



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital FY 22-23 Annual Report Presentation

December 19, 2023



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 (licensed capacity, 780 beds) providing acute medical and rehabilitation services (11 beds), and skilled nursing services (769 beds)
- Rich history of caring for San Franciscans, dating back to 1866
- Part of DPH's SF 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



About Laguna Honda Hospital



Who We Serve

- Residents with complex medical needs who are often low or very low income
- A broad community in terms of both care needs and demographics



Who We Served in FY 22-23

Race

Native American/ Alaska Native	4
Native Hawaiian/ Pacific Islander	2
Unknown	1
Other	34
Hispanic	146
Asian	175
African American	240
White	247

Gender

Male	519
Female	330

Age Bracket

< 25	2
25-44	47
45-64	277
65-84	416
> 85	107

Primary Language

English	631
Spanish	88
Cantonese	73
Tagalog	16
Vietnamese	11
Mandarin	10
Toishanese	8
Chinese	6
Other	6



By the Numbers in FY 22-23



206,947
Total Resident Days



1,578
Average Length of Stay



0
New Admissions



849
San Franciscans Served



29
Residents Discharged Back
into the Community



85%
Of Staff Received flu vaccination

92%
Of Residents Received flu vaccination



Top 10 Resident Diagnoses

Dementia without behavioral disturbance

Dementia with behavioral disturbance

Paraplegia

Quadriplegia

Multifactorial dementia

Vascular dementia with behavioral disturbance

Dementia

Sepsis

TBI

Multiple sclerosis



Financials

Financials (in millions)	FY 22-23	FY 21-22
Total Operating Revenue	\$221.16	\$210.07
Total Operating Expenses	\$343.95	\$288.39
General Fund Subsidy	\$123.42	\$80.09
Salaries and Fringe Benefits	\$241.15	\$229.73



Financials

Payor Sources	Inpatient Days		Outpatient Visits	
	FY 22-23	FY 21-22	FY 22-23	FY 21-22
Uninsured	0.1%	0.3%	0%	0.04%
Medi-Cal	98.7%	96.7%	44.7%	46.15%
Medicare	1.2%	1.9%	55.1%	51.73%
Other	0%	1.1%	0.2%	2.08%



True North



Path to CMS Recertification

- In April of 2022, CMS terminated LHH's participation in the Medicare and Medicaid Provider Participation Programs.
- LHH worked diligently to meet all regulatory requirements and make rapid improvements to prepare for CMS recertification.
- This included making long-term operational, institutional, and cultural changes to achieve recertification and to ensure the long-term success of the hospital.



Together
We Can
Recertify!



San Francisco Health Network
Layton, Orsini Hospital and Rehabilitation Center



City & County of San Francisco
Department of Public Health





Key Recertification Initiatives – Action Plan

- The settlement agreement with CMS and the CDPH that paused the involuntary transfer and discharge of residents and extended payments included a Quality Improvement Expert (QIE).
- LHH, in partnership with the QIE, developed an Action Plan.
- **The Action Plan consisted of 500 milestones that touched every area of the hospital. The Action Plan was successfully submitted in May 2023.**



True North



Key Recertification Initiatives – Facility-Wide Education

- Achieving recertification required a significant amount of facility-wide education to align LHH with top-performing skilled nursing facilities.
- LHH hosted two education fairs based on the results of organizational assessments and survey findings.



True North



Key Recertification Initiatives – Increased Rounding

- LHH updated the rounding program to ensure the leadership team conducts consistent and deliberate rounding throughout the hospital to help track performance in key areas, positively impact staff, and quickly identify any gaps.



True North



Key Recertification Initiatives - Moving to Restraint-Free

- Preventing, reducing, and eliminating the use of restraints puts LHH in compliance with state and federal regulations, supports the greatest level of independent living for the residents, and aligns LHH with high-performing skilled nursing facilities.
- Through an interdisciplinary approach and working closely with residents, LHH significantly reduced restraint use.



True North



Key Recertification Initiatives - Consistent Care at the Bedside Initiative

- The Bedside Initiative (CCBI) strengthened bedside care practices.
- As part of this initiative, LHH partnered with expert consultants to serve as Consistent Care at the Bedside Monitors. These experts have been placed in each neighborhood and partner closely with LHH staff to observe care and provide any needed coaching.
- This interactive, personalized training helped staff receive support and education.
- The CCBI also builds on the Action Plan to ensure improvements are sustained and translate to excellent bedside care.



Highlights



Welcoming a New Era of LHH Leadership



**Sandra Simon,
Nursing Home
Administrator and
Chief Executive
Officer**



**Jennifer Carton-
Wade, Assistant
Nursing Home
Administrator**



**Diltar Sidhu,
Assistant
Nursing Home
Administrator**



**Greg Chase, Executive
Director of Facilities,
Engineering, Fire Life Safety
and Capital Projects**



**Michael Collins,
Director of
Nursing**



**Tracey Brown,
Director of
Nursing**



**Dr. Albert Lam, Medical
Director/Chief Medical
Officer**



Highlights



Hosting HHS Secretary Xavier Becerra

- On February 24, SFDPH leadership and Mayor London Breed hosted the U.S. Department of Health and Human Services Secretary Xavier Becerra for a tour of Laguna Honda.
- During the tour, the Secretary had the opportunity to meet residents, staff, union leadership, and family members. He visited the Rehabilitation Department and North 4 to see firsthand the many improvements.
- We felt optimistic that Secretary Becerra and our federal partners left the visit with a deeper understanding of our commitment to improvement and the indispensable role we play in San Francisco.



Highlights

▶ Staff Recognition

- As a way to appreciate staff's work on recertification and support staff morale, LHH's Care Experience team spearheaded provided a food truck event for all staff members. Union partners joined in the celebration by providing a sweet treat and raffle.



Highlights



Art with Elders at City Hall

- For more than 30 years, Laguna Honda residents have enjoyed the creative and therapeutic outlet of Art With Elders (AWE).
- “The Power of Creativity & Community” exhibit, on display at City Hall February through August 25, featured the artwork of Laguna Honda residents and other AWE program participants.
- Laguna Honda residents and family members joined Mayor London Breed at the opening reception.



Resident Stories



Felipe M.

- My name is Felipe. I am from a small town called Tepatitlan, in Jalisco Mexico.
- In 1977, my father bought an ice-cream factory. We made ice-cream, sandwiches, whatever products we sold there.
- After I finished business school, I started work at Coca-Cola in the accounting department. In 1998, I became American resident, that way I came here. I used to live in L.A., working in various facilities. In 2003, I moved to San Francisco.
- In 2006, I had a stroke and became handicapped. I've lived here at Laguna Honda for 15 years and I have enjoyed Art With Elders for five years.

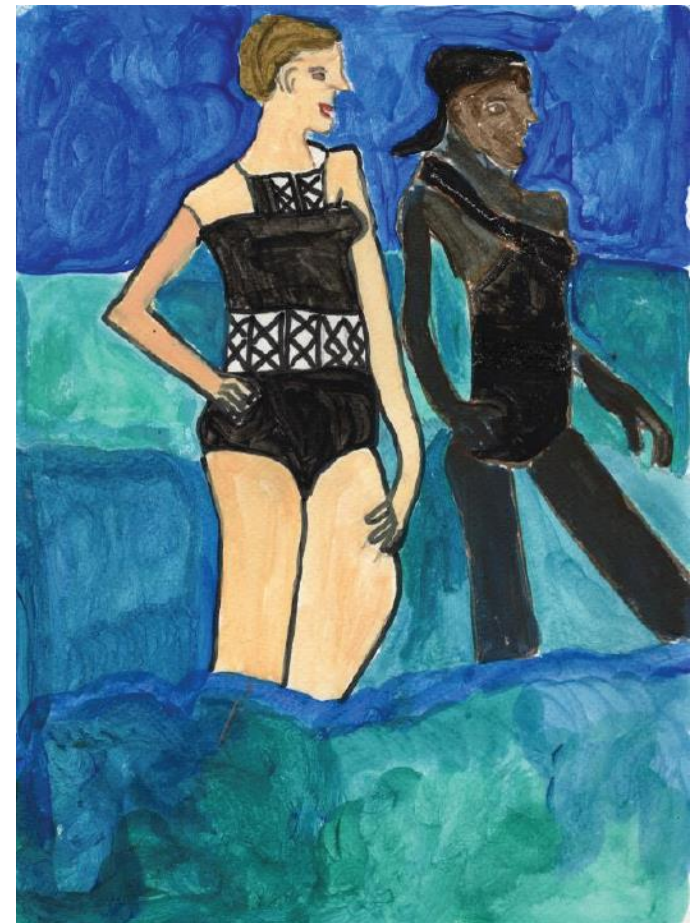


Resident Stories



Ida M.

- Ida was born in San Francisco in 1940. A stroke paralyzed her right side when she was two years old. Ida declares, “I don’t feel like I missed out on anything.”
- Her parents immigrated from Northern Italy, and she grew up in North Beach. She cherishes memories of summer evenings when children would play kickball on Telegraph Hill and strolls with her family to Fisherman’s Wharf and Union Square.
- Ida always liked art and loves to color. “I can stay here in the studio all day and draw,” she laughs. “I always wanted to and never got the chance. Now I have that chance.”



In Summary



**Path to CMS
Recertification:**
Facility-wide
improvements



Staff Dedication:
Together we can recertify!



Gratitude:
San Francisco
community for
showing their
support





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