



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital Executive Team Report

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July 12, 2022



CLOSURE PLAN



Plan Overview

- The Closure and Patient Transfer and Relocation Plan requires that we transfer or discharge all Laguna Honda patients because the hospital is no longer certified in the Medicare and Medicaid Provider Participation Programs. Laguna Honda is in the process of transferring patients to facilities that can appropriately care for them or discharging patients if they no longer require skilled nursing care.
- CMS extended Medicare and Medicaid payments to Laguna Honda until mid-September with a possible two-month extension.
- We are committed to providing excellent care for patients while they await transfer or discharge and will ensure that the next best possible place is found.
- Laguna Honda hosted a second family town hall on July 11, 2022, to provide updates and answer questions.
- We are partnering with city, state and federal agencies, including HSA, HSH, DHCS, CDPH, and CMS.

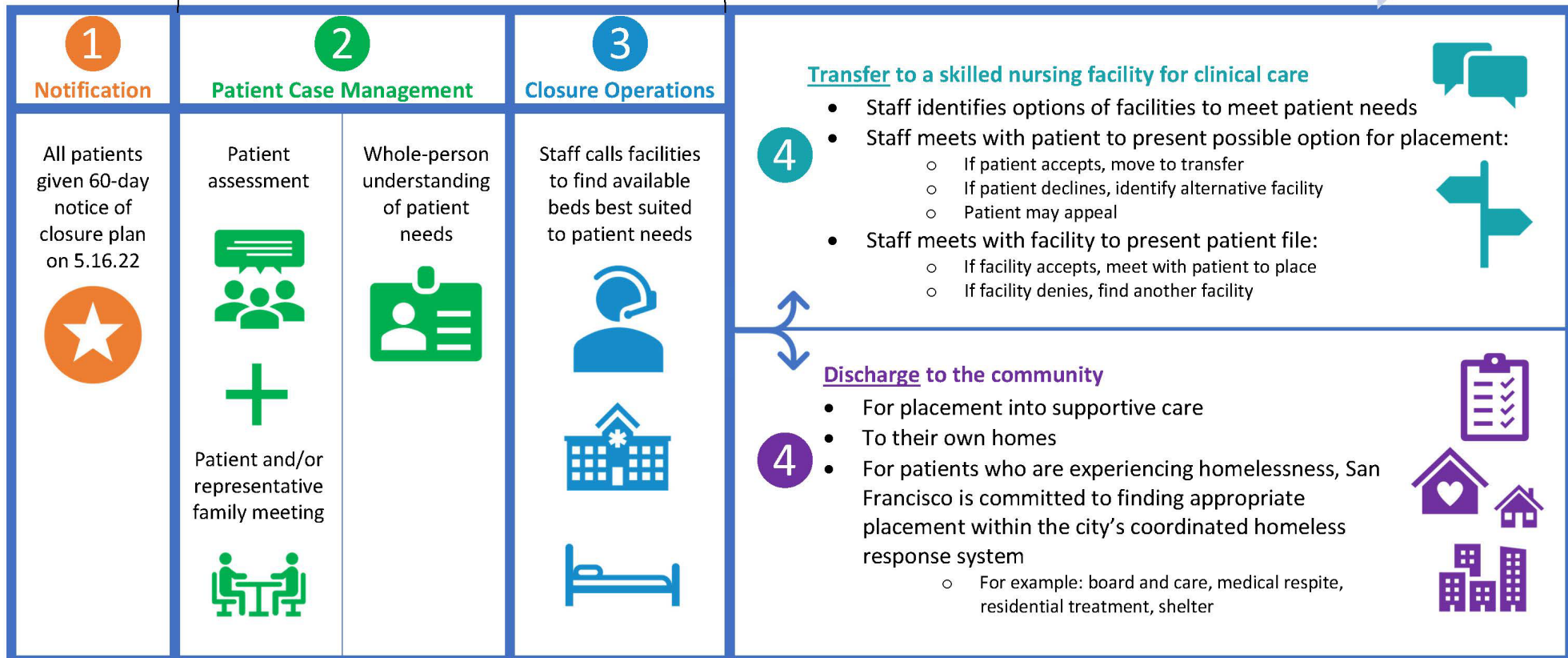
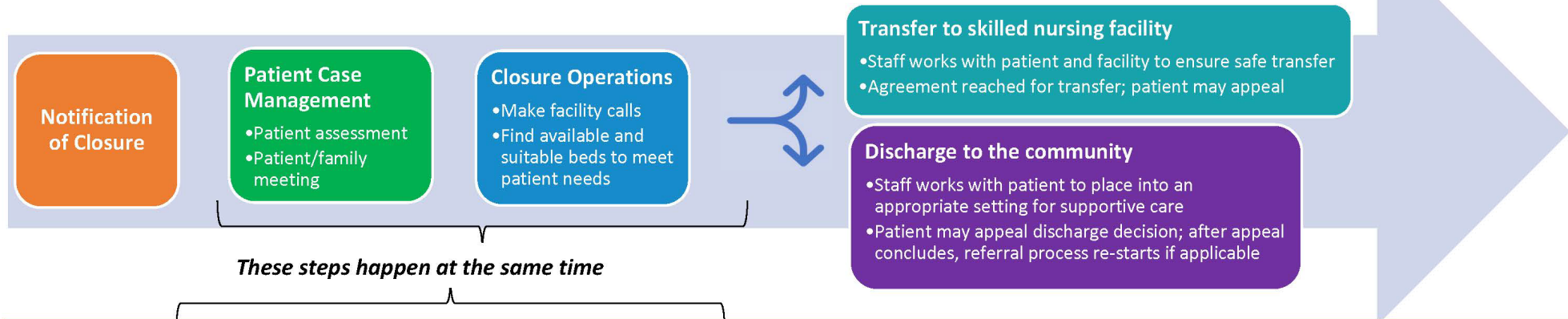


CLOSURE PLAN PROCESS









San Francisco Health Network
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CLOSURE PLAN PATIENT TRANSFER AND DISCHARGE PROCESS



CLOSURE PLAN PROGRESS

	PATIENT CENSUS									
	Patients ↓ Week →	Week 1 May 16-22	Week 2 May 23-29	Week 3 May 30-Jun 5	Week 4 Jun 6-12	Week 5 Jun 13-19	Week 6 Jun 20-26	Week 7 Jun 27- Jul 3		
	Patients (at end of week)	681	677	677	675	662	644	630		
 	PATIENT ASSESSMENTS, FAMILY MEETINGS, and PATIENT REFERRALS									
	(data reported for Patient Assessments, Family Meetings, and Patient Referrals are not unique patient numbers but rather cumulative actions and events)									
	Event ↓ Week →	Week 1 May 16 - 22	Week 2 May 23 - 29	Week 3 May 30-Jun 5	Week 4 Jun 6 - 12	Week 5 Jun 13 - 19	Week 6 Jun 20-26	Week 7 Jun 27- Jul 3	TOTAL THRU WEEK 7	
	Patient Assessments	105	100	60	74	56	57	26	478	
	Patient + Family Meetings	43	57	21	57	48	34	21	281	
Patient Referrals	2	80	122	170	159	149	146	828		
 	CALLS and VACANT BEDS IDENTIFIED									
	Calls/Beds ↓ Week →	Week 1 May 16-22	Week 2 May 23-29	Week 3 May 30-Jun 5	Week 4 Jun 6-12	Week 5 Jun 13-19	Week 6 Jun 20-26	Week 7 Jun 27- Jul 3		
	TOTAL CALLS MADE TO SKILLED NURSING FACILITIES (SNFs)	739	1,188	1,162	1,418	1,738	1,371	1,690		
	Unique facilities called San Francisco	15	15	15	15	15	15	0		
	Unique facilities called Out of County	482	1,095	850	1,103	296	1,344	1,690		
	VACANT BEDS IDENTIFIED (not all vacant beds may be appropriate for a patient's needed levels of care or accept Medicare/Medi-Cal)									
	San Francisco County Facilities here do not disclose Medicare/ Medi-Cal bed availability during phone calls	11	0	20	2	18	1	0		
	Out of County	1,187	1,070	1,457	1,540	1,280	1,245	908		
	Medicare beds	157	0	24	49	0	149	17		
	Medi-Cal beds	53	0	0	5	0	52	2		
		TRANSFERS to SKILLED NURSING FACILITIES (SNFs)								
		County ↓ Week →	Week 1 May 16-22	Week 2 May 23-29	Week 3 May 30-Jun 5	Week 4 Jun 6-12	Week 5 Jun 13-19	Week 6 Jun 20-26	Week 7 Jun 27- Jul 3	TOTAL THRU WEEK 7
San Francisco County		0	0	0	1	0	0	0	1	
Alameda County		0	0	0	2	0	0	1	3	
San Mateo County		0	0	0	1	4	8*	10	23	
TOTAL TRANSFERS		0	0	0	4	4	8	11	27	

Data as of 7/8/2022

CLOSURE PLAN PROGRESS



DISCHARGES to the COMMUNITY

County ↓ Week →	Week 1 May 16-22	Week 2 May 23-29	Week 3 May 30-Jun 5	Week 4 Jun 6-12	Week 5 Jun 13-19	Week 6 Jun 20-26	Week 7 Jun 27- Jul 3	TOTAL THRU WEEK 7
San Francisco County	0	1	0	1	3	4	2	11
Other Counties	0	0	0	0	0	0	1	1
TOTAL DISCHARGES	0	1	0	1	3	4	3	12



39 TOTAL DISCHARGES AND TRANSFERS THROUGH WEEK 7



DISCHARGE PLACEMENT TYPES

Placement Type ↓ Week →	Week 1 May 16-22	Week 2 May 23-29	Week 3 May 30-Jun 5	Week 4 Jun 6-12	Week 5 Jun 13-19	Week 6 Jun 20-26	Week 7 Jun 27- Jul 3	TOTAL THRU WEEK 7
Home/Housing	0	1	0	0	1	1	0	3
Medical Respite	0	0	0	0	1	2	0	3
Residential Treatment Facility	0	0	0	0	0	0	0	0
Board & Care, Residential Care Facility (RCF), RCFE (Elderly)	0	0	0	0	0	0	3	3
Psychiatric Facility	0	0	0	0	0	0	0	0

SFDPH is working with the Human Services Agency to find community placements for patients who no longer require long-term skilled nursing care and whose medical needs have been met.

Shelter	0	0	0	1	1	1	0	3
Hotel	0	0	0	0	0	0	0	0

- **Home/Housing:** Settings where patients live in their own home or with a family member or friend, city-based permanent supportive housing, cooperative (shared housing), residential settings.
- **Medical Respite:** Temporary housing/shelters providing medical support, nursing, and case management; may provide respite beds and sobering facilities, along with temporary housing and specialized support services, for medically frail people impacted by homelessness.
- **Residential Treatment Facility:** Live-in facilities that offers various levels of care for mental health and substance use disorder treatment.
- **Board & Care/Residential Care Facility (RCF)/RCFE (Elderly):** These are homes occupied by caregivers. In addition to room and board, these homes provide assistance for elderly patients who may be losing independence and require care.
- **Skilled Nursing Facility/Hospice:** Settings that provide 24-hour nursing and are staffed by providers (may include hospice or end-of-life care).
- **Psychiatric Facility/Psychiatric Skilled Nursing Facility:** These facilities serve patients with active psychiatric conditions and treatment plans; may be open or locked; patients are unable to care for themselves safely in the community and need to be in psychiatric conservatorship.
- **Shelter:** Temporary settings where people stay while accessing other services and seeking permanent housing solutions.
- **Hotel:** San Francisco-coordinated facilities providing temporary housing solutions.

Data as of 7/8/2022

CLOSURE PLAN NEXT STEPS



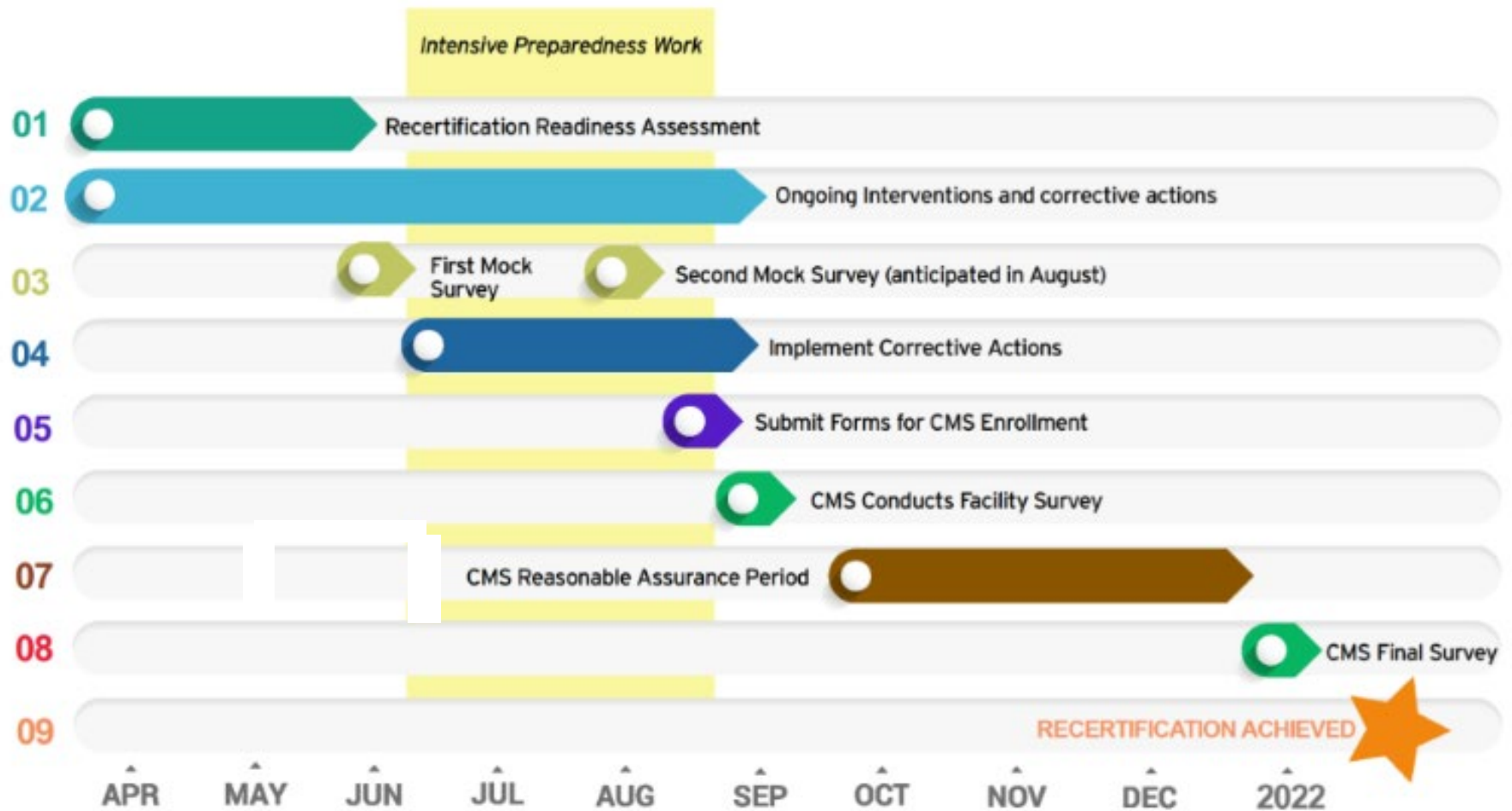
Next Steps

- Laguna Honda will continue to follow the transfer and discharge process closely and provide care for patients while they await transfer or discharge.
- Laguna Honda is working to increase the number of transfers and discharges each week in order to follow the CMS-approved Closure and Patient Transfer and Relocation Plan.



CMS RECERTIFICATION

Tentative Recertification Timeline



CMS RECERTIFICATION



Preparing the Facility for Recertification

- Laguna Honda continues to work hard to meet all regulatory requirements. We are making 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 are conducting a comprehensive organizational assessment and making recommendations on gaps and improvements, so that Laguna Honda can implement those improvements.



CMS RECERTIFICATION



Mock Surveys

- Laguna Honda completed the first portion of our mock survey on June 29, 2022.
- The mock surveys replicate the real CMS surveys: They are unannounced with teams throughout the hospital at all shifts for several days.
- Laguna Honda will soon host the unannounced Life Safety Survey component (part of the first mock survey).
- A second mock survey will take place later this summer to again test our survey-readiness before the CMS recertification surveys.



CMS RECERTIFICATION

Mock Surveys

- The survey identified gaps and immediate improvements are already under way with corrective action plans being developed for long term improvement.
- Major Categories for Improvements
 - Infection Prevention and Control
 - Resident Rights/Safety
 - Freedom from Abuse, Neglect, Exploitation
- Response
 - Corrective Action Plans
 - Comprehensive Education and Training Program



Nursing leadership works on the corrective action plans to address mock survey findings



CMS RECERTIFICATION



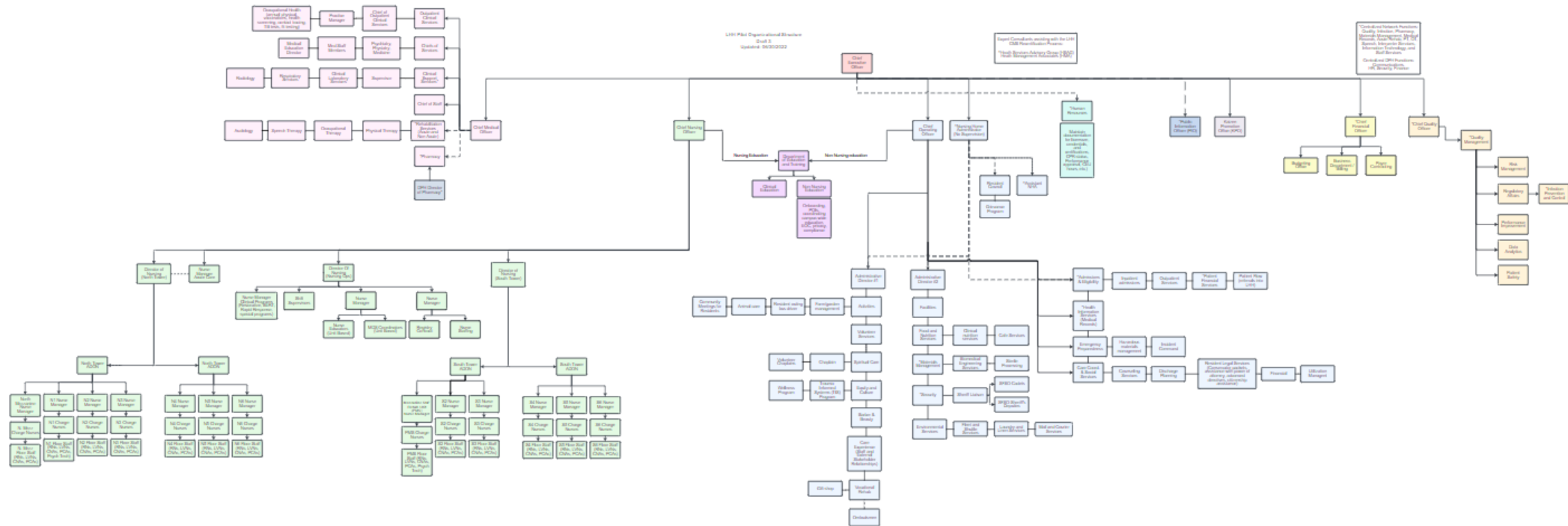
Pilot Reorganization

- On July 1, 2022, Laguna Honda launched a pilot reorganization to model high-performing skilled nursing homes and align us with a skilled nursing facility model.
- Implementing now provides time to adjust and to prepare for our second mock survey and the recertification surveys.
- The pilot does not impact job classifications. It refocuses disciplines back to their areas of expertise. For some staff, the reporting structure changes.
- Other changes include the following:
 - Increasing leadership and management support on each unit
 - Increasing expertise in regulatory compliance
 - Better embedding the Department of Education and Training on the units
 - Establishing Nursing Home Administrator and Assistant Nursing Home Administrator positions
 - Establishing two Administrative Directors positions
 - Establishing new nursing leadership structure



CMS RECERTIFICATION

Pilot Reorganization



CMS RECERTIFICATION



Bed Reduction

- Laguna Honda is required to change policies, procedures and operations to meet current regulations and allow for successful recertification.
- One of those requirements is to have no more than two patients per room. This regulation is intended to increase the quality of the personalized care experience.
- We must reduce all rooms with three patients to no more than two per room. This is a reduction of 120 beds with the new licensed skilled nursing bed count being 649 beds. The 11 acute care beds are not impacted.
- A task force is working with Resident Care Teams to identify and move patients in a way that minimizes disruption and supports patients and the units.



CMS RECERTIFICATION



Kitchen Floor Renovation Project

- The Kitchen Floor Project will help modernize the kitchen floor and bring it up to current regulatory standards. It is also required for recertification.
- Project status update:
 - Submitted documentation to CDPH in preparation for the project and completed on-unit pilot on several neighborhoods.
 - Working to ensure safe and nutritious meals for all patients when the production kitchen is closed.
 - Preparing the galleys on the neighborhoods for on-unit meal preparation.
- Ongoing consultation with CDPH:
 - Recent consult resulted in need to identify alternative food service vendor, with timeline implications yet to be determined.



CMS RECERTIFICATION



Additional Recertification Milestones Completed in June

- Completed on-line learning module focused on April 2022 Plan of Correction items, which includes specific IPC findings related to Personal Protective Equipment (PPE), the care environment, and hand hygiene.
- Initiated daily change-of-shift huddles to communicate critical CMS Recertification and Patient Safety information to frontline staff.
- Completed preliminary placement assessments of all Laguna Honda patients, and initiated process, in collaboration with the Laguna Honda Ombudsman, of identifying patients who are appropriate for discharge to community-based care.



CMS RECERTIFICATION



Additional Recertification Milestones Completed in June **– *Continued***

- Appointed additional PhD trained Nursing Executive for nursing operations.
- Provided initial gap analysis for Laguna Honda CMS recertification, including review of previous survey reports, Plans of Correction, and current on-the-ground assessment of Laguna Honda for compliance across all rules and regulations by each unit and across shifts.
- Used CMS critical pathways, and standardized and sustained real time corrections and improvements, with ongoing observation, monitoring, and validation to ensure that improvements are retained and continued, in conjunction with Laguna Honda leadership and staff.



SAFETY



COVID-19 Cases at Laguna Honda

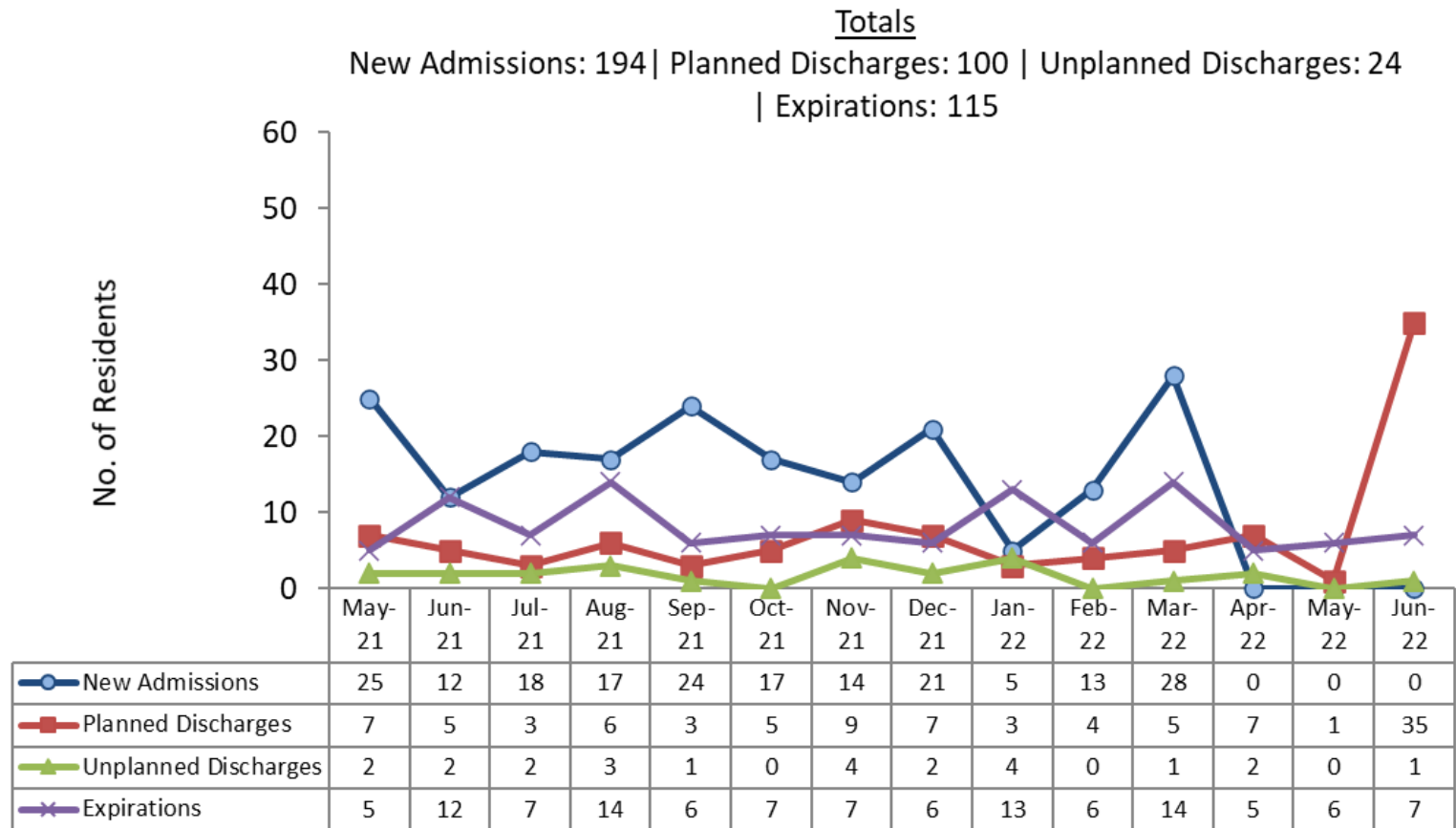
	Resident	Staff	Total
Total 2020 Cases	46	129	175
Total 2021 Cases	32	158	190
January 2022	46	217	263
February 2022	6	46	52
March 2022	0	2	2
April 2022	6	52	58
May 2022	24	116	140
June 2022	33	141	174
July 2022 to-date	1	18	19
Total Cases	194	879	1,073
Total Active Cases	7	45	50
Total Deaths	6	0	6

Data as of 7/7/2022



STATE OF THE HOSPITAL

Admissions*, Discharges, and Expirations



**New admissions are currently on hold due the Closure Plan.*



ADDITIONAL HOSPITAL UPDATES

Care Experience Staff Appreciation Day Food Trucks

- The Laguna Honda's Care Experience team hosted a food truck event to appreciate staff
- The goal of the Care Experience team is to establish a sustainable care experience structure that amplifies the voice and experience of staff, patients, and the community.
- The team is developing an event calendar of activities to foster a strong culture and increase staff and patient engagement.



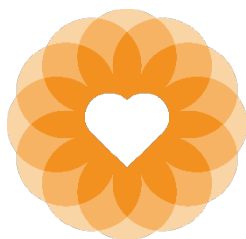
ADDITIONAL HOSPITAL UPDATES



Laguna Honda Celebrates Pride

- Laguna Honda patients and staff joined the SFDPH Pride Parade contingent.
- Laguna Honda will be hosting the annual Pride Prom in Gerald Simon Theater in July.





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PHOTO CREDIT: HEIDI ALLEZHAUSER PHOTOGRAPHY