



LAGUNA HONDA HOSPITAL  
AND REHABILITATION CENTER  
**DRAFT**  
ANNUAL REPORT  
FISCAL YEAR 2015-2016



SF HEALTH NETWORK  
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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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 we provide high quality healthcare that enables all San Franciscans to live vibrant healthy lives.

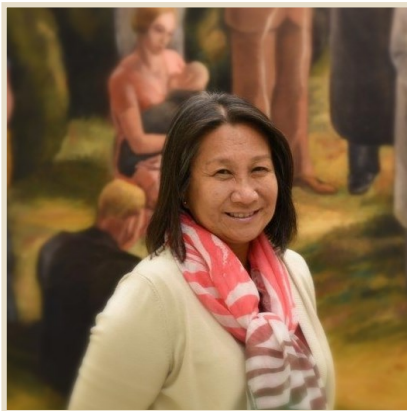
The vision of San Francisco Health Network is to be every San Franciscan's first choice for healthcare and well-being

# EXECUTIVE ADMINISTRATOR MESSAGE

## Leader of the PAC

Laguna Honda Hospital and Rehabilitation Center has and continues to proudly serve the health needs of San Franciscans. We understand how important our role will be as the city's population ages. This past fiscal year, we provided post-acute care (PAC), including skilled nursing and rehabilitative services, to more than 1,200 individuals and successfully reintegrated more than 250 residents back into the community.

In the summer of 2015, our organization took part in a six-month strategic planning process in partnership with the City's Department of Human Resources. This process included facilitated sessions and focus groups that identified current gaps and future vision all hospital departments. Supervisors, managers and directors worked in alongside department staff to produce vision sketches of what they hope to achieve over the next five years. With that input, Leadership Forum committee members developed a series of values and core competencies that is representative of Laguna Honda. The hospital Executive Committee added strategic goals along with new mission and vision statements as part of a new strategic plan that was unveiled in early 2016.



As the nation, California and San Francisco continue to evolve and shape the Affordable Care Act implementation, Laguna Honda is poised to transform and lead in post-acute care for San Franciscans. In the past five years, Laguna Honda has developed programs and services with quality measures that exceed national and state rates. The Centers of Excellence are in general skilled nursing, behavioral health, community reintegration, dementia and memory care, HIV/AIDS, palliative and end-of-life, rehabilitation, respite care, short stay and wellness. Laguna Honda is ready to transform post-acute care for the City, the Department and the San Francisco Health Network.

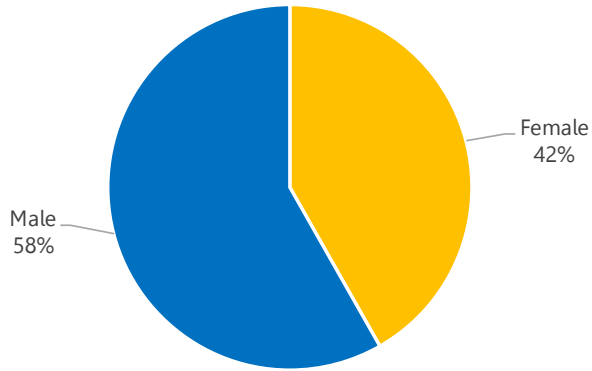
We have the greatest privilege to provide health care services for all San Franciscans and are grateful for community support over the last 150 years.

A handwritten signature in black ink that reads "Mivic".

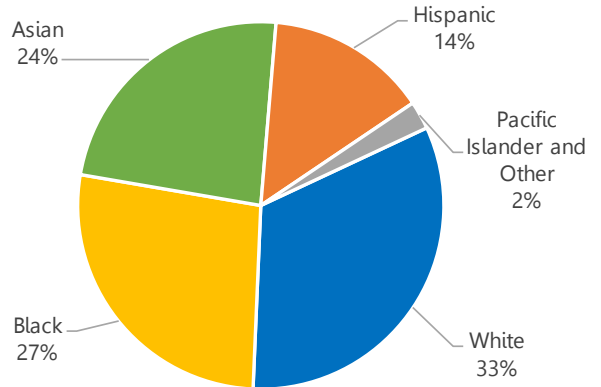
Mivic Hirose, RN, MSN  
Executive Administrator

# RESIDENT DEMOGRAPHICS

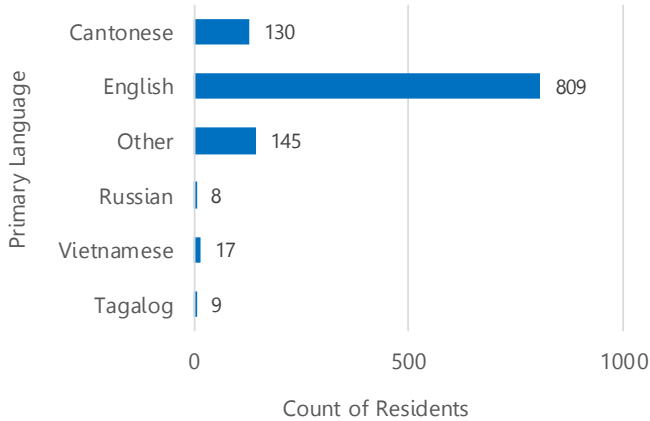
**Residents by Gender**  
n=1,214



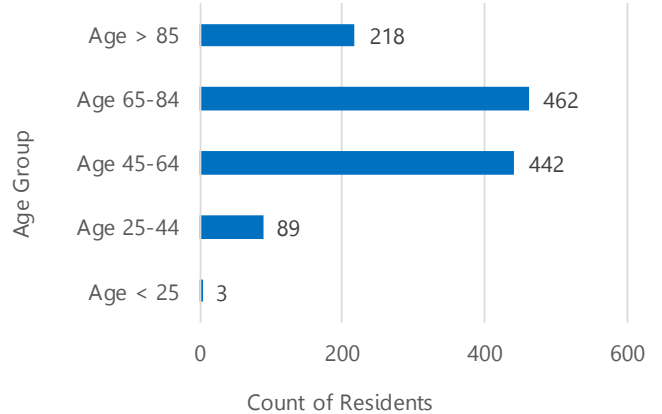
**Residents by Race**  
n= 1,214



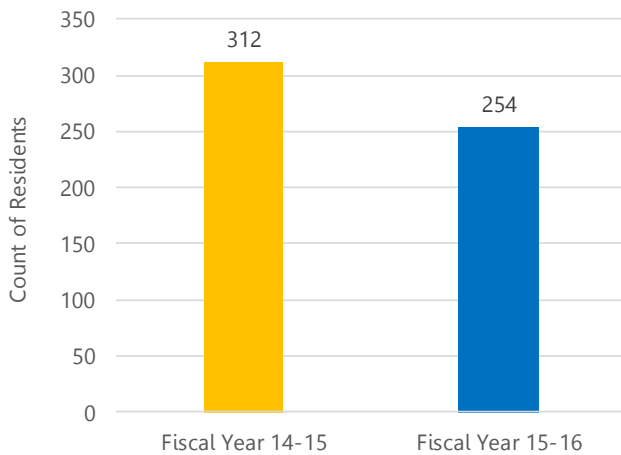
**Residents by Primary Language**  
n=1,214



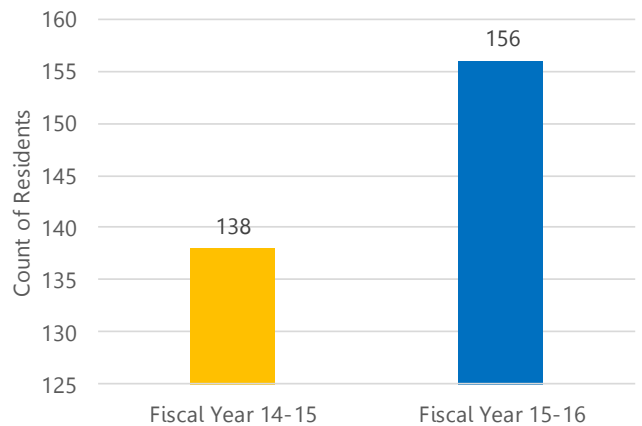
**Residents by Age Group**  
n= 1,214



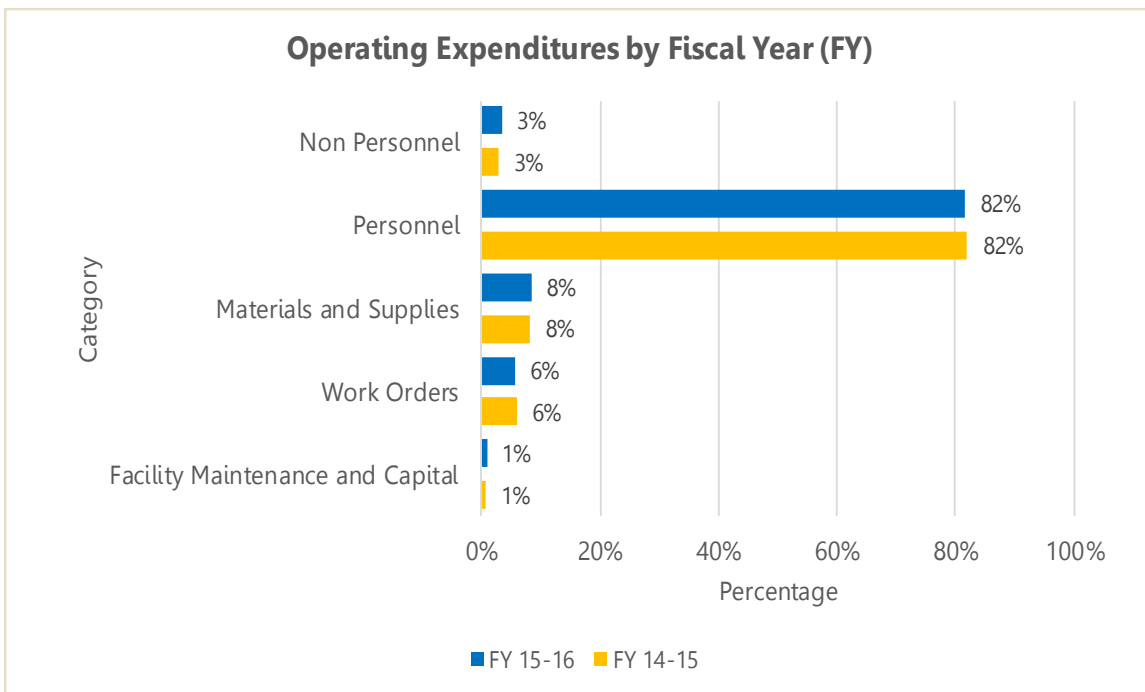
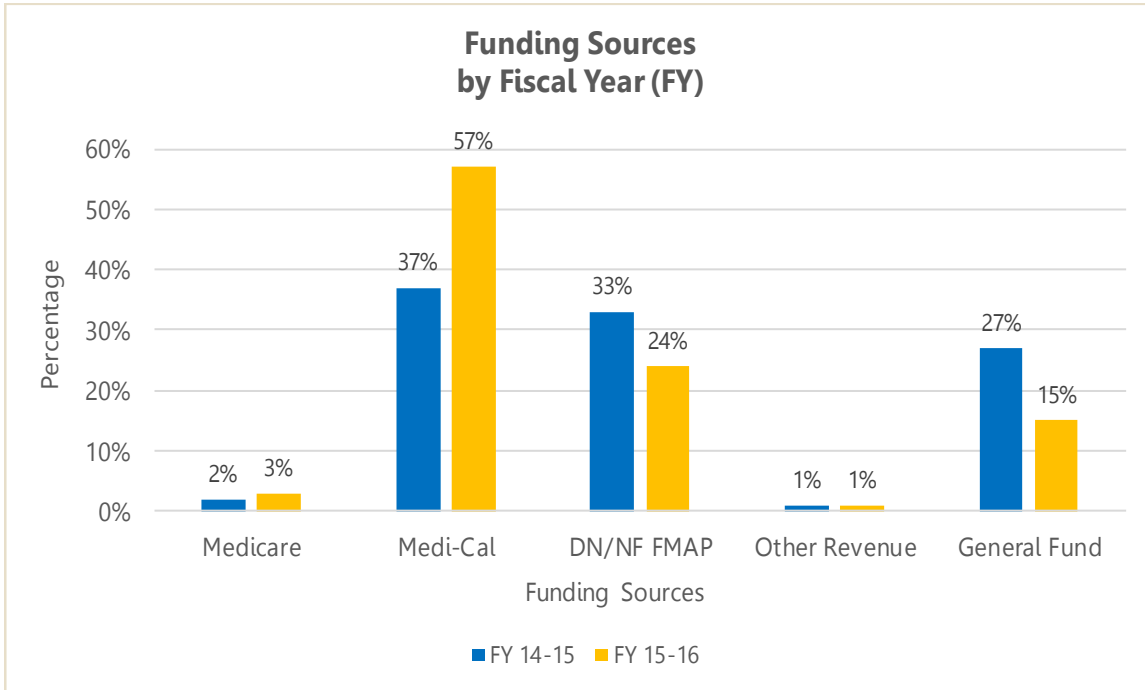
**Community Discharges**



**Average Length of Stay for Community Discharges**



# FINANCIAL STATEMENT



Categories	Facility Maintenance and Capital	Work Orders	Materials and Supplies	Personnel	Non Personnel	Total
<b>FY 2014-2015</b>	\$1,694,245	\$13,393,208	\$18,394,977	\$182,867,636	\$6,628,991	<b>\$222,979,057</b>
<b>FY 2015-2016</b>	\$1,999,421	\$13,059,424	\$19,475,672	\$187,779,643	\$7,956,897	<b>\$230,271,057</b>

# HIGHLIGHTS FROM FISCAL YEAR 2015-2016

## CARE DELIVERY

In our vision to become the post-acute provider of choice for San Franciscans, Laguna Honda has a strategic goal to be recognized as a Center of Excellences. This begins with innovative practices and programs implemented by the Laguna Honda team that can be seen in the care delivered to our residents. The innovative techniques implemented to enhance resident care, supplemented by our ability to adhere to best practices in healthcare, earned Honda a 5-star rating for quality measures as rated by the Centers for Medicare and Medicaid Services (CMS).

### Center of Excellences



### Transition to ICD 10

The transition to ICD-10, a classification for health conditions and diseases, occurred throughout the United States on October 1, 2015. Laguna Honda participated in a San Francisco Health Network-wide planning process.

The change impacted clinicians who began replacing ICD-9 codes with ICD-10 codes when documenting diseases and health related conditions or ordering lab tests. On the heels of implementing eCW, our electronic medical record, this change represents commitment to enhancing our ability in providing exceptional care to our residents.



### Nurses Improving Care for Healthsystem Elders (NICHE)

NICHE is a program that works to ensure that adults age 65 and over receive care that promotes function, autonomy, and dignity. After receiving designation as a NICHE facility last year, Laguna Honda staff continued the momentum this year.

Nursing leaders, including Kathleen MacKerrow, Jusel Selerio, and Alicia Talavera, completed more than 100 hours of NICHE training. They are now in the process of inviting leadership and frontline staff to begin enhanced geriatric education, development of an interdisciplinary

NICHE Committee, and identifying geriatric care specific performance and/or outcome quality measures.

Laguna Honda will now be able to further collaborate with our network hospital, Zuckerberg San Francisco General (ZSFG), already a NICHE designated facility. Through these efforts, the San Francisco Health Network will continue to most effectively meet the challenging needs of our aging population within the City and County of San Francisco.



### Dental Services Partnership

Laguna Honda started a partnership with the hospital dentistry clinic at the University of California, San Francisco. The new dental team includes the dental director, Dr. Natalie Heavilin, as well as two support team members, Aura Jurado and Cesar Rodriguez-Figueroa. Their goals will be to continue to provide and improve comprehensive oral health care for residents of Laguna Honda. The dental team will offer services such as dental cleanings, fillings, extractions, and dental emergency consultations and treatment.

# HIGHLIGHTS FROM FISCAL YEAR 2015-2016

## Vocational Rehabilitation Program

In June 2015, the General Store re-opened for business and in November 2015, the Laguna Honda Gift Shop re-opened and is now fully stocked. Over 50 residents have participated in the program throughout the last year and currently 20 residents participate in the program on a weekly or bi-weekly basis.

The program, led by Meredith Snow, Vocational Rehabilitation Coordinator, connects discharged residents to the California Department of Rehabilitation for employment and education. The program also takes residents who have been discharged as volunteers to further their pre-vocational skills during their transition back into the community.



## Sacred Moment

To enhance the resident care experience, the nursing staff have adopted the concept of "Sacred Moment" as an event following the resident's admission process. Within the first 15 minutes of admission to a neighborhood, a nurse will establish a welcoming called the Sacred Moment.

The Sacred Moment fundamentally changes the way residents are greeted upon admission to a neighborhood. Traditionally, the admission process focused solely on gathering resident information and obtaining vital signs and assessments. Elisa Ramirez, Nurse Manager for Nursing Education, led the implementation of Sacred Moment throughout the hospital.

*"This reminds us why we are here in the first place, which is to care for residents. It is not because there is a checklist, but because it's the right thing to do".*

— Staff Member

The Sacred Moment seeks to humanize the care experience. The new standard creates a lasting first impression by getting to know the resident as a person – identifying their preferences, fears, concerns, and most importantly what the care team can do to ease their journey.

## Learning Circles

Beginning the first week of August, Neighborhoods North 1 and North 3 have begun a pilot of learning circles with staff to discuss care plan for residents with challenging behaviors. As an evidence-based practice, learning circles have proven to be an effective way of empowering our front line staff who work directly with residents. These staff can most often provide insight to residents' care that is both valuable and individualized.

Learn non-pharmacological interventions from those who provide direct care to resident

Reinforce teamwork and share information among staff

Decrease reliance on prescribing and administering psychotropic medications

Ensure the consistent implementation of behavioral interventions across all shifts

Empower staff in developing interventions that are realistic and safe

## Learning Circle Goals





# HIGHLIGHTS FROM FISCAL YEAR 2015-2016

## The Network of Niceness Campaign

The Quality of Life Committee at Laguna Honda responded to the call of residents and staff who were seeking an enhanced relationship with the care experience by sponsoring a Campaign of Niceness. From September 2015 through March 2016, the goal of the campaign was to increase awareness about how all acts of kindness can make a positive impact, and to introduce the relationship between being nice and being happy.



The campaign enjoyed participation from approximately 200 members of the Laguna Honda community. Kindness ambassadors, which included residents, Activity Therapists, Nurses, and the Vocational Rehabilitation specialists helped to spread the message of niceness throughout the hospital. There was a kick-off event where "Network of Niceness" buttons were distributed, weekly emails were sent with quotes about kindness, and a Niceness Fair was held about different ways to share kindness. Other activities included drum circle, gratitude tree and storytelling.

## 2016 Nursing Daisy Awards

The DAISY Award is a recognition program started in memory of J. Patrick Barnes. Patrick's family recalled the skillful and compassionate care Patrick received from his nurses during his eight-week hospitalization and wanted to say thank you to nurses everywhere by establishing a recognition program.

Bi Huang, RN, from the Laguna Honda Clinics, was our Licensed Nurse 2016 DAISY Award recipient. As the nominations reflected, Bi is a role model in her commitment to patient centered care. When residents visit the clinic, Bi demonstrates this unique ability to make every resident feel special. Her warm and cheerful interaction with her patients helps ease their worry and anxiety, and the compassion that she exudes is impressive.



Grace Dominguez, CNA, from the Laguna Honda South 6 neighborhood, was also awarded the 2016 DAISY Award for Nursing. A resident's family member highlighted Grace's dedication to her residents in a beautiful nomination letter. The letter expressed how Grace treats the residents she cares for as if they were her own family member. She is compassionate, understanding, respectful, and lovable. Grace's coworkers echoed these fine qualities in their nominations, and expressed how Grace's calming and affectionate mannerism not only is therapeutic to the residents but to her coworkers as well.



# HIGHLIGHTS FROM FISCAL YEAR 2015-2016

## CAMPUS AND COMMUNITY

### Friends of Laguna Honda (FLH) Holiday Show Returns

After a hiatus for many years, in December 2015, the Friends of Laguna Honda hosted a successful holiday show for the residents of Laguna Honda. A large number of residents attended and enjoyed the variety of performances presented. We would like to acknowledge the Friends of Laguna Honda for sponsoring and coordinating this event and we look forward to the annual holiday show every December.



### Tree Planting in January

A tree planting ceremony was held in January 2016 next to the Virginia Leishman Farm and all attendees were encouraged to wear apparel representing their favorite National Football League (NFL) team. Laguna Honda was chosen to receive 26 new trees as part of a community grant in collaboration with Pollinator Partnership and funded the San Francisco Bay Area Super Bowl Host Committee.

The trees include Bay Area natives such as Bigleaf Maple, California Bay Laurel, Islais Cherry, and Blue Blossom Ceanothus. These trees were strategically planted throughout the campus and are a welcomed addition.



### Visit from Japanese Nursing Students of Soka University

Eight nursing students from Japan's Soka University visited Laguna Honda in February 2016. This visit was coordinated by UCSF School of Nursing faculty, Gene Marie O'Connell (UCSF Nursing Faculty, former CEO of ZSFG Trauma Center) and Dr. Beth Phoenix as part of a UCSF global nursing initiative. The purpose of the site visit was to hear from inter-disciplinary care team members, Laguna Honda's care delivery in many specialty areas, Advanced Practice Nurses Role in Post Acute Care, cultural, linguistic and holistic care. The students and faculty were amazed at the number of services we offer at Laguna Honda.



### District 7 Participatory Ballot Budget

In April 2016, Supervisor Norman Yee held a press conference at Laguna Honda to announce the start of District 7 Participatory Ballot Budgeting. Participatory Budgeting is a public and community process for San Francisco residents in District 7 to vote on how public funds should be allocated. Eligible residents who are 16 and over voted on-line or in person. Laguna Honda served as a one of three host-site for a ballot box in District 7.



# HIGHLIGHTS FROM FISCAL YEAR 2015-2016

## Precita Eyes' Mural at Laguna Honda

Laguna Honda partnered with Precita Eyes Muralists to paint a mural on the retaining wall in the front entrance directly across from the Forest Hill Muni Station.

The mural is a 200-foot panoramic image that illustrates Laguna Honda's 150 years of compassionate care and dedicated service as well as the vibrant history of the west side of San Francisco. Precita Eyes Muralist Association is an inner city, community-based mural arts organization that seeks to enrich and beautify urban environments and educate communities locally and internationally about the process and the history of public community mural art.

The mural composition begins in the center which is also where the entrance gate is located that leads to the stairs to Laguna Honda. The arch contains images of the hospital's past and present including nurses and doctors and has patterns that are found throughout the older hospital building architecture. The left side of the mural depicts the landscape of the area and the beginnings of an Almshouse. The right side of the mural focuses on the current look of the West side of the city and into the future.

From October 2015 through January 2016, the muralist worked onsite three days a week painting from the preparatory work to the final touches.



In November 2015, there was a Community Participation Day open to anyone who wanted to paint the mural. An official mural unveiling was conducted in March 2016 with a brief social event and ribbon cutting ceremony.

## Community Connection



# RESIDENT STORIES

## OPERATIONAL ENHANCEMENTS

### New Shuttle Bus Fleet

On March 2016, Laguna Honda campus officially held a ribbon cutting to celebrate the arrival of three new shuttle buses. These buses replace older vehicles that were twenty years old and will continue ensure that each part of our large campus is accessible and meet the needs of the community.

The vehicles are used to transport residents, staff and visitors from the Forest Hill MUNI station to several stops throughout the Laguna Honda campus. The vehicles were funded through a competitive grant from the Federal Transportation Administration and the California Department of Transportation in order to address the transportation needs of elderly persons and persons with disabilities.



### Emergency Notification System Implementation (Everbridge)

Laguna Honda implemented a new system for communication with staff during emergencies. This is a mass notification system that will allow the HICS (Hospital Incident Command System) Command Center, the Nursing Office, and certain Executive staff members to send out notifications to staff by phone, text, email, or Mobile app. This system will be used DPH-wide and is called SFDPH Alert.

Related to this effort, the Department of Workplace Safety and Emergency Management held a workshop on HICS for 35 staff who have FEMA (Federal Emergency Management Agency) certificates to fill roles in our HICS command center in September 2015.

### Cistern Project on Laguna Honda Campus

As part of the \$412 million Earthquake Safety and Emergency Response bond that was approved by voters in June 2010, the San Francisco Public Utilities Commission (SFPUC) continues to make series of improvements to the City's emergency firefighting water system. The installation of a cistern in the grass area in front of the Pavilion building on the Laguna Honda Campus is part of the improvements and is identified by brick demarcation. Cisterns are underground water storage tanks that provide an emergency source of water for firefighting, particularly follow an earthquake or other disaster.

This program will provide increased protection for San Francisco's citizens, neighborhoods and businesses in the event of a major earthquake or other disaster.



### Sugar Sweetened Beverage (SSB) Regulation

In September 2015, Laguna Honda reached compliance with a new city-wide ordinance regulating caloric sugar sweetened beverages, which was passed by the Board of Supervisors. The effort was spearheaded by Loretta Cecconi, Chief Dietitian, and a team of campus leaders.

Together, they developed an FAQ that addressed general questions about the regulation and changes that impact the beverage offerings on campus, held Nutrition Fairs in July and August where registered Dietitians made themselves available for information about the ordinance as well as the associated health benefits of sugar-free beverages.

# RESIDENT STORIES

## Resident Council

The resident council has been a part of Laguna Honda since the early 2000's. In the beginning, there were two councils, one in Clarendon Hall and the other in administration. In 2007, the hospital decided to formalize the partnership between the staff and residents in the bylaws, and the two councils were unified.

Rather than just a place for residents to air grievances the council is now also a place to discuss what is going well with the hospital, working to continue to build the relationship between staff and residents. Those serving on the council have also been working on engaging their peers more by visiting the neighborhoods and inviting more people to the meetings.



## Paul Hendrickson

Paul first became a resident of Laguna Honda in 2003. He enjoys living at Laguna Honda because he has the choice to spend time alone or be in a community environment. He likes using the computer, writing, and has dedicated himself to self-acceptance.

Paul first started attending resident council meetings almost immediately after moving in with a desire to help others by improving their living environment. He states that the hospital helps him, so the least he could do is try to help others. "Laguna Honda is a natural place where people need help and support," so that is what he aims to do. Sometimes referred to as a "trailblazer," Paul first took charge when the resident council was new and unstable. Now co-president with Felipe, they facilitate meetings and work to make the residents happy. His primary goal as co-president is to spread the message of kindness. "Healing starts with kindness," Paul states. Together with Felipe, they have effectively addressed issues such as smoking and noise, and is now focusing on improving the relationship between the caretakers and residents. Overall, Paul really enjoys serving on the council where he is in a position to work toward true resident-centered care for others and spread kindness.

## Felipe Martinez

Felipe first came to Laguna Honda in 2006 after suffering a stroke. He has since made himself at home. In 2008, he first started to attend resident council meetings, initially to meet new people and practice speaking English. Soon after, he became more involved with the council with a desire to help the other residents better their lives. Today, 8 years after attending his first meeting, Felipe is co-president of the resident council. Alongside Paul, they lead meetings of both staff and residents, who work together to address any issue that may arise with the residents. Recently, the council has effectively resolved problems such as the noise level in the evenings, more shuttles for transportation off campus, and nurse-response to call lights. Felipe says that the resident council is a great way for the residents to be more involved in the hospital, as well as a place for the residents' voices to be heard.

Outside of the resident council, Felipe says Laguna Honda has helped him in many ways. With the help of staff, he has learned how to be more independent as a quadriplegic, learning how to eat by himself and use a computer. He is currently taking classes in hopes of becoming an accounting assistant. Looking ahead, Felipe wants to encourage more residents to attend the council meetings and have their voices be heard.

**\*Intended to be blank for photos pending consent\***

# RESIDENT STORIES

## IN MEMORIAM

### Elizabeth Cutler

Elizabeth was a bright, hard-working woman. Although she led a challenging life being a single, career woman in New York, she was determined to succeed in everything that she did.

Spending almost ten years at Laguna Honda. Elizabeth enjoyed socializing with others, participating in many of the activities around the hospital. She found outlets at Laguna Honda for her many interests, such as poetry group and theatre club.

With a desire to help, Elizabeth found herself at the resident council meetings where she served as an advocate for herself and others. She served one term as council president defending the best interest of the people of Laguna Honda. During this time, she helped in the transfer to the new building. She cut the ribbon on opening day of the new hospital alongside the past and current mayors of San Francisco, as seen on one of the quilts in the hallway.

Her caretakers described her as "relatable," "well-spoken," and a "good resident," being easy to get along with once you knew her.

Elizabeth passed away in May 2016.

*"Delicious, that warm place between sleeping*

*And waking, when warmth and comfort*

*Sweetly compete for consciousness*

*The taste of a fresh morning, eucalyptus in  
your nostrils*

*Birds tweeting and chirping and calling their  
secrets to each other*

*Happily proclaiming, I am here*

*Smell of coffee, and bacon frying; morning  
turning*

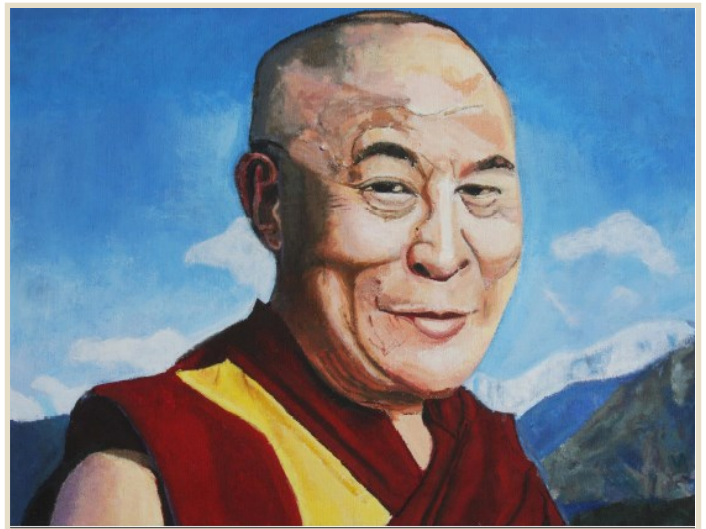
*Into day. Hallelujah! So long since I felt that  
way."*

- A poem by Elizabeth Cutler

### David Ratliff

David benefitted from the Laguna Honda community after leading a rough life in the city. Although it was difficult to adjust initially, he quickly made friends with everyone, from residents to staff, being the socialite that he was.

He was a smart man and enjoyed using the computer. He was also an accomplished painter, often using spiritual figures as his subjects. He could be heard around the hallways singing or playing his guitar.



- Painting of Dalai Lama by David Ratliff

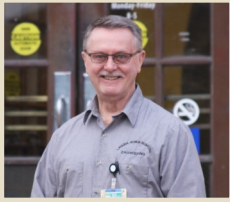
David was a fighter, so resident council was naturally a good fit for him. He wanted to make a difference in the world with the second chance he was given, and his way of doing that was through serving as council president.

He found a sense of worth because he was constantly working toward positive change for his community. Through serving, he learned leadership, compromise, teamwork, and communication. It gave him perspective on how everyone needs to work together in order to create change.

David worked hard for the residents as his way of making his life count for something bigger than himself.

David passed away in January 2016.

# STAFF RECOGNITION



# VOLUNTEER RECOGNITION

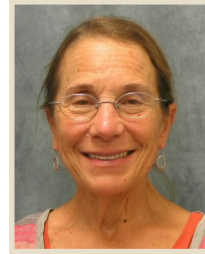
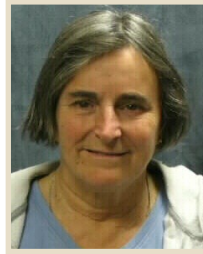
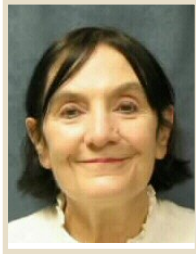
**JOANNE CASCARANO** is valuable Spiritual Care volunteer. Even after losing her friend, who was also a Laguna Honda volunteer, she continues to ensure residents are able to attend services available in the Chapel.

**ELENA GUTTERIDGE** can always be found with the animals at the Virginia Leishman Farm. She is a proven asset by building rapport with Activity Therapy staff who have the utmost trust her in.

**BARBARA COHEN** is the Laguna Honda Clothing Room expert since she first replied to a email shout from Volunteer Services asking for assistance. She helps collect and sort through donated clothing items for residents. The Clothing Room never looked so great!

**MICHAEL DOANE** contributes his time with the Activity Therapy Department for over a year now and has made sure residents were given the opportunity to attend events throughout the day and has also been an asset with the farm and garden. It's not a surprise to see Michael watering the flower beds as he's been always willing and able to do whatever is needed.

**MARCIA THORNDIKE** can be found escorting residents to and from the Wellness Center on Mondays. Her promptness means that residents never have to worry about missing appointments. Marcia will soon retire from volunteering and her presence will surely be missed in the community.



## Volunteer Appreciation Luncheon

The annual luncheon was hosted by the Friends of Laguna Honda for all volunteers and their guests in April 2016. Approximately 200 guests enjoyed a healthy meal in Gerald Simon Theater and awards and raffle prizes were distributed. As an artistic touch, all guests contributed their fingerprints to the Laguna Honda community tree poster. A big thanks to Jan Doyle and Cherrylyn Fernandes, our volunteer coordinators, for making this event a success.





## BY THE NUMBERS

276,169

- Total Resident Days

661

- Average Length of Stay

483

- New Admissions

1,214

- San Franciscans Served

256

- Residents Discharged Back Into The Community

362

- New Hire Appointments

95

- Percentage of Performance Evaluations Completed

93

- Percentage of Staff Who Received Flu Vaccination

27,671

- Hours Completed by Volunteers

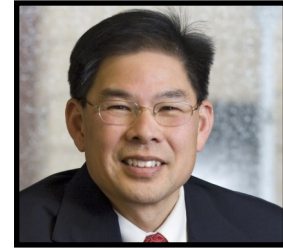
# JOINT CONFERENCE COMMITTEE



David J. Sanchez, Ph.D.  
Health  
Commissioner



Judith Karshmer, Ph.D.,  
PMHCNS-BC  
Committee Chair



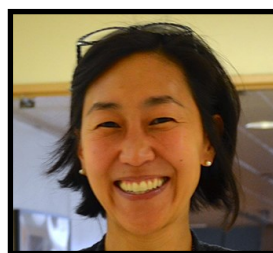
David Pating, M.D.  
Health  
Commissioner



Barbara Garcia, MPA  
Director of Health



Roland Pickens, MHA  
Director, San Francisco  
Health Network



Alice Chen, MD  
Chief Medical Officer,  
San Francisco Health  
Network



Marcellina Ogbu, DrPH  
Deputy Director, San  
Francisco Health  
Network

## Laguna Honda Executive Committee

Jennifer Carton-Wade  
Loretta Cecconi  
Kate Durand  
Christina Fong  
Michelle Fouts  
Janet Gillen  
Regina Gomez  
John Grimes  
Diana Guevara  
Christine Hanson

Wilmie Hathaway  
Mivic Hirose  
Chiayu Ma  
Arnulfo Medina  
Michael McShane  
Winona Mindolovich  
Quoc Nguyen  
Jim Parker  
Basil Price  
Adrienne Tong

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.

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**LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER**

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