



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital CMS Recertification Update

November 1, 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 settlement needs final approval by the Board of Supervisors, the Mayor, and CMS.
- 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

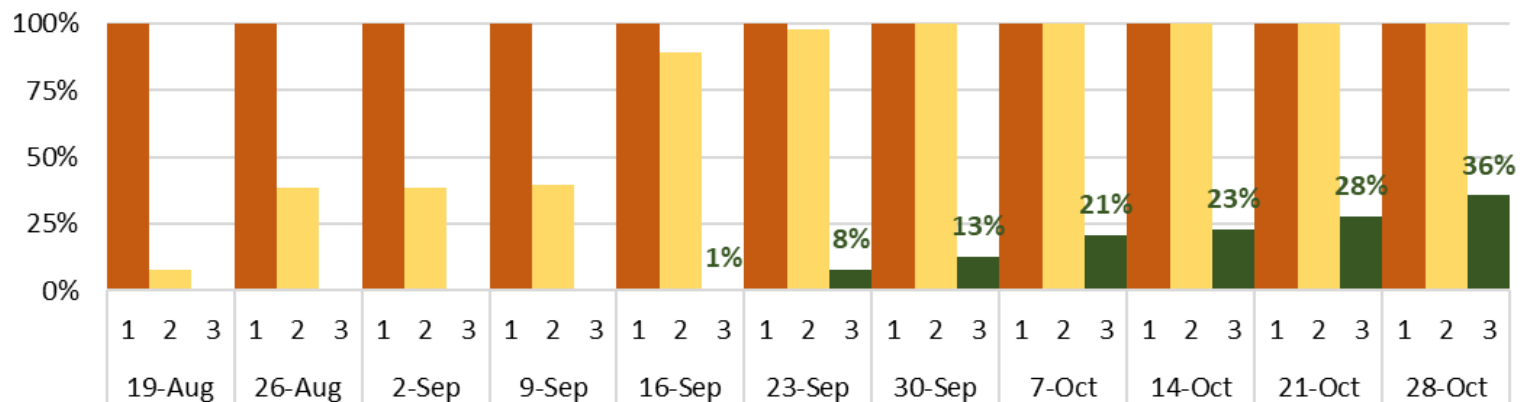
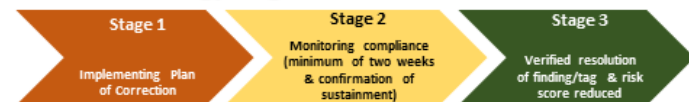
Resolving Mock Survey #1 Findings

- 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 36 verified as fully resolved.

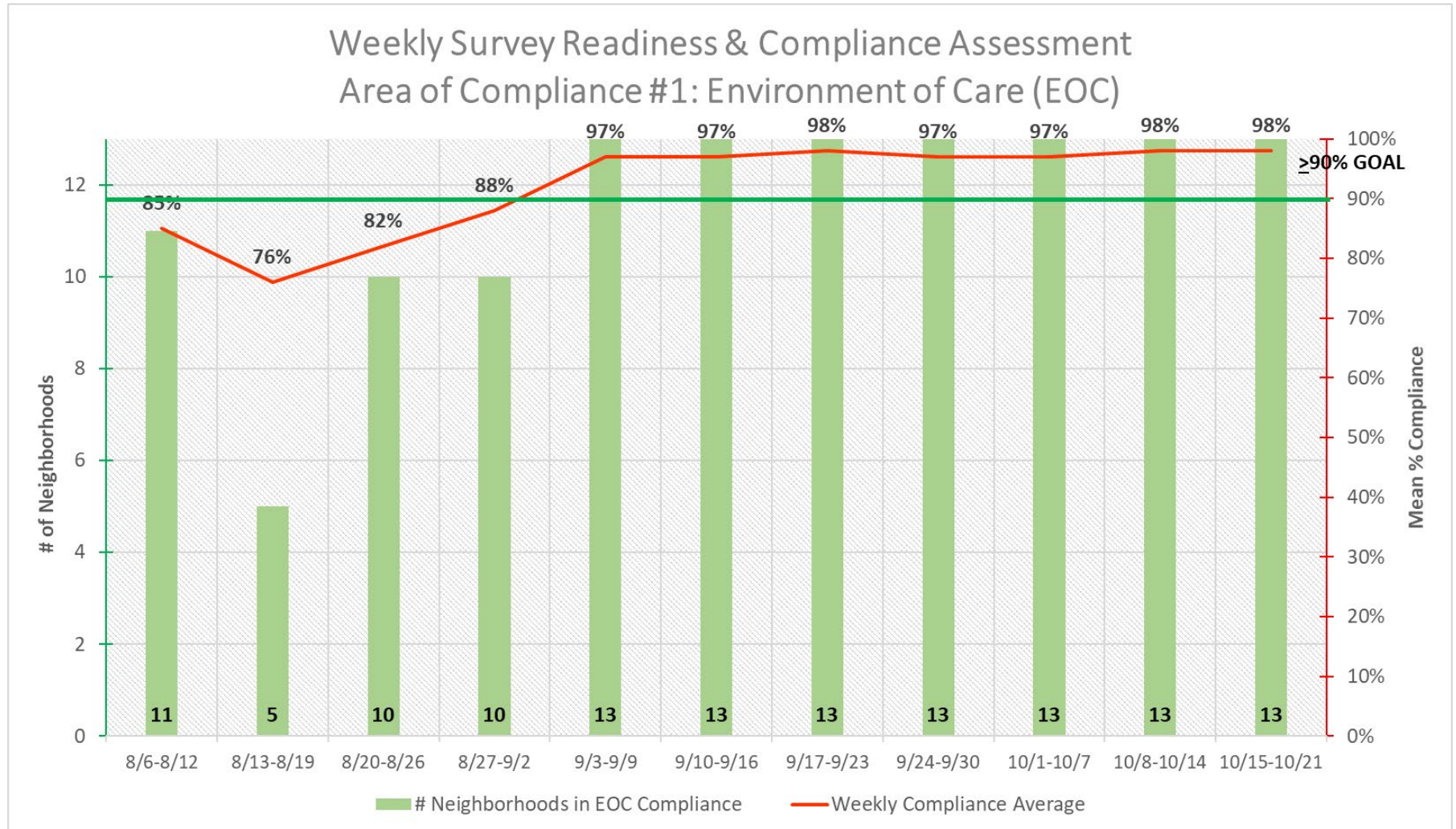
(3) LHH Findings (Tags) Requiring Resolution

(% of tags that have entered or completed each stage of the resolution process)

Finding/Tag Resolution Process



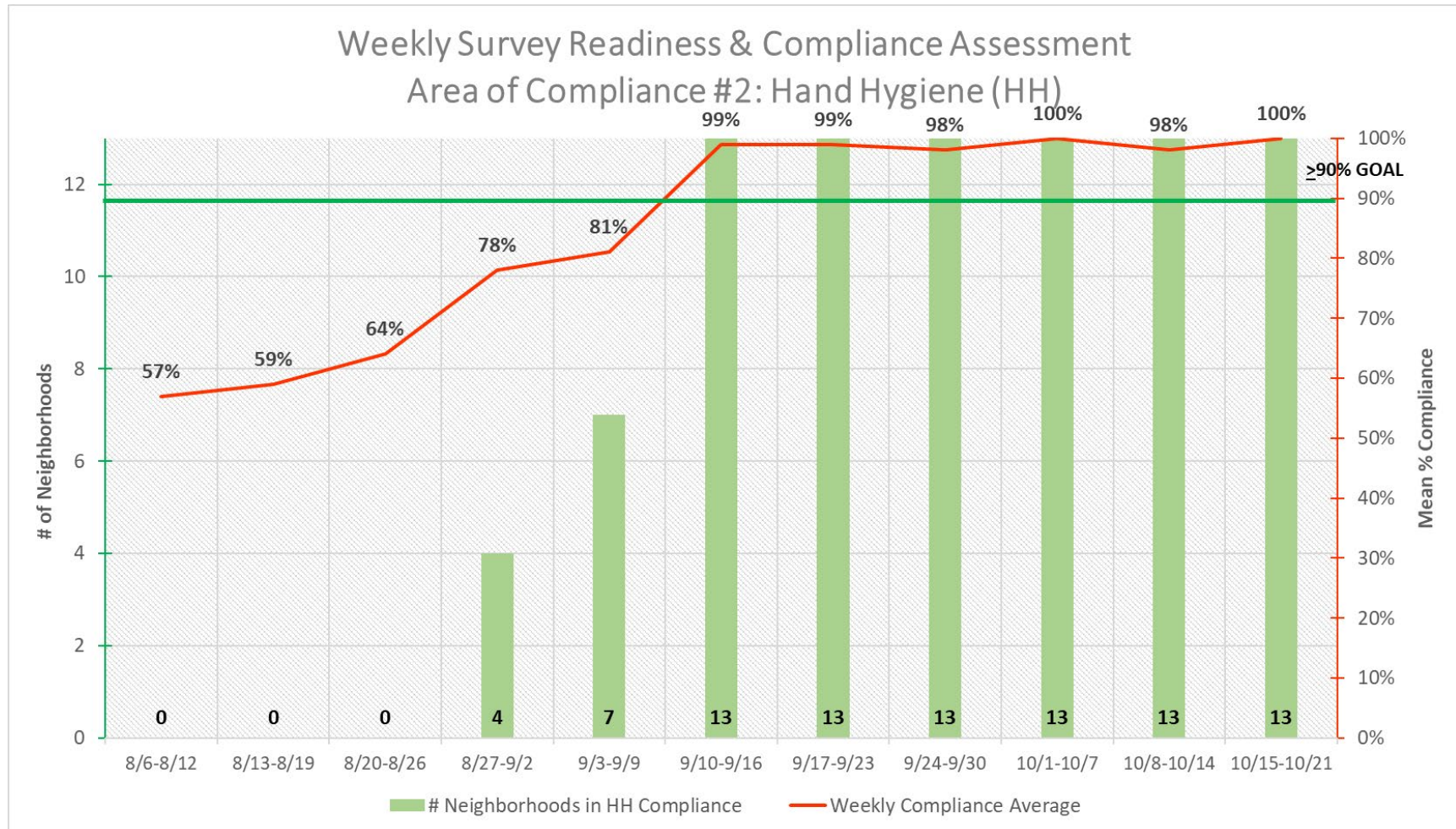
CMS RECERTIFICATION



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.



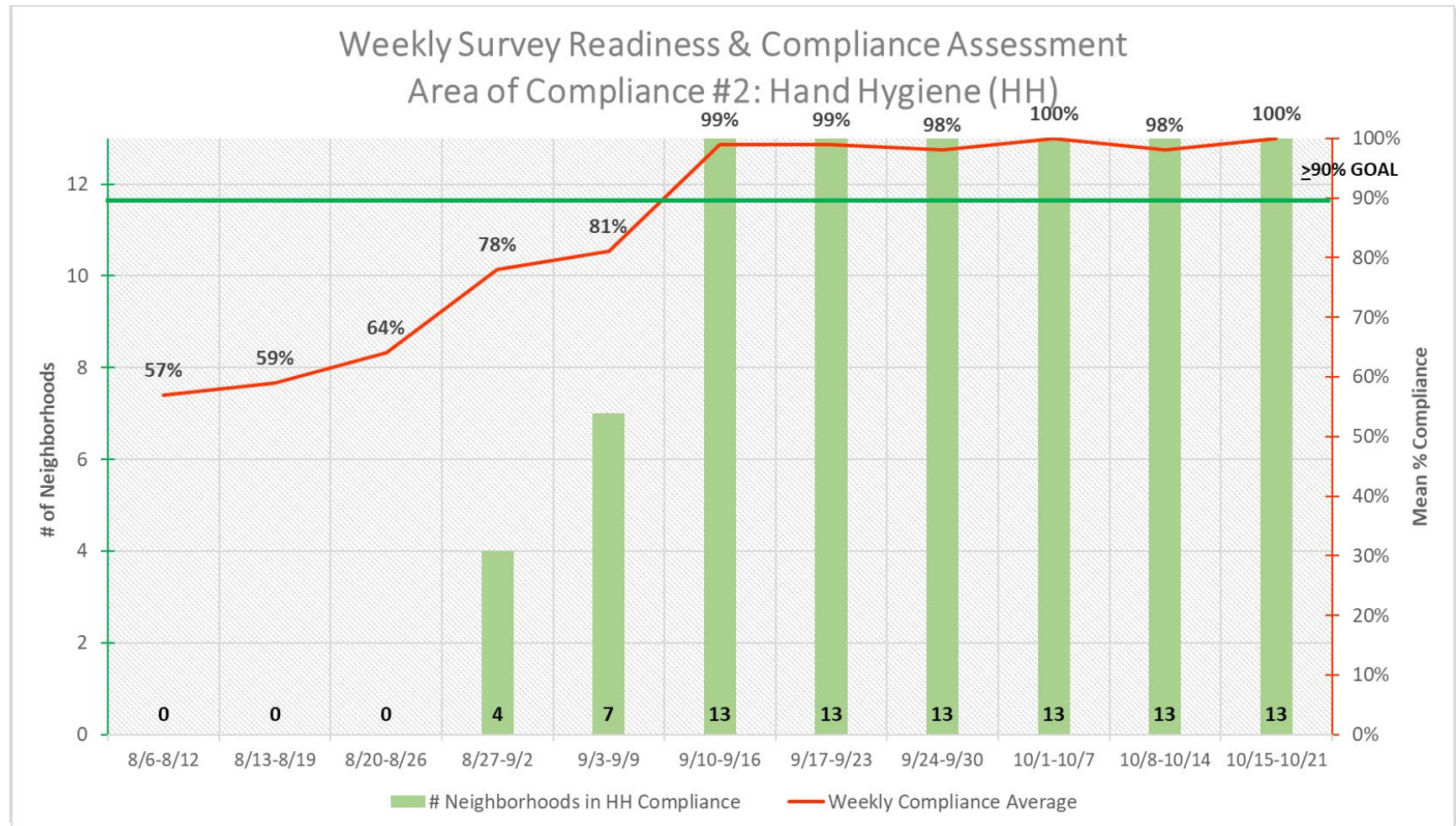
CMS RECERTIFICATION



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



Select Recertification Activities

- All staff completed an intensive recertification education training.
- Thousands of in-person observations each week across all shifts and days.
- Leadership Rounding to ensure leaders are connecting with frontline staff.
- Using the same tool regulators use to assess 10 topics weekly on average (repeat monthly).
- Findings Strike Team to respond to findings with an immediate multidisciplinary effort.
- Collaborated with Labor partners to establish skilled nursing facility best practice of unit-based staffing models.
- Updated huddle board program on every unit with important unit-specific data and consistent time and space to huddle on issues.
- Focused weekly themes in the form of “huddle talking points” that all hospital staff review.
- Chartered five staff-led performance improvement projects to proactively address systemwide issues.
- Intensive workshop to problem solve issue areas like storage room organization.
- Change Management program to increase staff moral and engagement, including all staff event.



CMS Recertification



Select Recertification Activities Continued

- Increasing engagement in resident council meetings to ensure resident voices are consistently heard.
- Improved the grievance process to improve resident rights and timely response to concerns.
- Implemented pilot organizational re-structure to align with skilled nursing facility best practices, including piloting the roles of directors of nursing and a nursing home administrator (providing direct partnership to the Interim CEO).
- 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.
- And more!



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.



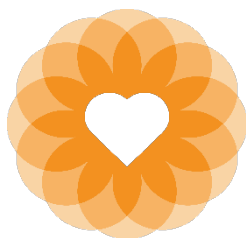
Laguna Honda Updates



Tracking Laguna Honda's Path to Recertification

- Closure Plan and recertification updates are provided at the Health Commission at the second meeting of each month in both open and closed session.
- Closure Plan and recertification updates are provided monthly at the Laguna Honda JCC in both open and closed session.
- Dedicated webpages to the Closure Plan and recertification efforts can be found at lagunahonda.org





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