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**HEALTH COMMISSION  
CITY AND COUNTY OF SAN  
FRANCISCO**

**Daniel Lurie Mayor**  
**Department of Public Health**



**Daniel Tsai**  
Director of Health  
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Executive Secretary  
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**MINUTES  
JOINT CONFERENCE COMMITTEE MEETING FOR  
LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER**

**March 10, 2025, 4:00 p.m.  
1 Dr. Carlton B. Goodlett Place, City Hall, Room 408  
San Francisco, CA 94102 & via Webex**

**1. CALL TO ORDER**

Present: Commissioner Tessie Guillermo, Chair  
Commissioner Laurie Green, M.D., Member

Excused: Commissioner Edward A. Chow, M.D., Member

Staff: Roland Pickens, Diltar Sidhu, Jennifer Carton-Wade, Lily Conover, Lisa Hoo MD, Nawzaneen Zahir, Carmen Trinh, Naveena Bobba MD, Priyar Nayar, Albert Lam, MD, Todd Barrett, MD, Daniel Tsai

The meeting was called to order at 4:01pm.

**2. APPROVAL OF MINUTES FOR MEETING OF FEBRUARY 3, 2025**

Action Taken: The LHH JCC unanimously approved the February 3, 2024 meeting minutes.

**3. GENERAL PUBLIC COMMENT:**

Patrick Monette-Shaw provided comment and submitted the following written summary:

I agree with Dr. Palmer presenting Ordinance 77-22 out-of-county discharge data for calendar year 2024 must be expedited; that may affect CMS' decision making on LHH's 120-bed waiver application. Commissioner Greene verbally agreed. Commissioner Guillermo rightly observed the 120-bed waiver application to the State of California should be filed concurrently, even if it's only for a State-approved "Nursing Facility" license for Medi-Cal (Medicaid) patients. After all, in Fiscal

Years 2020–2021, 2021–2022, and 2022–2023, 96.5% to 98.7% of LHH's patients were covered by Medi-Cal. LHH touts 104 admissions since July 2024 after gaining recertification 6/30/2024. But there's no mention LHH has lost 57 patients from its census due to discharges and patient deaths, for an overall net increase of 47 patients. Patient attrition remains worrisome LHH will continue losing massive Medicare/Medi-Cal revenue reimbursement through end of Fiscal Year 2024–2025. Admissions need to rapidly increase given patient attrition!

Dr. Teresa Palmer provided comment and submitted the following written summary:

Why is the legally required yearly report on 2024 hospital discharges to out of county SNFs(skilled nursing facilities) once again overdue? San Franciscans who are aging and disabled need to know this information. Our new Mayor and Board of Supervisors need to understand how many of their constituents are at risk of being forced to leave their community and family due to the continued loss of nursing home beds in San Francisco, and the slow rate of resuming admissions to Laguna Honda.

#### **4. EXECUTIVE TEAM REPORT**

Diltar Sidhu, Chief Executive Officer and Nursing Home Administrator, presented the item.

##### Public Comment:

Patrick Monette-Shaw provided comment and submitted the following written summary:

It's extremely concerning today's Executive Team report stated LHH had to resubmit its waiver application to save 120 of its 769 SNF beds. The 120 beds at risk of permanent loss represent 15.6% of LHH's SNF beds. Since LHH provides 30% of all SNF beds in San Francisco, permanently losing those 120 beds will cause grave harm to San Franciscans in need of SNF level-of-care, who will be disenfranchised and dumped into out-of-county facilities if these beds aren't saved. It's time for a full-court press from Director Tsai and Mayor Lurie to intervene and get these beds saved. If they're lost, then LHH's Nursing Staff must be immediately reduced by a corresponding 15.6% as no longer required to provide skilled nursing services at Laguna Honda! Director Tsai should use his experience at the Centers for Medicare & Medicaid Services (CMS) to help ensure the 120-bed waiver is rapidly approved permanently.

Dr. Teresa Palmer provided comment and submitted the following written summary:

Wonderful that new admission eval time decreased (to 2 days), that there is continuing determination to fill all 769 SNF beds (including those 120) & that total admissions are up in January / February. (23 net- 50 total admissions minus 27 discharges and deaths). Admissions must rapidly increase to prevent further exile of our most vulnerable to out of county facilities. Do the Mayor & the new Board of Supervisors really understand the importance of:

1. Our public nursing home to San Franciscans of all ages & economic classes?
2. Sufficient dedicated & permanent LHH staff to achieve the individualized care that Federal & State Regulations require? Arbitrary "holds" on hiring will result in fines, lost revenue & people dying or sent out of county away from their support systems.
3. The Health Commission as a place where there is indispensable give and take between the people and those serving them?

##### Commissioner Comments:

President Green expressed gratitude for the encouraging news on the decrease in the time it takes to admit someone to LHH, and the increase in number of admissions. She noted that there seems to be a disconnect in the community about the types of people LHH can accept. Some denials are because a person is too independent for skilled nursing level care. Other denials are due to complex behavioral or medical issues that LHH is not set up to accommodate.

Vice President Guillermo acknowledged the work that has been put into the increased pace of admissions.

She noted that ongoing community outreach is necessary to renew the industry and community's perception that LHH is again open for admissions. She asked for an update on the waiver application to regain use of the 120 beds. Mr. Sidhu stated that LHH and DPH leadership continue to interact with CMS and CDPH on this issue. He added that LHH must show that the addition of the 120 beds, which would increase beds from two to three in some rooms, would not adversely impact care for LHH residents and will benefit the special needs of LHH residents.

Director Tsai noted that this is his first LHH JCC meeting. He wanted to share how important the work of LHH staff is every day. The priority is to make sure LHH provides high quality care and a safe environment for LHH residents. The second priority is to fill the LHH beds. He has learned that the LHH team is working to educate industry and community partners that LHH has beds available. The third priority is to do anything in the DPH authority to regain use of the 120 beds.

## **5. HIRING AND VACANCY REPORT**

Priya Nayar, LHH HR Operations Director, DPH Human Resources, presented the item.

### Public Comment:

Dr. Teresa Palmer provided comment and submitted the following written summary:

The arbitrariness of some of these [positions "frozen" to save payroll](#) will endanger patient care and cost more in the long run. For instance, shortages in clerks, or even a morgue attendant will pull direct care staff from the bedside. Lack of psychologists will lead to poor care for behavioral issues. Lack of a radiology technician will lead to time consuming and labor intensive ambulance trips across town for xrays. The risk of poor care and decertification then rises...will the Mayor and Board of Supervisors be educated about the consequences of past mistakes?

### Commissioner Comments:

President Green asked for more information on how LHH is handling the current hiring freeze in regard to direct patient care positions. Mr. Sidhu stated that LHH is striving to identify candidates for direct patient care positions so that when the Mayor's Office approves of unfreezing the position, LHH is ready to hire. He noted that LHH is working with DPH Human Resources to submit positions to the Mayor's Office to consider releasing positions that impact patient care. The Mayor's Office recently released 9 of the 10 positions that LHH submitted.

Vice President Guillermo stated that LHH is going a great job of the balancing act of not losing candidates by continuing with an interview process while waiting for the Mayor's Office to unfreeze the positions. Roland Pickens, CEO of the San Francisco Health Network stated that the DPH Director of Human Resources and the DPH CFO are working with the Mayor's Office to advocate for releasing certain DPH positions.

Vice President Guillermo asked for an explanation of the phrase, "Finance methodology of applying attrition savings when reporting on vacancies." Ms. Nayar stated that when an incumbent vacates a position, the DPH choose not to fill the position for the remainder of the fiscal year is called attrition savings.

## **6. REGULATORY AFFAIRS REPORT**

Geraldine Mariano, Director of Regulatory Affairs, presented the item.

### Commissioner Comments:

Vice President Guillermo thanked Ms. Mariano for the report.

## **7. LAGUNA HONDA HOSPITAL POLICIES**

Carmen Trinh, Director of Performance Improvement, presented the item.

Action Taken: The LHH JCC unanimously voted to recommend that the full Health Commission approve the following items.

<b>Item</b>	<b>Scope</b>	<b>Policy No.</b>	<b>Policy Title</b>
1	Facility-wide	72-01 B2	Transmission-Based Precautions
2	Facility-wide	80-05	Staff Education Program
3	Nursing	C 3.2	Documentation of Care by Nursing Assistant
4	Nursing	D1 2.1	Nurse and Resident Call System
5	Nursing	G 3.0	Intake and Output
6	Rehab	30-02	Physical Medicine and Rehabilitation Service

## **8. CLOSED SESSION**

A) Public comments on all matters pertaining to the Closed Session. (San Francisco Administrative Code Section 67.15).

Patrick Monette-Shaw provided comment and submitted the following written summary:  
As this LHH-JCC enters Closed Session to receive official testimony from HSAG principals Barb Everyt and Keith Chartier concerning the LHH “Organizational Assessment” HSAG performed in late 2024, Commissioners should remember that when Health Management Associates (HMA) conducted a “Survey Readiness Assessment” in 2022, it publicly released results of its LHH Organizational Assessment on 6/13/2022. On 7/19/2022 and 8/16/2022 HMA released results of its two -phase “Mock Survey,” also as public documents. The IRS requires “Community Health Needs Assessments” be publicly released. What is LHH hiding about the “Organizational Assessment,” and “Health Inspection” portion (10/25/2024) and the “Emergency Life Safety and Emergency Operations” portion (10/30/2024) of mock surveys HSAG completed last fall as part of another \$10 million consulting contract? What is this Commission attempting to hide from members of the public this time? Be more transparent to San Franciscans. Release HSAG’s “LHH Organizational Assessment” and “Mock Survey’ findings, immediately!

B) Vote on whether to hold a Closed Session. (Action Item)

C) Closed Session Pursuant to Evidence Code Sections 1156, 1156.1, 1157, 1157.5, 1157.6, and 1157.7; Health and Safety Code Section 1461; San Francisco Administrative Code Sections 67.5, 67.8, 67.8-1, and 67.10; and California Constitution, Article I, Section 1.

### **HEARING**

**Subject Matter: Testimony Concerning Report of Quality Assurance Committee: Laguna Honda Organizational Assessment and Survey Readiness.**

### **CONSIDERATION OF MEDICAL QUALITY IMPROVEMENT**

### **CONSIDERATION OF MEDICAL STAFF EDITIONALING MATTERS**

### **CONSIDERATION OF PERFORMANCE IMPROVEMENT AND PATIENT SAFETY REPORTS AND PEER REVIEWS**

#### **RECONVENE IN OPEN SESSION**

1. Discussion and Vote to elect whether to disclose any portion of the closed session discussion that is not confidential under Federal or State law, The Charter, or Non- Waivable Privilege (San Francisco Administrative Code Section 67.12(a).)
2. Possible report on action taken in closed session (Government Code Sections 54957.1(a) and 54957.7(b) and San Francisco Administrative Code Section 67.12(b)).

#### **9. POSSIBLE DISCLOSURE OF CLOSED SESSION INFORMATION**

Action taken: The LHH JCC noted that it approved the Credentials Report and PIPS Minutes Report and voted to not disclose discussions held in closed session.

#### **10. ADJOURNMENT**

The meeting was adjourned at 5:41pm.