



San Francisco Health Network  
Laguna Honda Hospital  
and Rehabilitation Center

# Laguna Honda Hospital Organizational Change Initiative

Amie Fishman  
Interim Chief Experience Officer  
March 9, 2026



San Francisco Department  
of Public Health

# LHH Culture Change Initiative

## Background – Why Now?

Many successes to celebrate in our journey



# LHH Culture Change Initiative

## Background – Why Now?

While successfully recertified, LHH has continued to operate in an underlying crisis culture and mindset that causes further dysfunction and trauma, limiting the ability of the organization to thrive and to be a functional, healthy place of equity, inclusion, and belonging. Failing to address this undermines our ability to be a high-functioning team and impacts safety and wellbeing for all.

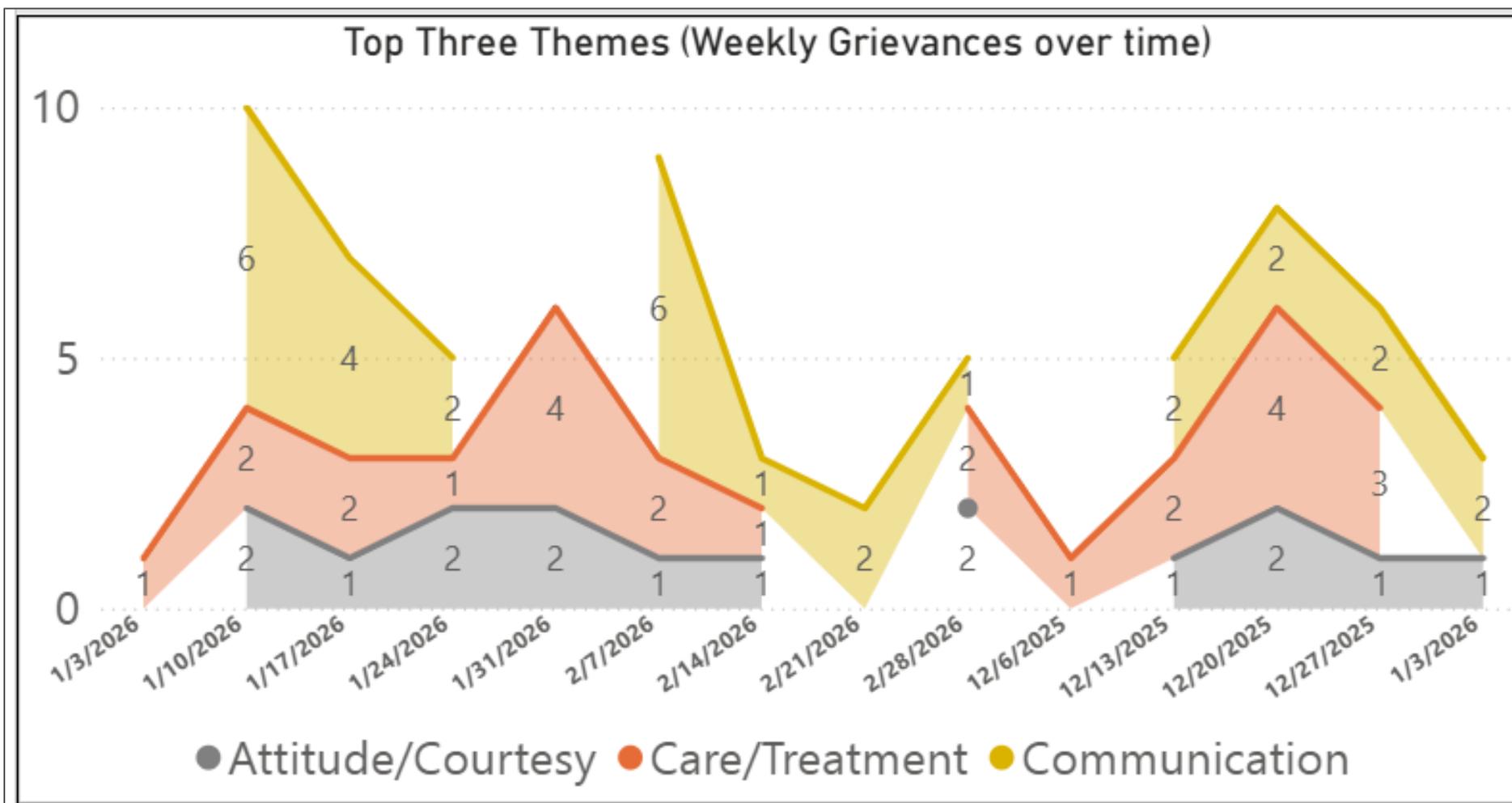


# LHH Culture Change Initiative

Resident and Family Experience



Staff Experience



# LHH Culture Change Initiative

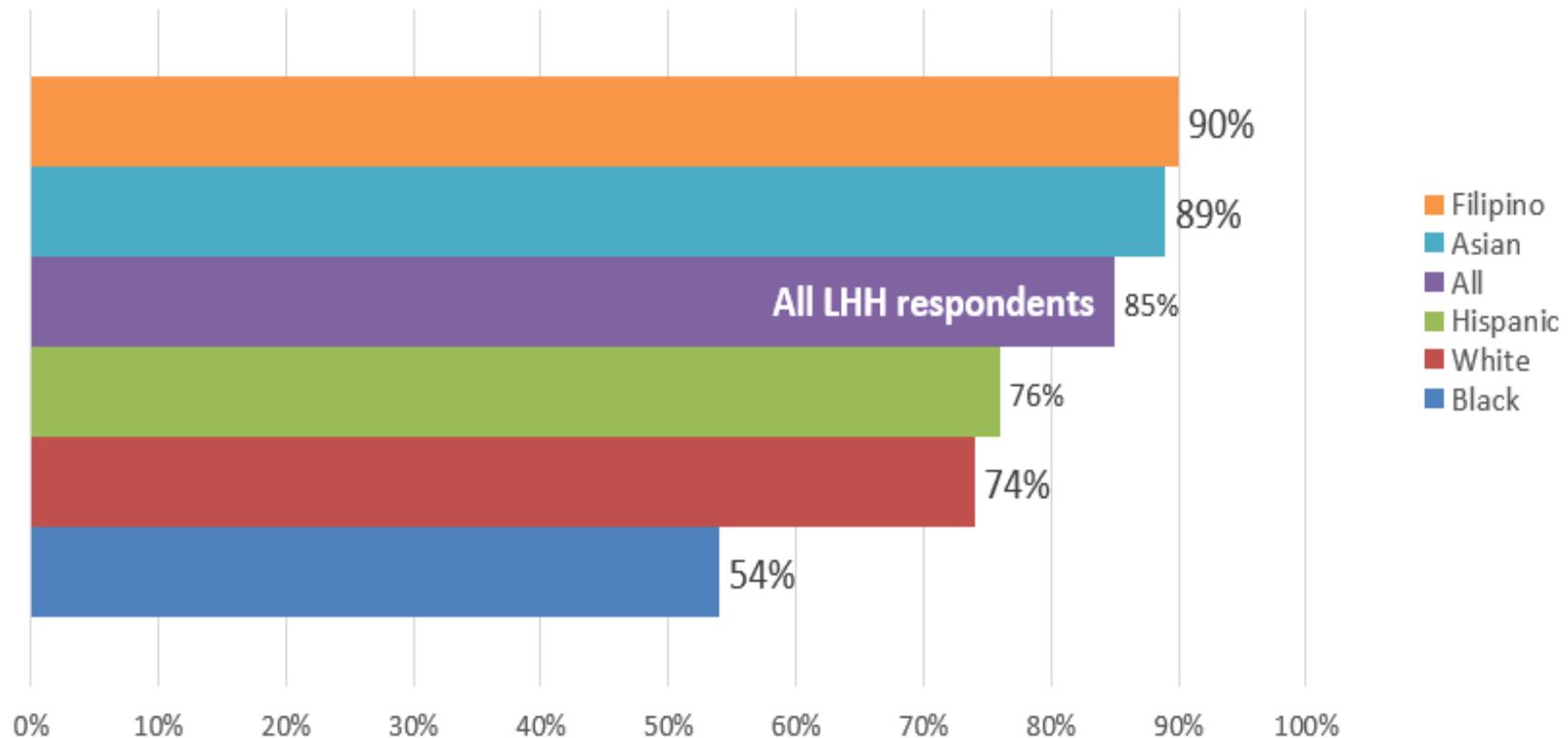
Resident and Family Experience



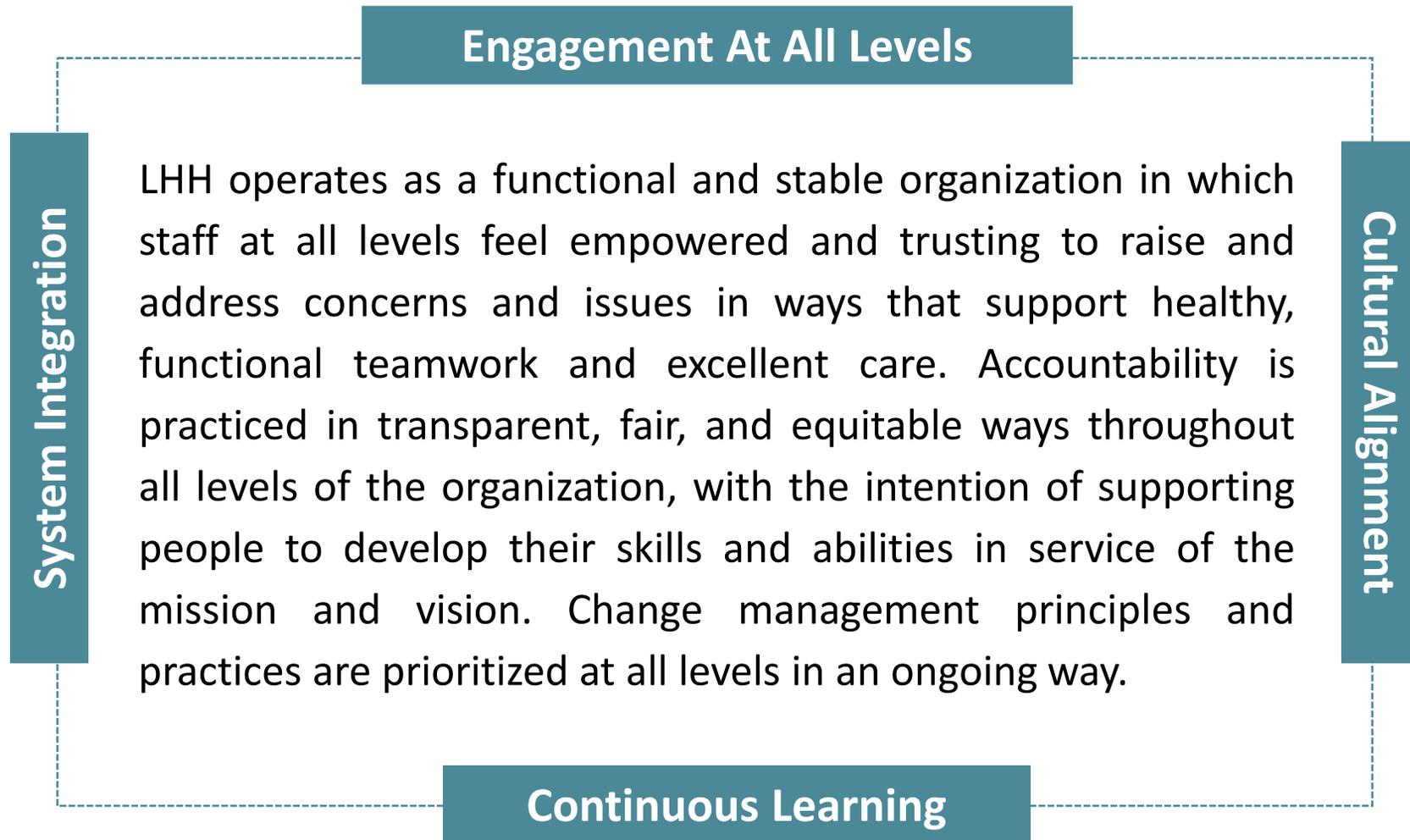
Staff Experience

## Racial Equity Question: People treat each other with respect

% Favorable Response



# Future State



# Improve engagement at all levels

## Labor Monitoring Committees: System-Level Engagement

- Reviews staffing, leaves, and vacancy data
- Shares organizational updates and system trends
- Aligns improvement efforts with strategic priorities

*Outcome: Transparency and alignment across the system, improved relationships and communication*

## Model Neighborhood: Operational-Level Engagement

- Implements small tests of change (PDSA)
- Engages union partners in workflow redesign
- Reviews and scales successful practices

*Outcome: Co-owned process improvement, informing hospital-wide improvement opportunities*

## Advisory Group and Councils: Relational-Level Engagement

- Focuses on team building, morale, and psychological safety
- Builds trust and communication through joint dialogue
- Informs Model Cell testing and improvement plans for culture change

*Outcome: Trust, communication, collaboration and co-design*

## Staff Events and Offerings: Individual and Team Engagement

- Focuses on team building, morale, and psychological safety
- Builds trust and communication through joint dialogue and experience
- Supports and improves staff wellness, relationships, and experience

*Outcome: Trust, communication, collaboration and co-design, improved engagement and experience*



# Labor Management Committee

In collaboration with Union and HR partners, we have improved and restructured monthly meetings for:

- UAPD LMC
- RN LMC
- Pharmacy LMC
- Citywide LMC

## ***Improvements now in place:***

- Agendas developed and shared in advance
- Prep meetings to ensure data is available and report-outs are ready
- Improved follow up between meetings
- Nursing Home Administrator (NHA) and Chief Experience Officer (CXO) attend LMCs to support improved communication and collaboration

# Model Neighborhood Timeline

**Month 1-3 (Feb–Apr 2026):** Foundation-building, priority setting, and early improvements.

**Over 12 months:** Strengthen unit workflows and support hospital-wide adoption through ongoing review and learning.



# Model Neighborhood Update

## Neighborhood chosen: N3

### *Where we are*

- KPO Assessment and Partnership Tool completed with unit staff & leaders across four domains (1-4 Rating Scale) reviewed opportunities to improve across most domains:
  - Engaging Staff with Daily Management System: 2.4
  - Strategic Alignment and Problem Solving: 2.1
  - Principle Based Leadership: 2.0
  - Achieving Results: 3.0
- **Goal:** Level 3 –sustained, integrated, and refined with reliable results

### *Where to next?*

1. Kick-off Neighborhood-based leadership team
2. Start team-building workshops and trainings
3. Identify neighborhood priorities and ideas in three domains:
  - Resident experience
  - Staff experience
  - LHH Resident Quality & Safety KPIs
4. Implement staff-generated ideas and PDSA
5. Integrate staff ideas in redesign of daily management system tools



# Advisory Groups and Councils

## ✓ **PCA and Charge Nurse Councils in place**

- Monthly meetings
- 10-20 attendees for each shift
- Leadership attends and shares updates on request
- Issues shared back with Nursing Leadership

## ☐ **EVS Council – in development**

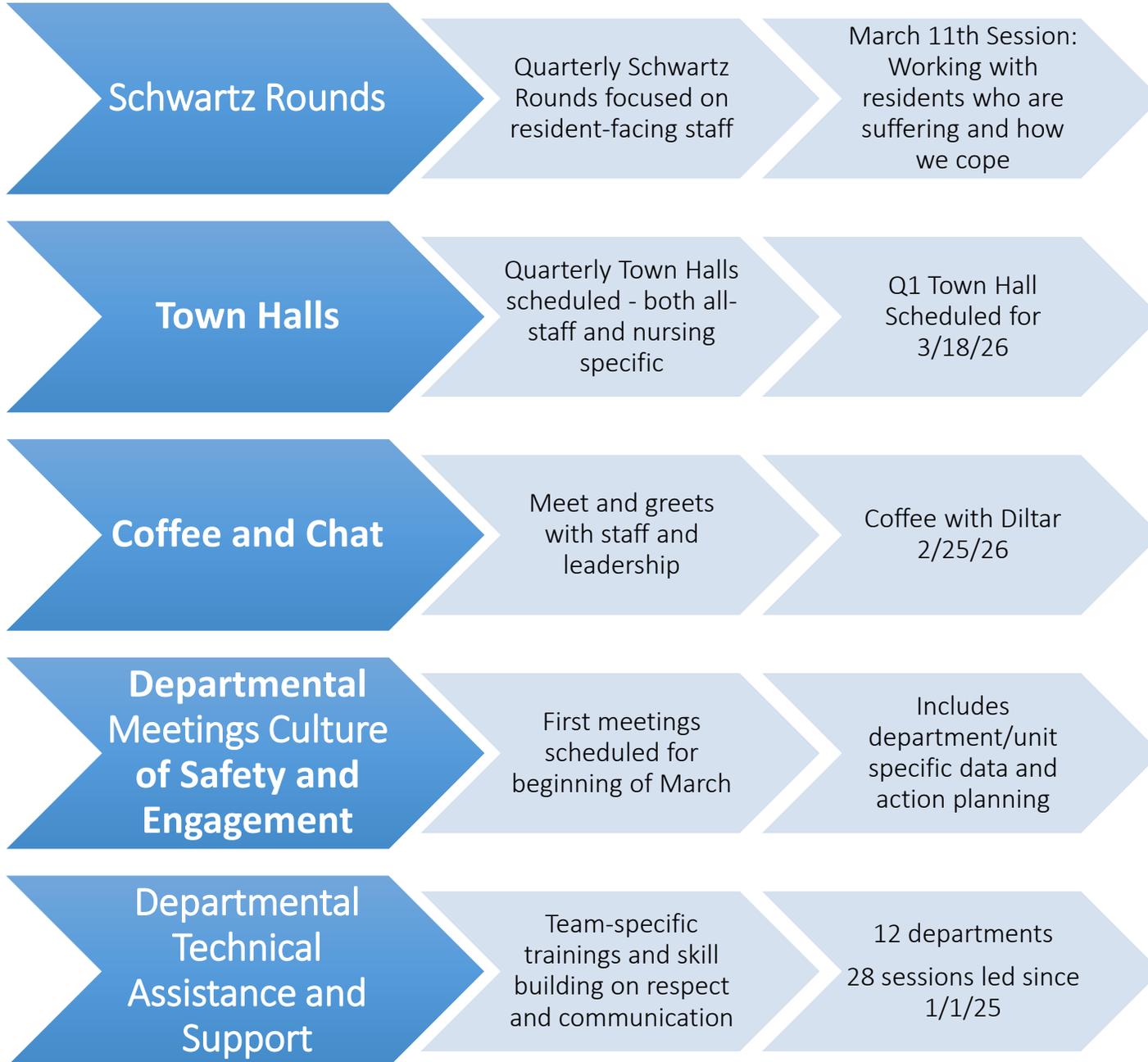
- Nursing providing guidance on charter development
- EVS leadership using suggestion box to highlight and encourage improvement ideas

## ☐ **Workplace Safety Committee – in development**

- Charter being finalized
- Multidisciplinary participation

# Staff Events and Offerings

*Promoting communication and dialogue*



# Staff Events and Offerings

*Promoting wellness and community - January 2025-present*

## **Consistent, meaningful engagement and support**

- Number of staff engagements: 44  
Number of staff engaged: 1800
- Ongoing monthly pop-up resource fairs

## **Space for wellness**

As of February 27<sup>th</sup>, Staff Wellness Hub now open 24/7 with badge access

- over 200 staff now able to access the hub on evenings and weekends
- increased access, improved safety

## **Weekly onsite wellness offerings increased by 300%**

- Now includes Yoga, Zumba, Meditation
- 83% of survey respondents say attending a wellness program “made my day better” and 75% of respondents said it “relieved stress”



# Next Steps

- Sustain and refine improvements
- Model Neighborhood work
- Scale what's working
- Staff pulse surveys and ongoing data collection
- Resident and Family Survey – March 2026
- Staff Culture of Safety Survey – Summer 2026

**Questions?**

**Thank you!**