San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital

Executive Team Update

December 8, 2025

CMS Star Rating of Laguna Honda

Laguna Honda Hospital currently Rated 3 Stars

Overall rating

★★★☆☆

Average

The overall rating is based on a nursing home's performance on 3 sources: health inspections, staffing, and quality measures.

Learn how Medicare calculates this rating

Health inspections

★★☆☆☆

Below average

Staffing

★★★★★

Much above average

Quality measures

★★★☆☆

Average

Star Rating for Skilled Nursing Facilities

- **CMS Overall Star Rating** (1-5 stars) **Consists of Three Domains:**

  - **Health Inspections:** State surveys (annual) and complaints/FRI (facility reported incidents) visits

    - Up to 3 years old (last 3 surveys and 3 years complaint/FRI surveys

  - **Staffing:** RN plus total nursing hours adjust for resident acuity

    - Based on CMS Payroll Based Journal and 3-6 months old

  - **Quality Measures (QMs):** Resident outcomes (short-stay and long-stay)

    - MDS based (6-9 months), Claim based (9-12 months)

Well-being@Work Award

Celebrating Excellence with Laguna Honda Care Experience Team

- **Laguna Honda Care Experience team received an Honorable Mention at the San Francsico Health Service System's Biennial Wellbeing@Work Award Ceremony on 11/19/2025**.

- This prestigious recognition highlights departments that go above and beyond in fostering culture of well-being

- The honor celebrates the team dedication to building culture of wellness and belonging where everyone feels valued and supported

Laguna Honda Cultural and Change Management

▶ **Improving Engagement and Experience.**
"Staff Requested, Staff Driven & Staff Implemented"

Rebuilding trust and relationships

- Schwartz Rounds
- Town Halls
- Restructuring LMCs
- Leadership access and improved communication

Using Employee Voice to Guide Actions

- Relaunching advisory groups and nursing councils
- Model Neighborhood to collaboratively test out improvement ideas

Creating a Culture of Celebration

- Staff-led celebrations - Spirit Day
- Organizational celebrations – holiday hot cider, Years of Service

Road to Reach Max Admission Capacity

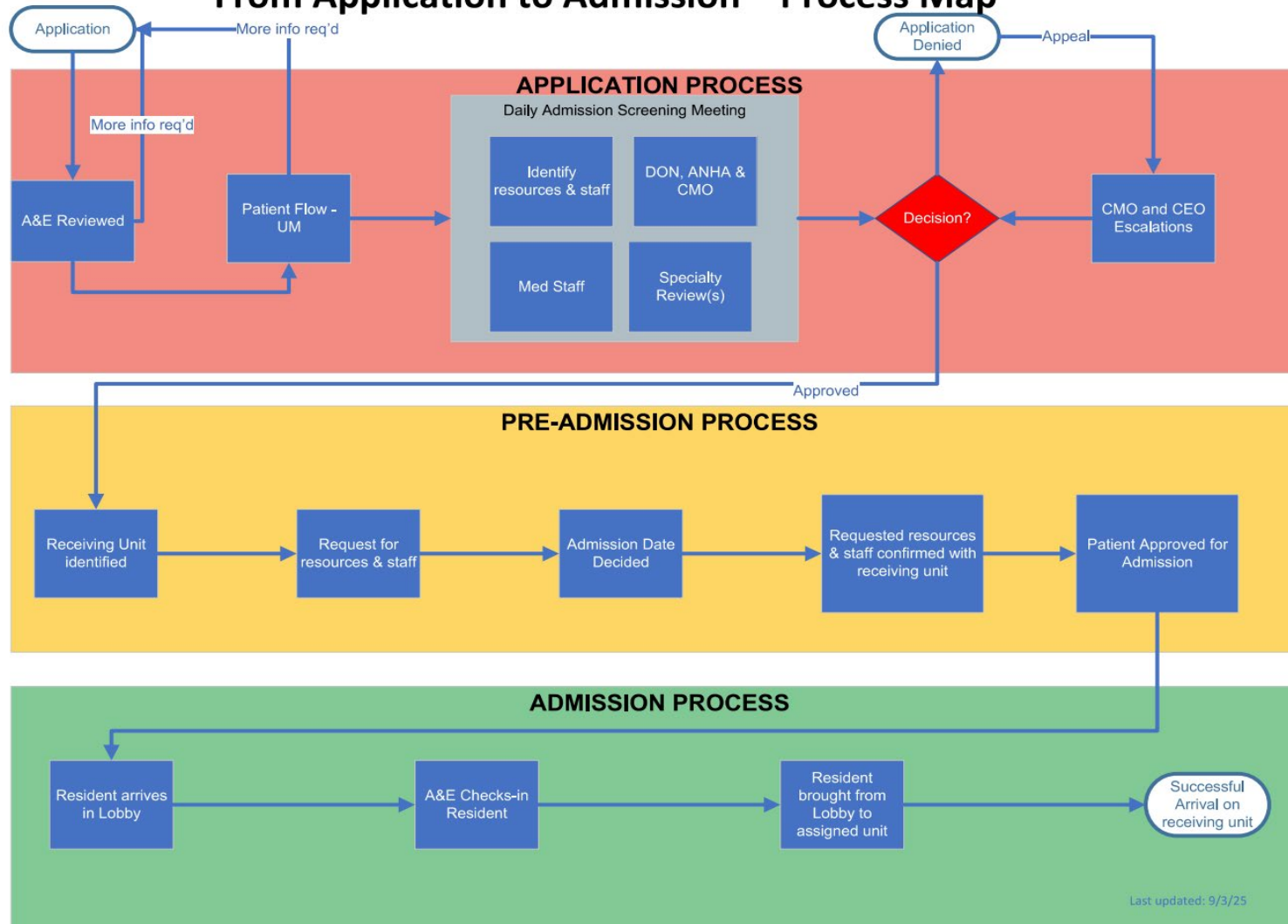**Admission process consist of a 4 Pillar system to ensure LHH reaches max admission capacity.**

1. Growing Resident Referrals

2. Screening Referrals

3. Accessing Bed Capacity

4. Acquiring Adequate Resources

Admissions Updates

Patient Flow and admissions
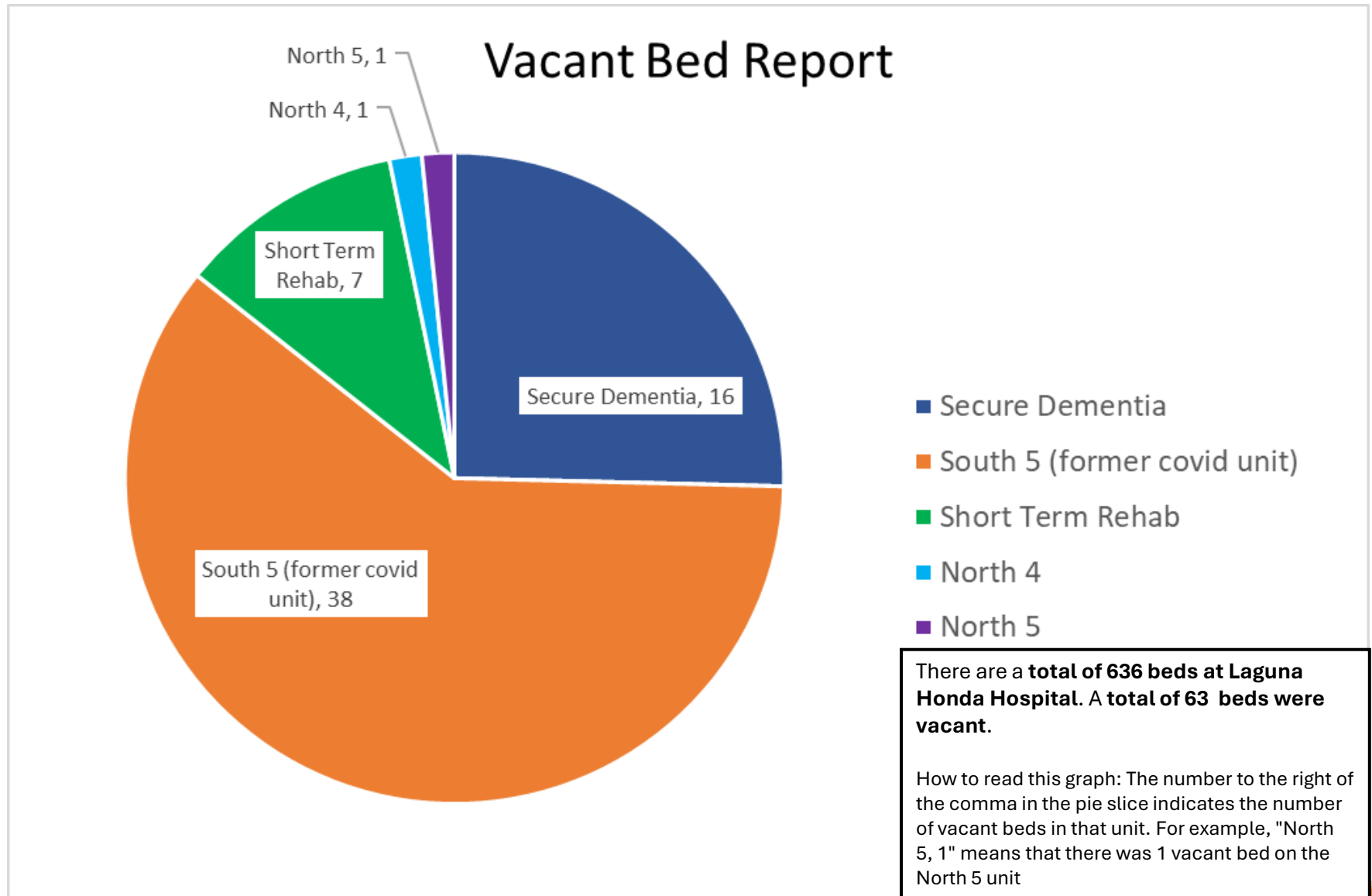

From Application to Admission – Process Map

Admissions Updates

Vacancy Report

Vacant Bed Report

North 5, 1

North 4, 1

Short Term Rehab, 7

Secure Dementia, 16

South 5 (former covid unit), 38

- Secure Dementia
- South 5 (former covid unit)
- Short Term Rehab
- North 4
- North 5

There are a **total of 636 beds at Laguna Honda Hospital**. A **total of 63 beds were vacant**.

How to read this graph: The number to the right of the comma in the pie slice indicates the number of vacant beds in that unit. For example, "North 5, 1" means that there was 1 vacant bed on the North 5 unit
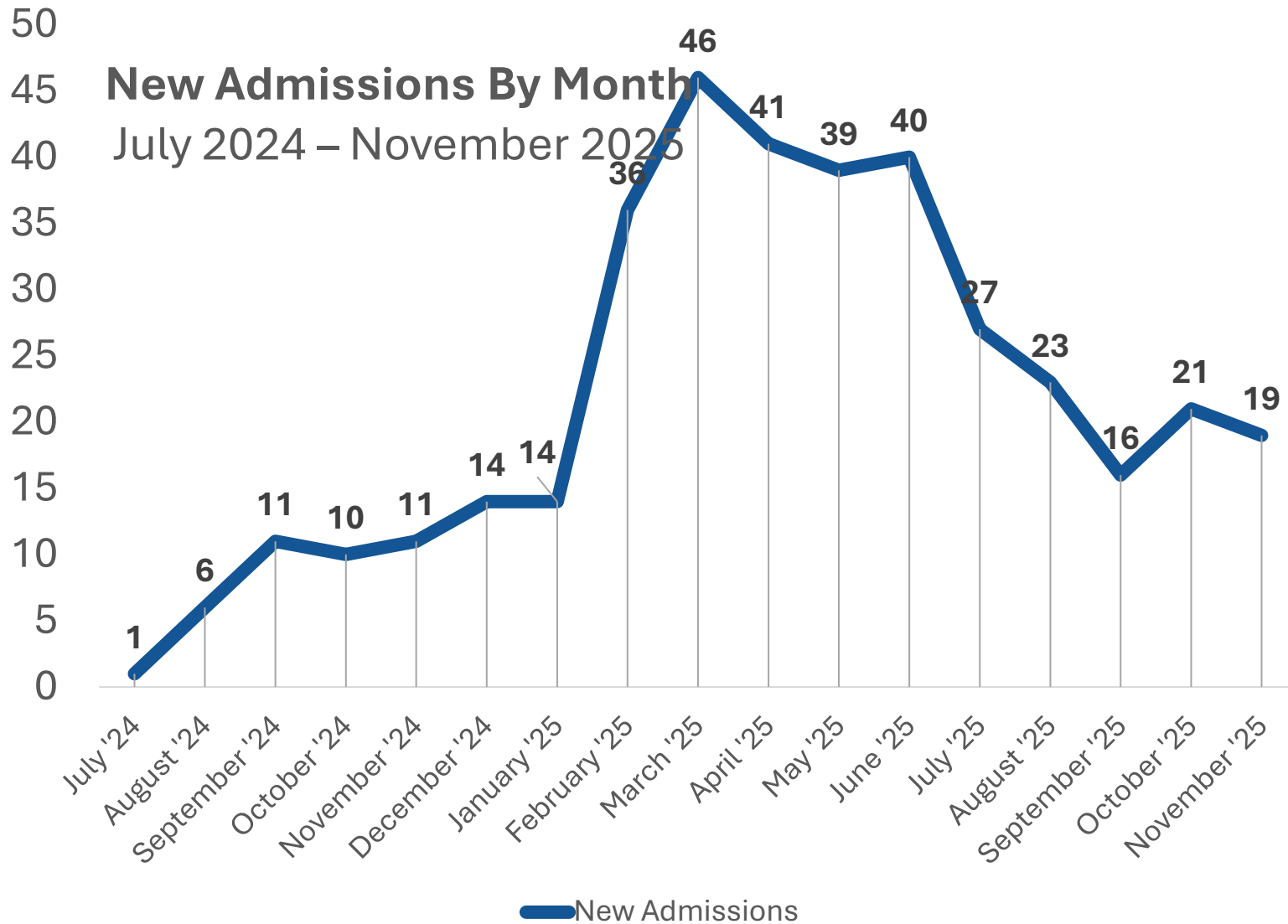
Admissions Update

Admission Plan

1. Open up S5 for full use – 38 beds

2. Maximize Secure Dementia unit use – 16 beds

3. Admit those already approved but awaiting specific available beds

4. Tightly coordinate with our community partners to let them know what types of beds are available (Hospitals, Clinics)
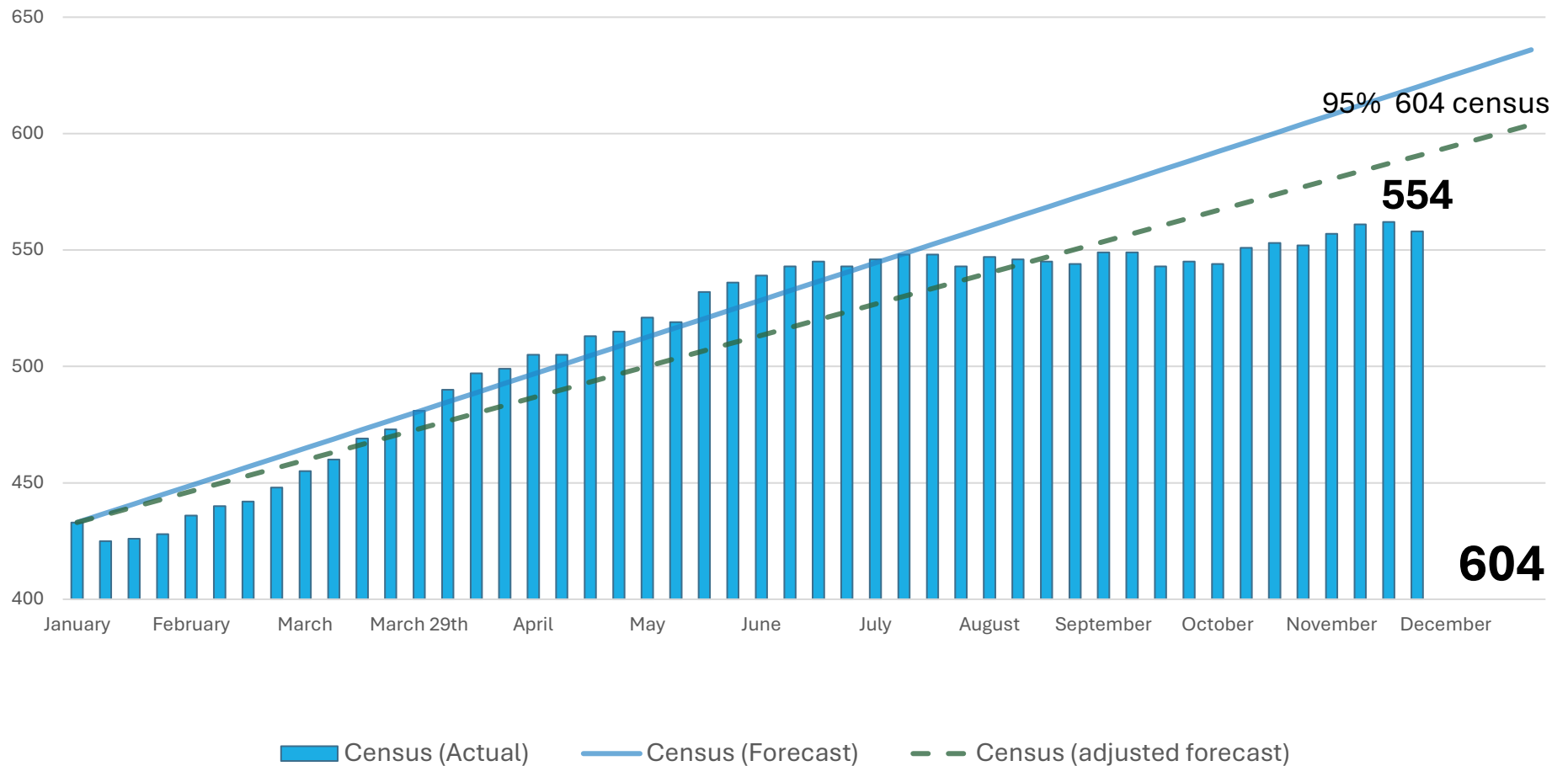
Admissions Update

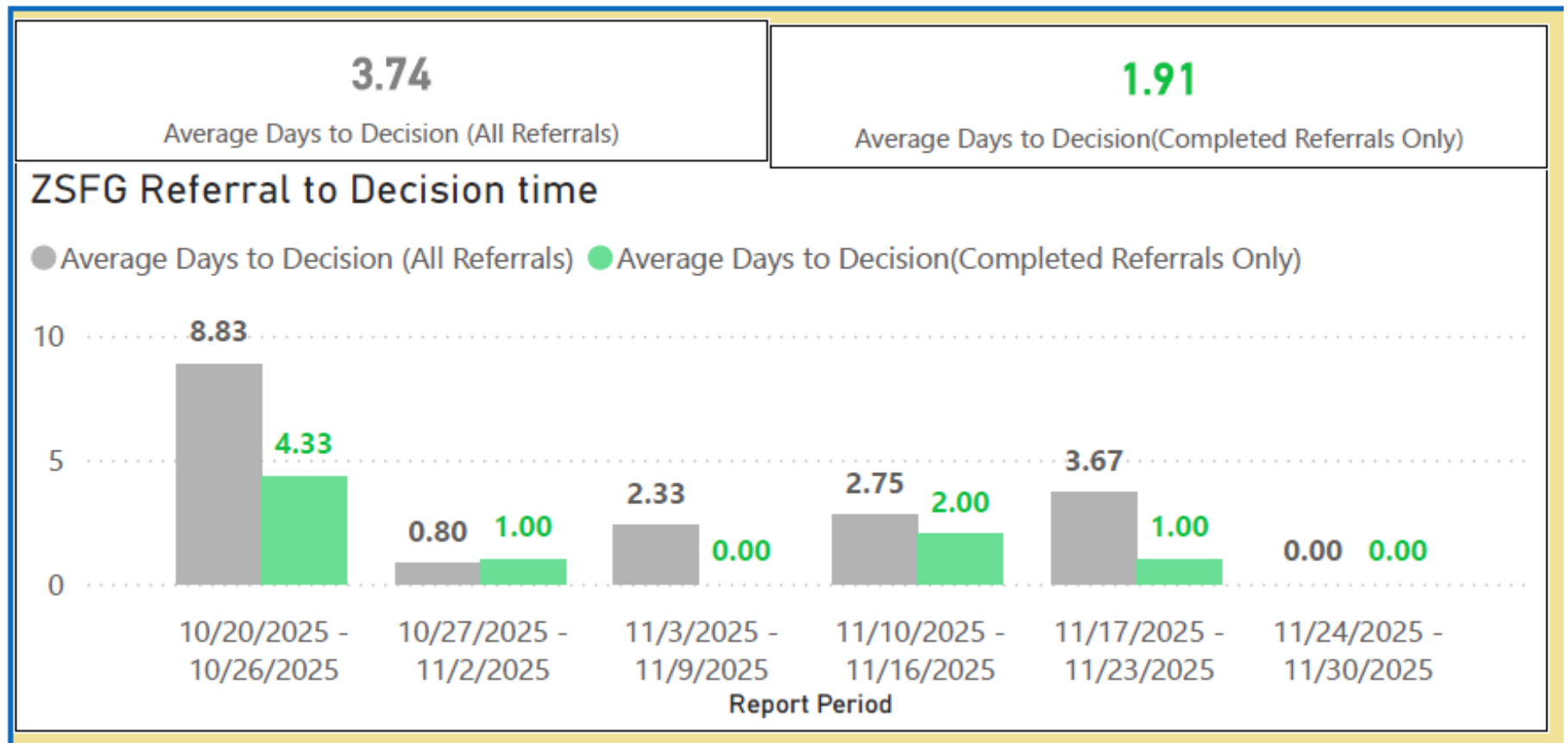New Admissions By Month
July 2024 – November 2025

New Admissions

Admissions Update

Actual v. Forecasted Census
Goal: 604 occupied beds by end-of-year
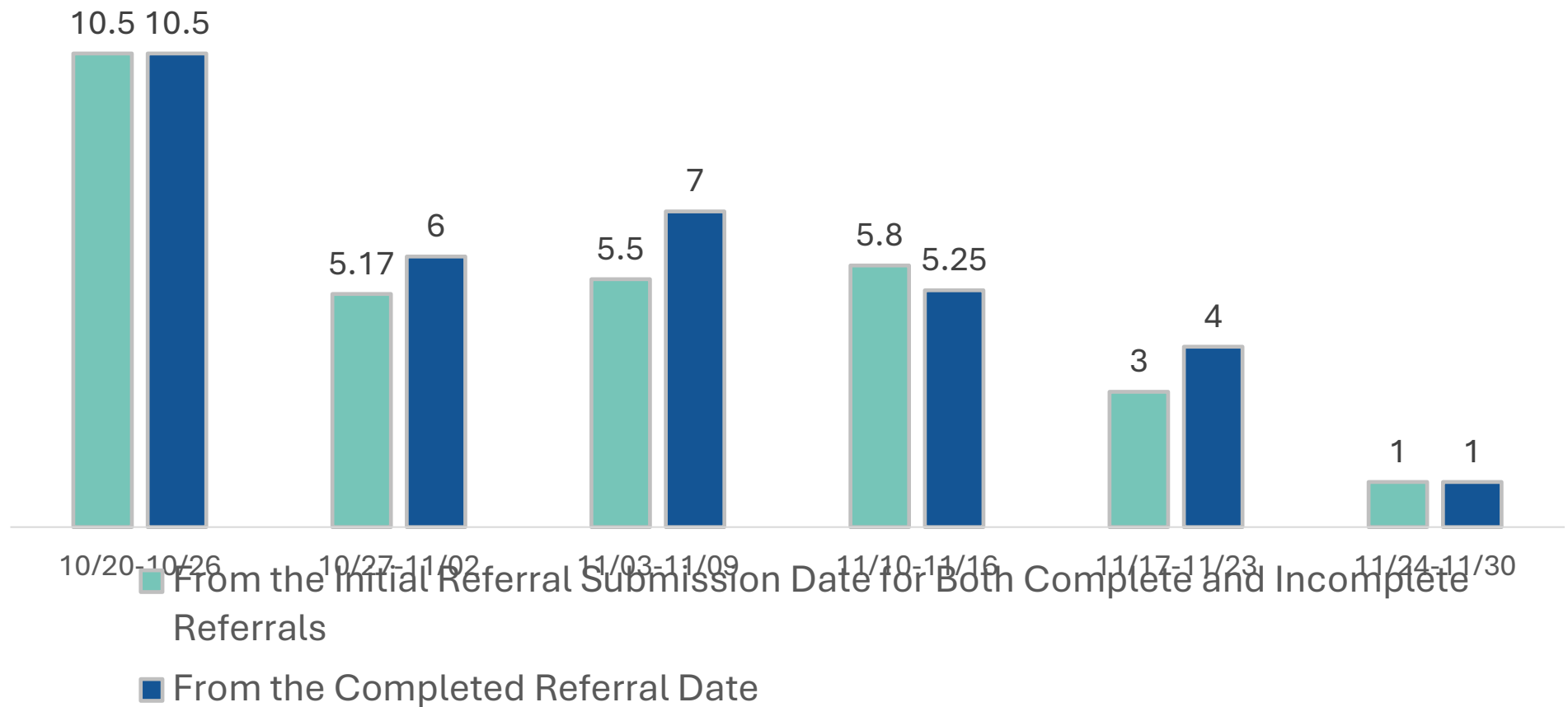**Data up to 11/30/2025**

Admissions Update

ZSFG to LHH Decision and Transfer Data

Admissions Update

Average Number of Days Between <u>Referral Received</u> and <u>Admission</u> to Laguna Honda*
October 20th–November 30th, 2025

- From the Initial Referral Submission Date for Both Complete and Incomplete Referrals
- From the Completed Referral Date

Admissions Update

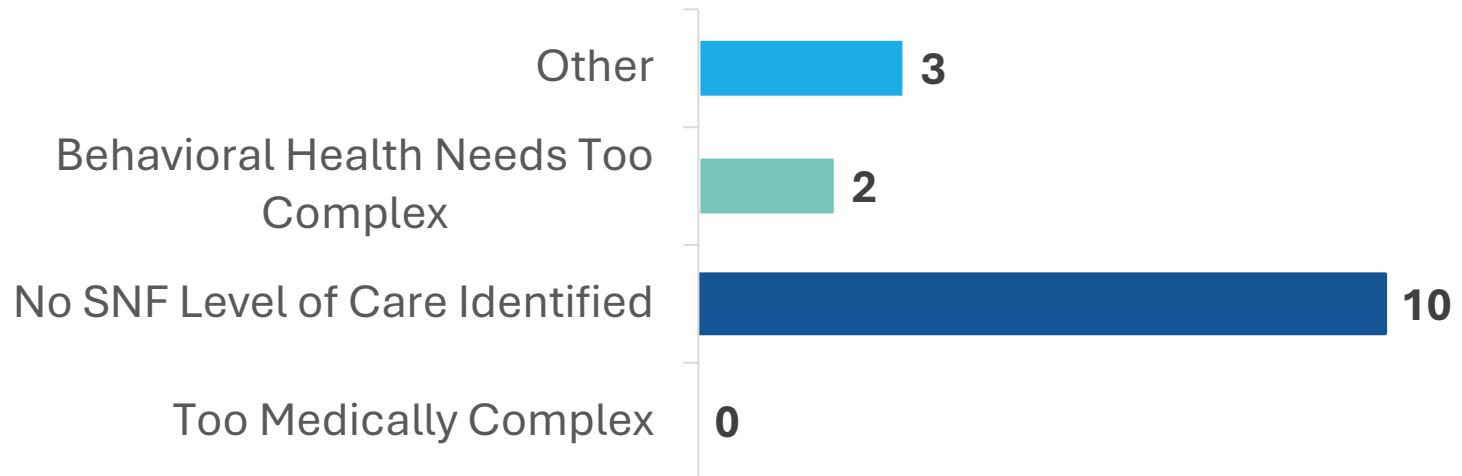▶ **Increasing the rate of appropriate referrals**

November 2025 information

- Over the past six weeks, **15** referrals were denied of a total of 63 complete referrals.

Reason for Denied Applications
October 20th -November 30. 2025

Reason	Count
Other	3
Behavioral Health Needs Too Complex	2
No SNF Level of Care Identified	10
Too Medically Complex	0

Admissions Update

Admissions Data 07/01/2024 – 11/30/2025

Admissions Data

Groups	Accepted*	Closed/With drawn	Denied	In Progress	Total
Priority #1: Former LHH Residents	7	2	2	0	11
Priority #2: Not in Medical Settings	3	1	5	0	9
Priority #3: SFHN Patients	174	64	65	2	305
Priority #4: Receiving SNF/Rehabilitation	80	20	47	2	149
Priority #5: Non-SFHN Medical Facilities	143	85	120	3	351
Total	407	172	239	7	825

*Accepted Includes both Admitted residents and those not yet admitted but approved.

State of the Hospital
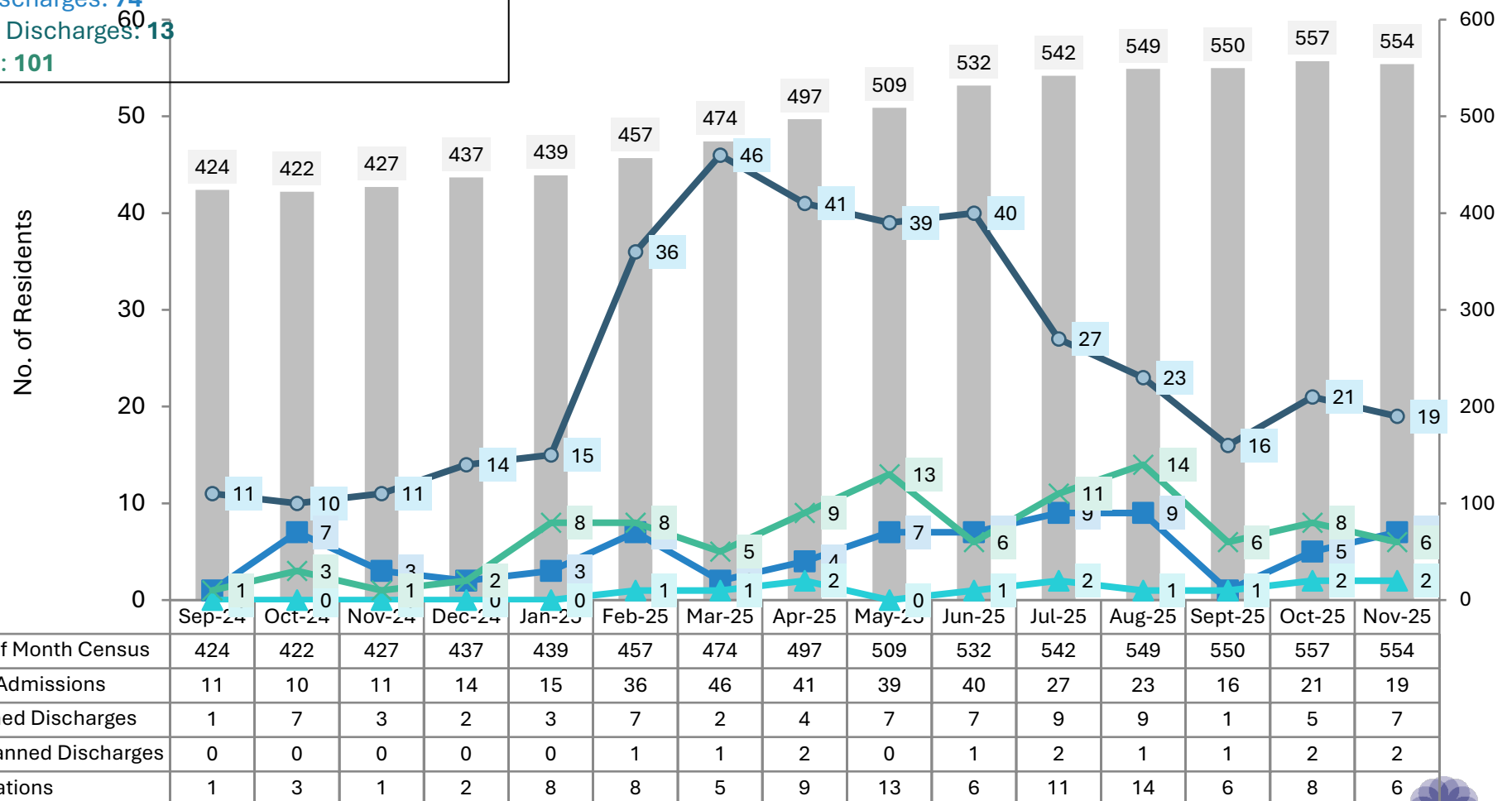
Admissions, Discharges, and Expirations

Totals in Last 15 months(September 2024 - Nov 2025)
New Admissions: **369**
Planned Discharges: **74**
Unplanned Discharges: **13**
Expirations: **101**

	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sept-25	Oct-25	Nov-25
End of Month Census	424	422	427	437	439	457	474	497	509	532	542	549	550	557	554
New Admissions	11	10	11	14	15	36	46	41	39	40	27	23	16	21	19
Planned Discharges	1	7	3	2	3	7	2	4	7	7	9	9	1	5	7
Unplanned Discharges	0	0	0	0	0	1	1	2	0	1	2	1	1	2	2
Expirations	1	3	1	2	8	8	5	9	13	6	11	14	6	8	6

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Questions?