



San Francisco Health Network  
Laguna Honda Hospital  
and Rehabilitation Center

# Laguna Honda Hospital Executive Team Report

November 15, 2022



# About Laguna Honda



## **The largest publicly-run skilled nursing facility in the country**

- For more than 150 years, Laguna Honda has been a pillar of San Francisco's healthcare system, providing healthcare services to approximately 700 residents.
- The hospital cares for people coping with the effects of complex or chronic conditions such as stroke, traumatic brain injury or degenerative diseases such as multiple sclerosis.
- Rehabilitative services include physical therapy, occupational therapy, speech therapy and audiology.
- Specialized care includes monolingual care in Spanish and Chinese, palliative care, positive care (AIDS/HIV) and memory care.



# Status Update



## De-Certification with CMS in April 2022

- Laguna Honda has an obligation to report many types of incidents with the goal of improving care. In 2021, Laguna Honda self-reported two non-fatal overdoses, which resulted in several surveys.
- The Centers for Medicare and Medicaid Services (CMS), as a result of those surveys, found the hospital out of substantial compliance.
- In April 2022, CMS terminated Laguna Honda's participation in the Medicare and Medicaid Provider Participation Programs.
- CMS Reimbursements fund the majority of resident care, accounting for approximately \$550k a day or more than \$200 million annually.



# Status Update



## The Path to CMS Recertification

- Laguna Honda continues 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.
- Certification experts conducted a comprehensive organizational assessment and made recommendations on gaps and improvements, and Laguna Honda is implementing those improvements and tracking to ensure sustainability.
- Between the Laguna Honda staff and our expert consultants at Health Services Advisory Group (HSAG) and Health Management Associates (HMA), 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**

- The City reached an agreement in principle with CMS and CDPH on behalf of Laguna Honda. The Board of Supervisors and the Mayor have approved the settlement. The agreement has been transmitted to CDPH and CMS for their signatures.
- Under the agreement in principle, CMS has agreed to continue paying for resident care at Laguna Honda until November 13, 2023. This extension would add a year of federal payments beyond the current agreement with CMS.
- CMS has also agreed to continue to pause the involuntary discharges and transfers of residents until February 2, 2023. CMS would have the option to further extend the pause date, depending on progress. During this pause, resident-initiated transfers and discharges would continue to occur, which is a right our residents are entitled to and aligned with hospital policy.



# Path to Recertification



## **Root Cause Analysis, CMS Surveys, and an Updated Path to Recertification**

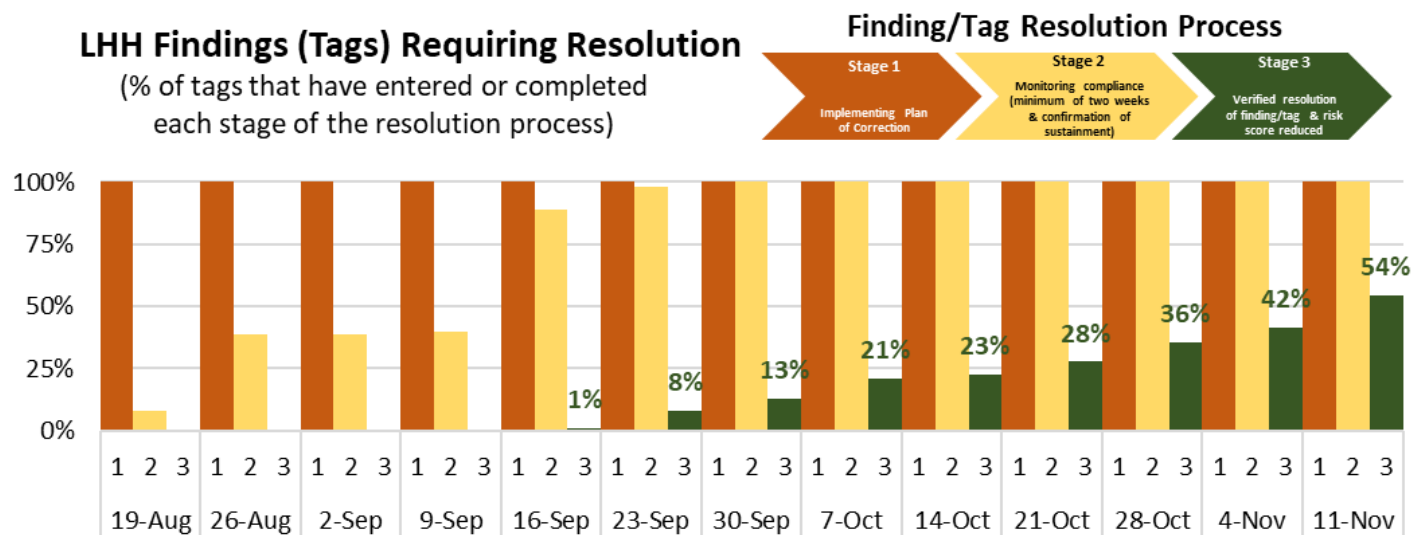
- Laguna Honda anticipates working with a Quality Improvement Expert (QIE) to complete a “root cause analysis.” The analysis would include past findings from surveys, detail the factors that led to decertification, and what we need to do to get recertified.
- Laguna Honda would then develop an Action Plan that builds on the corrective action plans currently in place from mock survey #1, with everything we have done so for recertification and what we have left.
- The Action Plan would influence an updated roadmap to recertification.
- We are already in a great position thanks to all the work from mock survey #1 and the other recertification initiatives hospital-wide.



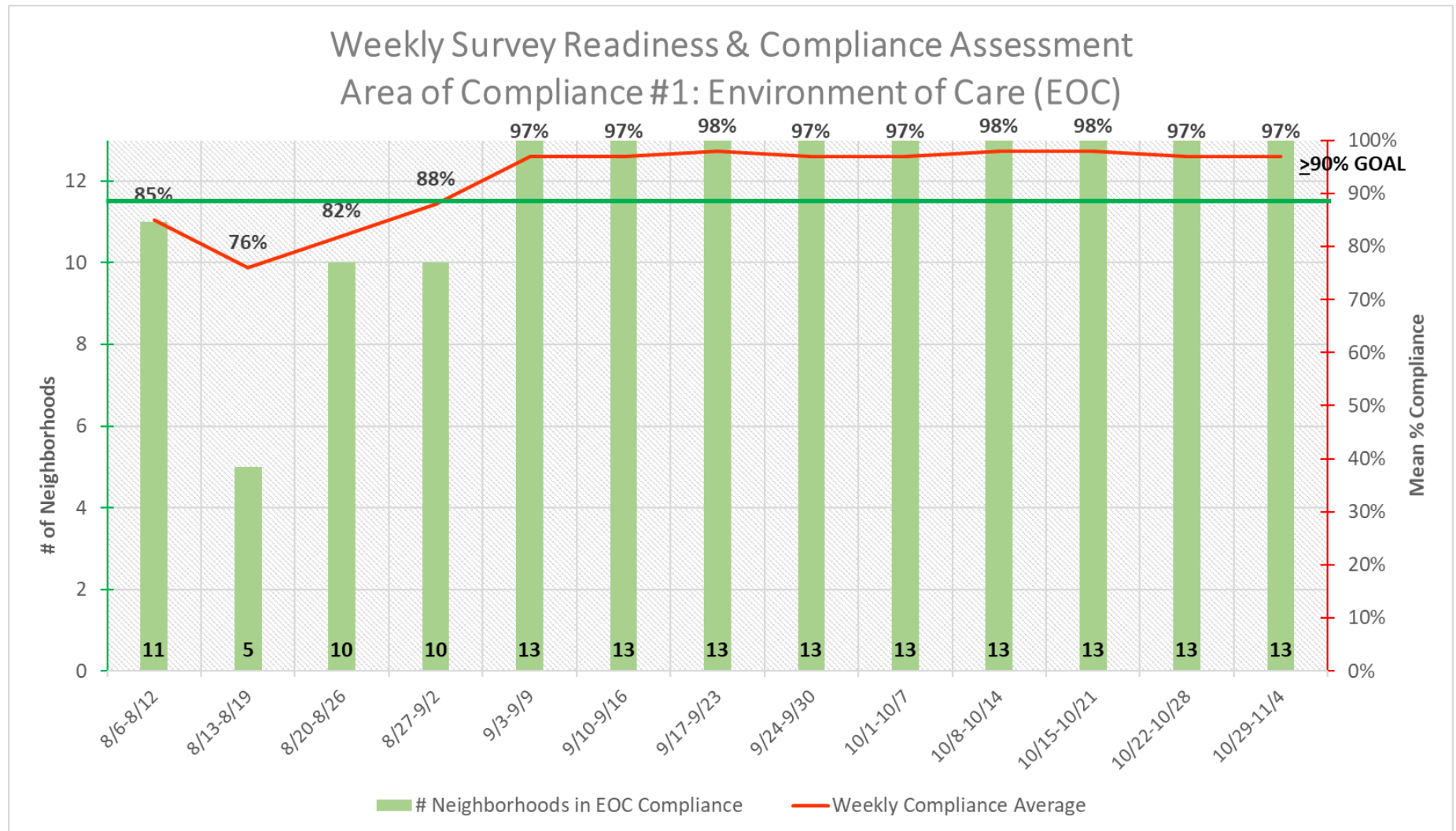
# CMS RECERTIFICATION

## Resolving Mock Survey #1 Findings

- After mock survey #1, Laguna Honda had 101 findings requiring we develop 371 correct actions. Each corrective action has both a short-term and long-term tracking process to ensure sustainability.
- We have implemented all corrective actions and the majority are in the tracking phase with 55 verified as fully resolved.



# CMS RECERTIFICATION

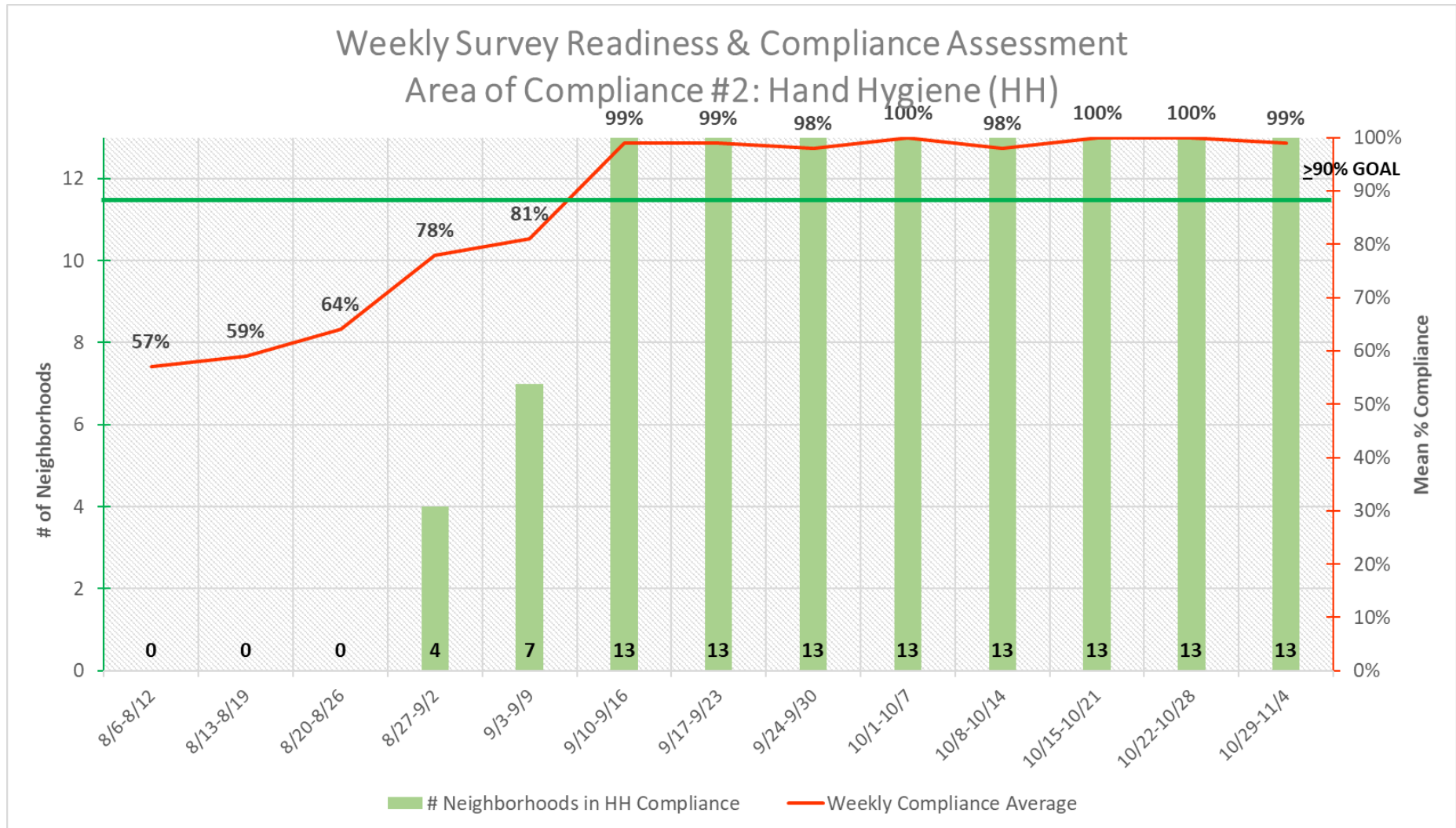


The environment of care (EOC) rounding ensures a safe and hazard-free environment and includes things like call light response times, trash and linens, and medication carts.





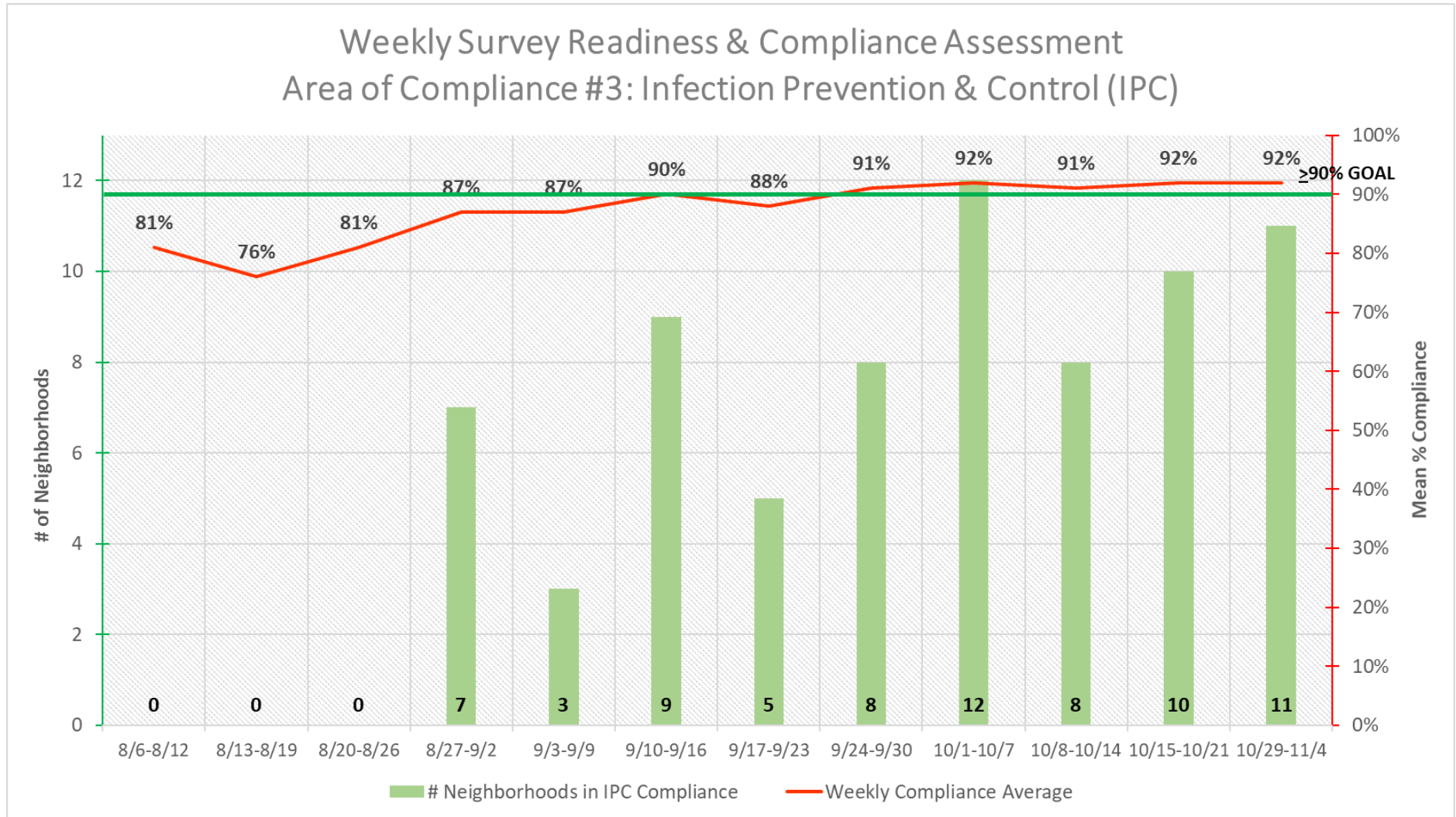
# CMS RECERTIFICATION



Hand hygiene rounding proper hand hygiene is done before and after activities and that gloves are used in the correct setting.



# CMS RECERTIFICATION



Infection prevention and control rounding includes proper PPE usage, proper food storage, and overall cleanliness.



# CMS Recertification



## Summary of Recent Accomplishments

- Chartered five staff-led performance improvement projects to proactively address systemwide topics of care planning, physical restraints, tube feeding and documentation, pain management, and call lights.
- Intensive interdisciplinary workshop to problem solve issue area of neighborhood equipment storage. The team detailed a plan that includes moving excess equipment, clarifying regulations, and designating a space for each type of equipment. We are now completing a trial run on two neighborhoods, and look forward to bringing the process improvement facility-wide.



# CMS Recertification



## Summary of Recent Accomplishments Continued

- Joined the California Association of Healthcare Facilities (CAHF) to become a strong partner in the community. Six staff members accepted into CAHF's leadership academy, which will strengthen Laguna Honda's skilled nursing facility knowledge and leadership.
- Completed a revision of the infection control and Quality Assurance and Performance Improvement (QAPI) programs to align with newly updated CMS skilled nursing facility regulations.
- Received expert consultation from the state nursing home association to strengthen Laguna Honda's emergency preparedness program.
- Working to update visitation policy to support improved security for family visitors and training staff to best support resident safety and regulatory compliance.



# Nursing Updates



## Nursing Department Updates

- Continue to build upon **unit huddle boards** program.
- **Inaugural Nursing Town Hall** to create a space for nursing staff to hear from leadership and bring up key questions and concerns. Targeted to be bi-monthly.
- **Development of the Department of Care Coordination**, which includes the Patient Flow Program, Utilization Management Department, Social Services Department, and Resident Assessment – Minimum Dataset program (MDS).
- **Reviewing Laguna Honda's acuity system** to best support units and residents.
- **Staffing and bidding** continue to emphasize building a strong unit culture.
- **New employee orientation returns to in-person this month.**
- **Addressing all nursing-related Plans of Correction.**
- **Updated nursing organizational** chart (next page).



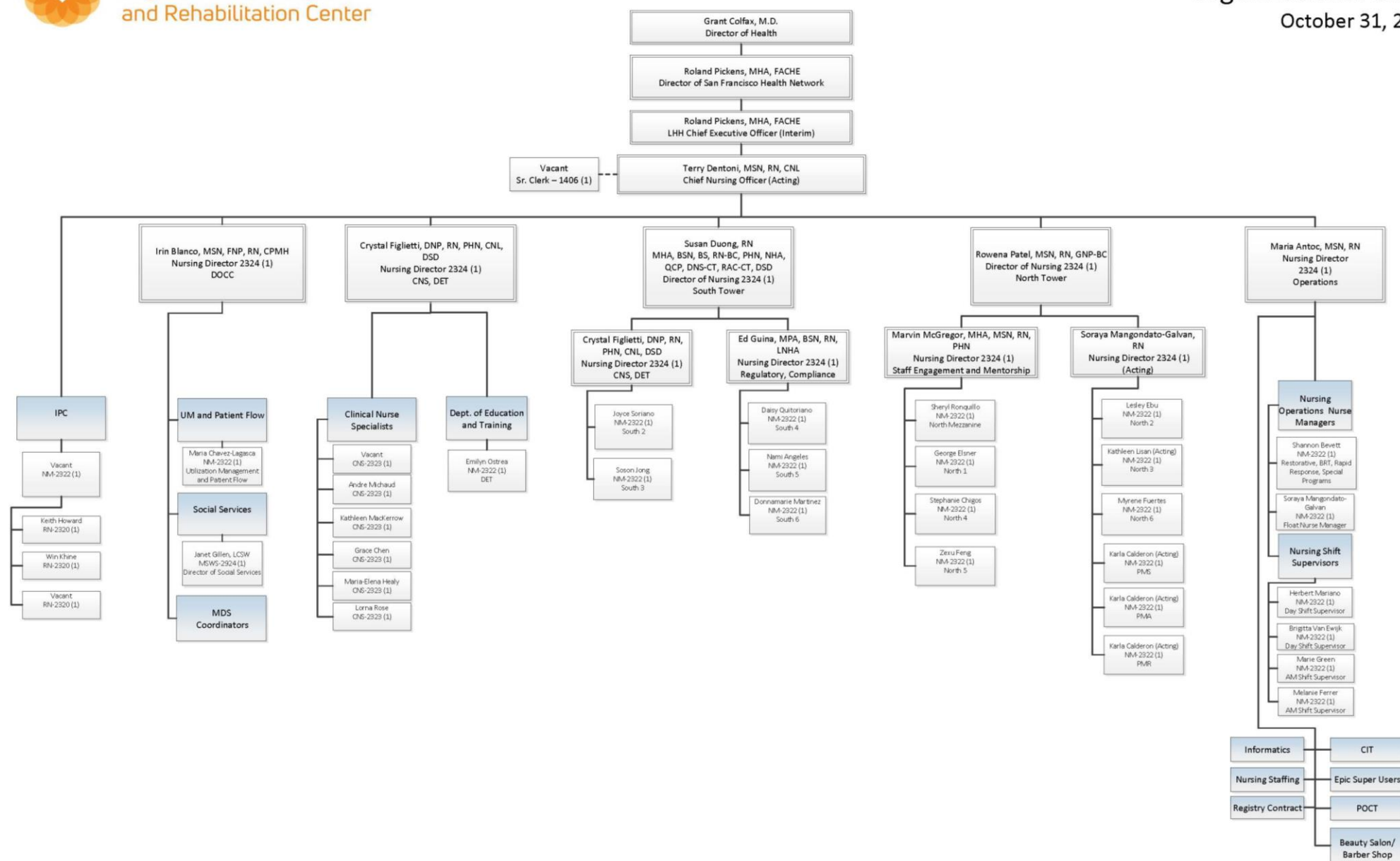


# Nursing Updates



San Francisco Health Network  
Laguna Honda Hospital  
and Rehabilitation Center

Nursing Division  
Organizational Chart  
October 31, 2022



# Quality Management Updates

## Preparing for New Regulatory Requirements from CMS

- Laguna Honda continues to work hard to prepare for the new CMS Phase 3 regulations. Surveyors were to begin assessing facilities nationwide against the new Phase 3 regulations as of October 24th.
- We are working to ensure Laguna Honda is in compliance with the new and updated guidance.
- Preparation includes 1) reviewing current education materials against the new guidance and rolling out new training materials. 2) Assessing facility policies against the new guidance. 3) Developing thorough communication for all staff, residents, and families of any new guidance that impacts current policy and practice. 4) Education page with resources for all staff to review the new Phase 3 regulations.



*Internal website to educate staff on Phase 3 requirements*



# CMS Recertification



## Change Management and Care Experience

- **“I See You Notes”**: Developed notes to support Leadership Rounding and other peer-to-peer recognition.
- **End of Year Celebrations**: Preparing for a final celebratory event for staff and Activity Therapy hosted pumpkin patch event for residents.
- **Resident Council**: Increasing engagement in resident council meetings to ensure resident voices are consistently heard. Hospital wide Resident Council held on November 3rd.
- **Improving the grievance process** to support resident rights and timely response to concerns.
- **Resident Survey**: The resident care survey is anticipated to begin mid-December and current plan is to be conducted via using ipads at the bedside.





# CMS RECERTIFICATION



## Bed Reduction Update

- Laguna Honda is required to change policies, procedures and operations to meet current regulations and allow for successful recertification. Current directive from CMS and CDPH is that Laguna Honda must comply with updated CMS 2016 standards related to skilled nursing facility resident occupancy.
- One of those standards is to have no more than two residents per room.
- Laguna Honda now has a maximum of two residents per room
- Laguna Honda has 120 beds in a room designed for 3 residents, however, we are not de-licensing the third bed in order to keep options open as we go through recertification with CMS.
- We do not yet know if the beds will be certified by CMS but we will maintain the beds on our license and we hope to again occupy them.





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