



San Francisco Health Network  
Laguna Honda Hospital  
and Rehabilitation Center

# Laguna Honda Hospital Executive Team Report

March 14, 2023



# Status Update



## The Path to CMS Recertification

- In April 2022, the Centers for Medicare and Medicaid Services (CMS), terminated Laguna Honda's participation in the Medicare and Medicaid Provider Participation Programs.
- Laguna Honda is dedicated to successful recertification in Medicare and Medicaid to continue providing care to our residents and bring long-term stability to our community.
- We continue 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.
- Between the Laguna Honda staff and our expert consultants, we are confident we have the team in place for a successful recertification.



# Status Update



## Settlement Agreement with CDPH and CMS – Extended Payments and Closure Plan Pause

- On November 10, 2022, the City and County of San Francisco signed the Settlement and Systems Improvement Agreement with CMS and the California Department of Public Health.
- Under the agreement, CMS will continue paying for care at Laguna Honda until November 13, 2023.
- **On February 1, 2023, CMS agreed to the City's request to continue the pause of involuntary discharges and transfers of Laguna Honda residents until at least May 19, 2023.**
- This is the humane and compassionate path forward for our residents, their families, our staff, and all those who care about Laguna Honda.



# Path to Recertification



## Hosting U.S. Department of Health and Human Services 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 feel optimistic that Secretary Becerra and our federal partners left the visit with a deeper understanding of our commitment to improvement, our dedication to our residents, and the indispensable role we play in San Francisco.



# Path to Recertification



## Root Cause Analysis and Quality Improvement Expert

- As part of the settlement agreement with CMS, Laguna Honda was required to engage a Quality Improvement Expert (QIE) to assess our progress on recertification.
- Health Services Advisory Group (HSAG) is serving as our QIE. As the QIE, HSAG was instructed to develop a Root Cause Analysis (RCA) that reviewed many past LHH surveys, including the mock survey.
- The RCA describes in detail the reasons behind our decertification and highlights key areas that need to be addressed.
- The theme throughout the RCA is that over time, Laguna Honda policies and practices have become out of sync with high performing skilled nursing homes, and we often operated more like an acute care hospital.



# Path to Recertification



## 90-Day CMS Monitoring Surveys

- As part of the settlement agreement, CMS will conduct monitoring surveys every 90 days. These are unannounced, extensive, full recertification surveys.
- The first of these monitoring surveys began on November 28th, with over 20 surveyors engaging with the organization, and concluded on December 16<sup>th</sup>.
- Laguna Honda staff worked collaboratively with the survey teams to ensure they had everything they needed. Items noted through the survey process were addressed in real time.
- **Each CMS 90-day monitoring survey requires a new root cause analysis.**
- We are currently in the window, and preparing, for our second 90-day CMS monitoring survey.



# Path to Recertification



## Action Plan and Updated Path to Recertification

- In response to the original RCA, and the RCA of the first 90-day CMS monitoring survey, Laguna Honda, with assistance from the QIE, developed an Action Plan.
- On February 21, CMS communicated that it approved the draft Action Plan, but asked for additional edits. LHH submitted an updated draft on March 2, and CMS confirmed on March 7 that the updated draft is the final approved version.
- The Action Plan includes hundreds of improvements – all of which we must implement by May 13, 2023.
- We will continue to update the Action Plan in response to additional RCAs from future monitoring surveys and if CMS requires any further changes.
- The Action Plan is our new blueprint for how we will accomplish CMS recertification and remain compliant and successful for the long term.



# Path to Recertification



## Monitoring Action Plan Progress

- Each month the QIE is required to report our progress to CMS. We must show that we are successfully completing all Action Plan milestones.
- **For the month of January, we successfully completed all 126 milestones due to the QIE. For the month of February, we successfully submitted all 133 milestones due to the QIE.**
- Recently completed milestones include launching unit-based Quality Assurance Program Improvement (QAPI) beginning with the Wound and Nutrition and Psychotropic Medications sub-committees, training over 130 leaders to be fire response champions, developing a workplan to pilot consistent nursing staffing assignments, and creating education for nursing on medication safe storage, labeling, disposal and biologicals, and the management of med carts.

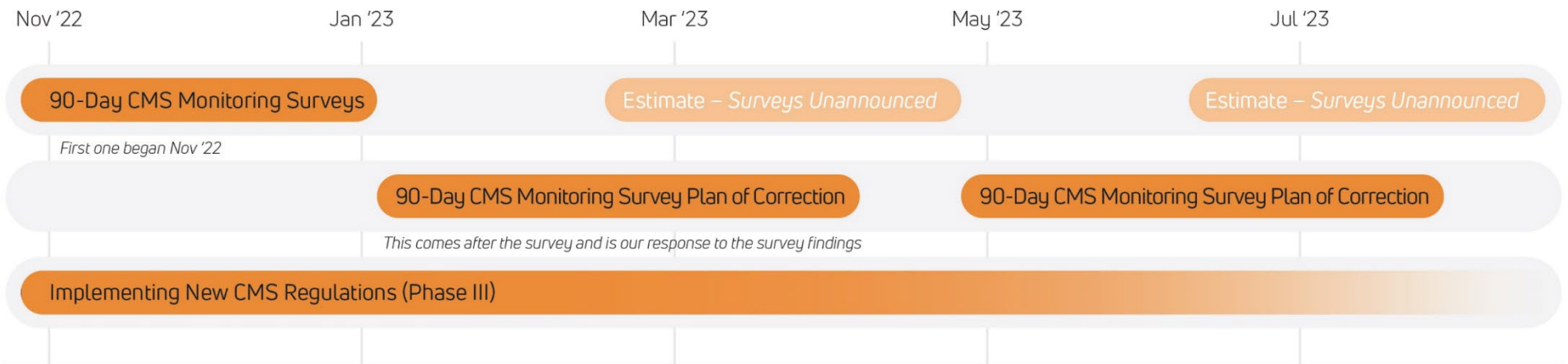




# Laguna Honda Path to CMS Recertification

## Survey Readiness

During 2023, we will host surveyors more frequently and for more extensive surveys. We will take on new projects to better align our facility with CMS regulations and skilled nursing facility best practices. These projects, which include ongoing Facilities and Capital Projects, will contribute to more successful surveys. Survey readiness includes daily clinical observation rounds and weekly executive staff leadership rounds.



## Action Plan

The proposed Action Plan is our blueprint for how we will accomplish recertification and remain successful over the long term. The Action Plan was developed in response to the Root Cause Analysis, prepared by the Quality Improvement Expert. This was required as part of the settlement agreement.



# Closure Plan



## Updating the Closure Plan

- **On February 1, 2023, CMS agreed to the City's request to continue the pause of involuntary discharges and transfers of Laguna Honda residents until at least May 19, 2023.**
- Even though CMS has continued the pause of involuntary discharges and transfers, CMS still requires an approved revised closure plan.
- Laguna Honda submitted a draft revised closure plan to CMS on December 21st. CMS directed us to make changes, which we did. We then submitted an updated version on February 2<sup>nd</sup>. CMS has not yet accepted the revised closure plan.
- The revised closure plan, once accepted by CMS, will replace the plan that was suspended.



# Biomedical Engineering Department



## Announcing the new Biomedical Engineering Department

- Laguna Honda launched our inaugural Biomedical Engineering Department.
- The Biomedical Engineering Department plays an important role in Laguna Honda's path to successful CMS recertification.
- They are the lead to ensure medical devices are procured, well maintained, and accessible.
- The work of the Biomedical Engineering Department will focus on ongoing quality assurance and preventative maintenance of biomedical engineering equipment, as well as creating the master asset list of all devices in the facility.



# Hospital-Wide Activities Resume



## March Activities Calendar Distributed and Library Reopens

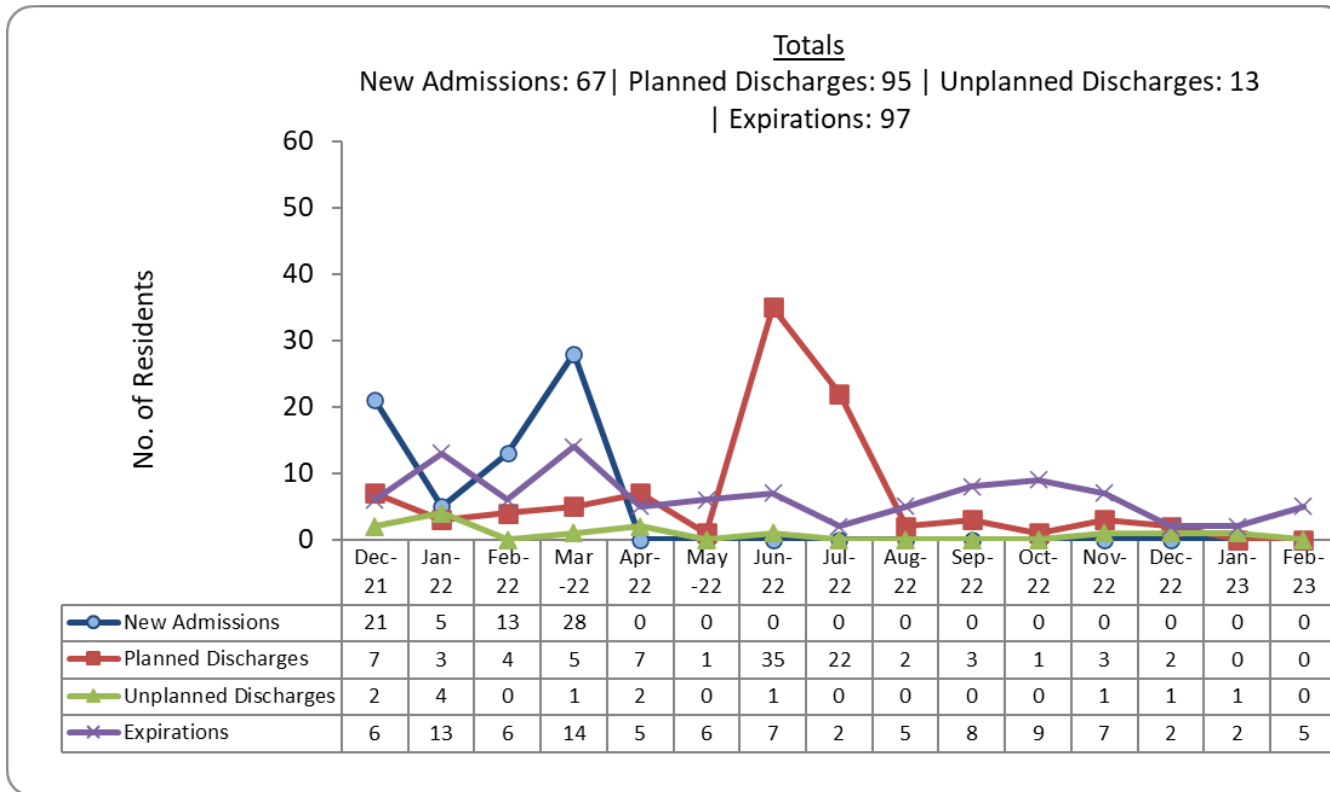
- The Activity Therapy Department worked with Infection Prevention and Control and directly with residents to re-launch hospital-wide activities.
- These include art classes, chapel services, community concerts in the first floor pavilion, the gift shop, hospital-wide bingo, and the library.
- *Select hospital-wide activities had taken place since the pandemic but the emphasis had been on neighborhood-specific activities.*



# State of the Hospital



## Admissions\*, Discharges, and Expirations



February 2023 average daily census was 542

*\*New admissions are currently on hold.*







# San Francisco Health Network Laguna Honda Hospital and Rehabilitation Center

