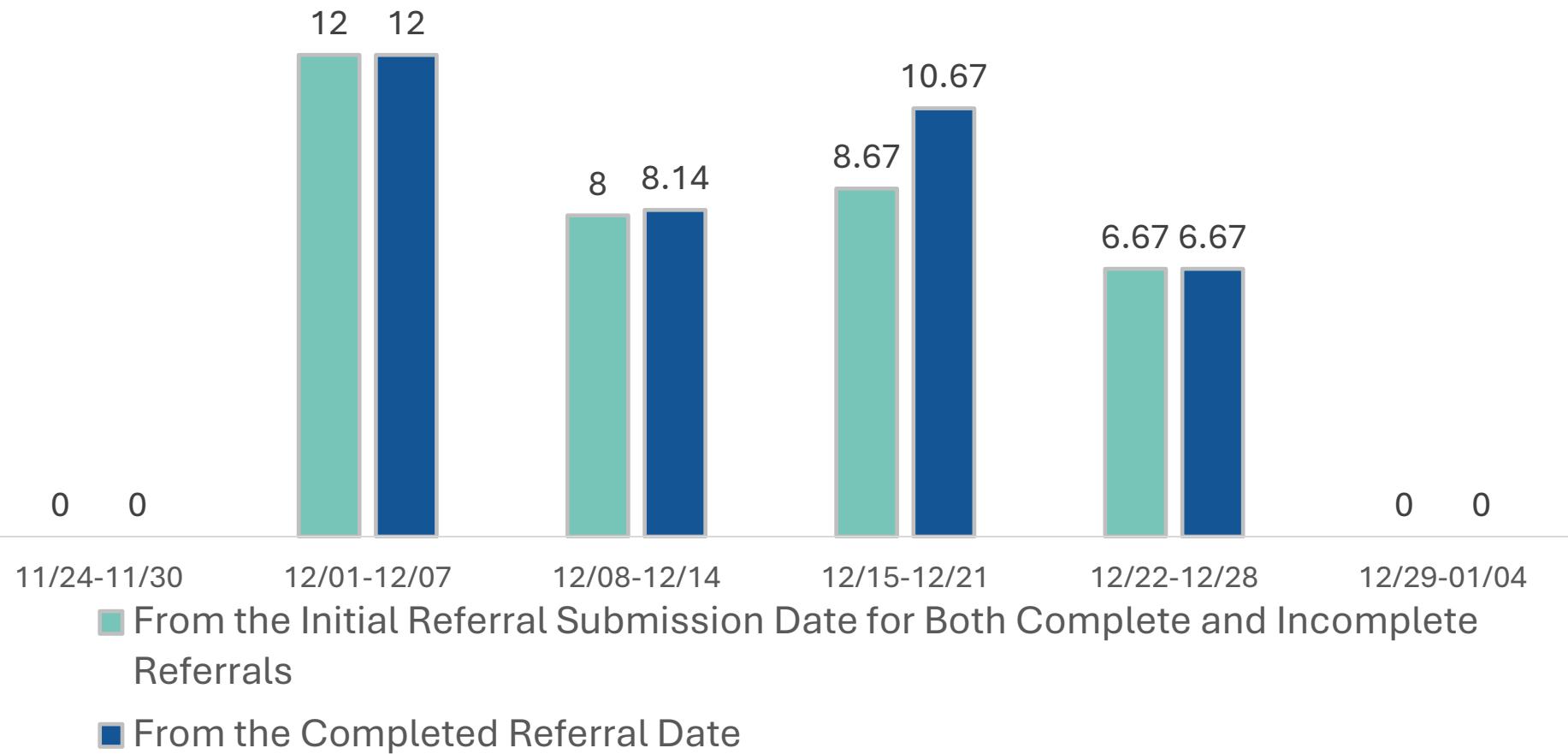
## ZSFG to LHH Decision and Transfer Data



# Admissions Update

## Average Number of Days Between Referral Received and Admission to Laguna Honda\*

November 24<sup>th</sup>, 2025–January 04, 2026



# Admissions Update



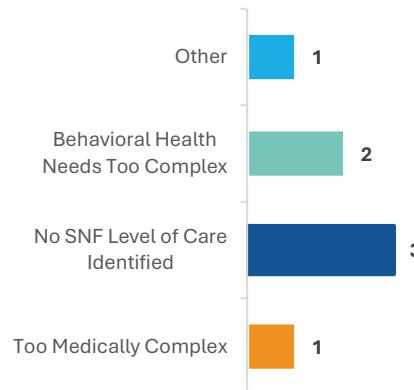
## Increasing the rate of appropriate referrals

December 2025 information

- Over the past six weeks, **25** referrals were denied of a total of 92 complete referrals.

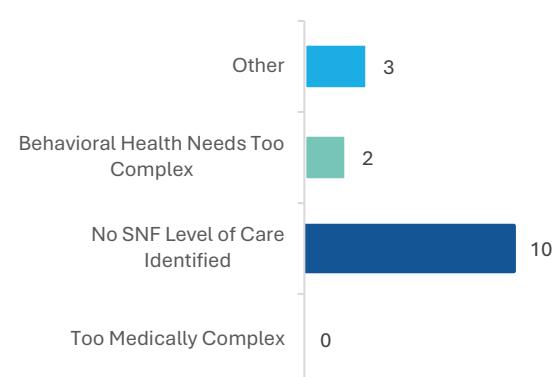
October 2025

**Reason for Denied Applications**  
October 1<sup>st</sup>-October 31<sup>st</sup>. 2025



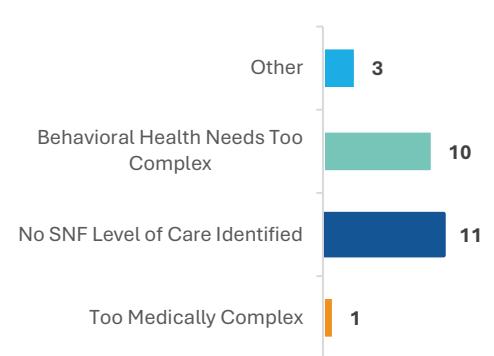
November 2025

**Reason for Denied Applications**  
October 20th -November 30. 2025



December 2025

**Reason for Denied Applications**  
November 24<sup>th</sup> -January 04<sup>th</sup> 2026

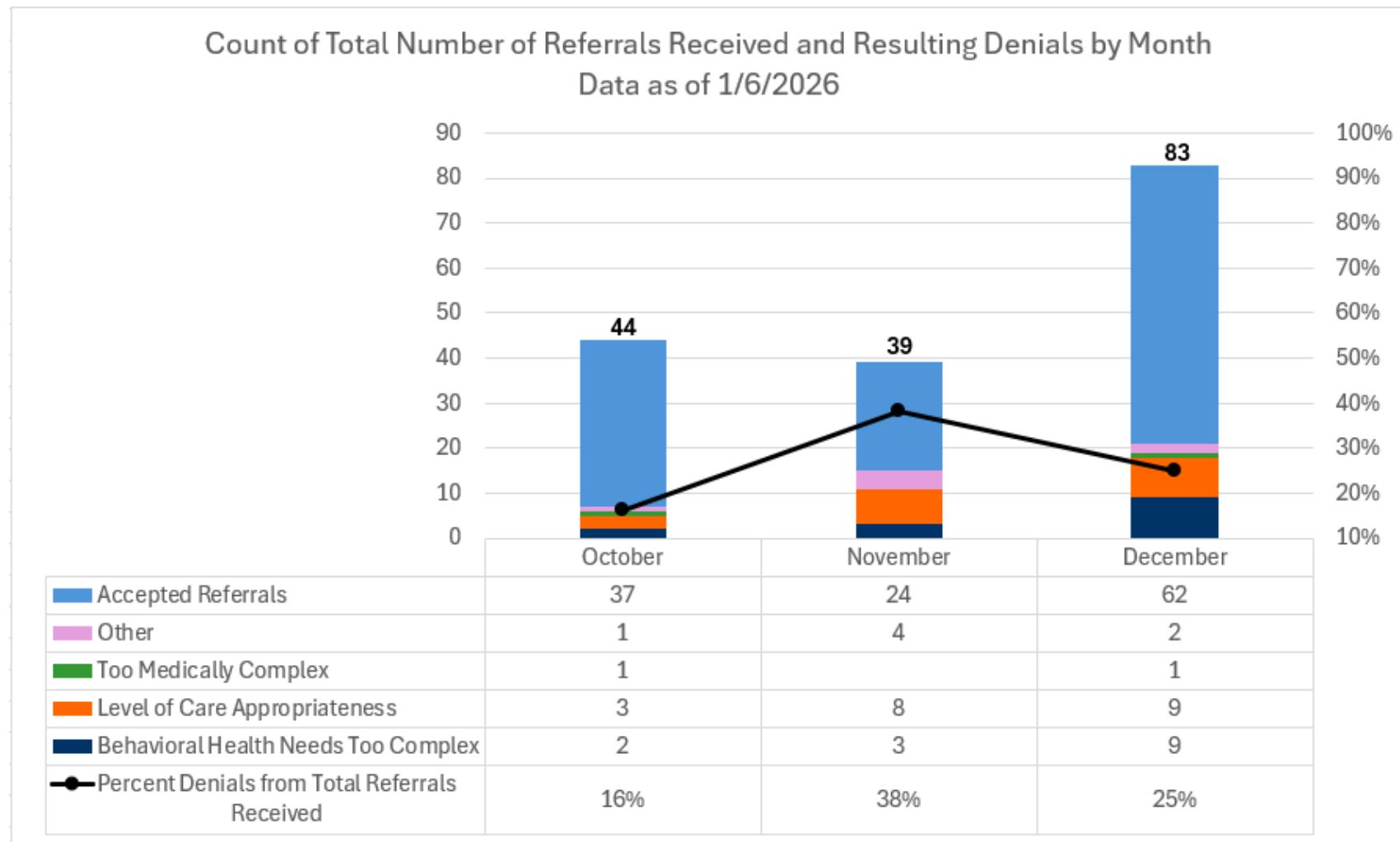


# Admissions Update



## Trend Line for Denials

October 2025- December 2025

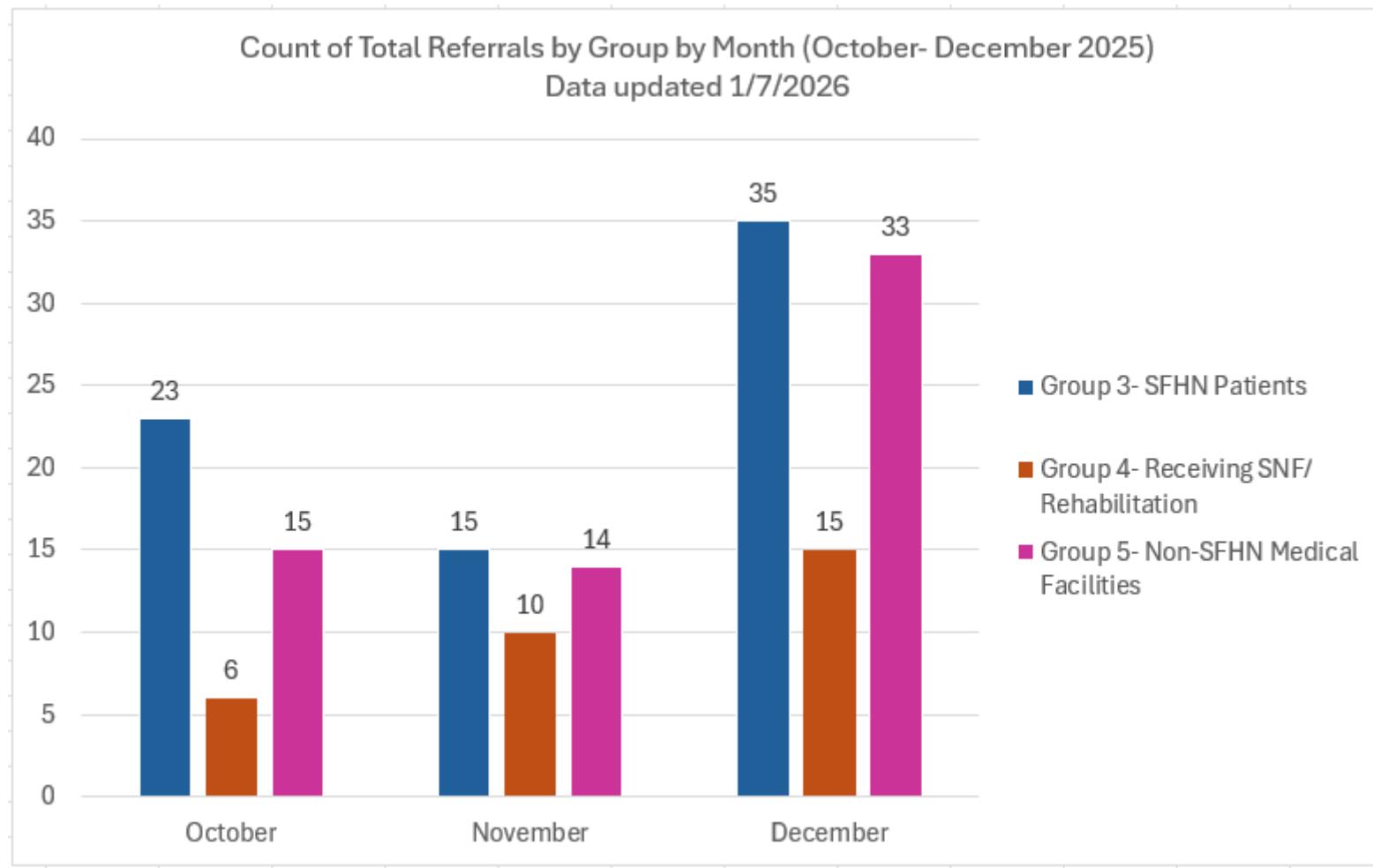


# Admissions Update



## Trend Line for Referring Organizations by Priority Group

October 2025- December 2025



# Admissions Update

Admissions Data 07/01/2024 - 12/31/2025

## Admissions Data

Groups	Accepted*	Closed/With drawn	Denied	In Progress	Total
Priority #1: Former LHH Residents	6	0	2	0	8
Priority #2: Not in Medical Settings	3	1	5	0	9
Priority #3: SFHN Patients	184	76	77	3	340
Priority #4: Receiving SNF/Rehabilitation	90	22	53	1	166
Priority #5: Non-SFHN Medical Facilities	149	102	130	3	384
<b>Total</b>	<b>432</b>	<b>201</b>	<b>267</b>	<b>7</b>	<b>907</b>

\*Accepted Includes both Admitted residents and those not yet admitted but approved.





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Questions?