

File No. 220619

Committee Item No. _____

Board Item No. 19

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: _____

Date: _____

Board of Supervisors Meeting

Date: September 13, 2022

Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 – Ethics Commission
- Award Letter
- Application
- Public Correspondence

OTHER

- Weekly Dashboard for Closure and Patient Transfer & Relocation
- Laguna Honda Hospital Presentation - 6/14/22
- Pause Discharge Letters - 7/28/22
- _____
- _____
- _____
- _____

Prepared by: Lisa Lew

Date: September 9, 2022

Prepared by: _____

Date: _____

Weekly Dashboard for Laguna Honda Hospital Closure and Patient Transfer and Relocation Plan

Laguna Honda Hospital (Laguna Honda) provides safety net health care services to approximately 700 of San Francisco's most vulnerable patients. The care for most of these patients is funded by the federal Centers for Medicare and Medicaid Services (CMS). In April 2022, CMS terminated Laguna Honda's participation in the Medicare and Medicaid Provider Participation Programs. In May 2022, Laguna Honda submitted a Closure and Patient Transfer and Relocation Plan and provides weekly closure data to the California Department of Public Health (CDPH).

WEEKLY CLOSURE REPORT

Week reflects data Monday–Sunday; this week, we provide Weeks 1–4; moving forward, up to 4 weeks of data will be displayed; prior data is available upon request.

PATIENT CENSUS:

The census count changes daily as patients move through the system based on their needs. The census may shrink when patients take a “leave of absence” which is when patients are hospitalized for an inpatient acute stay for more than eight days.

PATIENT ASSESSMENTS, FAMILY MEETINGS, and PATIENT REFERRALS:

Laguna Honda must transfer and relocate patients to appropriate settings of care as part of the Closure and Patient Transfer and Relocation Plan. Staff strongly encourages patients to accept placements as they become available based on their assessment. One reason is that placements nearby may not be available later. The process involves:

- **Clinical patient assessments:** Multi-disciplinary teams work together to ensure safe transfer and discharge. A clinical assessment team includes doctors, nurses, and social workers who discuss the patient's functional capabilities and health needs.
- **Patient and family meetings:** Teams meet with each patient and their families and, where applicable, the patient's representative to share information about the closure process and gather input for the transfer/discharge decision.
- **Patient referrals:** Referring a patient to a new facility is a two-way process: First find a facility that has room and appropriate levels of care must be found and the facility must agree to the placement.
 - Intensive outreach is conducted to find a facility. Once an appropriate facility is found, detailed information about the patient is shared to ensure that the facility can meet care needs (as defined by the patient's placement assessment). The new facility must review and screen the assessment to determine whether they will accept the patient. Only then will the referral occur.

TRANSFER, RELOCATION, and DISCHARGES:

Laguna Honda staff are highly invested in appropriate transfer and relocation for each patient. Resident care teams complete assessments for (1) level of care, (2) risk for transfer trauma, and (3) discharge options.

PATIENT CENSUS				
Week	End of Week 1: May 16-22	End of Week 2: May 23-29	End Week 3: May 30-June 5	End of Week 4: June 6-12
Patients	681	677	677	675

PATIENT ASSESSMENTS, FAMILY MEETINGS, and PATIENT REFERRALS					
Week	Week 1: May 16-22	Week 2: May 23-29	Week 3: May 30-June 5	Week 4: June 6-12	TOTAL
Patient Assessments	105	100	59	74	338
Patient and Family Meetings	43	57	21	57	178
Patient Referrals	2	79	121	147	349

BED IDENTIFICATION and CALLS, TRANSFERS AND DISCHARGES					
Week	Week 1: May 16-22	Week 2: May 23-29	Week 3: May 30-June 5	Week 4: June 6-12	TOTAL
TOTAL CALLS per week	739	1,188	1,162	1,418	4,507
BEDS AVAILABLE					
<u>In SF</u>					
Called facilities	15	15	15	15	60
Found beds available	11	0	10	2	23
<u>Out of County</u>					
Called facilities	482	1,095	850	1,103	3,530
Found beds available	1,187	1,070	1,457	1,540	5,254
DISCHARGES	0	1	0	5	6



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital Recertification Update

June 14, 2022



Agenda

- About Laguna Honda Hospital
- Timeline and Path to Recertification
- Closure and Patient Transfer and Relocation Plan
- Dashboards and Data



About Laguna Honda Hospital

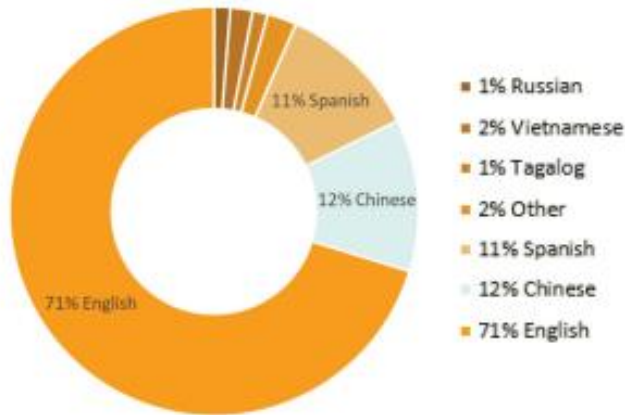
History & Care

- Cares for San Francisco's most in-need patients for more than 150 years
- Serves approximately 700 low or very low-income patients with complex medical needs as part of City's health care safety net.
- Provides restorative care programs, palliative care, hospice and rehabilitative services.
- Serves people with complex or chronic conditions such as stroke, traumatic brain injury or degenerative diseases.
- Provides nationally recognized programs for memory care for people with Alzheimer's/dementias.
- Has one of the only HIV/AIDS skilled nursing programs in the Bay Area.
- Provides monolingual care in Spanish and Chinese.

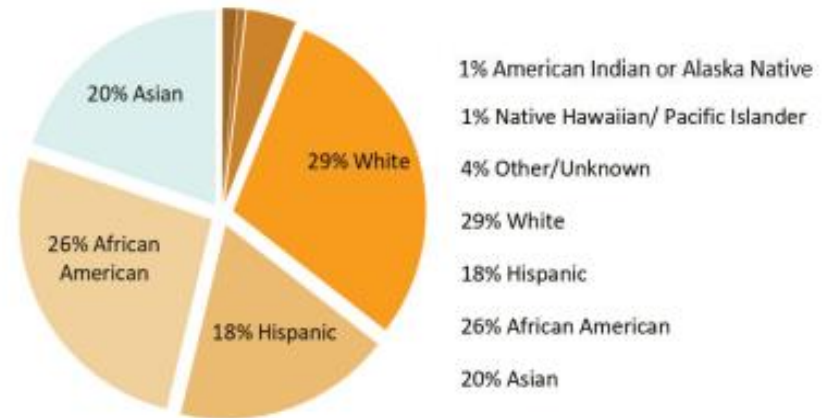


About Laguna Honda Hospital

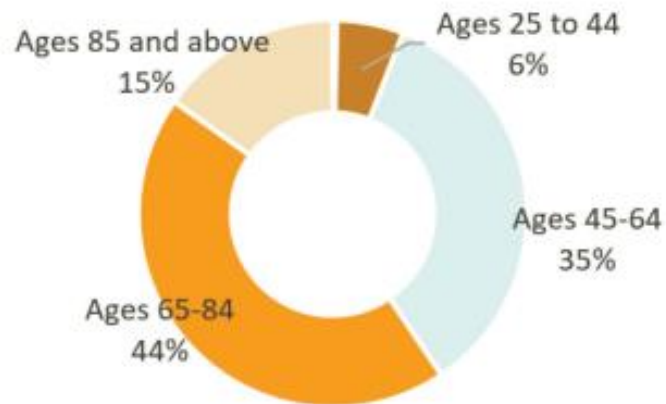
Patients by Primary Language



Patients by Race

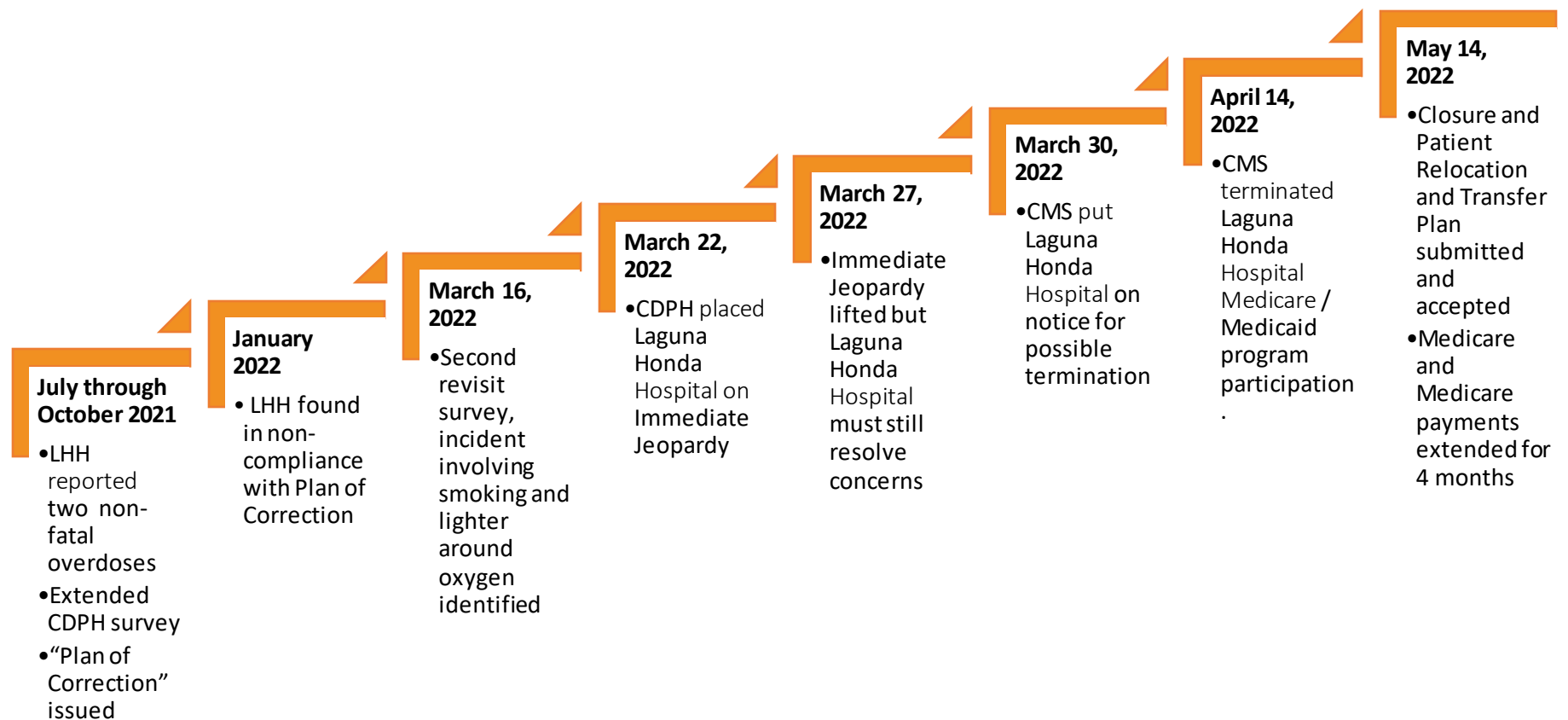


Patients by Age



Laguna Honda Hospital: Brief Timeline of CMS Certification Issue

Overview



Laguna Honda Hospital Path to CMS Recertification



Laguna Honda Hospital Recertification Update

We are leading an aggressive initiative to achieve Medicare and Medicaid recertification with CMS.

*Our **highest priority** is to **remain open** and continue providing **quality healthcare to patients** while **ensuring federal and state regulatory compliance**.*

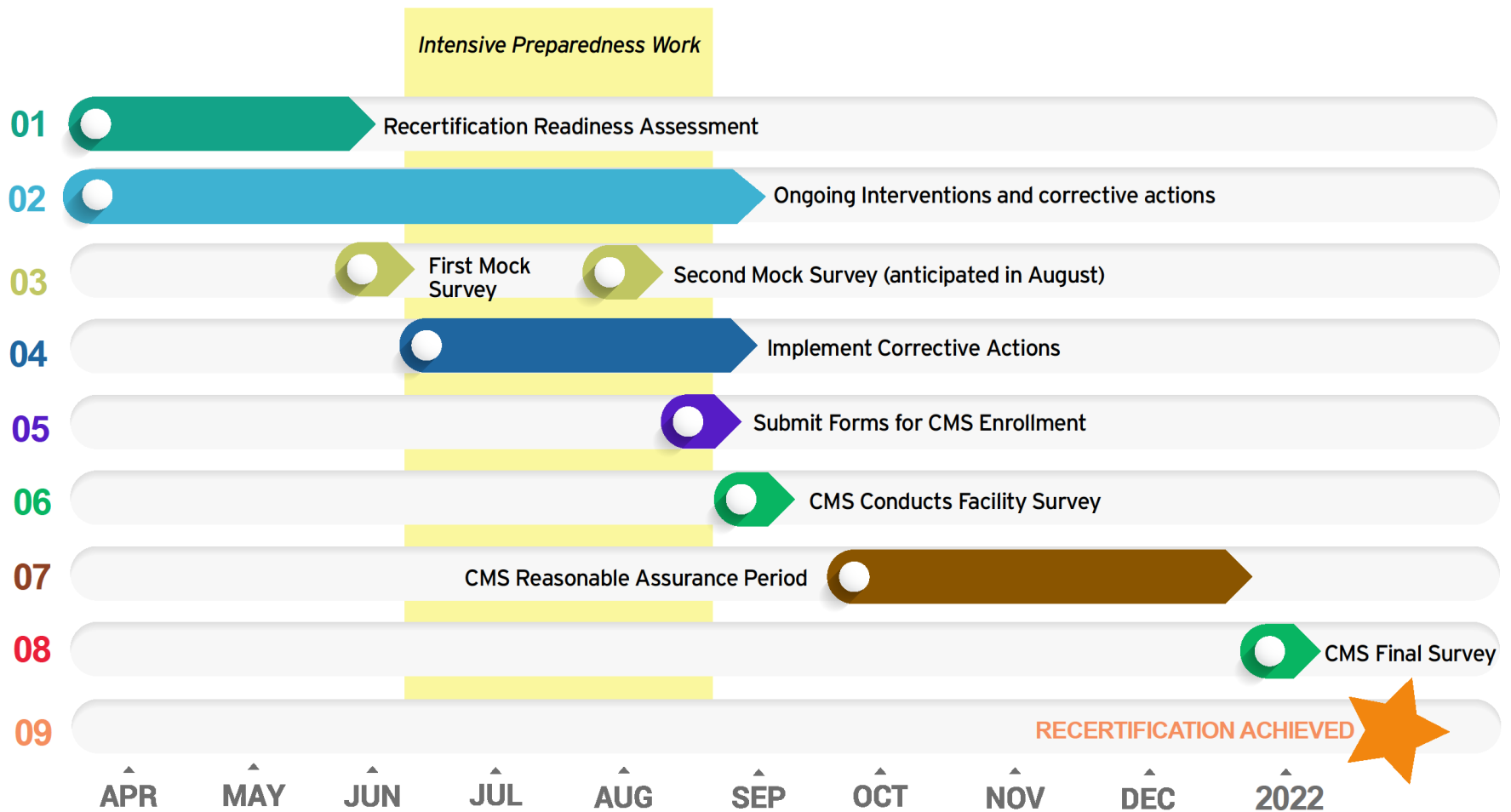
We hired specialized independent third-party **consulting firms** who are:

- conducting top-to-bottom assessment (i.e., patient care, culture, leadership, and governance)
- working collaboratively with Laguna Honda Hospital (LHH) Incident Command, staff, and union partners
- providing technical support for ongoing CDPH and CMS compliance



Laguna Honda Hospital Path to CMS Recertification

LAGUNA HONDA HOSPITAL CMS RECERTIFICATION TENTATIVE TIMELINE





San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital Closure and Patient Transfer and Relocation Plan Update

June 14, 2022



Laguna Honda Hospital Closure and Patient Transfer and Relocation Plan



Laguna Honda Hospital is required by regulation to submit and implement a Closure and Patient Transfer and Relocation Plan.

CMS approved the plan on May 13, 2022, which extended critical federal funding for four months with a possible two-month extension, for a total of up to six months.

For Laguna Honda Hospital to receive continued funding, all efforts must be made to implement the plan, which means we must actively transfer patients.



Laguna Honda Closure and Patient Transfer and Relocation Plan



Process includes (as outlined in the approved plan):

- Notify patients, staff, families, decisionmakers, and State ombudsperson
- Assess patients for safe transfers and/or discharges
- Conduct patient and family meetings
- Hold staff meetings
- Discharge appeal process
- Relocate patients

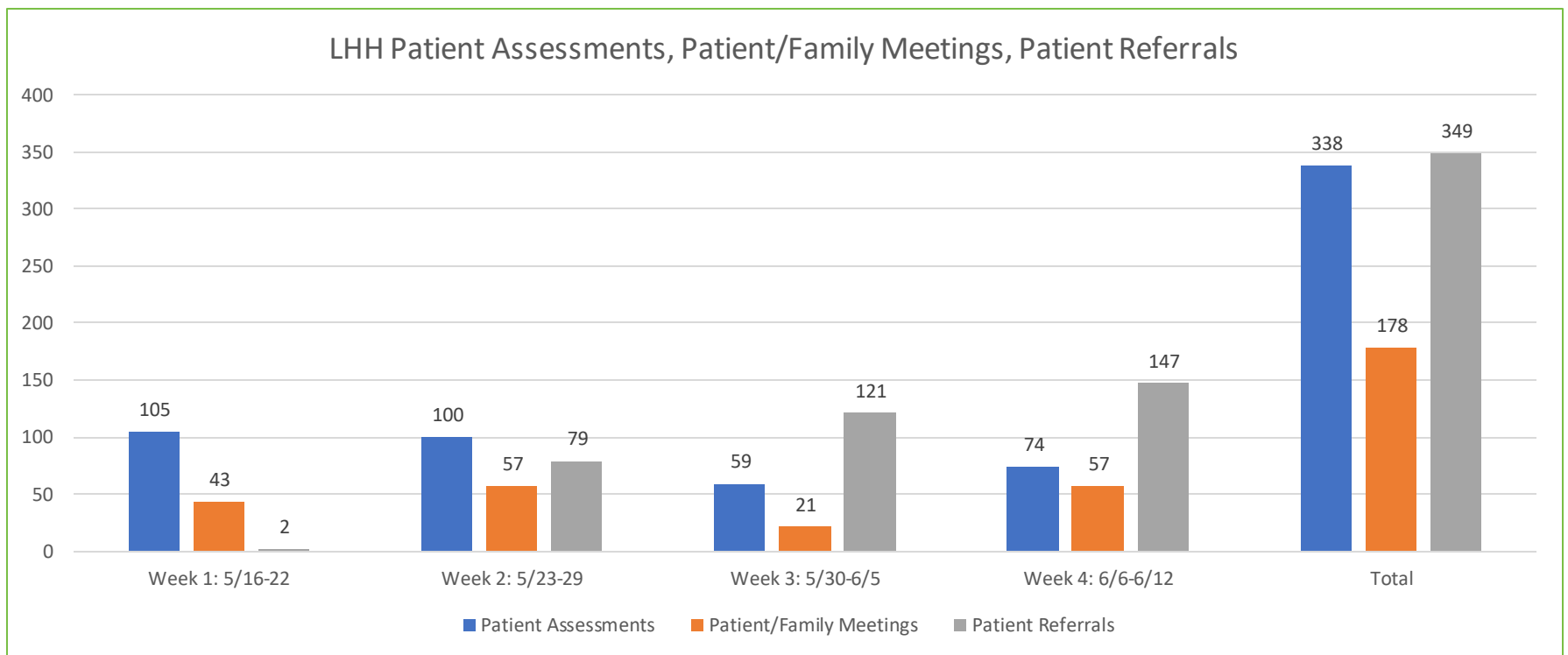
Laguna Honda Hospital Closure and Patient Transfer and Relocation Plan

Reports to CMS and CDPH, as of June 13, 2022

Category	Week 1 5.16-22	Week 2 5.23-29	Week 3 5.30-6.5	Week 4 6.6-12	TOTAL
Community	0	1	0	1	2
Facility	0	0	0	4	4
Total LHH Coordinated Discharges	0	1	0	5	6
Expirations	1	1	1	0	3
AMA/AWOL	0	1	0	0	1
Daily Census	681	677	677	675	

Laguna Honda Hospital Closure and Patient Transfer and Relocation Plan

Reports to CMS and CDPH, as of June 13, 2022



Supporting Laguna Honda Hospital Staff



Supporting professional, social, and emotional well-being and development of employees during recertification and closure plan work:

- Hold frequent, timely and accurate communication with staff
 - Increase opportunities for interactions with Laguna Honda Hospital leadership, Human Resources, and Unions
 - Promote wellness resources
 - Employee Assistance Program
 - Employee Wellness Hub
 - Support skills development
 - Professional Development
 - Trainings
 - Celebrate successes and milestones as a community
-

Laguna Honda Hospital Closure and Patient Transfer and Relocation Plan

Reports to CMS and CDPH, as of June 13, 2022

LHH Phone Calls to Skilled Nursing Facilities (SNF)

	Calls to SNF facilities	Week 1 5.16-22	Week 2 5.23-29	Week 3 5.30-6.5	Week 4 6.6-12	TOTAL
SF County	Unique facilities in SF called weekly	15	15	15	15	60
	Total number of weekly calls made to facilities in SF	30	30	30	30	120
Out of County	Unique facilities out of county called weekly	482	1,095	850	1,103	3,530
	Total number of weekly calls made to facilities out of county	709	1,158	1,132	1,388	4,387
	Total calls made to facilities (SF & Out of County)	739	1,188	1,162	1,418	4,507

Laguna Honda Hospital Closure and Patient Transfer and Relocation Plan

Reports to CMS and CDPH, as of June 13, 2022

Bed Availability at Skilled Nursing Facilities (SNF)

Bed Availability		Week 1 5.16-22	Week 2 5.23-29	Week 3 5.30-6.5	Week 4 6.6-12	TOTAL
SF County	Number of available Medi-Cal certified beds in SF	0	0	0	0	0
	Number of available Medicare certified beds in SF	0	0	0	0	0
	Total number of beds available in SF (Medicare or Medi-Cal certified bed type not disclosed by facility)	11	0	10	2	23
Out of County	Number of available Medi-Cal certified beds out of county	53	0	0	5	58
	Number of available Medicare certified beds out of county	157	0	24	49	230
	Total Number of beds available out of county (Medicare or Medi-Cal certified bed type not disclosed by facility)	1,187	1,070	1,457	1,540	5,254



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Thank you!

From: [Hickey, Jacqueline \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [Entezari, Mehran \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [BOS Legislation, \(BOS\)](#); [BOS-Operations](#)
Subject: FW: TODAY: Pausing Transfers and Discharges of All Laguna Honda Residents
Date: Thursday, July 28, 2022 4:30:06 PM
Attachments: [7.28.22 LHH CEO Message - Pausing Transfers and Discharges of All Laguna Honda Residents \(Resident - English\).cleaned.pdf](#)
[7.28.22 LHH CEO Message - Pausing Transfers and Discharges of All Laguna Honda Residents \(Staff\).cleaned.pdf](#)
Importance: High

From: Validzic, Ana (DPH) <ana.validzic@sfdph.org>
Sent: Thursday, July 28, 2022 3:30 PM
To: BOS-Legislative Aides <bos-legislative_aides@sfgov.org>; BOS-Supervisors <bos-supervisors@sfgov.org>
Subject: TODAY: Pausing Transfers and Discharges of All Laguna Honda Residents
Importance: High

Honorable Supervisors and Staff:

As you know, the Centers for Medicare and Medicaid Services (CMS) terminated Laguna Honda Hospital's participation in the Medicare and Medicaid Provider Participation Programs in April 2022. As a result, CMS required Laguna Honda to transfer or discharge all residents by mid-September. Finding appropriate placements at a new facility is a challenge and takes time. In many cases, residents have relied on us for their healthcare for years and their continued wellbeing is our highest priority.

This is an extremely challenging time for our community of residents and their families, our staff and all those who care about Laguna Honda Hospital. The transfer and discharge of residents has been challenging as many have complex healthcare needs. Yesterday, regulators agreed to the City's urgent request to pause all transfers at Laguna Honda Hospital.

Accordingly, as of today, Laguna Honda will pause the discharge and transfer of all residents. This impacts approximately 600 residents.

The Centers for Medicare & Medicaid Services (CMS), the California Department of Public Health (CDPH) and the California Department of Health Care Services (DHCS) are all in agreement with this decision. Laguna Honda continues to work towards recertification in the Medicare and Medicaid Provider Participation Programs.

Attached are copies of letters going out to staff and residents at Laguna Honda. As always, please let us know if you have any questions.

Best, Ana

Ana Validzic (she/her)

Government Affairs Manager

San Francisco Department of Public Health

ana.validzic@sfdph.org | 650.503.9536 (cell)

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San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Roland Pickens, MHA, FACHE
Chief Executive
San Francisco Health Network

July 28, 2022

Pausing Transfers and Discharges of All Laguna Honda Residents

Dear Laguna Honda Residents and Families,

This is an extremely challenging time for our community of residents and their families, our staff and all those who care about Laguna Honda Hospital.

I am writing to share that as of today, Laguna Honda will pause the discharge and transfer of all residents based on regulators agreeing to the City's urgent request to pause all transfers of residents at Laguna Honda.

As you know, the Centers for Medicare and Medicaid Services (CMS) terminated Laguna Honda's participation in the Medicare and Medicaid Provider Participation Programs in April 2022. Another way to think about this is that CMS no longer sees Laguna Honda as part of their program. As a result, CMS required Laguna Honda to transfer or discharge all Medicare and Medicaid residents by mid-September.

The Closure Plan has had challenges and negative impacts for our community. As a result, Laguna Honda worked with, and at the direction of, CMS, the California Department of Public Health (CDPH) and the California Department of Health Care Services (DHCS) to pause the discharge and transfer of all residents.

At this time, we are not certain how long we will be allowed to pause transfers and discharges but will continue to keep our community updated with the latest information. We know the uncertainty is challenging but we hope this pause provides our community with relief.

We are committed to providing dedicated care to all Laguna Honda residents.

Sincerely,

Roland Pickens, MHA, FACHE

Chief Executive Officer, San Francisco Health Network &
Interim Chief Executive Officer, Laguna Honda Hospital



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Roland Pickens, MHA, FACHE
Chief Executive
San Francisco Health Network

July 28, 2022

Pausing Transfers and Discharges of All Laguna Honda Residents

Dear Laguna Honda Staff,

This is an extremely challenging time for our community of residents and their families, our staff and all those who care about Laguna Honda Hospital.

I am writing to share that as of today, Laguna Honda will pause the discharge and transfer of all residents based on regulators agreeing to the City's urgent request to pause all transfers of residents at Laguna Honda.

As you know, the Centers for Medicare and Medicaid Services (CMS) terminated Laguna Honda's participation in the Medicare and Medicaid Provider Participation Programs in April 2022. Another way to think about this is that CMS no longer sees Laguna Honda as part of their program. As a result, CMS required Laguna Honda to transfer or discharge all Medicare and Medicaid residents by mid-September.

The Closure Plan has had challenges and negative impacts for our community. As a result, Laguna Honda worked with, and at the direction of, CMS, the California Department of Public Health (CDPH) and the California Department of Health Care Services (DHCS) to pause the discharge and transfer of all residents.

At this time, we are not certain how long we will be allowed to pause transfers and discharges but will continue to keep our community updated with the latest information. We know the uncertainty is challenging but we hope this pause provides our community with relief.

Thank you for supporting our residents and their families during this challenging time.

Sincerely,

Roland Pickens, MHA, FACHE
Chief Executive Officer, San Francisco Health Network &
Interim Chief Executive Officer, Laguna Honda Hospital

Patrick Monette-Shaw

975 Sutter Street, Apt. 6
San Francisco, CA 94109
Phone: (415) 292-6969 • e-mail: pmonette-shaw@earthlink.net

June 14, 2022

Committee of the Whole, San Francisco Board of Supervisors

The Honorable Shamann Walton, Board President
The Honorable Connie Chan, Supervisor, District 1
The Honorable Catherine Stefani, Supervisor, District 2
The Honorable Aaron Peskin, Supervisor, District 3
The Honorable Gordon Mar, Supervisor, District 4
The Honorable Dean Preston, Supervisor, District 5
The Honorable Matt Dorsey, Supervisor, District 6
The Honorable Myrna Melgar, Supervisor, District 7
The Honorable Rafael Mandelman, Supervisor, District 8
The Honorable Hillary Ronen, Supervisor, District 9
The Honorable Ahsha Safai, Supervisor, District 11

1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Testimony **Laguna Honda Hospital Closure and Patient Relocation Plan**
(Agenda Item 62, File #220619)

Dear President Walton and Members of the Board of Supervisors,

The potential closure of Laguna Honda Hospital would not only be disastrous for the 686 residents at LHH as of May 6, 2022, it would also be disastrous to other San Franciscans who will likely need this City treasure for generations to come who may need in-county skilled nursing and end-of-life care.

1. **Continue Today's Hearing to the PSNS Committee for Follow-Up** First and foremost, at the conclusion of today's Committee of the Whole hearing on the potential closure of LHH, I urge you to introduce, entertain, and pass a motion to continue today's hearing to the call of the Chair of the Board of Supervisors Public Safety and Neighborhood Service (PSNS) Committee to ensure this Board continues to receive monthly updates on the status of the *LHH Closure Plan*. In particular, I also urge you to waive the Board of Supervisors Rule regarding the 30-day hold typically involved before holding Committee level hearings.

The PSNS Committee needs to be actively involved in receiving regular updates on the efforts to obtain recertification of LHH through the September 13 potential closure date so members of the public are kept adequately informed about efforts to preserve this legacy facility any of us may need as we age and our health declines.

2. **Review HMA Consultant Contract Scope of Services** In response to the *LHH Closure Plan*, the Health Commission approved on June 7 **two contracts totalling \$5.6 million** to assist SFDPH in getting LHH recertified by the Centers for Medicare and Medicaid Services (CMS). The Health Commission completed a \$1.8 million contract with *Health Services Advisory Group*. On June 13, SFDPH finally released the second \$3.8 million contract with *Health Management Associates* (HMA), which is for a 14-month period between May 9, 2022 through June 30, 2023. It is thought LHH will be submitting a recertification application for LHH to CMS by mid-September 2022, so it is unclear why the contract is for an additional nine months through June 2023. Spending \$5.6 million to regain CMS certification for LHH seems to be excessive.

The Board of Supervisors should review the HMA contract, because the contract seems overly-broad in terms of the scope of services to be provided. There are two "Tasks" described in the Scope of Services: Task 1 is to perform a "*Comprehensive Assessment*," and Task 2 involves efforts related to "*CMS Recertification*" of LHH. Task 1 involves:

"HMA, in coordination with the Department, will conduct a comprehensive "top to bottom" organizational, operational, and clinical assessment of LHH to identify current performance gaps in the provision of care, operational effectiveness, regulatory standards compliance, and quality outcomes. Focus areas will include, but not be limited to: Executive Leadership, Organizational Structure, Medical Staff, Nursing Operations,

June 14, 2022

Laguna Honda Hospital Closure and Patient Relocation Plan (Board File 220619)

Page 2

Hospital Governing Body, Management, Administrative Operations, Care Models, Organizational Change Management, and Financial Analysis of Care Models.”

The scope of “top-to-bottom” assessment in Task 1 is apparently to determine how far LHH may have to go to satisfy federal standards, and suggests the HMA contract may involve a potential massive overhaul of LHH’s mission and operations beyond simply obtaining CMS recertification. The Board of Supervisors should review the scope of services in the HMA contract.

- 3. Hold SF Department of Public Health Employees Fully Accountable** The Board of Supervisors should explore whether additional SFDPH staff and the Health Commissioners themselves need to be replaced and held accountable for the situation now threatening LHH’s existence.

Between October 2021 (when inspectors notified LHH that it needed to submit a plan of correction to fix substandard care deficiencies and submit a plan of correction) and April 2022, LHH and the Health Department responded to the increasing federal concerns about the situation at LHH by downplaying the seriousness of the problems, including by issuing press releases saying the state inspectors had found only *minor* deficiencies.

Five days after CMS halted LHH’s federal re-imburement, during the Health Commission’s April 19, 2022 meeting Director of Public Health Dr. Grant Colfax continued to minimize the severity of the problem. Colfax claimed in his *Director’s Report* to the Commission that state surveyors had identified that week “*new issues not previously communicated to Laguna Honda leadership.*” Colfax pooh-poohed the new findings as being “*unrelated and technical individual infractions.*” That’s nonsense, because all of SFDPH’s senior leadership know full well that when state surveyors return for follow-up surveys, additional findings of new problems can be — and often are — identified.

During the six-month period between October and April, the Health Commission’s LHH Joint Conference Committee (LHH-JCC) — consisting of three health commissioners and LHH senior management — were briefed repeatedly about the substandard care violations and federal deficiencies at LHH. So, it’s clear LHH’s governing body — the Health Commission — was fully aware of the potential seriousness of the situation.

On April 14 — the same day CMS froze payment to LHH from Medicare and Medicaid reimbursement and halted new admissions to LHH — the [San Francisco Chronicle](#) published an article about LHH’s potential closure, in which the *Chronicle* attributed to LHH CEO Michael Phillips as having said “... *that there will be no changes to hospital staffing.*” Oddly, Phillips stepped down (or was removed) as LHH CEO a month-and-a-half later on June 2, ironically making him the first change to LHH’s staffing.

It should not be just Mr. Phillips who is replaced. In response to an excellent May 20, 2022 [SFStandard.com](#) article by Matt Smith titled “*The Last Alms House: Laguna Honda Faces Daunting Overhaul,*” political consultant Jack Davis posted an on-line comment¹ saying “[This is] *Outrageous given the battles and money spent to redo Laguna Honda. Fire the City’s Health Director [Grant Colfax] and entire Health Commission.*”

Mr. Davis is on to something. Colfax and the Health Commission had known about the systemic problems at LHH and had downplayed the severity of the problems. They should also be replaced, as Mr. Phillips was.

Respectfully submitted,

Patrick Monette-Shaw

Columnist,

Westside Observer Newspaper

cc: Angela Calvillo, Clerk of the Board

¹ <https://sfstandard.com/public-health/the-last-alm-house-laguna-honda-faces-daunting-overhaul-to-satisfy-federal-regulators/>

From: [Board of Supervisors. \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [Calvillo, Angela \(BOS\)](#); [Somera, Alisa \(BOS\)](#); [Laxamana, Junko \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [BOS Legislation. \(BOS\)](#)
Subject: FW: SF Board of Supervisors Meeting June 14, 2022. ••• agenda 62 ••Board File 220619 ••• Lagune Honda Hospital
Date: Wednesday, June 15, 2022 3:29:01 PM

From: m. cleary Monley <mcomonley@gmail.com>
Sent: Monday, June 13, 2022 11:09 PM
To: Chan, Connie (BOS) <connie.chan@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; Preston, Dean (BOS) <dean.preston@sfgov.org>; Dorsey, Matt (BOS) <matt.dorsey@sfgov.org>; Melgar, Myrna (BOS) <myrna.melgar@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>
Subject: SF Board of Supervisors Meeting June 14, 2022. •••• agenda 62 ••Board File 220619
••• Lagune Honda Hospital

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SF Board of Supervisors Meeting June 14, 2022. •••• agenda 62 ••Board File 220619 ••• Lagune Honda Hospital

Save Laguna Honda Hospital

Our son is a resident at Laguna Honda Hospital - since September 2019. He is a quadriplegic who had been living on his own at Serra House - run by Mercy housing - since 1987 as the result of gun violence. It has been a struggle, but he has weathered many crises and challenges. As his health has been deteriorating after 34 years in a wheelchair, and with the problems inherent in the securing attendant help through the IHHS system in this difficult economy in this expensive city, there is no way he could have survived the pandemic and the its disruptions. Getting into Laguna Honda was a life-saver. We are forever grateful for the care he continues to receive at this wonderful institution and for the dedication of the staff. But now with Laguna Honda being threatened with closure because of the loss of funding from Medicare and HHS his safety and security and health are threatened.

The federal government's mandate that a plan be put in place to move nearly 700 residents to non-existent care facilities is unreasonable, even impossible. Other appropriate facilities are just not to be found in the Bay Area, state or country. The distant government auditors have no idea of what a service Laguna Honda provides for the community and what an amazing institution it is. I visit Laguna Honda regularly and see it as a well-organized, well-run, caring institution that provides for the health and emotional needs of a fragile population in a clean modern - even beautiful - facility. Our son is safe and well-cared for at Laguna Honda. He can even thrive there. Cruel threats to forcibly remove these residents because of infractions by a few residents are beyond belief.

Those who decide the fate of Laguna Honda must not ignore the success of this nursing home - one of the largest in the nation - in fighting the Covid -19 crisis with low infection/death rates that have been a

model for the nation.

The supervisors and the other elected city officials are surely aware of the situation faced by this major San Francisco institution and of its vital importance to the residents and their families, not to mention the livelihoods of up to over 1000 dedicated employees. It is now time for action by our elected officials to convince Medicare, Medicaid and HHS Secretary Becerra to proceed with the recertification of Laguna Honda - to keep it open as a safe home for 700 San Franciscans. Thank you.

Michael and Karen Monley
Glen Park

Somera, Alisa (BOS)

From: Teresa Palmer <teresapalmer2014@gmail.com>
Sent: Thursday, June 16, 2022 9:32 AM
Subject: Fwd: Laguna Honda: correcting the record about the current troubles

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: **Teresa Palmer** <teresapalmer2014@gmail.com>
Date: Thu, Jun 16, 2022 at 9:21 AM
Subject: Laguna Honda: correcting the record about the current troubles
To: <Connie.Chan@sfgov.org>, Stefani, Catherine (BOS) <Catherine.Stefani@sfgov.org>, Peskin, Aaron (BOS) <Aaron.Peskin@sfgov.org>, Mar, Gordon (BOS) <Gordon.Mar@sfgov.org>, Dean Preston <Dean.Preston@sfgov.org>, <Matt.Dorsey@sfgov.org>, <Myrna.Melgar@sfgov.org>, Mandelman, Rafael (BOS) <Rafael.Mandelman@sfgov.org>, Ronen, Hillary <Hillary.Ronen@sfgov.org>, <Shamann.Walton@sfgov.org>, Safai, Ahsha (BOS) <Ahsha.Safai@sfgov.org>

From:
Teresa Palmer M.D.
Family Medicine/Geriatrics
1845 Hayes St.
San Francisco, California 94117
Phone:415-260-8446
Fax: 415-292-7738
Email: Teresapalmer2014@gmail.com
Date: June 16 2022

I was an attending physician at Laguna Honda from 1989-2004.
The discussion about Laguna Honda at the June 14 BOS hearing was not an honest one by SFDPH and Laguna Honda officials:

Two points that were obfuscated by Health officials at the recent meeting:

1.The current problems threatening Laguna Honda are entirely predictable due to a decision made by the Mayor and SFDPH after the bond issue for the rebuild won in 1999:

In the early 2000s San Francisco Department of Health (SFDPH) gave priority at Laguna Honda to SFGH patients with behavioral and substance use issues - who are hard to discharge from San Francisco General Hospital (SFGH).

This plan was supposed to save money for the General Fund which must pay for out-of-county specialized facilities for behaviorally complex patients. So it had the support of successive Mayors and heads of SFDPH, who serve at the pleasure of the Mayor.

However care of these complicated patients was not adequately funded and specialized staffing and cohorting did not occur----repeated problems with violating nursing home regulations/human rights ensued. Laguna Honda is not "just" being persecuted by CMS---there is a real danger there that must be corrected.

2. Evicting people from Laguna Honda at this time is illegal. Involuntary evictions may jeopardize its licensure further!

Laguna Honda is supposed to make closing plans, but that is different than actual discharge/eviction of patients at this time.

See the link below from California Advocates for Nursing Home Reform:

"Under federal law, the only possible reasons for eviction in this situation would be 1) failure to pay or 2) the facility is "ceasing to operate." Neither of these reasons apply at this time. If a resident pays through Medi-Cal, for example, Medi-Cal can pay Laguna Honda the same way that it always has. And the facility is not "ceasing to operate" — for now it is paid by Medicare and Medi-Cal for current residents."

http://canhr.org/factsheets/misc fs/PDFs/FS_LagunaHonda.pdf

Thank you for listening,
Teresa Palmer MD

Patrick Monette-Shaw

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June 28, 2022

San Francisco Board of Supervisors

The Honorable Shamann Walton, Board President
The Honorable Connie Chan, Supervisor, District 1
The Honorable Catherine Stefani, Supervisor, District 2
The Honorable Aaron Peskin, Supervisor, District 3
The Honorable Gordon Mar, Supervisor, District 4
The Honorable Dean Preston, Supervisor, District 5
The Honorable Matt Dorsey, Supervisor, District 6
The Honorable Myrna Melgar, Supervisor, District 7
The Honorable Rafael Mandelman, Supervisor, District 8
The Honorable Hillary Ronen, Supervisor, District 9
The Honorable Ahsha Safai, Supervisor, District 11

1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: **LHH Patient Census Already Reduced by 67 — a 9.4 Percent Change Decline —
Since October 14, 2021 (LHH Closure and Patient Relocation Plan)**

Dear President Walton and Members of the Board of Supervisors,

As of June 26, LHH's census has already declined by 67 patients (a 9.4 percent change decline) since October 14. This Board needs to rapidly schedule another *Committee of the Whole* hearing on LHH's *Closure Plan* in July, and not wait to hold a follow-up hearing on September 13.

Prior to LHH's release of its "*Notification of Closure and Patient Relocation and Transfer Plan*" to CDPH and CMS dated May 13 and eventually presented to LHH's residents, the California Department of Public Health had first performed an "*Abbreviated Standard Survey*" of LHH on October 14, 2021 and reported LHH's patient census was 710 residents on October 14.

Yesterday, SFDPH released its sixth weekly update to CMS/CDPH, revealing LHH now has a patient census of just 643. That's a loss of 67 patients since October 14, representing a 9.4 percent change reduction in the hospital's census.

The first six weekly reports SFDPH has submitted to CDPH/CMS claims there have been 25 patient discharges since May 16, plus 7 patients deaths, and 2 patients who left AMA or went AWOL, for a total of 34 "*discharges*." But SFDPH's first weekly census report for LHH to CMS/CDPH for the period May 16 to May 22 contains an error of 4 patients unaccounted for between May 6 and May 16. The census reduction attributed to "*discharges*" should be 38, not 34, patients (shown in the first table, below).

However, SFDPH's first "weekly report" to CDPH/CMS for the week ending May 22 wrongly claimed the patient census had "started" at 681 patients. But the census cited in the "*Closure and Patient Relocation and Transfer Plan*" had reported a patient census of 686. SFDPH hasn't explained the variance of those 5 patients, or what happened to them.

Unfortunately, SFDPH has also not explained what happened that reduced the patient census by an additional 24 patients between October 2021 and May 16, plus the additional 5 patients that haven't been accounted for, which brings the total to 29 patients who we have no idea what happened to them between October 14 and May 16.

The Board of Supervisors should require that SFDPH publicly report what happened to the other 29 LHH patients reduced from the hospital's census between October 14 and May 16, because SFDPH doesn't appear to be honestly reporting data to this Board.

Combining the 29 patients we don't know what happened to, plus 38 patients who have already been discharged between May 16 and Sunday, June 26, 2022 — results in a combined census reduction of 67 patients since October 14 (see second table, below).

SFDPH hasn't reported how many of the 67 patients discharged between October 2019 and today have been dumped out-of-county. While SFDPH claims it has "*nothing to hide*," promised transparency, and promised City Supervisors it would begin publicly reporting data on the out-of-county placements, it has not begun reporting the out-of-county placement data yet. So much for "*nothing to hide*."

June 28, 2022

LHH Patient Census Already Reduced by 67 — a 9.4 Percent Change Decline — Since October 14, 2021

Page 2

The LHH census data reported to date through Sunday, June 26 includes:

LHH Closure and Patient Transfer and Relocation Report Weekly Updates

LHH Weekly Reports to CDPH and CMS Began With Week Ending 5/22/2022

(Source: Page 1 of 4-Page Document)

Category	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Total
	5/16/22 – 5/22/22	5/23/22 – 5/29/22	5/30/22 – 6/5/22	6/6/22 – 6/12/22	6/13/22 – 6/19/22	6/20/22 – 6/26/22	
Unplanned Discharges							
Expirations	1	1	1		0	4	7
AMA/AWOL		1			1	0	2
Total Unplanned	1	2	1	0	1	4	9
Planned Discharges							
Community		1		1	1	2	5
Facility				4	6	10	20
Total Planned	0	1	0	5	7	12	25
Total Discharges	1	3	1	5	8	16	34
Remaining Patient Census	681	677	677	675	662	643	(38)
Category							
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 5	Total
	5/16/22 – 5/22/22	5/23/22 – 5/29/22	5/30/22 – 6/5/22	6/6/22 – 6/12/22	6/13/22 – 6/19/22	6/13/22 – 6/19/22	
Patient Assessments	98	100	59	73	56	57	443
Patient Family Meetings	43	57	21	56	48	34	259
Patient Referrals	1	49	86	146	126	146	554
Patient Referrals Breakout (First Began Being Reported on Week 5 Report)							
Accepted					1	0	1
Denied					26	1	27
Pending					100	145	245
Total:					127	146	273

Change in LHH Patient Census Since October 14, 2021

Abbreviated Standard Survey by California Department of Public Health (CDPH) (Source: SF DPH Public Records Requests)

Source Document	Date	Census Reported	Change Since 10/14/21 Census	
			Raw Number	% Change
CDPH's LHH Initial CDPH Survey	10/14/2021	710		
CDPH's LHH Resurvey	3/28/2022	706	(4)	-0.6%
LHH Notice of Closure and Relocation Plan	5/6/2022	686	(24)	-3.4%
SFDPH Report Week 1	5/16 – 5/22/2022	681	(29)	-4.1%
SFDPH Report Week 2	5/23 – 5/29/2022	677	(33)	-4.6%
SFDPH Report Week 3	5/30 – 6/5/2022	677	(33)	-4.6%
SFDPH Report Week 4	6/6 – 6/12/2022	675	(35)	-4.9%
SFDPH Report Week 5	6/13 – 6/19/2022	664	(46)	-6.5%
SFDPH Report Week 6	6/20 – 6/26/2022	643	(67)	-9.4%

Respectfully submitted,

Patrick Monette-Shaw

Columnist,

Westside Observer Newspaper

cc: Angela Calvillo, Clerk of the Board

From: [Minerva Walston](#)
Subject: JOIN US: Save Laguna Honda
Date: Friday, June 10, 2022 8:29:37 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Workers at Laguna Honda in San Francisco are fighting to keep their hospital's doors open

On June 14, the San Francisco Board of Supervisors will be holding a hearing on the status of the recertification plan for Laguna Honda Hospital. It is crucial that our elected leaders hear from workers, patients, community members, and anyone who wants to keep the doors of our hospital open.

IFPTE Local 21 members — alongside our partner unions, the City Administration, and Laguna Honda Hospital Management — are working hard to recertify Laguna Honda Hospital and prevent closure. **Our chances of succeeding depend on public support. Please join us Tuesday, June 14, 3pm to save Laguna Honda Hospital.**

Board of Supervisors Hearing – Laguna Honda Hospital

Tuesday, June 14 at 3 pm

City Hall, room 250

RSVP: Reply to this email or text (415) 412-4851

Please wear Local 21 swag

Laguna Honda Hospital is San Francisco's primary long-term care facility and home to many of San Francisco's most vulnerable. If Laguna Honda closes, it will trigger a crisis in San Francisco's Public Health system. There are no other facilities available to house the more than 700 residents who live at the hospital.

#SaveLagunaHonda

Patrick Monette-Shaw

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Phone: (415) 292-6969 • e-mail: pmonette-shaw@earthlink.net

June 14, 2022

Committee of the Whole, San Francisco Board of Supervisors

The Honorable Shamann Walton, Board President
The Honorable Connie Chan, Supervisor, District 1
The Honorable Catherine Stefani, Supervisor, District 2
The Honorable Aaron Peskin, Supervisor, District 3
The Honorable Gordon Mar, Supervisor, District 4
The Honorable Dean Preston, Supervisor, District 5
The Honorable Matt Dorsey, Supervisor, District 6
The Honorable Myrna Melgar, Supervisor, District 7
The Honorable Rafael Mandelman, Supervisor, District 8
The Honorable Hillary Ronen, Supervisor, District 9
The Honorable Ahsha Safai, Supervisor, District 11

1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Testimony **Laguna Honda Hospital Closure and Patient Relocation Plan**
(Agenda Item 62, File #220619)

Dear President Walton and Members of the Board of Supervisors,

The potential closure of Laguna Honda Hospital would not only be disastrous for the 686 residents at LHH as of May 6, 2022, it would also be disastrous to other San Franciscans who will likely need this City treasure for generations to come who may need in-county skilled nursing and end-of-life care.

1. **Continue Today's Hearing to the PSNS Committee for Follow-Up** First and foremost, at the conclusion of today's Committee of the Whole hearing on the potential closure of LHH, I urge you to introduce, entertain, and pass a motion to continue today's hearing to the call of the Chair of the Board of Supervisors Public Safety and Neighborhood Service (PSNS) Committee to ensure this Board continues to receive monthly updates on the status of the *LHH Closure Plan*. In particular, I also urge you to waive the Board of Supervisors Rule regarding the 30-day hold typically involved before holding Committee level hearings.

The PSNS Committee needs to be actively involved in receiving regular updates on the efforts to obtain recertification of LHH through the September 13 potential closure date so members of the public are kept adequately informed about efforts to preserve this legacy facility any of us may need as we age and our health declines.

2. **Review HMA Consultant Contract Scope of Services** In response to the *LHH Closure Plan*, the Health Commission approved on June 7 **two contracts totalling \$5.6 million** to assist SFDPH in getting LHH recertified by the Centers for Medicare and Medicaid Services (CMS). The Health Commission completed a \$1.8 million contract with *Health Services Advisory Group*. On June 13, SFDPH finally released the second \$3.8 million contract with *Health Management Associates* (HMA), which is for a 14-month period between May 9, 2022 through June 30, 2023. It is thought LHH will be submitting a recertification application for LHH to CMS by mid-September 2022, so it is unclear why the contract is for an additional nine months through June 2023. Spending \$5.6 million to regain CMS certification for LHH seems to be excessive.

The Board of Supervisors should review the HMA contract, because the contract seems overly-broad in terms of the scope of services to be provided. There are two "Tasks" described in the Scope of Services: Task 1 is to perform a "*Comprehensive Assessment*," and Task 2 involves efforts related to "*CMS Recertification*" of LHH. Task 1 involves:

"HMA, in coordination with the Department, will conduct a comprehensive "top to bottom" organizational, operational, and clinical assessment of LHH to identify current performance gaps in the provision of care, operational effectiveness, regulatory standards compliance, and quality outcomes. Focus areas will include, but not be limited to: Executive Leadership, Organizational Structure, Medical Staff, Nursing Operations,

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Laguna Honda Hospital Closure and Patient Relocation Plan (Board File 220619)

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Hospital Governing Body, Management, Administrative Operations, Care Models, Organizational Change Management, and Financial Analysis of Care Models.”

The scope of “top-to-bottom” assessment in Task 1 is apparently to determine how far LHH may have to go to satisfy federal standards, and suggests the HMA contract may involve a potential massive overhaul of LHH’s mission and operations beyond simply obtaining CMS recertification. The Board of Supervisors should review the scope of services in the HMA contract.

- 3. Hold SF Department of Public Health Employees Fully Accountable** The Board of Supervisors should explore whether additional SFDPH staff and the Health Commissioners themselves need to be replaced and held accountable for the situation now threatening LHH’s existence.

Between October 2021 (when inspectors notified LHH that it needed to submit a plan of correction to fix substandard care deficiencies and submit a plan of correction) and April 2022, LHH and the Health Department responded to the increasing federal concerns about the situation at LHH by downplaying the seriousness of the problems, including by issuing press releases saying the state inspectors had found only *minor* deficiencies.

Five days after CMS halted LHH’s federal re-imburement, during the Health Commission’s April 19, 2022 meeting Director of Public Health Dr. Grant Colfax continued to minimize the severity of the problem. Colfax claimed in his *Director’s Report* to the Commission that state surveyors had identified that week “*new issues not previously communicated to Laguna Honda leadership.*” Colfax pooh-poohed the new findings as being “*unrelated and technical individual infractions.*” That’s nonsense, because all of SFDPH’s senior leadership know full well that when state surveyors return for follow-up surveys, additional findings of new problems can be — and often are — identified.

During the six-month period between October and April, the Health Commission’s LHH Joint Conference Committee (LHH-JCC) — consisting of three health commissioners and LHH senior management — were briefed repeatedly about the substandard care violations and federal deficiencies at LHH. So, it’s clear LHH’s governing body — the Health Commission — was fully aware of the potential seriousness of the situation.

On April 14 — the same day CMS froze payment to LHH from Medicare and Medicaid reimbursement and halted new admissions to LHH — the [San Francisco Chronicle](#) published an article about LHH’s potential closure, in which the *Chronicle* attributed to LHH CEO Michael Phillips as having said “... *that there will be no changes to hospital staffing.*” Oddly, Phillips stepped down (or was removed) as LHH CEO a month-and-a-half later on June 2, ironically making him the first change to LHH’s staffing.

It should not be just Mr. Phillips who is replaced. In response to an excellent May 20, 2022 [SFStandard.com](#) article by Matt Smith titled “*The Last Alms House: Laguna Honda Faces Daunting Overhaul,*” political consultant Jack Davis posted an on-line comment¹ saying “[This is] *Outrageous given the battles and money spent to redo Laguna Honda. Fire the City’s Health Director [Grant Colfax] and entire Health Commission.*”

Mr. Davis is on to something. Colfax and the Health Commission had known about the systemic problems at LHH and had downplayed the severity of the problems. They should also be replaced, as Mr. Phillips was.

Respectfully submitted,

Patrick Monette-Shaw

Columnist,

Westside Observer Newspaper

cc: Angela Calvillo, Clerk of the Board

¹ <https://sfstandard.com/public-health/the-last-almshouse-laguna-honda-faces-daunting-overhaul-to-satisfy-federal-regulators/>

Patrick Monette-Shaw

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May 24, 2022

San Francisco Board of Supervisors

The Honorable Shamann Walton, Board President
The Honorable Connie Chan, Supervisor, District 1
The Honorable Catherine Stefani, Supervisor, District 2
The Honorable Aaron Peskin, Supervisor, District 3
The Honorable Gordon Mar, Supervisor, District 4
The Honorable Dean Preston, Supervisor, District 5
The Honorable Matt Dorsey, Supervisor, District 6
The Honorable Myrna Melgar, Supervisor, District 7
The Honorable Rafael Mandelman, Supervisor, District 8
The Honorable Hillary Ronen, Supervisor, District 9
The Honorable Ahsha Safai, Supervisor, District 11
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: **Laguna Honda Hospital Closure and Patient Relocation Plan**
(Agenda Item 48, File #220618)

Dear President Walton and Members of the Board of Supervisors,

Given the potential closure of Laguna Honda Hospital (LHH), public disclosure of patient outcomes is critically important, and must be as transparent as possible. It's incumbent on the Board of Supervisors to ensure members of the public receive timely updates about the progress of the potential closure of LHH.

San Franciscans deserved to have the San Francisco Department of Public Health post daily updates on its web site about the number of new COVID cases and deaths daily during the COVID-19 pandemic. That public health data disclosure was greatly appreciated.

Similarly, San Franciscans deserve to have Laguna Honda Hospital (LHH) and/or San Francisco's Department of Public Health (SFDPH) post on-line daily on their respective web sites the number of patients discharged each day from LHH and the remaining patient census at the facility during the process playing out on the potential closure of Laguna Honda Hospital by September 13, in part because LHH is a citywide hospital, not just a facility that happens to be located in Supervisorial District 7.

The Board of Supervisors June 14 Committee of the Whole hearing on the potential closure of LHH includes a 37-page background file "*Laguna Honda Hospital's Strategy for Recertification and the Submission of a Closure and Patient Transfer and Relocation Plan*" LHH apparently completed and submitted to the California DPH on May 13.

Page 13 of the *Closure Plan* says LHH plans to discharge all 686 patients by September 13, 2022, and LHH will provide **daily updates** to California DPH (CDPH) of the number of discharges and the corresponding remaining patient census. And Page 16 of the *Closure Plan* says:

"Laguna Honda will keep the CMS [Centers for Medicare & Medicaid Services] and CDPH informed of the progress of the closure on a daily basis. As a part of keeping both regulatory bodies informed, Laguna Honda will **submit reports every week**, beginning immediately after the approval of this Closure Plan by CMS, detailing the status of each patient's discharge or transfer."

SF DPH and LHH need to publicly report this "de-identified" data weekly to the Board of Supervisors so we can track just how many patients are being discharged, how quickly, and to where (e.g., out-of-county).

Since SF DPH is already required to prepare and submit both daily and weekly reporting to CDPH and CMS about the number of LHH patient discharges and the remaining patient census, it would not require any additional work, or a

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Laguna Honda Hospital Closure and Patient Relocation Plan (Board File 220618)

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burden, on SFDPH staff to have to post on-line on the LHH and SFDPH websites the same data, and provide it to the Board of Supervisors via a report for inclusion in the “*Petitions and Communications*” section of the weekly full Board of Supes meeting agendas in order to keep both the Board of Supes and members of the public informed in real-time about the looming discharges occurring from Laguna Honda.

Additionally, Page 14 of the *Closure Plan* asserts LHH will complete patient discharge summaries, and LHH’s Information Systems Division will create electronic files of each patient’s medical records to provide to the receiving facility a patient is discharged to, along with the patient’s Minimum Data Set (MDS) records prior to discharge and transfer.

[**Note:** The Minimum Data Set (MDS) is part of the federally mandated process for clinical assessment of all residents in Medicare- and Medi-Cal-/Medicaid-certified nursing homes. The MDS provides a comprehensive assessment of each resident’s functional capabilities and helps nursing home staff identify health problems.]

Page 16 states LHH’s “*Records Storage Site*” is it’s electronic health record (EHR) system, named Epic. But SFDPH has recently asserted in response to several public records requests that Epic is not capable of tracking the cities and types of facilities SFGH and LHH patients are discharged to out-of-county.

Since DPH has asserted the Epic database isn’t capable of capturing out-of-county discharge data easily, SFDPH and LHH should be required to maintain an Excel spreadsheet to track the types of facilities and names of the cities the LHH patients are discharged to, so members of the public are fully informed about where these patients are being dispersed to.

Respectfully submitted,

Patrick Monette-Shaw

Columnist,

Westside Observer Newspaper

cc: Angela Calvillo, Clerk of the Board

Introduction Form

By a Member of the Board of Supervisors or the Mayor

Time stamp
or meeting date _____

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee. (An Ordinance, Resolution, Motion, or Charter Amendment)
- 2. Request for next printed agenda Without Reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning "Supervisor inquires"
- 5. City Attorney request.
- 6. Call File No. from Committee.
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File No.
- 9. Reactivate File No.
- 10. Question(s) submitted for Mayoral Appearance before the BOS on

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission Youth Commission Ethics Commission
- Planning Commission Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative Form.

Sponsor(s):

Subject:

The text is listed below or attached:

Signature of Sponsoring Supervisor: _____

For Clerk's Use Only: