



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital and Rehabilitation Center

Annual Report

Fiscal Year 2018-2019

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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



Communication



Cultural Humility



Centers of Excellence



Philanthropy



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

Laguna Honda Executive Committee Members

Angela Pownall-Elizalde
Basil Price
David Snyder
Denise Payton
Eric Benzel
Garrett Chatfield
Glenn Levy
Janet Gillen
Jennifer Carton-Wade
John Grimes
Karen Hill

Kate Durand
Loretta Cecconi
Louise Brooks Houston
Michael Mcshane
Michelle Fouts
Nawzaneen Talai
Quoc Nguyen
Rhonda Simmons
Wilmie Hathaway
Winona Mindolovich

ACTING CHIEF EXECUTIVE OFFICER MESSAGE

Laguna Honda Hospital is our community's Skilled Nursing and Rehabilitation Center, serving the residents of San Francisco. We have welcomed over 1,100 new residents into our care environments during this fiscal year and look forward to being here for those in need of our services for years to come. We provide care in a compassionate, respectful and culturally sensitive manner, promoting wellness for our residents.

Our major achievement and primary focus this year, which will significantly improve the quality of care and safety for our residents was our improvement work related to implementing a new unified electronic medical record - Epic. We partnered with leaders across the Department of Public Health to reassess work flows, policies and past practices to ensure a successful transition from paper charting to a fully integrated electronic medical record. We are so excited to see what the future will bring as Epic enables us to provide safer care and drive improvement in a more meaningful way.

Additionally, Laguna Honda has continued our improvement journey through our ongoing adoption of Lean management principles and tools. Specifically, we have invested in our nursing and operational leaders by holding Lean Leadership Development programs. These sessions have provided participants with the standardized leadership tools necessary to improve the care and experience for all residents at Laguna Honda.

This year also brought the troubling discovery of patient abuse by some staff members. Once detected, we informed our patients and their families, regulators and the San Francisco community. As a result, we have worked diligently to improve specific processes related to reporting of conduct, medication management, our quality structure, culture and staff supervision. We still have work to do, but we are confident we have implemented the appropriate measures to prevent this from occurring at our organization in the future.



Margaret A. Rykowski, MPA, MS, RN

This report highlights our accomplishments throughout the year and celebrates the people who made it all possible.

On behalf of the Laguna Honda Community, I am honored and humbled to serve as the Acting Chief Executive Officer. I am so thankful to our committed providers and staff and for the unwavering support from the San Francisco Health Network, the Department of Public Health and the Health Commission. Additionally, I'm grateful for the support and resources afforded to Laguna Honda by the public, our partner city agencies, and generous donors and Friends of Laguna Honda that trust our organization's mission and vision. Without this dedication and support we would not be able to do the important work we do every day.

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
- **Safety**—ensure safe environments for our residents, visitors, and staff
- **Care Experience**—provide the best experience for the people we serve
- **Workforce**—create an environment that respects, values, and invests in all our people
- **Financial Stewardship**—ensure transparent and accountable stewardship of resources
- **Equity**—eliminate health disparities

True North Goal	Measure	FY18-19	Target
Quality	Reduce pressure ulcers and falls with major injury	88	93
Safety	Reduce employee recordable injuries	11.3	9.9
Care Experience	Likelihood to recommend care	95.8%	100%
Workforce	Likelihood to recommend working here	67.0%	85%
Financial Stewardship	Decrease overtime variance	4.6%	2%
Equity	Adequate treatment of hypertension for Black African	75.5%	75%

*True North Scorecard:
Laguna Honda achieved 2 aspirational goals during fiscal year 2018-2019.*



True North Triangle



Quality of Care



Safety

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 on an annual basis. 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 long 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 key components to quality of care were able to create standard work, improve staff competency, and implement visual management tools on each neighborhood.

Key Accomplishments

- ⇒ Maintained the CASPER adjusted facility observed percent of high-risk residents with pressure ulcers of $\leq 1.5\%$ for at least 6 months of the fiscal year
- ⇒ New EHR Shmid Falls Risk Tool training
- ⇒ Implemented hospital-wide use of Falls Visual Management Tool

The Safety metric focuses on ensuring a safe environment for our residents, visitors, and staff. **This year, Laguna Honda's Leadership Team focused on reducing employee recordable injury rates.**

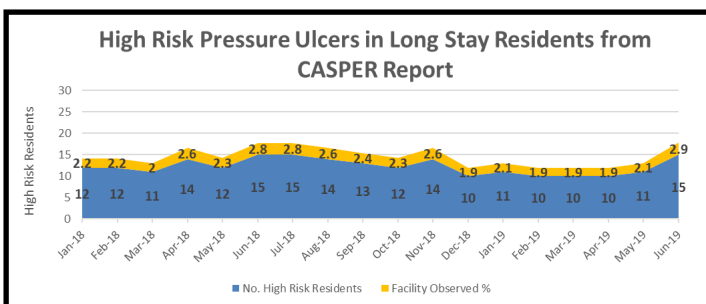
Over the last six years, LHH has experienced a recordable injury rate (number of injuries resulting in lost time or medical treatment per 100 FTE) that exceeds the national average recordable injury rate for skilled nursing facilities, which was 6.9 in 2015 (the most recent year for which there is data available). Skilled nursing facilities, and particularly those that are government owned and operated, have some of the highest injury rates of any industry. At Laguna Honda, we are striving to bring our rates below the national average over the next ten years, consistent with our pursuit of excellence.

During this past fiscal year, Laguna Honda conducted a Safe Resident Handling Kaizen workshop which focused on reducing the number of resident handling injuries, continued education in effort to implement and support cultural change in reporting, and developed/improved departmental safety committees for open communication about health and safety issues.

The Workplace Safety and Emergency Management Team has completed trainings to all units and shifts in efforts to improve communication about health and safety issues. Laguna Honda hopes to cultivate a culture of timely reporting for residents and staff alike.

Key Accomplishments

- ⇒ Developed a buddy system for safe resident handling when order calls for two staff maneuvers
- ⇒ Implemented new tubular sliding sheets for better patient transfers
- ⇒ Developed and implemented a Competency Checklist for Pivot Transfers



TRUE NORTH



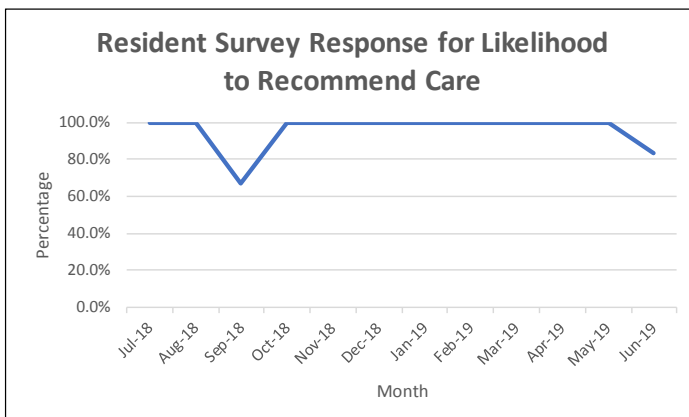
Care Experience



Workforce

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 care at Laguna.**

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.



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

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.

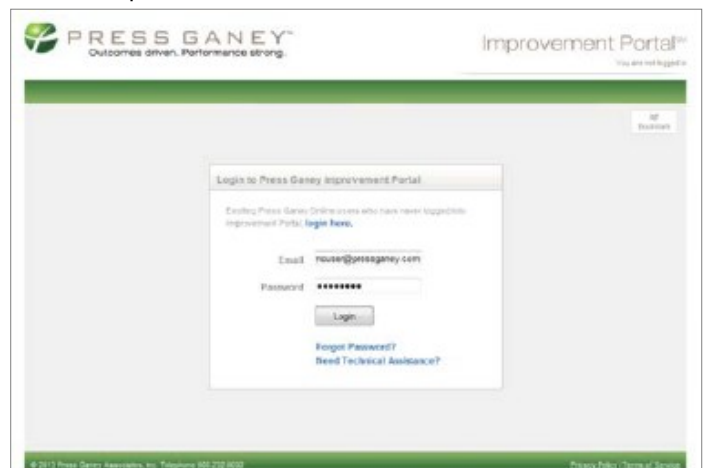
The Workforce metric focuses on creating an environment that respects, values, and invests in all our people. **This year, Laguna Honda's Leadership Team focused on improving the likelihood to recommend working here.**

Laguna Honda transitioned to a new partner who helped conduct our employee engagement survey. Although the hospital did not meet its goals of increasing employee satisfaction (67% compared to 82% baseline), the anonymous responses from employees are now packaged in a secured online portal that offers transparent data analysis and visuals for managers and supervisors to review. In addition, the results of the survey are being used in education workshops for departments across the hospital, with key themes identified as opportunities for improvement.

Key Accomplishments

- ⇒ New employee engagement survey which helps management identify opportunities for improvement
- ⇒ Increase access and availability of survey data and results in secured online portal
- ⇒ Initiated unit specific improvement efforts

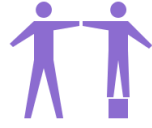
Moving forward, Laguna Honda has integrated the survey system into our divisional improvement efforts. For FY19-20, department managers and front line staff will work together to identify areas of improvement and create an actionable plan.



TRUE NORTH



Financial Stewardship



Equity

The Financial Stewardship metric focuses on ensuring transparent and accountable stewardship of resources. **This year, Laguna Honda's Leadership Team focused on decreasing overtime variance.**

In alignment with San Francisco Health Network's True North metric on financial stewardship, and to be able to continue to serve it's rich history in providing San Franciscans excellent quality and cost effective care, Laguna Honda was presented with an opportunity to decrease overtime. The high utilization of overtime hours in Nursing department has contributed to an overtime budget variance greater than 2.0% for Laguna Honda.

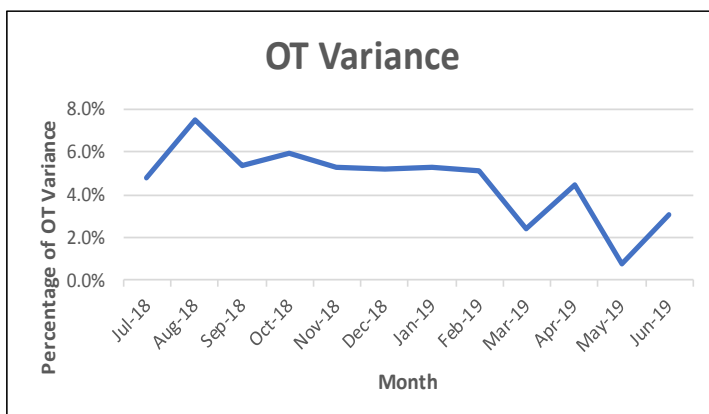
Nursing, Finance, and Human Resources focused on four main factors that impacted overtime usage;

1. Family Medical Leave of Absence (FMLA),
2. sick time,
3. coach/1-1 use, and;
4. vacancy rate

Collaboratively the team focused on improving coach use, better tracking/monitoring of FMLA, increase utilization of as-needed staff, and decreased vacancy rates.

Key Accomplishments

- ⇒ Rolled out revised Coach Program
- ⇒ Decreased number of coaches needed by 45% (42 to 23 coaches)
- ⇒ Reduced overtime variance by 56% (10.4% to 4.6%)



The Equity metric focuses on eliminating health disparities. **This year, Laguna Honda's Leadership Team focused on achieving adequate treatment of hypertension for Black African American residents.**

Reducing health inequities is important because health is a fundamental human right and its progressive realization will eliminate inequalities that result from differences in health status. Through data analysis of the current population Laguna Honda services, the Leadership Team focused on ensuring Black African Americans are receiving adequate treatment for hypertension.

Physicians were notified of the project and were asked to monitor the blood pressure of African American residents to ensure it was adequately controlled.

- <140/90mm Hg if aged 18-59,
- <140/90mm HG if aged 60-85 **and** have a diagnosis of Diabetes,
- <150/90mm Hg if aged 60-85 **and not** have a diagnosis of Diabetes

Key Accomplishments

- ⇒ Reached goal of ensuring 75% of Black African American residents had appropriate blood pressure readings

While hypertension is often accompanied by other health conditions that may complicate treatment of hypertension, much work is being done to ensure Laguna Honda provides *Resident Centered Care* for all of our residents. Laguna Honda continues to monitor appropriate blood pressure treatment and control in the African American population.

EPIC READINESS

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 have stepped the to help support Laguna Honda through the arduous process.

Gap IT Workshop—Bar Code Medication Administration

Gap IT workshops are conducted to mitigate risks before electronic health record (EHR) go-lives. Lean is applied to compare the current state to the future state and identify gaps in people, process, policy, and technology. The gaps are characterized, prioritized and queued for improvement work. The work required to close gaps, including new standard work and mistake proofing, can then be systematically estimated, planned, and executed with clear measurement of success.

The Gap IT Workshop which focused on Bar Code Medication Administration began on October 3rd. This 3-day workshop was a department wide effort to focus on patient safety through bar code medication administration using the future Epic EHR with defined standard times for med pass. The team was able to generate ideas, practice simulating process, and brainstorm appropriate standard work.



BCMA Gap IT Workshop Team Brainstorming Session

The team was comprised of staff from Zuckerberg San Francisco General Hospital and Laguna Honda Hospital and Rehabilitation Center. Tasked to improve defect rate of bypassing bar code scanning process or rate of success, Laguna Honda would begin a new medication administration process. From this workshop, the team identified gaps and provided suggested measures which

included additional training/job aid, policy updating, change of job description, standard work, and a kaizen workshop.

Kaizen Workshop—Bar Code Medication Administration

The Bar Code Medication Administration (BCMA) workshop was a suggested measure from the BCMA Gap IT Workshop. The BCMA Kaizen Workshop focused on two things; ability to complete med pass within the two hour window 100% of the time and ensure a safe and ergonomic work flow for nurses to complete med pass.



BCMA Kaizen Workshop Team Brainstorming

Through this workshop, the team, comprised of nursing, medicine, and pharmacy, was able to create an ergonomically friendly med pass workflow, made appropriate policy changes, developed standard work, and standardized certain medications (liquids to ready to administer form, half tabs to ready to administer form, and vitamin D dosages). These efforts helped to prepare our nurses and contributed to an easier transition to Epic.



BCMA Kaizen Workshop Team

EPIC READINESS

Gap IT Workshop—Minimum Data Set (MDS) Resident Assessment Instrument (RAI)

Laguna Honda had its second Gap IT workshop on October 29th. This week long workshop focused on MDS RAI workflow and how to best optimize current workflows to ensure a smooth transition to Epic.



MDS RAI Gap IT Workshop Brainstorming Session

The team comprised of staff from Nutrition, Medicine, Nursing, Rehab, Administration, Social Services, Activity Therapy, and our skilled nursing facility (SNF) counterpart 4A from Zuckerberg San Francisco General came together to identify areas of improvement. The team was able to come together to identify and close over 40 gaps to ensure a smooth transition to Epic.



MDS RAI Gap IT Workshop Team

Lean Leadership Development (LLD) through Daily Management System (DMS)

Laguna Honda completed two cohorts of Lean Leadership Development this fiscal year. "LLD program challenges current paradigms of what makes a successful leader and explores what is necessary to become a successful lean leader using the principles and practices of Toyota Management System. It is a five-unit journey over a course of approximately 6 months for vertically integrated leadership teams to learn how to use an interlocking system of management principles and methods that go hand in hand with lean operations. From frontline managers to executive sponsors, leaders learn how their management thinking and roles need to change, how to use the management routines that drive lean management system, and how they can effectively learn and develop others through coaching and mentoring". (Rona Consulting)



LLD DMS Cohort 1

Six nursing units, the Department of Education and Training, the Rehab Department, Laguna Honda Premier Club, Restorative program, and the Clinical Services Leadership have completed LLD so far. The teams continue to utilize the tools taught in DMS to ensure alignment, transparency, and best practice. As Laguna Honda continues on our Lean Journey, more departments and units will go through LLD.



Nursing Unit Completing an Improvement Huddle

HIGHLIGHTS FROM FISCAL YEAR 2018-2019

CARE EXPERIENCE

Activity Farm Carnival

In late August, the Activity Therapy Department held a Farm Carnival. This event supported by Activity Therapy, Nursing, and Volunteers had performers, carnival games, and prizes for Laguna Honda residents. This provided a great opportunity for residents and staff alike to share a fantastic time on a sunny day in Forest Hill.



Activity Therapists Having Fun at the Carnival

Rehabilitation Symposium

In mid-September, Laguna Honda held its Rehabilitation Symposium which featured guest speakers J. Claude Hemphill MD, MAS, Grace Chen RN, CNS, CRRN, CHPN, DSD, and Christopher Focht Au. D, CCC-A, F-AAA. This symposium welcomed other healthcare professionals within the community to join for a discussion in best practices, research, and current practices.



Guests at the Rehab Symposium



Volunteers Hosting Booths

The symposium featured presentations on "New Advances in Stoke Treatment and Prevention", "Restorative Nursing", and "The Diagnosis and Treatment of Hearing Impairment—An Overview". It was a great day for Laguna Honda and rehabilitation specialists alike.



Dr. Lisa Pascual, Dr. J. Claude Hemphill, Grace Chen, Dr. Christopher Focht

HIGHLIGHTS FROM FISCAL YEAR 2018-2019

Remembrance Day

On Friday, November 2nd, 2018, Laguna Honda held the first annual Day of Remembrance in the Chapel. This day was to celebrate/remember any resident, staff, volunteer, or family member who passed away in the past year. The service included music, singing, and a very special candle lighting ceremony. All were welcomed to join on this special day.



Designated Smoking Area

During this past year, Laguna Honda has been working with our residents, the Residents' Council officers, staff, department managers, and directors to address concerns about resident smoking. Laguna Honda will continue to be a smoke-free campus. In mid-December, a designated smoking area for residents who practice safe smoking. Smoke and tobacco products are prohibited at LHH, except at the newly designated smoking area.



Staff Who Contributed to the Successful Roll-out of Designated Smoking Area

Patient Safety Awareness Week

The week of March 10-16 2019 was Patient Safety Awareness Week sponsored by the Institute for Healthcare Improvement (IHI). Patient Safety Awareness Week is an annual recognition event intended to encourage everyone to learn about health care safety. The theme for 2019 was "Take the Pledge for Patient Safety".



Laguna Honda joined IHI in kicking off its Patient Safety Awareness Week campaign, which highlighted and reinforced this year's focus. In promoting a culture where everyone has a role to play in advancing safe health care, we kicked-off the week with a webcast hosted by IHI and Dr. Tejal K. Gandhi focusing on Advancing Patient Safety Beyond the Hospital.

Cinco de Mayo Celebration

During this past May, Jose Lopez, Cho Tai, and Arnold Brunswick celebrated Cinco de Mayo on North 4 by playing classic renditions for the residents and family. This annual tradition continues to bring excitement, culture, and joy to our residents and family alike.



Arnold Brunswick, Jose Lopez, Cho Tai Performing for residents/family on North 4

HIGHLIGHTS FROM FISCAL YEAR 2018-2019

CAMPUS AND COMMUNITY

Throughout the year, Laguna Honda acts as a contributor to the City and community's local events. We encourage residents and staff to participate in activities and causes that resonate most with them. This year, Laguna Honda has continued to develop lasting relationships with the community/surrounding areas.

San Francisco AIDS Walk

For over a decade now, our Positive Care Community—team members, residents, volunteers, and friends—planned their annual outing at Golden Gate Park participating in the annual AIDS Walk. While the weather in the morning was typical foggy San Francisco, the sun was shining by mid-afternoon. Building community included socializing, networking, conversations, sharing pictures and walking through the park and partaking in the many performers lined up for the event. A big thank you to the South 2 Team and the Activity Therapy Department for leading the planning effort.



Staff Volunteer at the AIDS Walk

Pavilion Mezzanine (PM) Annual Picnic

In our focused efforts to create an inclusive environment, Anna Calderon and her PM team hosted its first annual picnic utilizing the patio space in the middle of the PM neighborhood. The picnic was welcomed with a grand aloha from staff.

Building community included enjoying the many different types of food (both homemade and catered), conversations, networking, catching up sharing and

savoring the warm and sunny weather on a July day in San Francisco.



PM Staff Enjoying Their First Annual Picnic

Facility Enhancements

New Bike Rack

Laguna Honda supports San Francisco's effort to reduce traffic and go green. These efforts have been forthcoming through our staff and their continual recommendations to improve Laguna Honda and the community as a whole. John Gomez and Arnold Brunswick placed a bike rack on Nightingale Boulevard (front of Administration Building) in September. Our Facility Services Team acting on this request from a colleague who submitted the recommendation for a bike rack in one of the Laguna Honda's suggestion boxes.



John Gomez and Arnold Bruinswick

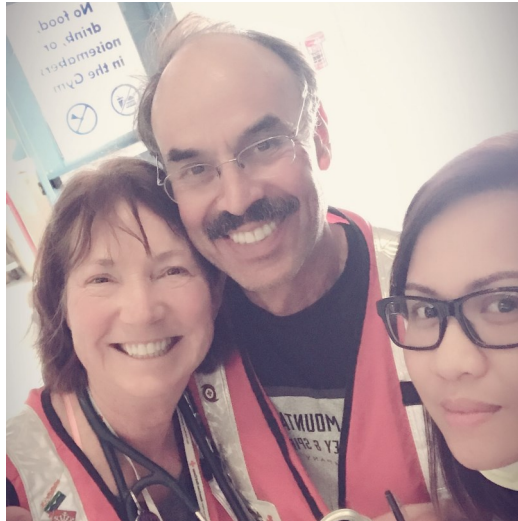
Woodside Ave Staircase/Entrance Enhancement Project

Facilities Management, along with Department of Public Works, has completed a project enhancement of the entrance/staircase along Woodside Ave. There is now a clear walking bath for staff and visitors to safely walk down to Woodside Ave.

HIGHLIGHTS FROM FISCAL YEAR 2018-2019

Wildfire Heroes

On Sunday, August 5th, the Mendocino Fires were still not contained with residents from skilled nursing and long term care facilities evacuated quickly overnight to the Lake County Shelters. The Medical Health Operational Area Coordinator (MHOAC) sent a request to the Region/State then to DPH for CNAs/LVNs to assist with caregiving tasks for the evacuees.



Shirley Ochoa with Other Volunteers at Lake County Shelters

We had two volunteers from Nursing Services, who accepted the assignments to go to the Lake County Evacuation Centers, to work 12-hour shifts, starting the next day on Tuesday, August 7th. Thank you to Sonia Vallejo, HHA and Shirley Ochoa, PCA for driving over two hours to the shelters, spending a night in their respective cars as the volunteer shelters were full, bringing with them Laguna Honda's care, compassion and cheer to the hundreds of evacuated adults and seniors with disabilities and skilled nursing needs.



Sonia Vallejo with Other Volunteers at Lake County Shelters

Mural Project

On April 20th, 2019, Laguna Honda held a reception to commemorate the completion of the entire three phases of the Laguna Honda Mural Project. President of the Board of Supervisors, Norman Yee, along with Precita Eyes Muralists artists, Yuka Ezo and Elaine Chu, were in attendance to kick off the event. Much community collaboration the past few years have been dedicated to take forest hill station a community beauty for all to share.



Ribbon Cutting



Laguna Honda Mural

Walk to End Alzheimer's

Laguna Honda staff, family, and friends joined the festivities on Saturday, November 10th, to end Alzheimer's during the annual walk. This is a Laguna Honda tradition to contribute to the well-being and health of the community and residents alike.



Andre and Chickie

HIGHLIGHTS FROM FISCAL YEAR 2018-2019

Black History Month

During this year's Black History Month, there was a good amount of activities through the month. Thanks to the Black History Month Committee, Sonia Fonseca kicked off the month by singing the Black National Anthem.



Sonia Fonseca Kicking Off Black History Month

Following, Laguna Honda celebrated with a Domino Tournament, Black Love Open Mic session, Soul Train Line dancing opportunity, International Read-A-Thon, and the final celebration held in Gerald Simon with singing and dancing for staff and residents.



Staff Celebrating Black History Month

Schwartz Center Rounds

The Schwartz Center for Compassionate Healthcare's mission is simple but compelling: to promote compassionate care so that patients and their caregivers relate to one another in a way that provides hope to the patient, support to caregivers and sustenance to the healing process.

In late February, Laguna Honda began its first Schwartz Center Round which focused on "Compassion in Challenging Care Experiences". Staff came together in the Kanaley Center to share their stories, hear fellow colleague's experiences, and provide a supportive

community which focuses on compassion, healing, and empathy. Laguna Honda continues to bring more topics on site to support the staff's daily care and community.

Platinum Well-Being@Work Award

In March of 2019, Laguna Honda received a Platinum Well-Being@Work Award and had four featured Program Spotlights; Colorful Choices Kick Off, Wellness Hub Celebration, the Wellness Council, and Take Care of Yourself Thursday.

Created and facilitated by Yaffa Alter, Meredith Snow, and Alice Wong, Take Care of Yourself Thursdays was one of the top 3 finalists across all City Departments in the Emotional Well-Being category. Congratulations to Yaffa, Meredith, and Alice for your leadership and care for our community in developing this valuable weekly well-being program!

In the past year, the Wellness Council, which consists of the following members; Yaffa Alter, Meredith Snow, Alice Wong, Shannon Petty, Lena Yue, Olivia Thanh, Diana Kenyon, Chauncey Jackson, Jean Alcantara, Leanne Bindoy, Norma Canedo, Loretta Cecconi, Danielle Podesta, Nikki Santana, Dew Thao, Pam Horenstein, Ladawan Khamvatee, Sonia Batton, and Angela Pownall-Elizalde, have met quarterly throughout the year to plan and support well-being programs for Laguna Honda employees and community. Thank you Wellness Council members for championing our campus well-being programming efforts!

Lastly, wellness activity continues to thrive through daily practice with our wellness instructors who facilitate fitness bootcamp and dance classes for all staff. Thank you to our wonderful instructors!



Wellness Instructors; Dew, Norma, Sonia and Jean

RESIDENT STORIES

Zelda's Adventures

South 3 resident Zelda Hull dreamed of living in the City by the Bay while growing up in small-town Clarksdale Mississippi. At the age of 12, she saved the money she made babysitting and sweeping at the local barbershop, and bought herself a one way train ticket to San Francisco. She told no one of her plans until she arrived on the West Coast, calling an Aunt who lived in the city to come pick her up from the train station. Her Aunt welcomed Zelda with open arms.



Zelda and her daughter Reina

Zelda would graduate from Mission High School, then get her nursing degree while raising four children. She was a nurse at Children's Hospital for over 33 years, retiring in the 1980's only to start a second career working for the U.S. Postal Service. Even after a second retirement, Zelda couldn't sit still and found herself working as a vendor at the Giant's baseball stadium, then ATT&T Park.

It was during this time of life that Zelda's family started to notice differences in her routine and behavior; she began to wander around town, running errands without purpose and losing her keys. Eventually she would be diagnosed with dementia. After a year of pursuing care at LHH, a bed became available for Zelda on South 3. Reina would visit every day to ensure that her mother settled in and so that staff could get to know the family better.

Almost 4 years later, Zelda, along with Reina, are important members of the community on this unit. Zelda reminisces about her nursing days and loves to 'get to work' on the floor. Reina continues to visit almost daily, and is a valuable resource to newly arriving residents and their families. She freely shares their experiences of adjusting to living at Laguna Honda, the particularities of South 3, and how to navigate such a large hospital setting. San Francisco is Zelda's home, and because of Laguna Honda she will be

able to stay here for the rest of her days. We are honored to have her as our neighbor on South 3.

Max the Artist

Max is an artist and costume designer. Before Max got a power-wheelchair donated to him by a former Laguna Honda resident's family, he was depressed and was not thriving. He had lost the ability to get around due to a hereditary medical condition and this one act of kindness change his life for the better. Max's social worker David Crutchfield and Nurse Wilma knew of a wheelchair in a closet here at the hospital with the words "donate" on it.



Max the Artist

Max is now able to participate in his life both on and off the unit. He started doing his artwork again at the Art with Elders group twice a week and our on-unit art group. By doing this, he now inspires many other residents to participate in art where they had not before. He makes and sells his artwork far and wide. Max is a kind soul, always taking the time out of his day to encourage other residents artistically. He is always willing to spend time helping others and encouraging their talents. On the days that there is no outside art groups he works diligently at his bedside creating artwork there. Laguna Honda has become his art studio.



Max's Artwork

IN MEMORY OF

IN MEMORIAM



Jose M. Haros (1982-2019)

Jose Manuel Haros Carrasco joined Laguna Honda in June 2017 in the role of an as-needed porter for the Environmental Services Department. He performed exceptionally, carrying out his responsibilities and earning not only respect, but recognition from his peers throughout the hospital. During a certification survey for the Health at Home program, leadership and staff of the program wrote a letter to his supervisor highlighting his efforts to ensure their physical location was in impeccable condition. His contributions that week undoubtedly led to a successful survey.

He received a promotion to a permanent full-time porter just six months later in December 2017. However, Jose did not let that achievement change him. He continued to be one of the hardest working staff, always on time, and doing the utmost quality work for the hospital. Beyond his commitment to the job, he was a positive influence at Laguna Honda. He flashed a smile at every opportunity and surrounded others with a good attitude.

On the afternoon of March 1, 2019, Jose was involved in a fatal pedestrian accident. He was struck by a vehicle while crossing Woodside Ave and rushed to Zuckerberg San Francisco General Hospital where he remained under critical care for three days. Jose passed away three days later and is survived by his wife and three children.

The entire Laguna Honda community grieves at the loss of one of ours. Reverend Bob Deel, Director of Spiritual Care Services, held an initial gathering and then later a memorial in celebration of Jose's life. Staff from across the hospital have offered support through their thoughts, prayers and financial assistance to his family. Additionally, the Department of Public Health's Crisis Intervention Specialist Team has been in communication with Jose's family and are helping them work through the next steps of an unfortunate situation.



Environmental Services Department leadership as well as all hospital managers and supervisors worked with their staff to reinforce safety tips when traveling to and from work. Laguna Honda also had Meghan Weir, co-chair of San Francisco's Vision Zero Task Force and James Shahamiri, Transportation Engineer from San Francisco Municipal Transportation Agency, visit the accident site to assess and recommend opportunities for street improvements that will hopefully prevent future vehicle crashes and fatalities.

Laguna Honda first welcomed Jose to our community as a staff person, but mourn for him as a son, husband, father, and an amazing man who made a difference in the lives of others around him. He was 37 years old.

STAFF RECOGNITION



VOLUNTEER APPRECIATION

Buddhist Light International Association (BLIA)

In 2001 then Hospital Chaplain, Sister Miriam Walsh, reached out to the BLIA (Buddhist Light International Association) and asked if they could offer spiritual support to the many Buddhist residents living at LHH. Little did they know that eighteen years later they would still be serving the spiritual needs of the Laguna Honda family.



BLIA Group Members

Every second Saturday of the month the BLIA comes to Laguna Honda to offer chanting, hand exercises, the telling of Buddhist stories, singing, and brain storming games. The mission of the BLIA (now at over 400 members) is to serve the spiritual and physical needs of the San Francisco Bay Area. Under the leadership of Irene Gong that is exactly what they have done here at Laguna Honda Hospital for many years. The BLIA has connected with many of our residents here at Laguna Honda and we would like to thank them for their continual support.

Richard Peard

Richard Peard, who goes by Rick, has been a volunteer at Laguna Honda for 3 years. After retiring from his 35 year career in banking in 2016, Rick started to volunteer with the Activity Therapy Department's Wheelchair Zumba that same year.

Throughout the years, Rick has observed the program and has suggested some new ideas, such as new songs and simple hand movements and has led the residents on a few songs during the program. Rick goes above and beyond the call of duty. He always treats the residents with care, respect and kindness.

Rick enjoys the one-on-one interactions with the residents as he is escorting them to and from the program. He is always on time, very reliable, brings fun ideas to the class and is not hesitant to bring questions or concerns regarding residents to staff's attention. Per Activity Therapist, Yvette Hernandez, "Rick is my co-pilot, an advocate, transporter, teacher and friend to the residents". Thank you for all that you do, Rick!



Volunteer, Richard Peard

Nursing Office Team

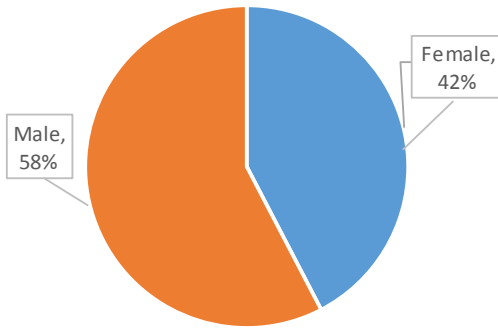
The Nursing office has been favored to have several great volunteers assisting in the office. Hung, Kevin, Andrea, Cheyanne, Elle, Linh , Valerie, Pirya, Isabella, Tiffany, Charissa, and Monna are very hard working, diligent, punctual, and detail oriented. The Nursing Department has benefitted from the services provided by the Laguna Honda volunteers and are grateful for the great work they do.



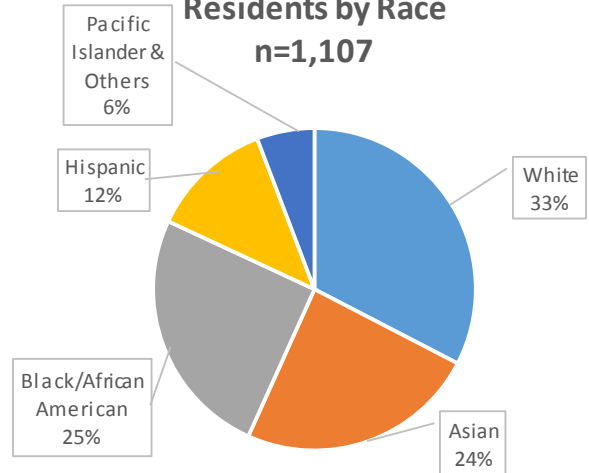
Nursing Office Volunteers

RESIDENT DEMOGRAPHICS

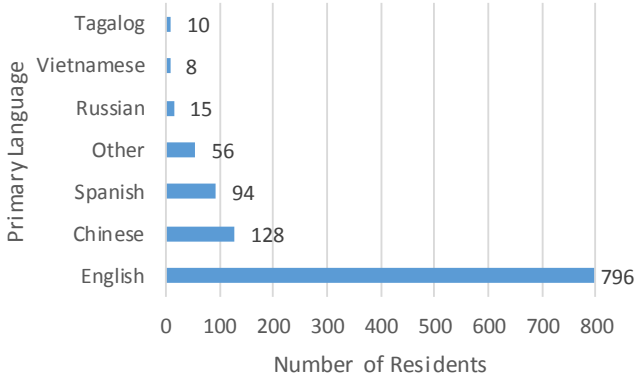
Resident by Gender
n=1,107



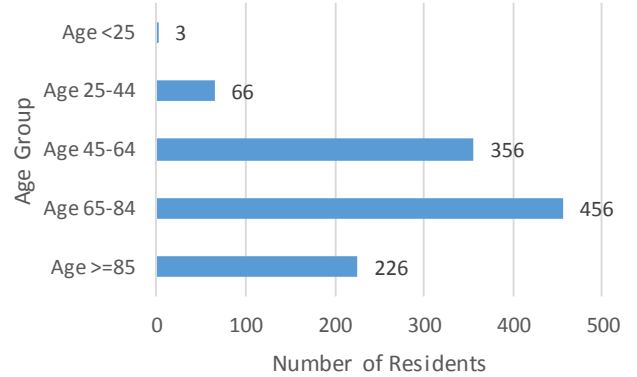
Residents by Race
n=1,107



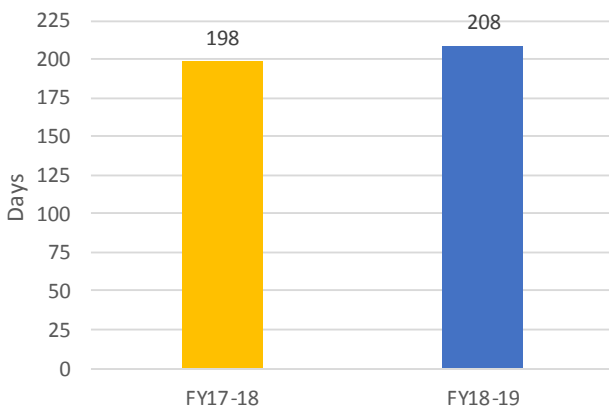
Residents by Primary Language
n=1,107



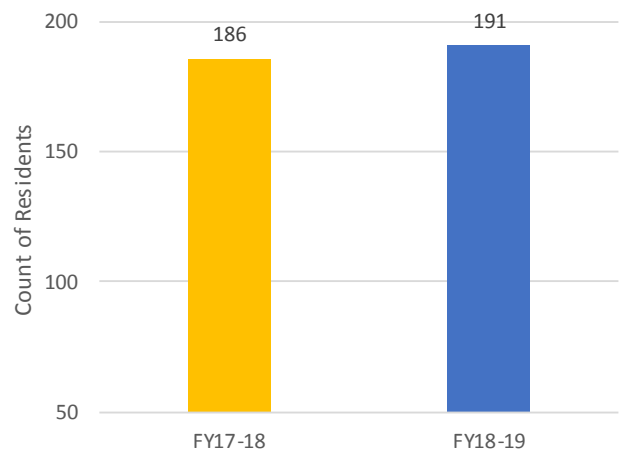
Residents by Age Group
n=1,107



Average Length of Stay Prior to Community Discharges



Community Discharges



BY THE NUMBERS

FINANCIALS

	FY18-19	FY17-18
Total Operating Revenues	\$189,116,747	\$196,901,230
Total Operating Expenses	\$263,010,621	\$241,509,587
General Fund	\$73,893,874	\$44,608,357
Salaries and Fringe Benefits (includes in Total Operating Expenses)	\$208,148,184	\$201,507,882

PAYOR SOURCES

	Inpatient Days		Outpatient Visits	
	FY 18-19	FY 17-18	FY 18-19	FY 17-18
Uninsured	.4%	.1%	1%	1%
Medical	96%	96%	37%	41%
Medicare	2%	1%	60%	56%
Others	2%	2%	3%	3%

(Healthy Families, Research, Jail, Workers' Comp, Non-Medi-Cal CHN Capitated Plans)

BY THE NUMBERS

274,679

• Total Resident Days

748

• Average Length of Stay

376

• New Admissions

1,107

• San Franciscans Served

191

• Residents Discharged Back into the Community

94

• Percentage of Staff Who Received Flu Vaccination

28,372

• Hours Completed by Volunteers

Top 10 Resident Diagnosis (in rank order)

- Essential (primary) hypertension
- Human immunodeficiency virus (HIV) disease
- Alzheimer's disease (AD)
- Dementia in other diseases classified elsewhere with behavioral disturbance
- Unspecified dementia without behavioral disturbance
- Vascular dementia without behavioral disturbance
- Dysphagia
- Dementia in other diseases classified elsewhere without behavioral disturbance
- Unspecified symptoms and signs involving cognitive functions following unspecified cerebrovascular disease
- Vascular dementia with behavioral disturbance

SAN FRANCISCO HEALTH COMMISSION PROFILES

As the governing and policy-making body of the Department of Public Health, the San Francisco Health Commission is mandated by the City & 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.

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, JCC Chair

Commissioner Guillermo is the Chair of the Board of Directors of CommonSpirit, the third 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 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.



Edward A. Chow, M.D., JCC Member

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over 45 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 co-chair of the Asian American Native Hawaiian and Pacific Islander Diabetes Coalition; 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. He has received numerous awards for his work in health disparities, cultural competency, and enhancing the quality of life and vitality of the San Francisco Bay Area.



Laurie Green, M.D., JCC Member

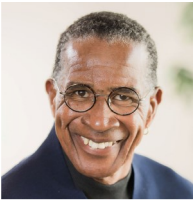
Laurie Green, MD, is a founding partner of Pacific Women's OB/GYN Medical Group. For many years, she served as a media consultant and on air reporter for medical issues at KTVU and other Bay Area television and radio stations. In addition to her interest in medical communications, she has deep experience in high-risk pregnancy, twin pregnancy, and change of- life care. She has served on the Board of Directors of Brown and Toland Medical Group for the past 16 years, and has been responsible for many initiatives to improve physician communication and quality of care. Most recently, she was elected to serve as President of the Harvard Medical Alumni Association, advising the school on alumni relations and medical education.



David J. Sanchez, Jr., Ph.D., JCC Member

Commissioner Sanchez is Professor Emeritus at University of California, San Francisco. Commissioner Sanchez was a member of the San Francisco General Hospital Joint Conference Committee and the Chair of the Laguna Honda Hospital Joint Conference Committee. He was also member of the San Francisco General Hospital Foundation Board. He has also served on the San Francisco Board of Education and the Community College Board, the San Francisco Police Commission, and is Trustee Emeritus of the San Francisco Foundation. He was appointed to the California Commission on Aging in 2013. He served on the Health Commission from 1997 to 2019.

SAN FRANCISCO HEALTH COMMISSION PROFILES



James Loyce Jr., M.S., Health Commission President

Commissioner Loyce is a Public Health and Non-Profit professional and advocate with over 35 years of experience. He began his career in the Non-Profit Sector in clinical staff positions progressing over time to the role of Executive Director/CEO. His advocacy work included cofounding The Black Coalition on AIDS and serving on numerous Boards of Directors for Non-Profits. He also has been involved in local, state and federal health policy advocacy. In the public sector, Commissioner Loyce served the City and County of San Francisco in a variety of senior administrative roles that spanned health policy, budget development and advocacy at local, state and federal levels. He retired from the San Francisco Department of Public Health as a Deputy Director in 2007 after 20 years of service. Since his retirement, he has returned to Public Health and Non-Profit advocacy work serving on a number of San Francisco Bay Area and National Boards. He is also an Organizational Development Consultant to Non-Profits.



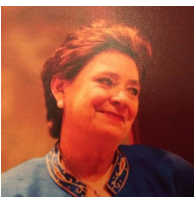
Dan Bernal, Vice President

Commissioner Bernal is Chief of Staff for Congresswoman and House Democratic Leader 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. He continues to serve as a valuable resource to the California Democratic Congressional Delegation, key policy makers, and advocates in the fight to prevent repeal of the Affordable Care Act. Commissioner Bernal served as board president of the AIDS Emergency Fund and spearheaded the creation of the Breast Cancer Emergency Fund. He also previously served on the board of directors of the Susan G. Komen Breast Cancer Foundation Bay Area Affiliate and the San Francisco AIDS Foundation. He currently serves on National AIDS Memorial Grove board. He was appointed to the Health Commission in 2017. Commissioner Bernal is chair of the Community and Public Health Committee and is a member of the Finance and Planning Committee.



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.



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.



Mark Morewitz, MSF, is the Health Commission Executive Secretary

Mr. Morewitz has worked in public health research; program development and evaluation; and non-profit program administration. At SFDPH, he has worked in HIV service contracting and monitoring; provided social work services; and served as Director of the Forensic AIDS Project.

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