



San Francisco Health Network
Laguna Honda Hospital and Rehabilitation Center

Annual Report

2024-2025

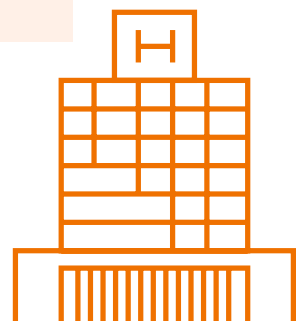


San Francisco
Health Network

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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SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



Laguna Honda Executive Leadership Members

- Diltar Sidhu**, Nursing Home Administrator and Chief Executive Officer
- Tracey Brown**, Director of Nursing
- Jennifer Carton-Wade**, Assistant Nursing Home Administrator
- Helen Chen**, Associate Chief Medical Officer and Chief of Outpatient Clinics
- Lily Conover**, Chief Financial Officer
- Terry Dentoni**, Interim Chief Nursing Officer for Pavilion Mezzanine Acute and the Outpatient Clinics
- Amie Fishman**, Interim Chief Experience Officer
- Teri Grados**, Interim Director of Nursing
- Oleg Korsunsky**, Executive Director of Facility Services and Capital Projects

- Albert Lam**, Medical Director and Chief Medical Officer
- Angela Lazarich**, Director, Emergency Management and Disaster Preparedness / EVS
- Whitley Lucas**, Chief of Staff and Director of Administrative Operations
- Eugenio Ocampo**, Director of Pharmacy
- Elizabeth Schindler**, Director of Kaizen Promotion Office
- Nawzaneen Zahir**, Chief Quality Officer



Laguna Honda Leadership Message

Dear Laguna Honda Hospital Community,

I am proud to present Laguna Honda Hospital and Rehabilitation Center's Annual Report, which represents remarkable commitment, excellence, and compassion in delivering the highest quality skilled nursing care.

The focus of year was sustainability and establishing a culture of continuous improvement. From expanded resident activities to the implementation of a new event reporting system to key capital projects and quality care initiatives, these efforts materialized in every corner of Laguna Honda.

Our rigorous quality improvement work culminated in securing the coveted a five-star quality rating from the federal regulatory agency, Centers for Medicare and Medicaid Services (CMS), ranking Laguna Honda as a top-tier skilled nursing facility nationwide. This was achieved thanks to a very successful annual survey where regulators reviewed in detail resident care and safety, including completing interviews with residents and directly observing resident care. In addition, Laguna Honda performed well on key metrics of resident care which included supporting resident behaviors, healing wounds, preventing falls, and supporting safe discharges to lower levels of care. The five-star rating shows that Laguna Honda, within the first year of securing full CMS recertification, has put in place the systems, people, and protocols to sustain positive changes.

This past fiscal year began with the joyous welcoming home of Laguna Honda residents who transferred during the CMS recertification process. It was a momentous occasion to have former Laguna Honda residents re-enter our facility and reconnect with their care teams. Their decision to return after two years is a testament to our dedicated staff.

Over the course of the fiscal year, we welcomed 270 new residents to Laguna Honda. We thank

our interdisciplinary teams who work behind the scenes to prepare for each new resident and support a smooth transition. Rebuilding our resident census has had positive reverberations throughout San Francisco for families and their loved ones, as well as our healthcare partners.

Opening for new admissions was also a meaningful opportunity to reconnect and reintroduce ourselves to providers, referring entities, and the larger San Francisco community. The interest was immediate and this past year we hosted social workers and care coordinators from nearly all major health care providers in the Bay Area as well as community organizations. We also hosted hundreds of prospective families for campus tours. To meet the demand, we created our first video tour of Laguna Honda which has more than 2,000 views and counting.

On behalf of the entire leadership team, I express my deep appreciation for our Laguna Honda staff. Their tireless commitment the mission and vision of providing excellence in safety-net skilled nursing care is the core of our facility. I see this put into practice every day and I feel great pride in being part of team Laguna Honda.

We are thankful for the ongoing support of the San Francisco Department of Public Health, the San Francisco Health Network, and the San Francisco Health Commission.

Finally, a heartfelt thank you to our residents and their families for entrusting us with your care. It is an honor to serve you.

Diltar Sidhu,
LNHA, MBA

Nursing Home Administrator and
Chief Executive Officer





Our True North



Our True North

True North is a precise, concise, and universal set of ideals which, when taken together provide a compass that describes the SFDPH’s ideal that the department is continually striving towards. True North encompasses a broad scope of work and serves as the basis for strategic planning that guides leadership in setting priorities and metrics across all levels of the organization. While departmental tactics and strategies may change True North does not change. SFDPH’s True North, Mission, and Vision are summarized in the following visual triangle:

SFDPH True North Triangle

Laguna Honda plans to set new strategic priorities guided by True North in 2026. This will be the first Hoshin Kanri in five years for the facility due to its recertification journey.



Six True North Pillars

					
Equity	Safety & Security	Health Impact	Service Experience	Workforce	Financial Stewardship
Eliminate health disparities.	Ensure safe environments for our clients, patients, and staff	Improve the health of the people we serve.	Provide the best experience for the people we serve.	Create an environment that respects, values, and invests in all our people.	Ensure transparent and accountable stewardship of resources.



Quality Care



Quality Care

Celebrating Excellence: Achieving a 5-Star CMS Quality Rating

“Thanks to our team’s unwavering commitment to resident-centered care, we’ve earned top-tier status among skilled nursing facilities.”

In 2025, we are proud to announce that we have achieved a 5-Star quality rating from the Centers for Medicare & Medicaid Services (CMS), placing our facility among the top-tier skilled nursing communities nationwide. This milestone is a direct reflection of our team’s exceptional dedication, compassion, and quality-driven performance.

The CMS five-star rating is a comprehensive evaluation of a facility’s performance, publicly reported and updated quarterly. It reflects several dimensions of care, including regulatory surveys, resident outcomes (such as wound healing, fall prevention, harm reduction), staffing levels, and safe transitions to lower levels of care.

What It Takes to Earn 5 Stars

The **CMS** uses a **Five-Star Quality Rating System** to help consumers, families, and caregivers compare skilled nursing facilities. Achieving a 5-Star rating means a facility is performing among the **top 10% nationally** across key measures of quality.

The overall 5-Star score combines **three major domains**:

1. Health Inspections

- Based on results from unannounced state inspections over the last three years.
- Evaluates compliance with over **180 federal standards** for safety, care quality, infection control, and residents’ rights.
- Fewer and less-severe deficiencies increase the facility’s score.
- A deficiency-free survey or rapid correction of minor citations strongly supports a high star rating.



2. Staffing

- Measures **registered nurse (RN) hours and total nursing hours** (including LPNs/LVNs and CNAs) per resident per day.
- Considers **consistency of staffing** across all shifts and weekends.
- Adjusts for resident acuity (the medical complexity of the population).
- Facilities that maintain higher RN-to-resident ratios and stable staffing patterns receive stronger ratings.

3. Quality Measures (QMs)

- Drawn from **MDS (Minimum Data Set)** and **Medicare claims data**.
- Reflects resident outcomes such as:
 - Improvement in mobility, function, and self-care.
 - Reduction in pressure injuries, falls, and infections.
 - Effective pain management and medication safety.
 - Successful discharge to community and low hospital readmission rates.
- CMS weights both **short-stay** and **long-stay** measures to assess overall care quality.



4. Additional Considerations

- Facilities demonstrating continuous **quality improvement**, staff education, and robust **infection prevention** practices often sustain higher ratings.
- Performance is updated **quarterly**, meaning maintaining 5 Stars requires consistent excellence—not just a single strong survey cycle.
- Leadership engagement, data transparency, and proactive resident/family communication are hallmarks of 5-Star facilities.

Our journey to the 5-Star rating was driven by:

- A successful annual survey and successive visits by surveyors, validating our systems and processes.
- Robust data-driven quality improvement efforts focused on resident safety, prevention of falls, wound healing, and safe discharges.
- Enhanced staffing models, training and education programs, and continuous monitoring of outcomes to uphold the highest standards of care.

This achievement underscores what we witness each day: skilled professionals who center their work around each resident, care teams collaborating with purpose, and a quality-improvement culture that never rests. It is a testament to every person—from nursing and therapy staff to support and administrative teams—who shows up with expertise and heart.

As we celebrate this accomplishment, we also recognize that excellence is not a destination but a journey. We remain committed to sustaining this rating and further elevating our service. Thank you to everyone whose contributions made this moment possible.



Total Rating Achieved: **5-Stars (CMS)**

Key Focus Areas:

**Resident safety • Fall prevention
• Wound healing • Safe discharge transitions • Appropriate staffing**

What It Means for Our Residents & Families:

Our community is publicly ranked among the best in the country for skilled nursing care.

What It Means for Our Team:

Your dedication and expertise are recognized and celebrated nationally.





Highlights from Fiscal Year 2024-2025



Highlights from Fiscal Year 2024-2025

July 2024

Welcoming Back Laguna Honda Residents

On July 31st of 2024, Laguna Honda resumed admissions by welcoming home former residents who were moved out of the facility during the Centers for Medicare and Medicaid (CMS) recertification process. It was joyous to have former Laguna Honda residents re-enter our facility and reconnect with their former nurses, social workers, physicians, and care teams. We were proud to deliver on our promise to bring back all former residents who transferred during CMS recertification and were honored that after two years away, they again chose Laguna Honda for their care and chose Laguna Honda staff as their care givers.

August 2024

Fully Open For New Admissions and Building the Census

Beginning in August, and over the course of the fiscal year, Laguna Honda welcomed 270 new admissions. Prior to new admissions resuming, teams at Laguna Honda worked hard in preparation, including a thorough review of all admissions policies and procedures. To ensure the significant changes and improvements made during CMS recertification were sustained, Laguna Honda began admissions deliberately and methodically. This included regular check-ins for evaluation and audits of each new admission. We thank the many staff members involved in the admissions process from reviewing application and eligibility to ensuring everything is ready on day one for a new resident.



Full Certification Celebration

All staff came together across three shifts to celebrate the end of the successful CMS recertification journey. To mark the occasion, staff shared food, participated in Laguna Honda giveaways, and danced to music. It was an important moment to reflect on overcoming challenges and appreciate every team for their remarkable contributions to keeping Laguna Honda open and making it a stronger skilled nursing facility in the process.

September 2024



Community Living Open House

Laguna Honda supports residents to reach their greatest level of independence, and for many this means living again in the community. At the Community Living Open House, Laguna Honda residents met with housing and home care organizations as well as people living with disabilities to learn about navigating life outside of Laguna Honda.



October 2024



Laguna Honda Halloween Party and Carnival

The Activity Therapy Department hosted the always popular Halloween Party with music, games, and a costume contest. Congratulations to our many resident costume contest winners, including Spiderman and the Pope. We are grateful to the staff members who made the event a success and who added to the festivities by dressing in costume. Laguna Honda-wide events are an important part of the care experience, bringing together hundreds of residents from all thirteen neighborhoods to connect and celebrate.

November 2024

Launched New SAFE System

The Quality Management Department, in partnership with IT, launched the SAFE System (Safety and Feedback Events) to streamline the reporting and management of Unusual Occurrences (UOs). This helps us track, manage, and follow up on safety events more efficiently. Thanks to extensive preparation and training, it was a smooth transition to the SAFE system. In April, the SAFE System expanded to include all resident and patient feedback, including grievances and complaints. During the fiscal year, staff submitted approximately 3,000 incidents, reflecting engagement in ensuring a safe environment.



Fall Fest

The Activity Therapy Department hosted a carnival-style Fall Fest for residents with a series of fun and accessible games, a host of prizes, and live accordion music. It was a joyous afternoon and widely popular with over a hundred residents in attendance. Thank you to all the staff members who put together the creative stations, assisted residents in attending, and staffed the event.

December 2024

Tone Bell Concert

Every year Laguna Honda's North Mezzanine (NM) neighborhood hosts a Tone Bell concert in the chapel. Special gratitude to Activity Therapist Cindia Lok who works closely with residents to practice and learn how to play the tone bells— a pitched percussion instruments that produce a musical tone. Residents from other neighborhoods, families, and staff were in attendance to listen to the beautiful holiday music performed by NM.

SF Ballet Visits Laguna Honda

The Sugar Plum Fairy and King of the Mice with the San Francisco Ballet visited Laguna Honda for a special performance and lecture. Residents and staff enjoyed live piano music, a lecture on the ballet's history, and dance instruction. Partnerships like these are a key part of the resident care experience and help residents stay connected to the community.



January 2025

Laguna Honda Tours for Prospective Residents and Families and Admissions Roadshow

To support new admissions, Laguna Honda launched monthly facility tours for prospective residents and their families as well as referring entities. As part of the tours, community members learn about the care provided at Laguna Honda and can see our modern facility in-person, including visiting a resident room, the Therapeutic Farm and Garden, and the “Main Street” of Laguna Honda.

In addition to the tours, Laguna Honda leadership began an admissions roadshow to reintroduce Laguna Honda to referring entities including healthcare systems and non-profits. The roadshow included visits to many organizations as well as hosting teams of case managers at Laguna Honda. The roadshow strengthened partnerships and supported Laguna Honda in receiving admission referrals from a wide range of sources.

Consistent Care at the Bedside

Laguna Honda Nursing underwent a shift bid to increase the constituency of resident care and strengthen unit culture. The shift bid resulted in all nursing staff being assigned to a home unit. We thank the Nursing Department for their partnership to support resident care and to foster a strong unit culture.

IPC Monthly Newsletters

The Laguna Honda Infection Prevention and Control (IPC) team has grown in response to the increased focused on IPC efforts at skilled nursing facilities nationwide after the COVID-19 pandemic. Our Laguna Honda IPC team leads policy, training, and education for staff. In January, the team launched a monthly newsletter with key areas of focus to support resident and staff safety each month.

Lunar and Chinese New Year Celebrations

Laguna Honda celebrated the Year of the Snake with festivities including a Lion Dance performance and art tables for residents. Thank you to the team on our dedicated Asian language neighborhood, North 5, and to all those who joined the parade in the esplanade.



February 2025

CDPH Lean Transformation Team Visting Laguna Honda

Laguna Honda’s Kaizen Promotion Office hosted the Lean Transformation team from the California Department of Public Health (CDPH). The team from the state visited Laguna Honda to see Lean implementation in action. The visit included a campus tour and seeing the Lean and continuous improvement activities, including the standardization and sustainability of medication rooms and medication carts and the huddle boards as well as our daily interdisciplinary standup.

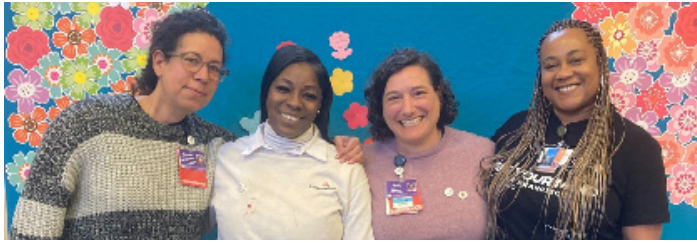


Black History Month Georgia Blues Band and Soul Train, Poetry Slam and More

Staff and residents came together for a vibrant and event-filled Black History Month. The Georgia Blues Band performed, and the concert was so popular the group returned for evening shows throughout the year. Activity Therapy hosted a soul train dance party, which included a brief history of the soul train followed by lots of residents and staff dancing. The highlight was the poetry slam with staff and residents reciting powerful and moving poems and songs.



March 2025



Wellness Hub Refresh

The Equity and Culture Department led a refresh of the staff Wellness Hub with a kickoff event that welcomed over 200 staff to explore the wellness hub improvements, enjoy the breakfast or tea bar, and share their thoughts on the gratitude wall. The Wellness Hub offer drop-in hours with exercise equipment, yoga and Zumba classes, and a relaxing place to recharge.

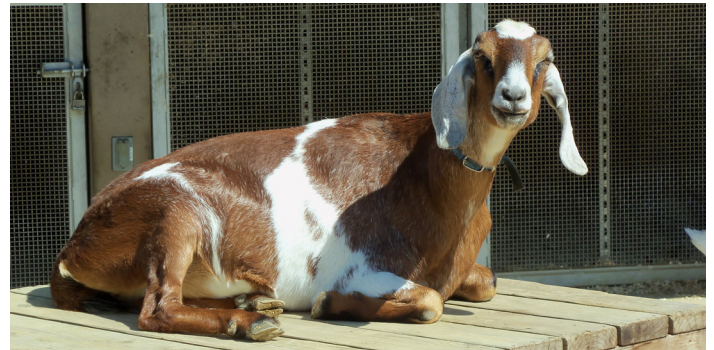
New Virtual Tour and Refreshed Website

To support new admissions and rebuilding our resident census, Laguna Honda launched a new, accessible website focused on services and programming (www.sf.gov/lagunahonda). In addition, the team worked in partnership with SFGovTV to develop a virtual tour of Laguna Honda, taking visitors through all parts of campus, including resident rooms, the Therapeutic Farm and Garden, the Rehabilitation Gym, the Clinic, and resident programming like BINGO. We are grateful to the many staff members and residents who participated. The video, which can be found on the website, was viewed approximately 2,000 times in the first year.

April 2025

Seismic Disaster Exercise to Prepare for Emergency Events

Laguna Honda participated in a functional disaster exercise called the SEISMIC SURGE, involving key medical response partners, including ten local hospitals and San Francisco's EMS Agency. It was an earthquake scenario that focused on our ability to identify bed space, personnel, and medical supplies needed to care for disaster patients received in addition to existing residents and patients. We thank our Emergency Preparedness Department for their proactive work to ensure Laguna Honda has strong community partnerships and emergency response plans in place.



Celebrating the Life of Agnes, Beloved Laguna Honda Goat

One of our wonderful goats and long-time animals at the Therapeutic Farm and Garden passed away in April. Agnes arrived with her two sisters, Pricilla and Anabelle, in 2010. All three goats were named by Laguna Honda residents. Agnes spent 15 years bringing great joy to residents, families, and staff alike. She was much loved and is missed dearly. Thank you to Henry Cortez in Activity Therapy for his exceptional care of Agnes and all the animals.



5-Star Rating

Laguna Honda secured a five-star quality rating from the federal regulatory agency, Centers for Medicare and Medicaid Services (CMS), ranking it as a top-tier skilled nursing facility nationwide. Specifically, Laguna Honda had a very successful annual survey where regulators reviewed in detail resident care and safety, including completing interviews with residents and directly observing resident care. In addition, Laguna Honda performed well on key metrics of resident care, supporting resident behaviors, healing wounds, preventing falls, and supporting safe discharges to lower levels of care. The five-star rating shows that Laguna Honda, within the first year of securing full CMS recertification, has put in place the systems, people, and protocols to sustain many positive changes.



May 2025



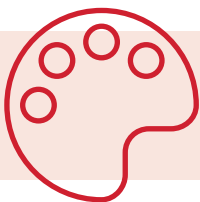
Nurses Week and DAISY Award

Gratitude to the Nursing Department for hosting a beautiful event and awards ceremony, which included the DAISY Awards, the Friends of Nursing Awards, and the inaugural Anne Hughes award, named after beloved Laguna Honda nurse on the palliative care neighborhood. The event brought staff together in celebration and honored the many contributions of our team members.

June 2025

New Resident Laundry Program

Environmental Services led to the charge to revamp our laundry services. The rollout was thoughtful and included pilots on multiple units to ensure a seamless transition. The new process allows staff to focus more on direct resident care. All resident clothing items are labeled in compliance with industry standards, which prevents lost items. Residents shared they like the new system.



Celebrating Pride 2025

Laguna Honda residents along with staff and their families joined the SFDPH contingent for San Francisco's Annual Pride Parade. At Laguna Honda, we are proud to include the LGBTQ+ Bill of Rights as part of our Resident Rights and have a dedicated liaison to ensure each resident is fully welcomed and treated with respect. Special thank you to Laguna Honda's Pride Planning Committee members: Susan Schneider and Jason Yarbrough.

Art with Elders Show at Laguna Honda

In July of 2024, Art with Elders hosted the first exhibition at Laguna Honda since pausing during the pandemic in 2019. For over thirty years, Laguna Honda residents have enjoyed the creative and therapeutic outlet of Art with Elders. Laguna Honda residents and staff attended the event, and many Laguna Honda artists had their work featured.



Nursing Promotions



Nursing Promotions

At Laguna Honda Hospital, our nursing staff are at the foundation of our mission to provide a welcoming and healing environment that promotes resident health and wellbeing. With skill, dedication, and compassion, our nurses deliver resident-centered care to San Franciscans in need of skilled nursing and acute rehabilitation care.

Over the past fiscal year, Laguna Honda partnered closely with the Department of Public Health’s Human Resources team to strengthen recruitment and streamline hiring efforts for our nursing team. Thanks to these efforts, Laguna Honda made significant progress in stabilizing our nursing workforce and ensuring the facility is well-positioned to provide exceptional care for residents.

We proudly promoted several staff to registered nurse and nurse manager positions.

Registered Nurse Promotions

- **Elsa Asgedom, RN**
Promoted from Certified Nursing Assistant
- **Odessa Anne San Agustin, RN**
Promoted from Licensed Vocational Nurse
- **Heidi Honey Hilario, RN**
Promoted from Licensed Vocational Nurse
- **Carina Huizar, RN**
Promoted from Licensed Vocational Nurse
- **Dorcas Dwumfuoh, RN**
Promoted from Licensed Vocational Nurse

Nurse Manager Promotions

- **Maria Lesa Busine, BSN, RN**
Nurse Manager for South 6
- **Mohamed Kanu, RN**
Nurse Manager for North Mezzanine
- **Kathleen Lisan, MSN, RN, FNP**
Nurse Manager for North 3



Operations



Operations

Building Our Future

To enhance safety and care, the Capital Projects team, alongside Facilities Services, worked diligently on upgrades and renovations across the Laguna Honda campus throughout the past fiscal year. These projects deliver long-term benefits for both residents and staff and ensure regulatory compliance. We thank our Laguna Honda community for their patience and flexibility during projects that impacted operations and circulation.

The following examples highlight progress on a selection of projects over the past year:

Fuel Line Replacement



In September 2024, teams began the critical project to replace the fuel piping and delivery methods for our two 15,000-gallon underground storage tanks, which house our standby generators and power Laguna Honda under emergency conditions. The project was completed in September 2025.

Main Sewer Replacement

In September 2024, teams began replacing approximately 700 linear feet of waste line and associated branch connections that connect to half of the wings in the Laguna Honda Administrative Building. Replacement is critical given the upcoming occupation of M & O wings with nearly 400 San Francisco Department of Public Health (SFDPH) employees. The project is scheduled to be completed by November 2025.

Water Tank Replacement



In March 2024, teams began replacing one of two 300,000 gallon water storage tanks that provide water to the entire Laguna Honda campus. The tanks are part of a redundancy system, which allows continued water service while the water tank is being replaced. The project also includes a new access road, security fencing, motion-activated lighting, and security cameras. The project is scheduled to be completed by October 2025.

Pharmacy Compounding Room Regulatory Upgrade



In March 2024, teams began upgrading the two compounding rooms in the Laguna Honda Pharmacy, bringing them up to regulatory standards. New mechanical equipment will provide an increase in air changes and a new ante-room is being installed to comply with infection prevention and control standards. When completed, the Pharmacy Department will again be able to engage in medical compounding. The project is scheduled to be completed by October 2025.

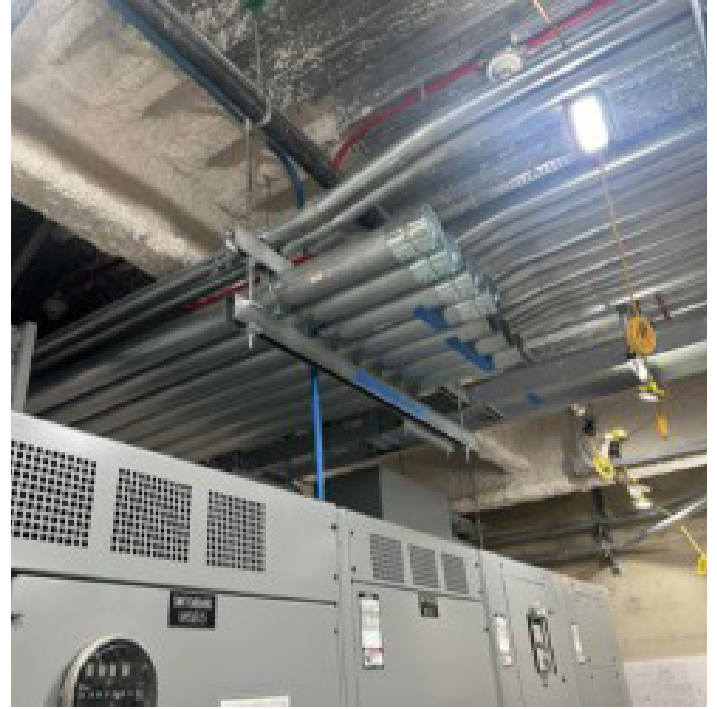


Stationary Radiology (X-Ray) Equipment Replacement



In May 2025, teams began on replacing an outdated stationary x-ray unit that is no longer technically supported. Replacing this equipment restores Laguna Honda's radiology capacity and allows us to provide more onsite services for Laguna Honda residents. The project was completed in September 2025.

New Hospital Emergency Power Addition



In February 2025, teams began installation for six new Automatic Transfer Switches (ATS's), which will provide resiliency and redundancy to Laguna Honda's existing circuits. The power addition utilizes generator capacity to support Laguna Honda's campus, supporting life safety systems in the event of a power usage. The project is scheduled to be completed by the end of 2026.

Server Room UPS Replacement

In January 2023, teams began replacing Laguna Honda's Uninterrupted Power Source (UPS) that had far exceeded its life expectancy. The project was directed by the Department of Health Care Access and Information (HCAI) and required removing the UPS and a bank of batteries and transferring content a new location in the server room. The UPS replacement allows for uninterrupted use of hospital computer systems and record keeping of resident medical records during general power loss. This project was completed in February 2025.



Surveys



Surveys

Laguna Honda staff continue to show their dedication to high quality care during and in preparing for surveys with a focus on survey readiness and first impressions. Through teamwork and shared dedication to service excellence, our staff showcased their professionalism to meet or exceed standards and receive commendation from surveyors.

Annual Licensing Survey

The distinct part skilled nursing (DP/SNF) portion of Laguna Honda is subject to an annual licensing and certification (L&C) inspection by the California Department of Public Health (CDPH). The CDPH surveyors review hospital performance in categories governed by state and federal regulations: e.g. safety, quality of life, and quality of care, etc. The annual inspections include observations of resident care, resident neighborhoods, the hospital kitchen, and the pharmacy; interviews with residents, family members, and staff; and review of medical records and hospital policies.

Laguna Honda facilitated two annual certification surveys in November 2024 and April 2025. After a successful second certification survey, we were pleased to announce that the facility is back on a regular annual survey cycle since its recertification.



Fire Life Safety Survey and Emergency Preparedness Program

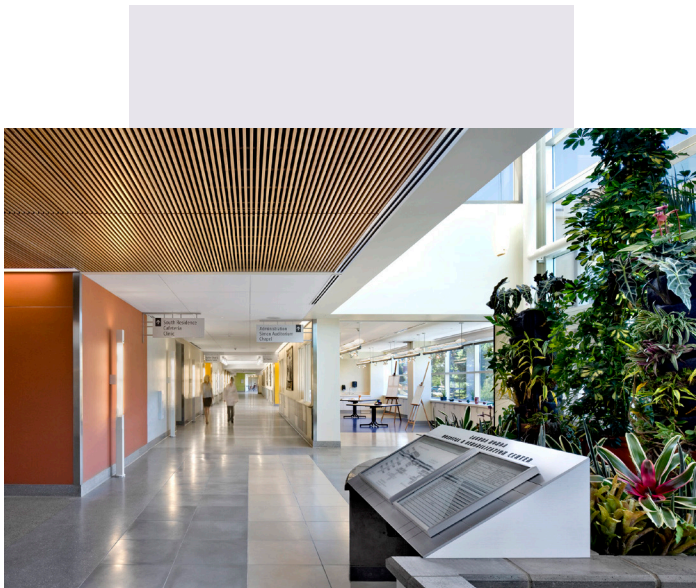
As part of the annual licensing and certification survey, Laguna Honda hosts a dedicated annual building inspection, the Fire and Life Safety Survey, and a review of our Emergency Preparedness Program.

When a facility is surveyed for fire life safety and emergency preparedness, surveyors are reviewing the emergency response plan for Laguna Honda, staff knowledge of fire life safety procedures, and whether the physical plan is compliant with regulations i.e. sprinklers, latching doors, and means of egress.

We were proud to have minor and isolated findings in October 2024 and April 2025. The Fire Life Safety survey team celebrated Laguna Honda for its high staff engagement with every staff member interviewed speaking expertly on our fire response protocols.

Acute Care Unit Survey

Laguna Honda continues to anticipate its General Acute Care Hospital (GACH) survey. The facility remains survey ready in anticipation of this visit which will review the departments of Pharmacy, Radiology, Respiratory, Laboratory, Outpatient Clinic, Rehabilitation, and others. The Quality Management Regulatory Affairs team conducts weekly GACH rounds to support staff survey readiness. Laguna Honda staff continue to be engaged in the process and ensure ongoing patient safety through regulatory compliance.



Ongoing Survey Visits to Review Unusual Occurrences and Facility Reported Incidents

Throughout the year, Laguna Honda hosts surveyors to review unusual occurrences and facility reported incidents. This process is part of our commitment to continual improvement and safety for both residents and staff. Laguna Honda facilitated 19 visits with CDPH over the fiscal year to review 115 cases. In collaboration with CDPH, and the support of Quality Management, Laguna Honda closed 112 cases with zero deficiencies. For the remaining three, Quality Management worked closely with impacted departments and CDPH to develop and implement plans of correction in support of continuous improvement.

Mock Surveys to Support Sustainability

To support long-term success after CMS recertification, we developed a stabilization and sustainability plan that includes mock surveys with CMS-regulatory experts. Mock surveys are a proactive tool to assist healthcare organizations as they prepare for surveys. They allow us to celebrate successes and address areas of concern in advance of the actual survey. During the fiscal year, Laguna Honda hosted three facility-wide mock surveys. The mock surveys closely mirrored the Annual Licensing Survey and required full engagement from all staff. These mock surveys are part of larger organizational assessments to ensure we remain in full compliance with CMS regulations and sustain the critical improvements we made during our CMS recertification journey.





Staff Recognition



Staff Recognition

DAISY Awards

Laguna Honda hosted the DAISY Awards as part of our annual Nurses' Week celebration. The DAISY Awards is part of a national recognition program that honors the extraordinary skill, compassion, and dedication of nurses. At Laguna Honda, the DAISY Award provides residents, families, and colleagues an opportunity to express gratitude and share stories of exceptional care, celebrating nurses who exemplify the values of kindness, respect, and excellence in every interaction. This past year, the DAISY Awards included recognition of non-nursing colleagues who bring exceptional dedication and compassionate care.

Namnama Angeles, RN, BSN



Namnama "Namie" Angeles of South 4 and South 5 was recognized with a DAISY Award for her outstanding leadership as a Nurse Manager. Known for her tireless commitment to both residents and staff, she supports growth, safety, and excellence across her units. Namie

leads with compassion, humility, and a positive spirit, stepping in wherever needed to support her team and ensure residents receive the highest quality care. Her ability to balance operational demands with kindness makes her a role model and a cornerstone of Laguna Honda's nursing leadership.

Barbara Clark, RN



Barbara Clark from Pavillion Mezzanine SNF (PMS) was honored with a DAISY Award for her outstanding dedication and leadership as a Licensed Nurse. Known for her unwavering support of residents and colleagues alike, Barbara plays a vital role in fostering teamwork, maintaining morale,

and ensuring high-quality care on her unit. Her "can-do" attitude, willingness to help in any situation, and commitment to guiding and teaching others embody the very best of Laguna Honda's nursing community.

Talivaimaila Seumanutafa, CNA



Talivaimaila "Tali" Seumanutafa from PMS received the DAISY Award for her exceptional dedication as a Certified Nursing Assistant. Tali has made a remarkable difference in the lives of residents, inspiring greater engagement, mobility, and joy in daily activities. Her compassionate care, encouragement, and personalized

attention help residents feel supported, empowered, and valued, reflecting the highest standards of excellence at Laguna Honda.

Kathleen MacKerrow, MS, RN



Clinical Nurse Specialist Kathleen MacKerrow received the inaugural Anne Hughes award. The award is dedicated to the memory of the longtime Laguna Honda nurse, Anne Hughes, who was a strong advocate for quality resident care on our palliative care neighborhood.

Kathleen embodies the qualities lived by Anne every day not just through her skill and professionalism, but through her heart, her drive, and her unwavering commitment to the people around her. Her attention to detail, her clinical excellence, and her willingness to go the extra mile make her a vital force in ensuring the success of the Nursing Department at Laguna Honda. She holds herself to the highest standards—and inspires others to do the same.



Congratulations to the Friends of Laguna Honda Nursing

Laguna Honda's Nursing Department honored staff who go above and beyond to support our nurses and advance facility-wide initiatives. These dedicated individuals contribute their time, energy, and expertise to strengthen resident care and teamwork. We are proud to recognize the following Laguna Honda staff:

Friends of Nursing

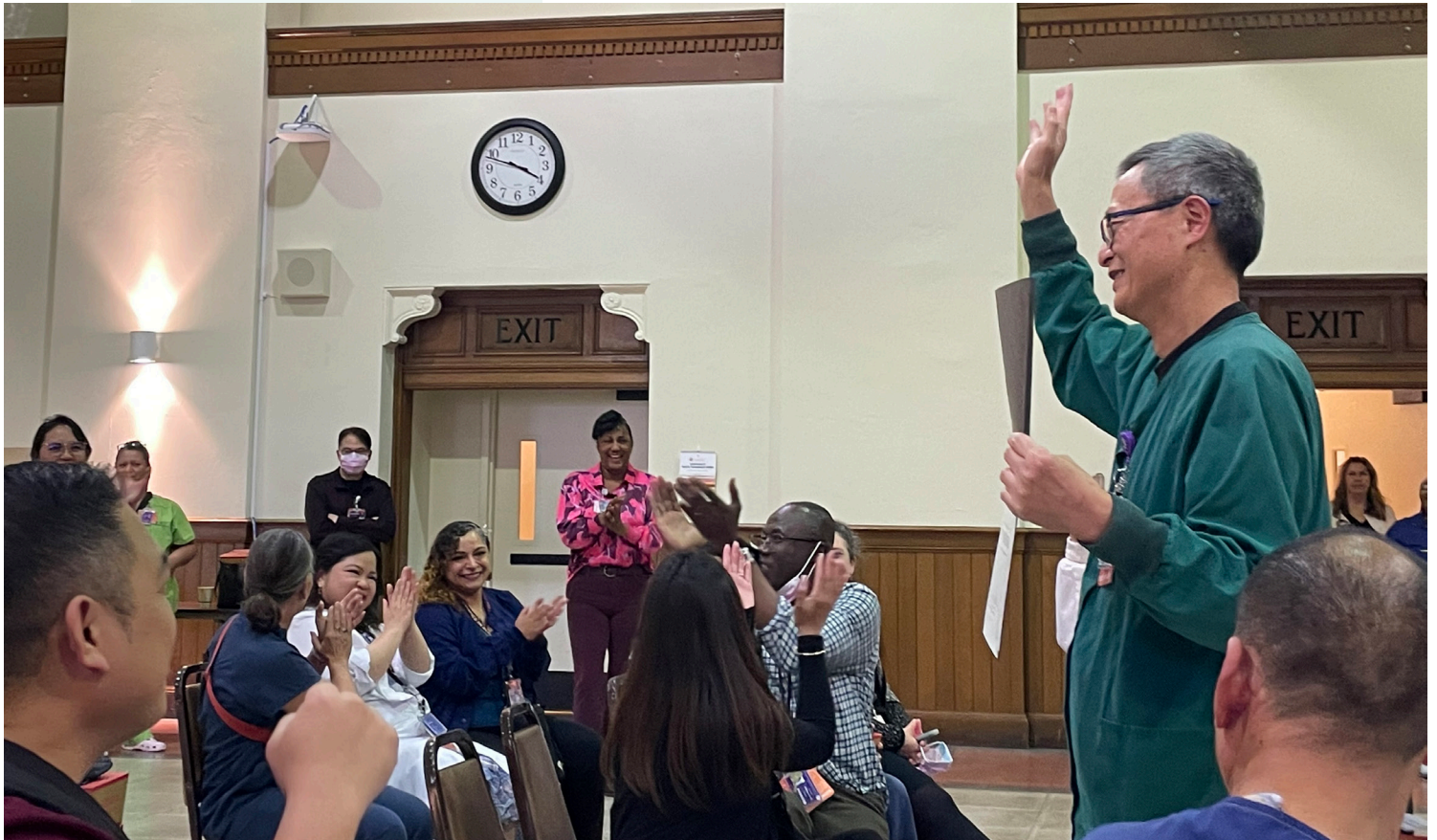
- Joel Igu, Acting Manager, Data Analytics, Quality Management
- Jennifer Carton-Wade, Assistant Nursing Home Administrator
- Dr. Lisa Hoo, Medicine

Unsung Heroes in Nursing

- Maria Antoc, Nursing Director, South 2, PMS, Medical Clinic, CIT, POCT
- Aye Hnin, RN, Department of Care Coordination
- Shannon Bevett, Nurse Manager, Nursing Recruitment and Hiring Manager, Restorative, LPC, BRT

Gratitude for Leadership During Recertification

- Terry Dentoni, Chief Clinical Workforce Development and Care Coordination Officer, SFHN



Resident Stories



Resident Stories

Residents are at the center of everything at Laguna Honda Hospital. Hear directly from four Laguna Honda residents.

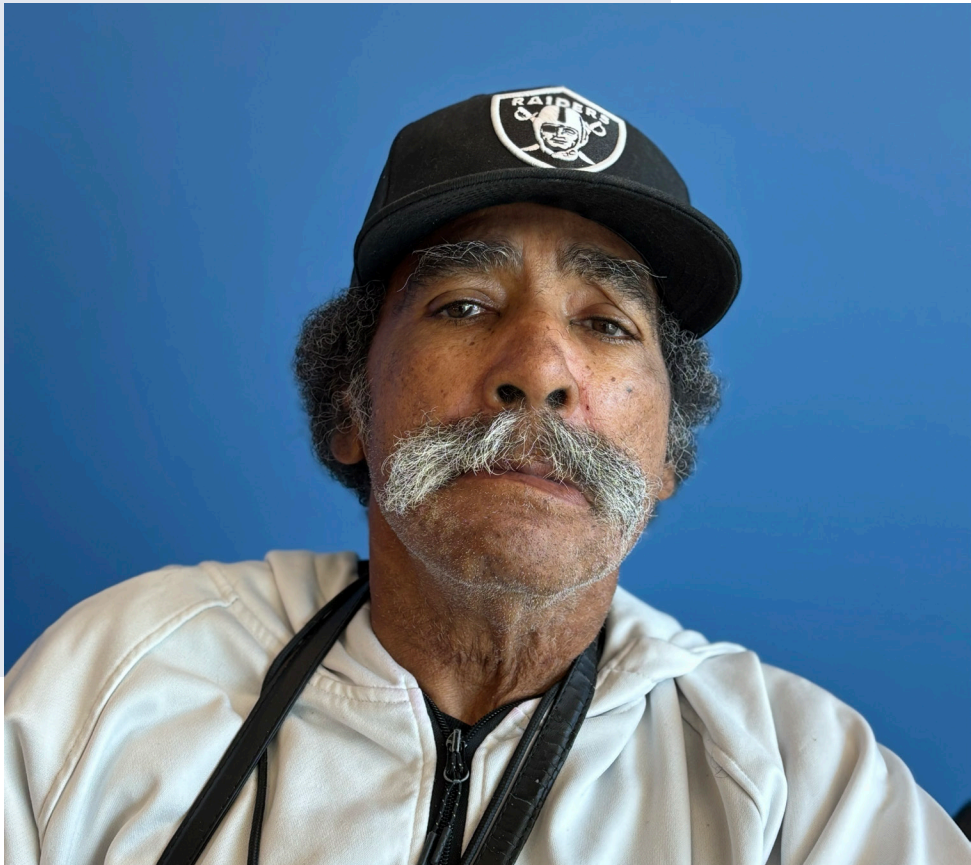
La Bruce Eaton

I was born and raised in Mobile, Alabama, in the Roger Williams Projects. As a child, I spent my days picking pecans and shooting at birds with a slingshot. Summers were for walking with friends to the pool from the projects.

I was the first child in my family to be born in a hospital. I later joined the United States Air Force and served overseas, including a visit to Taiwan. I played baseball in school and have always loved Rhythm and Blues—Earth, Wind & Fire is my favorite group.

My life’s work has been with children. I started at the Boys & Girls Club and eventually became a Program Director. Later, I became a schoolteacher, which was my favorite role.

I’ve been at Laguna Honda for 11 years. At this point in my life, I’ve learned that “you have to deal with what you’ve got to deal with.” I used to love attending Bingo, though the prizes were better back in the day. Being at Laguna Honda is good for me—it forces me to get up and get dressed, something I didn’t always care about before.



Christopher Buchanan

I was born in Waterloo, Iowa. When I was just seven months old, my mother and I flew to San Francisco, where I was raised. At age 15, I visited my father in Iowa for the first time. I was a bit reserved at first—he lived on a farm, which was a new experience for me. One of the first things he taught me was how to shoot a gun. He lined up some cans on a fence and told me to take a shot. I fired, and although the can didn't move, we later discovered a clean hole right through it. My dad laughed, he had assumed I missed, but I had hit it perfectly.

My father worked in research and development at John Deere and kept horses on his farm. During one visit, a tornado warning was issued while I was home alone. I went down to the basement for safety, where my dad had a bar and a refrigerator. Inside, I found it stocked with Pabst Blue Ribbon. At fifteen, I took one and drank it—during a tornado. I remember looking out the small basement window and seeing the top of the funnel cloud swirling above.

Over the years, I've had the opportunity to travel to New Zealand, Canada, Hawaii, Peru, and even took a Caribbean cruise. I lived with my grandmother in San Francisco, who later passed away at Laguna Honda Hospital. I used to work at a wallpaper company called *Surfaces by David Bonk* for about two or three years. I left due to conflicts with a manager, but about a year later, after that manager had left, the owner invited me back. I returned, but one day while picking up supplies, the owner waited until I had loaded everything before telling me to call Laguna Honda about my grandmother. That's when I learned she had passed. It was a deeply painful moment.

Today, my greatest joy is my 11-year-old son, who now lives with his grandparents in North Lake Tahoe.

I've been at Laguna Honda for 3 years and 10 months. It took me some time to get oriented when I first arrived—I don't even know how long I just laid there. Eventually, I realized where I was and thought, "Oh no." But I began to get up, started eating in the Great Room, and slowly adjusted. One Christmas, I received a pair of underwear—and I'm actually wearing that pair right now! An Activity Therapist asked if I wanted to try using an iPad. I said yes, and now I use an iPad all the time.

When I leave Laguna Honda, I hope to give back by volunteering—helping others and teaching Mahjong in the community.



Kristin Delaney

I was born in Silicon Valley, Santa Clara, and raised in a loving Catholic family. My father was a fireman. In 1994, I moved to San Francisco, where I began struggling with addiction. After 15 years, I got clean through Gavin Newsom’s Drug Court Program and started rebuilding my life.

I began working at the YMCA and volunteering with kids, which gave me a renewed sense of purpose. During that time, I met my partner, a veteran. Sadly, my partner developed liver cancer and was admitted to Laguna Honda Hospital. Eventually, I also became a resident here.

While at Laguna Honda, I developed a wonderful friendship with my “Best Bud.” I hope to leave here one day and volunteer with the Special Olympics or a similar organization. I’d love to continue working with people like “My Best Bud” after my time at Laguna Honda.

My parents are still alive and have always been incredibly supportive. Even through the toughest times, they’ve stood by me no matter what.



Carlos Gomez

I was born on an airplane. My family encouraged my mother to travel to the United States to have her baby. She flew on Mexicana Airlines, seated in 27A, B, and C. Mid-flight, just after leaving Mexico, she went into labor—and I was born in the air. By the time the plane landed in Oakland, California, I was already in the world. My birth certificate says I was born in Oakland.

Our family moved to San Francisco. Around the age of 5 or 6, I attended St. Vincent Boarding School. One day, when I was 6, I asked my mom if I could visit a friend in Oakland who had a color TV. She was busy and gave me permission without realizing the risk. I took a shortcut through a neighborhood, slipped through a break in a fence, and began climbing a cable on the bridge. I looked down and panicked. Emergency services were dispatched, and I was rescued and taken to Treasure Island. My mom was arrested for child neglect.

After that, I was sent to a boarding school in Guajajara, where I stayed for seven years. When I returned to the U.S., I worked as a waiter at the Country Club Plaza and later became a realtor. I got married at 15 and have one daughter and three grandchildren. I even attended beauty school—mainly to meet girls!

Later in life, I was injured during a robbery and suffered a broken neck. I was awarded \$2.6 million but never received any of it due to no insurance coverage. I was admitted to Arlington Health Care and have lived in over four different facilities. Laguna Honda is hands down the best. Until I came here, I didn't understand what great care truly looked and felt like.



Volunteer Services



Volunteer Services

Laguna Honda is fortunate to have the support of **125 dedicated volunteers** who enrich the lives of residents by contributing their time, skills, and compassion. Each volunteer plays a vital role in enhancing the quality of life at Laguna Honda—whether through direct support, creative programming, or simply offering companionship. Volunteers bring the community into Laguna Honda and bring Laguna Honda into the community, creating meaningful connections that benefit everyone involved.



Areas of Volunteer Placement

Our volunteers serve across a wide range of departments and programs, reflecting the diverse needs of our residents:

- Physical Therapy – Supporting rehabilitation programs
- Farm & Garden – Assisting with the therapeutic farm and garden spaces
- Resident Library – Helping residents access books, reading materials, and technology
- Art Studio – Encouraging creativity and expression through art projects with our Art with Elders partners.
- Spiritual Care
 - Transporting residents to mass and offering companionship during services
 - NODA (No One Dies Alone): On-call volunteers who sit with residents in their final moments, ensuring no one passes alone
 - Zen Caregiving: Providing comfort and presence for residents on the South 3 Palliative Care Unit
- Medical Clinic
 - Escorting residents to and from their clinic appointments
- Events & Transport
 - Supporting weekly and seasonal activities such as Bingo, Mahjong, Halloween parties, and the Pumpkin Patch
 - Assisting with the Holiday Gift Program by tracking, wrapping, and delivering gifts to residents
- Clothing Closet – Organizing donated clothing to ensure residents have access to quality and seasonally appropriate attire
- Gift Shop – Assisting residents and visitors in selecting thoughtful and meaningful gifts
- One-on-One/Bedside Visits
 - Pairing volunteers with residents who share similar interests for weekly companionship visits



Volunteer Services Impact

The generosity of our volunteers is reflected in the impact they make each year:

- **125 active volunteers** are currently engaged across Laguna Honda assignments
- **5,000+ volunteer hours** were contributed over the past year

This commitment of time and energy creates countless moments of joy, comfort, and connection for our residents.



Special Gratitude

We also take this opportunity to recognize and honor several longtime Laguna Honda volunteers for their decades of extraordinary service:

- **Paul Bourbin** – 44 years, Spiritual Care
- **Delores Mays** – 28 years, Clothing Room and Gift Shop
- **Johnny Adkinson** – 23 years, South 2 and Special Projects
- **Margret Schroder** – 23 years, South 3
- **Robert Gonzalez** – 22 years, Art with Elders and Clothing Room
- **Louis Tan** – 16 years, Activity Therapy

Their continued dedication inspires us and serves as a reminder of the powerful role volunteers play in the Laguna Honda community.

Volunteer Spotlight: Celebrating Delores Mays

Volunteer Services is proud to honor Delores Mays, a remarkable volunteer who has been an integral part of the Laguna Honda community for more than 28 years. Over nearly three decades of service, Delores has dedicated her time, compassion, and energy to making life brighter for our residents.

Delores is deeply involved in both the Clothing Closet and the Gift Shop, where her efforts go far beyond organizing and providing clothing or gifts. She approaches each interaction with patience and kindness, ensuring that residents feel cared for, respected, and valued. Her willingness to listen, share a smile, and offer support has provided not only practical assistance but also meaningful companionship.

Her presence has become a source of comfort and joy for many. Residents know that when Delores is around, they will be greeted with warmth and genuine care. Her long-standing commitment reflects a profound dedication to service, and her ability to connect with residents has left an enduring impact on the Laguna Honda community.

We extend our heartfelt gratitude to Delores for her outstanding contributions. Through her consistency, generosity, and compassionate spirit, she has touched countless lives and continues to exemplify the true heart of volunteerism. Laguna Honda is a better place because of her, and we are honored to celebrate her extraordinary service.





Who We Serve: Resident Demographics



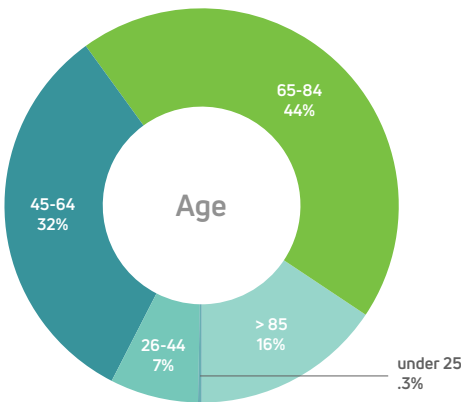
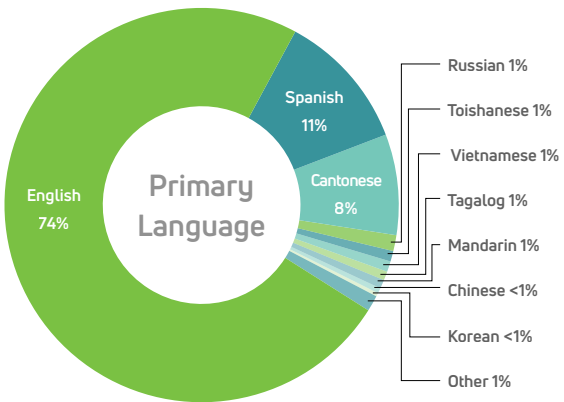
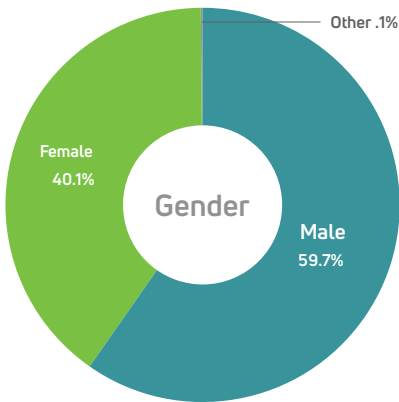
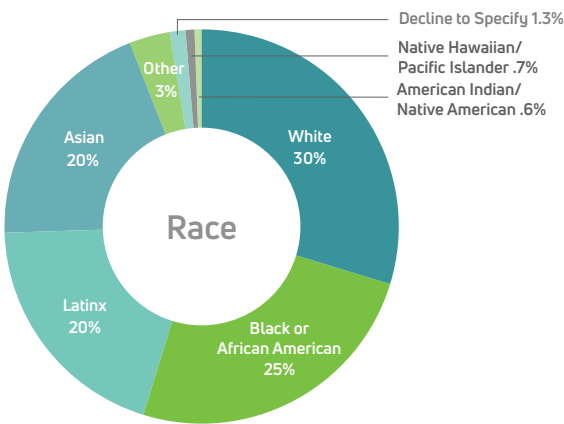
Who We Serve: Resident Demographics

Race	
White	205
Black or African American	173
Latinx	136
Asian	135
Other	23
Decline to Specify	9
Native Hawaiian/Pacific Islander	5
American Indian/Native American	4
Unknown	0

Gender	
Male	412
Female	277
Non-binary <small>Legal Sex reported as both "non-binary" & "X"</small>	0
Other	1
Unspecified / Unknown <small>Legal Sex reported as "Unknown", or null</small>	0

Primary Language	
English	510
Spanish	78
Cantonese	57
Russian	9
Toishanese	6
Vietnamese	6
Tagalog	5
Mandarin	5
Chinese	3
Korean	2
Other	9

Age	
< 25	2
26-44	50
45-64	224
65-84	306
> 85	108



By the Numbers



By the Numbers

	FY 23-24	FY 24-25
Average Length of Stay in Skilled Nursing Bed	1415	2313

Discharge to the Community from Skilled Nursing Facility	23	53
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Excludes discharges to acute hospital and returns to LHH

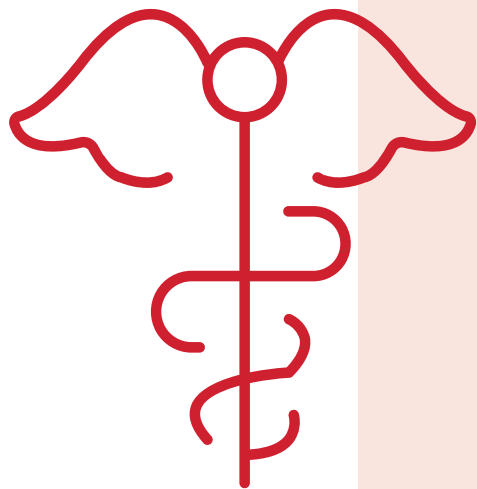
Total Resident Days	167,452	165,322
New Admissions	0	270
Unique San Franciscans Served	510	690
Percentage of Staff Who Received Flu Vaccination	78%	70%
Percentage of Residents Who Received Flu Vaccination	85%	97%

Top 10 Diagnoses for Skilled Nursing Care

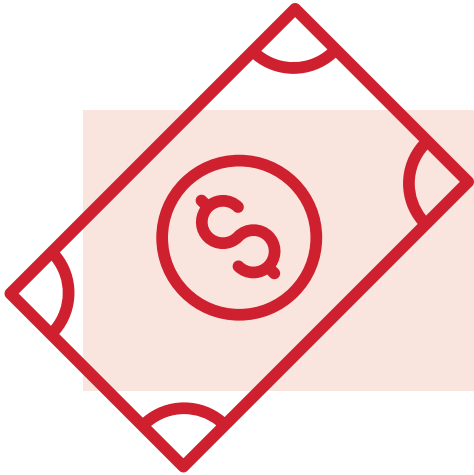
Major neurocognitive disorder
CVA (cerebral vascular accident)
Dementia
Dementia with behavioral disturbance
Fall
Major neurocognitive disorder due to multiple etiologies with behavioral disturbance
Paraplegia
Debility
Multifactorial dementia
Traumatic brain injury

Top 2 Diagnoses for Acute Care

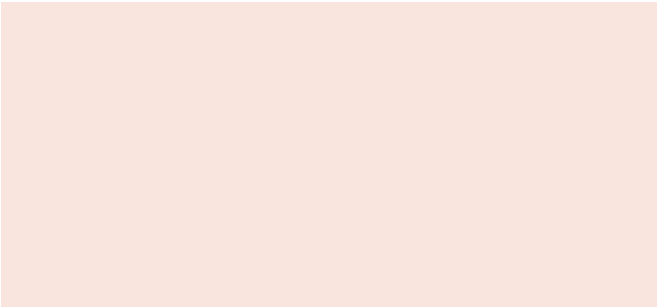
UTI (urinary tract infection)
Sepsis



Financials (in millions)	FY 23-24	FY 24-25
Total Operating Revenue	\$176.95	\$260.66
Total Operating Expenses	\$326.48	\$322.13
General Fund Subsidy	\$167.26	\$79.19
Salaries and Fringe Benefits	\$244.30	\$256.00



Payor Sources	Inpatient Days		Outpatient Visits	
	FY 23-24	FY 24-25	FY 23-24	FY 24-25
Uninsured	0.0%	0.0%	0%	0%
Medi-Cal	99.5%	98.13	48.5%	43.16%
Medicare	0.5%	1.59%	51.5%	56.76%
Other	0%	0.28%	0%	0.08%



San Francisco Heath Commission



San Francisco Health Commission

As DPH’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 Monday of each month at 4:00 p.m. in room 408 at City Hall. 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 Zuckerberg SF General Foundation Board of Directors.



Laurie Green, MD
Health Commission Vice President

Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 41 years. In 1989 she co-founded Pacific Women’s Obstetrics & Gynecology

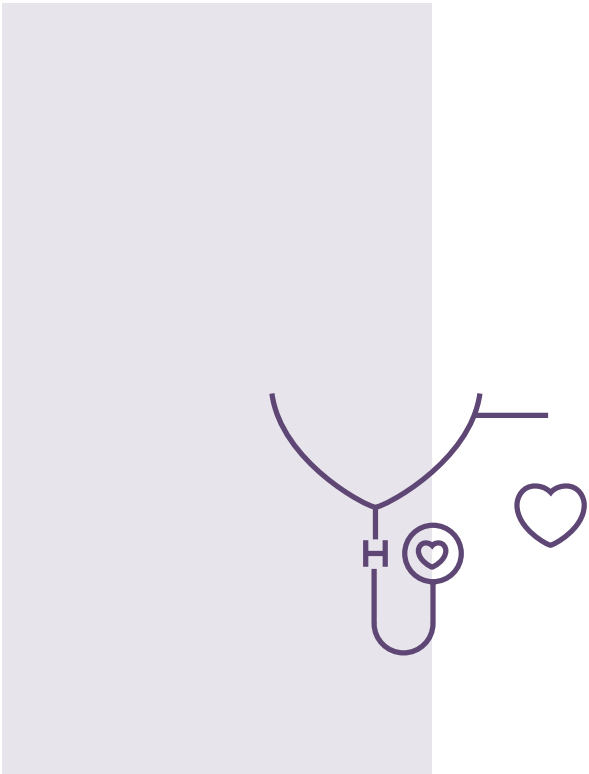
Medical Group, the second all-female OB/GYN practice in San Francisco, providing state-of-the-art, empathic obstetrics and gynecology care in a woman-run environment. Dr. Green is also the Founder and Board Chair of The MAVEN Project, which engages physicians to volunteer their clinical expertise via 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 ZSFG, where she trained.



Tessie M. Guillermo
Health Commission Vice President

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 16 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.





Edward A. Chow, M.D.

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for more than 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 was a cofounder and serves on the board of the Federation of Chinese American and Chinese Canadian Physicians Medical Societies. Commissioner Chow chairs the Zuckerberg San Francisco General Hospital Joint Conference Committee and the Finance and Planning Committee. He is a member of the 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.



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 De Marillac 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 SFGHF. 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.



Judy Guggenhime

Commissioner Guggenhime was born and raised in Boston. She is a graduate of Milton Academy, Mills College and the University of Pennsylvania. Earlier in her career, Commissioner Guggenhime worked for Election Central, an independent nonprofit

organization providing results to the news media in Houston. Moving to San Francisco, she made her mark as a board member of the San Francisco Education Foundation. Commissioner Guggenhime chaired the CORO Foundation Board and served as Co-Chair of the "I Heart" City Capital Campaign for the San Francisco General Hospital Foundation. A past president of the Foundation board, she is also its longest-serving member. Commissioner Guggenhime was appointed to the Health Commission in 2024.





Karim Salgado

Commissioner Salgado is a Peruvian-American business owner who immigrated to the United States from Peru in 1979. She double majored and earned her degrees in Sociology and Criminal Justice from San Francisco State University in 2000, making her

the first in her family to earn a college degree.

Before opening her own business, Commissioner Salgado worked for several San Francisco based companies including, Wells Fargo Corp., the Gap, in their Loss Prevention Departments and U.S. Customs (Homeland Security). In 2002, she opened her business on the UCSF campus.

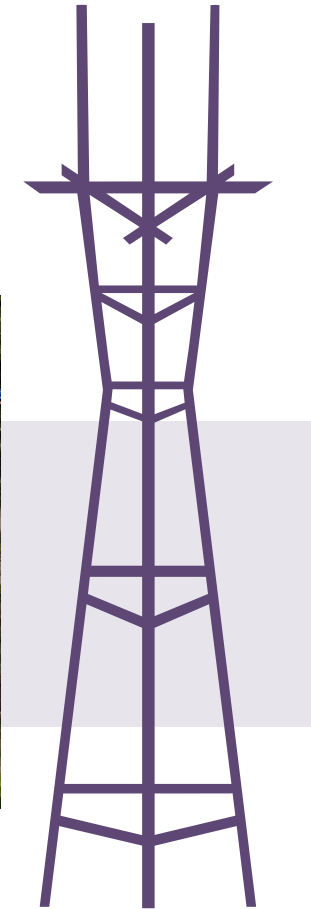
She has served on the SFMTA Citizen Advisory Committee (2020-Present), Daly City Partnership Board of Directors (2023-Present), Western Neighborhoods Project Board of Directors (2020 - 2022) and on the San Francisco State University Honoree Doctorate Committee (2023).

Commissioner Salgado established two endowed scholarships at San Francisco State University in the Business and Literature Departments in honor of her loved ones to help support students economically. She was appointed by Mayor London Breed to the Health Commission in 2024.



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 DPH 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 website
sf.gov/lagunahonda



San Francisco Health Network
Laguna Honda Hospital and Rehabilitation Center

375 Laguna Honda Boulevard
San Francisco, CA 94116



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH