



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital Executive Team Report

April 11, 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.
- Under the agreement, CMS also agreed to pause involuntary discharges and transfers. **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.**



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 monitoring survey took place between November 28th and December 16th. The second monitoring survey took place between March 13th and 17th.
- During the first survey, we received 124 deficiencies. The second survey saw a decrease with an anticipated 23 preliminary deficiencies.
- Laguna Honda staff worked collaboratively with the survey teams and items noted during the survey process were addressed in real time.
- **We anticipate another monitoring survey in May/June after the Action Plan is complete.**



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.
- 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 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

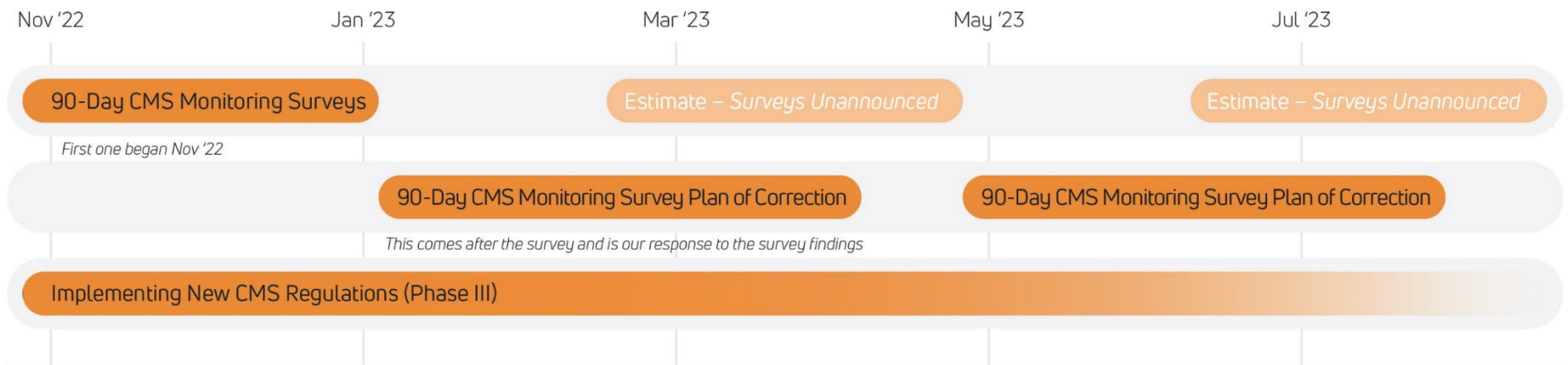
- Each month the QIE is required to report our progress to CMS. We must show that we are successfully completing all Action Plan milestones.
- **January – successfully completed all 126 milestones due to the QIE.**
- **February – successfully completed all 133 milestones due to the QIE.**
- **March – successfully submitted all 77 milestones due to the QIE and are awaiting final confirmation.**



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 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.
- On April 4, 2023 CDPH notified Laguna Honda that they would like to schedule a meeting to review the edits submitted and hopefully reach consensus that will allow CMS to approve the revised closure plan. Scheduling of this meeting is in process.
- The revised closure plan, once accepted by CMS, will replace the plan that was suspended.



Leadership Academy with Industry Experts



California Association of Health Facilities Membership

- Laguna Honda leaders, including the Directors of Nursing, Administrative Director for Support Services, the Facility Services Building & Grounds Maintenance Supervisor, Food Service Director, and Chief of Staff attend the California Association of Health Facilities (CAHF) Leadership Academy.
- Increased engagement in CAHF and other professional organizations is part of CMS recertification efforts, the Action Plan, and long-term success.



Improved Grievances Process



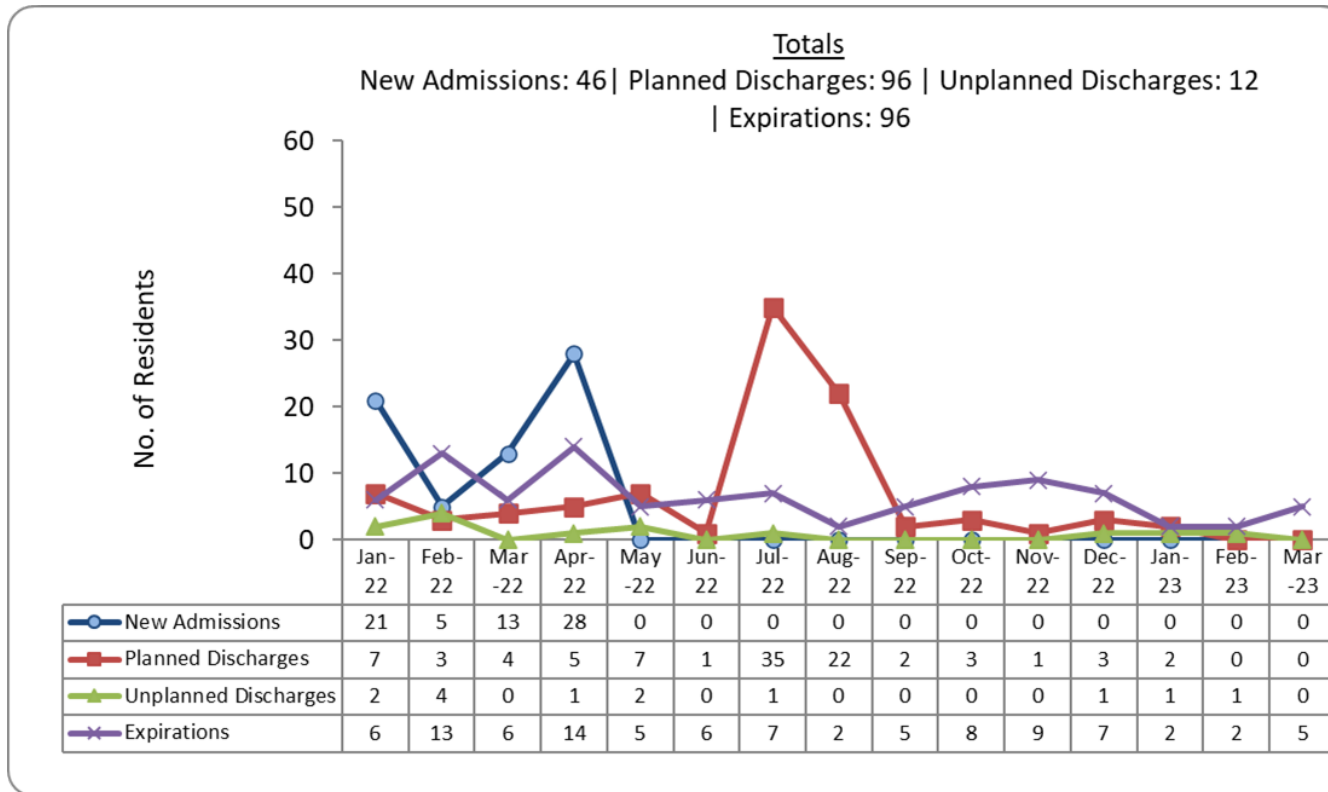
Improved Grievances Process and Inaugural Resident/Patient Safety Advocate

- Grievances are opportunities to improve our services and care.
- As part of the Action Plan, Laguna Honda improved the process for visitors and residents to submit grievances.
- We installed accessible grievances boxes for every unit and provided education on this process. The new boxes are checked daily.
- Jan Doyle, who has served Laguna Honda for over 18 years, is our inaugural Resident/Patient Safety Advocate.
- The Resident/Patient Safety Advocate ensures all grievances are addressed.



State of the Hospital

Admissions*, Discharges, and Expirations



March 2023 average daily census was 535

**New admissions are currently on hold.*





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