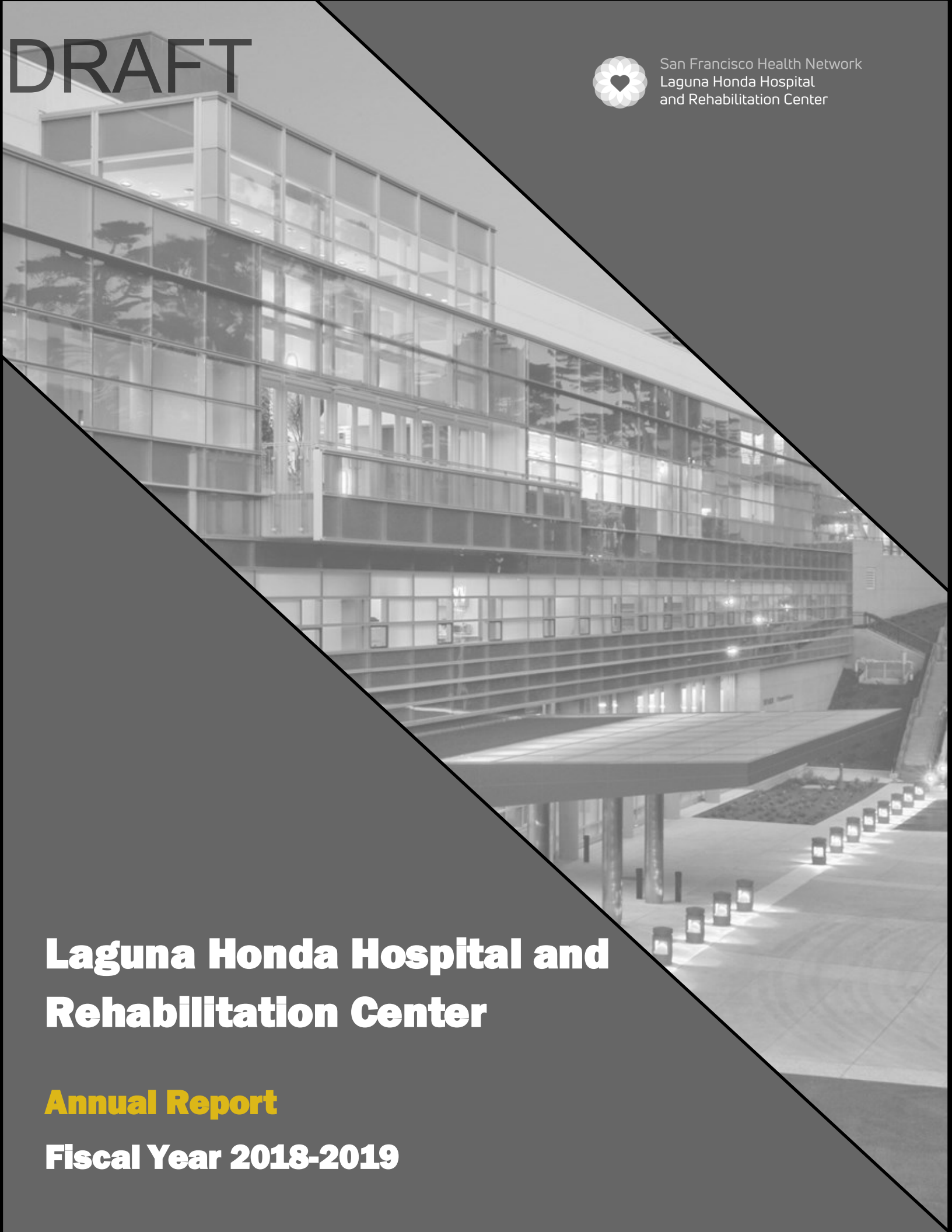


DRAFT



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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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.

Leader of the PAC

Laguna Honda Hospital and Rehabilitation (Laguna Honda) continues to strive towards being the leader in post-acute care. During fiscal year 2018-2019, we welcomed new staff, residents, volunteers into our community of care.

The hospital also took another step towards improving operations and efficiencies of our delivery of skilled nursing and rehabilitation services through continued adoption of Lean management principles and tools. More specifically, Laguna Honda invested in the leadership of our resident neighborhoods in both the North and South tower residences. Cohorts of nursing directors, managers and charge nurses participated in Lean Leadership Development, aimed to help each neighborhood resident care team become better prepared to provide the best care possible for all residents.

Another aspect of our work that is rooted in enhancing care for residents was the preparation completed to implement a new unified electronic health record. Through collaboration with leaders across the Department of Public Health (DPH) and San Francisco Health Network (SFHN), Laguna Honda conducted readiness activities that were geared at ensuring the hospital was in the best position to transition from years of paper documentation and charts to an all-inclusive system to be used by providers, clinicians and residents when accessing health information in the future.



Margaret A. Rykowski, MPA, MS, RN

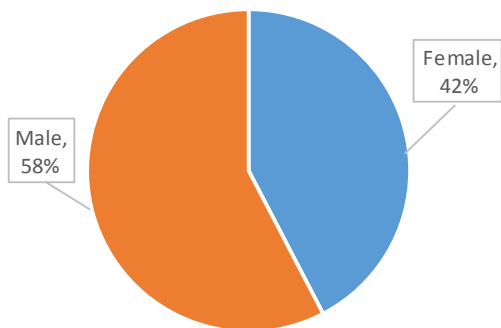
There were a total of 1,107 residents who received care at Laguna Honda during year. Our trends in demographics is unchanged; residents at the hospital remain unique and diverse as they have before. As such, we have remained unwavering in our approach to provide the most individualized care plans as possible for each resident by taking in account their personal preferences and cultural needs.

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

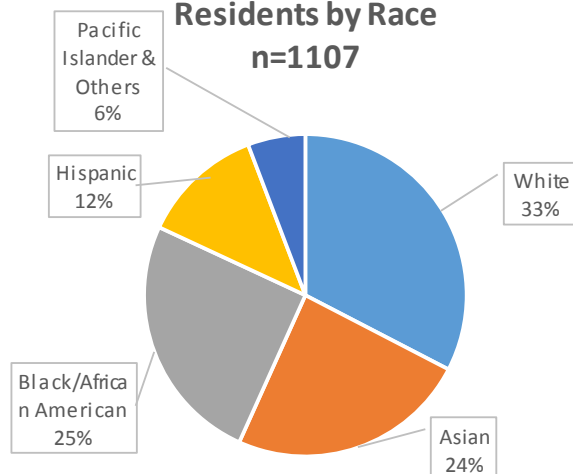
On behalf of our community at Laguna Honda, I am honored and humbled to contribute to ensuring Laguna Honda remains a pillar of health services for DPH, SFHN, and the City and County of San Francisco.

I am thankful for the support and resources afforded to the hospital by the public, our partnering city agencies, and generosity of donors and Friends of Laguna Honda that trust our organization's mission and vision.

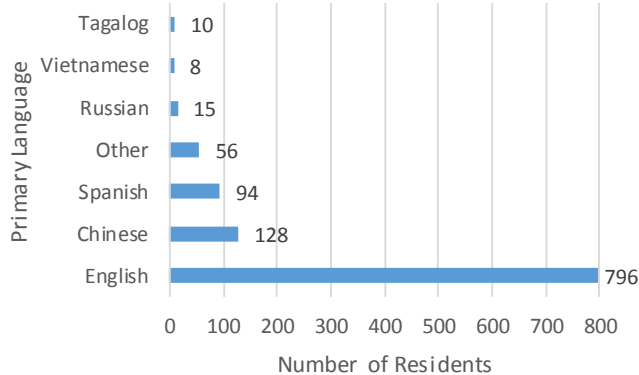
Resident by Gender n=1107



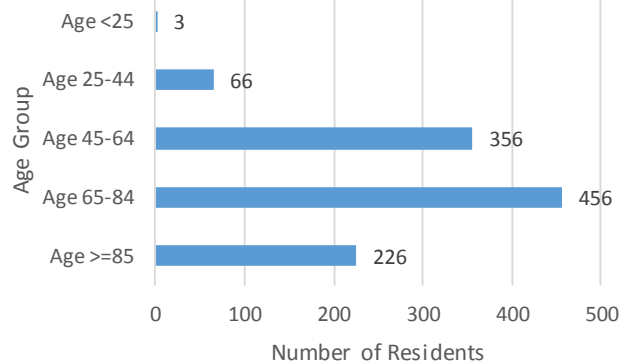
Residents by Race n=1107



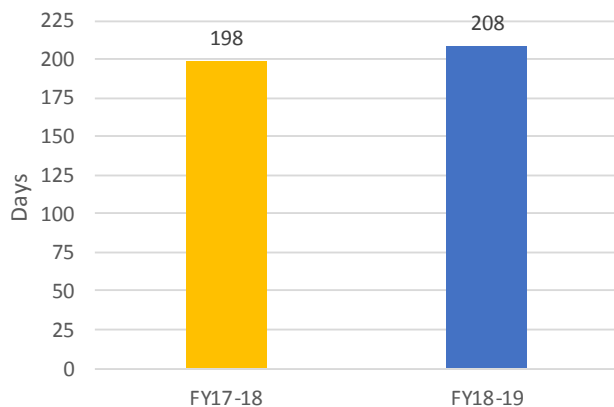
Residents by Primary Language n=1107



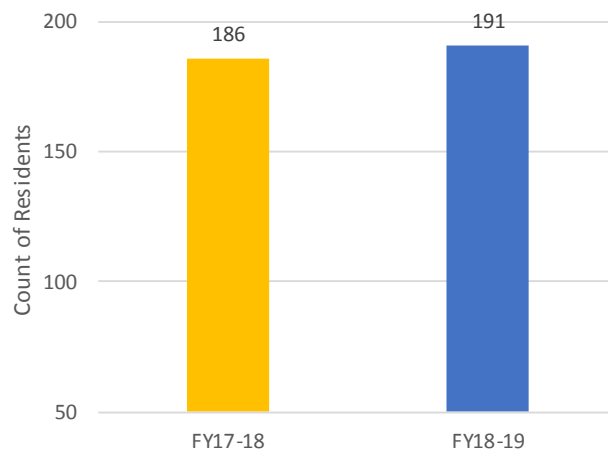
Residents by Age Group n=1107



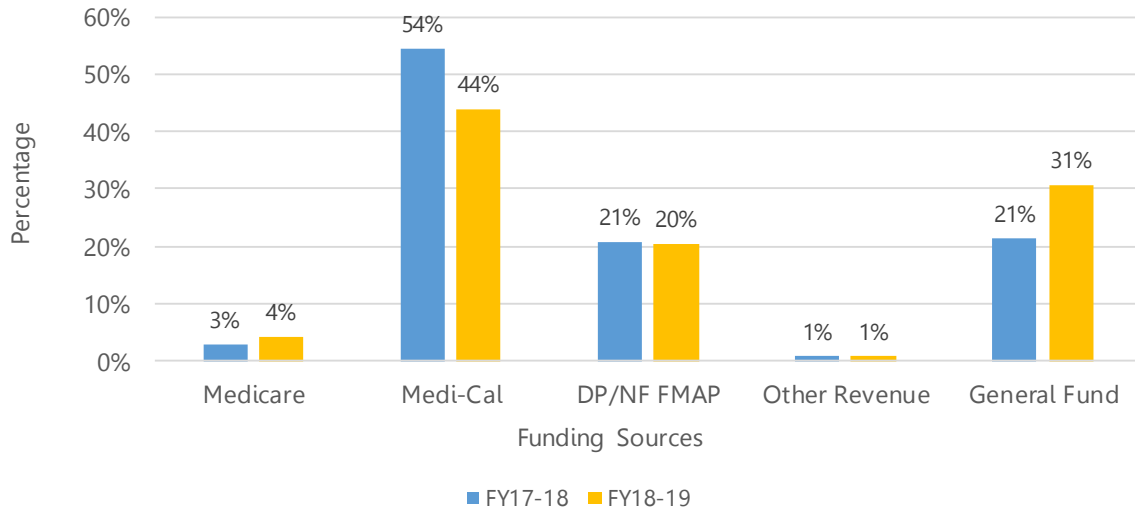
Average Length of Stay for Community Discharges



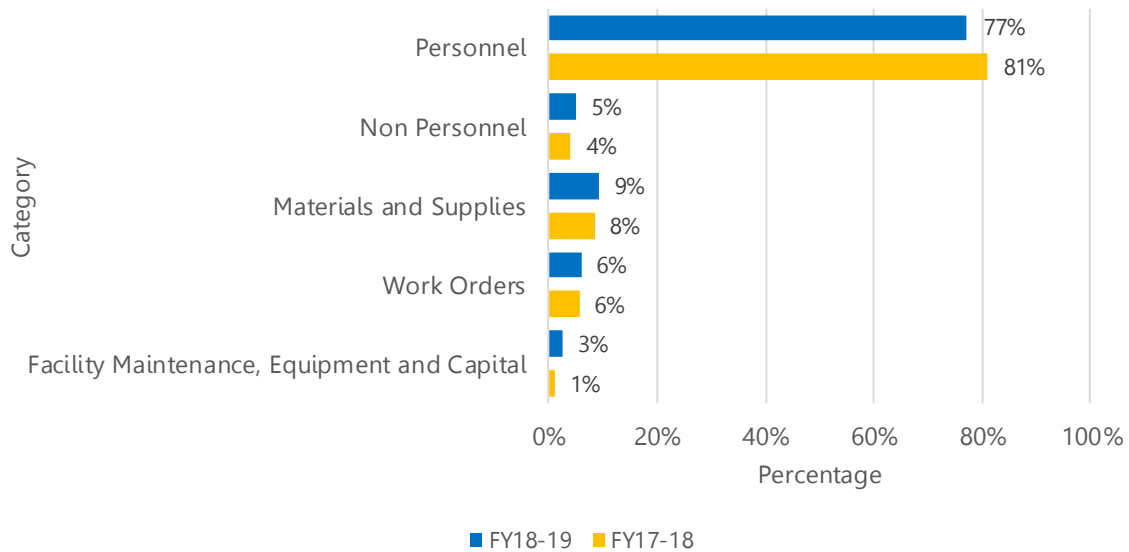
Community Discharges



Fiscal Year (FY) Funding Sources



Fiscal Year (FY) Operating Expenditures



DRAFT HIGHLIGHTS FROM FISCAL YEAR 2018-2019

CARE DELIVERY

Activity Farm Carnival

In late August, the Activity Department held a Farm Carnival. This event supported by Activity, 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 on Forest Hill.



Activity Therapists Having Fun at the Carnival

Rehabilitation Symposium

In mid-September, Laguna Honda held our Rehabilitation Symposium which featured guests 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 us 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 Stroke 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.



Rehab Symposium Speakers; Dr. Lisa Pascual, Dr. J. Claude Hemphill, Grace Chen, Dr. Christopher Focht

Remembrance Day

On Friday, November 2nd, 2018, Laguna Honda held our first annual Day of Remembrance in the Chapel. This day was used to celebrate/remember any resident, staff, volunteer, or family member who has 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 at Laguna Honda Hospital and Rehabilitation Center. Laguna Honda will continue to be a smoke-free campus. In mid-December, Laguna Honda designated a smoking area for residents who practice safe smoking. Smoke and tobacco products are prohibited on campus, 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 is 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 the Institute for Healthcare Improvement 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

DRAFT 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 to 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 at the annual AIDS Walk. While the weather in the morning was a typical foggy San Francisco, the sun shone 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 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 taking

pictures (many selfies of course) 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

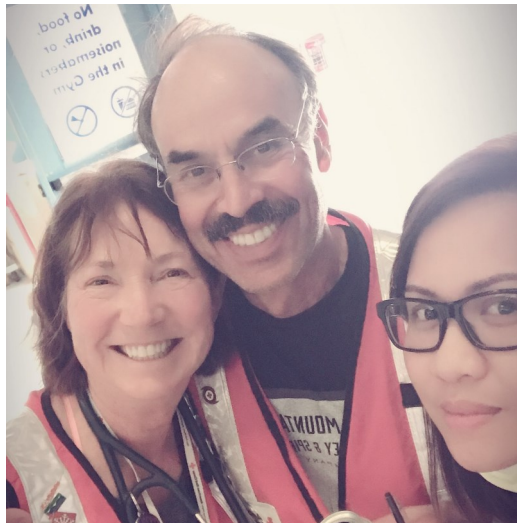
Woodside Ave Staircase/Entrance Enhancement Project

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.

DRAFT 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 Ezoe 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

DRAFT 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 our 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 sight 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

OPERATIONAL ENHANCEMENTS

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 our services through implementation of our new electronic health system, Epic. Many have stepped up 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

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

Bar Code Medication Administration Kaizen Workshop

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

DRAFT HIGHLIGHTS FROM FISCAL YEAR 2018-2019

Gap IT Workshop—Minimum Data Set (MDS) Resident Assessment Instrument (RAI) Lean Leadership Development System (LLD) through Daily Management System (DMS)

Laguna Honda had our 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, and our skilled nursing facility (SNF) counterpart 4A from San Francisco General Hospital 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

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, Department of Education and Training, Rehab Department, Laguna Honda Premier Club, and Restorative program 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

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. So 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, while astounded at her audacious plans, welcomed Zelda with open arms. Zelda has and continues to be smart, spry, independent, and adventurous.

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.

The funny thing was, none of her family knew she had a job at the ballpark. 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, and as it progressed her family began to look for a safe setting that could provide the care she needed and continue to stay in San Francisco. Zelda's daughter Reina recalls how desperate they were for Zelda to be admitted to Laguna Honda. After a year of pursuing the application, 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. She is also one of the best dancers when we get the music going in the great room. 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. Staff appreciate Reina's ambassadorship. Her warm and welcoming demeanor helps put families at ease during understandably stressful times. Reina shares that being able to help new families acclimate has also

helped her process the emotions and stress that accompany having a parent in a long term care facility. 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.



Zelda and her daughter Reina

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 was just getting by. 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 made this all happen because they knew of a wheelchair in a closet here at the hospital with the words "donate" on it.

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 now makes and sells his artwork far and wide, all because he was gifted a wheelchair that gave him the ability to get to and from his art group. This donation could not have happened to a nicer man. Max is a kind soul, always taking the time out of his day to encourage other residents artistically. When I set up Max's art area, people gather around to see what he will create next. 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, he does not appear to let being hospitalized get him down anymore, he seems to be handling it with grace. All thanks to a donated electric wheelchair and an amazing attitude.

IN MEMORIAM

Jose Haros

Jose Haros joined the Environmental Services department at LHH in June 2017. In a short time Jose made a tremendous impact to the hospital and staff, as he was a part of waxing team in 2018. His hard work and positive attitude were some of his many attributes as he got along well with everyone who ever met him. He was an employee that you could call on to assist on any work project and he would always arrive with a smile on his face.

On March 1st, Jose was involved in tragic accident steps away from the LHH campus. The pain of his loss is still felt today as over 100 people filled the LHH chapel for his gathering after his death. In September 2019, the EVS department renamed our recognition award to the Jose Haros award and recognized seven employees for their hard work and great attitude. We will never forget Jose Haros, as he is in our thoughts everyday.





DRAFT 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 Hospital 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 Hospital 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 our office. We have Hung, Kevin, Andrea, Cheyanne, Elle, Linh, Valerie, Piry, Isabella, Tiffany, Charissa, and Monna. They are very hard working, diligent, punctual, and detail oriented. The Nursing Department has benefitted from the services provided by our volunteers and are grateful for the great work they do.



Nursing Office Volunteers

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

DRAFT JOINT CONFERENCE COMMITTEE



David J. Sanchez, Ph.D.
JCC Chair
Health Commissioner



Dr. Edward Chow
Health Commissioner



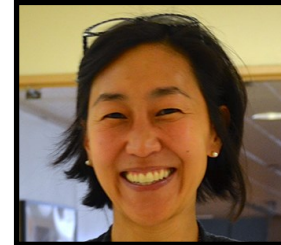
Tessie Guillermo.
Health
Commissioner



Laurie Green, MD
Health Commissioner



Roland Pickens, MHA
Director, San Francisco
Health Network



Alice Chen, MD
Deputy Director & Chief
Medical Officer, San
Francisco Health



Grant Colfax, MD
Director of Health



Mark Morewitz, MSW
Health Commission
Executive Secretary

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Winona Mindolovich

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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
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TO BECOME A LAGUNA HONDA VOLUNTEER, PLEASE CALL 415.759.3333 TO
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LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER

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