



# LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER

FISCAL YEAR 2014-2015 ANNUAL REPORT



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# EXECUTIVE ADMINISTRATOR MESSAGE

A new era of service for San Franciscans needing rehabilitation or skilled nursing services began on December 10, 2010, after 728 residents moved from the old hospital to the new hospital next door. The new Laguna Honda and Rehabilitation Center (Laguna Honda) is California's first green-certified hospital and as the modern facility was designed to promote integration, independence and community.

Within these past five years, national health reform was implemented and at the local level, the San Francisco Health Network was launched. During this same timeframe, Laguna Honda set forth strategic goals that focused on promoting resident success, creating a healing environment, embracing innovative excellence and fostering community partnerships. This year's annual report is a culmination of the communities of care – Laguna Honda campus, the Department of Public Health, San Francisco Health Network and community partners working together to accomplish and achieve the strategic goals set forth in 2009.

Highlights include:

- Forming Centers of Excellence for HIV/AIDS, Memory Care/Dementia, Palliative Care, Rehabilitation, Respite Services.
- Receiving 5-star designation with the Centers for Medicare and Medicaid Services (CMS) Quality Measures Reports for Skilled Nurse Facilities.
- Setting the bar for the number of patients served and their return to community living.
- Positive trends in overall job satisfaction and rating of Laguna Honda as a work organization from staff.
- Integrating Department of Public Health and Network Programs on the Laguna Honda campus.
- Embracing Department integration, fiscal stewardship, service improvements and wellness as key priorities.

As we prepare for the year ahead, Laguna Honda will look forward to celebrating 150 years of compassionate care and dedicated service to San Franciscans. Founded in 1866 to care for one of the first generations of San Franciscans, the Gold Rush pioneers, Laguna Honda today remains a civic icon representing San Francisco's tradition of service to the underserved. As we continue this tradition, Laguna Honda is prepared to be a leader in post-acute care in building healthier lives for San Franciscans.

We are privileged to serve the residents of San Francisco. Thank you for your continued support of Laguna Honda, the San Francisco Health Network and the Department of Public Health. The best is yet to come.

Mivic Hirose, RN, MSN  
Executive Administrator

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# WHO WE ARE

The mission at Laguna Honda Hospital and Rehabilitation Center (Laguna Honda) is to provide the diverse population of San Francisco with high-quality and culturally competent rehabilitation and skilled nursing services.

## Strategic Goals

At Laguna Honda, our staff and volunteers are committed to serving the needs of San Francisco residents and strive to be the post-acute provider of choice. We developed four strategic goals to help achieve this aim prior to moving into the new hospital in 2010.

*Healing Environment:* Achieve highest quality of life through professional, caring relationships and compassionate services in therapeutic surroundings.

*Resident Success:* Provide programs and services that promote choice and maximize residents' abilities and placement in the most independent setting.

*Community Partnerships:* Strengthen relationships among residents, families, staff, and the larger community for the best communication and continuity of care.

*Innovative Excellence:* Develop and sustain best practices and technology to achieve the highest quality of care, organizational effectiveness, efficiency and fiscal responsibility.

These goals have been reflected in our efforts over the past few years and continue to be our guiding compass. As the Department of Public Health (DPH) builds towards a robust San Francisco Health Network (SFHN), Laguna Honda is aligning efforts to meet department level priorities intended to meet the fast-moving progression of healthcare reform.

## Fiscal Year 2014-2015 Priorities

*San Francisco Health Network:* Implementing SFHN, DPH's integrated delivery system of care between divisions

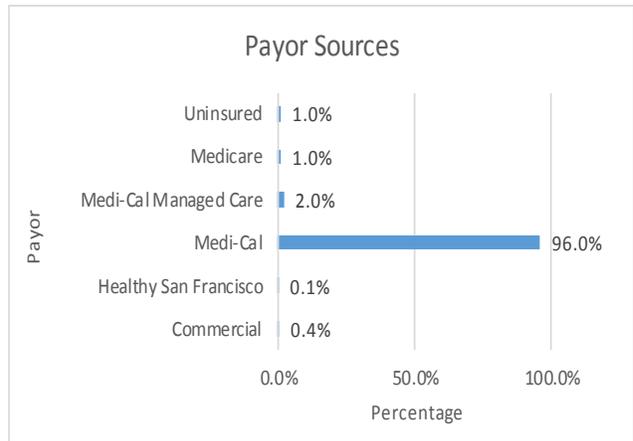
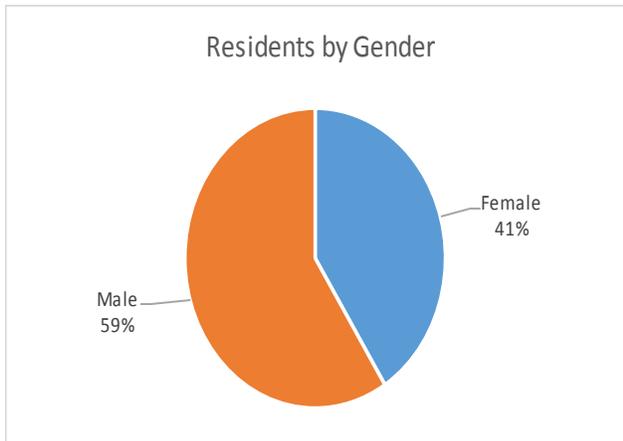
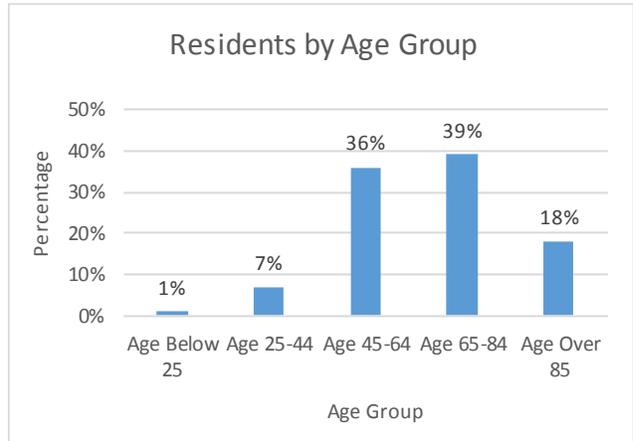
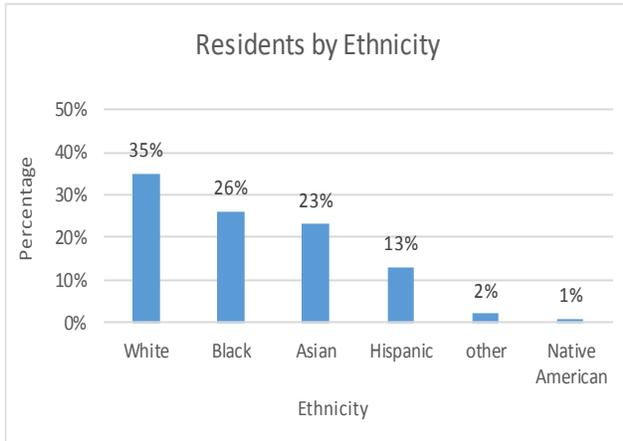
*Service Delivery Improvement:* Creating Service Delivery Improvements that would increase efficiencies and effectiveness of care.

*Wellness:* Sustaining a culture of Wellness at the Laguna Honda campus.

Within the past year, the hospital made significant progress in making the priorities turn into realities. We have implemented new technology, as well as invested in programs and services that promote an environment of the highest available standards for residents, volunteers and staff.

# WHO WE SERVE

Laguna Honda served a total of 1,290 unique individuals and a total of 273,643 patient days during Fiscal Year 2014-2015 (FY 14-15). The following charts provide further details of the population by various categories.



# HIGHLIGHTS FROM FISCAL YEAR 2014-2015

Throughout the year, DPH and the SFHN provided reports and updates to the Health Commission on initiatives that support and advance the mission and goals of DPH. The Laguna Honda community is proud to share its contribution in promoting and implementing the initiatives throughout the campus.

## **DPH Centralized Call Center at the Laguna Honda**

The Ambulatory Care Division within DPH and SFHN launched its inaugural Centralized Call Center (Call Center) in May 2015. The goal of the Call Center is to improve patient access to care and maximize efficiencies by centralizing appointment scheduling for primary care clinics of SFHN. The Call Center is led by Director Antenor Arenas, who brings experience in call center management from the City's 311 Program and from the United Airlines Regional Reservations Center.



**DPH Centralized Call Center Team**

## **Gender Competence and Racial Humility**

Laguna Honda is committed to providing relevant, sensitive and competent services throughout our system of care. As healers and helpers, our goal is to provide informed and appropriate care. The Gender Competence and Cultural Humility training is a step to improve the experience of population of transgender, transsexual and gender nonconforming patients in our hospitals and clinics. The DPH mandated computer based training has been completed by 1,040 staff members, meeting our 95% completion goal.

# HIGHLIGHTS FROM FISCAL YEAR 2014-2015

## CareLinkSF (eClinical Works) and Avatar Implementation

The primary care and outpatient providers began using eClinical Works (eCW) as a clinical documentation and provider ordering system to meet the Center for Medicare and Medicaid Services mandate, requiring the implementation of an electronic health record for meaningful use. For behavioral health services throughout SFHN, Avatar is the system used by providers. Led by Michelle Fouts, Pharmacy Director and Chief Medical Informatics Officer, Laguna Honda began the implementation for both eCW and Avatar in May 2015.



**eClinical Works Implementation Team**

## A Trauma Informed Public Health System for San Franciscans

The DPH Trauma Informed Initiative, sponsored by Director Barbara Garcia, focuses on fostering wellness and resilience among everyone in the system. The training curriculum, being implemented by Dr. Ken Epstein and his team, is based on the change efforts from the Trauma Informed System's Principles and Competencies: Trauma Understanding, Cultural Humility and Responsiveness, Safety and Stability, Compassion and Dependability, Collaboration and Empowerment, and Resilience and Recovery.

Laguna Honda is an early adopter of the DPH Trauma Informed Initiative. In the first year of implementation, 600 Laguna Honda campus staff have received the training. There are six certified trainers at Laguna Honda that provide the Trauma Informed Systems training for new campus employees, as well as current Laguna Honda and DPH staff.

## Emergency Preparedness

The emergency preparedness at Laguna Honda implemented several updates to the emergency response plan. The most significant changes were to the fire plan for the

## HIGHLIGHTS FROM FISCAL YEAR 2014-2015

administration building, the procedures for activating Hospital Incident Command System (HICS) in the event of a disruption in normal operations, and the assignment of staff to HICS roles. The number of staff who are FEMA-trained to fill HICS roles was increased by 50% to a total of 65. The 2014 revision of HICS was also implemented requiring updates to forms and job action sheets used during HICS activations. Additionally, a response plan for Active Shooter situations (Code Silver) was created, preparations for an Ebola response were conducted, and updates to emergency badges to reflect changes in policies and phone numbers were completed.

Throughout the year, HICS activations and drills were done to give staff substantial practice with new procedures. The drills consisted of participating in the Great California Shakeout in October 2014, and practicing our new Ebola response in December 2014. Additionally, testing real activation of HICS in response to various situations throughout the spring of 2015 were done. In the coming fiscal year, a goal of completing the buildout of our command center has been set.



**Emergency Preparedness Tabletop Exercise Facilitated by  
Kate Durand, Emergency Preparedness Coordinator**

### **Organizational Intelligence (OI)**

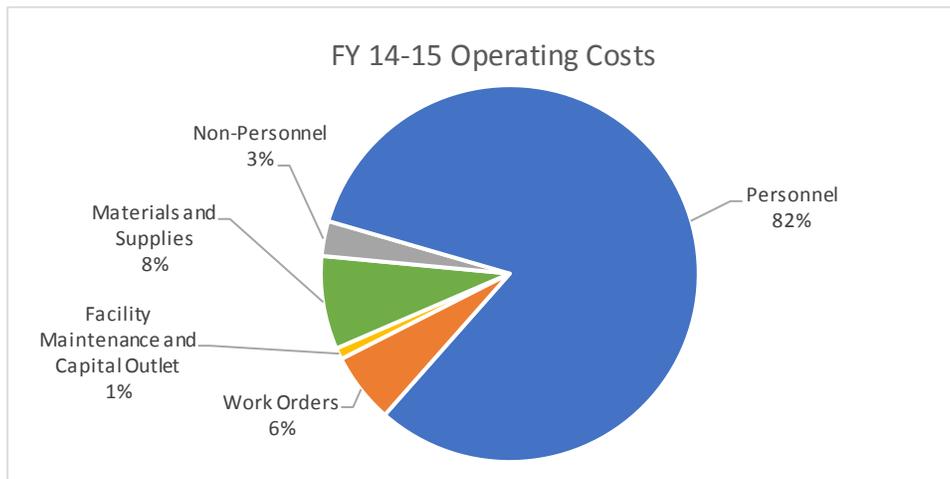
In April 2014, DPH implemented Organizational Intelligence (OI), a new Financial Performance Management System for both San Francisco General Hospital and Laguna Honda. The goals of OI are to monitor and to measure the financial performance and trends, labor productivity, and profitability of individual departments as well as overall hospital financial outlook. The accounting team has provided in-service trainings to 54 users, mostly managers, supervisors, directors at Laguna Honda, and will continue to provide trainings as needed.

# FINANCIAL STATEMENT

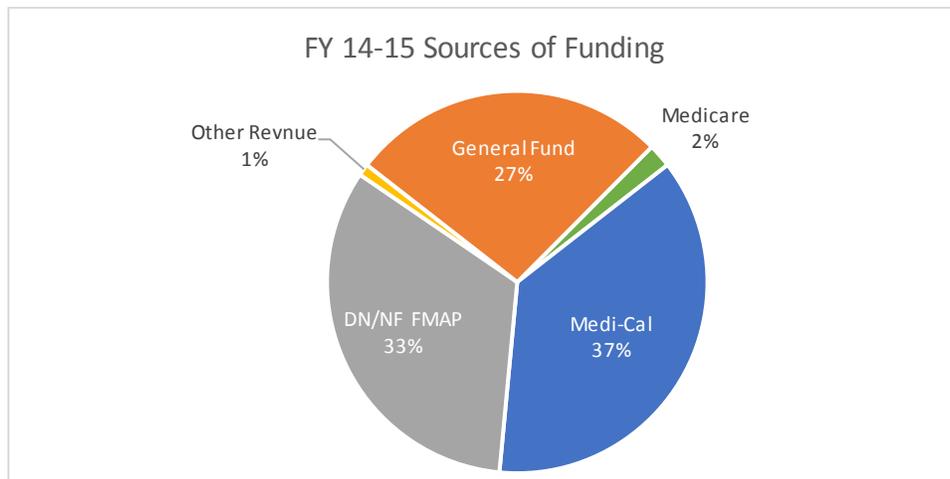
The provided table compares percentages of inpatient days by payer source in FY 2014-2015 to the prior year. For Medi-Cal days, approximately 66% are dual-eligible beneficiaries.

Payer Sources	FY13-14 Patient Days	FY14-15 Patient Days
Medicare	1.0%	1.6%
Medi-Cal	96.4%	95.1%
Medi-Cal Managed Care	1.8%	3.0%
Healthy San Francisco	<0.1%	<0.1%
Private/Commercial	0.6%	0.2%
Self-Pay/Uninsured	0.2%	0.1%

82% of operating expenses are in personnel costs including salaries and fringe benefits. This number is consistent with prior years' cost breakdown.



In FY 2014-2015, the decrease in Medi-Cal revenue and increase in DP/NF supplemental revenue are due to the reclassification of reserve for AB97 retroactive cut.



# LAGUNA HONDA CAMPUS WIDE EVENTS



Medical Clown Show - May 2015



DPH Nursing Fair - 2014



Friends of Laguna Honda Show - December 2014



Fall Food Harvest - October 2014



San Francisco Health Network Launch Party - July 2014

# COMMUNITY CONNECTIONS

Laguna Honda is committed to attending events and forging partnerships with the local San Francisco community we serve. This includes raising awareness on critical health issues, participating in fundraisers, and engaging the public on our work. These opportunities are more worthwhile when the entire Laguna Honda community is able to join.

## AIDS Walk

On July 20, 2014, Laguna Honda took part in the annual San Francisco AIDS Walk. This marks the 11<sup>th</sup> year that hospital has gathered residents, families, volunteers, staff, former residents and friends to team up for this event at Golden Gate Park. The outing is organized by the Positive Care Program located on the South 2 neighborhood.

This year, a Wheel-A-Thon was created and held at Sutro Meadow on the Laguna Honda campus to raise funds for the AIDS Walk. Residents were sponsored for laps they conducted around the Meadow. It was a successful event that will likely become a tradition going forward.



AIDS Walk – July 2014



Alzheimer's Walk – September 2014

## Alzheimer's Walk

In collaboration with the Department of Aging and Adult Services (DAAS), Laguna Honda residents, volunteers, staff and families participated in the annual Walk to End Alzheimer's on September 20, 2014 at Mission Creek Park.

Throughout the month leading up to the event, Laguna Honda staff donated their time by setting up tables on the campus in order to raise awareness, encourage participation and collect donations for the Alzheimer's Association.

The Alzheimer's Association Walk to End Alzheimer's® is the world's largest event to raise awareness and funds for Alzheimer's care, support and research.

# COMMUNITY CONNECTIONS



Combined Charities Coordinator Sheri Lee



Dellbrook Street Fair – September 2014

## Combined Charities Campaign

As with previous years, Laguna Honda joined the rest of the City and County of San Francisco entities in making charitable donation through the Combined Charities Campaign. Employees made donations to one or more of 3,000 recognized charitable organizations. The campaign ended on November 19<sup>th</sup>, 2014 and Laguna Honda staff raised a total of \$25,884 for the Combined Charities Campaign.

We want to express our appreciation to all staff who contributed and to Sheri Lee, Admissions and Eligibility Manager, for being the Campaign Coordinator in fall 2014.

## Dellbrook Street Fair

In September 2014, residents, staff and farm animals from Laguna Honda participated in the Midtown Terrace Homeowners Association block party. We socialized with Midtown Terrace homeowners, shared the bunnies and guinea pigs with the kids, and ate BBQ. We extended an invitation for them to visit our Virginia Leishman Farm and hope to see them soon.

## Memory Screening

Laguna Honda, in partnership with the Alzheimer's Foundation of America, conducted free confidential memory screenings for SFHN patients and San Francisco community members. During the event on January 24<sup>th</sup> 2015, qualified healthcare professionals screened individuals and provided support and resources based on the screening outcomes and individual concerns. Individuals who attended learned about the event through outreach in the community, Laguna Honda, DPH and the SFHN. The individuals who attended also used the opportunity to learn more about Laguna Honda and the services offered.

## CARE EXPERIENCES

Laguna Honda continues to evolve in our goal to provide compassionate and dedicated care. Our clinicians and nurses are prepared to adapt to the changing needs of San Francisco residents by remaining knowledgeable and implementing industry-accepted best practices to the various clinical programs. These programs make up our care experiences that we hope will help residents achieve personal improvement and wellness as best possible both during their stay and after discharge.

### **General Skilled Nursing Care**

General Skilled Nursing Care Service is commonly associated with Laguna Honda with good reason. Our 24/7, around the clock services, offers residents the opportunity to restore health and or maintain maximal levels of function. This level of care is provided by a mixture of licensed professionals and under the supervision of a board eligible medical physician.

The uniqueness of Laguna Honda skilled nursing services is that care is provided to all San Franciscans of all age groups. The service is predominantly used by older age groups with impaired physical and cognitive disabilities. In order to care for this population, Laguna Honda completed necessary requirements for Nurses Improving Care for Healthsystem Elders (NICHE) designation in spring 2015.

This is a premier distinction reserved for facilities committed to providing evidence-based quality care for adults. Program implementation includes a variety of geriatric best practices, including prevention and management of pressure ulcers, adverse medication events, delirium (acute confusion), depression, urinary incontinence, and falls while simultaneously promoting the resident and family experience in resident-centered care.

### **Memory Care and Dementia**

The Memory Care and Dementia Program at Laguna Honda provides services for San Franciscans living with moderate to severe cognitive impairment. Our program provides services that promotes resident choice, includes structured activities, and maximizes resident abilities in the most independent setting available to fit their needs. These include social environments such as the Virginia Leishman Farm and the aquatics pools residents use for therapy or relaxation, as well as classes hosted by Art With Elders and performances by Medical Clowns.

The effectiveness of the program can be seen through various measures as profiled by Medicare. Laguna Honda was rated better than both California and national averages on percentages of long-stay residents who were physically restrained, have depressive symptoms and received antipsychotic medication. Our goal is to maintain this trend as well as learn best practices recognized by the Alzheimer's Association, which is the preferred organization when it comes to approaches in dementia care.

# CARE EXPERIENCES

## Outpatient Clinics

Outpatient Clinics at Laguna Honda consist of 29 specialties that are offered regularly to residents and is led by the leadership of Dr. Christina Lee. Three of these specialties, Infectious Diseases, Psychiatry and Pre-Admission Screening, are also available to SFHN clients and the local community. Our specialty clinics saw approximately 7,300 unique patients during FY 14-15 with Dental, Podiatry and Ophthalmology services being the most utilized.

The outpatient clinics have been successful in achieving their goals of maintaining a no show rate of less than 15% even with the large volume. The outpatient clinics, as with the rest of providers at Laguna Honda, is fully integrated into eCW.

In addition to servicing the LHH residents, employees are also seen in our employee health clinic where testing and immunization services such as Flu vaccination, Tdap, MMR and PPD testing are provided. Last year approximately 2,500 employees were seen in the clinic. The goal of the outpatient clinic is to continue to provide quality care to Laguna Honda residents, the San Francisco community and DPH.

## Palliative Care

The Specialty Palliative Care Program on the South 3 neighborhood is based on the hospice model, which has three primary goals. The first goal is to clarify hopes, values and goals of care for residents. Next is to provide comprehensive symptom management for physical and psychological symptoms and spiritual distress. Lastly, to offer bereavement support to resident families after death.

Specialty palliative care is provided by an interdisciplinary care team led by Dr. Denis Bouvier and Nurse Manager Herbert Mariano. The team also includes board certified hospice and palliative professionals, a chaplain/volunteer coordinator along with the significant contributions of the Zen Hospice Project volunteers. In addition to the specialty palliative care on South 3, primary or basic palliative care is provided in all Laguna Honda neighborhoods by their respective interdisciplinary care teams. Other Laguna Honda services that support palliative care include: No One Dies Alone Volunteer Program (NODA), Spiritual Care Services, Pain and Healing Clinic, Palliative Care Specialist consultation, and Ethics consultation.

During FY 14-15, DPH and DAAS co-sponsored the San Francisco Palliative Care Task Force. This is group responsible for identifying palliative care needs of the city and focuses in areas of quality, finance, systems and community engagement. Laguna Honda contributed to the discussion as Dr. Anne Hughes, an Advanced Practice Nurse in Palliative Care, helped facilitate the community engagement sub-group in making recommendations to the Health Commission.

# CARE EXPERIENCES

## Positive Care

The Laguna Honda HIV/AIDS Unit was started over 26 years ago and has since transformed into a 60-bed neighborhood located on South 2. Now, known as the Positive Care Program, it continues to provide innovative care for residents with HIV/AIDS requiring skilled nursing services. Other services available for residents in the Positive Care Program include Hepatitis C clinic and support group, integrated pain clinic, behavioral health services and substance abuse treatment services.

The primary care physicians on the Positive Care Unit are all HIV specialists with many years of experience. Using a multidisciplinary team approach, a broad spectrum of services are offered to residents. This includes short term stays for purposes of physical rehabilitation, treatment and/or stabilization of acute medical problems, complex medication management as well as longer term stays for residents with more debilitating medical issues or significant AIDS related dementia. Additionally, the program also offers respite stays for caregiver support and collaborates with Palliative Care to enhance end of life care.

The goal of the Positive Care Program is to help residents achieve optimal health and functional capacity and prepare them for community discharge when possible.

## Rehabilitation

Rehabilitation at Laguna Honda includes two comprehensive programs helping residents recover from life changing illnesses or injuries. The Acute Rehabilitation Program, which consist of 5 beds, serves patients who demonstrate the ability to participate in an intensive therapy program (e.g. able to tolerate at least 3 hours of therapy daily) and the potential for rapid functional gains. The SNF Rehabilitation program, which consists of forty-nine beds serves residents who may be unable to tolerate an intensive rehabilitation program or who require focused rehabilitation needs (e.g. predominantly physical therapy needs).

In both programs, there is an interdisciplinary care team of physicians, nurses, rehabilitation therapists, behavioral health specialists, social workers, dietitians and activity therapists. The care team develops a comprehensive plan of care based on the functional potential and the personal goals for each patient. Goals often include maximizing the ability to perform self-care tasks regarding activities of daily living (e.g. personal care, continence training), mobility (wheelchair use and/or ambulation), vocational rehabilitation, and other self-management tasks (medication management, wound care). Discharge planning and caregiver training begin very early to trouble shoot any physical barriers or gaps in care that might delay a timely return to home.

In FY 14-15, there were 141 SNF rehabilitation admissions. The top three diagnoses included stroke, trauma (spinal cord injury, traumatic brain injury) and orthopedic conditions (amputation, fracture). The average length of stay of these diagnoses was under 60 days.

## CARE EXPERIENCES

Seventy-three percent of these patients/residents were discharged to the community, the majority of which returned to a house or apartment. The Rehabilitation team is proud to say the services strengthen the “bridge” that is critical for a resident’s homecoming.

### **Vocational Rehabilitation**

The new and revamped Vocational Rehabilitation Program prepares residents interested in contributing to Laguna Honda and San Francisco community at large by building pre-vocational and work readiness skills. The program supports the General Store since its re-opening in June 2015. Twenty-three of the 43 residents referred to the program have been hired. For residents on track for discharge, the program offers support in completing the state Department of Rehabilitation application that three residents have completed.

Vocational Rehabilitation also works with other departments on Laguna Honda campus. Residents in the program also have the opportunity to participate with Guest Services as guides and escorts to other neighborhood residents navigating the Laguna Honda campus. There is also a plan to support the Gift Shop when it reopens in November 2015.

### **Respite**

Laguna Honda Hospital offers respite care services to families who are caring for disabled seniors or adults at home. The emotional and physical demands of caregiving can make it hard to be a caregiver 24 hours a day, seven days a week. Respite care, a temporary break from the responsibilities of caregiving, can be a vital solution to ensure caregivers take care of themselves and continue providing the best possible care to their loved ones. It also allows caregivers to take vacations or time off to attend to their own health needs.

Respite care can be planned for up to one month stays and is covered by Medi-Cal as long as skilled level of care criteria are met. Examples of skilled level of care includes: cognitive deficits that require 24-hour care to ensure safety, assistance with more than three Activities of Daily Living (eating, bathing, dressing, grooming, ambulation), wound care, and other medical conditions that require nursing care.

Respite care is an important service for health care providers throughout the system to be aware of and to be able to offer to their patients as an option. The ability to live at home for as long as possible is a preference that most clients opt for and respite care is an integral link to achieving that.

### **Short Stay**

Laguna Honda makes every effort to ensure that all residents of San Francisco are able to access our breath of post-acute services. In order to maintain a balanced capacity level, we

## CARE EXPERIENCES

developed a Short-Stay Program in January 2014 that is intended to meet the needs of residents requiring 100 days or less of skilled nursing services.

Our Admission Screening Committee reviews all admission referrals and identifies residents who may qualify for the short-stays. Once that determination is made, a set of discharge planning activities including the discussion of discharge plan with the patient prior to the admission to Laguna Honda is completed. This creates the ability to individually track the progress of residents in their care plans and ensures safe discharges within the designated time period. In FY 14-15, there were 75 admissions through the Short Stay Program.

### **Wellness Center**

The Wellness Center opened in May 2011 and is staffed with individuals who are supportive and ready to inspire healthy living. Featuring a rehabilitation gym and two therapy pools, the Wellness Center is conducive to helping residents restore health and physical functions following disabling injuries. It also offers programs that encourage residents to maintain an active and healthy lifestyle.

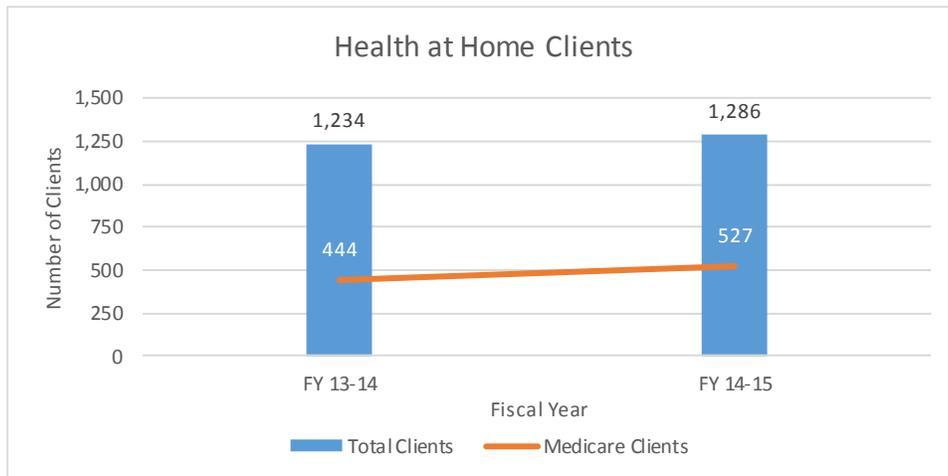
As a fun and social environment, residents come to the Wellness Center as part of their care plan. Activities include, but are not limited to, classes in Self-Defense, Tai Chi, Chair Pilates and Yoga, Stretching and Strengthening, and Qi Gong for Relaxation and Balance. Classes are offered daily and residents are encouraged to participate in as many as they choose to. A calendar of events is published monthly to help residents navigate the schedule.

### **Health At Home**

Health at Home (HAH) provides high quality and culturally competent home health services to residents of San Francisco, resulting in reducing their reliance on unnecessary institutionalization and supporting independent living in the community. A specialized population that HAH provides services to clients with HIV/AIDS, who are not eligible for reimbursable home health care for multiple reasons. Additionally, this include populations that do not meet the Medicare criteria for homebound or skilled need status, as well as those uninsured or covered under Healthy San Francisco. Home Health funding for this population is made possible by Comprehensive AIDS Resources Emergency (CARE) program through the HIV Health Services Branch of the DPH AIDS Office, which includes both Title I/Ryan White CARE Act and City General Fund allocations.

During FY 14-15, HAH passed the Home Care Agency License Recertification Survey and received relicensing for the next three years. The Business Contract Compliance Office also conducted a review of the program and awarded an overall rating of Commendable/Exceeds Standards. This is a reflection of the highly experienced and dedicated staff who provides vital services to the underserved and vulnerable patients while working collaboratively with SFHN.

# CARE EXPERIENCES



## Donor Support

In April 2014, a former Laguna Honda physician provided the hospital with an extraordinary gift in the amount of \$500,000. Dr. Milka Rols provided 16 years of service to the department and observed first-hand the special needs of patients receiving end of life care and the dedication of staff members. Of her gift, she instructed \$400,000 be allocated to the Laguna Honda Resident Gift Fund to support and benefit patients receiving end-of-life care. The remaining balance will be allocated to the Laguna Honda Employee Development Fund to educate and train staff for ongoing quality of care improvement. Dr. Rols' thoughtful gift will substantially enhance the quality of care for Laguna Honda residents that public funding cannot always provide.



Dr. Milka Rols and Nursing

## RESIDENT STORIES

Although we serve the city of San Francisco, many of our residents have distinct personal journeys. Our care plans are tailored and personalized to each of our more than 700 residents. We are delighted to highlight the journeys of a few select residents.

### **David Pactor**

David first came to Laguna Honda in September of 2010. He entered following a below-the-knee amputation for rehabilitation. With a very friendly and warming personality, he acclimated quickly to his new temporary environment. He says hello to everyone he passes by and made friends with the hospital staff.

David is always quick to recognize the role that Laguna Honda has played in his recovery. He speaks highly of their excellent care, as well as the exceptional medical community in the general San Francisco area. After being discharged in December of 2010 after a two month stay, David returned to the hospital as a volunteer as soon as he could with his signature baseball bat cane and his growing collection of decorated prosthetic legs.

He remembers what Laguna Honda has done for him and wants to give back by being a positive presence around the hospital. He uses his own experience to help others. He started writing for The Voice, the resident newspaper, and is also available to counsel those who have had amputations. Always with a positive spirit, Dave is a self-proclaimed “go-to guy” who everyone knows and loves. He makes himself very accessible to anyone who is in need. He is always happy to help in any way he can.

### **Deborah Butler**

Deborah was born in Oklahoma and moved to Riverside when she was a child before settling down in the Bay Area in 1990. She worked as a telephone operator, a construction worker, and a school bus driver for disabled children. She suffered a fall in her garage five years ago which brought her in to Laguna Honda.

After a five year stay, Deborah went to her new home in Mission Bay on September 2015. Deborah’s most enjoyable memories was being the sign-in clerk for Zumba class participants and participating with upper-body movements while the Zumba was in session. She also enjoyed the hospital’s aquatics therapy, where she is able to walk and move around on her own while in the swimming pool.

Days before Deborah was discharged, she reminisced about her road to independence. She was keenly aware in needing to wean from use of hospital gadgets such as call bells and the nurse call system. Deborah spoke on how helpful all of the staff were and how well everyone got along. As parting words she states, “I’ve really enjoyed my stay at Laguna Honda. I had great experiences with all of the employees.”

## RESIDENT STORIES



David Pactor



Deborah Butler

### Richard Spinka and Marlyn Farr

Richard and Marlyn have been together for 54 years. Richard, originally from Iowa, and Marlyn, from Canada, both found each other at a local bar in San Francisco in 1961 and have been together since.

When Richard was diagnosed with Parkinson's disease in 1994, Marlyn became his primary caretaker until Richard entered Laguna Honda in 2010. Marlyn visits Richard almost every day and they both enjoy each other's company. The two can often be seen wheeling around the hospital together or at the library.

Richard loves to play the game "Name that Song," in which he has to guess the name of the song or who sings it. Both Marlyn and Richard also really enjoy the outings that Laguna Honda organizes. They like going out to restaurants, the Mission Area, and the beach, or even just to ride around the block. Marlyn has since gotten to know many of the other families and visitors, and enjoys going out places with them.

### A Remembrance of Michael Williams by Michael Mikolasek, RN

I had the privilege of being Michael's primary care nurse. We developed a connection early on. When he was angry, I was usually able to reach him, get to the true underlying cause, and help him get to a better place. In the mornings, when I would bring his medications to his bedside (and yes, he was always the first one I went to) I would encourage him to tell me the name of each pill or capsule and why he was taking them. "Medication education" became an everyday game with us.

## RESIDENT STORIES

Michael was also an “early bird”, not someone to linger in bed. So, if Michael was ready to get up for the day, and it wasn’t his bath day, I would often assist him with dressing and getting into his power wheelchair; he was always ready to “get-up” and “get-out” to see what was happening.

Michael’s health declined over the 20+ years and he had many medical issues but, as each one occurred, he took it in stride. For his memorial service that was held on September 22, 2015, staff came out of the woodwork and Michael’s mom, Shirley, travelled from Atlanta to honor him. There were many tears. Michael was well-known, loved, and all of us - whose lives he touched - will always remember him.



**Marlyn Farr and Richard Spinka**



**Michael Williams**

## STAFF MILESTONES (EMPLOYEES OF THE MONTH)



**July 2014 – Shaheenara Sheikh**  
*“Shaheen promotes a friendly and positive environment in HIS department.”*



**August 2014 – Svetlana Kuzimova**  
*“Svetlana ensures that residents are always the center of her focus.”*



**September 2014 – Jan Doyle**  
*“Jan makes each volunteer feel like a member of the community.”*



**October 2014 – Liz Vonderheiden**  
*“With Liz, Laguna Honda has made great strides in improving technology systems.”*



**November 2014 - Health at Home**  
*“They are committed to health and independence of our clients.”*



**December 2014 – Herbert Mariano**  
*“Herbert leads his team in an honest, professional and efficient manner.”*

# STAFF MILESTONES (EMPLOYEES OF THE MONTH)



**January 2015 – Doris Kong**  
*"Doris demonstrates customer service by revamping the wheelchair clinic."*



**February 2015 – Hattie Johnson Minor**  
*"Residents have commented that 'no one does it like Hattie!'"*



**March 2015 – Brian Hinze**  
*"Brian exhibits excellent customer service and team spirit through his work."*



**April 2015 – Facilities Team**  
*"All worked hard throughout the power outage to ensure Laguna Honda had light."*



**May 2015 – eClinical Works Team**  
*"They have led the challenging task of implementing electronic medical records."*



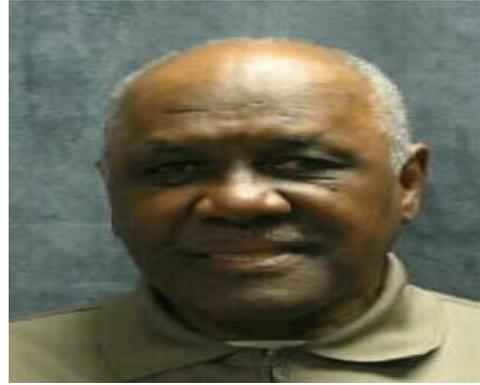
**June 2015 – Triple C Team**  
*"The team developed a plan to ensure resident safety in the connecting corridor."*

## VOLUNTEER SERVICES

Volunteers actively participate in providing support for both residents and various departments throughout the hospital. With more than 400 active volunteers consisting of students from high schools and colleges, as well as retired seniors, there is an opportunity for everyone wanting to contribute. These four volunteers stood out for dedicating a tremendous amount of time and energy over the past year.



**Johnny Adkinson**



**Moses Broussard**

### **Johnny Adkinson**

Johnny Adkinson has been a volunteer for close to 12 years. He truly understands the value that volunteers bring since he was a former resident of the hospital. Since being discharged, he has been devoted to helping and assisting the Positive Care neighborhood with facilitating many of the resident activities.

The residents and staff have become his family as he volunteers almost on a daily basis. His patience and sincere commitment is astounding and is a fine example of someone we cherish as an important member of the neighborhood.

### **Moses Broussard**

Moses Broussard is a proud Baptist leader that enjoys spending time with residents. He has been a volunteer with Laguna Honda for over 10 years. His sermons, worship and music have brought many of the residents a sense of belonging and joy when they attend services with him.

He has been a faithful advocate for the Volunteer Services Department and has continually recruited other volunteers to Laguna Honda. He actively encourages people to see what Laguna Honda has to offer and how much joy it brings for the residents to meet new “friends”. Coming from the city of Fairfield to San Francisco on a weekly basis is a true testament of Moses’ loyalty to our residents.

## VOLUNTEER SERVICES



**Joe Macias**



**Ilse Ullman**

### **Joe Macias**

Joe Macias volunteers at the library and has been a Laguna Honda volunteer since 2012. He has been a tremendous asset not only to Laguna Honda, but to the residents who look forward to going to the library just to visit him. You can often find Joe conversing with the residents, listening to them or simply sitting behind the desk ready to support anyone in need.

His genuine smile and calming demeanor has been noticeable with the staff, which has led to opportunities for him to become more involved. In addition to his library responsibilities, he was also recently asked and agreed to assist with escorting residents to spiritual services. His selflessness to go above and beyond is an extraordinary gift Joe possesses. Laguna Honda is very fortunate to have Joe as a volunteer, as residents and staff can always rely on his great effort.

### **Ilse Ullman**

Ilse Ullman is one of our longest tenured volunteers with 20 years of service and counting. She is a welcome addition to the Human Resources Department with her colorful disposition and wonderful personality. She devotes time to helping maintain files, database entry and other special projects that allow Human Resources to function at a high level and provide service to 1300 employees.

As the lone volunteer with Human Resources, she has gained the respect from everyone in the department, as well as the employees passing through the office area for her dependability and consistency. She also happens to be an avid traveler and will often bring back souvenirs of her adventures to share!

# VOLUNTEER SERVICES

## Friends of Laguna Honda

Since 1956, Friends of Laguna Honda has enriched life for the residents of Laguna Honda Hospital and Rehabilitation Center. The organization has provided funding support for amenities such as recreational activities, a library, computers, garden and farm additions, community outings, and much more.

Friends of Laguna Honda also is a valuable supporter of the hospital Volunteer Services program. Each year during the month of April, Laguna Honda volunteers are honored during an appreciation luncheon hosted by Friends of Laguna Honda. The event allows all volunteers to be recognized for their contributions to the hospital as well as residents.



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**Annual Volunteers Luncheon hosted by Friends of Laguna Honda**

## Zen Hospice

In addition to hospital volunteers, Laguna Honda also features volunteers from Zen Hospice, a local nonprofit organization looking to positively change the end-of-life experience. Zen Hospice volunteers are active in the Palliative Care and Hospice unit, but assist residents throughout all of the hospital as well. They are specifically trained to provide practical, emotional and spiritual support to men and women with rehabilitative injuries, HIV and or terminal illnesses.

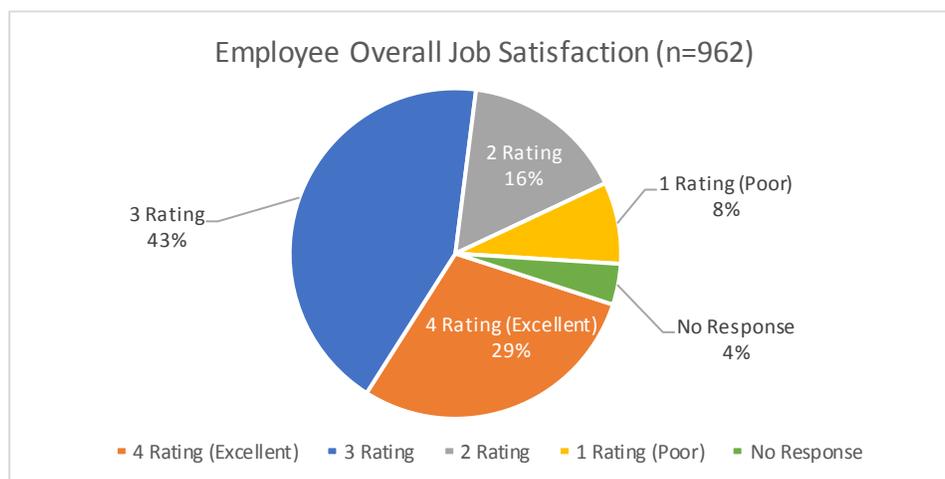
# WORKFORCE TRANSFORMATION

As an organization with more than 1,300 employees, Laguna Honda is committed to providing a work environment that is inclusive for our entire workforce. Two surveys were conducted during FY 14-15 to obtain initial feedback on employee satisfaction and engagement.

## Employee Satisfaction

In September 2014, the results of an employee satisfaction survey conducted at Laguna Honda was received. The baseline survey collected information via questionnaires distributed to employees in 13 department categories, with an option to complete the survey online or on paper. The survey was conducted by a San Francisco based market research firm, Corey, Canapary & Galanis.

The survey included various satisfaction measures on a four-point scale. These satisfaction measures covered but were not limited to communications, management competency and peer relationships at work. Results showed overall high employee satisfaction at 72%, with the highest ratings in enjoying the work at Laguna Honda/good place to work, feeling valued/work is appreciated, and feeling like part of the team. There are still opportunities for improvement and every department has created a plan to address with their team members.



## DPH Employee Engagement

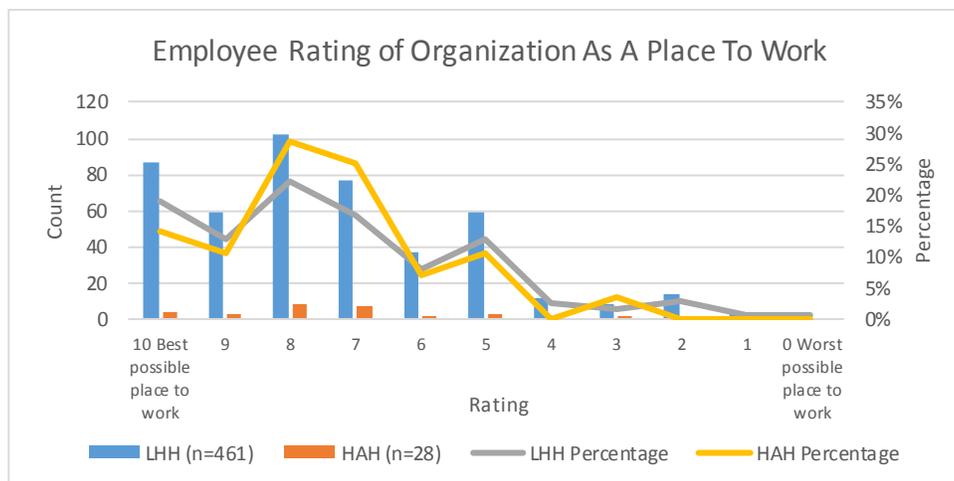
This survey was completed by National Research Corporation (NRC) in March 2015 and made available to all employees working in all department entities including Laguna Honda. While related to satisfaction, engagement serves a different purpose. Engagement uncovers reasons why employees may or may not feel connected to organizational purpose in their jobs.

Leadership from DPH supported the formation of the Training and Workforce Development Committee (TWDC). This committee is represented by members of SFHN and Population

# WORKFORCE TRANSFORMATION

Health Division whose focus was to roll out the survey. The TWDC is continuously analyzing results and will have recommendations for future improvement initiatives.

While in its first year, this survey is an important step in developing new strategies to support our workforce. The Department's goal is to repeat this survey every other year to monitor our workforce experience over time, and to guide our quality improvement efforts to make that experience the best that it can be.



## Language Access

In April 2014, Mayor Lee announced the certification of Tagalog for Limited English Speakers in San Francisco. During the fiscal year, Laguna Honda reviewed documents and forms that needed to be translated into the appropriate languages to meet Language Access Ordinance (LAO) standards.

Laguna Honda formed a team to meet with various departments to compile an electronic repository of documents that needed to be translated. Approximately 27 documents were translated through Accent on Languages Inc., a translation company that works with various health care organizations for health care translation services. The translated materials are currently undergoing an internal quality review process by clinical staff at Laguna Honda that are native to the particular language. Upon approval, the translated materials will be implemented and offered to Limited English speaking patients.

With these initial steps, Laguna Honda will continue to work on making translated documents, interpreter services more accessible to our San Francisco population and improve patient care.

## YEAR IN REVIEW

1,290

- San Franciscans served

1,286

- Health at Home clients

91

- Percent of flu vaccinations for residents

312

- Residents who returned to community living

99

- Percent employee evaluations completed

95

- Percent of flu vaccinations for staff

31,985

- Hours performed by Volunteers

14,339

- Staff mandatory education hours completed in HealthStream

65

- FEMA certified staff

82

- Providers using eCW

15

- Providers using Avatar

## SUPPORT LAGUNA HONDA

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

To make a contribution, visit us on the web at [www.lagunahonda.org](http://www.lagunahonda.org)

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



Laguna Honda Hospital and Rehabilitation Center  
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