



San Francisco Health Network  
Laguna Honda Hospital  
and Rehabilitation Center

# Laguna Honda Hospital Executive Team Report

October 11, 2022



# About Laguna Honda



## The largest publicly-run skilled nursing facility in the country

- For more than 150 years, Laguna Honda has been a pillar of San Francisco's healthcare system, providing healthcare services to approximately 700 residents.
- The hospital cares for people coping with the effects of complex or chronic conditions such as stroke, traumatic brain injury or degenerative diseases such as multiple sclerosis.
- Rehabilitative services include physical therapy, occupational therapy, speech therapy and audiology.
- Specialized care includes monolingual care in Spanish and Chinese, palliative care, positive care (AIDS/HIV) and memory care.



# Status Update



## De-Certification with CMS in April 2022

- Laguna Honda has an obligation to report many types of incidents with the goal of improving care. In 2021, Laguna Honda self-reported two non-fatal overdoses, which resulted in several surveys.
- The Centers for Medicare and Medicaid Services (CMS), as a result of those surveys, found the hospital out of substantial compliance.
- In April of 2022, CMS terminated Laguna Honda's participation in the Medicare and Medicaid Provider Participation Programs.
- CMS Reimbursements fund the majority of resident care, accounting for approximately \$550k a day or more than \$200 million annually.



# Status Update



## The Path to Recertification with CMS

- Laguna Honda continues to work hard to meet all regulatory requirements and make rapid improvements to prepare for recertification.
- This includes long-term operational, institutional, and cultural changes needed to achieve recertification and to ensure the long-term success of the hospital.
- Certification experts conducted a comprehensive organizational assessment and made recommendations on gaps and improvements, and Laguna Honda is implementing those improvements and tracking to ensure sustainability.
- Between the Laguna Honda staff and expert consultants, we are confident we have the team in place for a successful recertification.



# Closure Plan - *Paused*



## **Extension of Pause in Transfers/Discharges of Residents and Medicaid/Medical Payments**

- May 14: CMS and CDPH required implementation of Closure and Patient Transfer and Relocation Plan to be completed by September 13, when Medicaid/Medicare funding would be halted.
- July 28: regulators agreed to a request by the City to pause all transfers and discharges. A total of 57 transfers and discharges occurred as part of the Closure Plan.
- August 15: Laguna Honda reached an agreement with CMS and CDPH to extend Medicare and Medicaid payments to patients until November 13 and to continue the Closure Plan pause during this extension.
- During this pause, resident-initiated transfers and discharges will continue to occur, which is a right our residents are entitled to and aligned with hospital policy.



# Status Update



## Postponing Mock Survey #2

- Laguna Honda decided to postpone mock survey #2.
- Great work and improvements are happening hospital-wide but the additional time allows us to more thoroughly prepare and ensure corrections are sustainable.
- The postponement also provides time to address recent updates in CMS regulations called Phase 3 regulations. Surveyors will be assessing facilities nationwide against the new Phase 3 regulations starting this month.
- Laguna Honda has worked hard to prepare for Phase 3, but more time is welcome to understand how CMS expects these regulations to be implemented.



# CMS Recertification

## Preparing the Facility for Recertification

- Laguna Honda continues to work hard to meet all regulatory requirements. We are making rapid improvements to prepare for recertification.
- This includes long-term operational, institutional, and cultural changes needed to achieve recertification and to ensure the long-term success of the hospital.
- Certification experts are conducting a comprehensive organizational assessment and making recommendations on gaps and improvements, and Laguna Honda is implementing those improvements and tracking to ensure sustainability.



# CMS Recertification



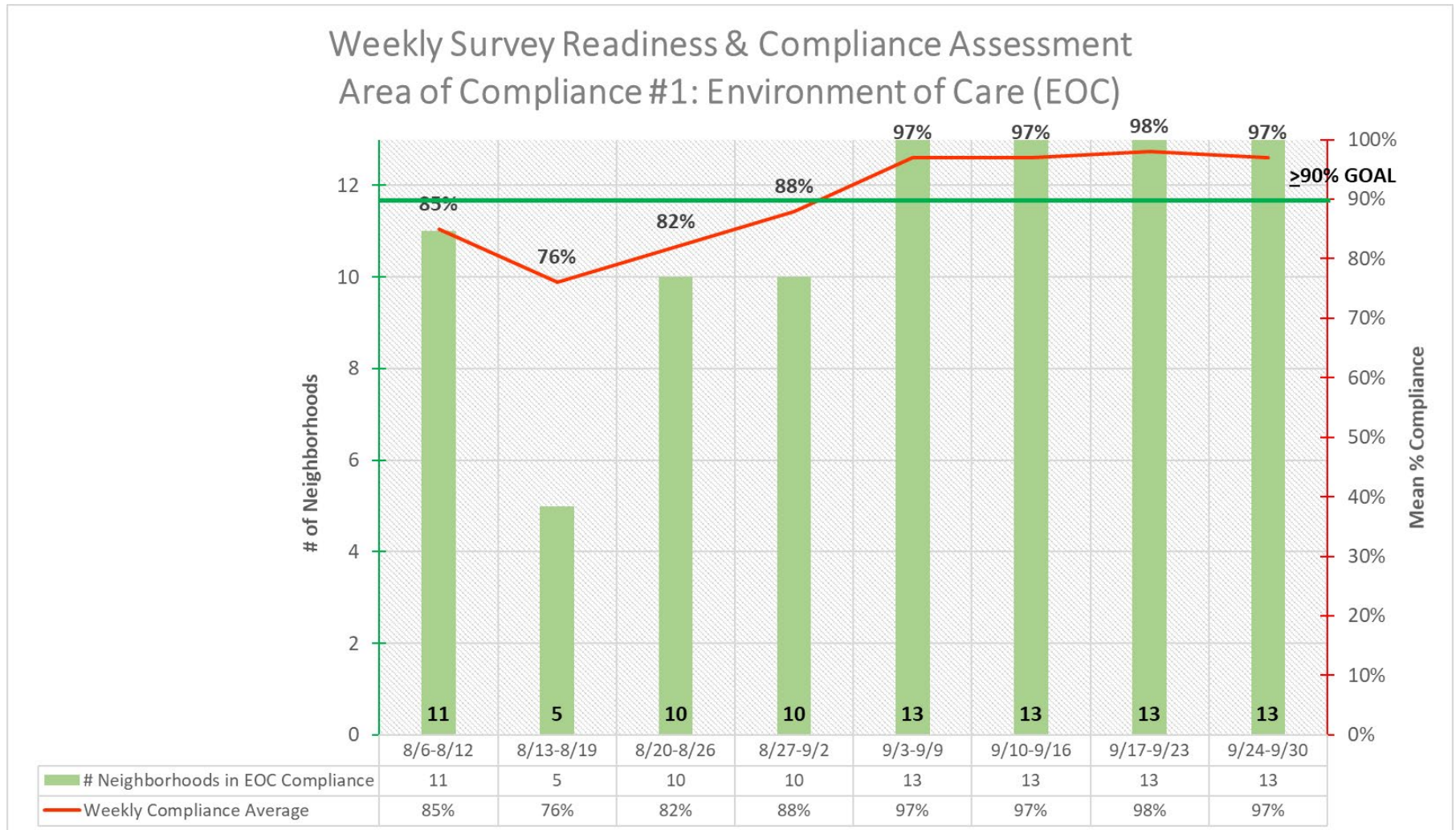
## Tracking and Sustaining Improvement Through Key Performance Indicators

- The Key Performance Indicators (KPIs) Dashboard combines the recertification-preparedness work into one consistent, visual tracking source.
- All staff review to ensure we meet and sustain regulatory compliance week after week.
- By reviewing the dashboards, we can celebrate and sustain successes, as well as direct resources towards areas of non-compliance. The KPIs will help us know when we are ready to submit our CMS recertification application.
- The KPIs reflect an extensive number of inputs, including in-person observations, document review, and assessments using the same tool deployed by CMS.
- Over half of neighborhoods have demonstrated survey-readiness with the remaining very close to the threshold.





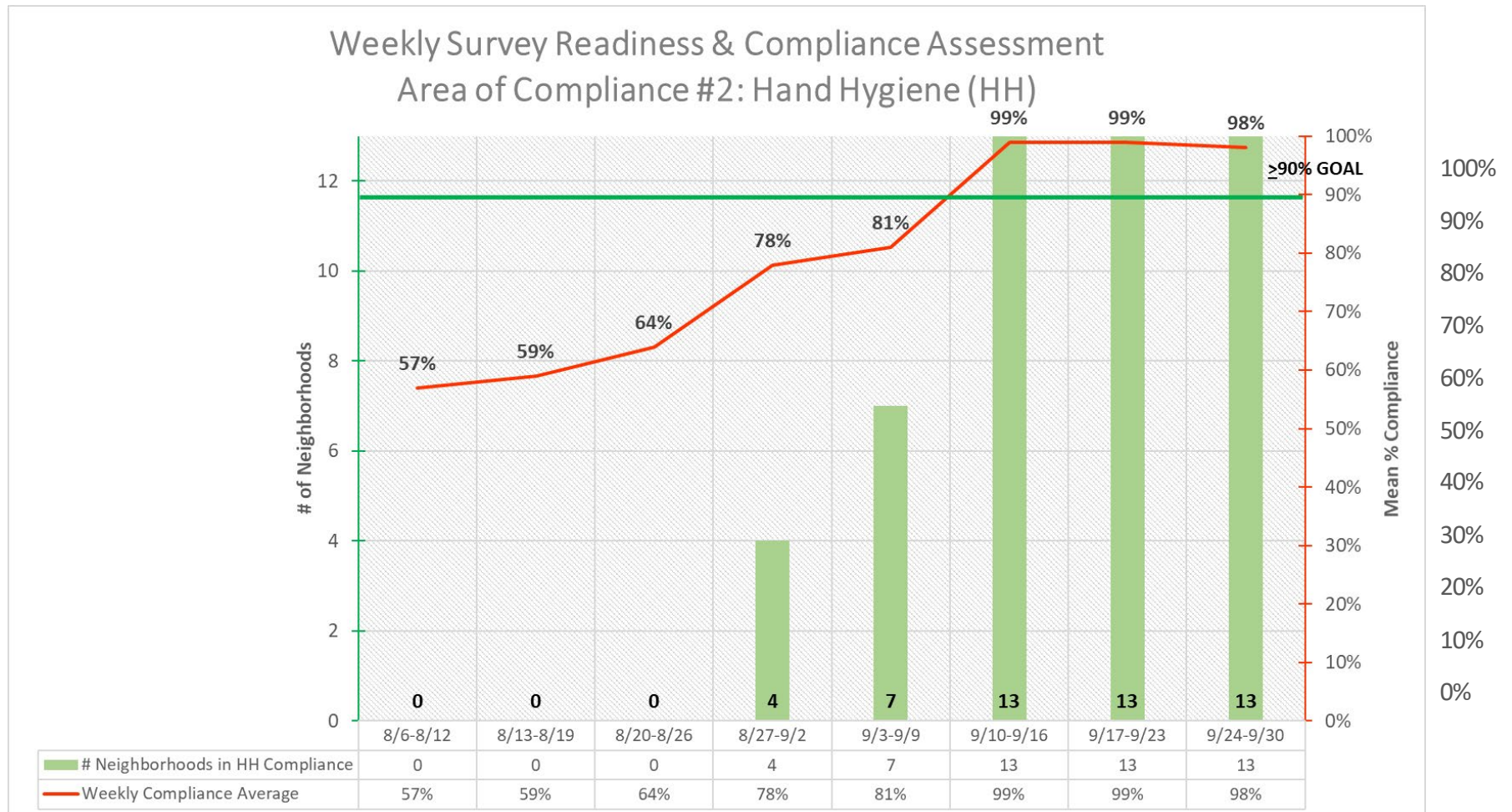
# CMS Recertification



**Key areas for improvement:** 1) Call light response time; 2) Trash, linen, and cleanliness compliance; 3) Medication cart compliance; and 4) Biohazard/sharps containers



# CMS Recertification

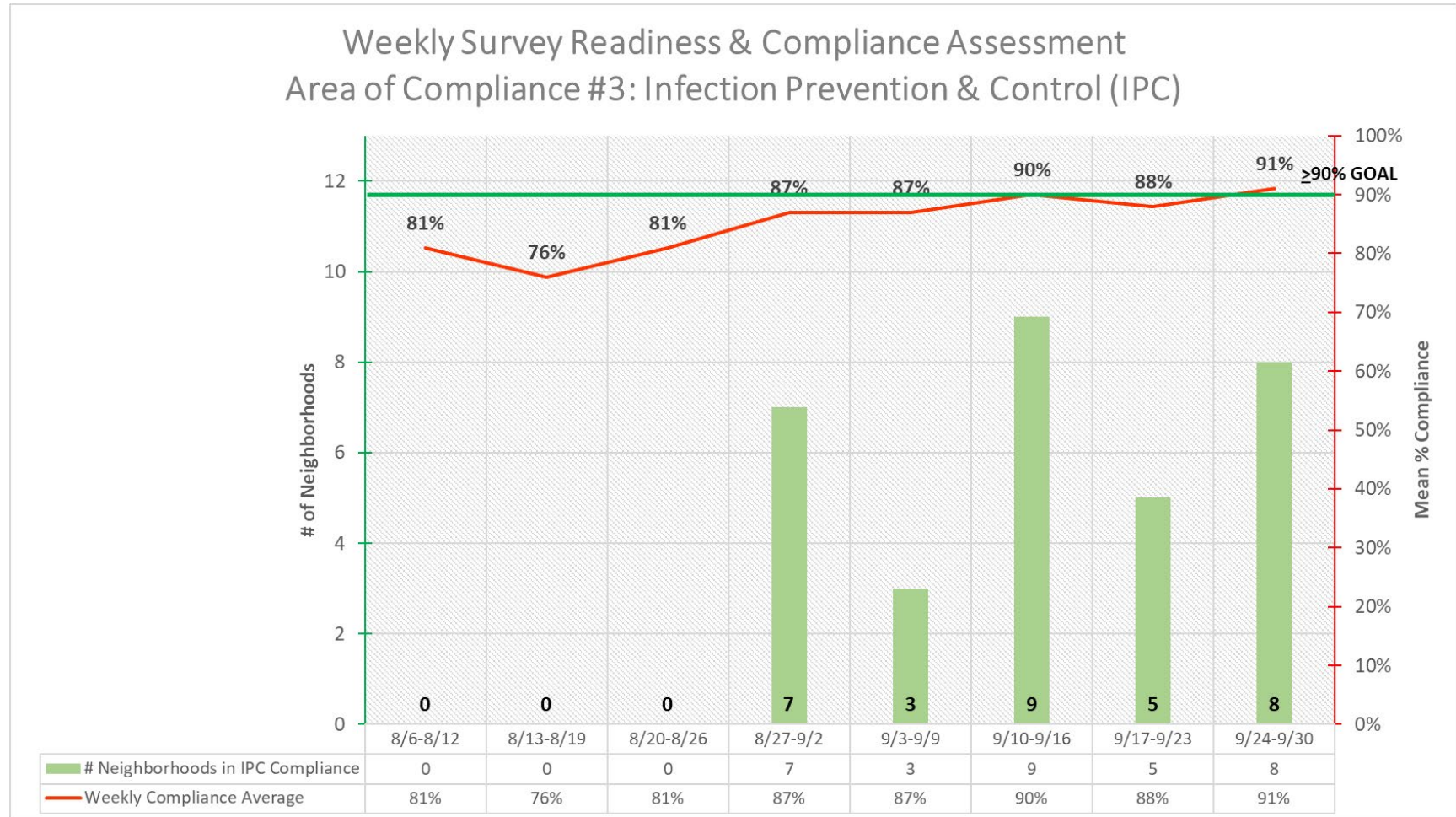


**Key areas for improvement:** 1) Proper glove use; and 2) Ensuring soap and water is utilized when necessary





# CMS Recertification



**Key areas for improvement:** 1) PPE properly stocked on units; 2) Donning and doffing PPE appropriately; 3) Clean linen compliance; and 4) Prompt disposal of open food items



# CMS Recertification



## Resolving Mock Survey #1 Findings

- After mock survey #1, Laguna Honda had 101 findings requiring 371 correct actions. Each corrective action has a short-term and long-term tracking process to ensure sustainability.
- We have begun implementing all corrective actions and the majority are in the tracking phase.

Mock Survey #1 Total Findings/Tags	Tags Monitoring Compliance for Sustainability	Tags Verified as Resolved
101	84	17
Percentage	83.2%	16.8%



# CMS Recertification



## Summary of Recent Accomplishments in Response to the Mock Survey #1 Findings

- Updated policy on herbal supplements to ensure all supplements are USP-verified and that all supplements and medications are stored by nursing.
- Weekend cashier hours added to support resident fund access seven days a week.
- Learning bulletins for all staff after a residents is injured, investigate and identify systems issues that contributed to the event.
- Updated huddle board program with schedule to ensure all staff can participate. Huddle boards includes data review, improvement opportunities, shout-outs, and weekly themed talking points review.
- Initiating Lean Healthcare's 5S process to review clinical space and non-clinical space organization to support regulatory compliance, infection prevention and control, and environment of care.



# CMS Recertification

## Change Management and Care Experience

- **Leadership Rounding:** Non-clinical rounding by Laguna Honda leadership to show appreciation and be a direct access point for staff questions or concerns.
- **Leadership Forum and Town Halls:** Monthly meetings with all staff and monthly meetings with managers/supervisors to provide key updates and answer questions.



# CMS Recertification

## Change Management and Care Experience

- **Graduation Celebration:** All staff event to celebrate recertification training and bring staff together.
- **Pulse Survey:** Ongoing survey – goal is for 10% of staff to complete every two weeks.
- **“Together We Can” Banners:** Visuals throughout campus to inspire staff.



# Safety



## COVID-19 Update

- Laguna Honda is seeing a significant decline in COVID-19 cases. In August there were 62 resident cases and in September there were 7.
- In August, Laguna Honda prepared a second COVID-19 unit due to the high case count but thankfully did not use it.
- Laguna Honda has bivalent (two-strain) COVID-19 boosters for staff and residents.
- Resident COVID boosters were through a roving team. All booster-eligible residents for whom we have consent are now boosted.
- The Laguna Honda clinic has drop-in boosters for staff.
- 100% of staff and 95% of residents have at least one COVID-19 booster.
- Federal and State COVID-19 recommendations at skilled nursing facilities are changing. Laguna Honda is working closely with the San Francisco Department of Public Health to implement these changes.





# Safety



## COVID-19 Cases at Laguna Honda

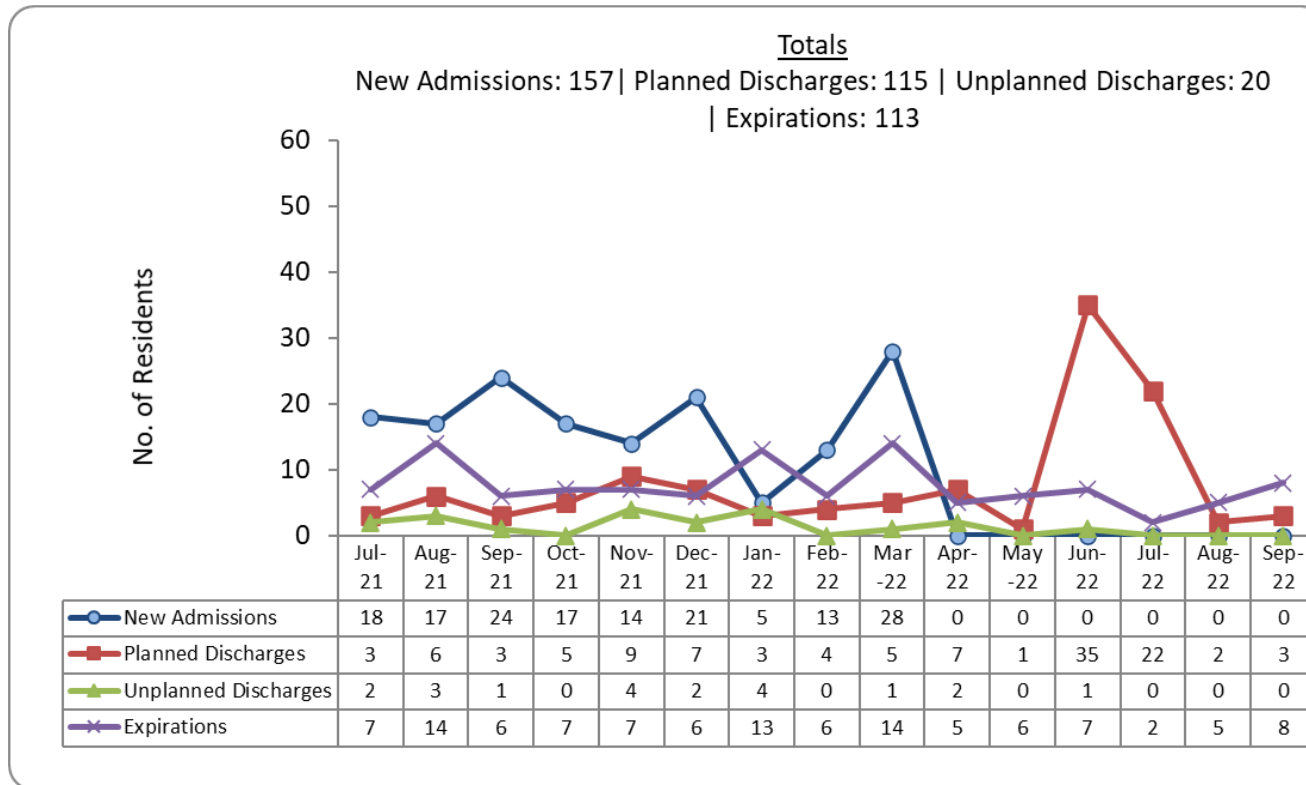
	Resident	Staff	Total
Total 2020 Cases	46	129	175
Total 2021 Cases	32	158	190
January 2022	46	217	263
February 2022	6	46	52
March 2022	0	2	2
April 2022	6	52	58
May 2022	24	116	140
June 2022	33	141	174
July 2022	29	117	146
August 2022	62	93	155
September 2022	7	31	38
October 2022	1	4	5
Total Cases	292	1,106	1,398
Total Active Cases	1	14	15
Total Deaths	11	0	11

*Data as of 10/6/2022*



# STATE OF THE HOSPITAL

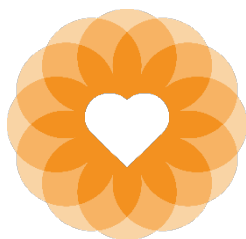
## Admissions\*, Discharges, and Expirations



September 2022 average daily census was 583

*\*New admissions are currently on hold due to the Closure Plan.*





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PHOTOGRAPHY