



2015 STRATEGIC PLANNING PROCESS

“a time of renewal for the next 150 years”

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

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TO THE LAGUNA HONDA COMMUNITY

At the beginning of fiscal year 2015, the Laguna Honda Executive Team partnered with the Department of Human Resources (DHR) and Amy Lilley, DHR Training Manager, to design a strategic planning process for the Laguna Honda Campus. In 2016, Laguna Honda will be celebrating its 150 years of service to San Franciscans. The strategic plan development is initiated at a time of renewal for the campus and it sets Laguna Honda's course for the future.

The strategic planning process involved facilitated sessions and focus groups with residents, families and conservators. Vision sketches that included identifying current gaps and future headlines were led by Department Managers, Supervisors and Directors with their staff. Members of the Leadership Forum developed Laguna Honda values and core competencies. And the Executive Team finalized the strategic goals and objectives, mission and vision statements.

As the nation, California and San Francisco continue to evolve and shape the Affordable Care Act implementation, Laguna Honda is poised to transform and lead in post-acute care for San Franciscans. In the past five years, Laguna Honda has developed programs and services with quality measures that exceed national and state rates. The Centers of Excellence are in general skilled nursing, behavioral health, community reintegration, dementia and memory care, HIV/AIDS, palliative and end-of-life, rehabilitation, respite care, short stay and wellness. Laguna Honda is ready to transform post-acute care for the City, the Department and the San Francisco Health Network.

In alignment with the Department and the Network's priorities, this report summarizes Laguna Honda's strategic goals and objectives, metrics and measurements. In addition to utilizing a balanced scorecard approach, we are ready to adopt Lean as the improvement methodology to guide us in successfully reaching our strategic goals.

We are grateful and have the greatest privilege to provide health care services for all San Franciscans. Thank you for your support of the Laguna Honda Community.

The Laguna Honda Executive Team
November 1, 2015

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MISSION STATEMENT

We provide a welcoming, therapeutic and healing environment that promotes the individual's health and wellbeing.

VISION STATEMENT

Building healthier lives as the leader in post-acute care.

VALUES

- **Resident Centered Care:** Everyone is dedicated and has a part to play in delivering resident centered care.
- **Compassion:** We treat everyone as individuals deserving of respect and dignity.
- **Professionalism:** We provide culturally competent evidence-based resident care with compassion and respect.
- **Competency:** All staff will be qualified and trained for their respective disciplines upon hire and will maintain standards and quality of care.
- **Teamwork:** Everyone is willing to learn and work together to achieve our Laguna Honda Campus goals.
- **Collaboration:** With effective and respectful communication and coordination, we work as a team to achieve common goals.
- **Integrity:** We foster an environment of honest, open interactions between all members of the Laguna Honda Community.
- **Communication:** We promote respectful, sensitive, constructive and positive communication.

CORE COMPETENCIES

In August 2015, the Leadership Forum evaluated Laguna Honda's strengths, weaknesses, opportunities and challenges. The participants recommended the following core competencies and provided goals and priorities for FY 15-16. The core competencies are:

- Attention to Wellness
- Awesome Facilities and Environment
- Centers of Excellence
- Community Reintegration
- Cultural Focus
- Extensive Services
- Fiscal Stewardship
- High Quality Resident Centered Care
- Skilled Administration

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STRATEGIC GOALS

The Laguna Honda Community has set forth five strategic goals to guide us in realizing our vision.

CENTERS OF EXCELLENCE: To become nationally recognized as a Center of Excellence in Post-Acute Care (PAC).

COMMUNICATION: To disseminate information to the Laguna Honda community in a consistent and timely manner.

CULTURAL HUMILITY: Increase awareness of the meaning of cultural humility and diversity for the Laguna Honda community.

TECHNOLOGY: Laguna Honda will have a state- of-the-art integrated technology to support Post-Acute Care.

PHILANTHROPY: Establish a successful and sustainable philanthropy program.

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STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL	DESCRIPTION	OBJECTIVES
<p>CENTERS OF EXCELLENCE</p>	<p>To become nationally recognized as a Center of Excellence in Post-Acute Care (PAC).</p>	<ul style="list-style-type: none"> a) Create and maintain quality dashboards to track quality measures and other performance data to reach benchmarks and goals identified for each Center of Excellence service line. b) Designate a leader for each Center of Excellence service line responsible for tracking progress towards goals, supporting and collaborating with Resident Care Team leadership to achieve goals and benchmarks. c) Establish and maintain an effective ongoing, specialized and evidence-based training/education for: Behavioral Health, Dementia/Memory Care, General Skilled Nursing, HIV/AIDS, Palliative Care, Rehabilitation, and Respite Care. d) Create academic affiliations for each Center of Excellence service line. e) Pursue funding sources to enhance programs and services. f) Launch a national conference/symposium on the Laguna Honda campus to highlight post acute innovations and best practices.

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STRATEGIC GOAL	DESCRIPTION	OBJECTIVES
COMMUNICATION	To disseminate information to the Laguna Honda community in a consistent and timely manner.	<ul style="list-style-type: none"> a) Complete a baseline assessment of top three preferred communication methods for the Laguna Honda community members, including residents, families, staff and volunteers. b) Establish locations of TV's to stream information (campus updates, community headlines, DPH/SFHN news, events). c) Provide communication skills workshops available for Laguna Honda community members (such as role playing real problems that occurred). d) Build accountability in staff and leadership performance appraisals in accessing and understanding business messages.

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STRATEGIC GOAL	DESCRIPTION	OBJECTIVES
<p>CULTURAL HUMILITY</p>	<p>Increase awareness of the meaning of cultural humility and diversity for the Laguna Honda community.</p>	<ul style="list-style-type: none"> a) In five years, Laguna Honda will have provided mandatory cultural humility and diversity training for staff with 100% participation. b) Create regular events/venues for the Laguna Honda community, including staff, volunteers, residents and families to discuss cultural humility and diversity. c) Establish metrics to assess and measure progress (such as surveys) and produce reports to demonstrate success. d) Review demographics between current employees, volunteers and residents. Initiate a plan to create succession planning, pipeline development, targeted recruitment and hiring to address disparities. e) Implement an effective language access program that meets the City's Language Access Ordinance.

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STRATEGIC GOAL	DESCRIPTION	OBJECTIVES
TECHNOLOGY	Laguna Honda will have a state- of-the-art integrated technology to support Post-Acute Care.	<ul style="list-style-type: none"> a) By 2020, Laguna Honda will fully implement the DPH unified electronic health record (EHR) that supports Post-Acute Care. b) By 2020, Laguna Honda will have a fully functional wi-fi network that is accessible and reliable for the Laguna Honda community, including residents, visitors, volunteers and staff throughout the campus. c) Provide wi-fi access for DPH employees at all DPH sites. d) Laguna Honda, San Francisco Health Network and the Department will provide adequate clinical informatics staff to support development, training, implementation and ongoing support of the unified EHR.

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STRATEGIC GOAL	DESCRIPTION	OBJECTIVES
PHILANTHROPY	Establish a successful and sustainable philanthropy program.	<ul style="list-style-type: none"> a) Complete the MOU between Laguna Honda, Health at Home and the San Francisco Public Health Foundation (SFPHF). b) Increase the number of Laguna Honda community members who are ambassadors and promote the mission, vision and values of Laguna Honda. c) Increase the involvement of Laguna Honda community members at events benefitting the campus programs and services. d) In partnership with the SFPHF, establish an annual and ongoing schedule of philanthropy events that includes targeted outreach for specific programs (such as technology, wellness, medical clown project). e) Implement a donor recognition program, including a donor recognition wall, press releases, website updates, annual report acknowledgment, etc.

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SUMMARY

NEXT STEPS

The Laguna Honda Executive and Leadership Teams will be reviewing the strategic planning process outcomes, including mission and vision statements, values, core competencies, strategic goals and objectives with leadership, staff, and volunteers; and residents, families and conservator groups. We will also review with the DPH and SFHN leadership. We will present the information to the hospital's governing body, the Joint Conference Committee in January 2016. As we begin the new year, the strategic goals represent a renewal for the campus community to set the course for the next 150 years.

ACKNOWLEDGMENTS

We could not have completed this important process without the dedication and participation of the Laguna Honda Community – residents, families, conservators, employees, volunteers, leadership, the Department and the Network. Their input and feedback provided the critical components in developing Laguna Honda's future direction. With appreciation to Amy Lilley, DHR Training Manager, who provided the guidance, support and facilitation in every step of the way.

CONTACT US

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