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2020 — 2021

Laguna Honda Hospital
and Rehabilitation Center

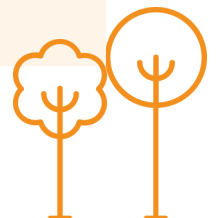
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ABOUT LAGUNA HONDA

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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 to provide high quality healthcare that enables all San Franciscans to live vibrant healthy lives. The vision of San Francisco Health Network is to be every San Franciscan's first choice for healthcare and well-being.

Laguna Honda Executive Committee Members

Monica Biley, Chief Nursing Officer

Jennifer Carton-Wade, Assistant Hospital Administrator

Lily Conover, Chief Financial Officer

John Grimes, Chief Operations Officer

Wilmie Hathaway, Chief Medical Officer

Michael Phillips, Chief Executive Officer

Nawzaneen Talai, Chief Quality Officer

Ramon Williams, Human Resources Manager





Chief Executive Officer Message



Dear Laguna Honda Hospital Community,

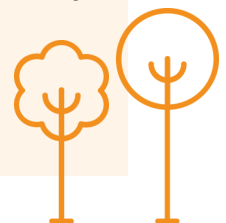
I am humbled by your dedication to providing excellent care for the residents of Laguna Honda Hospital and Rehabilitation Center. During another year of great uncertainty brought on by the global pandemic, we showed true grace in the face of adversity and an unwavering commitment to our values. It is a strong organization that when challenges arise, the best of us shines through. And at Laguna Honda, our staff, our residents, our families, and our many community partners, together showed the best of acute and long-term skilled nursing care.

In fall 2020, the Laguna Honda community experienced the joy of welcoming visitors back to campus—first with limited outside visits and then with around the clock visits on the units. Laguna Honda's Contact Investigation Team traced no COVID-19 cases to visits, and for that we are forever grateful to our families and friends for your support.

In late December 2020, we breathed a collective sigh of relief as we became some of the first in the nation to get the safe and effective COVID-19 vaccine. Staff and residents stepped up in such high numbers that the course of the pandemic at Laguna Honda immediately took a turn in early 2021. Today, all staff on campus are fully vaccinated while approximately 95 percent of residents are. We thank our LHH Clinic for vaccinating our staff and the partnership between the departments of nursing, medicine, and pharmacy as well as Walgreens for vaccinating our residents.

Laguna Honda's COVID-19 response, a collective effort that included local, state, and federal expertise, and the involvement of all departments and residents, continues to be celebrated as the gold standard. In December 2020 our partners at the Centers for Disease Control and Prevention (CDC), in collaboration with Laguna Honda staff, publish *Timely intervention and control of a novel coronavirus (COVID-19) outbreak at a large skilled nursing facility—San Francisco, California, 2020*. We are proud that our work is contributing to pandemic response across the country.

For me, the highlights of the year came from the opportunity to again gather safely and resume the programming and activities that make Laguna Honda such a special place. The art studio was again filled with our talented and creative residents in Art with Elders, Medical Clowns and animal-assistant therapy can again be seen in the halls, and celebrations like "Pride Prom" and the Nurses Week DAISY





Awards for Excellence provided us with the space to connect in new and meaningful ways.

During this past year, we welcomed three new members to the Laguna Honda Hospital executive team: Monica Biley, Chief Nursing Officer, Nawzaneen Talai, Chief Quality Officer, and Dr. Wilmie Hathaway, Chief Medical Officer,

Monica Biley joined the team in October 2020 to take the helm of Laguna Honda's largest department. As an operational expert and strategist with over 17 years of leadership experience and a nursing career that began as a CNA at a skilled nursing facility, Monica's leadership and vision is already making a difference at Laguna Honda. In the same month, Nawzaneen Talai became the inaugural Chief Quality Officer for Laguna Honda. With over ten years of experience in program design, evaluation, strategic planning, performance improvement, and data analysis, Nawz is shepherding a new era for quality management, which includes a significant expansion to the department and centralization across the San Francisco Health Network. In January 2021, Dr. Wilmie Hathaway, who first joined Laguna Honda in 2007 as a physician, became our Chief Medical Officer. Dr. Hathaway has been the conscience of this organization, providing the essential continuity and reflecting the true character of the hospital. We are fortunate to have her in this new leadership role.

Amidst these exciting changes to our leadership team that I know will have positive reverberations for decades to come, I take a moment to thank John Grimes, Laguna Honda's Chief Operations Officer. John leads Laguna Honda's Hospital Incident Command System (HICS) for COVID-19 response. In this role, his contributions have been immeasurable and we thank him for protecting our community.

As we enter into the next year, my vision for Laguna Honda is to build upon the great work underway, consistent with the organization's vision of "Building healthier lives as the leader in post-acute care." I have observed tremendous commitment among staff at every level of the organization. I know our greatest strength is our diversity, which is reflected in the excellent representation of many cultures, experiences, and perspectives among our staff.

I feel immense pride in being a member of the Laguna Honda Hospital community and look forward to what is yet to come.

Sincerely,

Michael T. Phillips, MHA, FACHE
Chief Executive Officer



True North

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

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



The six True North Pillars are:

Quality

Improve the health of people we serve

Workforce

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

Safety

Ensure safe environments for our residents, visitors, and staff

Financial Stewardship

Ensure transparent and accountable stewardship of resources

Care Experience

Provide the best experience for the people we serve

Equity

Eliminate health disparities



True North Goal	Measure	FY20-21	Target
Quality	Reduce pressure ulcers and falls with major injury	55	79
Safety	BCMA Compliance	94%	90%
Care Experience	Likelihood to recommend care	99%	100%
Workforce	Likelihood to recommend working here	77%	85%
Financial Stewardship	Expenditure growth to not exceed General Fund growth (%)	-2.4%	
Equity	Reduce number of discrete incidents per category (9) for B/AA	497	477 (-10%)

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

Quality of Care

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

Nationally, an alarming number of falls occur in nursing homes, with an estimated 50-75% of nursing home residents falling annually. This is twice the chance of falling in the community. Falling is a significant risk among nursing home residents and can lead to injuries, diminished functional status, social isolation, depression, and death. In a typical year, a nursing home with 100 residents can report upwards of 100-200 falls. Although Laguna Honda’s publicly reported CASPER CMS Quality Measure for Falls with Major Injury remains below (better than) the nation average, the opportunity exists to reduce falls.

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

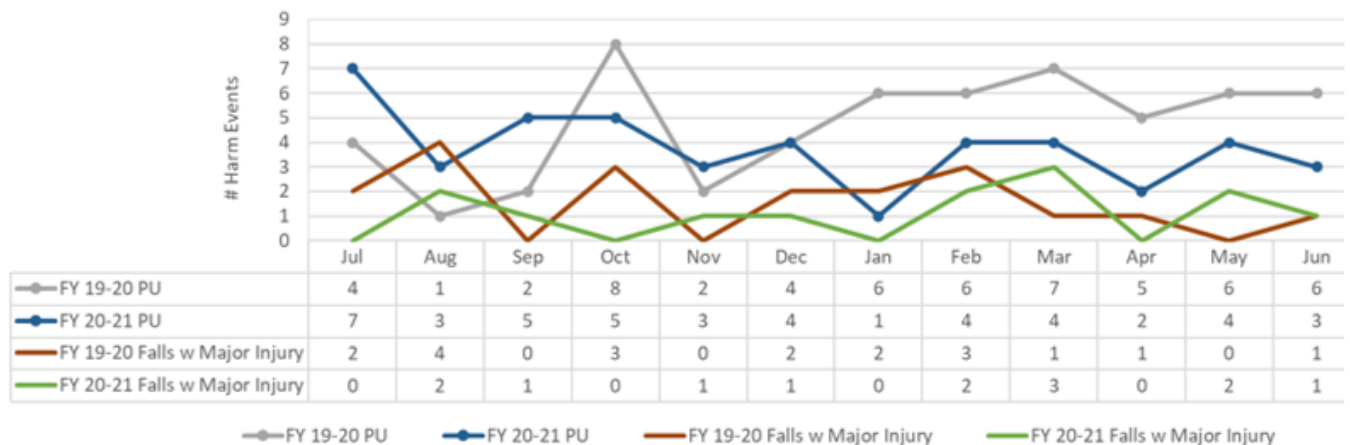
These two critical components to quality of care had several process improvements implemented such as a revamped Falls Performance Improvement Team, gemba rounding, development of standard work improving staff competency.

Quality of Care Key Accomplishments

- Decreased number of newly acquired PU by 21% (target of 10% reduction)
- Launched a new Falls Performance Improvement Team
- Instituted a new performance improvement plan for PU management

SF Health Network True North Goal for Quality

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





Safety

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

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

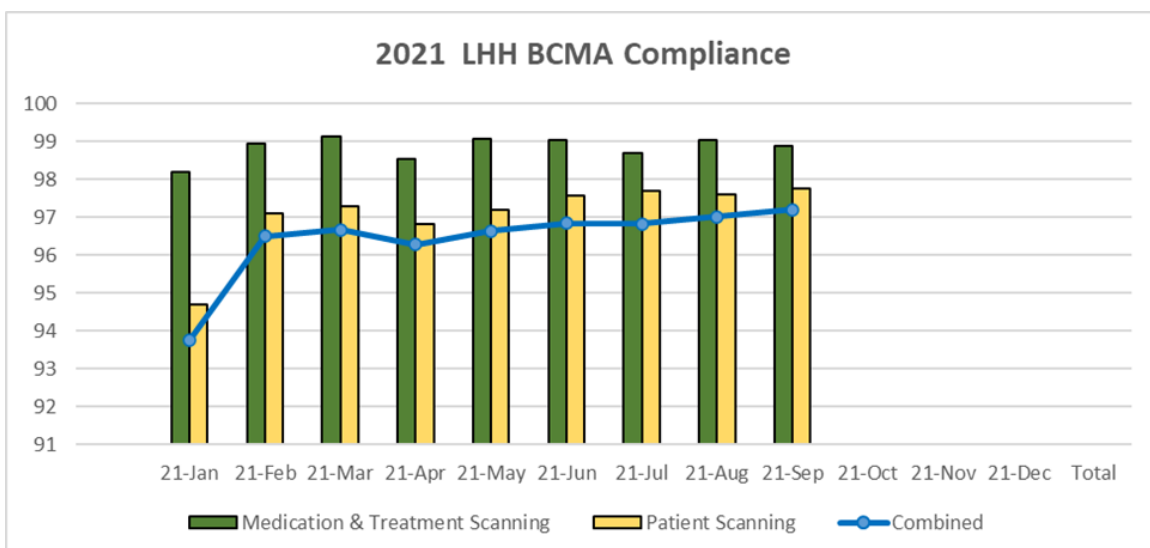
The BCMA data is broken down into three categories – medication scanning, patient scanning and combined patient and medication scanning. We have chosen to use the combined patient and medication scanning to provide the greatest level of safety.

In September 2020, LHH revised its BCMA initiative to improve its practices and ensure the highest standard of medication administration.

From > 90% target, the hospital increased its target and aimed at achieving > 95% combined

Safety Key Accomplishments

- Continuation of Barcode Medication Administration (BCMA) system initiative and improving practices
- Increasing the target from > 90% to > 95% compliance.
- Improved nursing workflows to ensure BCMA efficiency
- Continuation of workflow to support scanner replacement and repair, and the use of ID cards.
- Continuation of system to assure that medications dispensed by the pharmacy and residents’ ID bands are scannable.





compliance. Surveys, observations, education, in-services, and follow-ups of licensed nurses were conducted to achieve the most acceptable and highest compliance on BCMA practices.

Throughout 2021, the overall combined BCMA compliance of LHH was above 96% except in January 2021, which was at 94%. This was due to multiple residents on isolation as a result of the surge in COVID-19 cases within the hospital.

Other issues that affected compliance includes resident refusing to wear ID bands, and broken scanners, which is minimal and accounts for the 3% to 4% of non-compliance.

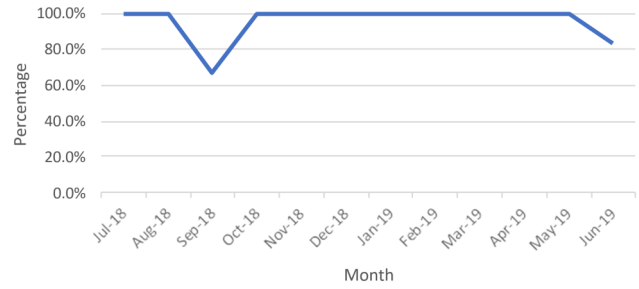
The success of the BCMA initiative is made possible through the hard work and dedication of licensed nurses to adhere to barcode scanning policy, and the nursing leadership who monitors and ensure compliance. Licensed nurses and nursing management has been working together to identify issues on BCMA and come up with solutions such as providing ID cards for those residents who qualify but refuse the ID bands, timely replacement of broken scanners, and ensuring that barcode is readable and/or replaced regularly.

Care Experience

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

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

Resident Survey Response for Likelihood to Recommend Care



discharge survey. This is an on-going measurement, continued from the past two previous fiscal years. It is meant to give feedback from residents/families that have recently been discharged to the community. In addition to asking about the likelihood of the former resident/family to recommend care at Laguna Honda, we also ask about overall satisfaction with the facility.

Looking ahead, Laguna Honda would like real-time data to be able to ensure appropriate adjustments in time for service recovery. They will continue to follow this metric for FY21-22 and will work with the new supplier for care experience surveys to meet this goal.

Care Experience Key Accomplishments

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



Workforce

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

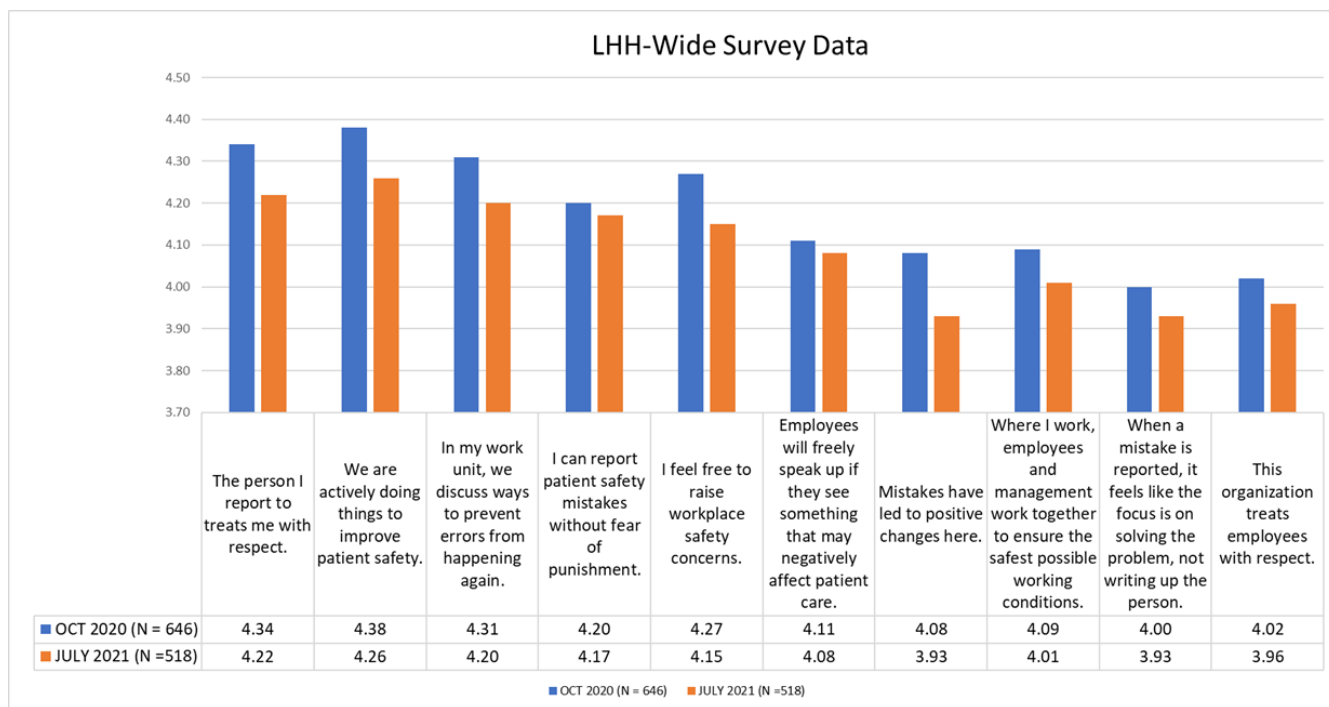
In FY20-21, Laguna Honda continued to integrate the survey system into divisional improvement efforts as part of the organization's Culture of Safety work. Department managers and front-line staff worked together to identify areas of improvement and create actionable plans. Over the course of the year, a pulse survey focused on Culture of Safety questions was internally administered twice to gauge progress and impact of action plans.

The ten-question survey was designed in a five-point Likert scale format with (5) being the positive end "strongly agree" and (1) being the negative end "strongly disagree." The sample size remained relatively consistent in October 2020 (646) and July 2021 (528) for the survey administered.

The anonymous responses from Laguna Honda staff reflect an overall increase in staff satisfaction during FY20-21.

Workforce Key Accomplishments

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





Financial Stewardship

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

In alignment with San Francisco Health Network’s True North metric on financial stewardship, and to be able to continue to serve its rich history in providing San Franciscans excellent quality and cost-effective care, Laguna Honda’s metric seeks to measure expenditure growth as it relates to the growth of the City’s general fund.

Expenditure growth was 4.0% in FY20-21 due to increased emergency response spending. The City’s general fund growth rate was slightly lower, at 1.6%, a 2.4% difference.

Financial Stewardship Key Accomplishments

- LHH expenditures were on budget for FY20-21
- Revenue growth and emergency relief funding increased over the prior year, resulting in a decrease to the general fund subsidy, and allowing the City to reallocate funding to support emergency response programming.

Revenue growth, including emergency relief funding, increased by 21.1%, resulting in a 62.8% decrease to the general fund subsidy.

Equity

The Equity metric focuses on identifying and eliminating health disparities. **This year, Laguna Honda’s Leadership Team tracked the discrete number of UO incidents per priority category, aiming to reduce UO incidents for Black/African American residents in the following areas:**

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

Data analysis demonstrated a reduction in the number of discrete UOs for Black/African American residents in Q3 and Q4.

Equity Key Accomplishments

- Continued normalizing the use of UO data disaggregated by race to understand where inequities exist and inform equity interventions.

However, as operations were significantly interrupted due to protective measures against COVID-19, the hospital reported a reduced number of UOs overall for all racial/ethnic groups.

Preliminary data analysis has been reported to Quality Management and equity partners, and equity interventions are being developed and implemented.

While operations were impacted by COVID-19 response measures, Laguna Honda accomplished important equity priorities in FY20-21, including:

- Training and capacity building with the Risk Management team to support equity analysis
- Launched the new Department of Equity and Culture
- Re-formed the Equity Action Council with representation from over 80% of departments
- Co-authored DPH's Racial Equity Action Plan

EPIC DEVELOPMENT AND STABILIZATION

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Stabilization

For the first year of the pandemic, stabilization efforts aligned with DPH's planning, management and response to the COVID 19 crisis. Inpatient LTC worked closely with the Acute and Ambulatory settings to triage critical fixes and allocate appropriate resources to the changing and dynamic situations. LHH subject matter experts and super users were reassigned to assist DPH Covid response teams and were essential in the stabilization phase while activated in other roles.

COVID-19 Response

The COVID-19 pandemic led to much of 2020 and 2021 focusing on the pandemic response. LHH Core Super Users seamlessly worked with the DPH Epic team to build and maintain new and evolving functionality. To better support clinicians, updates were made to allow tracking of COVID-19 tests and vaccine status, as well as upgraded views that facilitated catching



changes in the patient's status. Epic charts now display these statuses at a glance, and staff can utilize a CPVOD Vitals Timeline to easily view the patient's trending values. COVID-19 Education Topics specific to LTC were integrated into the Covid Screening. The LHH Core Super Users collaborated with HICS administrators and the Contact Investigation Team to provide support for Occupational Health, assistance with the point of care COVID-19 testing rollout, and the development of COVID-19 and Influenza Vaccination workflows.

Data Collection

The LHH CSU team continues to work and explore EPIC reporting functionality in an effort to support quality improvement and regulatory compliance. Reports have been created to assist departments in highlighting the quality of service provided as well as looking for opportunities for improvement. The CSU team has collaborated with QM, A&E, SW, Medicine and Nursing to abstract meaningful data from EPIC to support their needs and workflows.

Epic Development for Long Term Care

The LHH Core Super Users (CSU) continue to provide hospital-wide Epic support and training through the LHH Epic Help email support, Help Line, and SharePoint page. Planning is underway to provide LHH nursing staff with an in-person Epic review which focuses on LTC workflows. The CSU work closely with the DPH Epic Team in troubleshooting breaks in the system and to promote optimization efforts. While optimization efforts have been mostly postponed DPH-wide due to the course of the pandemic, some DPH EPIC workgroups started to resume in July 2021 which focused on improvement efforts. LHH is proud to have provided support to Jail Health Services for their October 1, 2021 Go-Live.

The LHH CSU team participates in a LTC nationwide, multi-facility workgroup led by Epic developers to improve the LTC EPIC module. With LHH being one of the largest LTC facilities using the Epic electronic health record platform in the nation, we have been afforded the opportunity to recommend upgrades and build changes which meet the unique needs of long-term care. Several of our recommendations

have been implemented into Epic production and additional suggested builds are currently being facilitated into future upgrades.



Highlights from Fiscal Year 2020 — 2021



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The San Francisco Chronicle Profiles Laguna Honda's Effective COVID-19 Response — July 2020

Laguna Honda was on the cover of the San Francisco Chronicle for our effective response to fight COVID-19. The story was an important acknowledgement of the collective efforts of the entire Laguna Honda community.



**How SF's Laguna Honda averted
coronavirus disaster**

Laguna Honda Welcomes New Residents — July 2020

For the first time since late March 2019, Laguna Honda welcomed new residents, beginning with nine new residents in July.



Back to School Staff Celebration Days — August 2020

We celebrated Laguna Honda staff through a “Back to School” themed event. The event included giveaways like ear savers, coffee mugs, energy drinks, snacks, cloths masks, buttons, and more. Across the two days, an estimated 1,000 staff members participated.

Laguna Honda’s Dr. Igor Mocerro's Research on PrEP Published in JAANP — August 2020

Laguna Honda Nursing Director Dr. Igor Mocerro, who recently graduated as a Doctor of Nursing (DNP), had his research published in the Journal of the American Association of Nurse Practitioners (JAANP). His research will help save lives by encouraging nurse practitioners to make PrEP accessible to young people at risk for HIV.

Epic Core Team Celebrates One Year Anniversary — August 2020

On August 4, 2020, Laguna Honda’s Epic Super Users and Core Super Users celebrated the one year anniversary of go-live. The super users became the backbone of the go-live preparation and implementation by providing support to all the end-users and working collaboratively with the Epic CSI consultants and SFDPH leadership.

Resuming Visitation and Additional Reopenings —September 2020

On September 4, 2020 SFDPH updated the Health Order to allow visitation at Laguna and other SNFs in San Francisco. Laguna Honda worked closely with SFDPH and our Infection Prevention and Control team to

safely and equitably resume visits. Our first visits under the updated Health Order took place on September 28th. In addition to resuming visitation, Laguna Honda reopened additional clinics (dermatology, plastic surgery, optometry, orthopedics, and podiatry) as well as the salon.



Photo: Scott Strazante / The Chronicle

Feed the Frontlines – September 2020

Kimberly Quan’s Feed the Frontlines SF provided 200+ meals to our AM staff. The meals were purchased from Scopa DiVino and Buena Vida, which also supports our local restaurants. Staff had the option of pansit noodles or pasta. The meals were a wonderful treat for our staff.





Frontline Worker Recognition, Pauline Tran — September 2020

Over Labor Day, the San Francisco Chronicle celebrated Laguna Honda’s Pauline Tran as one of the Bay Area essential workers that keep the region running. Please see the photograph and quotation from Pauline that appeared in the paper.

“I’m doing my part to help out the hospital as well as the community, just decreasing the spread and preventing the disease... as essential workers we have to go out there and do our job and get the tasks done for the people that need it.” - Pauline Tran of Laguna Honda’s Contact Investigation team.



Four Stars of Quality Measures – October 2020

Laguna Honda’s Quality Measures from CMS went back to four stars on October 21, 2020. We look forward to being back to five stars soon.

Laguna Honda Receives Top Honor for the 2020 Quality Leaders Award from CAPH – November 2020

Laguna Honda won the Top Honor for the 2020 Quality Leaders Award for our COVID-19 Outbreak Response and Management. The prestigious award from the California Association of Public Hospitals and Health Systems (CAPH) recognizes a project that demonstrates a system-wide initiative to provide seamless care to patients. This year, CAPH saw our effective and collaborative response to the pandemic and awarded us the Top Honor for the first time in this organization’s history.

Annual Resident Holiday Gift Program – December 2020

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

COVID-19 Vaccine Rollout — December 2020

December 2020 and January 2021 saw a turning point for Laguna Honda’s pandemic response as our community was one of the first in the country to get vaccinated. In partnership with Walgreens, nearly all residents received their first dose of the vaccine over a two-day period. After a challenging winter surge, Laguna Honda’s vaccine rollout changed the trajectory of the pandemic for our community.



Introducing the Department of Equity and Culture — January 2021

The Department of Equity and Culture (DEC) led by Amie Fishman will work with SFDPH's Office of Health Equity (OHE) and the City's Office of Racial Equity (ORE) to implement the DPH's Racial Equity Action Plan (REAP). Amie and Jennifer Carton-Wade worked with DPH's OHE leadership to draft the REAP. The DEC worked with LHH's Executive Leadership to create an A3 for 2021 that includes a plan to address REAP goals and internal LHH equity priorities.

Mayor Londong Breed Highlights Laguna Honda Staff in State of the City Address — January 2021

Mayor London Breed shared her experience as the granddaughter of a Laguna Honda residents in the 2021 State of the City. She shared the following: "The men and women at Laguna Honda, the nurses, doctors, paramedics, and staff there, along with all those taking care of people in need across the City: they are heroes. They are the best of us."

Laguna Honda Staff Support Citywide Vaccine Rollout — February 2021

Laguna Honda staff played a key roll in vaccinating San Francisco at the Southeast

Health Center and Zuckerberg San Francisco General sites. Staff helped manage operations, provided line control, and supported with translation services.



Expanding Visitation and Additional Reopenings — April 2021

In early 2021, Laguna Honda significantly expanded visits by resuming in-unit visits seven days a week. Resident activities such as Art with Elders, bedside communions, in-person Resident Council Meeting, and other quality of life activities also resumed.





The Department of Equity and Culture Re-Launched the Equity Council — April 2021

The Department of Equity and Culture re-launched the Equity Council this month; the Council has representation from all Laguna Honda departments. The Council’s mission is to eliminate discrimination and promote inclusion at LHH.

Precita Eyes Mural Expansion — May 2021

Precita Eyes begins process of expanding the Laguna Honda mural to Woodside Avenue. Precita Eyes hosted a workshop with Laguna Honda residents to hear ideas for mural themes and to begin sketching ideas.

Nurses Week and the DAISY Awards of Excellence — May 2021

During this year’s Nurses Week, we had the opportunity as an organization to celebrate our wonderful nurses and caregivers at Laguna Honda. We are beyond proud of our 2021 DAISY Award recipients who each exemplify the "art and heart" of nursing. There were over 200 nominations from staff, residents, and families. We were inspired by the countless examples of exemplary nursing.

- Licensed Nurse Award: Angela Lui, Registered Nurse (*pictured*)
- Caregiver Award: Kimberlyn Jeffries, Patient Care Assistant
- Nursing Leader Award: Marvin McGregor, Nursing Director
- Nursing Team Award: Maria Chavez-Lagasca, Nurse Manager, and the South 5 Team



Celebrating Pride – June 2021

Pride Month celebrations were the first large-scale, hospital-wide resident activity since the beginning of the pandemic. The Sisters of Perpetual Indulgence hosted two sessions of Pride Bingo with prizes and decorations. To cap the month, the LHH Pride Committee organized a Pride Prom with music, dancing, and decorations.





Resident Story

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Peter L.

I am Peter L. When I was in my childhood, I liked cycling, climbing, watching movies and eating dim sum because of these activities were economical. I could not afford to do expensive activities. When I was in my teenager, I had worked at the dim sum store till I graduated from high school. I was a working student and I earned money to enjoy roller skating and going on a picnic. As I grow older in my adulthood, I was a full-time working adult. I was working for a computer company while I was studying evening school to educate myself to a better future. I began with a computer technician then eventually I was promoted to become a software engineering. I used to work for a computer company where had hundred and thousand employees. Yet the computer company was downsizing rapidly to 10-20 workers due to competition in the technology market. From a large corporation to small computer business happened like a blink in my eyes, for I had seen many



companies closing down their businesses.

I like traveling, for I have visited the various countries such as Japan, Hong Kong, Taiwan, and Canada in my life when I was in my younger age before I finally settle down in America. In Japan, I had visited Tokyo, Osaka and Kyoto. In Hong Kong, I very enjoyed eating delicious foods, for Hong Kong is such a gourmet paradise. In Taiwan, I liked its beautiful scenery in the city. In Canada, for example, Toronto and Vancouver; I liked its gorgeous national parks. Now I live in San Francisco, the most favorite thing I like San Francisco is its optimal and comfortable weather.

I was sent to Laguna Honda Hospital after a stroke. An ambulance from another hospital sent me to Laguna Honda Hospital. I am one of residents in Asian focused unit, for I am thankful of the love and care that I have been receiving through different clinical team members. They are like my close family members who are taking good care of me daily. I have felt a good team of support to my wellness and recovery here. Since I was growing up in a large family that I have seven siblings, I did not feel receiving much mother's love ever since I have grown up in my childhood and teenager stages. My mother was hardly taking good care of me. I was satisfied with the care and love and patience from the care team in Asian focused neighborhood, for I also enjoy staying in Laguna Honda Hospital.

When it comes to childhood dream, I have been dreaming for becoming an astronaut. I remember that America had the first space rocket from earth to moon in 1970s, for this was the first time human had reached the moon. I drew a picture with my imagination of walking

in the space when I was in my very young age in the classroom; however, my teacher was criticizing my drawing. However, this is one of the reasons that I studied computer science and worked for the computer company. Although my childhood dream may never come true in my life, the memory of being an astronaut is still fresh and clear in my mind. Nowadays, this is not a fantasy dream of human being reaching the moon, for I have seen American reaching the moon in 1970s so as to other astronauts have reached the moon. Both western and eastern cultures have accomplished their milestone in space exploration. I am happy to see this historical events of space exploration in my life.

In Memoriam

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We honor and remember all those who lost their lives this past year. On Remembrance Day, our community comes together to mourn and celebrate all those who have passed.

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

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

- Reverend Bob Deep,
Laguna Honda Hospital Spiritual Care



Gwen Brister

Together, Laguna Honda grieved the loss of our wonderful colleague, Gwen Brister. For 34 years Gwen was one of the heartbeats of the Environmental Services Department. With the sudden loss of Gwen, the department and Laguna Honda will not be the same.

Known for her famous chili, Gwen was a quiet person yet a huge presence at Laguna Honda. Yvonne Gage, who worked with Gwen for over 15 years, remembers Gwen's love for her job: "Gwen was a very humble person who loved her job and co-workers."

Gwen worked throughout the hospital and built friendships with many employees from various departments. Her loving personality won her employee of the month for EVS and she was also recognized for assisting a department during a medical emergency.



Anne Hughes

For over forty years Anne Hughes shaped the nursing profession, and her impact lives on through those she mentored, including many leaders at Laguna Honda, and through her contributions to HIV/AIDS care, hospice care, and palliative care.

In addition to her impact on nursing, Anne will be remembered for her remarkable quality of making friends and colleagues everywhere. She worked side by side with doctors and nurses in the Pain Clinic, she was secretary of the Ethics Committee, she worked closely with Social Work, she was the clinical nurse specialist for South 2 and South 3 but worked closely with all teams if they needed a consult for palliative care, and she served food at Thanksgiving and Happy Hour on South 3 - Palliative Care. Staff can visit Anne's bench, dedicated by her loved ones, near the Florence Nightingale statue.



Staff Recognition

DRAFT!



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

Every year we recognize a select number of staff through our Employee of the Month Program. In recognition of the extraordinary teamwork required during the COVID-19 pandemic, Laguna Honda transitioned to a Team of the Month award. Awardees are celebrated with posters around campus, through digital communications, and with a Laguna Honda Hospital sweatshirt. All staff are encouraged to submit nominations.

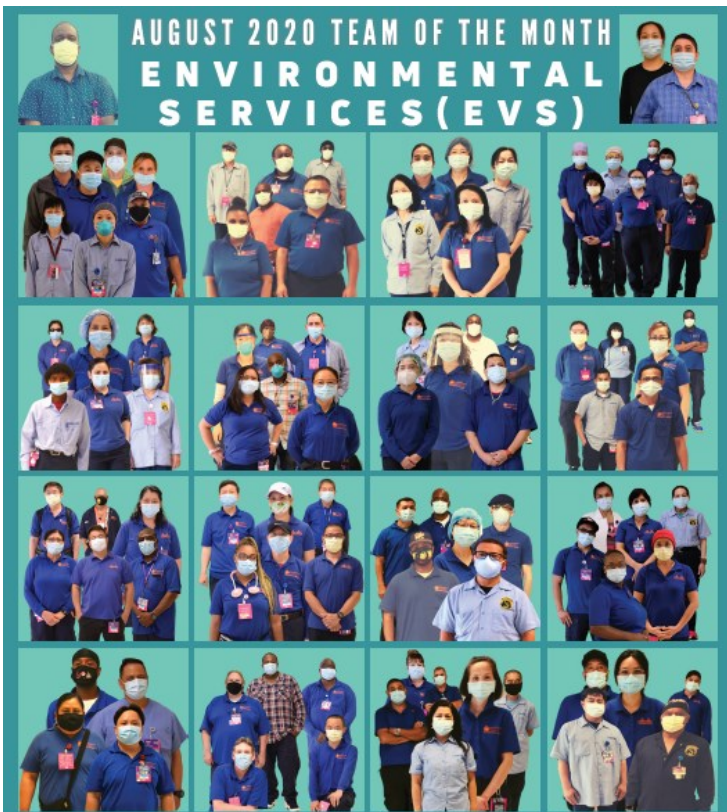
Activity Therapy Department



Contact Investigations Team



Environmental Services (EVS) Department



Food and Nutrition Services Department





Health Checkers



Central Processing (CPD) Department



Rehabilitation Services Department

DECEMBER 2020
TEAM OF THE MONTH
LHH REHAB DEPARTMENT



Nurse Managers



Nursing Officer Staff



Quality Management Department



Facility Services Department



North 1 Nursing Staff



Volunteers

DRAFT!



Over the last fiscal year, the Volunteer Services Department had to restrict volunteers from coming onto campus to complete their volunteer assignments due to the COVID-19 pandemic. And then we had to continually restrict volunteer access to the campus to follow the Health Officer Order to keep everyone safe. Eventually, we were able to allow a small number of volunteers on campus on a limited basis to support both family visits from September 2020 to June 2021 and the annual Holiday Gift Program from November to December 2020. Starting in June 2021, the Volunteer Services Department was able to slowly re-open various volunteer assignments, on a limited basis, such as the Clothing Room, the Farm/Garden, and Art with Elders. We want to express our sincere gratitude for our volunteers' support during the pandemic.

Sr. Kathleen Curtin

"This is my 7th year volunteering at Laguna Honda. I look forward to seeing the resident's way of looking at life; it gives me energy. Even if they have physical challenges, they have hope. It is the highlight of my week to come here."



was a pleasure to bring the animals to visit the residents.”



LAGUNA HONDA CLOTHING ROOM VOLUNTEER
DELORES MAYS



FARM & GARDEN VOLUNTEERS BEA GUNN, ELENA
GUTTERIDGE, AND MERYL LARSEN (ABOVE) AND
ELENA GUTTERIDGE AND MERYL LARSEN (BELOW)

Alba Vidak

“Charity is in the name of the Lord, I do it with love. It makes me happy when I make people happy.”

Meryl Larsen

“I love animals and I love that residents can relax and visit the animals at the farm.”

Delores Mays

“I have been a volunteer since 1996, volunteering at the Gift Shop and then the Clothing Room. Sometimes we get very nice donations, like nice jackets and clothing. The donated clothes are very helpful, and the residents can use them.”

Elena Gutteridge

“This is my home away from home. It’s the highlight of my week being here. Pre-Covid, it



LAGUNA HONDA THURSDAY CATHOLIC MASS
VOLUNTEERS ALBA VIDAK, CHRISTINE GRANT, SR.

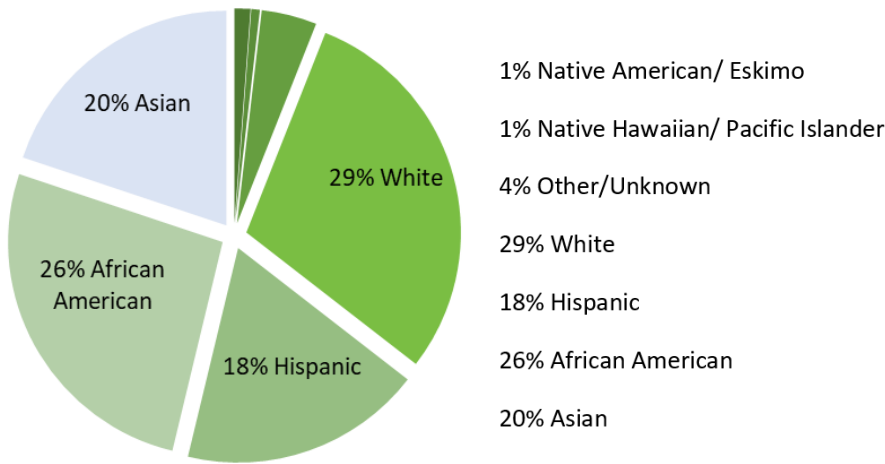
Who We Served: Resident Demographics

DRAFT!

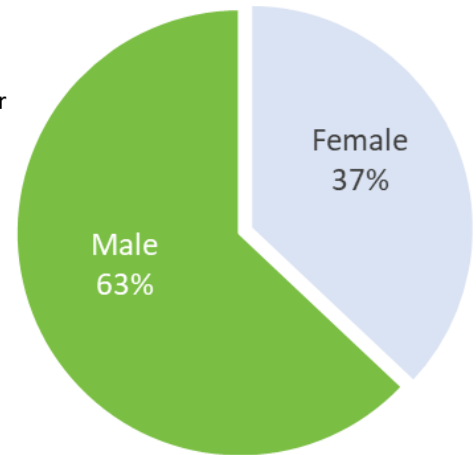




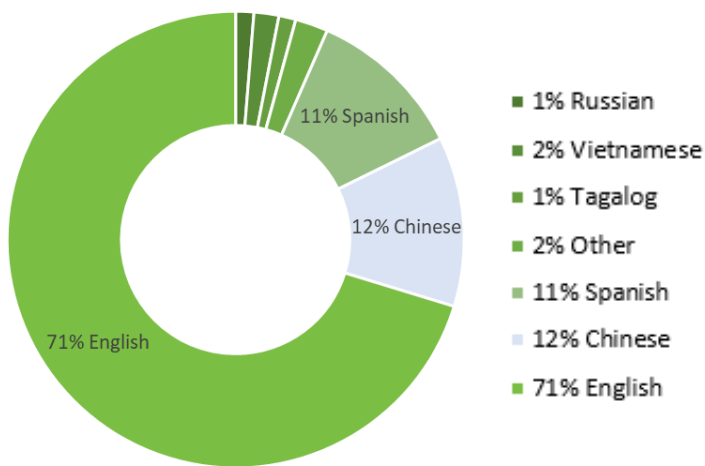
Residents by Race



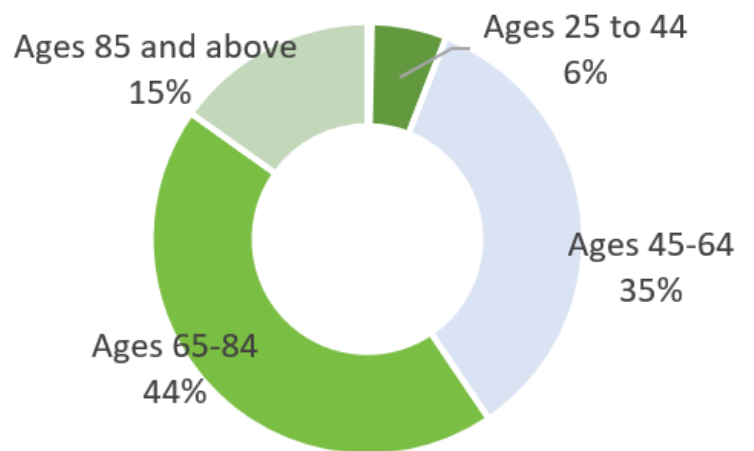
Residents by Gender



Residents by Primary Language



Residents by Age



Average Length of Stay Prior to Community Discharge

FY 19-20	FY 20-21
175 days	305 days

Community Discharges

FY 19-20	FY 20-21
123 days	153 days

By the Numbers



By the Numbers

221,662	—>	Total Resident Days
182	—>	Average Length of Stay
164	—>	New Admissions
934	—>	San Francisco Serve
153	—>	Residents Discharged Back into the Community
3,760	—>	Hours Completed By Volunteers
86%	—>	Percentage of Staff Who Received Flu Vaccination
88%	—>	Percentage of Residents Who Received Flu Vaccination

Top 10 Resident Diagnoses

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



Financial	FY 20-21	FY 19-20
Total Operating Revenue	\$250,499,617	\$206,935,411
Total Operating Expenses	\$287,724,750	\$285,053,257
General Fund	\$24,859,020	\$67,869,591
Salaries and Fringe Benefits (includes in Total Operating Expenses)	\$225,816,977	\$215,692,568

DRAFT!

PAYOL Sources	Inpatient Days		Outpatient Days	
	FY 20-21	FY 19-20	FY 20-21	FY 19-20
Uninsured	0.6%	0.4%	0.2%	1%
Medi-Cal	96.5%	96%	37.5%	35%
Medicare	1.9%	2%	59.6%	59%
Others (Healthy Families, Research, Jail, Workers' Comp, Non-Medi-Cal CHN Capitated Plans)	1.0%	2%	2.6%	3%

Health Commission Profiles

DRAFT!



As SFDPH's governing and policy-making body, the San Francisco Health Commission is mandated by City and County Charter to manage and control the City and County hospitals, to monitor and regulate emergency medical services and all matters pertaining to the preservation, promotion and protection of the lives, health, and mental health of San Francisco residents. The full Health Commission meets on the first and third Tuesday of each month at 4:00 p.m. in Room 300 at 101 Grove Street. The Health Commission's committee structure consists of:

- The Zuckerberg SF General Joint Conference Committee
- The Laguna Honda Hospital Joint Conference Committee
- The Community and Public Health Committee
- The Finance and Planning Committee



The Health Commission also participates in the following external bodies:

- San Francisco Health Plan Board of Directors
- Zuckerberg SF General Foundation Board of Directors
- San Francisco Public Health Foundation Board of Directors
- In-Home Supportive Services Public Authority Governing Board

Joint Conference Committee for Laguna Honda Hospital and Rehabilitation Center

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

Tessie M. Guillermo



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

CEO of ZeroDivide, a philanthropy and consultancy that developed innovative digital equity strategies in support of low-income communities. Commissioner Guillermo was the founding CEO of the Asian and Pacific Islander American Health Forum, leading this national minority health policy/advocacy organization for 15 years. Commissioner Guillermo was appointed to the Health Commission in 2018 and chairs the Laguna Honda Hospital Joint Conference Committee.

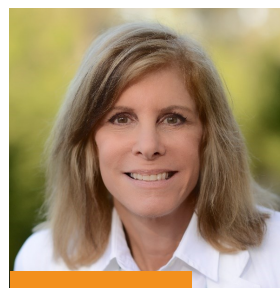
Edward A. Chow, M.D.



Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over fifty years. He is President and CEO of Jade Health

Care Medical Group, affiliated with the Chinese Hospital Health System. Previously he was Executive Director of the Chinese Community Health Care Association, and Chief Medical Officer of the Chinese Community Health Plan. Commissioner Chow currently chairs the Zuckerberg San Francisco General Hospital Joint Conference Committee; he is also a member of the Finance and Planning Committee and Laguna Honda Hospital Joint Conference Committee. He was appointed to the Health Commission in 1989.

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



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

Obstetrics & Gynecology Medical Group, the second all-female OB/GYN practice in San Francisco, providing state-of-the-art, empathic obstetrics and gynecology care in a woman-run environment. Dr. Green is also the Founder, President, and Chair of the Board of The MAVEN Project, which engages physicians to volunteer their clinical expertise via telehealth technology to medically under-resourced communities in the Bay Area and across the country.



Commissioner Green was appointed to the Health Commission in 2018 and is a member of the Joint Conference Committees of Laguna Honda Hospital and Zuckerberg San Francisco General Hospital, where she trained.

**Dan Bernal,
Health Commission President**



Commissioner Bernal is Chief of Staff for Speaker of the House Nancy Pelosi. He has dedicated his career to public service, having served in the White House under

President Bill Clinton and as a presidential appointee at the U.S. Department of Education. As Congress debated the Affordable Care Act, he supported Speaker Pelosi’s efforts to build support for the legislation in California by convening diverse stakeholders and coordinating activities among Bay Area Members of Congress. He continues to serve as a valuable resource to the California Democratic Congressional Delegation, key policy makers, and advocates in the fight to protect and improve the Affordable Care Act.. He was appointed to the Health Commission in 2017.

Susan Belinda Christian, J.D.

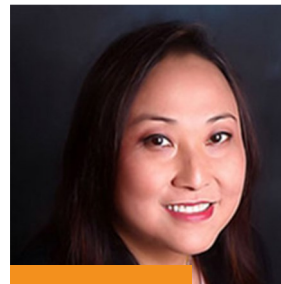


Commissioner Christian is an Assistant District Attorney in San Francisco. She is currently a co-chair of District Attorney Boudin’s Community Health Advisory Committee. From 2012 through 2019, she was

assigned to the Behavioral Health Court—a

collaborative, multidisciplinary court providing treatment and rehabilitation for people whose criminal justice involvement is tied to behavioral health disorders. In 2012, she was appointed to the San Francisco Human Rights Commission, where she served four terms as Commission Chair and worked with the Mayor’s Office to create and implement a pilot program for Implicit Bias trainings for City employees. Commissioner Christian is a member of the ZSFG Joint Conference Committee and the Community & Public Health Committee. She was appointed to the Health Commission in 2020.

Cecilia Chung



Commissioner Chung is nationally recognized as a civil rights leader, advocating for HIV/AIDS awareness and care, LGBT equality, and prisoner rights. She is the

Senior Strategist of Transgender Law Center and has served on a number of planning bodies, which includes the San Francisco HIV Health Services Planning Council, Transgender Community Advisory Board for UCSF TRANS and the Visioning Change Initiative of the California HIV/AIDS Research Program. She is a past member of the Presidential Advisory Council on HIV/AIDS. Commissioner Chung chairs the Finance and Planning Committee and is a member of the Community and Public Health Committee. She was appointed to the Health Commission in 2012.



Suzanne Giraud, Ph.D.



Dr. Giraud is a psychologist and is the Clinical Director of the California Pacific Medical Center Department of Pediatrics Child Development Center. In addition to her clinical expertise, Dr. Giraud's

professional background includes development, administration, and supervision of pediatric clinical programs, grant administration, and teaching. She is the founder and trustee of the DeMarillac Academy, a Catholic school located in the Tenderloin, serving underserved children and families. Commissioner Giraud is chair of the Community and Public Health Committee and represents the Health Commission on the San Francisco General Hospital Foundation. She was appointed to the Health Commission in 2019.

Mark Morewitz, MSW, Health Commission Executive Secretary



Mr. Morewitz has worked in public health research, program development and evaluation, and non-profit administration. First hired at the SFDPH in 1992, he has worked in HIV service contracting

and monitoring; provided social work services; and served as the Director of the DPH Forensic AIDS Project. He has served as the Health Commission Executive Secretary since 2009.



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

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

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

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

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

