



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital FY 23-24 Annual Report Presentation

December 17, 2024



About Laguna Honda Hospital



Who We Are

- One of the largest skilled nursing facilities in the country, representing the most extensive commitment by any city or county to therapeutic care for seniors and adults with disabilities
- General acute care hospital providing acute medical and rehabilitation services (11 beds) and skilled nursing services (769 beds)
- Rich history dating back to 1866
- Part of DPH's San Francisco Health Network
- Uniquely organized into 13 specialized nursing and rehabilitation programs



About Laguna Honda Hospital



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 VALUES

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



Who We Serve



Who We Serve

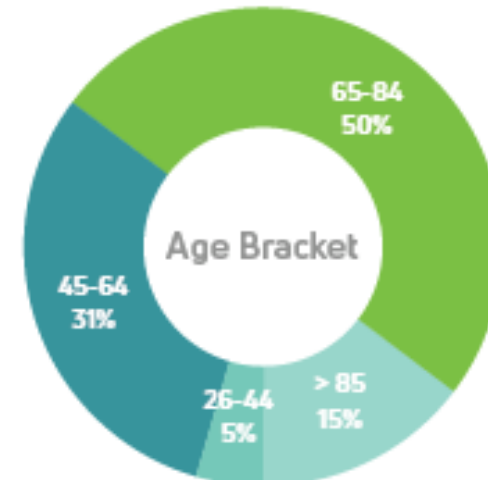
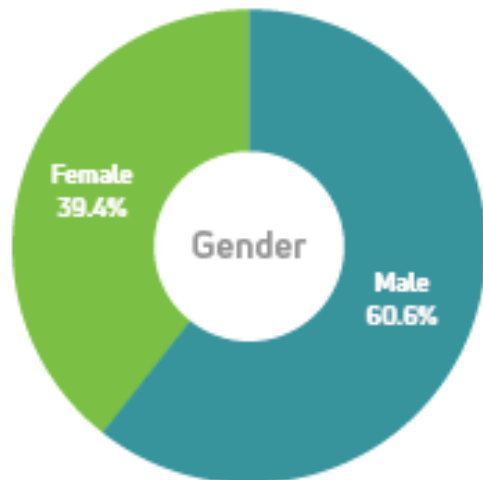
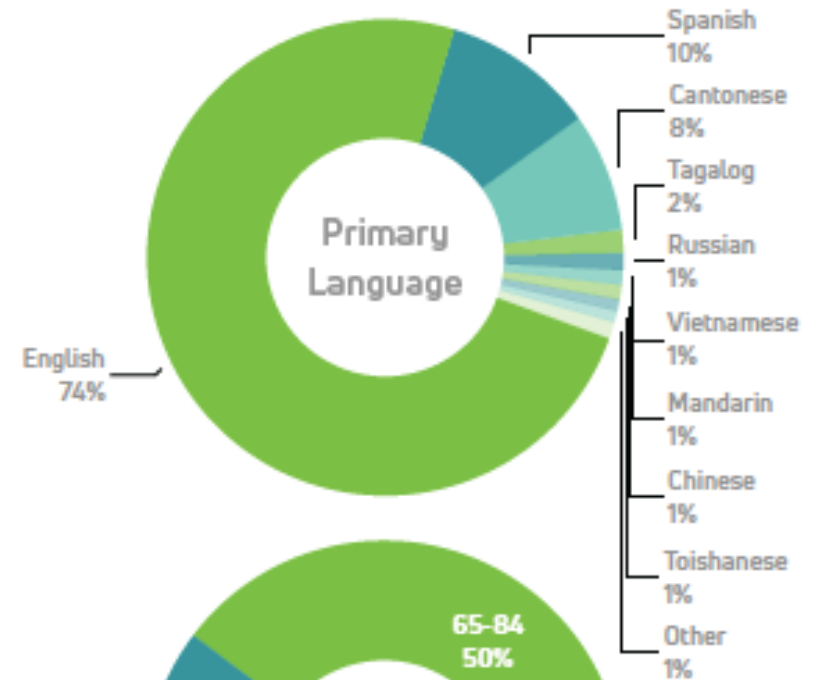
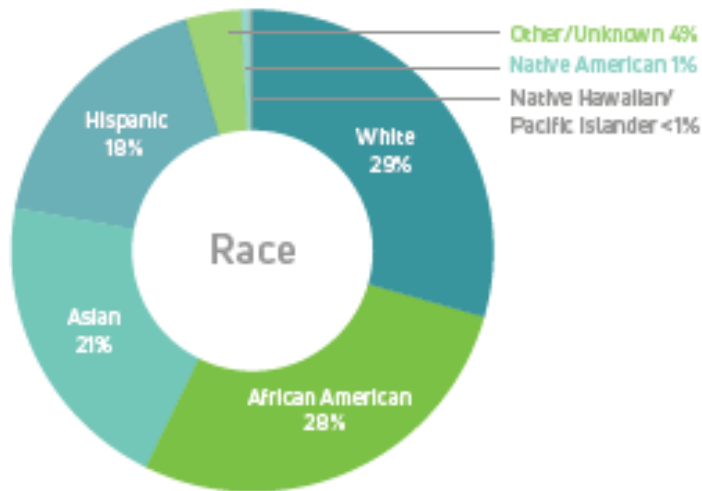
- San Franciscans with skilled nursing or rehabilitation needs
- Residents with complex medical needs who are often low or very low income
- A diverse and rich community



Who We Served in FY 23-24



Resident demographics



By the Numbers in FY 23-24



167,452
Total Resident Days



1,415
Average Length of Stay



0
New Admissions



510
San Franciscans Served



23
Residents Discharged Back
into the Community



Top 10 Diagnoses for Skilled Nursing Care

1. Dementia
2. Paraplegia
3. Major neurocognitive disorder due to multiple etiologies with behavioral disturbance
4. Multiple sclerosis
5. Quadriplegia
6. TBI (traumatic brain injury)
7. Cerebral palsy
8. History of CVA with residual deficit
9. Huntington's disease
10. Schizoaffective disorder

Top 3 Diagnoses for Acute Care

1. UTI (urinary tract infection)
2. Sepsis
3. Dehydration



Resident Stories: Mrs. Emma Bowden

Mrs. Emma Bowden was born in New Orleans and moved to San Francisco in the 1970s, first living in the Fillmore and then the Bayview, where she raised her family.

Mrs. Bowden ran her own business, a candy shop, famous for its icee's!

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.



Resident Stories: Royashu (Roy) B.

Roy's talents and interests are overflowing. From painting and jewelry making to playing music and studying the cultures of world, Roy is endlessly learning and creating.

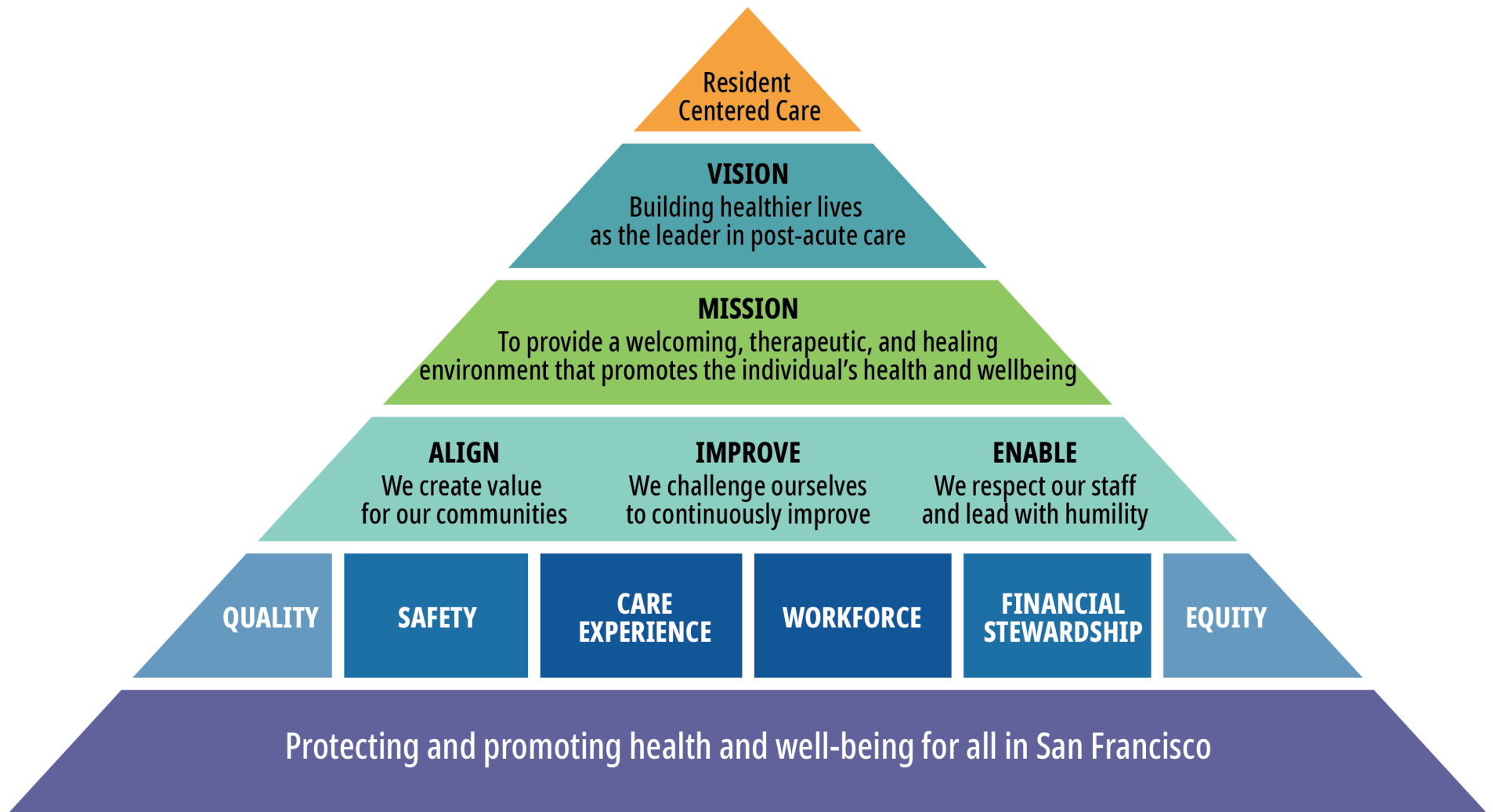
Roy was born in Houston, Texas and first came to San Francisco as a touring musician. He played with Archie Bell and the Drells on the album "Tighten Up". Over the years, Roy has played drums, snake-charming flutes, and the saxophone.

Roy's interest in art began when he was 7 years old. He remembers seeing a bird and was inspired to paint it. To this day, Roy takes great artistic inspiration from the natural world.

Roy's recent underwater themed pieces, which are on display at Laguna Honda, are inspired by his fond memories of watching Jacques Cousteau on T.V. with his mom.



True North Strategies



True North: 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.

Quality of Care Key Accomplishments

- Launched a daily interdisciplinary stand-up meeting with each unit reporting out on key topics daily, including falls and pressure injuries.
- Decreased the number of residents with pressure injuries by 31%.
- Achieved 100% compliance with falls standard work and the falls rate remains below the state average.
- QAPI work led to increasing the accuracy of pressure injury staging. This works now includes a wounds dashboard for monitoring, the weekly Wound and Nutrition QAPI meeting, and new Epic reports builds.



True North: Safety



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

Safety Key Accomplishments

- Hired the inaugural Medication Safety Officer (MSO).
- Averaged a 3.8% medication error rate while achieving our lowest quarterly average of 2.1% in Q4.*
- Installed new state-of-the art Omnicell automated medication dispensing cabinets. New hardware and software leverage enhancements.
- Began construction on a new sterile compounding room and hazardous medication room.



**Laguna Honda aims for less than 5% to be in line with CMS regulations.*



True North: 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.

Care Experience Key Accomplishments

- Strengthened Resident Grievance Program.
- Expanded Behavioral Emergency Response Team (BERT).
- Continue to ensure strong and active participation in our monthly Resident Council, which is now hybrid in-person and Zoom.
- Resumed conducting an experience survey with residents and family members. Residents shared experiencing improvement in all areas, including improvements exceeding national benchmarks for courtesy and respect and timely call light response.



True North: Workforce



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

Workforce Key Accomplishments

- Reduced staff vacancy rates from 11.4% to 5.4 % with Laguna Honda now at one of its lowest vacancy rates.
- Used the new batch hiring process that has reduced hiring timelines of key job classifications to 67 days.
- 582 Laguna Honda employees participated in the Department-wide Employee Engagement Survey. Strengths include the topics of supervisor communication skills, racial equity, and patient care. Areas for improvement include burnout, stress, a lack of pride in the job, staffing, and opportunities for growth.



True North: Financial Stewardship



The Financial Stewardship metric focuses on ensuring transparent and accountable stewardship of resources. As in the prior years, 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.

Financial Stewardship Key Accomplishments

- Operating expenditures decreased by 5.1% from the prior year.
- Management and oversight of all recertification related costs, including successful resolution of funding gaps and transparent reporting to stakeholders.



Financials

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



Financials

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



Select Highlights FY 23-24



Select Highlights FY 23-24



Laguna Honda Honored with a Good Government Award in April 2024!



Select Highlights FY 23-24



Laguna Honda Achieves Full CMS Certification in June 2024!



BAY AREA // HEALTH

S.F.'s Laguna Honda recertified by Medicare, ending threat of closure

By **Catherine Ho**, Health Care Reporter
Updated June 20, 2024 4:45 p.m.



Laguna Honda Hospital has regained federal approval to care for residents on Medicare, ending a two-year saga that threatened to shut it down. Bronté Wittgens/The Chronicle



Additional Highlights FY 23-24



July 2023
Recertification Fair

September 2023
Daily Disciplinary
Team Launch



December 2023
Responding to the
Winter COVID Surge



August 2023
Art with Elders
Exhibit at City Hall



October 2023
Great California Shakeout

November 2023
Final Action Plan
Milestones Submitted



Additional Highlights FY 23-24



February 2024
Celebrating Black History Month



May 2024
Celebrating Nurses Week and
Skilled Nursing Week

January 2024
Resident Furniture Refresh



March 2024
Sharing Industry Experience
and Presenting at Conferences

June 2024
Celebrating Pride



Staff Recognition



All Laguna Honda Staff

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.



Staff Recognition



A year of staff celebrations from the Key Performance Indicators (KPIs) dashboard.

- Admissions Planning
- Community Ambassadors
- Department of Educational and Training
- Emergency Management
- Food and Nutrition Services
- Infection Prevention and Control
- Laguna Honda Premier Club
- Minimum Data Set (MDS)
- Nursing Services
- Quality Management
- Resident Equipment and Occupational Therapy Teams
- Resident Furniture Project
- Resident Grievance Team
- Restraint Free Journey Team
- South 5
- Volunteer Services
- Wound Care



Staff Recognition



Volunteer Services



Volunteers enrich the lives of residents and support key programs including Zen Caregiving, Art with Elders, Therapeutic Farm & Garden, Spiritual Care, and the Clothing Room.

- 111 active volunteers
- Approximately 2,100 hours last year

Gratitude to longtime Laguna Honda volunteers:

Paul Bourbin

43 years, Spiritual Care

Johnny Adkinson

22 years, South 2 &
Special Projects

Margret Schroder

22 years, South 3

Delores Mays

27 years, Clothing
Room & Gift Shop

Robert Gonzalez

21 years, Art with
Elders & Clothing Room

Louis Tan

15 years Activity
Therapy



Summary of FY 23-24

#1:

Achieved Full CMS Recertification!

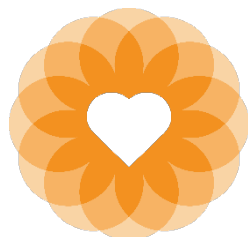
#2

Prepared to Resume New Admissions (and successfully resumed on July 31, 2024)

#3

Began Implementation of the Plan to Ensure Long-Term Sustainability and Stabilization





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Please visit us at our new website sf.gov/lagunahonda