



San Francisco Health Network  
Laguna Honda Hospital and Rehabilitation Center



# Annual Report

2022-2023

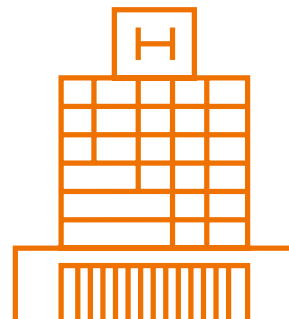


San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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# About Laguna Honda





# About Laguna Honda

## Our Mission

To provide a welcoming, therapeutic, and healing environment that promotes the individual's health and well-being.

## Our Vision

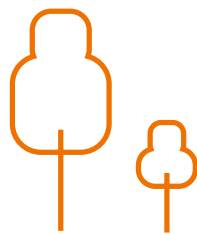
To build healthier lives as the leader in post-acute care.

## Our Strategic Goals

- Accountability
- Regulatory Compliance
- Communication
- Cultural Humility
- Centers of Excellence
- Technology

## Our Values

- Resident Centered Care
- Compassion
- Professionalism
- Competency
- Teamwork
- Collaboration
- Integrity
- Communication





## San Francisco Health Network

Laguna Honda Hospital and Rehabilitation Center is part of the San Francisco Health Network, the Department of Public Health's integrated delivery system of care. The San Francisco Health Network was launched July 2014 as San Francisco's first complete system of care with the goal of improving value of services provided to patients, staff, and all San Franciscans. The mission of San Francisco Health Network is to provide high quality healthcare that enables all San Franciscans to live vibrant healthy lives. The vision of the San Francisco Health Network is to be every San Franciscan's first choice for healthcare and well-being.



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## Laguna Honda Executive Leadership Members

**Roland Pickens**, Chief Executive Officer,  
San Francisco Health Network & Executive Sponsor,  
LHH Recertification Incident Command

**Sandra Simon**, Nursing Home Administrator and  
Chief Executive Officer

**Troy Williams**, Recertification Co-Incident Commander

**Baljeet S. Sangha**, Recertification Co-Incident  
Commander

**Jennifer Carton-Wade**, Assistant Nursing Home  
Administrator, Care Experience

**Diltar Sidhu**, Assistant Nursing Home Administrator,  
Support Services

**Tracey Brown**, Director of Nursing  
(Joined LHH Leadership Team in October 2023)

**Michael Collins**, Director of Nursing  
(Joined LHH Leadership Team in October 2023)

**Margaret Rykowski**, Chief Integrity Officer & Director,  
Office of Compliance and Privacy Affairs

**Greg Chase**, Executive Director of Facility Services &  
Capital Projects

**Neda Ratanawongsa**, Interim Medical Director

**Terry Dentoni**, Interim Director of Nursing

**Michelle Fouts**, Director of Pharmacy

**Priya Nayar**, Human Resources Operations Manager

**Lily Conover**, Chief Financial Officer

**Nawzaneen Talai**, Chief Quality Officer

**Lucia Angel**, Chief of Staff, Office of the  
Chief Executive Officer

**Lisa Hoo**, Chief of Staff, Office of Medicine

**Zoe Harris**, Public Information Officer



# Chief Executive Officer Message

## Dear Laguna Honda Hospital Community,

As we look back on the last fiscal year and the unprecedented challenges we faced, I am very pleased to report the significant progress we have made toward transforming Laguna Honda Hospital (LHH) into a world class skilled nursing facility.

Our journey to recertify LHH with the Centers for Medicare and Medicaid Services (CMS) is well underway and we are making steady improvements that will secure the long-term future of the hospital.

More so than any other year in our history, this was a year of reform.

As part of our recertification efforts, we examined how every department at Laguna Honda operates, and we developed plans to improve. This reform mindset was best demonstrated by the development and implementation of the CMS Monitoring Survey Action Plan, where LHH completed 500 milestones, all of which were approved by May 2023.

Completing the original Action Plan would not have been possible without the long hours of work put in by our dedicated staff, some of whom were based in other areas of the San Francisco Department of Public Health but answered the call to save LHH. This department-wide demonstration of dedication is just one example; in fact, the entire City came together for this important cause.

We were all deeply touched to hear personal accounts of LHH's importance from residents, families, and City leaders. We are incredibly grateful to all those who helped us and pushed us to work toward our shared goal: becoming the world class skilled nursing facility that San Francisco deserves.

Even as we continue the extensive recertification process, the critical task of providing the best care for our residents remains our highest priority. One example of this is our continued robust response to COVID-19, and the administration of the updated bivalent boosters to help protect the health of our residents.

Although the past year tested us, this Annual Report clearly demonstrates that the spirit of LHH remains intact, and its future remains bright.

I am pleased that the future will be shaped under LHH's new Nursing Home Administrator and Chief Executive Officer, Sandra Simon, who brings the skills necessary to sustain the improvements that have been made and will build on them for years to come.

Thank you for your continued support of LHH.  
Sincerely,

## Roland Pickens

Chief Executive Officer,  
San Francisco Health  
Network

Executive Sponsor,  
LHH Recertification  
Incident Command







# Our True North: Recertification



# Our True North: Recertification

LHH worked diligently to meet all regulatory requirements and make rapid improvements to prepare for recertification. This included making long-term operational, institutional, and cultural changes to achieve recertification and to ensure the long-term success of the hospital.

## Path Towards Recertification

As part of the settlement agreement with CMS and the California Department of Public Health (CDPH), CMS confirmed Health Services Advisory Group (HSAG) as the Quality Improvement Expert (QIE). As the QIE, HSAG was required to develop a Root Cause Analysis (RCA) that reviewed all surveys that took place at LHH. In response to each RCA, LHH, in partnership with the QIE, developed an Action Plan to be completed by facility staff. With each 90-Day Monitoring Survey, the RCA and Action Plan was updated based on the findings noted.

## The Action Plan

The Action Plan is the blueprint for how LHH will accomplish CMS recertification and remain compliant and successful for the long term. The plan consisted of 500 milestones that touched every area of the hospital. The Action Plan was successfully submitted in May 2023.

## Action Plan Breakdown

### Resident Rights – 99 Milestones

#### Milestones included:

- Creating a standardized leadership rounding form to include elements that reviews resident care standards.
- Developing a training on resident care standards.
- Providing routine education at least quarterly and as needed to Executive leadership on resident care standards.

### Emergency Preparedness – 71 Milestones

#### Milestones included:

- Updating the emergency preparedness communication plan.
- Establishing a partnership and collaboration with Public Health Emergency Preparedness and Response (PHEPR) for active participation in emergency preparedness.
- Testing the emergency communications systems during routine drills.

### Care Plans – 60 Milestones

#### Milestones included:

- Creating a charter defining a new resident care conference model that will be used to ensure resident-centered care and participation.
- Developing a standardized tool for evaluation of the care plan to ensure individualization.
- Developing an operational work plan for consistent assignments.

### Quality of Care – 43 Milestones

#### Milestones included:

- Reviewing and updating activities policy and procedures for residents with dementia to ensure alignment with regulations.
- Reestablishing a wound care program sustainability workplan.
- Providing education regarding tube feeding care.





## Food and Nutrition – 40 Milestones

### Milestones included:

- Improving the menu management system.
- Identifying and correcting gaps in clinical nutrition guidelines.
- Improving resident weight variance tracking.

## Staff Training and Quality of Care – 36 Milestones

### Milestones included:

- Key staff participating in California Association of Health Facilities courses such as “Behavioral Health for Residents with Dementia” and “Fall Prevention and Management”.
- Hiring a licensed Nursing Home Administrator.
- Creating a standardized rounding tool and feedback document for findings.

## Infection Prevention and Control – 35 Milestones

### Milestones included:

- Identifying infection control champions for each nursing unit.
- Finalizing an Infection Prevention and Control facility risk assessment tool to meet the unique internal and external needs of LHH.
- Creating a monthly review calendar to regularly review regulations and LHH policies to ensure they are current and accurate.

## Quality Assurance Program Improvement – 33 Milestones

### Milestones included:

- Implementing unit level wound/nutrition regular subcommittee meetings.
- Creating a training on how to analyze data, facilitate meetings, implement charters and techniques of supporting staff through process improvement projects.
- Create a monthly education calendar to ensure continued knowledge retention of middle managers and staff of the quality assurance process.

## Fire and Life Safety – 29 Milestones

### Milestones included:

- Creating a Fire and Life Safety education program.
- Conducting ongoing reinforcement education on a weekly basis throughout the facility.
- Conducting a baseline assessment to determine high-priority, high-risk non-compliant equipment.

## Behavioral Health – 28 Milestones

### Milestones included:

- Convening a team of behavioral health subject matter experts to conduct a frontline staff assessment that identifies staffing, training, and programmatic structure needs for behavioral healthcare in a skilled nursing facility setting.
- Assessing security staff training and identifying gaps and needs in relation to LHH policies regarding illicit substances, visitor searches, safety, and skilled nursing facility regulations.
- Updating the Behavioral Emergency Response Team’s scope of service, job duties, and work/responsibilities.

## Medication Management – 26 Milestones

### Milestones included:

- Updating medication self-administration policy.
- Developing a program that focuses on the safe storage of medication, accurate labeling, appropriate medication disposal and checking expiration dates.
- Conducting monthly checks to ensure medications at the bedside are securely stored.



## Supporting Our Recertification Efforts

In addition to completing the Action Plan, additional efforts have taken place to help ensure that the transformation of LHH into a world class skilled nursing facility is successful.

### Facility-Wide Education

Achieving recertification requires a significant amount of facility-wide education. To ensure that staff receives the training they need, LHH organized two education fairs based on the results of organizational assessments and survey findings.

The first education fair took place in August 2022. Topics included Infection Control, Emergency Services, Freedom from Abuse, Residents' Rights, Quality of Life, Behavioral Health, Quality Assurance and Performance Improvement, Physical Environment, and Food & Nutrition with all nursing staff also completing trainings in Pharmacy and Medication Pass, Comprehensive Care Plan, and Resident Assessment.

To ensure compliance with several key trainings, including Fire Life safety, the Quality Assurance Performance Improvement (QAPI) Program, and huddle boards, LHH hosted a second education fair in April 2022. Over 1,260 staff were trained, representing 98% compliance.



## Rounding

Leadership Rounding is a supported best practice in skilled nursing facilities and high performing health care settings. The LHH leadership team conducts rounding throughout the hospital on a frequent basis to help track our performance in key areas such as fire and life safety, resident rights, emergency preparedness, staffing and resident concerns, and infection control and prevention. Rounding positively impacts staff experience and serves as a tool to timely identify and address gaps in quality of care and resident experience.



## A Restraint-Free LHH

In January 2023, LHH began its journey to become a restraint-free facility. Preventing, reducing, and eliminating the use of restraints puts LHH in compliance with state and federal regulations, supports the greatest level of independent living for the residents, and aligns LHH with high-performing skilled nursing facilities.

A multidisciplinary team developed new standard work, policies, and education and led this important initiative. As a result of this work, LHH reduced restraint use significantly.

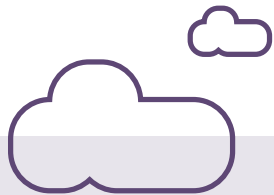
In June 2023, LHH began partnering with every resident to have their bed exchanged with an equivalent one. The equivalent beds will have rails removed or will come equipped with mobility devices for assistance in bed, or assistance for getting out of bed, based on each resident's individual needs. LHH will continue to support the residents every step of the way through this process.



## Consistent Care at the Bedside Initiative

As part of the recertification progress, Laguna Honda began a new focused program called the Consistent Care at the Bedside Initiative (CCBI) dedicated to strengthening bedside care practices. As part of this initiative, LHH is partnering with expert consultants to serve as Consistent Care at the Bedside Monitors. These experts have been placed in each neighborhood and partner closely with LHH staff to observe care and provide any needed coaching.

This interactive, personalized training will help staff receive the support and education needed to best care for the residents and be fully compliant with skilled nursing facility regulations. The CCBI also builds on the Action Plan to ensure improvements are sustained and translate to excellent bedside care.



## The Recertification Journey Continues

The third CMS 90-Day Monitoring survey took place in June 2023, and there was significant improvement from the first survey. As with the previous surveys, LHH will review the RCA and develop an Action Plan to address findings in the third monitoring survey, as well as other regulatory findings. By working together, LHH will be able to complete the Action Plans and be recertification ready.





# Highlights from Fiscal Year 2022-2023





# Highlights from Fiscal Year 2022-2023

## A New Era of Leadership

LHH was pleased to announce several key leadership hirings that will align LHH with top performing skilled nursing facilities.



### **Sandra Simon, LHNA, MBA, as Nursing Home Administrator and Chief Executive Officer**

In June 2023, LHH announced Sandra Simon as the new Nursing Home Administrator (NHA) and Chief Executive Officer.

The transition to a licensed NHA as the most senior position at Laguna Honda aligns us with top performing skilled nursing facilities nationwide. She brings over 20 years of successful experience as a Nursing Home Administrator, leading high-performing skilled nursing facilities.

During her career as an NHA, Sandra has established a track record of success, leading skilled nursing facilities, assisted living programs, and memory care programs along with large multi-building campuses with varying levels of care. She started her career in long-term care as a nursing assistant while in college, which began her lifelong passion of driving positive culture change. Sandra went on to serve as an Activities Director and Social Services Director prior to becoming a Licensed Nursing Home Administrator.

As an NHA, Sandra has held multiple leadership roles, including serving as the Chief Administrative Officer at the San Francisco Campus for Jewish Living (San Francisco's second largest Skilled Nursing Facility).

### **Jennifer Carton-Wade, MOT, OTR/L and Diltar Sidhu, LNHA, MBA as Assistant Nursing Home Administrators**

Also in June 2023, LHH announced Jennifer Carton-Wade as the inaugural Assistant Nursing Home Administrator for Care Experience, and Diltar Sidhu as the inaugural Assistant Nursing Home Administrators for Support Services.



### **Jennifer Carton- Wade, MOT, OTR/L**

Jennifer Carton-Wade joined LHH as a Senior Occupational Therapist in 2010. The next year, she was promoted to Interim Director of Rehabilitation Services. In 2016, Jennifer became an Assistant Hospital Administrator at Laguna Honda, overseeing

Clinical Services, which includes Activity Therapy, Clinical Nutrition, Social Services, and Vocational Rehabilitation, co-managing the LHH Resident and Family Survey and participated on the DPH-wide Care Experience Team, which collaborated on Employee Engagement surveys.

In 2019, Jennifer was instrumental in the creation of the Department of Equity and Culture to prioritize diversity, equity, belonging and inclusion as a Laguna Honda core value. Since July 2022, Jennifer has served as the Administrative Director at Laguna Honda. She is also the Planning Chief for the COVID-19 Hospital Incident Command response.

As the Assistant Nursing Home Administrator for Care Experience, Jennifer will continue the progress she and her team have made at Laguna Honda. Among her many responsibilities, she will direct the overall operations of several departments including, but not limited to: Activity Therapy, Equity and Culture, and Care Experience. She will also oversee the resident grievance program and resident council, and will serve as our LGBTQ+ liaison and ADA coordinator.





## **Diltar Sidhu, LNHA, MBA**

Diltar Sidhu is a dedicated professional with more than seven years of experience in healthcare administration, specifically in long-term care.

Diltar brings a wealth of expertise to the role with a proven track record of success in managing

large-skilled nursing facilities. Most recently, he was the Nursing Home Administrator at Vale Healthcare Center, a 202-bed skilled nursing facility in San Pablo, California, where he ensured the facility's compliance with various state and federal regulations. He effectively managed the facility during the COVID-19 pandemic, providing essential resources to the team.

As the Assistant Nursing Home Administrator for Support Services, Diltar will supervise our Environmental Services, Industrial Hygiene, Strategic Projects for Operations, Food and Nutrition Services, and Clinical Nutrition departments. He will also coordinate services out of the centralized DPH and San Francisco Health Network teams of Security, Materials Management, and Biomedical Engineering.



## **Greg Chase as Executive Director of Facilities, Engineering, Fire Life Safety and Capital Projects**

Greg Chase will serve as LHH's inaugural Executive Director of Facilities, Engineering, Fire Life Safety, & Capital Projects.

Greg has served as the Acting Director of Engineering, Facilities Services & Fire Life Safety at Laguna Honda since December 2022. In this new role, Greg will be responsible for providing administrative oversight and policy direction to operational and functional areas of Facilities, Engineering, Fire Life Safety, & Capital

Projects. He will also play a key role overseeing LHH campus renovation and construction projects.

During his time at LHH, Greg has done phenomenal work updating and modernizing the Fire Life safety program, overseeing the successful implementation of numerous Action Plan milestones, and spearheading several key facility upgrades. Greg has a long history of service to the City and County of San Francisco serving as a Stationary Engineer, Fire Marshall, Senior Engineer, Chief Engineer, and Director of Facilities at Zuckerberg San Francisco General Hospital (ZSFG).



## **Tracey Brown, as Director of Nursing**

*Joined LHH Leadership Team in October 2023*

With more than 10 years as a Director of Nursing, Tracey Brown has adeptly guided facilities to meet and exceed state standards, a testament to her transformative leadership. Her tenure as

a Health Facilities Evaluator Nurse with the California Department of Public Health further highlights her dedication to maintaining the highest standards in healthcare facilities.

Her expertise, grounded in substantial hands-on experience, spans a wide array of areas including home health, long-term care, hospice care, and end-of-life care. She is also a certified and experienced wound and ostomy nurse. Tracey is well-versed in regulatory compliance, has worked with bodies such as the Office of Inspector General, Long Term Care Institute, and Special Focus Facility to ensure compliance and spearhead quality improvement initiatives. She is an experienced MDS coordinator, ensuring precise and comprehensive patient documentation. Adding to her credentials is her IP certification through the CDC, a reflection of her commitment to infection prevention and control.

A leader in her field, Tracey excels in QAPI programs, enhancing the quality of care delivered through the Five-star process. Her budget and cost analysis skills facilitate optimal resource allocation, reflecting her



holistic approach to healthcare management. Proficient in various EMR systems, including Point Click Care, AOD, Epic, Matrix, and Vision, she ensures accurate and timely patient documentation, promoting efficiency in healthcare facilities.



### Michael Collins, as Director of Nursing

*Joined LHH Leadership Team in October 2023*

Michael Collins was formerly the Director of Clinical Services, Compliance, and Ethics for Kalesta Healthcare Group. With more than 30 years' experience in the healthcare industry,

Michael has had the opportunity to serve as Chief Clinical Officer for Vibra of Sacramento, Director of Case Management for Kaiser Vallejo, Director of Nursing Services for Fairmont Hospital, and Director of Nursing Services for multiple Skilled Nursing Facilities in the Northern California area. As a nurse, Michael has served in the ICU, Med-Tele, ED, and his favorite venue of care – skilled nursing. He also served as a Combat Medic in the United States.

As a servant-leader, Michael collaboratively worked to develop high-performing teams focused on sustainable, high-quality, patient-centered outcomes. His efforts enabled multiple facilities to achieve FIVE-star ratings while enhancing teamwork and collaboration. During each facility's journey to excellence, Michael developed and coached upcoming leaders while implementing clinical systems and processes that exceeded regulatory compliance and optimized fiscal outcomes. At Kalesta, Michael developed and implemented their compliance and ethics program and recently initiated the organization's Diversity, Equity, and Inclusion program. Michael strongly believes in the use of technology and innovative solutions to meet patient and organizational needs.

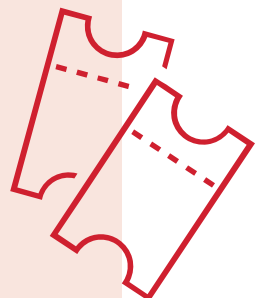
Michael is certified as a Director of Nursing Services (DNS-CT) and QAPI Professional (QCP) by the American Association of Post-Acute Care Nursing (AAPACN). He is also certified Leadership Coach by John Maxwell.

## Hosting U.S. Department of Health and Human Services Secretary Xavier Becerra

In February 2023, San Francisco Department of Public Health, LHH leadership, and Mayor London Breed hosted the U.S. Department of Health and Human Services Secretary Xavier Becerra for a tour of Laguna Honda. During the tour, the Secretary met with residents, staff, union leadership, and family members. The tour included a visit to the Rehabilitation Department, as well as North 4. We were pleased to have the opportunity to show the improvements LHH has made and the indispensable role LHH plays in San Francisco.

## Staff Recognition Event

As a way to appreciate staff's work on recertification and support staff morale, LHH's Care Experience team spearheaded provided a food truck event for all staff members. Union partners joined in the celebration by providing a sweet treat and raffle.





## Art With Elders City Hall Exhibit

For more than 30 years, LHH residents have enjoyed the creative and therapeutic outlet of Art With Elders. “The Power of Creativity & Community” exhibit, was on display at San Francisco City Hall, and featured the artwork of Laguna Honda residents and other program participants. LHH residents and family members joined Mayor London Breed at the opening reception.

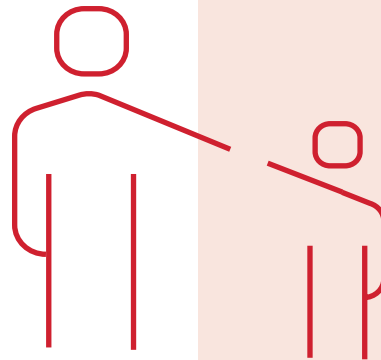
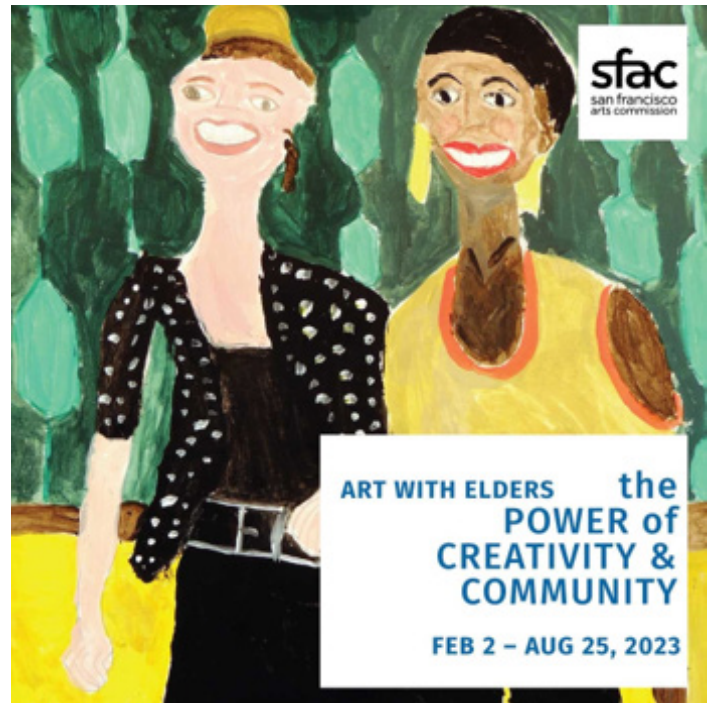
## Volunteer Program

LHH is incredibly grateful for all the volunteers who help provide a great care experience for residents. Last fiscal year, we were pleased to reopen the volunteer staffed library, and have added a total of 750 new books for residents to enjoy. LHH looks forward to improving the library even further by adding new computers and tablets, as well as a printer.

## Equity Action Council

For the last several years, Laguna Honda Hospital (LHH) has been working to transform the culture and experience of the hospital to make it a place of equity, inclusion, and belonging for all, in alignment with the stated mission and values of LHH and the San Francisco Department of Public Health (DPH). These efforts include establishing the Equity Action Council, a group of representatives from LHH departments that work to advance culture and practice change toward equity throughout the hospital.

The Equity Action Council aims to empower members of our community to support accountability, eliminate disparities, and promote equity. In FY 22-23, the Equity Action Council met monthly, with equity leaders representing Health at Home, Equity and Culture, Nursing, Office of Managed Care, Patient Accounting, Finance, Rehabilitation, Social Services, Quality Management, Facilities, Medicine, Education, Food and Nutrition Services, Human Resources, Communications, and Administration. Participants shared strategies, success stories, and challenges, and supported each other to keep building and growing towards our equity goals.



# Staff Recognition



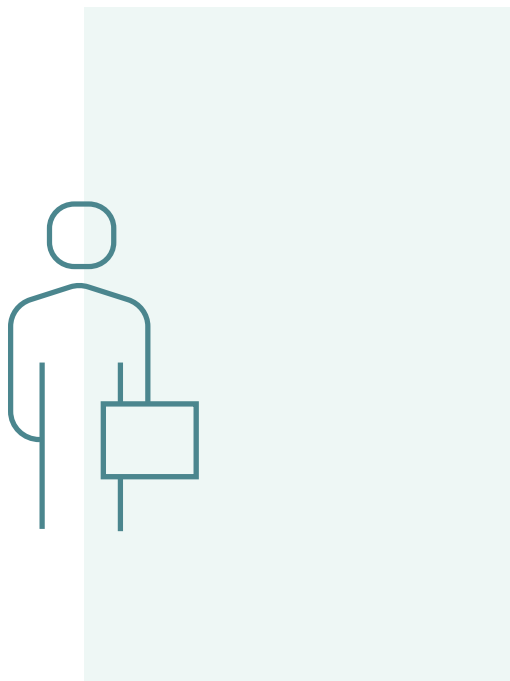
# Staff Recognition

Recertification is a team effort. By working together, significant improvements were made across LHH. While it is impossible to highlight every individual, this section demonstrates the wide-ranging improvements that were made, as well as the excellent care staff continued to show to the residents during the recertification process.

## Nursing

LHH's team of clinical nurse specialists led and participated in performance improvement projects (PIPs) designed to improve LHH at a systems level. PIPs are focused on improving documentation related to tube feeding, improving pain recognition and management, and improving the use of physical restraints among residents.

**Lee Man Lin (Jessica)** who serves as a PCA on North 5, cared for a resident who was resistant to receiving medication, as well as transferring to a COVID room. Sensing that the resident was uncomfortable, Jessica visited the resident every day and helped the resident take medication, shower, change clothes, and even sent food from the resident's family. Jessica voluntarily takes on residents with complex conditions and high acuity, and residents and their family members have expressed their desire to be transferred to her assignment.



With the guidance and leadership of Nurse Manager **Maria Chavez Lagasca**, and partners, **Hyunjoo "Christina" Jung**, and **Yolanda Huerta**, the Minimum Data Set team worked tirelessly to support our recertification efforts by correcting findings from medical records reviews and ensuring care plans are individualized.

Resident Care Plans have been a key focus area.

**Nursing and Medicine** partnered to develop a standardized tool to evaluate care plans to ensure individualization, helped transition MDS coordinators to be unit-based, and created a charter defining a new resident care conference model that will be used to ensure resident centered care and participation.

## Rehabilitation

The Rehabilitation team, which consists of physical, occupational, and speech language pathology teams has served as a key leader in our recertification efforts.

The Physical Therapy team has reviewed all residents' inpatients charts and provided resident assessments and treatments when appropriate. This has resulted in reviewing more than 550 charts and residents.

The Occupational Therapy team assessed many residents for use of seat belts, wheelchairs, and bed assistive devices, and works with all the RCCs to determine the least restrictive devices for our restraint-free facility journey.

The Speech Language Pathology Therapy team has spearheaded outpatient services after COVID-19. Now all three disciplines have initiated outpatient service lines to meet the demands of the community for rehabilitation services.





## Social Services

The Social Services team facilitated communication between residents and staff, families and staff, and a host of community agencies who partner with LHH. The team ensured best practices in successfully discharging residents into independent housing, when necessary, as well as Board and Care homes with a full array of support services.

The Social Services team also transported and moved resident belongings into their new community home, and arranged for a community case manager to be in place upon their arrival. As part of recertification, they are also involved in many milestone projects that help families stay connected to the updates that are happening.

## Infection Control

In addition to completing Action Plan milestones and running daily hospital operations, LHH continued its effective COVID-19 response, led by COVID HICS including Dr. Lisa Hoo, Dr. Neda Ratanawongsa, and **Jacqueline Francis**. We are grateful for the expertise and dedication of the staff on South 4 and South 5 who cared for the residents who test positive for COVID, and to Nurse Manager Namnama Angeles who oversaw the COVID units on both neighborhoods. South 5 has heroically served as LHH's COVID-19 unit for three years and South 4 stepped up as LHH's first ever overflow COVID unit.



## Regulatory Affairs

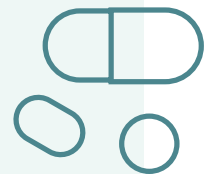
The Regulatory Affairs began taking on all investigations for allegations of abuse for LHH in Spring 2023. This process required staff and resident interviews, medical record documentation review, resident check-ins, just in time education, and more. The team collaborated daily with Nursing, Social Services, Medicine, and Activity Therapy. Gratitude to **Geraldine Mariano, Luna Tesorero, Win Khine, and Bridget Joy Ferrer** who continue to improve our investigation process and support the facility in ensuring all investigations are completed thoroughly.

## Emergency Preparedness

Knowing what to do in the event of an emergency saves lives. **Tiffany Rivera** and the LHH Emergency Operations team created and posted Emergency Response Quick Reference Guides (QRG) facility-wide, and educated staff regarding their use. The QRG contain emergency response actions to help us all respond in the event of an emergency. LHH is committed to keeping all residents and staff safe, and is fortunate to have a dedicated team to improve the emergency response practices.

## Pharmacy Services

Pharmacy Services is a key partner to ensure the continued the safe use of medications for our residents. As part of recertification, they spearheaded new processes to support Med Pass through monthly observations on every unit and monthly unit-based meetings on safe psychotropic medication use and documentation. These efforts involved every pharmacist and were an incredible example of embracing new practices that brought everyone well beyond the four walls of the pharmacy.



## Clinical Nutrition

The Clinical Nutrition team ensured best practices in caring for residents with diabetes. This included the significant task of updating the CBORD menu management system to create new and consistent carbohydrate diets. The process requires updates to purchasing, ingredients, and nutritional information for more than 1,000 food items and 700 recipes. This will ensure accurate nutritional analysis and a consistent carbohydrate diet for the 28-day menu cycle.

## Environmental Services (EVS)

The linen process at LHH was completely reworked and improved thanks to the entire EVS team. Residents are now receiving the safest linen handling and care possible. Every day, EVS staff rapidly unload the truck, pull carts from units, and exchange linen in a very short timeframe.



## Facility Services

Facility Services worked tirelessly to prepare LHH for successful recertification. The Paint Shop and Utility Workers renovated the S1012 clean utility linen storage room so that EVS can best store and distribute linen. The Plumbing Shop also replaced rusted laundry hot water piping throughout the engineering area. In addition, Facilities partnered with the Department of Public Works to complete the courtyard repaving project.

## Activity Therapy

Activity Therapy partnered with both Infection Prevention and Control and LHH residents to safely resume facility-wide activities. Throughout the COVID-19 pandemic, Activity Therapy worked creatively to bring activities to neighborhoods – and as part of the Action Plan, the team re-launched facility-wide activities including bingo and music in the pavilion.

## Quality Management

The Quality Management team, in partnership with HSAG, developed a training on Root Cause Analysis and Plan-Do-Study-Act techniques. **Charles Lamb**, Director of Risk Management, lead the live training and 100+ Nurse Managers, Charges Nurses, and other nursing leaders participated. This training helped provide nurse leaders with the tools and skills to support a strong and effective QAPI program.

## Administration

Successfully completing the Action Plan milestones and preparing Laguna Honda for recertification requires extensive behind-the-scenes administrative support and organization. Administration's **Jovan Gonyeau**, **Jason Yarbrough**, and **Ivan Ly** played a critical role in ensuring Action Plan items are compliant and submitted on time.





# Resident Stories





# Resident Stories

Residents are at the center of everything LHH does. The Art For Elders program allows residents to express themselves using their artistic talent. Learn more about the residents who participate in the program.

## Felipe

My name is Felipe. I am Mexican, from a small town called Tepatitlan, in Jalisco Mexico. I went to elementary school, middle school, and business school over there. In my teenage years, I used to work selling tacos in the soccer fields. I also used to work as a mechanic helper. In 1977, my father bought an ice-cream factory. We made ice-cream, sandwiches, whatever products we sold there.

After I finished business school, I started work at Coca-Cola in the accounting department. In 1998, I became American resident, that way I came here. I used to live in L.A., working in various facilities. In 2003, I moved to San Francisco. In 2006, I had a stroke and became handicapped. I've lived here at Laguna Honda for 15 years and I have enjoyed Art With Elders for five years.

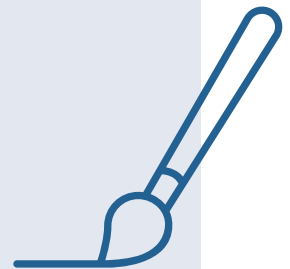
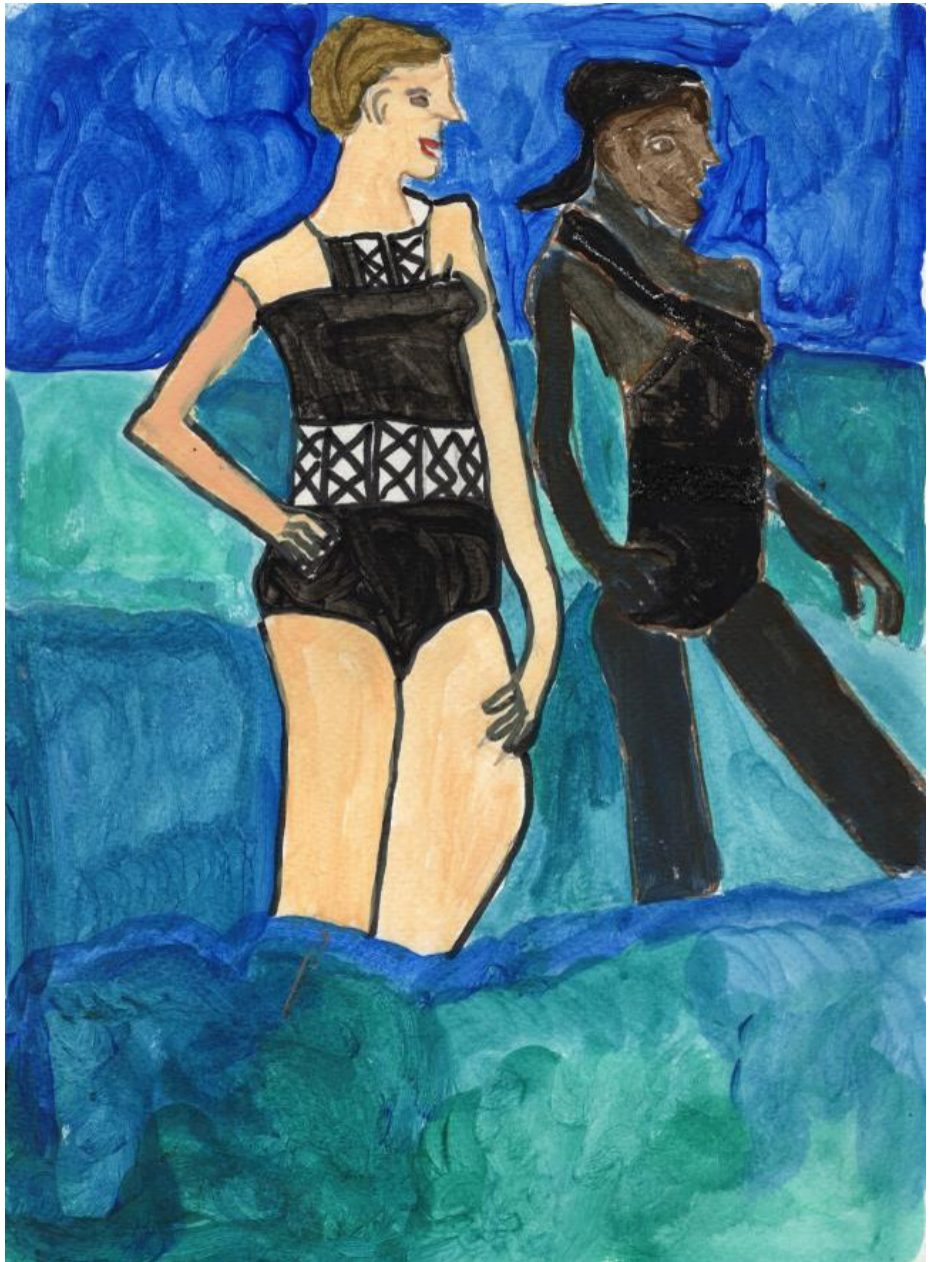


# Ida

Ida's easygoing charm, sunny smile and vibrant spirit make clear why her nick name is "Beautiful," as she blushingly confides. Born in San Francisco in 1940, a stroke paralyzed her right side when she was two years old. However, Ida declares, "I don't feel like I missed out on anything. I did everything a normal person would do."

Her parents immigrated from Northern Italy, and she grew up in North Beach "when it was special." She cherishes memories of summer evenings when children would play kickball on Telegraph Hill as parents chatted on their front steps and of leisurely Sunday strolls with her family to Fisherman's Wharf and Union Square.

One of life's high points occurred when Ida was asked to sing for a benefit at the Fairmont Hotel. A fan of Doris Day and Al Martino, she still sings in the shows at Laguna Honda. Ida always liked art and loves to color. Even her wheelchair is decorated with a pink butterfly and violet flowers. "I can stay here in the studio all day and draw," she laughs. "I always wanted to and never got the chance. Now I have that chance." Her advice: "Don't quit. I never quit when I felt I wanted something."







# Who We Serve: Resident Demographics





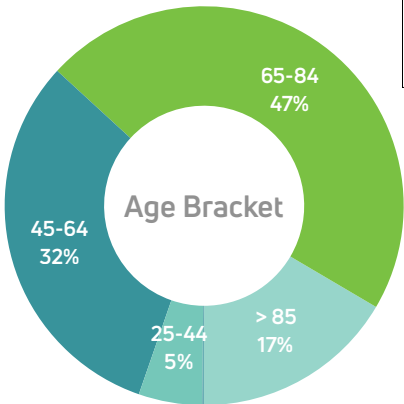
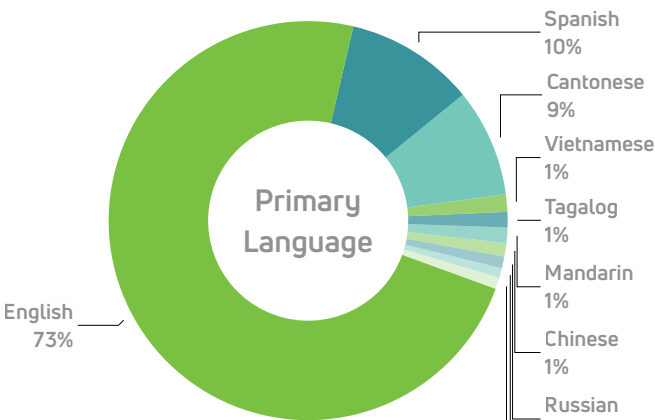
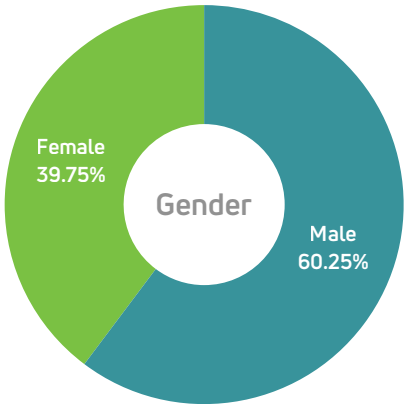
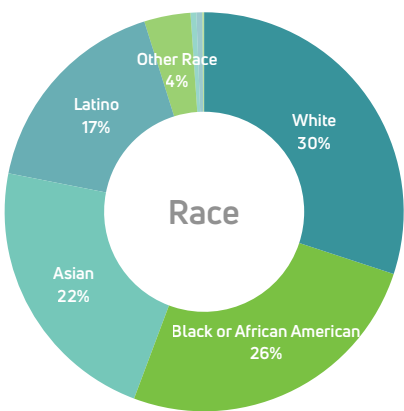
# Who We Serve: Resident Demographics

Race	
White	192
Black Or African American	164
Asian	143
Latino	109
Other Race	24
American Indian/Alaskan Native	3
Native Hawaiian/Pacific Islander	3
Decline To Specify	1
Unknown	0

Gender	
Male	385
Female	254
Non-binary <small>Legal Sex reported as both "non-binary" &amp; "X"</small>	0
Other	0
Unspecified / Unknown <small>Legal Sex reported as "Unknown", or null</small>	0

Primary Language	
English	467
Spanish	67
Cantonese	56
Vietnamese	9
Tagalog	8
Mandarin	8
Chinese	7
Russian	6
Toishanese	5
Other	6

Age Bracket	
< 25	1
25-44	33
45-64	202
65-84	299
> 85	106



# By the Numbers



# By the Numbers

	FY 21-22	FY 22-23
Average Length of Stay in Skilled Nursing Bed	337	1578
<i>excludes SNF transfers</i>		

	FY 21-22	FY 22-23
Discharge to the Community from Skilled Nursing Facility	64	29
<i>excludes SNF transfers</i>		

Total Resident Days	206947
Average Length of Stay	1578
New Admissions	0
Unique San Franciscans Served	639
Residents Discharged to the Community	29
Percentage of Staff Who Received Flu Vaccination	85%
Percentage of Residents Who Received Flu Vaccination	92%

For FY22-23, the data analysis methodology was updated from counting encounters to counting unique/distinct residents.

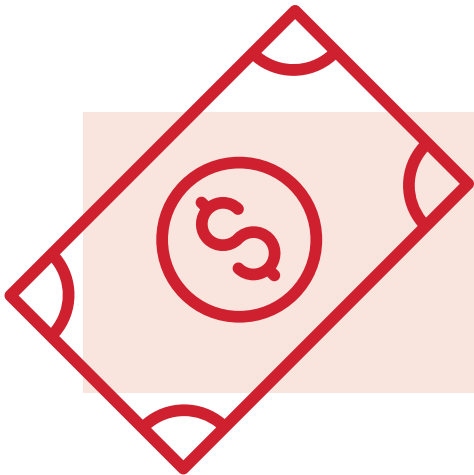
## Top 10 Resident Diagnoses

Dementia without behavioral disturbance
Dementia with behavioral disturbance
Paraplegia
Quadriplegia
Multifactorial dementia
Vascular dementia with behavioral disturbance
Dementia
Sepsis
TBI
Multiple sclerosis

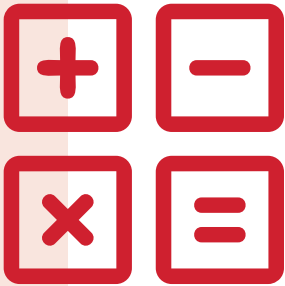




Financials (in millions)	FY 22-23	FY 21-22
Total Operating Revenue	\$221.16	\$210.07
Total Operating Expenses	\$343.95	\$288.39
General Fund Subsidy	\$123.42	\$80.09
Salaries and Fringe Benefits	\$241.15	\$229.73



	Inpatient Days		Outpatient Visits	
Payor Sources	FY 22-23	FY 21-22	FY 22-23	FY 21-22
Uninsured	0.1%	0.3%	0%	0.04%
Medi-Cal	98.7%	96.7%	44.7%	46.15%
Medicare	1.2%	1.9%	55.1%	51.73%
Other	0%	1.1%	0.2%	2.08%





# San Francisco Heath Commission



# San Francisco Health Commission

As SFPD's governing and policy-making body, the San Francisco Health Commission is mandated by City and County Charter to manage and control the City and County hospitals, to monitor and regulate emergency medical services and all matters pertaining to the preservation, promotion and protection of the lives, health, and mental health of San Francisco residents. The full Health Commission meets on the first and third Tuesday of each month at 4:00 p.m. in Room 300 at 101 Grove Street. The Health Commission's committee structure consists of:

- The Zuckerberg SF General Joint Conference Committee
- The Laguna Honda Hospital Joint Conference Committee
- The Community and Public Health Committee
- The Finance and Planning Committee

The Health Commission also participates in the following external bodies:

- San Francisco Health Plan Board of Directors
- Zuckerberg SF General Foundation Board of Directors
- San Francisco Public Health Foundation Board of Directors
- In-Home Supportive Services Public Authority Governing Board



**Dan Bernal,  
Health Commission  
President**

Commissioner Bernal is Chief of Staff for Speaker Emerita Nancy Pelosi. He has dedicated his career to public service, having served in the White House under President Bill Clinton and as a presidential appointee at

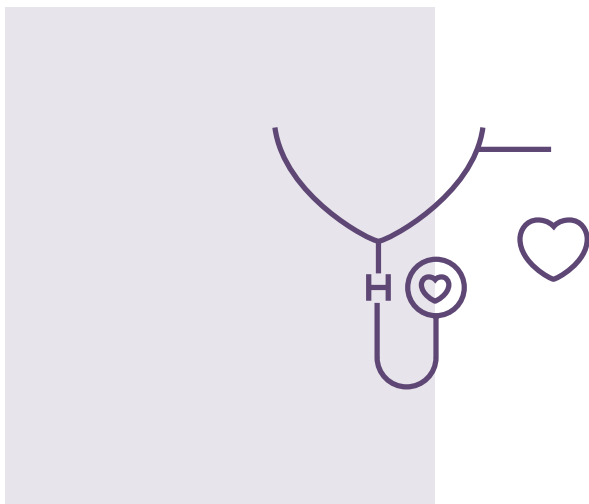
the U.S. Department of Education. As Congress debated the Affordable Care Act, he supported Speaker Pelosi's efforts to build support for the legislation in California by convening diverse stakeholders and coordinating activities among Bay Area Members of Congress. He continues to serve as a valuable resource to the California Democratic Congressional Delegation, key policy makers, and advocates in the fight to protect and improve the Affordable Care Act. He was appointed to the Health Commission in 2017.



**Laurie Green, M.D.,  
Health Commission  
Vice President**

Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 40 years. In 1989 she co-founded Pacific Women's Obstetrics & Gynecology Medical Group, the second all-

female OB/GYN practice in San Francisco, providing state-of-the-art, empathic obstetrics and gynecology care in a woman-run environment. Dr. Green is also the Founder and Board Chair of The MAVEN Project, which engages physicians to volunteer their clinical expertise via telehealth technology to medically under-resourced communities in the Bay Area and across the country. Commissioner Green was appointed to the Health Commission in 2018 and is a member of the Joint Conference Committees of Laguna Honda Hospital and Zuckerberg San Francisco General Hospital, where she trained.







## Edward A. Chow, M.D.

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over fifty years. He was previously President and CEO of Jade Health Care Medical Group, affiliated with the Chinese Hospital Health System; Executive Director of

the Chinese Community Health Care Association; and Chief Medical Officer of the Chinese Community Health Plan. He is currently a Member of the Anthem Blue Cross of California Physician Relations Committee. Commissioner Chow currently chairs the Zuckerberg San Francisco General Hospital Joint Conference Committee; he is also a member of the Finance and Planning Committee and Laguna Honda Hospital Joint Conference Committee. He was appointed to the Health Commission in 1989.



## Susan Belinda Christian, J.D.

Commissioner Christian is an Assistant District Attorney in San Francisco, and is the office's Managing Attorney for the Collaborative Courts and Mental Health Unit. From 2012 through 2019, she was assigned to the Behavioral Health Court—a collaborative,

multidisciplinary court providing treatment and rehabilitation for people whose criminal justice involvement is tied to behavioral health disorders. In 2012, she was appointed to the San Francisco Human Rights Commission, where she served four terms as Commission Chair and worked with the Mayor's Office to create and implement a pilot program for Implicit Bias trainings for City employees. Commissioner Christian is a member of the ZSFG Joint Conference Committee and the Community & Public Health Committee. She was appointed to the Health Commission in 2020.



## Cecilia Chung

Commissioner Chung is nationally recognized as a civil rights leader, advocating for HIV/AIDS awareness and care, LGBT equality, and prisoner rights. She is the Senior Strategist of Transgender Law Center and has served on a number of planning bodies, which includes

the San Francisco HIV Health Services Planning Council, Transgender Community Advisory Board for UCSF TRANS and the Visioning Change Initiative of the California HIV/AIDS Research Program. She is a past member of the Presidential Advisory Council on HIV/AIDS. Commissioner Chung chairs the Finance and Planning Committee and is a member of the Community and Public Health Committee. She was appointed to the Health Commission in 2012.



## Suzanne Giraudo, Ph.D.

Dr. Giraudo is a psychologist and is the Clinical Director of the California Pacific Medical Center Department of Pediatrics Child Development Center. In addition to her clinical expertise, Dr. Giraudo's professional background includes development,

administration, and supervision of pediatric clinical programs, grant administration, and teaching. She is the founder and trustee of the DeMarillac Academy, a Catholic school located in the Tenderloin, serving underserved children and families. Commissioner Giraudo is chair of the Community and Public Health Committee and represents the Health Commission on the San Francisco General Hospital Foundation. Prior to her appointment to the Health Commission in 2019, Dr. Giraudo was a member of the Children and Families First Commission for 12 years.



**Tessie M. Guillermo**

Commissioner Guillermo is the former Chair of the Board of Directors of CommonSpirit, the largest national non-profit health system in the United States and former President and CEO of ZeroDivide, a philanthropy and consultancy that developed innovative digital equity strategies

in support of low-income communities. Commissioner Guillermo was the founding CEO of the Asian and Pacific Islander American Health Forum, leading this national minority health policy/advocacy organization for 15 years. Commissioner Guillermo was appointed to the Health Commission in 2018, chairs the Laguna Honda Hospital Joint Conference Committee, and is a member of the Finance and Planning Committee.



**Mark Morewitz, MSW, Health Commission Executive Secretary**

Mr. Morewitz has worked in public health research, program development and evaluation, and non-profit administration. First hired at the SFDPH in 1992, he has worked in HIV service contracting and

monitoring; provided social work services; and served as the Director of the DPH Forensic AIDS Project. He has served as the Health Commission Executive Secretary since 2009.





# Thank you for your continued support of Laguna Honda Hospital and Rehabilitation Center.

Please visit us at our new website  
[sf.gov/lagunahonda](https://sf.gov/lagunahonda)



San Francisco Health Network  
Laguna Honda Hospital and Rehabilitation Center

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San Francisco, CA 94116



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SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH