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2021 — 2022

Laguna Honda Hospital  
and Rehabilitation Center

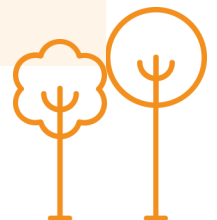


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# ABOUT LAGUNA HONDA



## Our Mission

To provide a welcoming, therapeutic, and healing environment that promotes the individual's health and well-being.

## Our Vision

To build healthier lives as the leader in post-acute care.

## Our Strategic Goals

- Communication
- Cultural Humility
- Centers of Excellence
- Philanthropy
- Technology

## Our Values

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





## San Francisco Health Network

Laguna Honda Hospital and Rehabilitation Center is part of the San Francisco Health Network, the Department of Public Health's integrated delivery system of care. The San Francisco Health Network was launched July 2014 as San Francisco's first complete system of care with the goal of improving value of services provided to patients, staff and all San Franciscans.

The mission of San Francisco Health Network is 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.

## Laguna Honda Executive Leadership Members

**Jennifer Carton-Wade**, Administrative Director

**Lily Conover**, Chief Financial Officer

**Terry Dentoni**, Acting Chief Nursing Officer

**Wilmie Hathaway**, Chief Medical Officer

**Chauncey Jackson**, Administrative Director

**Karrie Johnson**, Human Resources Manager

**Roland Pickens**, Acting Chief Executive Officer

**Nawzaneen Talai**, Chief Quality Officer





## Chief Executive Officer Message



Dear Laguna Honda Hospital Community,

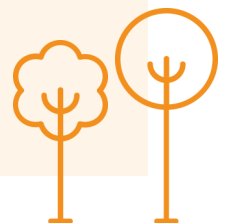
As we look back on another historic year, filled with the joys of an increasingly vibrant campus emerging from the pandemic and the shock of losing our certification with the Centers for Medicare and Medicaid Services (CMS), I am proud to be part of organization so beloved by and vital to San Francisco. At both our highs and lows, we are reminded that Laguna Honda is a jewel of our city's healthcare system, serving those most in need and representing the largest public commitment to skilled nursing and long-term in the country.

During the summer of 2021, Laguna Honda again lead the way as a model for skilled nursing pandemic response. We continued our thoughtful reopening, ensuring both resident safety and wellbeing. This

included more fully welcoming family visitors back on campus and the resumption of programming such as chapel services and medical clowns as well as events that brought our community together. The success of our reopening was driven by exceptional vaccination rates and full toolkit of COVID mitigation measures including testing, infection prevention and control, treatments and more. It was a pleasure to again see the Laguna Honda campus alive with visitors and activities for our residents. In the winter of 2021/2022, we faced the Omicron-driven surge in cases, and made needed adjustments to protect our community.

We again express our gratitude to our heroic staff who never failed to show up for our residents and our deep appreciation to our residents and families for their close partnership, trust, and patience. Together, we are primed to respond quickly and effectively to the next phase of the pandemic.

After two years of pandemic response, Laguna Honda was suddenly faced with one of the biggest crises of our organization's history – a loss of certification with the Centers for Medicare and Medicaid Services. CMS Reimbursements fund the majority of resident care.





Looking back, the CMS de-certification began in fall of 2021. Laguna Honda has an obligation to report many types of incidents with the goal of improving care. In 2021, we self-reported two non-fatal overdoses, which resulted in several surveys. We failed to successfully show compliance during those survey revisits, and as a result, CMS found us out of substantial compliance, terminating our participation in their program in April of 2022.

What followed was immense pain and uncertainty as well as a full commitment by all who care about Laguna Honda to ensure our facility's longevity. We were forced to temporarily implement a closure plan, which included resident transfers and discharges, but thankfully our regulatory agencies provided reprieve in July 2022, allowing an indefinite pause as we work towards recertification.

We have remained resolved in our path to recertification and the Department of Public Health has shown unwavering commitment to all who depends on Laguna Honda for services, care, and employment. We have used this as an opportunity to learn and to improve. This includes working with experts in long-term care and welcoming deployed staff from other parts of the Department to strengthen our organization and make needed changes. It has already resulted in operational, institutional, and cultural changes that will both help us achieve recertification in the near future and ensure the long-term success of the hospital.

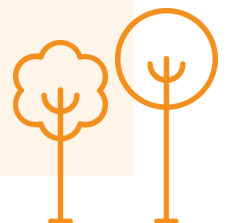
As we navigate challenges and successes of this coming year, Laguna Honda staff, residents, and families as well as the larger community have made clear the importance of this facility to the health and wellbeing of San Francisco. For over 150 years Laguna Honda has served San Franciscans most in need and we look forward to continuing our mission for another century and far beyond.

We are fully confident in our organization's direction and the team we have in place. We all look forward to stability, growth, and new beginnings in 2023.

Sincerely,

Roland Pickens, MHA, FACHE

Chief Executive Officer, San Francisco Health Network &  
Interim Chief Executive Officer, Laguna Honda Hospital





# True North



True North is a directional compass that helps Laguna Honda Hospital shape our improvement work with the aspirational goal of 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



True North Goal	Measure	FY21-21	Target
Quality	Reduce pressure ulcers and falls with major injury	57	79
Safety	Barcode Medication Administration compliance	97%	95%
Care Experience	Likelihood to recommend care	100%	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 Black / African American residents	699	477 (-10%)

TRUE NORTH SCORECARD: LAGUNA HONDA ACHIEVED 3 ASPIRATIONAL GOALS DURING FISCAL YEAR 2021-2022.

## 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 national and state average, the opportunity exists to reduce falls.

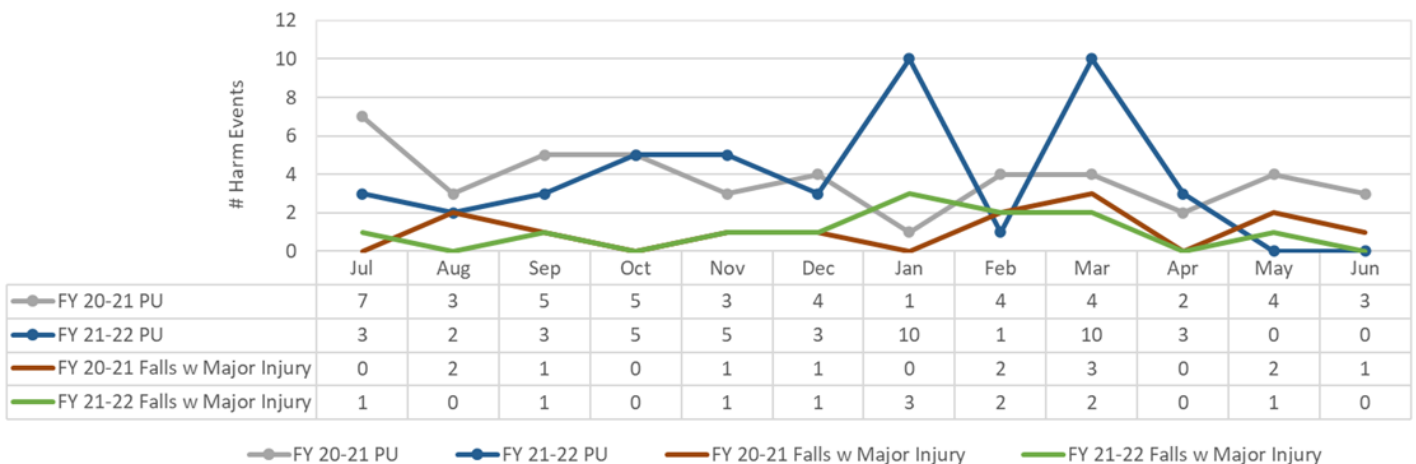
The second component of this year’s quality metric focuses on PU. A number of high-risk extended-stay residents at Laguna Honda developed facility acquired PU, and a number

## Quality of Care Key Accomplishments

- Socialized standard work that aligned with policy and procedures
- Ability to query falls data, including equity metrics, through Epic
- Quality assurance project to investigate, identify and monitor gaps in individualization of care plans for fall prevention interventions
- Continuation of fall prevention despite COVID-19 surges

of residents who are admitted with PU have PU that did not heal within 100 days of stay. These two critical components to quality of

**SF Health Network True North Goal for Quality**  
Goal: Reduce Harm Events by 10% (Facility-Acquired Pressure Ulcers/Falls w Major Injury)







care had several process improvements implemented such as a revamped Falls Performance Improvement Team, gemba rounding, and the development of standard work to improve staff competency.

## 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.**

Our electronic health record system, 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, Laguna Honda, revised its BCMA initiative to improve its practices and ensure the highest standard of medication administration.

Throughout 2022, the overall combined BCMA compliance of LHH was at or above 95%, thus meeting our compliance goal.

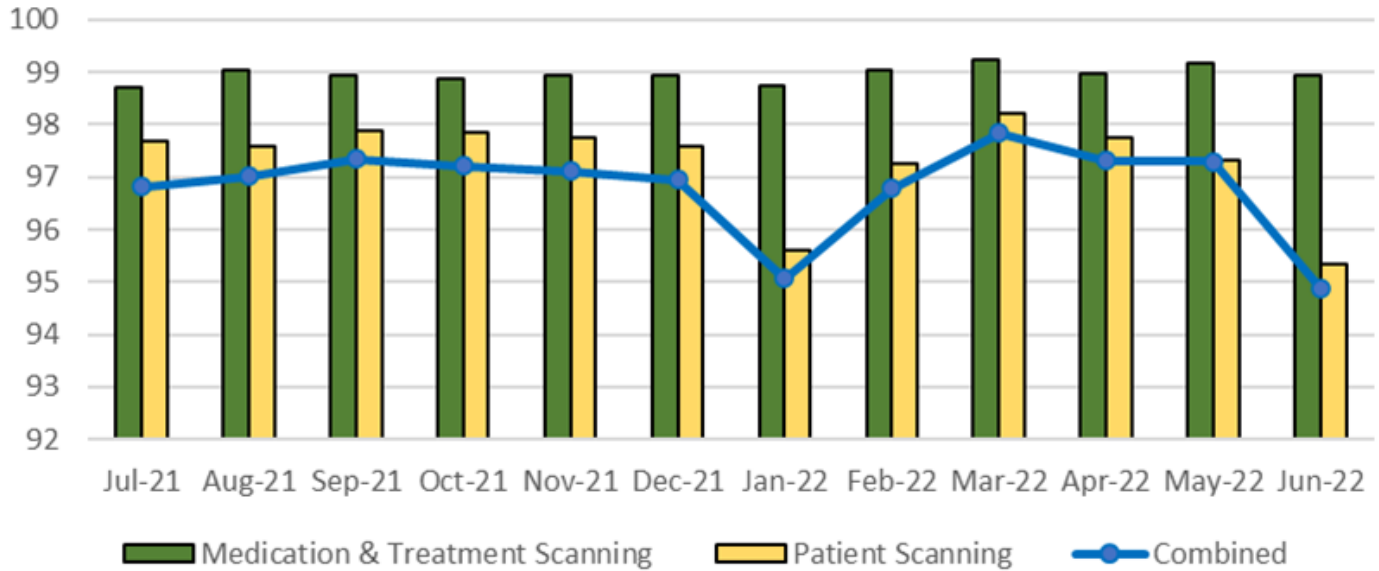
Issues that affected compliance include residents refusing to wear ID bands, and broken scanners, which is minimal and accounts for the 3% to 4% of non-compliance.

## Safety Key Accomplishments

- Continuation of Barcode Medication Administration
- (BCMA) system initiative and improving practices
- 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

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 to nursing leadership who monitor and ensure compliance. Licensed nurses and nursing management are 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.

### FY 21-22 Laguna Honda Barcode Administration (BCMA) Compliance Target: >95% Compliance



### 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.**

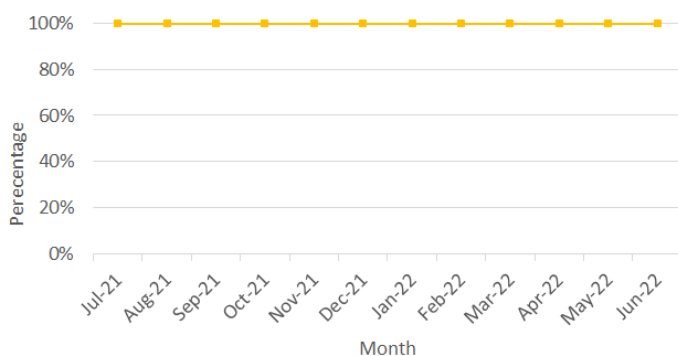
This data was collected through Social Service’s discharge survey conducted over the phone regarding resident experience at Laguna Honda. Care experience, from the resident/family perspective, is measured by the metric ‘likelihood to recommend’ from our post-

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

### Care Experience Key Accomplishments

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

Resident Survey Response for Likelihood to Recommend Care





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. We will continue to follow this metric for FY22-23 and will work with the new supplier for care experience surveys to meet this goal.

## 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 FY21-22, 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 frontline 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 the

## Workforce Key Accomplishments

- New Culture of Safety staff survey administered, which gauges progress impact of action plans
- Survey responses reflect an overall increase in staff satisfaction

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 two lowest scoring questions ranked 3.93. Although the two questions have the lowest score, they’re ranking close to Agree (4).







## Financial Stewardship

The Financial Stewardship metric focuses on ensuring transparent and accountable stewardship of resources. In alignment with San Francisco Health Network’s True North metric on financial stewardship, and to be able 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 FY2021-22, Laguna Honda’s expenditures decreased by 2.0% compared to the City’s general fund growth rate of 13.45%. The 2.0% expenditure decrease was due to a pause on admissions which resulted in a reduction in patient census. Actual revenue in FY2021-22 was lower compared to FY2020-21 due to one-time prior year settlements recognized in FY2020-21. As a result, FY2021-22 had a higher general fund subsidy of \$46.5M compared to the previous year.

### Financial Stewardship Accomplishments

- LHH expenditures were 2% under budget for FY21-22
- LHH expenditure growth rate was lower than Citywide general fund growth rate

## Equity

The Equity metric focuses on identifying and eliminating health disparities. **This year, Laguna Honda’s Leadership Team tracked the discrete number of unusual occurrence (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 – Non Aggressive
- Substance Use

There has been an increase of unusual occurrence (UO) incidents per priority category due to a plan of correction in response to a CDPH finding, which includes clinical safety searches that resulted an increase in substance use UO reporting.

### Equity Key Accomplishments

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



While operations continued to be impacted by COVID-19 response measures and by the hospital's work towards CMS recertification, Laguna Honda accomplished important equity priorities in FY21-22 including:

- Continuing to build the Equity Action Council
- Supporting the expansion of department-based equity councils
- Targeted coaching, support, and technical assistance related to equity with 9 LHH departments
- Continuing to promote and report on equity updates and accomplishments through quarterly newsletter and daily communications
- Piloting a conflict communication training with nursing leadership
- Expanding visibility and use of the equity lending library
- Completing assessment of LGBTQ+ resident experience and report of recommendations

# Highlights from Fiscal Year 2021 — 2022



## 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 March 2019, Laguna Honda welcomed new residents, beginning with nine new residents in July. Welcoming residents during the pandemic was one of the ways we supported the citywide response.

## 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, cloth masks, buttons, and more. Across the two days, an estimated 1,000 staff members participated.

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

Laguna Honda Nursing Director Dr. Igor Mocorro, 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 Department of Public Health (DPH) leadership.

## Resuming Visitation and Additional Reopenings —September 2020

On September 4, 2020 DPH updated the Health Order to allow visitation at Laguna and other skilled nursing facilities in San Francisco. Laguna Honda worked closely with DPH 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.



## Feed the Frontlines – September 2020

Kimberly Quan’s Feed the Frontlines SF provided over 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 below for 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 returned 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 Laguna Honda’s effective and collaborative response to the pandemic and awarded us the Top Honor for the first time in this organization’s history.

### **Cambridge University Press Publishes Timely Intervention and Control of a Novel Coronavirus (COVID-19) Outbreak at a Large Skilled Nursing Facility – December 2020**

From the onset of the COVID-19 pandemic, Laguna Honda partnered with experts at the Centers for Disease Control and Prevention (CDC). To ensure our successful response could be shared with other facilities, the CDC’s Ellora Karmarkar joined Laguna Honda staff in publishing the keys behind Laguna Honda’s effective COVID response and the approaches used to contain the virus in such a large setting. Laguna Honda paper co-authors include Irin Blanco, Jennifer Yu, Dr. Wilmie Hathaway, Dr. Lisa Hoo, and Nawzaneen Talai.





## 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 party. Each resident received items that will enhance their quality of life at the hospital.

## Years of Service Celebration — December 2020

We take great pride at Laguna Honda in the long tenure of our many employees. As a small token of our appreciation for their dedication, every year we celebrate employees who reach a milestone year with the organization, beginning with five years of service. A special thank you to Cathey Renell White, pictured below, who celebrated a remarkable 35 years of service to Laguna Honda!



## 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.



## The New Yorker Profiles Laguna Honda's Effective COVID-19 Response — January 2021

As one of the largest skilled nursing facilities in the country, Laguna Honda's effective COVID-19 response caught the attention of many journalists. We were happy to host the New Yorker for a series of interviews and



appreciated the opportunity to celebrate our staff and residents and share lessons learned.

### **Introducing the Department of Equity and Culture — January 2021**

The Department of Equity and Culture (DEC) led by Amie Fishman will work with DPH’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 Laguna Honda’s Executive Leadership to create an A3 for 2021 that includes a plan to address REAP goals and internal equity priorities.

### **Mayor London 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 resident 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’s Brigitta van Ewijk Celebrated at Rainbow PUSH Coalition Event — February 2021**

Laguna Honda Nurse Manager Brigitta van Ewijk was featured at the Rainbow PUSH Coalition COVID-19 event for her sacrifices and service to support the community during the pandemic. Brigitta shared, “That is what I do. That is my life. That is what I love. I am a healthcare worker.”

### **Laguna Honda Staff Support Citywide Vaccine Rollout — February 2021**

Laguna Honda staff played a key roll in vaccinating San Franciscans at the Southeast Health Center and Zuckerberg San Francisco General vaccine sites. Staff helped manage operations, provided line control, and supported with translation services. A special thank you to Laguna Honda’s Environmental Services (EVS) Department for their work.



### **Frontline Worker Profiles on the One-Year Anniversary of the Pandemic — March 2021**

Laguna Honda Registered Nurse Beza Kinefe was profiled on the one-year anniversary of the





pandemic for her work on the frontlines. Beza was part of the South 5 team that cared for all of Laguna Honda's COVID-19 positive residents. Beza, and the rest of the South 5 team, showed immense bravery, dedication, and compassion.

## 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.



## Precita Eyes Mural Expansion — May 2021

Precita Eyes began 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 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**



**Caregiver Award: Kimberlyn Jeffries, Patient Care Assistant**



**Nursing Leader Award: Marvin McGregor**



**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 Stories



## **Lotchana S.**

Hi, my name is Lotchana Sourivong but I go by Channa and I'm 46 years old. I had my stroke when I was teaching English in Riyadh, Saudi Arabia where I just turned 39 on February 13, 2015. First of all, I was hosting a barbecue for teachers at a friend's house, and I was preparing food for the guests when I suddenly did not feel well. I felt very tired suddenly and exhausted, so I went to lay down on my bed to rest until the barbecue started.

The stroke struck me onto my central nerve point in the middle of the head where I could not talk, swallow, or move my right side which made me paralyzed. I was having tractions in my joints and it's not a typical state. It's rare. Overall, it affected my swallowing mechanism, five senses, speech ability, motion on the right side, and mental stages. This stroke



My physical appearance is also different i.e. my lower jaw had caved in. My five senses had amplified and are very sensitive.

I have participated in qigong, tai chi, yoga, Zumba, self-defense, and art to work on my weak side in order to properly heal and to work on myself. The important thing about Laguna Honda is the staff members, especially the nurses because they're responsible for providing good quality of care for more than 700 patients in the hospital and they also have to focus on each individual's patient's needs and wants.



### Paul H.

During the beginning of COVID in America, little was known about COVID, itself. There was no vaccine and it seemed that very few had a handle on what it was. Basically, what we knew was that it could be very dangerous.

During the first two years, COVID claimed many lives of people/patients in our age group - over 60 years old WITH compromised immune + respiratory systems. This very trying time was littered with many unknowns, many deaths, etc. Those who work at and run Laguna Honda Nursing Home, showed much diligence, carefully following many guidelines,. The feat was phenomenal.

I'd like to thank everyone who kept us so safe during those times. The announcement that Laguna Honda Hospital was closing came soon thereafter. That news blindsided most of us. Let us all hope that we can continue and stay open for many years to come.

This is my poem:

disproportionally impacts Asian women and children, and one out of a million people will get this type of stroke.

My friends took me to the nearest hospital and had testing done to see what was wrong with me. After multiple testing, I was in a coma for a few weeks and all I could do was stare at people who were visiting me in the hospital.

When I came out of the coma, for a good recovery, I needed to return to the United States. I was able to be admitted to Laguna Honda Hospital and Rehabilitation Center. I've been here for six years.

Unfortunately, I have difficulty speaking but I understand everything and do like to speak my mind. Don't count me out!

## My Love Affair with Laguna Honda Hospital

A Place That Is Kind To Me,  
As I Am Kind To It.

A Place That Appreciates Me,  
When I Need To Be Appreciate

A Place That Treats Me Well Most ALL The Time!

A Place That Teaches Me Creative Ways  
To Deal With My Emotions.

A Place That Helps Me To Express Myself  
In Ways That I Will Best Be Understood.

A Place To Give Me Value

When The World Seems In Short Supply.

A Place That Helps Me To Get My Needs Met  
When My Needs Are NOT Always Clear To Me.

A Place That Treats Me Kindly

When The World Shows Me It Is Running Low.

A Place That Is Willing To Hear Me  
When I Need To Be Heard.

A Place That Helped Me To Physically Adjust  
When I Had My Strokes.

A Place Willing To Help Me Quiet  
After My Heart Attacks.

A Place That Is Very Willing To Work With Me

As I Battle My Anxieties.

A Place That Takes Me Seriously  
And Laughs With Me When I Need To Laugh.

It's A Place That Helps Me To Be A Me  
That We ALL Can Seem To Deal With.



Please Don't Close Laguna Honda Hospital

I Don't Know If I Will Find A Place

That So Readily Accepts Me As I Am!

Thank You To Those Who Worked  
Hands-On During The Heart of The Pandemic...

Putting Our Safety First, Before Your Own.

The Defunding of Laguna Honda AND Closing It

Seems A Very Shortsighted, Sad Response,  
Throwing In The Towel And Crying "Uncle,"  
WHILE Throwing Out The Baby In The Process

Maybe Another Look At The Grit AND  
Determination

We Have When We Stand Together and Work  
Together

Fixing What Needs Fixing

Not Allowing FOOLISHNESS To Run The Show

Realizing That The Pages We Find Ourselves On  
Aren't Really That Different!

Where Finding A Compromise Is Possible  
And Taking A Closer Look At Our Priorities AND  
Yours,



Tweaking Where Necessary,  
Allowing Residents To Express Their Two Cents  
When Needed  
Support NOW Becomes A Doing "With"  
Situation,  
Instead of A Doing "For" Situation  
Whereas He Who Holds The Cards, Also,  
Holds The Objective, At Times  
It Exposes That Closure Is NOT OUR ONLY  
OPTION  
A Situation Can Be Reached That Brings A Smile  
From Both Sides  
A WIN-WIN Situation, Prevails  
A Happier Entity Now Dwells On Each Side.  
AND, They ALL Live HASSLE-FREE, Again,  
For Awhile!

# In Memoriam

We honor and remember all those who lost their lives this past year. In this year's Annual Report we remember Timothy McDaniels of the Environmental Services Department, who was an active staff member when he 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 Deel,  
Laguna Honda Hospital Spiritual Care







## Timothy McDaniels

Laguna Honda suffered a tragic loss as Timothy McDaniels (known as Showtime to his close friends) lost his life due to a car accident .

Tim was a staple during his 5 years at the hospital. With his cool demeanor and respectful approach, Tim often times played the voice of reason for the EVS department.

Tim was a good man with a good heart. His loving soul will be missed by the many staff he befriended.

As a member of the project team, the very shiny floors we walk on are due to his hard work and dedication. Tim was always flexible and

understanding of the many asks from the EVS department.

Tim's mother and father both worked at LHH and he was known by many on his first day of work. Being a hardcore 49ers fan, he always would let people know, how they were going to win it all every year. EVS Director Chauncey Director remembers him smiling and laughing as Chauncey was forced to wear his 49ers jersey after the Cowboys lost.

Our love and thoughts go out to his wife, children, grandchildren and his entire family.

There will never be another Showtime at LHH.



# Staff Recognition



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

To start the fiscal year, we continued our employee/team of the month program to recognize teams and employees who went above and beyond. We then transitioned to weekly CMS recertification staff highlights to recognize exceptional work in supporting Laguna Honda in our path to achieve CMS recertification.



## Outpatient Clinic



Dr. Christina Lee and Charge Nurse Bi Huang lead the Outpatient Clinic team, which includes RN Julian San Jose, LVNs Christian Saiz and Maria Victoria, and MEAs Oscar Gomez-Cruz and Niall Quinn.

## Rita Ng Social Services



## Cecilia Aguirre Admissions and Eligibility



## Sandy Ng and Jason Yarbrough Administration







## Linda Hitomi Social Services



## Erlinda Concepcion Minimum Data Set (MDS)



## Staff CMS Recertification Recognition

During rounding, the **South 6** staff were engaged, smiling and asking questions. The unit looked fantastic: doors shut, signage posted, the water pitchers were full, and the unit is free of odors. PPE was worn appropriately, hand hygiene was performed, and staff knocked on doors.

**Brigitta van Ewijk** is the Nurse Manager and has ownership of her unit. **Maria Antoc** is the Director and is supportive of her efforts. Brigitta's secret: "I am on the floor with my staff, we review the huddle points, the staff knows my expectations and I am there to help my staff."

A fire alarm went off during rounding the day shift on **South 4**. The staff were immediately reactive and went into action. The staff assisted residents to safe zones, closed all doors, brought fire extinguishers, and were swift. The entire unit participated: PCAs, nurses, the Nurse Manager, the unit clerk, nutrition services, EVS, and home health aides. This was an excellent response from all staff on this unit!

The importance of proper hand hygiene was strongly emphasized to the **Food and Nutrition** team during initial rounding. While re-observing the team a month later, they have excelled in demonstrating proper glove use. One example was after pushing a cart with food trays after meals, a staff member was observed taking off the gloves and then headed over to wash her hands before proceeding to the next task. The same practice was observed with several other staff. The Food and Nutrition team was also acknowledged during the mock survey for the consistent



compliance with glove use.

Laguna Honda experienced a temporary power outage. The generator immediately turned on to provide emergency power. On North 2, PCA **Lorna Forrester Gaynor** acted quickly to ensure resident safety by immediately plugging her residents' life-saving equipment into the red power outlets, which are connected to the emergency power. Lorna's prompt attention to the safety of her residents and team is applauded!



Laguna Honda started implementing its Critical Element Pathway (CEP) initiative, which is an important component of our path to recertification. CEPs are guides that Medicare surveyors use to investigate potential deficiencies in nursing homes. Teams across all departments are using these same guides to proactively identify potential issues of non-compliance.

MDS nurse **Princess de Guzman** is part of the Dementia Care CEP team. She took the initiative to perform extremely thorough observations, chart reviews, staff interviews, and resident interviews using the CEP as a guide. This improved regulatory knowledge and practice greatly contributes to our ongoing survey readiness.

Laguna Honda experienced another power outage across the entire campus, including resident care areas. The generator immediately functioned to provide emergency power. Administrative Directors **Chauncey Jackson** and **Jennifer Carton-Wade** performed



# Together We Can Be the Pride of San Francisco



Together We Can Recertify!



vital roles in Laguna Honda's emergency response.

As incident commander, Chauncey quickly assembled and led the emergency response team to quickly investigate the source of the power outage and ensured everyone knew their roles during the emergency.

Jennifer checked in on all departments reports to ensure all residents and staff were safe. She also made sure other important areas were operational, including elevators and the kitchen.

Their leadership and quick actions were crucial in ensuring residents didn't experience any disruption in the care during the one-hour power outage.

As part of our recertification efforts, Laguna Honda initiated a large-scale initiative to ensure all resident rooms are limited to double-

# Together We Can Preserve Our Legacy



Together We Can Recertify!







occupancy. This plan will bring us into compliance with certain Medicare regulations. An inter-departmental workgroup spanning medical, nursing, EVS, administration, and communications collaborated to develop a strong plan to ensure the initiative met its goals while providing direct support to any residents who moved rooms.

In particular, **Soraya Mangondato-Galvan** was a key nursing leader in planning patient flow, communicating, and coordinating between units.

Laguna Honda launched its facility-wide, all-staff education to support recertification efforts. This program is a comprehensive and sustainable workforce training program that addresses knowledge, skills, and competency gaps identified in mock survey. The focus will help us improve the safety, health, and welfare of staff and those we are charged to serve. The education included daily presentations as well as skills checks for all staff members.

Organizing and implementing this four-week initiative was an incredibly complex undertaking. Many staff members worked tirelessly to make this education a reality. In particular, **Crystal Figlietti, Jennifer Carton-Wade, and Amie Fishman** dedicated a tremendous amount of time and energy to this effort.

We thank them and everyone at Laguna Honda for supporting this incredibly important milestone in our path to recertification.

**Aurora Rothenberg**, a PCA,



# Together We Can Recertify!



embodies the all-hands-on-deck spirit needed to help reach our goals. Aurora took initiative and directly contacted Interim CEO Roland Pickens offering her assistance. She asked for PCAs and CNAs to be included in unit rounding as their unique role in resident care can help identify issues that need to be corrected. Less than a week later, Aurora joined for intensive rounding.

Nurse manager **Daisy Quitariano** also recruited two additional PCA champions, **Myraflora Salcedo** and **Jon'ck Alday**, to join in the unit rounding. This partnership helped identify potential non-compliant observations and empowered frontline staff to quickly address the issues, exemplifying the “see something, say something, do something” mindset required to provide excellent resident care.

Providing individualized care in a homelike



# Together We Can Learn and Grow



Together We Can Recertify!





environment is a cornerstone of high-quality nursing home care.

**Denise Martinez** is a nurse on South 3 who exemplifies this philosophy while striving for continuous improvement.

Without hesitation, she knows her residents' preferences for activities of daily living, what makes them comfortable during mealtime, and even knows their favorite TV programs!

Denise works to ensure these individual preferences are properly documented in their care plans. This helps everyone know what makes residents happy and engaged daily. Not only is this a great example of person-centered care, but it also helps Laguna Honda be better prepared for the Medicare recertification survey.

Laguna Honda Hospital is an essential part of the San Francisco community, and many volunteers have devoted their time and energy to support recertification efforts.

Members of the volunteer group **Max 415** were so inspired by the Laguna Honda staff's dedication and connection to residents that they instantly knew they wanted to support. These volunteers have been instrumental in supporting the recertification education program.

One of their favorite tasks was creating graphics and visual cues to help staff who are visual learners. The team assembled education binders, supported staff registration, directed staff on where to go, and helped facilitate



## Together We Can Provide Quality Care

Together We Can Recertify!



San Francisco Health Network  
Laguna Honda Hospital and Rehabilitation Center



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Department of Public Health

the skills training for staff members. In addition, the volunteers led the Pride parade that brought so much joy to residents and staff.

Thank you Nia Spadoni, James Mabrey, Allison Khav, Jacob Colendres, Jennifer Jeong, Nyla Gibb, Cladelyn Anne Manabat, Flora Xian, Arianna Reyes, Rio Holaday, and Abby VanMuigen. Your hard work and dedication exemplifies the community spirit that makes Laguna Honda such a special place

**Adam Subia**, a registered dietetic technician, is a champion of ensuring that our daily practices are compliant with Medicare's regulations. On a weekly basis, he completes the Dining Observation Critical Element Pathway (CEP). These CEPs are the same guides Medicare surveyors use to assess compliance. Not only does he make observations during meal times,



## Together We Can Be a National Model For Success

Together We Can Recertify!



San Francisco Health Network  
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he also reviews relevant facility policy and procedure and provides just-in-time education to staff when opportunities presented themselves.

Adam is consistently dedicated to ensuring compliance in his department, and we are thankful for his expertise in assisting all of us to be survey ready!



Laguna Honda rolled out an updated huddle board program to support individual neighborhoods in recertification efforts. These huddle boards include neighborhood-specific information, including key learnings, environment of care, hand hygiene, and infection-prevention and control data. There is also space to work collectively on issues using the Plan-Do-Study-Act (PDSA) approach. Daily staff engagement with these huddle boards is a key ingredient to their success in driving action and improvement.

**Daisy Quitariano**, a nurse manager on South 4, has been an early champion of these boards. She quickly understood that all shifts needed to be oriented on the board. She worked to ensure that all staff members understood what is on the board and how it will be used every day to support our goal of 24/7 compliance and quality resident care.

Laguna Honda excels at caring for residents with a sense of pride and humanity. PCA **Rudianto "Rodi" Tunggalwidjaja** recently exemplified this mindset by going above and beyond in caring for a resident.

In early September, Rodi escorted a resident to Zuckerberg San



# Together We Can Embrace Change

Together We Can Recertify!



Francisco General Hospital to receive important medical care. He stayed with the resident all day Saturday to Sunday at 1 a.m. to provide reassurance and support. Although he spent much of the weekend at the resident's bedside, Rodi was back to work for the day shift on Monday.

This level of dedication to our residents is what makes Laguna Honda such a special place. Thank you, Rodi, for your commitment to Laguna Honda and to the health and safety of our residents.

Purposeful rounding promotes a culture of resident safety, encourages team communication, and improves staff ability to provide efficient resident care.

These outcomes are evident across all Laguna Honda neighborhoods. Major improvements have been made in environment of care (EOC),



# Together We Can Keep Caring For Our Residents

Together We Can Recertify!







hand hygiene, and infection control and prevention (IPC) data. Many staff members are also contributing to the hard work of rounding to support these improvement efforts.

In particular, a team of utilization management (UM) nurses stepped up to perform extensive rounding across LHH. The team included **Kristine Alinea, Dominador Ronquillo, Irin Blanco, Yvonne Fuentes, Hye Shin-Yang, and Roselle Evangelista**. They were eager to help our recertification efforts, including covering weekend shifts without hesitation.

Laguna Honda's nursing leadership plays an essential role in improving the environment of care in support of our recertification efforts. This leadership is often driven by data to help pinpoint corrective actions.

Laguna Honda nurse directors **Susan Duong, Rowena Patel, Marvin McGregor, Anna Calderon, Crystal Figlietti, Irin Blanco, Maria Antoc, and Ed Guina** recently exemplified this approach by addressing pill crushers, which are used to cut or crush medications for residents. These devices must stay clean and in working order to ensure resident safety. Rounding data had shown gaps in compliance; therefore, the nurse leadership team collaborated with their teams to quickly address this issue.

This resulted in both towers achieving 100% compliance during. Congratulations and thank you for your leadership!

Nurse Manager for North 2, **Joyce Soriano**, is doing a fantastic job engaging her neighborhood team in their daily huddles. She is training other frontline staff members to help lead the daily



huddle meeting. During an observed huddle, a PCA leading the huddle started by asking "why is this huddle important to us as a team?", getting some really great team engagement right off the bat.

Joyce highlighted one of the IPC findings and engaged the team by asking them why the issue was happening. The team came back with some root causes to help solve the problem.

With Joyce's leadership, the team on N2 is focused on a culture of safety for our residents and is working together to achieve success!

When the HICS Operations Chief role became vacant, **Ferry Hermawan**, Food Service Manager Administrator, gladly accepted this extra position to help move our recertification projects forward. In his short time in this role, Ferry has helped make progress on some very important recertification initiatives like the kitchen floor and security projects.

His open communication and humble leadership make him the perfect person for this Operations role. Meanwhile, he did not leave his role in the Food Service Department behind and continues to lead departmental improvement projects and daily operations.

Thank you Ferry for your dedication to Laguna Honda!



**Together  
We Can**  
Keep Laguna Honda Open  
For Another 150 Years!

Together We Can Recertify!



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Laguna Honda Hospital and Rehabilitation Center

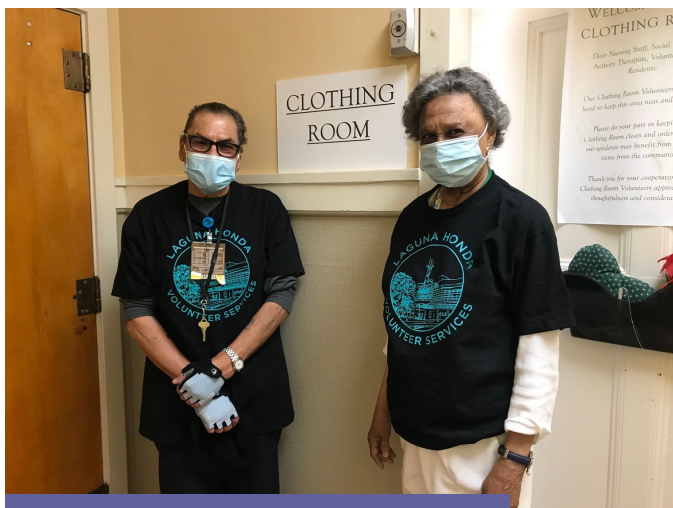


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# Volunteer Appreciation



In recognition of our previous Volunteers Coordinators, Mike Ford and Sone Siharath, for their outstanding service to Laguna Honda Hospital. We congratulate them as they both have moved on into promotive opportunities. We are excited to welcome our two new Volunteer Coordinators, Midori Hiyagon-Harvey and Andrea Nguyen, whom have a collective



their contribution with t-shirts and small gifts as a token of our appreciation for their efforts.

Our goal for the upcoming year is to broaden diversity within LHH volunteers who offer support to our residents. We will also be increasing our presence online with social media in hopes to reach our current volunteers and attract future ones.

service with San Francisco Department of Public Health of over fifteen years.

This past April, during “Volunteer Month”, we celebrated our volunteers for their services to our Residents of Laguna Honda Hospital with goodie bags. We recognized



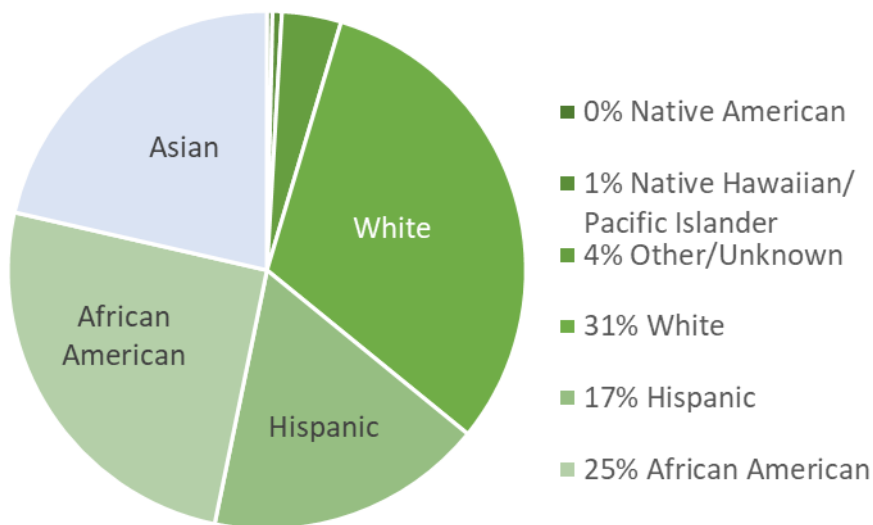


# Who We Served: Resident Demographics

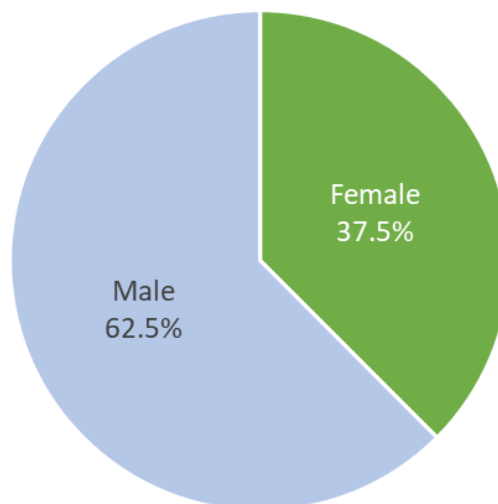




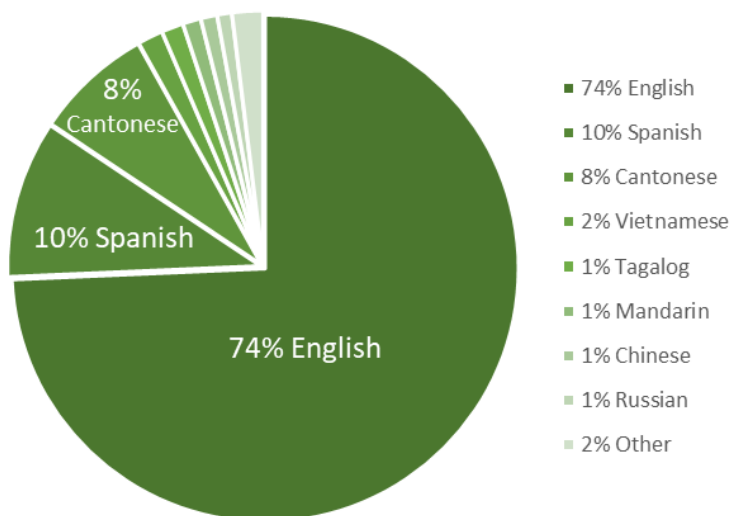
### Residents by Race



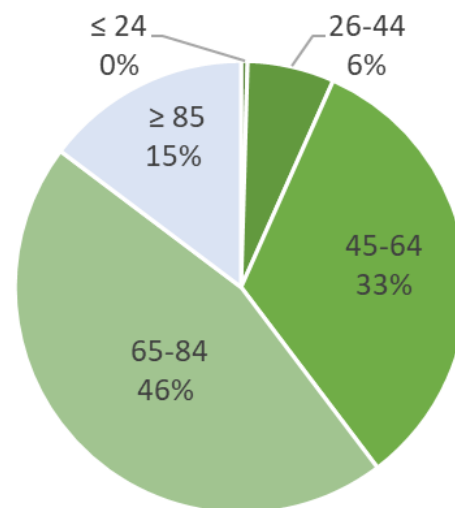
### Residents by Gender



### Residents by Primary Language



### Residents by Age



### Average Length of Stay Prior to Community Discharge

FY 20-21	FY 21-22
305 days	337 days

### Community Discharges

FY 20-21	FY 21-22
56	64

# By the Numbers

## By the Numbers

- Total Resident Days — **258,058**
- Average Length of Stay — **294**
- New Admissions — **158**
- San Franciscans Served — **864**
- Residents Discharged to the Community — **64**
- Percentage of Staff Who Received Flu Vaccination — **80%**
- Percentage of Residents Who Received Flu Vaccination — **81%**

## Top 10 Resident Diagnoses

1. Essential (primary) hypertension
2. Constipation, unspecified
3. Hyperlipidemia, unspecified
4. Vitamin D deficiency, unspecified
5. Dysphagia, unspecified
6. Other chronic pain
7. Insomnia, unspecified
8. Chronic obstructive pulmonary disease, unspecified
9. Type 2 diabetes mellitus without complications
10. Epilepsy, unspecified, not intractable, without status epilepticus







Financials (in millions)	FY 21-22	FY 20-21
Total Operating Revenue	\$210.07	\$250.50
Total Operating Expenses	\$288.39	\$296.41
General Fund Subsidy	\$80.09	\$33.55
Salaries and Fringe Benefits (included in Total Operating Expenses)	\$229.73	\$225.82

PAYOR Sources	Inpatient Days		Outpatient Visits	
	FY 21-22	FY 20-21	FY 21-22	FY 20-21
Uninsured	0.3%	0.6%	0.04%	0.2%
Medi-Cal	96.7%	96.5%	46.15%	37.5%
Medicare	1.9%	1.9%	51.73%	59.6%
Other	1.1%	1.0%	2.08%	2.6%

# Health Commission Profiles

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.

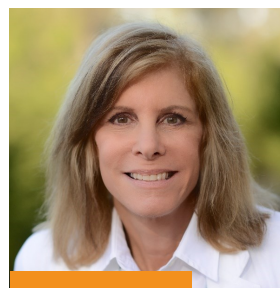
### Edward A. Chow, M.D.



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.**

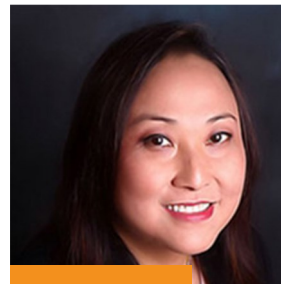


Commissioner Christian is an Assistant District Attorney in San Francisco. She is currently a co-chair of District Attorney Boudin’s Community Health Advisory Committee. From 2012 through 2019, she was

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 or the San Francisco Public Health Foundation.

To make a contribution, visit us on the web at [www.lagunahonda.org](http://www.lagunahonda.org)

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

This report was not produced at public expense.  
Report can be found online at: [www.lagunahonda.org](http://www.lagunahonda.org)

Laguna Honda Hospital and Rehabilitation Center  
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