



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital Executive Team Report

May 9, 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

- 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 and agreed to pause involuntary discharges and transfers.
- **On February 1, 2023, CMS agreed to the City's request to continue the pause until at least May 19, 2023.**
- Regulators initially directed Laguna Honda to pause discharges of residents who no longer require skilled nursing level care. They have now directed us to resume. It has been our practice, whenever possible, to work with residents who no longer require SNF-level care and transition them to the community or to lower levels of care.



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.
- Laguna Honda has now hosted two CMS 90-Day Monitoring Surveys and the second survey showed much progress.
- Laguna Honda staff work collaboratively with the survey teams and items noted during the survey process are 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

- The Action Plan is the blueprint for how we will accomplish CMS recertification and remain compliant and successful for the long term.
- Every month the Quality Improvement Expert reports our progress to CMS.
- We have been successful every month in completing Action Plan items – 126 January milestones, 133 February milestones, 77 March milestones, and 114 April milestones with the remaining 8 submitted and pending QIE review – and are on track for May.
- The original Action Plan must be implemented by May 13, 2023.
- **Once we are successful in completing our Action Plan, and have a strong performance in our third Monitoring Survey, we will be in a position to apply for recertification.**



Hiring Update



Active Recruitment for Key Leadership Positions

- We are actively recruiting for key leadership positions, including new positions that will align Laguna Honda with top performing skilled nursing facilities.
- These include:
 - Nursing Home Administrator (to serve as most senior position at LHH)
 - Director of Nursing Services
 - Medical Director
 - Two Assistant Nursing Home Administrator
 - Administrator, Facilities and Capital Projects
 - Director of Emergency Management and Disaster Preparedness
- For the role of Nursing Home Administrator, we completed the second round of interviews and expect to make an offer soon.
- For the role of the Director of Nursing Services, we have moved in to the second round of interviews.



Recertification Education Fair



Action Plan Related Trainings

- The Action Plan requires a significant amount of facility-wide education.
- To ensure compliance with several key trainings, including fire life safety, the Quality Assurance Improvement Program (QAPI), and huddle boards, Laguna Honda hosted a Recertification Education Fair.
- Over 1,260 staff were trained - representing 98% compliance (Action Plan require 95%).



Staff Appreciation Event



Food Trucks Across All Shifts to Celebrate Staff

- As a way to appreciate staff's work to recertify Laguna Honda and support staff morale, we provided a food truck meal for all staff members.
- We worked with our union partners to table at the event.



Closure Plan Update



Revised 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.
- **We are hopeful that we will never have to put this plan into action because of our continued improvements and future recertification with CMS.**
- Based on our progress, and the negative impact to residents if transfers resume, we requested that CMS continue the pause on involuntarily resident transfers. This will allow us the time we need to recertify without having to transfer anyone.
- All Laguna Honda residents have been updated on the status of the closure plan.



Closure Plan Update



Resident Rights and Safety and the Appeal Process

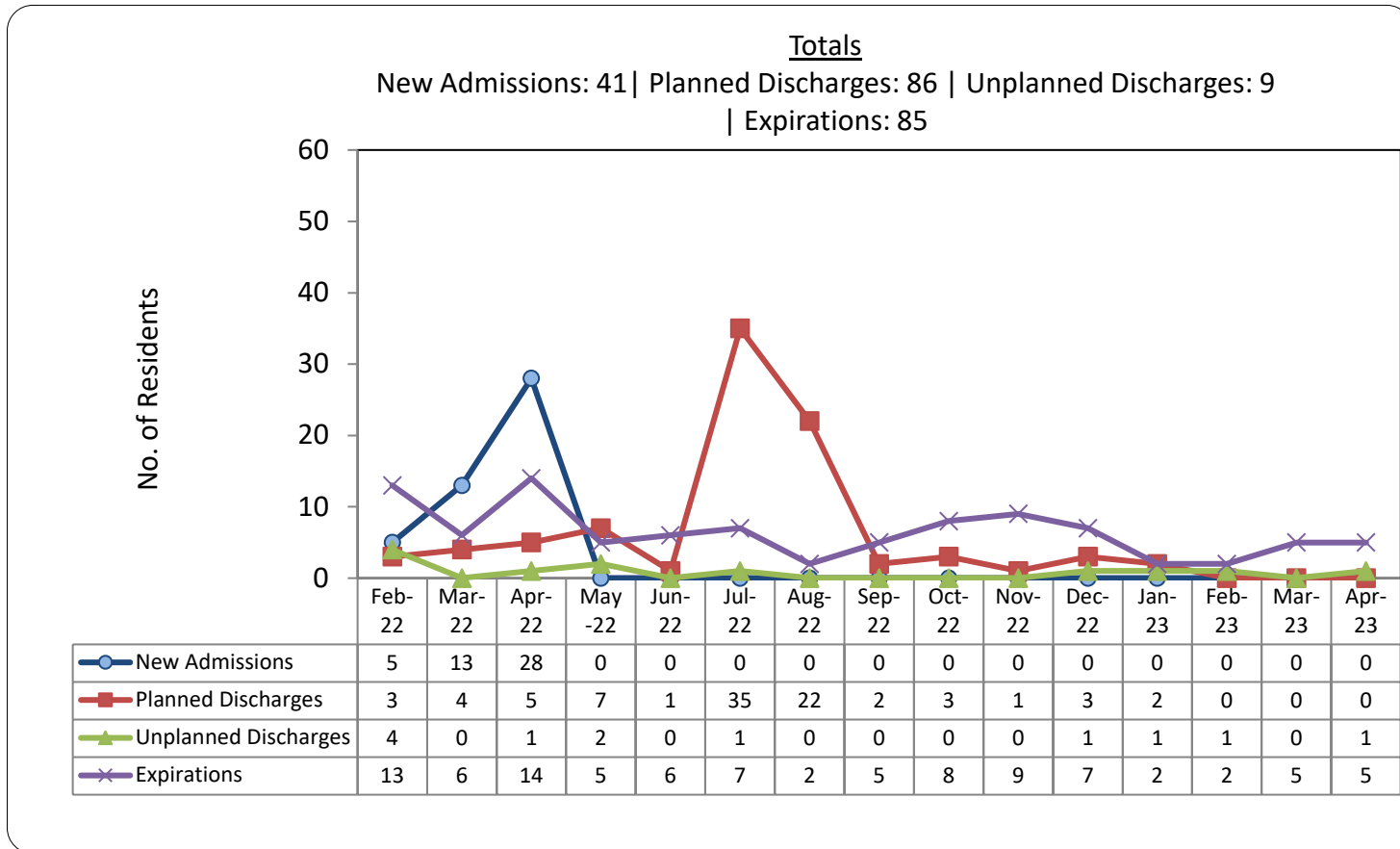
- We are doing everything possible to make sure the revised closure plan is never put into action and that we can continue to care for Laguna Honda residents.
- If, however, CMS requires Laguna Honda to restart involuntary transfers, all residents have the right to appeal a transfer or discharge.
- We continue to advise our residents of their rights and work closely with our Ombudsman as required by CMS and CDPH.
- Laguna Honda does not adjudicate the appeals, which are instead overseen by the California Department of Health Care Services and/or a resident's health plan.



State of the Hospital



Admissions*, Discharges, and Expirations



April 2023 average daily census was 535

**New admissions are currently on hold.*





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