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2019 — 2020

Laguna Honda Hospital
and Rehabilitation Center

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ABOUT LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER



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

Communication

Cultural Humility

Centers of Excellence

Philanthropy

Technology

Our Values

Resident Centered Care

Compassion

Professionalism

Competency

Teamwork

Collaboration

Integrity

Communication



Laguna Honda Executive Committee Members

Amie Fishman, Learning and Development Manager

Angela Pownall-Elizalde, Director of Therapeutic Activities and Wellness

Basil Price, Director of Security

David Snyder, Director of DPH/SFHN Integrated Rehabilitation Services

Denise Payton, Finance Director

Eric Benzel, Acting HR Operations Manager

Eric Raffin, Chief Information Officer

Jeffrey Drew, Compliance and Privacy Officer

Glenn Levy, Deputy City Attorney, Health and Human Services Team

Jacky Spencer-Davies, Acting Chief Nursing Officer

Janet Gillen, Director of Social Services

Jennifer Carton-Wade, Assistant Hospital Administrator

John Grimes, Chief Operations Officer

Karen Hill, Director of Staffing

Kate Durand, Director of Workplace Safety and Emergency Management

Loretta Cecconi, Chief Clinical Dietitian

Louise Brooks Houston, Labor Relations Manager

Maggie Rykowski, Acting Chief Executive Officer

Michael McShane, Chief Medical Officer

Michael Phillips, Chief Executive Officer

Michelle Fouts, Director of Pharmacy

Nawzaneen Talai, Acting Chief Quality Officer

Quoc Nguyen, Assistant Hospital Administrator

Rhonda Simmons, Director of Labor Relations

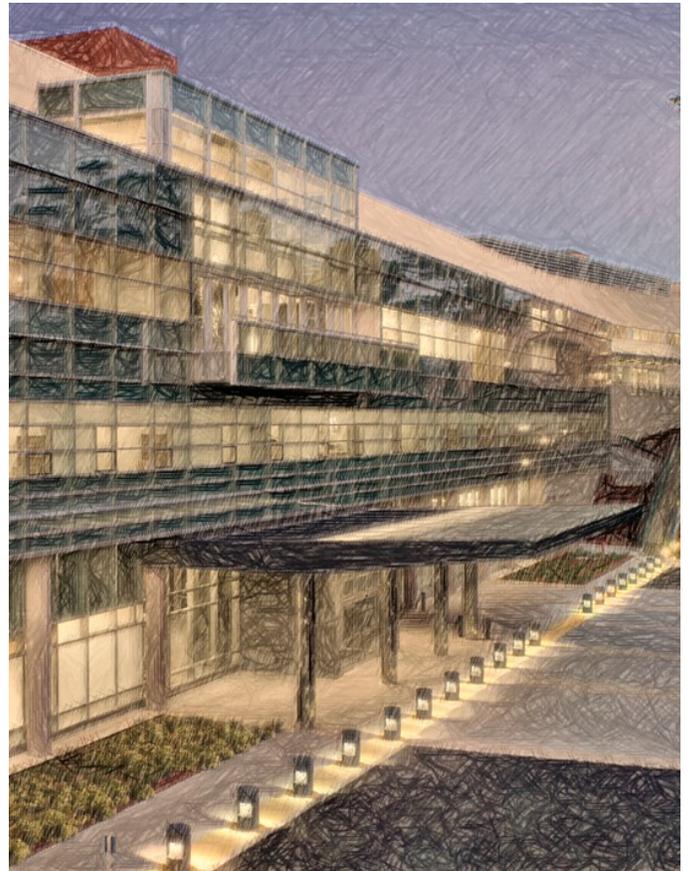
Valerie Lopez, Deputy City Attorney, Health and Human Services Team

Wilmie Hathaway, Chief of Staff

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 San Francisco Health Network is to be every San Franciscan's first choice for healthcare and well-being.





Chief Executive Officer Message

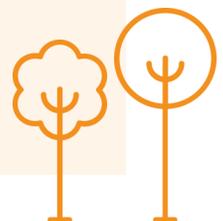


Dear Laguna Honda Hospital Community,

This past year for Laguna Honda Hospital and Rehabilitation Center (Laguna Honda) has been one of the most critical and challenging in our history. We have continued to heal as a community from incidents of patient abuse and privacy violations, we have navigated leadership transitions, and we have responded quickly and effectively to the ongoing COVID-19 pandemic. I am proud to say that our staff of over 1,100 clinical, administrative, and operations professionals has met these challenges with extraordinary dedication, expertise, and compassion for our residents, one another, and our broader San Francisco community.

I began my tenure as Laguna Honda's Chief Executive Officer on a solid foundation thanks to Interim CEO Maggie Rykowski's tireless commitment to the organization. For a year, Maggie led Laguna Honda on a path to healing, regaining the trust of our larger community, and was critical in our response to the pandemic. She oversaw the key decisions, and the early and aggressive actions that helped avert the devastation experienced by skilled nursing facilities across the country. We are fortunate that Maggie maintains an office at Laguna Honda as she has resumed her position as the Department of Public Health Chief Integrity Officer and Director of the Office of Compliance and Privacy Affairs.

I first arrived to Laguna Honda in April, before assuming the role of CEO on June 1, 2020. During this leadership transition, I was immediately impressed by Laguna Honda's swift and decisive response to COVID-19 pandemic—it has saved lives and it continues to do so. Staff have done an outstanding job working to contain the virus and slow its spread in our community. This has been achieved through our collective strict adherence to infection





control protocols, universal masking, surveillance, testing, avoiding situations with potential exposure risk outside of Laguna Honda, and the daily efforts of each staff member.

Our COVID-19 mitigation efforts at Laguna Honda have been positively recognized by Mayor London Breed, Director of Health Dr. Grant Colfax and the media. This response has required great sacrifice among staff, residents, and their families and we are grateful for their commitment and understanding.

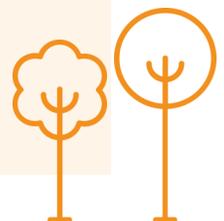
My vision for Laguna Honda is to continue the great work that is already underway, consistent with the organization's vision of "Building healthier lives as the leader in post-acute care." I have observed tremendous commitment among staff at every level of the organization. There is also a great sense of support, cooperation and collaboration among the various disciplines here. I know our greatest strength is our diversity, which is reflected in the excellent representation of many cultures, experiences, and perspectives among our staff.

In many ways this year has been a very difficult one. But as you will see outlined in this report, our staff, residents, and families have risen to the occasion. Amid the challenges, there are moments of perseverance, compassion, and even beauty that are reflected by members of our community each day.

I feel immense pride in being a member of this team and am grateful to be Laguna Honda Hospital's Chief Executive Officer.

Sincerely,

Michael T. Phillips, MHA, FACHE
Chief Executive Officer



True North

True North is a directional compass that helps Laguna Honda shape our improvement work and efforts with the aspirational goal of reaching perfection in different functional areas that enhance the overall care provided to residents at the hospital.

In alignment with the Department of Public Health, these six pillars are not mutually exclusive and serves as the basis for strategic planning as well as guiding leadership in setting priorities, and metrics. While tactics and strategies may change, our True North does not.



The six True North Pillars are:

Quality

Improve the health of people we serve

Workforce

Create an environment that respects, values, and invests in all our people

Safety

Ensure safe environments for our residents, visitors, and staff

Financial Stewardship

Ensure transparent and accountable stewardship of resources

Care Experience

Provide the best experience for the people we serve

Equity

Eliminate health disparities



True North Goal	Measure	FY19-20	Target
Quality	Reduce pressure ulcers and falls with major injury	74	79
Safety	BCMA Compliance	86%	90%
Care Experience	Likelihood to recommend care	99%	100%
Workforce	Likelihood to recommend working here	67%	85%
Financial Stewardship	Spending rate of growth to not exceed the growth of General Fund	-7.8%	
Equity	Reduce number of discrete incidents per category (9) for B/AA	492	477 (-10%)

TRUE NORTH SCORECARD: LAGUNA HONDA ACHIEVED 1 ASPIRATIONAL GOAL DURING FISCAL YEAR 2019-2020.

Quality of Care

The Quality metric focuses on improving the health of people we serve. **This year, Laguna Honda’s Leadership Team focused on reducing pressure ulcers (PU) and falls with major injury.**

Nationally, an alarming number of falls occur in nursing homes, with an estimated 75% of nursing home residents falling annually. Falling is a significant risk among nursing home residents and can lead to injuries, diminished functional status, social isolation, depression, and death. Although Laguna Honda’s publicly reported CASPER CMS Quality Measure for Falls with Major Injury remains below (better than) the nation average, the opportunity exists to reduce falls.

The second component of this year’s quality metric focuses on PUs. A number of high-risk extended-stay residents at Laguna Honda developed facility acquired PUs, and a number of residents who are admitted with PUs have PUs that did not heal within 100 days of stay.

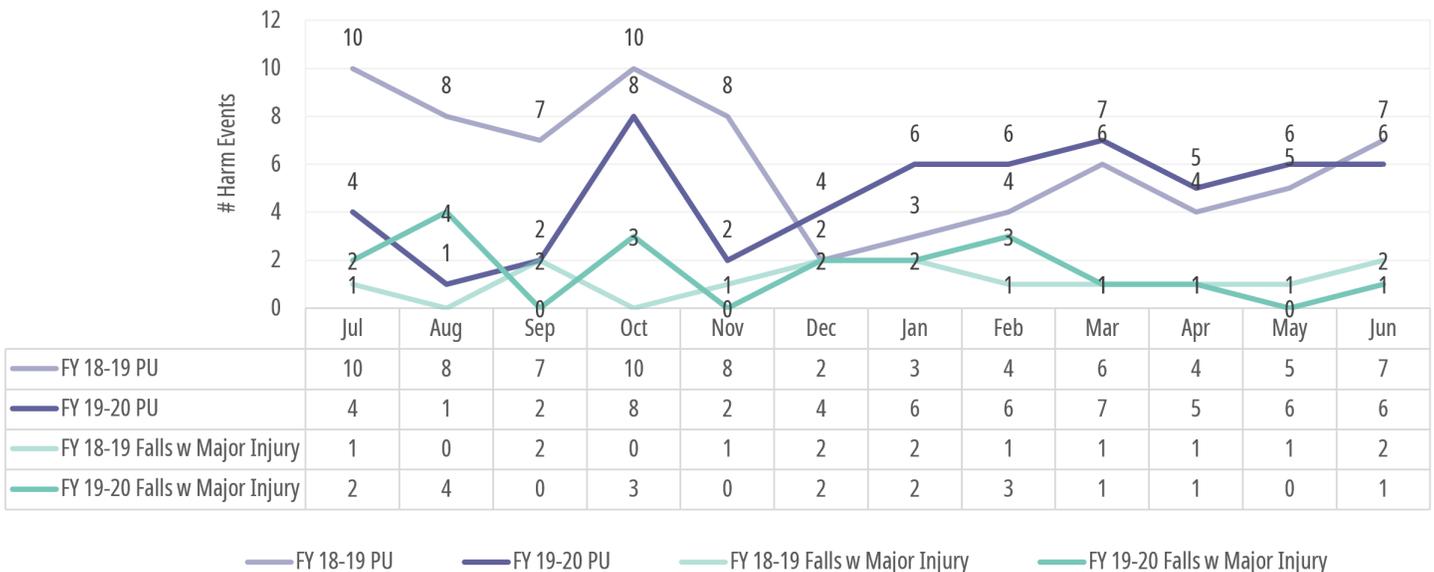
These two critical components to quality of care were creating standard work, improving staff competency, and implementing visual management tools in each neighborhood.

Quality of Care Key Accomplishments

- Decreased number of newly acquired PU by 23% (target of 10% reduction)
- Launched quarterly newsletter on PU prevention
- Implemented hospital-wide use of Falls Visual Management Tool

SF Health Network True North Goal for Quality

Goal: Reduce Harm Events by 10% (Facility-Acquired Pressure Ulcers/Falls w Major Injury)





Safety

The Safety metric focuses on ensuring a safe environment for our residents, visitors, and staff. **This year, Laguna Honda's Leadership Team focused on safe medication administration.**

The Epic electronic health record system was implemented at Laguna Honda in August of 2019. The system provides us with the opportunity to adopt barcode medication administration (BCMA), which is the gold standard in inpatient care. BCMA supports the six rights of safe medication administration, including the right patient, medication, dose, time, route and documentation.

The BCMA data is broken down into three categories – medication scanning, patient scanning and combined patient and medication scanning. We have chosen to use the combined patient and medication scanning to provide the greatest level of safety.

BCMA is a significant shift in nursing workflow and required considerable support, monitoring and follow up to reach our goal of $\geq 90\%$. Nursing leadership focused on BCMA metrics early in the Epic implementation, which helped us reach our goal by December. We experienced a dip in compliance in May, June, July and August but never fell below 88% for combined patient and medication compliance. We have been at $\geq 90\%$ for medication scanning since September 2019.

Our dip in the summer was thought to be related to issues with non-functioning scanners. Our nursing clinical liaison group worked closely with IT field services to procure adequate backup scanners and established a

workflow to support scanner replacement and repair.

Several groups have been instrumental in our success. Nursing leadership looks at the BCMA reports routinely to identify staff that may be able to provide insight into barriers. The nursing support team developed a smaller QR code for the patient barcode and provided a barcode ID card to appropriate patients who prefer not to wear an ID band. The pharmacy staff ensures that the products dispensed are scannable. Finally, the frontline nursing staff replace ID bands when they stop scanning.

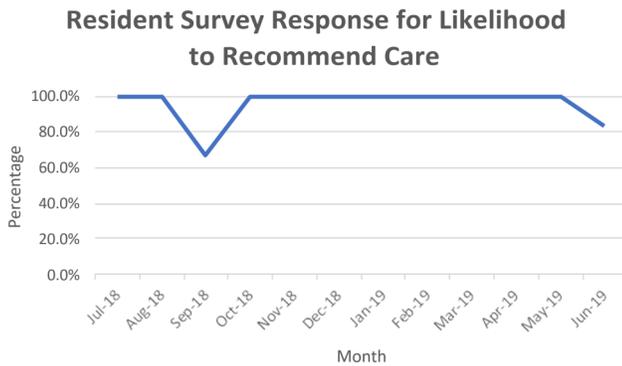
Safety

Key Accomplishments

- Developed and implemented a Barcode Medication Administration (BCMA) system
- Implemented improved nursing workflows to ensure BCMA efficiency
- Developed and established a workflow to support scanner replacement and repair
- Developed and implemented system to assure medications dispensed are scannable

Care Experience

The Care Experience metric focuses on providing the best experience for the people we serve. **This year, Laguna Honda’s Leadership Team focused on maintaining the likelihood of recommending Laguna Honda.**



This data was collected through Social Service’s discharge survey conducted over the phone regarding resident’s experience at Laguna Honda. Care experience, from the resident/family perspective, is measured by the metric ‘likelihood to recommend’ from our post-discharge survey. This is an on-going

measurement, continued from FY 17– 18. It is meant to give feedback from residents/families that have recently been discharged to the community. In addition to asking about the likelihood of the former resident/family to recommend care at Laguna Honda, we also ask about overall satisfaction with the facility.

Looking ahead, Laguna Honda would like real-time data to be able to ensure appropriate adjustments in time for service recovery. They will continue to follow this metric for FY19-20 and hope to be able to contract with a supplier that will be able to provide care experience feedback during the residents’ experience vs post discharge.

Workforce

The Workforce metric focuses on creating an environment that respects, values, and invests in all our people. **This year, Laguna Honda’s**

Care Experience Key Accomplishments

- Maintained quarterly scores over 85%
- Thanks to the continued support of the Social Services Department, we have been able to continue to gather this care experience data

Workforce Key Accomplishments

- New Culture of Safety staff survey administered, which gauges progress impact of action plans
- Staff sample size for Culture of Safety survey doubled during FY19-20
- Survey responses reflect an overall increase in staff satisfaction



Leadership Team focused on improving the likelihood to recommend working here.

In FY19-20, Laguna Honda integrated the survey system into divisional improvement efforts as part of the organization's Culture of Safety work. Department managers and front-line staff worked together to identify areas of improvement and create actionable plans. Over the course of the year, a pulse survey focused on Culture of Safety questions was internally administered twice to gauge progress and impact of action plans.

The Culture of Safety survey was administered once during FY19-20. The ten-question survey was designed in a five-point Likert scale format with (5) being the positive end "strongly agree" and (1) being the negative end "strongly disagree." The sample size (646) for the survey administered in October 2020 doubled from the

June 2020 survey sample size (329). The anonymous responses from Laguna Honda staff reflect an overall increase in staff satisfaction during FY19-20.

Financial Stewardship

The Financial Stewardship metric focuses on ensuring transparent and accountable stewardship of resources. **This year, Laguna Honda's Leadership Team focused on measuring spending rate of growth to not exceed the growth of the City's General Fund.**

In alignment with San Francisco Health Network's True North metric on financial stewardship, and to be able to continue to serve its rich history in providing San Franciscans excellent quality and cost-effective care, Laguna Honda's metric seeks to measure expenditure

LHH-Wide Survey Data





Financial Stewardship Key Accomplishments

- Actual expenditure growth rate in FY19-20 of 6.1% was lower than the budgeted growth rate of 8.9%.
- Increased revenue offset the decrease to the general fund subsidy, allowing the City to reallocate funding to support emergency response spending.

growth as it relates to the growth of the City's general fund. Expenses grew in FY2019-20 as Laguna Honda needed additional resources to respond to the Covid-19 outbreak and maintain the safety of its residents. Laguna Honda leadership maintained required documentation for FEMA reimbursement to offset the Covid-19 Pandemic Response expenditures.

Laguna Honda expenditures grew by 6.1% in FY19-20 from FY18-19 while the general fund subsidy decreased by 1.7%, resulting in a difference of -7.8%. Both numbers were consistent with amounts approved by the Board in FY19-20 appropriations ordinance. Laguna Honda revenue increased by 8.8% from FY18-19 to FY19-20 and funded the increased expenditures and decreased general fund subsidy.

Equity

The Equity metric focuses on eliminating health disparities. **This year, Laguna Honda's Leadership Team focused the collection of UO data disaggregated by race to identify areas for equity interventions.**

Data was collected from the following areas, and analysis is on-going to identify the areas that may benefit from intervention:

- Abrasion, Bruise, Cuts, Skin Tear, Sprain
- Abuse
- AMA/AWOL
- Assault
- Fall - Resident Only
- Medication or IV Fluid Error
- Problem Behavior - Aggressive
- Problem Behavior – NonAggressive
- Substance Use

As mentioned above, analysis of the UO data will continue in FY 20-21. Areas that require equity interventions will be monitored for improvement

Equity Key Accomplishments

- Began the normalization of the use of UO data disaggregated by race to identify and implement equity interventions.



PHOTO CREDIT: HEIDI ALLEZHAUSER PHOTOGRAPHY

EPIC IMPLEMENTATION AND STABILIZATION



Improving Care

It is vital that our services continually improve to meet the needs of our residents. We are now well into our Lean Journey and continue to make strides in improving services through implementation of our new electronic health system, Epic. Many supported Laguna Honda through the arduous process.

Epic Implementation

Laguna Honda Hospital was part of Wave 1 of the San Francisco Department of Public Health Epic Implementation, which began on August 3, 2019. We faced many challenges in the first months of Epic but quickly moved into the stabilization phase.

At The Elbow (ATE) support was critical during the initial days of “go-live.” ATE staff were available 24/7 during the first month supporting users across all disciplines.



Stabilization

During the first several months after “go live,” Laguna Honda worked closely with the Epic teams to correct breaks. Breaks were aspects of the system that did not work as expected. For example, registration, consults for long term care (LTC) patients, admission workflows, medication orders, and rehabilitation scheduling required fine tuning than initially anticipated. Subject matter experts and Epic Super Users were critical to understanding the needs, communicating the challenges, and testing the fixes.

Long Term Care Development Team Visit

Epic’s LTC development team visited SFDPH in December of 2019 to learn from our teams about the challenges of using Epic in the LTC environment. Improvements that resulted from those discussions include the development of several 30-day view documents – MAR, behavioral monitoring, vital signs and more; improved MDS workflows; clarity around leave of absence (LOA) workflows; and default level of care settings.

Laguna Honda participated in Epic’s nationwide LTC Brain Trust meetings and have routine meetings with the LTC development team.



SOUTH 2 STAFF WITH ATE SUPPORT

Collaboration Across the Department of Public Health

Laguna Honda staff continue to participate in DPH wide work groups to prioritize optimization requests and anticipate the impact of requests on workflows at Laguna Honda and Zuckerberg San Francisco General. Domains with Laguna Honda representation include: Inpatient, Pharmacy, Ancillary, ARCR, and Ambulatory and workgroups include Clinical Decision Support and Complex Clinical Workgroups.

COVID-19 Response

In March of 2020, the Epic focus shifted to supporting our response to the COVID-19 pandemic. Shadow units were built to allow Laguna Honda to swing beds for potential surge or isolation purposes. Orders, care plans and more were built to support our staff in caring for Laguna Honda residents during the pandemic.

Long Term Care Rx Billing

Laguna Honda went live with LTC Rx Billing in Epic on April 29, 2020. The pharmacy is now able to bill LTC prescription medications based on documented administration within Epic. This eliminates dual entry of rx data into a separate pharmacy information system for the purpose of billing. The legacy system will sunset after the DPH outpatient pharmacies go live on Willow Ambulatory in May of 2021.

Health Commission Recognition

Irin Blanco, Grace Chen, Maria-Elena Healy, and Steven Thompson were the linchpin for the Epic LTC implementation at Laguna Honda Hospital.

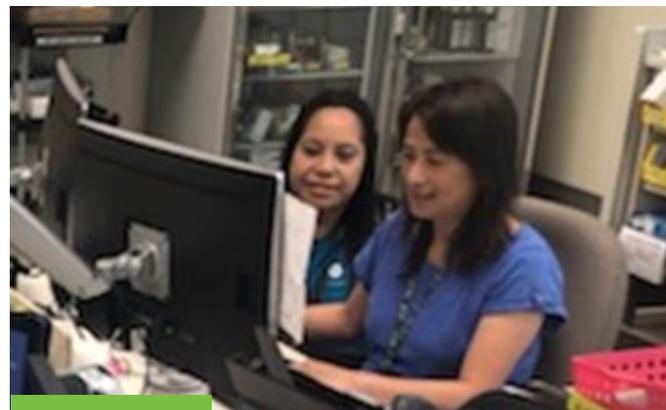


The four worked for more than a year representing Laguna Honda and the nuances of the LTC environment in DPH meetings. They provided critical education and tutorials to colleagues to facilitate a smooth “go-live” process. Irin, Grace, Maria-Elena and Steve did this great work while continuing their day-to-day work as clinicians at Laguna Honda Hospital.

They continued to work with their colleagues across DPH during stabilization to fine tune the challenging workflows. They responded to Epic requests, questions from colleagues, and training needs across departments within the hospital. They followed up with ongoing requests and questions from staff and challenges in Epic to ensure residents are well taken care of. This team continues to ensure Laguna Honda does not just add Epic to previous workflow. They are doing the hard work to assist the organization to fully embrace Epic to allow our residents to benefit from the many safety features of the system. They have taken on the challenge of helping transform how we deliver care.



ON AUGUST 4, 2020, LAGUNA HONDA'S EPIC SUPER USERS AND CORE SUPER USERS CELEBRATED THEIR ONE YEAR ANNIVERSARY



ATE SUPPORT HELPING PHARMACIST JANE CHAN



PHOTO CREDIT: HEIDI ALLEZHAUSER PHOTOGRAPHY

Highlights from Fiscal Year 2019 — 2020



Annual Carnival Celebration – August 27th

Laguna Honda's Activity Therapy Department hosted the annual carnival celebration for residents on August 27th. The 2019 carnival was made even more special with support from the San Francisco Salesforce office. Salesforce provided donations for gifts and other prizes that residents were able to win during the carnival. They also provided more than 30 of their own employees who helped staff the carnival, alongside our activity therapists.

Influenza Season Campaign – Fall 2019

The influenza (flu) season officially kicked off on October 1st with the Medical Clinic providing access to flu vaccinations to all staff and volunteers. The campaign met federal and state requirements for health workers as well as ensured that staff and



residents are safe and protected against the flu during the fall and winter months when risk is high. For those opting out and signing a declination form, mandatory masking period started on November 1st.

Laguna Honda Network Trail Ground Opening – September 28th

The San Francisco Urban Riders, in collaboration with Supervisor Norman Yee's office, held a ground-breaking ceremony for the newly minted network of trails behind Laguna Honda's campus. The event



drew a crowd of more than 80 people who were provided guided trail hike tours to explore the area. President of the Board of Supervisor Norman Yee was in attendance, along with Laguna Honda leadership to welcome neighbors and community groups in opening this new set of trails.

Years of Service Recognition Dinner – October 25th

Laguna Honda staff who reached milestones of between 5 to 30 years of service were recognized during a dinner at Patio Espanol. The event celebrated more

than 100 staff members from across multiple departments. Honorees were provided a certificate recognizing their number of service years at the hospital and given a special pin to commemorate the



occasion. The dinner featured singing, dancing and a photobooth to help honorees and their friends and family celebrate in with extra fun heading into the weekend. A big thank you to Janet Chen, SF Fellow, Nawzaneen Talai, Manager of Administration and Jennifer Carton Wade, Assistant Hospital Administrator for planning the successful event.

Pumpkin Patch and Halloween Party – October 16th and October 31st

Residents celebrated the festivities of the Fall season in October. The Activity Therapy Department created a fun-filled month with a pumpkin patch day in the Virginia Leishman farm as well as a Halloween themed hospital-wide celebration. Both events were a success as residents enjoyed themselves and were able to wear costumes and/or see others dressed up.



Medical Clowns Grand Rounds – November 2nd

The Medical Clowns are an organization that Laguna Honda has partnered with to provide supplemental therapeutic activity for residents diagnosed with dementia or other memory care needs. On select days, the Medical Clowns dress up in fun costumes and perform their humorous acts



on resident neighborhoods. The laughter they draw from residents has been beneficial to the overall care plan for many individuals. On November 2nd, they held their fourth annual Grand Rounds fundraiser in Gerald Simon Theater. Proceeds from the event go towards helping them sustain their mission of helping residents of the hospital continue to laugh and enjoy life.

Annual Holiday Show Presented by Friends of Laguna Honda – December 6th

Residents enjoyed another wonderful holiday show lineup in historic Gerald Simon Theater. The show, sponsored by

Friends of Laguna Honda, featured various musical acts and comedic performers that drew laughs from the residents in attendance. This year’s event represented the 5th consecutive time the show has been back on stage.

Annual Resident Holiday Gift Program – December 17th

Volunteer Services was hard at work during the holiday season to ensure that all residents received a gift from the hospital. For over two months, Michael Ford and Ketkesone Siharath collaborated with the Activity Therapy Department to identify resident wish lists. They also organized volunteer days with volunteer support to package items that were gifted to residents during each neighborhood’s holiday parties. Each resident received items that will enhance their quality of life at the hospital. This program is made available due to the generous support from Friends of Laguna Honda.

Black History Month and SFDPH Black History Month Event – February 2020

For the third consecutive year, Laguna Honda hosted the Department of Public Health’s event honoring Black History Month. This year, Joy DeGruy, renowned speaker and author on the intersection of race, trauma and violence, was the key-note speaker. She provided an impactful talk on Self Care for African Americans: Taking Care of Ourselves to Take Care of Our Communities, sharing strategies for resilience in the face of multiple barriers



and constraints affecting healthcare. The event was widely attended and featured special guests from SFDPH/SFHN and City leadership, including Mayor London Breed.

In addition to the marquee event, Black History Month at Laguna Honda included events every week like special musical and poetic performances by the hospital's very staff such as Sonia Gaddies-Fonseca and Chauncey Jackson. In addition, the committee also encouraged staff to participate in wearing designated colors every Friday to pay homage to traditional colors. The kitchen also contributed by changing their menus to provide the Laguna Honda community with cuisines that celebrated Black culture and Black history.

Coffee with a Cop – February 27, 2020

The Sheriff's Department at Laguna Honda provided an opportunity for staff and other community members to connect and engage in open dialogue. This allowed staff from the Sheriff's Department to be more visible on campus and learn more about the community that they keep safe every day.

Connected Through Technology

– April 2020

The Activity Therapy Department found creative ways to keep residents connected with families and friends despite the Health Order prohibiting non-essential visits to campus. Through the support of Friends of Laguna Honda, residents can make and receive video conferencing calls. This allows interested residents to check in with family

and friends regularly through the help of their activity therapist and or social worker.

Filipinos Feed the Frontlines

– April 24th

Laguna Honda was the recipient of generous food donations from various Filipino restaurants and vendors as part of the Filipinos Feed the Frontlines initiative. On April 24th, more than 800 meals were delivered by the following organizations: FK Frozen Custard, Manila Bowl, Mestiza-Little Skillet, Nick's Kitchen, Ox + Tiger, Pinoy Heritage, Sarap Shop and Senor Sesign. This initiative provided our nurses and neighborhood Resident Care Team staff with the a morale boost and sustenance while working hard to keep our residents and community safe from COVID-19.

National Nurses Week – May 6

National Nurses Week is always a time to celebrate our Laguna Honda nurses. With more than 800 nurses on staff at the hospital, their tireless work, dedication and compassion is the backbone of this organization. Their contributions are even more evident during this unprecedented healthcare pandemic when they are serving as the frontline leaders in our efforts to slow down the spread of COVID-19. To show our appreciation, nurses were highlighted all week with shout outs, recognition and other festive activities. The greater public also demonstrated their support of our nurses with generous donations including products from South San Francisco based company, The Fruit Guys.



Pastry Donation from Board of Supervisor President and Mayor – May 21

With the support of the Mayor’s Office and the President of the Board of Supervisors, Norman Yee, four local bakeries delivered more than 1,500 pieces of baked goods for Laguna Honda staff. The four bakeries; A-1 Café and Bakery, Ambrosia Bakery, Creighton’s American Bakery, and Cherry Blossom Bakery hand delivered freshly made items to the hospital.



While on site, Supervisor Yee also took time out to acknowledge and highlight members of the Activity Therapy Department as part of Asian Pacific Islander Heritage month. The staff included: Wing Tse, Camay Ko, Ann Wong, Amy Chen, Alice Wong, Mariel Badiola, and Laura Wanzong. Each work on resident neighborhoods and provide enhanced activities and wellness events year round.

Vigil for George Floyd – June 2

Laguna Honda staff showed solidarity in our commitment to achieving racial equity and the need for social reforms, especially as it

relates to policing, with a Vigil for George Floyd. Participants across all hospital departments kneeled and or stood in protest for 9 minutes to represent the time it took for Mr. Floyd to wrongfully lose his life at the hands of four reckless Minneapolis police officers. A bell tone was chimed on the hospital overhead to signal the start and stop time for all staff of the vigil.

Staff Celebration Week – June 9

After more than 3 months of slowing the spread of COVID-19, Laguna Honda celebrated our staff by hosting a weeklong series of events. To kick things off, the hospital received more than 5,000 bouquets of lilies through a generous donation from the Consulate General of the Netherlands. Staff also were treated to light snacks, refreshments and special giveaways that promoted wellness and healthy living. The week ended with a town hall with new CEO, Michael Phillips, and provided participants with an opportunity to ask open and honest questions about the present and future of the hospital.



PHOTO CREDIT: HEIDI ALLETTZHAUSER PHOTOGRAPHY



Performance Improvement

Lean 3P Workshop: Working Together to Deliver Safe Care – February 24, 2020

An interdisciplinary team came together for a Lean workshop during the week of February 24th. The workshop was designed to be a 3P exercise, with a focus on preparation, production and plant, or physical structures. Together, the team was asked to tackle the issue of patient and staff safety. More specifically, how can Laguna Honda reduce resident workplace injuries and resident handling injuries?

As with any Lean workshop, team members were able to absorb relevant data and information and then go out to the Gemba, or where the work happens, to observe their peers and residents in the purest setting. This allowed for the team members

to take notes and identify opportunities for improvement.

The team was led by Rona Consulting Group in their effort and completed the week by hosting a report out of their work to the rest of the hospital. There were three end products resulting from the week, including a templated white board for every resident room, co-located equipment and supplies cart for every household in resident care towers, as well as a new conceptual household-based care team staffing model that will be trialed over the next few months for impact and feasibility.

The week was an important milestone for Laguna Honda as the hospital begins to complete work that will contribute to a culture of safety.



PHOTO CREDIT: HEIDI ALLEZHAUSER PHOTOGRAPHY

COVID-19 Response



Nationwide, mortality from COVID-19 is disproportionately concentrated in skilled nursing facilities. At Laguna Honda Hospital, one of the largest SNFs in the country, and the largest publicly run SNF, we have worked tirelessly to catch cases early and limit the spread of the virus. During FY 2019-2020 there were no COVID-19 deaths among residents or staff and no residents suffered complications requiring a higher level care as a result of COVID-19.

COVID-19 Response at Laguna Honda

At the beginning of the pandemic, we knew Laguna Honda would be particularly vulnerable to COVID-19 due to our size and population. We implemented a series of actions that have protected our community to-date and dramatically slowed the spread of the virus.

Laguna Honda's COVID-19 Outbreak Management and Prevention is rooted in decisive, early action, sustained best



practices, partnerships, transparency, and ongoing collaboration with the community.

At Laguna Honda, we saw our first COVID-19 case on March 22nd and had an outbreak in two of our units, both which were quickly contained. Our early action was decisive, and we continue to build upon it daily, following guidance from our local, state, and federal partners, collaborating with Laguna Honda departments, our residents, and our resident families, and using the expertise and leadership of our Hospital Incident Command System (HICS).

Some of our actions from the 2019/2020 fiscal year include the following:

- Implementing a daily “health check” process for all staff and limiting the number of entrances
- Requiring universal masking for all staff and strongly encouraging universal masking for all residents
- Implementing regular COVID-19 screening testing of all staff and residents
- Implementing response testing after new cases and symptomatic testing
- Designing an outbreak control system to place neighborhoods and departments on heightened outbreak protocols after a new COVID-19 case
- Cohorting COVID-19 positive residents in a dedicated COVID-19 unit
- Launching a contact investigation team
- Adding a cleaning shift so that our Environmental Services Department is now a 24-hour service

- Adding cleaning protocols for disinfectant use and cleaning medical equipment
- Respirator fit-testing for over 1,000 staff
- Updated staffing models to decrease floating among staff
- Hospital-wide PPE and other infection prevention and control trainings
- Facilities improvements such as installing Plexiglas barriers and social distancing stickers
- A robust communications strategy that provides daily updates to staff and residents as well as data sharing

Keys To An Effective Response

- Strong Pre-COVID Culture and Sense of Community
- Early, Aggressive, and Decisive Action
- Staff, Resident, and Resident Family Buy-In
- Asking for Help and Strong Partnerships at the Local, State, and Federal Levels
- Driven by Scientific Expertise
- Providing Recognition to Staff, Residents, and Resident Families and Celebrating Contributions



- Providing alternative activities for residents and ways to stay connected such as “virtual visits”
- Staff celebrations to ensure high morale, including socially distanced events, daily shout-outs, and team of the month awards
- Specialty plans for safe reopening such as visitation, clinical services, and resident activities

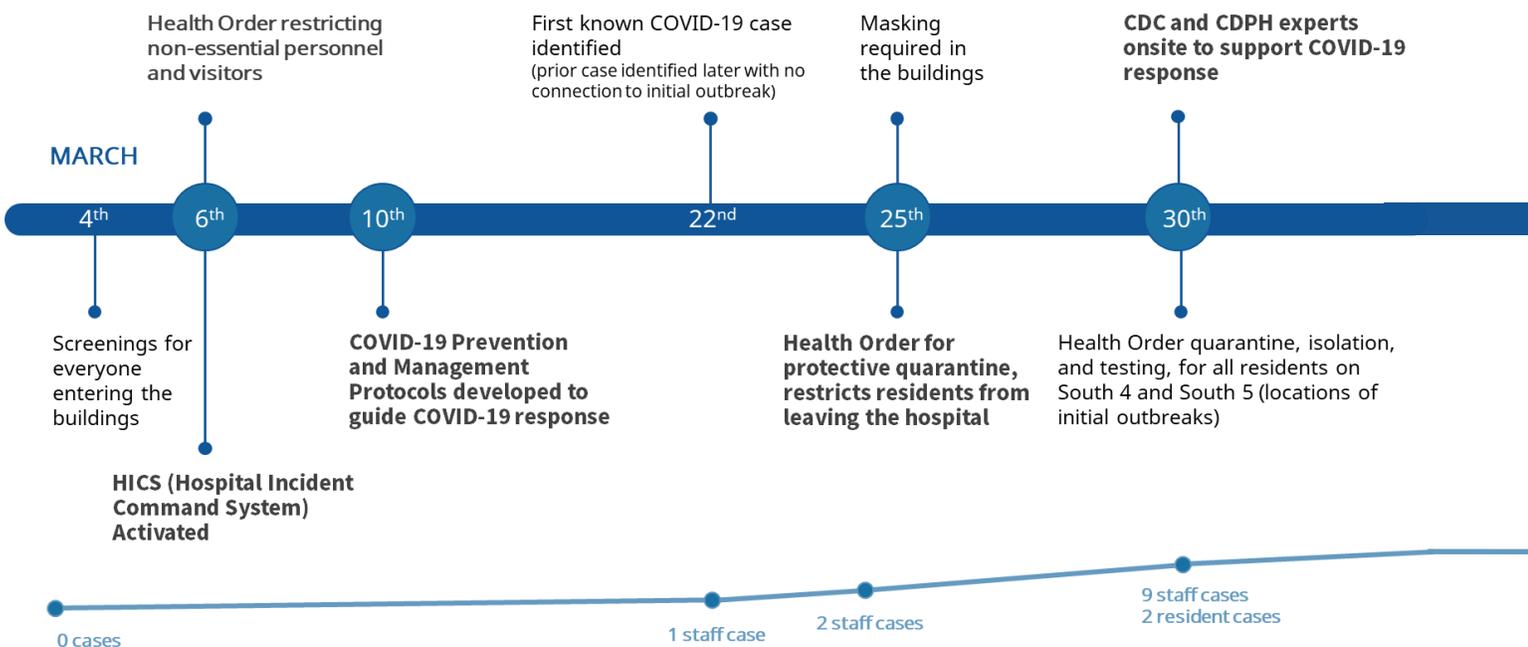
Mayor London Breed and Health Director Dr. Grant Colfax sought onsite expertise from the California Department of Public Health (CDPH) and the CDC in March. These early partnerships laid the foundation for our COVID-19 response and we continue to work in close collaboration.

Laguna Honda and SFDPH made bold choices in March by enacting two Health

Orders: one placed Laguna Honda on a protective quarantine and restricted residents from leaving campus in most cases and the second prohibited all visitation outside of end-of-life visits. Laguna Honda remains on protective quarantine, although visitation has resumed in a limited capacity. These two health orders require great sacrifice, yet they are significant factors not only in Laguna Honda’s low COVID-19 numbers, but also in San Francisco’s low mortality rates among seniors.

Laguna Honda’s COVID-19 Outbreak Management and Prevention required staff, residents, and resident families to be adaptable to ongoing policy and operation updates. To build trust and ensure buy-in, Laguna Honda leadership prioritized

COVID-19 RESPONSE TIMELINE





collaboration, communication, and transparency. This started with our Chief Executive Officer, Michael Phillips, our executive team, and Hospital Incident Command System team. The strong connection between leadership and the larger community was established through regular communication, data sharing, virtual forums, and for staff, a COVID-19 website with all written protocols.

Resident Perspectives

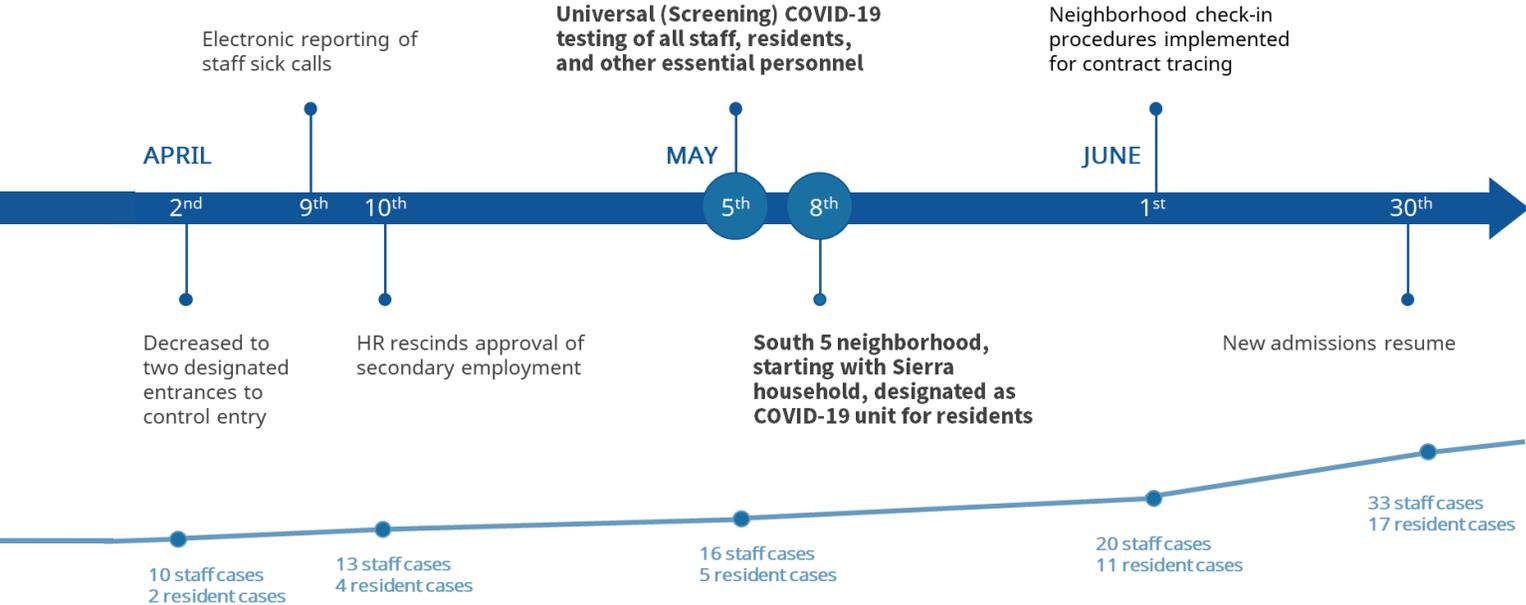
Our effective response would not be possible without the support and sacrifices of our residents and resident families. Our South 2 neighborhood resident Michael shared his story with the San Francisco Chronicle earlier this year. Michael, a 38-year-old resident with cancer who asked that his last name be withheld, tested

positive for COVID-19 on May 9.

Michael shared that throughout the pandemic, he has felt safe and supported by the Laguna Honda community. This includes clear communication, established safety protocols, and results that speak for themselves. Michael also helped us process improve as the first resident to be transferred back to their home neighborhood from the COVID-19 unit once recovered. He provided important feedback



PHOTO CREDIT: SAN FRANCISCO CHRONICLE | GABRIELLE LURIE





on how to support residents during the transition and dispel some of the stigma that comes from testing positive for COVID-19. We are so grateful to Michael.

“In the beginning, there was some fear and just some anxiety,” he said. “But I had a very good support system. I am a spiritual person as well. When I made a mental resolve to turn isolation into solitude, and start focusing on the inner me, that’s what actually helped me to cope through that time of being isolated much better.”

Debra Bauer, the mother and conservator of a Laguna Honda resident shared the following: “Thank you so much for the diligence and exacting standard being maintained. I tell all my friends how

impressed I am with LHH’s response and statistical good numbers and recoveries when they ask. I also add that the care of the special needs of each patient are so unique, and I can tell on phone calls and video chats that my sweet [son] is known.”

Sharing Lessons Learned

Laguna Honda serves as a national model for COVID-19 response and we are disseminating best practices through our partnerships at the local, state, and federal levels. We hope the work done to-date at Laguna Honda can be applied to other facilities throughout the country and prepare us for any future responses.



PHOTO CREDIT: SAN FRANCISCO CHRONICLE | GABRIELLE LURIE



Many individuals have served on the Hospital Incident Command System team since the beginning of the pandemic. These images reflect the (HICS) leadership team as of June 1, 2020.



Incident Commander:
Troy Williams
Oversee all aspects of emergency response



Planning Chief:
Nawzaneen Talai
Prepare incident Action Plan, manage long-range planning, oversee data collection and analysis



Logistics Chief:
Diana Kenyon
Coordinate resource allocation for material needs of response (ex. PPE)



Chiefs of Operations:
Jacky Spencer-Davis and Dr. Wilmie Hathaway
Manage response to resident clinical needs. Coordinate resident testing. Track patient bed flow.



Safety Officer:
Kim Lin
Manage respiratory fit testing, provide daily safety messages



Contact Investigation Officer:
Irin Blanco
Conduct contact tracing for positive COVID-19 cases, conduct universal staff testing



Infection Central Officer:
Justin Dauterman
Oversee and implement infection prevention and control protocols



Communications Officer:
Zoe Harris
Manage internal and external communications related to COVID response



Policy Group:
Michael Phillips
Ensure COVID response is aligned with LHH policies and procedures; liaise with SFDPH leadership.



Continuity of Operations Chief:
John Grimes
Oversee continuing operations of the facility. Respond to needs around security, staff, support, etc.

Resident Stories



Ida M.

With her husky voice and infectious laugh, South 4 resident Ida Marksman smiles and says, “You’re only as old as you feel. And I feel young.” At 80 years old her art keeps her mind and hands busy, adding youthful joy to her days. She is an artist of many mediums- be it painting, drawing, collage, or ceramics, she just can't stop making things.

During shelter in place she spends her days in her room, or the unit great room, listening to the swinging sounds of Bing Crosby, making as much art as she has time and materials for. Ida finds inspiration all around her: she particularly likes to create images of people, real and imagined. When asked about her work her face lights up as she tells you about the people in the pictures. She hasn’t just fabricated their images, but also their stories. When it comes to telling her own life story, Ida is a bit shy. She says she can’t remember it all. While some of the details have faded, there are a few things



she is certain about: her love of San Francisco hometown, her artistic nature, and her enjoyment of activities at Laguna Honda.

Ida was born in 1940 to Italian Immigrant parents and was raised in San Francisco's North Beach neighborhood. She attended Sunshine Orthopedic School, Francisco Middle School, and Lowell and Balboa High Schools. Ida remembers her favorite subjects were art and home economics, where she learned to sew, weave, and create. After school Ida had many tumultuous years, but she always did her best to help her family despite tough circumstances, finding solace in art and music.

Having experienced devastating seizures all her life, a fall at home a few years ago proved one too many to remain safely there, and she

moved to Laguna Honda. Ida continues to make the best of the situation and fill her days with things that bring her joy. She is grateful for the care she receives here and feels supported in pursuing her interests.

Ida says she can't wait for the pandemic to be over, eagerly anticipating the return of her favorite activities at LHH: Art with Elders, concerts in the Chapel, parties and shows in Gerald Simon, and strolling the halls visiting with fellow residents, staff, and volunteers alike. She misses being able to see her family in person but is happy to talk to them on the phone or on facetime when she can. In the meantime, Ida will keep on making art and sharing stories-bringing light to all who cross her path in these dark times.





Bernadette Y.

"I'm not afraid of anything," Bernadette Yee says matter-of-factly while leisurely sipping her coffee and finishing her breakfast one quiet Saturday morning on South 4. She then proceeds to share her life story, one full of hard work, tenacity and bravery.

Born in Hong Kong in 1956, the eldest of her 5 siblings, Bernadette attended an all-girls Catholic school run by Canadian nuns. Their classes focused on religion and manners, but Bernadette always longed to learn more than table etiquette; she loved animals and math. She says she always wanted to work, not only to help her family financially, but to feel like she was making her life her own. Bernadette's first job was behind the counter at her parents' store

front. She also helped her grandfather care for the cats that trapped the rats at his rice merchant warehouse.

In 1970 her family moved to San Francisco, joining an Aunt already settled in North Beach. While a student at Galileo High School Bernadette recalls being intimidated by the gang violence that claimed the lives of some of her classmates. To cope, she kept busy with her studies and found an after-school job at the library. Upon graduation she fled to St. Louis University with dreams of becoming a nurse. However, the racial and class tension she witnessed in Missouri did not align with her American Dreams but did inspire a feeling of civic duty and a drive to help ameliorate the lives others.





Bernadette returned to San Francisco and pursued an accounting degree from Golden Gate University. Her love of math could be put to good use and provide her with job security as bookkeepers are always needed. Bernadette would work for many types of companies—construction, art studios, banks. She spent months each year traveling around the United States on her own. She says life on the road was challenging but solidified her independent and fearless nature. Eating alone at a restaurant, as a woman, often felt like a revolutionary act.

She kept up this nonstop pace for decades. Bernadette's only regret is that her workaholic tendencies would lead to disaster. In pursuit of her career she had neglected her health, and in 2016 suffered a massive stroke. Bernadette would spend many months at SF General before she and her family decided that coming to Laguna Honda Hospital was her best bet for rehabilitation. While outpatient rehab was a possibility, Bernadette feared being isolated in her home, while waiting for her body to catch back up with her active mind.

Initially being told that she would never walk again, Bernadette now prides herself on getting out of her wheelchair to walk and stand daily. Her endurance in improving and she feels hopeful that one day she will be discharged home. Having also been told that she may not talk again, she proudly uses her resilient voice as one of the most forthright members of LHH's Resident Council. Many of her neighbors may not be able to speak up due to linguistic, cultural, or sensory barriers, so she feels dutybound to represent them in this important forum. Bernadette says helping others keeps her motivated to help herself.

Even though we are not able to gather for

Resident's Council in person, Bernadette is always ready to help her community raise any concerns they might have. While we wait for the pandemic to pass, she keeps busy reading the newspaper, watching movies on Netflix and tutorials on YouTube, always seeking out new information. Everyday she goes to the balcony to enjoy the fresh air and beautiful plants. Bernadette also can't wait to resume group gardening on the farm. One of her dreams is to grow organic vegetables when she returns home. Until that time, she vows to keep planting seeds of courage and perseverance along the halls of Laguna Honda.

In Memoriam

The year 2020 saw an overwhelming amount of loss worldwide.

We honor and remember all those who lost their lives to the COVID-19 pandemic. While we are fortunate to have lost none of our residents or staff, we hold close the many residents of long term care, assisted living, and skilled nursing facilities as well as healthcare workers around the world who passed due to this virus.

The lives lost to racism, xenophobia, anti-Blackness, and police brutality this past year are our collective sorrow. At Laguna Honda, we say their names and fight for a more just world.

In a region plagued by wildfires, we also remember those who lost their lives to wildfires this year.

At Laguna Honda Hospital, we work as a team to create a healing community. However, we know that no matter how hard we work to safeguard our community, each year is filled with the loss of family, friends, residents, and colleagues. On Remembrance Day, our





community comes together to celebrate all those who have passed.

“We give thanks for the time we shared with them. We celebrate their lives and we honor them with our memories.

May we always know that no matter how great the pain, the joy that comes from loving is always worth the risk. Help us to see new beginnings in the days ahead, and to know that, even though our friends and family no longer walk beside us, we will be blessed forever by our loving memories of their lives.”

- Reverend Bob Deel,
Laguna Honda Hospital Spiritual Care

director for the Southeast Health Clinic, Jay was known to visit the local pharmacy and make house calls for patients who missed prescription pick-ups. His career was full of anecdotes like this one.

Together, let us celebrate the life of Dr. Starks and appreciate his valued contributions to LHH and to the world. “

- Michael Phillips,
Laguna Honda Hospital CEO

“This year, we highlight one member of our community who we lost far too early, the extraordinary Dr. Jay Starks.

Dr. Jayum (Jay) Starks. joined Laguna Honda in 1999 and for nearly twenty years, served our residents with incredible compassion and care. His colleagues have shared with me the lasting imprint of his contributions. They also shared who he was as a person: gentle and kind, patient, devoted to his family and his residents, and passionate about public health and mentoring the next generation of health care professionals. Before joining LHH, during his days as the medical



DR. JAYUM (JAY) STARKS

Staff Recognition

Laguna Honda Hospital staff bring excellence, dedication, and compassion to work every, supporting our residents and making Laguna Honda a great place to work for our staff.

Every year we recognize a select number of staff through out our Employee of the Month Program. At the onset of the pandemic, we transitioned to recognizing teams of the month exclusively in acknowledgement of the tremendous impact of the pandemic on each department.

Jinky Lasat, South 5 & Nieves Morano PMS





Han Myint, Food and Nutrition Services



Core Super Users & Super Users



Kathy Lee, Rehabilitation Services



Rose Huang, Environmental Services Department



Margaret Young, Activity Therapy



Olivia Thanh, Administration





**Lena Yue,
Quality Management**



**Jessica Lavitoria,
Rehabilitation Services**



**Michael Lilagan, Food
and Nutrition Services**



Respiratory Therapy



Admissions & Eligibility



South 4



South 5



Volunteers

In a typical year, over 400 people volunteer at Laguna Honda. From teens to seniors, and from students to corporate groups, our volunteers are a unique and enthusiastic group of do-ers who enrich our community and share their time, talents, expertise, ideas, laughter, and love with our residents and staff. However, this was not a typical year and due to the COVID-19 pandemic, and our protective quarantine, we restricted all volunteers beginning in March of 2020, and through the remainder of the fiscal year. Laguna Honda was fortunate to welcome a small group of dedicated volunteers back on campus to support the resumption of visits beginning in September of 2020.

Elena Gutteridge

"I've been part of the volunteer "team" for the past ten plus years. I "donated" three of the farm goats and that led me to become involved on the farm, bringing animals to visit residents and participating in many other activities. Every moment has been so special. Being with residents (and their families) has been rewarding in so many ways and I will always cherish what they have given to me. Being with them, sometimes a very difficult time of their lives, has made me value life and I think has helped me become a more thoughtful and

Touching. Heartbreaking. Very moving witnessing an extraordinary level of care. Difficult given restrictions. Inspiring.

- Volunteer Dan Rosen





LAGUNA HONDA VOLUNTEERS
MARK CAMPBELL, FR. STEPHEN BARTLETT-RE,
BEA GUNN AND KATHY FOURRE

empathetic person, both to them and others. I thank Laguna Honda for the privilege of being a volunteer."

Mark Campbell with the Art With Elders Program

'Returning to Laguna Honda for these family visits, even just to lay eyes on our extended family of residents after such a long time, reminds me how important this volunteer work is not only for them but, perhaps even more, for our own well-being; in a nutshell, it feels great. The safety protocols enacted to ensure everyone remains healthy, provide an unexpected degree of confidence and make it quite clear how administrators have been able to keep Cd at bay within the hallowed walls of our LHH.'



LAGUNA HONDA VOLUNTEER ELENA
GUTTERIDGE AND JOHNNY ADKINSON

"I love to see the smiles and happy eyes of the visitors and the residents when they see each other for the first time in 8 months."

- Volunteer Bea Gunn

Paul Bourbin:

"I'm glad to be able to help residents visit with their families and friends after such a long absence."

Father Stephen Bartlett-Re

"I am delighted to help families visit their loved ones in our hospital. It is wonderful to see how much the face-to-face visits mean to the residents and their families, even when they have stayed connected by Zoom. Visible human contact is essential to our humanity."



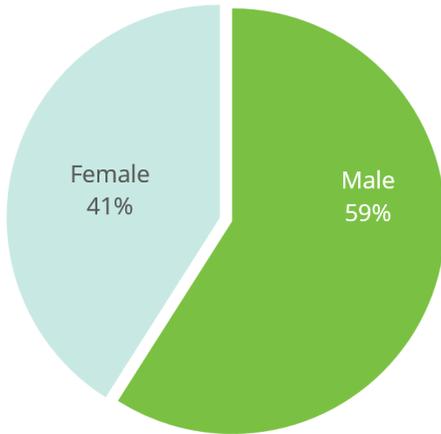
LAGUNA HONDA VOLUNTEERS
KATHY FOURRE AND DAN ROSEN

Who We Served: Resident Demographics

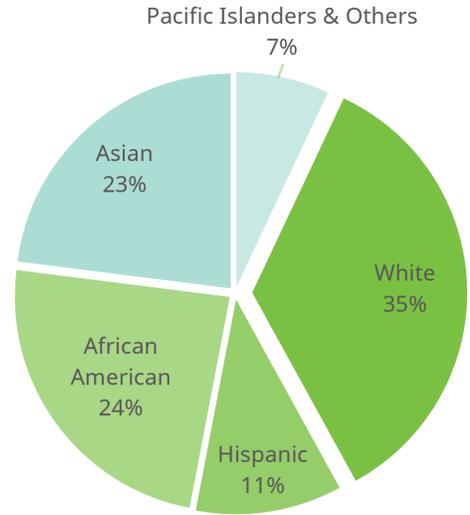




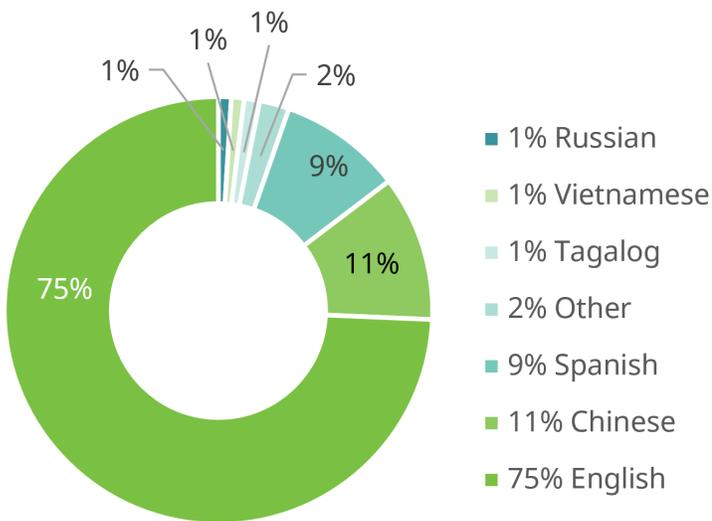
Residents by Gender



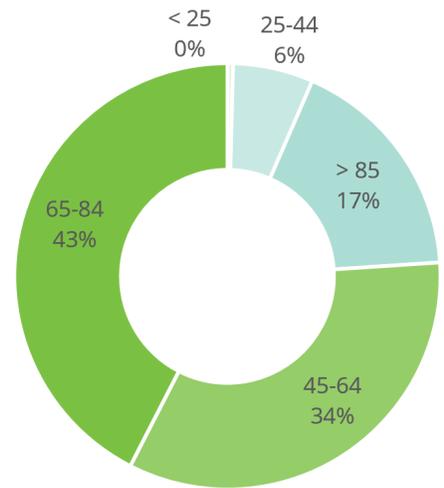
Residents by Race



Residents by Primary Language



Residents by Age Group



Average Length of Stay Prior to Community Discharge

FY 18-19	FY 19-20
208 days	175 days

Community Discharges

FY 18-19	FY 19-20
191 days	123 days

By the Numbers

By the Numbers

294,718

→ Total Resident Days

332

→ Average Length of Stay

354

→ New Admissions

793

→ San Franciscans Served

123

→ Residents Discharged Back into the Community

94%

→ Of Staff Received Flu Vaccination

28,493

→ Hours Completed by Volunteers

Top 10 Resident Diagnoses

1. Essential (primary) Hypertension
2. Dysphagia, unspecified
3. Epilepsy, unspecified, untractable, without status epilepticus
4. Chronic obstructive pulmonary disease, unspecified
5. Type 2 diabetes mellitus without complications
6. Major depressive disorder, single episode, unspecified
7. Other symptoms and signs involving cognitive functions following cerebral infarction
8. Vascular dementia without behavioral disturbance
9. Unspecified dementia without behavioral disturbance
10. Atherosclerotic heart disease of native coronary artery without angina pectoris





Financial	FY 19-20	FY 18-19
Total Operating Revenue	\$206,935,411	\$189,116,747
Total Operating Expenses	\$275,305,002	\$263,010,621
General Fund	\$68,369,591	\$73,893,874
Salaries and Fringe Benefits (includes in Total Operating Expenses)	\$215,692,568	\$208,148,184

PAYOR Sources	Inpatient Days		Outpatient Days	
	FY 19-20	FY 18-19	FY 19-20	FY 18-19
Uninsured	0.4%	0.4%	1%	1%
Medi-Cal	96%	96%	35%	37%
Medicare	2%	2%	59%	60%
Others (Healthy Families, Research, Jail, Workers' Comp, Non-Medi-Cal CHN Capitated Plans)	2%	2%	5%	3%

Health Commission Profiles



As San Francisco Department of Public Health's (SFDPH) 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

Joint Conference Committee for Laguna Honda Hospital and Rehabilitation Center

The Joint Conference Committee for LHH is a sub-committee of the Health Commission. Committee members are appointed by the Health Commission President.

Tessie M. Guillermo

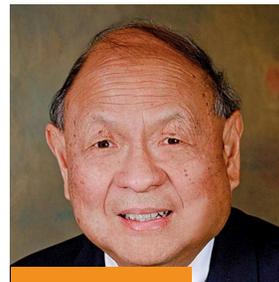


Commissioner Guillermo is the Chair of the Board of Directors of CommonSpirit, the largest national non-profit health system in the United States. She is the former President and

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. In recognition of her national leadership, Commissioner Guillermo was appointed by President Bill Clinton to serve as

an inaugural member of the President's Advisory Commission on Asian Americans and Pacific Islanders. She also currently serves on the boards of the Marguerite Casey Foundation, the Nonprofit Finance Fund, the Center for Asian American Media and the Smithsonian Museum's Asian Pacific American Center. Commissioner Guillermo is an alumnus of the University of California, Berkeley; and California State University East Bay, where she has been awarded recognition as a Distinguished Alumni of the School of Business and Economics. Commissioner Guillermo was appointed to the Health Commission in 2018 and chairs the Laguna Honda Hospital Joint Conference Committee.

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 is President and CEO of Jade Health

Care Medical Group, affiliated with the Chinese Hospital Health System. Previously he was Executive Director of the Chinese Community Health Care Association, and Chief Medical Officer of the Chinese Community Health Plan. He is a member-at-large of the Federation of Chinese American and Chinese Canadian Medical Societies Board of Directors; and founding member of the National Council of Asian Pacific Islander Physicians, the Asian Pacific American Health Forum and is past Chair of the Asian Americans, Native Hawaiians and Pacific Islander Diabetes Coalition. He has served as President of the San Francisco



Medical Society and the California Society of Internal Medicine. He has received numerous awards for his work in health disparities and cultural competency, including the 2008 Alumni Merit Award from St. Louis University School of Medicine, Laureate Award from the American College of Physicians Northern California Chapter (2008), San Francisco Asian Pacific American Heritage Lifetime Achievement Award (2010), and the Silver SPUR award (2012) for enhancing the quality of life and vitality of the San Francisco Bay Area. 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.

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

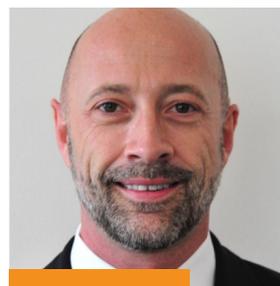


Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 40 years. In 1989 she co-founded Pacific Women’s

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, President, and Chair of the Board 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. Locally, she has served as President of the California

Academy of Medicine and San Francisco Gynecology Society. During her 20- year tenure in leadership positions on the Brown and Toland Medical Group Board of Directors, she helped develop multiple initiatives to improve physician communication and quality of care. She also served 7 years on the Harvard Medical School Alumni Association, including Presidency of the organization in 2014. Her focus included diversity and equity, student mentorship, and alumni volunteerism. For many years, she served as a media consultant and on air reporter for medical issues at KTVU and other Bay Area television and radio stations. She is currently Vice-Chair of the OB/ GYN Department at California Pacific Medical Center. 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.

**Dan Bernal,
Health Commission President**



Commissioner Bernal is Chief of Staff for Speaker of the House 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. Commissioner Bernal served as board president of AIDS Emergency Fund and spearheaded the creation of Breast Cancer Emergency Fund. He previously served on the board of directors of the Susan G. Komen Breast Cancer Foundation Bay Area Affiliate, the San Francisco AIDS Foundation, and the National AIDS Memorial. He was appointed to the Health Commission in 2017.

Susan Belinda Christian, J.D.

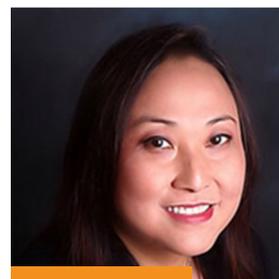


Commissioner Christian is an Assistant District Attorney in San Francisco. She has participated in initiatives focused on equity and was a principal organizer of District Attorney Kamala Harris' national convention on

combatting the "Gay Panic Defense." She is currently a co-chair of District Attorney Boudin's Community Health Advisory Committee. 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. She also was one of several ADAs who staffed San Francisco's Mental Health Diversion Court at its inception. She is a member of the Lawyers' Committee for Civil Rights of the San Francisco Bay Area and has served on the Bar Association of San Francisco's Criminal Justice Task Force. After receiving her

B.A. and J.D. from Yale, she clerked for a Federal Judge and later worked as a Staff Attorney for the Ninth Circuit Court of Appeal. A former Co-Chair of the Alice B. Toklas LGBT Democratic Club, she continues to serve on its Board. She also received an Alumni Achievement Award from Outlaws, Yale Law School's LGBTQ+ Student Organization. She has also served on the boards of directors for Walden House / HR 360, the Transgender Law Center and the governing board of Service Members Legal Defense Network, the national organization which led the successful effort to fully repeal "Don't Ask, Don't Tell." She was selected to advise the transition team for then California Attorney General-elect Kamala D. Harris. 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. Following San Francisco Mayor London N. Breed's election, Commissioner Christian served on the Equity and Equality Subcommittee of the Policy Transition Team. 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 Giraud, Ph.D.



Dr. Giraud 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. Giraud’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. Her other professional affiliations include San Francisco Families First Five Commission Chair, Home Away from Homelessness, St Anthony’s Pediatric Clinic, Marin Community Pediatric Program, and the Northeast Medical Services Pediatric Clinics. Dr. Giraud earned her Doctorate in Educational Psychology and Counseling from the University of San Francisco; a Master’s degree in education from San Francisco State University, and her

Bachelor Arts Degree from the University of San Francisco. Commissioner Giraud is chair of the Community and Public Health Committee and represents the Health Commission on the San Francisco General Hospital Foundation. She was appointed to the Health Commission in 2019.

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 Jail Health Services Forensic AIDS Project. He has served as the Health Commission Executive Secretary since 2009.



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PHOTO CREDIT: HEIDI ALLETZHAUSER PHOTOGRAPHY

You can make a difference for Laguna Honda and our residents. Donate to the Residents' Gift Fund, CityBridge Laguna Honda (Friends of Laguna Honda) or the San Francisco Public Health Foundation.

To make a contribution, visit us on the web at www.lagunahonda.org

To become a Laguna Honda volunteer, please call 415.759.3333 to be connected with our coordinators.

This report was not produced at public expense. Report can be found online at: www.lagunahonda.org

Laguna Honda Hospital and Rehabilitation Center
375 Laguna Honda Boulevard
San Francisco, CA 94116



