



San Francisco Health Network
Laguna Honda Hospital and Rehabilitation Center



Annual Report

2023-2024

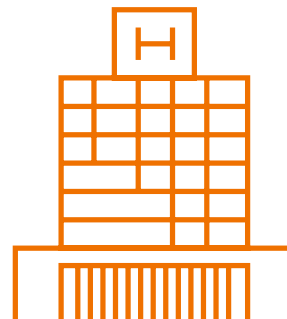


San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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About Laguna Honda



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

- Accountability
- Regulatory Compliance
- Communication
- Cultural Humility
- Centers of Excellence
- Technology

Our Values

- Resident Centered Care
- Compassion
- Professionalism
- Competency
- Teamwork
- Collaboration
- Integrity
- Communication

**Together
We Build
Healthier Lives**

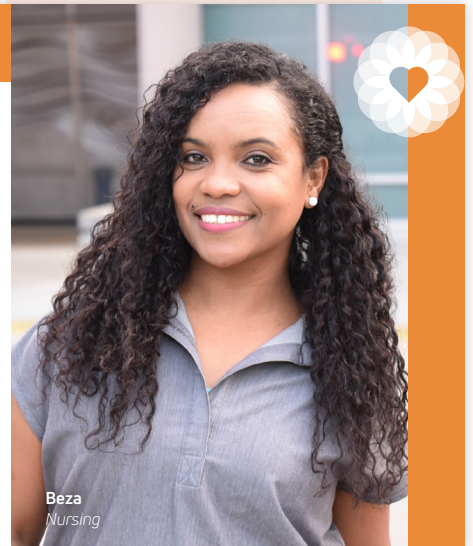
Recertified in Medicare and Medicaid!



San Francisco Health Network
Laguna Honda Hospital and Rehabilitation Center



City & County of San Francisco
Department of Public Health



Beza
Nursing

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



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Laguna Honda Executive Leadership Members

Diltar Sidhu, Interim Nursing Home Administrator and Chief Executive Officer

Jennifer Carton-Wade, Assistant Nursing Home Administrator

Roland Pickens, Chief Executive Officer, San Francisco Health Network & LHH Recertification Incident Command Executive Sponsor

Troy Williams, Chief Nursing Officer and Chief Quality Officer, San Francisco Health Network & LHH Recertification Co-Incident Commander

Baljeet Sangha, Chief Operating Officer and Deputy Director, San Francisco Health Network & LHH Recertification Co-Incident Commander

Terry Dentoni, Chief Clinical Workforce Development and Care Coordination Officer, San Francisco Health Network & LHH Recertification Nursing Executive for Strategic Initiatives

Neda Ratanawongsa, Interim Chief Medical Officer, San Francisco Health Network & LHH Recertification Physician Executive for Strategic Initiatives

Tracey Brown, Director of Nursing

Teri Grados, Director of Nursing

Albert Lam, Medical Director and Chief Medical Officer

Helen Chen, Associate Chief Medical Officer and Chief of Outpatient Clinics (Joined July 2024)

Nawzaneen Zahir, Chief Quality Officer

Zoe Brucell, Chief Documentation Officer

Oleg Korsunsky, Executive Director of Facility Services and Capital Projects

Angela Lazarich, Director, Emergency Management and Disaster Preparedness / EVS

Margaret Rykowski, Chief Integrity Officer & Director, Office of Compliance and Privacy Affairs

Lily Conover, Chief Financial Officer

Amie Fishman, Interim Chief Experience Officer (Joined September 2024)

Whitley Lucas, Chief of Staff and Director of Administrative Operations



Laguna Honda Leadership Message

Dear Laguna Honda Hospital Community,

We reflect on a momentous past year, and the culmination of more than two years of tireless work to achieve full recertification with the Centers for Medicare and Medicaid Services (CMS).

In August of 2023, Laguna Honda received Medicaid certification, with Medicare certification coming in June of 2024. Together, these milestones restored the funding sources for nearly all Laguna Honda residents.

To secure the future of Laguna Honda, staff put forth a heroic effort, including extensive facility-wide improvements. Throughout this process, no stone was left unturned, from a new medicine cart system to updated fire alarms and from paving projects to an expanded resident council. Your hard work paid off and over the course of three major facility-wide surveys, Laguna Honda demonstrated clear progress and made the unequivocal case to our regulators that we should remain open and serving San Franciscans.

In championing Laguna Honda, and achieving full recertification, we secured more than \$200 million of annual federal funding, prevented the displacement of 700 residents, and helped ensure approximately 2,000 city workers retained their positions.

The recertification accomplishment was a team effort. We express our heartfelt appreciation to Laguna Honda staff and San Francisco Department of Public Health staff deployed to Laguna Honda for showing a willingness to learn and grow, and unwavering dedication to residents. We thank our union partners, community advocates, and local leaders who provided critical support, and most of all, we thank our residents and their families for their entrusting us with their care.

Now, on the other end of a tumultuous and uncertain period, we have emerged a stronger organization, equipped to meet the current and future skilled nursing needs of San Franciscans.

As Laguna Honda returns to regular operations, we remain focused on long-term sustainability to ensure the great improvements made throughout the recertification process are deeply embedded in our culture and practice.

We concluded the fiscal year with preparations to resume new admissions, which were paused during the CMS recertification journey. Just after the end of the fiscal year, on July 31, 2024, we began welcoming back former residents who were transferred to other facilities at the direction of CMS, delivering on the promise made at the beginning of the recertification process. It is testimony to the connection these residents have to Laguna Honda that after two years living elsewhere, they wanted to return and again call Laguna Honda home.

We look toward the future with optimism and excitement. We will continuously grow and improve as an organization and achieve our goal of becoming a national model for skilled nursing and rehabilitation care.

Thank you for your hard work and dedication to LHH and our residents.

Diltar Sidhu, LNHA, MBA

Interim Nursing Home Administrator and Chief Executive Officer





Our True North



True North is a directional compass that helps Laguna Honda Hospital shape our improvement work. The aspirational goal is reaching perfection in different functional areas that enhance the overall care provided to our residents.

In alignment with the Department of Public Health, the six True North pillars serve as the basis for strategic planning and guide leadership in setting priorities and metrics. While tactics and strategies may change, our True North does not.

The Six True North Pillars



Quality

Improve the health of people we serve

Safety

Ensure safe environments for our residents, visitors, and staff

Care Experience

Provide the best experience for the people we serve

Workforce

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

Financial Stewardship

Ensure transparent and accountable stewardship of resources

Equity

Eliminate health disparities

Quality of Care

The Quality metric focuses on improving the health of the people we serve. This year, Laguna Honda continued to focus on reducing pressure injuries 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 even death. In a typical year, a nursing home with 100 residents can report upwards of 100-200 falls. We are proud that at Laguna Honda, our publicly reported CASPER CMS Quality Measure for Falls with Major Injury remains below (better than) the nation average, at 3.5%.

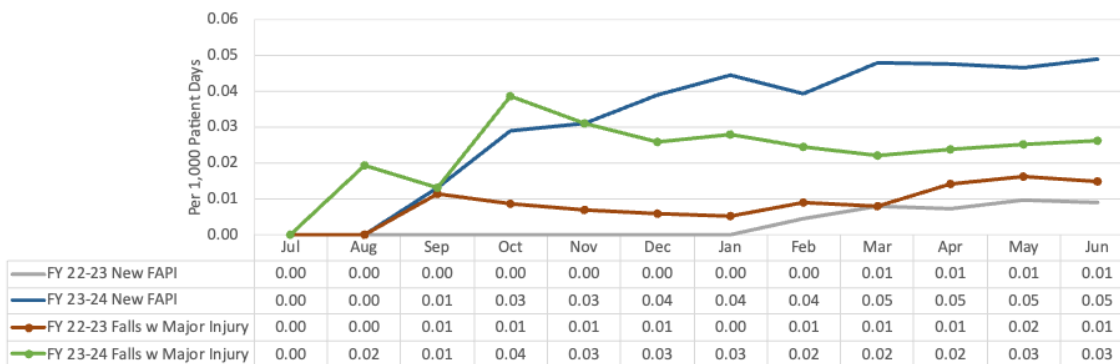
There is always opportunity to further reduce falls. In the past fiscal year, Laguna Honda did this by hosting weekly falls committee meetings to review recent fall case studies and analyze fall related factors such as shift, location, and activity during fall. New standard work was put into place to ensure residents receive appropriate care after a fall incident, with a goal of reducing the chance of falling again.

Quality of Care Key Accomplishments

- Laguna Honda launched a daily interdisciplinary stand-up meeting with each unit reporting out on key topics daily, including falls and pressure injuries.
- Laguna Honda decreased facility acquired pressure injuries by 45% over the past year and remains below the state average.
- Laguna Honda achieved 100% compliance with falls standard work and the falls rate remains below the state average.
- Laguna Honda's wound and nutrition QAPI work led to accurate staging of pressure injuries.

The second component of this year's quality metric focuses on pressure injuries, also known as pressure ulcers. We are proud that at Laguna Honda, we decreased facility acquired pressure injuries (FAPIs) by 45% over the past fiscal year and remain below the state average. However, a number of high-risk extended-stay residents at Laguna Honda did develop FAPIs, and a number of residents who are admitted with pressure injuries have pressure injuries that did not heal within 100 days of stay. In the past fiscal year, Laguna Honda implemented increased skin assessments, new mattresses to support the healing of pressure injuries, and continued weekly wound and nutrition quality assurance performance improvement (QAPI) meetings.

SF Health Network True North Goal for Quality
New FAPI and Falls w/ Major Injury Rate (Per 1,000 Patient Days)



Safety

Safety The Safety metric focuses on ensuring a safe environment for Laguna Honda residents, visitors, and staff. This year, Laguna Honda made key investments in improving safety and collaboration facility wide.

Medical errors became front page news 25 years ago with the release of the still-influential report *To Err Is Human: Building a Safer Health System*. The Institute of Medicine (IOM) panel declared that medical errors of all kinds, which occur at every stage of the healthcare process, could result in the loss of as many as 98,000 lives each year in the United States. Years of focused effort on medication error reduction since this report lead to a significant reduction in medication errors. Yet, new types of errors from today's complex healthcare systems are occurring at an unsettling rate. Complicated medication regimens and the ever-increasing numbers of pharmaceutical therapies continue to test safety. The complexity of the medication management system in all areas of the hospital continually introduces factors that can compromise safety. External forces such as drug shortages, insurance restrictions, and detailed regulations further complicate efforts to prevent, manage, and learn from the errors that do occur. Dedicated individuals with expertise in medication use safety are essential to meet these ongoing challenges.

In the fall of 2023, the Pharmacy Department hired Laguna Honda's first Pharmacy Medication Safety Officer (MSO), Dr. Mina Nasr. Dr. Nasr serves dual inaugural roles as the Pharmacy MSO and the Department's first Clinical Pharmacy Supervisor. Dr. Nasr will use his clinical expertise to champion medication safety.



Safety Key Accomplishments

- Laguna Honda hired the inaugural Medication Safety Officer (MSO).
- Laguna Honda averaged a 3.8% medication error rate while achieving our lowest quarterly average of 2.1% in Q4. Significant improvement work took place at all levels of medication distribution and administration. Medication error rates cannot exceed 5% per CMS regulations.
- Laguna Honda installed new state-of-the-art Omnicell automated medication dispensing cabinets in October 2023. New hardware and software will allow Laguna Honda to leverage enhancements not available with previous equipment. Integration with EPIC and other pharmacy systems will enhance operations and quality of care at Laguna Honda.
- Laguna Honda began construction in May 2024 on a new sterile compounding room and hazardous medication room. Once construction is completed, the Laguna Honda medication compounding areas will meet or exceed all regulatory, quality, and safety standards for medication preparation.

The MSO role will steward a variety of medication safety projects and initiatives and continue to advocate for medication safety as a core value. The MSO role will work across professional silos to engage all in medication safety efforts, including coordinating the investigation of medication-related errors reported within the institution, and reviewing those reported by other institutions and in the literature. In collaboration with executive and clinical partners, the MSO role will develop and help implement system changes to mitigate future harm. The new MSO role is a key part of Laguna Honda's vision to identify opportunities to improve the medication-use system and implement error-prevention strategies.



Care Experience

Care Experience metric focuses on providing the best experience for everyone who comes through our doors, including residents, family members, staff, and the broader community.

This past fiscal year, Laguna Honda strengthened its Resident Grievance Program, standardizing processes and decreasing time to resolution. Grievance collection boxes and translated forms are now posted throughout the facility and a dedicated team was hired to rapidly respond. Laguna Honda is proud to now have a robust, responsive, and proactive Resident Grievance Program.

Laguna Honda also expanded its Behavioral Response/Therapeutic Care Team (BRT), which works to facilitate a collaborative relationship between the Nursing and Psychiatry departments with the goal of creating a safe and equitable therapeutic care environment for all. BRT regularly rounded as well as carried an active caseload averaging 150 residents. The team provided resources and support for conflict resolution, de-escalation, and therapeutic response. The team was trained in principles of non-violent communication and continues to work with Psychiatry to train nursing staff in these practices as well, with the goal of improving therapeutic communication and care experience for residents and staff alike. BRT also worked with the Grievance Team to provide emotional support and active listening to residents experiencing emotional difficulty.

Laguna Honda continues to ensure strong and active participation in our monthly Resident Council, which is now hybrid in-person and Zoom. The change to hybrid has increased participation and engagement. Resident Council is an important opportunity for residents to share feedback and concerns and hear facility updates from leaders.

Additionally, Laguna Honda resumed conducting an experience survey with residents and family members. The surveys, conducted biannually through National Research Health (NRC), ask respondents to share their experiences with the quality of overall services, food, activities, communication, and other key priorities for our facility. These indicators align with areas of improvement we have focused on as part of our CMS recertification efforts.

From October 2023 to July of 2024, residents who responded identified experiencing improvement in

In the 2023/2024 National Research Health (NRC) survey, Laguna Honda family members expressed appreciation for Laguna Honda’s efforts to improve quality of care, sharing these words:

“The time and care that the staff put into the patients there is beyond anything I could have ever expected I appreciate every effort they give.”

“The doctors, staff and nurses are all a class-one act. I sincerely appreciate their efforts in assisting in the patient care and family concerns. I would recommend this facility to everyone I know.”

“All the staff has been nice and a great help. I deeply appreciate what they do for my brother as long as he’s happy and comfortable. I like to thank them all.”

“I am lucky to have my mother there. She is always clean and well taken care of. Thank you.”

“Our family has the highest appreciation for the staff of S3. All of LH is splendid and we feel so grateful that my sister is there.”

“I have nothing but good things to say about the staff on North 3 at LHH. I am so grateful this is my friend’s last home.”

all areas, including improvements exceeding national benchmarks for courtesy and respect and timely call light response. Over 80% of residents who responded to the survey indicated that they are treated with respect and that staff respect their choices.

Family members and decision makers who responded to the surveys also expressed improvement in almost all areas, with the biggest increases related to respect and courtesy, being kept informed of loved one’s care, and having concerns addressed in a timely manner. Both residents and family members identified the need to continue to expand programming and activities available for residents.



Workforce

The Workforce metric focuses on creating an environment that respects, values, and invests in all our people.

In Fiscal Year 2023-24, Laguna Honda participated in the Department-wide Employee Engagement Survey with a total of 582 Laguna Honda employees (44%) participating. The data from the survey continues to be used to drive improvement work and department-specific action plans.

Many of the themes among Laguna Honda staff were also reflected DPH-wide, however the CMS recertification effort placed Laguna Honda in a unique position. The survey took place five months before Laguna Honda achieved Medicaid recertification and fifteenth months before Medicare recertification.

Strengths reflected in the survey include the topics of supervisor communication skills, racial equity, and patient care. For patient care, staff reported respectful interactions (75% favorable) and commitment to patient care from senior management (80% favorable) and supervisors (82% favorable). For racial equity, staff reported valuing diversity (74% favorable), respect from managers (75% favorable), respect from staff (80% favorable), and trainings and resources (78% favorable). Finally, for supervisory communication skills, staff reported 82% favorable.

The path towards recertification required Laguna Honda to focus attention on improving all aspects of resident care and experience. Laguna Honda formalized a care experience team and trained all staff on critical aspects of care. Laguna Honda also developed standard works and procedures to ensure practices aligned with all regulations and best practices. The strengths reported in the survey likely reflect the focus on quality of care,

In the Employee Engagement Survey, Laguna Honda staff expressed appreciation for Laguna Honda:

"Being part of a mission-driven organization that serves historically excluded communities, and working with amazing and diverse and brilliant co-workers."

"I love being able to make a real difference in people's lives as I temporarily become a part of them. It is really special when you are able to not only connect someone to underutilized resources, help them to feel better physically/emotionally/mentally... but also to be able to see a real improvement in their lives."

"I appreciate the commitment to serve and care for those who are stigmatized, marginalized, vulnerable, oppressed, disenfranchised, underrepresented, and underserved. It is an honor to be part of this work making this world a better place for us all."

"After the COVID and recertification situations I am proud to be a part of LHH in all their efforts to protect and serve as a united group to keep everyone safe, healthy and housed working toward the same goal to keep LHH open and operating here."

"I like DPH has been educating its employees about social equity so that employees have become self-awareness and cultural sensitivity when it comes to working with different group of ethnic groups in our community. All in all, I feel gratefulness and happier when I come to my workplace."

increased communication, including rounding and town halls, and the application of accountability measures and process improvements to clarify expectations that were all part of the recertification journey.

Areas for improvement reflected in the survey were related burnout, stress, a lack of pride in the job, staffing, fairness and opportunities for growth. These will be a focus in the coming fiscal year. These opportunities may reflect that the last several years have been some of Laguna Honda's most challenging and uncertain.

Workforce Key Accomplishments

- Laguna Honda reduced vacancy rates from 11.4% to 5.4 % with Laguna Honda now at one of its lowest vacancy rates.
- Laguna Honda used the new batch hiring process that has reduced hiring timelines of key job classifications to 67 days.



Financial Stewardship

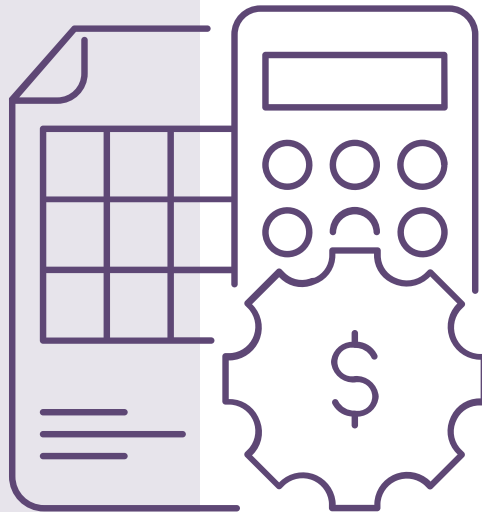
The Financial Stewardship metric focuses on ensuring transparent and accountable stewardship of resources. Laguna Honda focused this year on measuring spending rate of growth to not exceed the growth of the City's General Fund.

In alignment with the San Francisco Health Network's True North metric on financial stewardship, and to be able to continue to provide 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.

In the last fiscal year, Laguna Honda reported a \$40.8 million net budget deficit comprised of a \$43.1 million revenue deficit partially offset by expenditure savings of \$2.3 million. Laguna Honda endured revenue shortfalls throughout FY2023-24 due to Medi-Cal and Medicare recertification. Expenditures decreased by 5.1% from the prior year compared to the City's general fund growth rate of X, a X difference.

Financial Stewardship Key Accomplishments

- Laguna Honda's operating expenditures decreased by 5.1% from the prior year.
- Laguna Honda's revenue deficit was offset by expenditure savings of \$2.3M.



Equity

The Equity metric focuses on identifying and eliminating health disparities. This year, Laguna Honda continued strengthening the work of the Department of Equity and Culture with a focus on staff during an exceptionally challenging recertification process.

The Department of Equity and Culture (DEC) continued to support Laguna Honda’s Change Management goals as part of CMS recertification, including sustaining many of the improvement. The DEC partnered with the Human Resources Department to design and disseminate a policy review and training on the City’s Respect in the Workplace policy, hosting interactive conversations with teams across the facility to promote a culture of respect and belonging. The team engaged 423 staff in these conversations throughout the fiscal year, and will continue to provide this education to all Laguna Honda staff in partnership with HR.

Equity Key Accomplishments

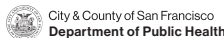
- Laguna Honda launched the Respect in the Workplace campaign in partnership with HR and engaged 423 staff in conversations.
- Laguna Honda developed and trained staff on Bystander Intervention.

Laguna Honda worked with DPH’s Language Access Department to assess how the facility can better meet the language access needs of our residents, and identified areas of improvement that we will be addressing on in the coming year.

The DEC also developed and trained staff on Bystander Intervention and collaborated with the community partner Wise Health to host focus groups and learning sessions with staff to design and develop wellness and equity programs that value and respect our staff.

Together We Put Residents First

Recertified in Medicare and Medicaid!



Cassandra
Environmental Services



Highlights from Fiscal Year 2023-2024



Highlights from Fiscal Year 2023-2024

July 2023

Recertification Education Fair

Laguna Honda hosted the third and final all-staff education fair as part of the Centers for Medicare and Medicaid Services (CMS) recertification process with nearly 100% of staff attending. Topics included preventing and responding to incidences of abuse, linen handling, meal delivery processes, creating a homelike environment for residents, resident mobility, and medication administration. Education fairs were an important component of supporting staff education and skilled nursing facility best practices.

transformation to a high-quality skilled nursing facility and was the direct result of Laguna Honda proving, in multiple rigorous surveys, that we meet the highest standards for resident care, resident safety, fire and life safety, and operations.

On August 24, 2024, Laguna Honda submitted the application for Medicare recertification, the second and final component of full recertification with CMS.

August 2023



Art with Elders Exhibit at City Hall

Laguna Honda resident artists had their work on display at City Hall for the Power of Creativity and Community exhibition from January to August of 2023. The exhibition was in partnership with the San Francisco Arts Commission (SFAC) Art and Art With Elders (AWE). For over thirty years, Laguna Honda residents have enjoyed the creative and therapeutic outlet of Art With Elders. Laguna Honda residents and staff attended the opening event in January of 2023 where they were recognized by City Leaders.

Medicaid Recertification

On August 16, 2024, Laguna Honda achieved Medicaid recertification, a major milestone in the CMS recertification journey. This again allowed critical Medicaid dollars to flow to Laguna Honda, which more than 95% of residents rely on for their care. Medicaid recertification marked a major achievement in our



September 2023

Daily Inter-Disciplinary Team

Laguna Honda launched the Daily Inter-Disciplinary Team (IDT) stand-up as part of facility-wide improvement efforts and skilled nursing best practices. Every weekday, leaders convene to review the last 24 hours of facility operations and ensure immediate interventions are in place, as needed. Key “need-to-knows” are proposed and unresolved challenges are quickly escalated. IDT includes time for “side-bars” for teams to connect and strategize on next steps or complete rapid problem solving. IDT continues to be a central part of sustaining the recertification improvements and ensuring excellent resident care.

October 2023

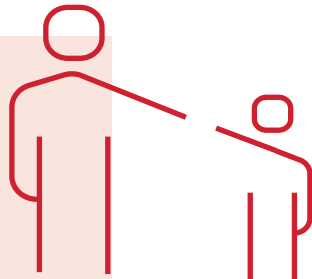
Great California Shakeout

Laguna Honda participated in the annual “Great California Shakeout” as part of our emergency response and preparedness program. The facility-wide earthquake response drill tested communication systems by notifying staff of the drill and providing safety instructions. The drill also consisted of performing an evacuation using stair chairs and setting up a medical surge tent.

November 2023

Action Plan Milestones

In November Laguna Honda submitted all 460 milestones from the third Monitoring Survey as well as other non-survey related Actions Plans. Laguna Honda submitted a total of 960 milestones during the recertification process. Completing milestones was a hospital-wide effort, reflecting an incredible amount of attention to detail, teamwork, and commitment.



December 2023

Responding to the Winter COVID Surge

Laguna Honda again navigated the winter increase in COVID-19 cases through a coordinated and rapid response. By implementing infection prevention and control measures like masking, testing, and health screening, Laguna Honda was able to exit the surge, which saw a peak of 20 resident COVID cases, within a month.

January 2024

Resident Furniture Refresh

Laguna Honda undertook a refresh of all resident furniture. This was part of our work to ensure a homelike environment. Beginning in January, teams went neighborhood to neighborhood to remove old furniture and replace it with new or lightly used furniture. This was also an opportunity to do a thorough clean of the furniture area as well as paint and patch the walls.

February 2024

Celebrating Black History Month

Laguna Honda celebrated Black History Month with a Unity Walk beginning in the Atrium. The event included an open mic with poetry and music from residents and staff and ended with a march along the first floor of the hospital building. Throughout the year, the Activity Therapy Department works hard to support cultural celebrations and uplift the voices of residents.



March 2024

Sharing Industry Expertise

Laguna Honda leaders were invited to present at two prestigious conferences to audiences of healthcare leaders. At the Lean Summit 2024, Laguna Honda presented *Reviving Healthcare: How Lean Transformed a Decertified Facility*. The presentation focused on instilling a culture of continuous improvement and sustainability through the development of people. At the CMS 2024 Quality Conference, Laguna Honda presented *The Quality Improvement Journey: Recertification of Laguna Honda Hospital and Rehabilitation Center* on the process to improve systemic operations, ensure resident quality of care, prepare for recertification, and create sustainability plans.

April 2024



San Francisco Good Government Awards 2024

The San Francisco Department of Public Health and the City Attorney's Office were honored at the 2024 Good Government Awards for the work to secure the future of publicly funded skilled nursing care in San Francisco. This prestigious recognition was specifically for the leadership of Jennifer Carton-Wade, Lisa Hoo, Nawzaneen Zahir, and Troy Williams from Laguna Honda, and Henry Lifton and Arnulfo Medina from the City Attorney's Office. The award ceremony at City Hall was attended by City leaders as well as SFDPH leadership and Laguna Honda frontline staff.

May 2024

Celebrating Nurses Week and Skilled Nursing Week

Laguna Honda hosted two all-staff celebrations to thank, in person, the amazing staff. Each celebration included all three shifts to increase participation. To celebrate our largest department, Nursing, Laguna Honda hosted an ice cream social for all staff. Laguna Honda's inaugural skilled nursing week included snack, karaoke, a small giveaway, and an opportunity for leaders to thank staff for their hard work.

June 2024

Medicare Recertification – and Full CMS Recertification

On June 19, 2024, Laguna Honda achieved Medicare recertification, the final step in securing the future of the facility and keeping residents in their home. Coupled with the successful Medicaid recertification completed in August of 2023, Laguna Honda is fully recertified in both Medicare and Medicaid after a more than two-year recertification journey. The full recertification of Laguna Honda provided relief and joy to current residents and their families as well as future generations of San Franciscans who can now be assured about the future of accessible skilled nursing care in San Francisco.

Celebrating Pride 2024

Laguna Honda residents along with staff and their families joined the SFDPH contingent for Pride 2024. Laguna Honda is proud to be a beacon of health for all. At Laguna Honda, we are proud to include the LGBTQ+ Bill of Rights as part of our Resident Rights and have a dedicated liaison to ensure all residents are fully welcomed and treated with respect. Special thank you to Laguna Honda's Pride Planning Committee members Susan Schneider and Jason Yarbrough.





Staff Recognition



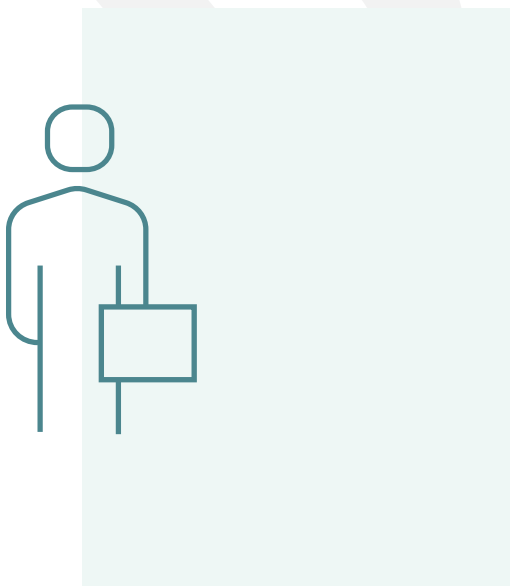
Staff Recognition

Recertification journey was a team effort. By working together, significant quality improvements were made across Laguna Honda Hospital. While it is impossible to highlight every individual, this section demonstrates the many ways that staff facility-wide made a positive impact, provided excellent care, and helped secure successful recertification.

To help guide the recertification process, Laguna Honda tracked a series of Key Performance Indicators (KPIs) and shared the dashboard with all staff weekly. The dashboard included a weekly staff highlight to celebrate successes. Below is a selection of those weekly staff highlights from the last fiscal year.

All Laguna Honda Staff

On June 19, 2024, we celebrated the end of the recertification journey – and full recertification with both Medicare and Medicaid. The path to recertification was very demanding. For more than two years, Laguna Honda staff and deployed staff from throughout the San Francisco Department of Public Health put forth a heroic and historic effort. This included completing a plan with over a thousand action items and hosting a series of extensive surveys, with each one showing improvement. Thanks to all staff, we demonstrated to our federal regulators that Laguna Honda is the best place for our residents, current and future, to receive care.



Admissions Planning Team

In preparation for resuming new admissions in July 2024, an interdisciplinary team came together to review and update all admissions-related processes and policies to align them with skilled nursing facility best practices. The team updated forms and the admissions application, established new workflows, developed new screening tools to ensure appropriateness of each new admission. They put in place a detailed plan to successfully begin and scale-up new admissions. Importantly, they also began outreaching to all former Laguna Honda residents who were transferred as part of the CMS recertification process to honor our commitment to prioritize their return.

The Ambassador Team

The Laguna Honda Community Ambassador Team launched in Fall 2023 to enhance the overall experience for residents, visitors, and staff coming to our campus and support resident safety. Led by the Administrative Programs Coordinator, Jason Yarborough, the Ambassador Team is an important part of redesigning and improving our pavilion entrance experience with a focus on hospitality and customer experience. This dedicated team sets the tone for Laguna Honda. Community Ambassadors share key information and provide directional assistance and routinely check-in with residents as they exit the facility.



Department of Education and Training

Education was a major component of recertification with the need to continuously implement new trainings and provide educational updates to all Laguna Honda staff to align with the improvements taking place.

Gratitude to our Department of Education and Training educators Crystal Figlietti, Emylin Ostrea, Elaine Ignacio, Jinky Lasat, Jusel Selerio, Leanne Bindoy, Valerie Ferrer, Ron Radoc, and Quennie Santos for working tirelessly to make sure training materials were clear and accurate and completed by staff.

We also thank this team for their work to welcome and onboard new staff through the New Employee Orientation process, which expanded this past fiscal year from two days to three days to accommodate the new learnings from the recertification process.

Emergency Management

The Emergency Management team increased Laguna Honda's resiliency and took swift action in response to several events, including during a period of poor air quality due to fires in Northern California. A notification was sent to staff providing directions, such as closing windows, to protect the health of residents. HVAC systems were monitored by the Facilities team for proper air circulation. Residents were also notified and given steps on how to stay informed and safe.



Food and Nutrition Services

The Food and Nutrition Services team provides healthy and individualized meals to residents. The team of 100+ employees cook, produce, and serve fresh, nutritious, and sustainable meals to our residents. They have a unique set of skills and are an integral part of the healthcare team. Last fiscal year, the team updated the resident menu and created three new consistent carbohydrate diets and a 28-day vegetarian and vegan menu. Seasonal menu items are added throughout the year for variety. The Clinical Nutrition team revised the EPIC nutrition care plans to provide concise and individualized interventions for appropriate nutrition goals of care for the residents.

Infection Prevention and Control

The Infection Control Prevention and Control (IPC) team works with staff and residents to ensure that best practices are followed in the prevention of infection. This work includes rounding on the units, education, and keeping up to date on the evolving guidelines from our many regulators. The IPC team helped get Laguna Honda to a place of consistent IPC and hand hygiene compliance. When Laguna Honda first started publishing the KPI dashboards there was often "red" in the IPC and hand hygiene columns but by the end, week after week, and across all neighborhoods, it was "green" for compliant. This past fiscal year, the IPC team also launched the CDC's Enhanced Barrier Protection protocols.

The IPC team is led by Nurse Manager, Melissa Barajas and Health Network Director of Infection Prevention and Control, Jacqueline Francis, as well as a team of IPC champions who for the past fiscal year consisted of Rica Paraiso, Jinky Dioquino, Anna Arienza, Romana Tuliao, Kristine Gregorios, Kimberly Ramos, Chiu Chen, Christina Fan Jiang, Decem Moe, Nellie Starte, Amy Tan Qiuxian, Victor Valdez, Anadelia Kim, Barbara Clark, Maria Dela Cruz, Nina Evilla-Baltazar, Liberty Candelieria, Rosemarie Albano, Jojo Munsayac, Aris Fuertes, Ana Tiotuico, Rosemarie Tibay, and Pamela Llaga.

Laguna Honda Premier Club

Gratitude to the nursing team of Chickie LeJender, Edna Myers, Pauline Tran, Andre Michaud, and Shannon Bevet for their work to bring back the Laguna Honda Premier Club (LPC). LPC is a neurobehavioral day program where staff support residents as they come together to employ strategies that assist with social skills and wellness. LPC is an important and much-loved program that was temporarily paused during the pandemic and CMS recertification process. We are excited to again have LPC as a resource for Laguna Honda residents.

Medical Services

The Laguna Honda medical services departments have been agents of change in the multifaceted improvement work that has resulted in successful recertification. We have progressed significantly in our journey toward being a restraint-free facility, improved individualized care planning, reduced falls and pressure injuries, and led interdisciplinary work to deliver excellent resident-centered care.

Gratitude to our medicine, psychiatry, physical medicine and rehabilitation, and laboratory, respiratory and radiology departments and department leaders, Chief of Medical Staff Dr. Emily Kinebuchi, Chief of Medicine Dr. Susan Sabai, Chief of Physical Medicine and Rehabilitation Dr. Lisa Pascual, Chief of Psychiatry Dr. Yifang Qian, Clinical Support Services Manager Gary Cozzi for your focus and dedication, and for helping us to realize our vision of Laguna Honda as the leader in post acute care.



Minimum Data Set (MDS)

Resident Care Plans are a key focus area and have been a vulnerability during past surveys. During the fiscal year, Laguna Honda develop a standardized tool to evaluate care plans to support individualization and MDS coordinators transitioned to be unit-based. The team also created a charter defining a new resident care conference model that is used to prioritize resident-centered care and participation.

Nursing Services

Laguna Honda's Nursing Services team, as our largest team, took on the most significant work in the recertification process all while providing daily care for current residents. This included updates to wound care, infection prevention and control, care planning and documentation, creating a homelike environment, and more. Nursing staff responded to changes as well as the presence of additional staff on the units who provided observations and just-in-time training with openness and a willingness to learn. A new nursing huddle board provides a space where teams meet daily to review unit-specific data and priorities.

Laguna Honda saw great improvement in implementing the "no pass zone" and responding promptly to Call Lights. Nursing units facility-wide are now consistently meeting the skilled nursing facility industry standard of responding within 5-7 minutes of every call light. This has a huge impact on resident care and the resident experience.



Off the units, nurses made an impact including Nebyat Negaci, who is deployed as Laguna Honda's Point-of-Care Testing (POCT) nurse. POCT was a key part of our recertification efforts, ongoing success as an organization, and resident safety. Nebyat works to ensure all licensed nurses are certified to perform glucose checks and that glucometers are up-to-date and in working order. She coordinates directly with manufactures to quickly resolve any issues. Nebyat has also carried out important process improvements in our POCT program. We thank Nebyat along with all staff who embraced new roles as part of our recertification efforts.

Quality Management

During the recertification process, Laguna Honda hosted a series of high-stakes surveys. The Quality Management team led Laguna Honda through each survey, serving as the guides for the facility. Quality Management staff worked long hours to coordinate interviews, manage document requests, and run daily debriefs to keep staff coordinated and informed. They also were a liaison with regulators. After each survey, the Quality Management team led the creation of the plans of correction, ensuring each finding was resolved. Special gratitude to the Director of Regulatory Affairs, Geraldine Mariano.

In addition, as part of recertification and the ongoing work to maintain skilled nursing facility best practices, Laguna Honda regularly reviews and updates policies and procedures (P&Ps). This important work is led by Quality Management's Eusi Peace. Every month, Laguna Honda presents revised, new, and deleted P&Ps to the Health Commission and Eusi plays a key role in coordinating reviews, managing questions, and finalizing revisions. This challenging and important work keeps our P&Ps current and the facility in compliance.

Resident Equipment and Occupational Therapy Teams

Gratitude to the teams who help ensure resident equipment needs are addressed proactively and that any issues are responded to quickly.

Thanks to the leadership of Nurse Director Marvin McGregor, last fiscal year wheelchairs, walkers, and ultimate walkers were 100% compliant for being both in good condition and clean. We reached 100% compliance by implementing rounds using a daily "homelike environment" tool, creating a standard process to submit and track work orders for wheelchairs/other adaptive devices, and creating standard work to audit wheelchairs/other adaptive devices.

Appreciation to Dureshehwar Swiger, Director of Integrated Rehabilitation Services and to the entire Laguna Honda Rehabilitation Department, especially the Occupational Therapy team led by Carolina Ong. The Rehabilitation team are co-partners in addressing physician orders for equipment needs for new/replacement/modification/repairs. Special shout out to the Data Team in Quality Management including Carmen Trinh, Eusi Pease, and Joel Igu for developing the dashboard to make data assessable and easy to track.



Resident Furniture Project Team

Last fiscal year, Laguna Honda began a project to upgrade and replace all resident furniture to support a safe and homelike environment for residents. Facilities, Environmental Services (EVS), Social Services, and Nursing Services came together to lead this effort to ensure resident furniture is in great condition and that the project is completed in the least disruptive way possible. Teams went neighborhood to neighborhood to remove old furniture and replace it with new or lightly used furniture, completing the South Tower in the fiscal year.

Resident Grievance Team

Laguna Honda made significant improvements to the Resident Grievance Program. This included placing grievance collection boxes and forms throughout the hospital and hiring a dedicated team to rapidly respond. We are proud to now have a robust, responsive, and proactive Resident Grievance Program. Resident advocates who work with many facilities shared that Laguna Honda's program is one of the best and most thorough.

Thank you to Resident/Patient Grievance Safety Advocates Eritrea Adhanom and Consuelo Martinez who coordinate responses to all grievances and work collaboratively with residents and their loved ones to ensure the best resident care experience.

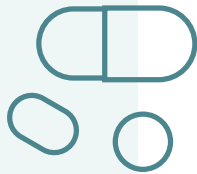


Restrain Free Journey Team

Laguna Honda made significant strides in our journey to become a restraint-free facility by significantly decreasing the number of restraints (i.e. bedrails and seatbelts). This work has required direct support and education to residents as well as ensuring care plans are updated and consents are in place. Over the past fiscal year, the team helped transition residents away from over a hundred restraints and navigated nuanced conversations with residents and families. A special thank you to Nurse Director Sheryl Ronquillo for her leadership.

South 5

Since 2020, the South 5 unit has cared for more than 500 residents after they test positive for COVID-19 (including reinfections). The South 5 nurses continue to provide excellent care, continually updating practices with the latest science, and support the emotional wellbeing of residents who have been moved from their home unit and who are undergoing isolation protocols. A special shout out to Nurse Manager Namnama Angeles and members of the South 5 nursing team Cam Phan, Hazel Baluyot, Beza Kinefe, Aristotle Fuertes, Liberty Candelaria, Namuna Thapa, and Benedicta Mallari.



Volunteer Services

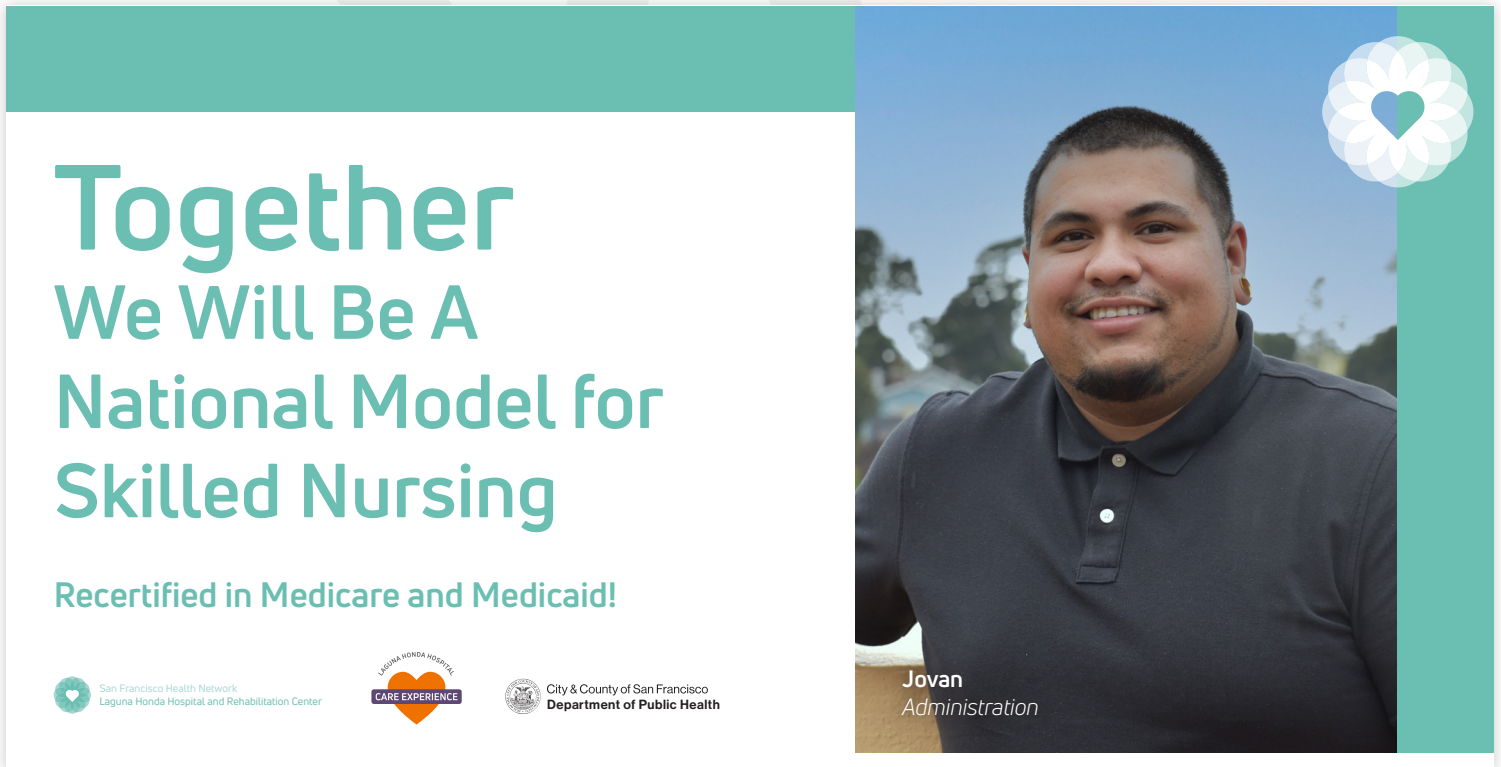
Volunteer Coordinators Jan Doyle and Andrea Nguyen maintained and grew Laguna Honda’s robust volunteer program during the uncertainty of recertification and supported volunteers in meeting new requirements. Volunteers visit with residents, care for animals at the farm, run the Clothing Closet, assist with spiritual services, and much more. Special thank you to Andrea for leading the annual tradition of holiday gift-giving for all residents and helping to make sure all residents feel celebrated each holiday season.

Wound Care

Laguna Honda made great improvements in wound care. Over the past two years, we established a wound care quality assurance process improvement (QAPI) subcommittee, developed a team of wound care champions, and put into place new policies and procedures as part of a wound care action plan that included a skin sweep of every single resident. We re-trained all frontline staff (licensed and nursing


assistants) on the prevention and treatment of pressure injuries and other topics to support wound care. The improved wound care program led to an EPIC optimization to improve wound documentation compliance. We also focused on preventative measures such as shower inspection sheets and weekly head to toe skin assessments.


We are seeing the results and both preventing and healing wounds. Shout out to the team from the last fiscal year including Nurse Director Edward Guina, Director, Nursing Operations, Roselle Ferrer, Laguna Honda wound care nurse, and the three wound nurses deployed to assist with strengthening our wound care program, Edgar Yamamoto, Ossie Gabriel, and Patricia McCarthy as well as to the wound care champions for bringing this important work facility-wide: Jinky Dioquino, Karla Sobalvarro, Crystal Zhou, Faatuaitaua Tunai, Jose Aranda, Christina Fan Jiang, Grace Robles, Robert Mahan, Aminah Fatima, Nina Evilla Baltazar, Emerenciana Tiotuico, Cam Phan, and Gienna Dizon.




Together We Will Be A National Model for Skilled Nursing

Recertified in Medicare and Medicaid!

 San Francisco Health Network
Laguna Honda Hospital and Rehabilitation Center

 LAGUNA HONDA HOSPITAL
CARE EXPERIENCE

 City & County of San Francisco
Department of Public Health

Jovan
Administration



Resident Stories



Resident Stories

Residents are at the center of everything at Laguna Honda Hospital. Meet two Laguna Honda residents and learn about their rich lives at Laguna Honda and before.

Mrs. Emma Bowden

Mrs. Emma Bowden was born in New Orleans and moved to San Francisco in the 1970s as part of the country's Great Migration. Upon arriving to San Francisco, she first lived in the Fillmore and then moved to the Bayview, where she raised her family and ran a her small business, a candy shop. Mr. Bowden's candy shop was famous for its icee's!

Today, Mrs. Bowden lives at Laguna Honda where she shared a room with her daughter. Both Mrs. Bowden and her daughter needed care at Zuckerberg San Francisco General and transferred to Laguna Honda for skilled nursing care, fortunately able to stay close throughout the process.

This past June, Mrs. Bowden celebrated 100 years! She was surrounded by dozens of family members, spanning generations, at Laguna Honda. A few months later, Laguna Honda's centenarian was presented with a certificate of honor from Mayor London Breed.



Someone else

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Volunteer Services



Volunteers make our city a better place by bringing the community into Laguna Honda and bringing Laguna Honda into the community.

Our Laguna Honda volunteers enrich the lives of residents by supporting key programs including Zen Hospice, Art with Elders, the Therapeutic Farm & Garden, Spiritual Care, and the Clothing Room, and by simply spending time with residents.

Volunteer Services currently has 111 active volunteers. Total volunteer hours across all assignments amounted to approximately 2,100 hours during the past year.

Volunteer Services is happy to announce that we once again are offering orientations for new volunteers. These informative sessions are held monthly. During each session, we cover a range of important topics, including a historical overview of Laguna Honda and facility tour, hospital policies, volunteer requirements, wheelchair operation and etiquette, programs and opportunities, and general information.

Volunteer Services recognizes the incredible dedication of Lindsey Adams, a volunteer who has selflessly contributed her time and energy to Laguna Honda for over 7 years. Lindsey is actively involved in the Arts with Elders program, providing invaluable support and companionship to Laguna Honda residents. Her commitment and caring nature have truly made a difference in the lives of those she has touched. We thank Lindsey for her outstanding contribution and for spreading joy with a warm smile to our residents.



Special gratitude to our longtime Laguna Honda volunteers:

Paul Bourbin

43 years Spiritual Care

Delores Mays

27 years Clothing Room and Gift Shop

Johnny Adkinson

22 years South 2 and Special Projects

Robert Gonzalez


21 years, Art with Elders and Clothing Room

Margret Schroder

22 years, South 3

Louis Tan

15 years Activity Therapy



Who We Serve: Resident Demographics



Who We Serve: Resident Demographics

Race

White	150
Black Or African American	142
Asian	105
Hispanic	90
Other/Unknown	19
Native American	3
Native Hawaiian/Pacific Islander	1

Gender

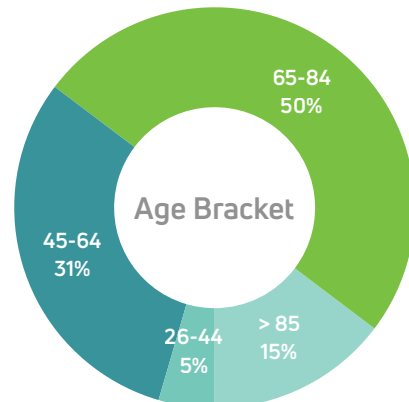
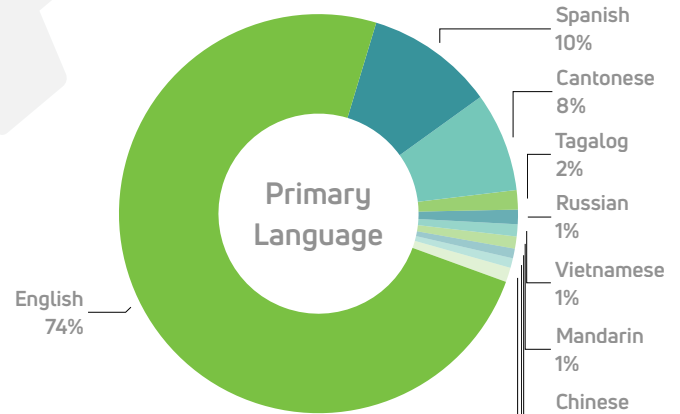
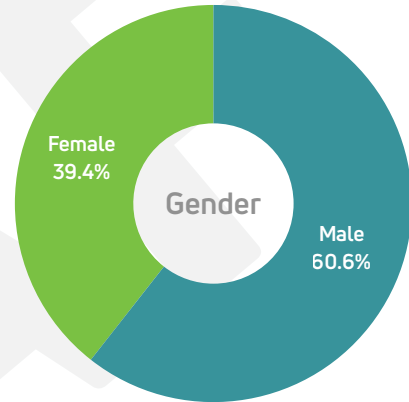
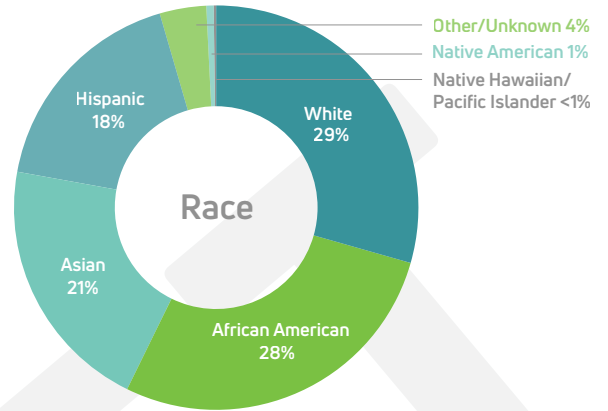
Male	309
Female	201
Non-binary <small>Legal Sex reported as both "non-binary" & "X"</small>	0
Other	0
Unspecified / Unknown <small>Legal Sex reported as "Unknown", or null</small>	0

Primary Language

English	378
Spanish	53
Cantonese	41
Tagalog	8
Russian	6
Vietnamese	5
Mandarin	5
Chinese	4
Toishanese	4
Other	6

Age Bracket

< 25	0
26-44	23
45-64	157
65-84	255
> 85	75





By the Numbers



By the Numbers

	FY 22-23	FY 23-24
Average Length of Stay in Skilled Nursing Bed	2000	1415

excludes SNF transfers

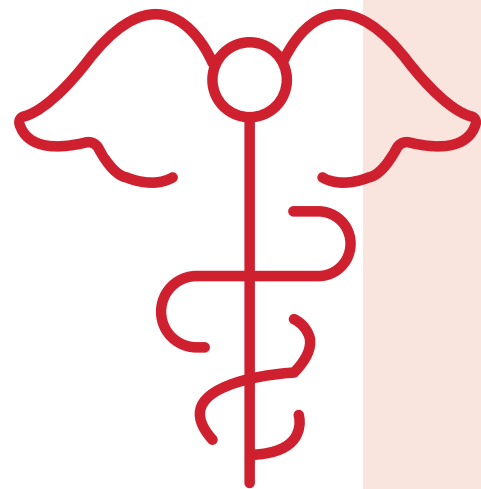
	FY 22-23	FY 23-24
Discharge to the Community from Skilled Nursing Facility	42	23

excludes SNF transfers

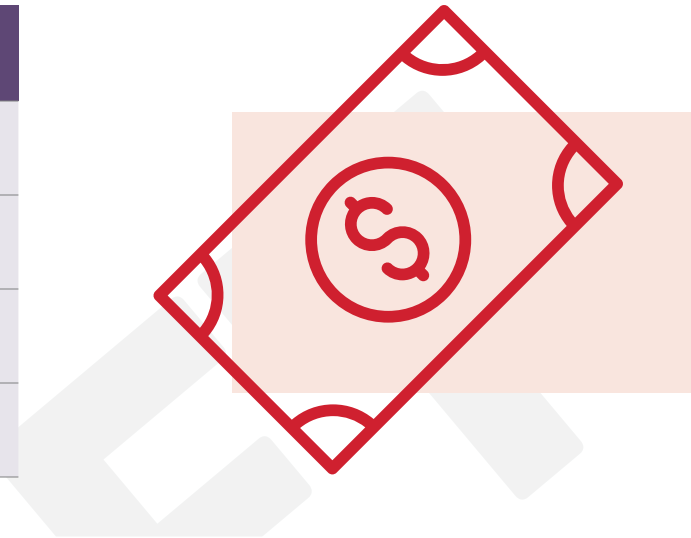
Total Resident Days	167,452
Average Length of Stay	1415
New Admissions	0
San Franciscans Served	510
Residents Discharged to the Community	23
Percentage of Staff Who Received Flu Vaccination	78%
Percentage of Residents Who Received Flu Vaccination	85%

Top 10 Resident Diagnoses

Dementia with behavioral disturbance
Sepsis
UTI (urinary tract infection)
Paraplegia
Dementia without behavioral disturbance
Major neurocognitive disorder due to multiple etiologies with behavioral disturbance
Quadriplegia
Multiple sclerosis
Vascular dementia with behavioral disturbance
Dehydration with hypernatremia



Financials (in millions)	FY 23-24	FY 22-23
Total Operating Revenue	\$176.95	\$221.16
Total Operating Expenses	\$326.48	\$343.95
General Fund Subsidy	\$167.26	\$123.42
Salaries and Fringe Benefits	\$244.30	\$241.15



Payor Sources	Inpatient Days		Outpatient Visits	
	FY 23-24	FY 22-23	FY 23-24	FY 22-23
Uninsured	0.0%	0.1%	0%	0.0%
Medi-Cal	99.5%	98.7%	48.5%	44.7%
Medicare	0.5%	1.2%	51.5%	55.1%
Other	0%	0%	0%	0.2%

Together We Create a Welcoming and Healing Environment

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Jose
Facilities



San Francisco Health Commission



San Francisco Health Commission

As DPH’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



Dan Bernal
Health Commission President

Jan 2017 - Oct 2023

Commissioner Bernal was Chief of Staff for Speaker Emerita 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. In 2023, he stepped down from his role as president to serve as UCSF’s Vice Chancellor for Community and Government Relations in 2023.



Laurie Green, MD
Health Commission Vice President

Health Commission President

Oct 2023 - present

Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 41 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 and Board Chair 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 ZSFG, where she trained.





Edward A. Chow, M.D.

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over 50 years. He was previously President and CEO of Jade Health Care Medical Group, affiliated with the Chinese Hospital Health System;

Executive Director of the Chinese Community Health Care Association; and Chief Medical Officer of the Chinese Community Health Plan. He is currently a member of the Anthem Blue Cross of California Physician Relations Committee. Commissioner Chow currently chairs the ZSFG 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.



Cecilia Chung

Commissioner Chung is nationally recognized as a civil rights leader, advocating for HIV/AIDS awareness and care, LGBTQ+ equality and prisoner rights. She is the Senior Strategist of Transgender Law Center and has served on a number of planning

bodies, including 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.



Susan Belinda Christian, J.D.

Commissioner Christian is an Assistant District Attorney in San Francisco and is the office's Managing Attorney for the Collaborative Courts and Mental Health Unit. 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.



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 De Marillac 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 SFGHF. Prior to her appointment to the Health Commission in 2019, Dr. Giraud was a member of the Children and Families First Commission for 12 years.



Tessie M. Guillermo Health Commission Vice President

Commissioner Guillermo is the former Chair of the Board of Directors of CommonSpirit, the largest national non-profit health system in the United States and 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, chairs the Laguna Honda Hospital Joint Conference Committee, and is a member of the Finance and Planning Committee.



Karim Salgado

Commissioner Salgado is a Peruvian-American business owner who immigrated to the United States from Peru in 1979. She double majored and earned her degrees in Sociology and Criminal Justice from San Francisco State University in 2000, making her

the first in her family to earn a college degree.

Before opening her own business, Commissioner Salgado worked for several San Francisco-based companies, including in the loss prevention departments of Wells Fargo Corp. and the Gap, and US Customs (Homeland Security). In 2002, she opened her business on the UCSF campus.

She has served on the SFMTA Citizen Advisory Committee (2020-Present), Daly City Partnership Board of Directors (2023-Present), Western Neighborhoods Project Board of Directors (2020 - 2022) and on the San Francisco State University Honoree Doctorate Committee (2023).

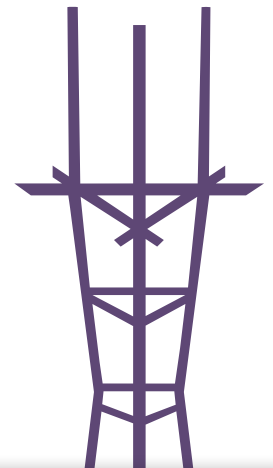
Commissioner Salgado established two endowed scholarships at San Francisco State University in the Business and Literature Departments in honor of her loved ones to help support students economically. She was appointed by Mayor London Breed to the Health Commission in 2024.



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 DPH 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.



Thank you for your continued support of Laguna Honda Hospital and Rehabilitation Center.



Please visit us at our website
sf.gov/lagunahonda



San Francisco Health Network
Laguna Honda Hospital and Rehabilitation Center

375 Laguna Honda Boulevard
San Francisco, CA 94116



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH