



San Francisco Health Network  
Laguna Honda Hospital  
and Rehabilitation Center

# Laguna Honda Hospital Executive Team Report

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September 13, 2022



# 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 of 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 Recertification with CMS

- 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 expert consultants, we are confident we have the team in place for a successful recertification.



# Closure Plan - *Paused*



## **Extension of Pause in Transfers/Discharges of Residents and Medicaid/Medical Payments**

- May 14: CMS and CDPH required implementation of Closure and Patient Transfer and Relocation Plan to be completed by Sept. 13, when Medicaid/Medicare funding would be halted.
- July 28: regulators agreed to a request by the City to pause all transfers and discharges. A total of 57 transfers and discharges occurred as part of the Closure Plan.
- August 15: Laguna Honda reached an agreement with CMS and CDPH to extend Medicare and Medicaid payments to patients until November 13 and to continue the Closure Plan pause during this extension.
- During this pause, resident-initiated transfers and discharges will continue to occur, which is a right our residents are entitled to and aligned with hospital policy.



# 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, and Laguna Honda is implementing those improvements and tracking to ensure sustainability.



# CMS Recertification



## The First Mock Survey

- Laguna Honda completed the first mock survey on July 21, 2022.
- Laguna Honda has implemented 233 corrective actions as a result of the first mock survey.
- Each tag has a monitoring plan to ensure sustainability of the corrective actions and achievement of any required targets
- Every day, leaders hospital wide review the status of the corrective actions – this close monitoring ensures progress and sustainability.
- The second mock survey will take place after the corrective actions from the first mock survey have been sustained.



# CMS Recertification



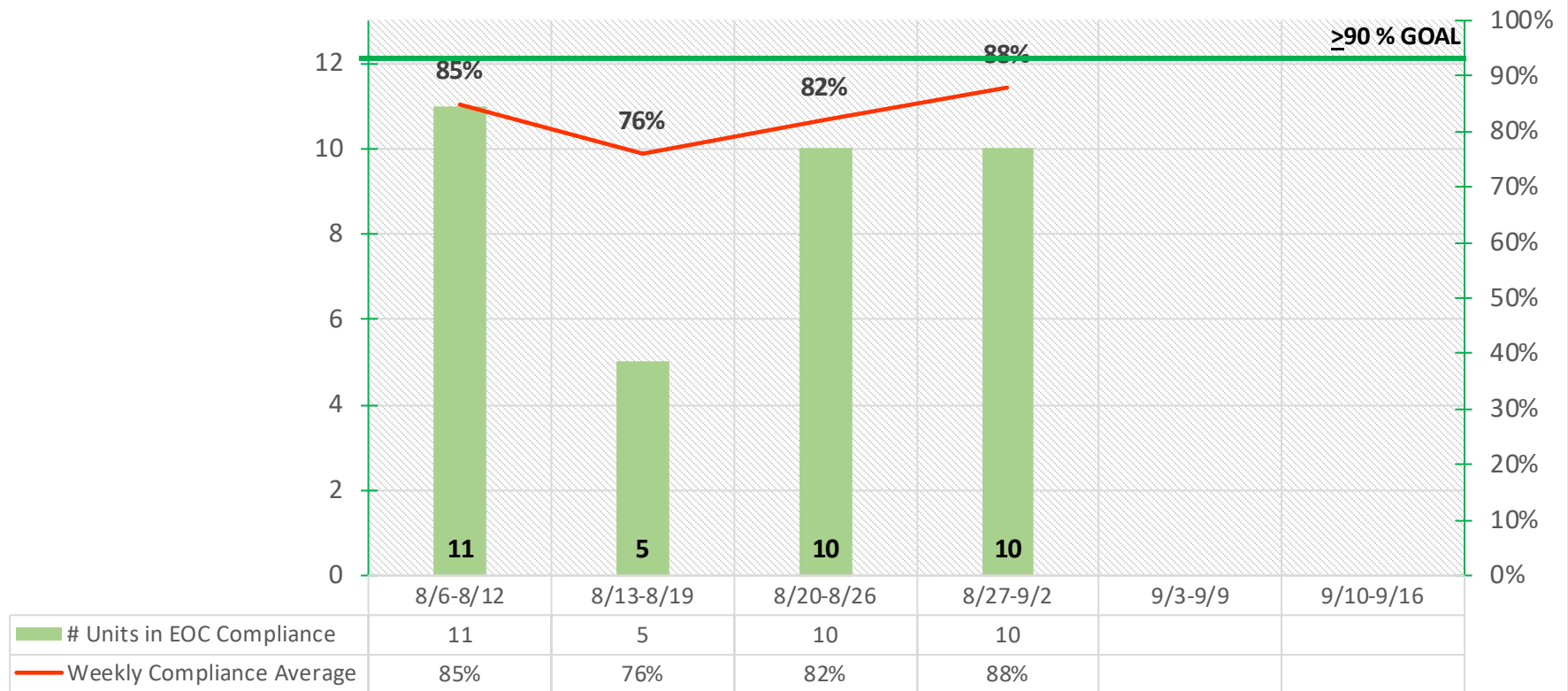
## Implementing and Sustaining Corrective Actions

- **Key Performance Indicators (KPIs) Dashboard:**
- Combines the recertification-preparedness work into one consistent, visual tracking source for all staff to review to ensure we meet and sustain regulatory compliance week after week.
- By having staff review the dashboards each week, we can celebrate and sustain successes, as well as direct resources towards areas of noncompliance.
- The KPIs reflect an extensive number of inputs, including in-person observations, document review, and assessments using the same tool deployed by CMS surveyors



# CMS Recertification

Environment of Care (EOC) Weekly Survey Readiness & Compliance Assessment



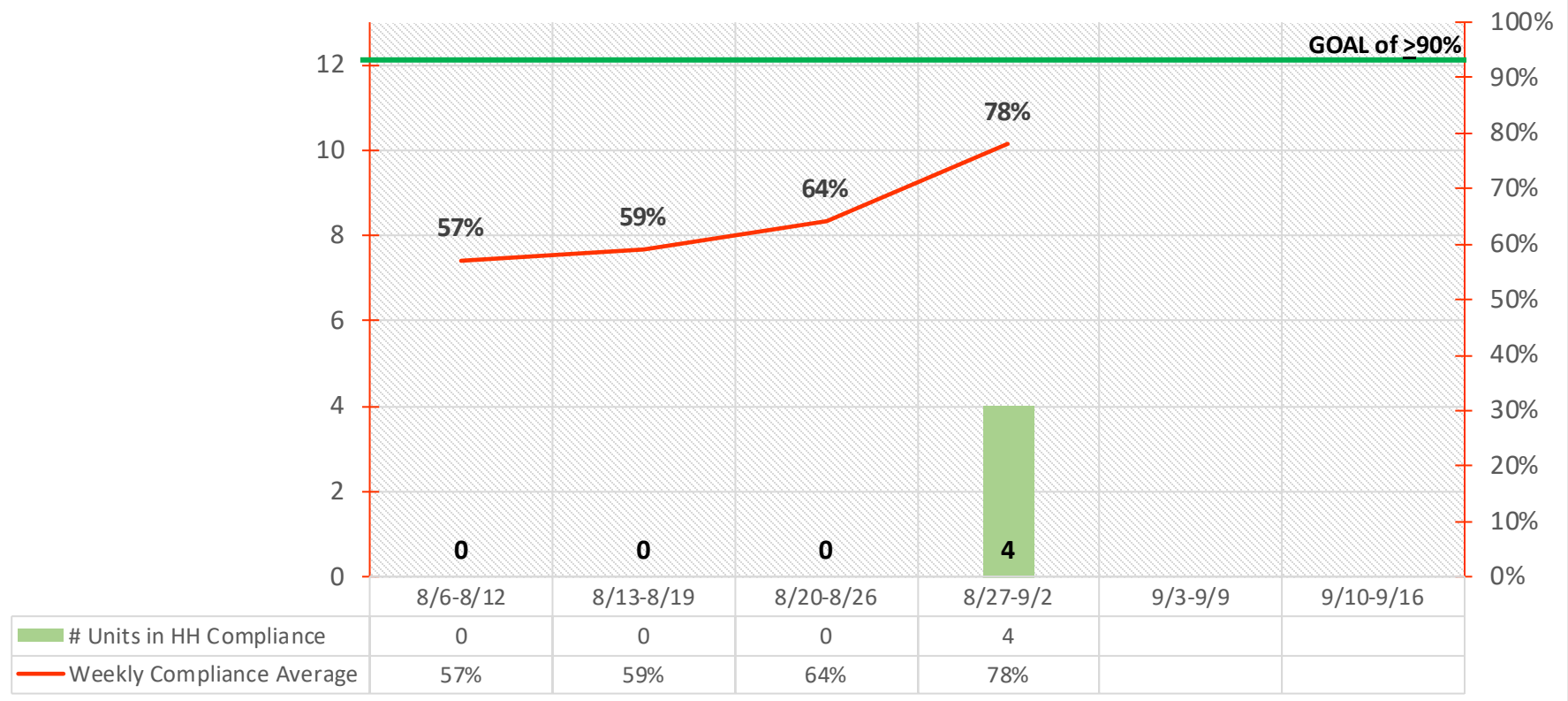
**Key areas for improvement:** 1) Call light response time; 2) Trash, linen, and cleanliness compliance; 3) Medication cart compliance; and 4) Biohazard/sharps containers





# CMS Recertification

## Hand Hygiene (HH) Weekly Survey Readiness & Compliance Assessment

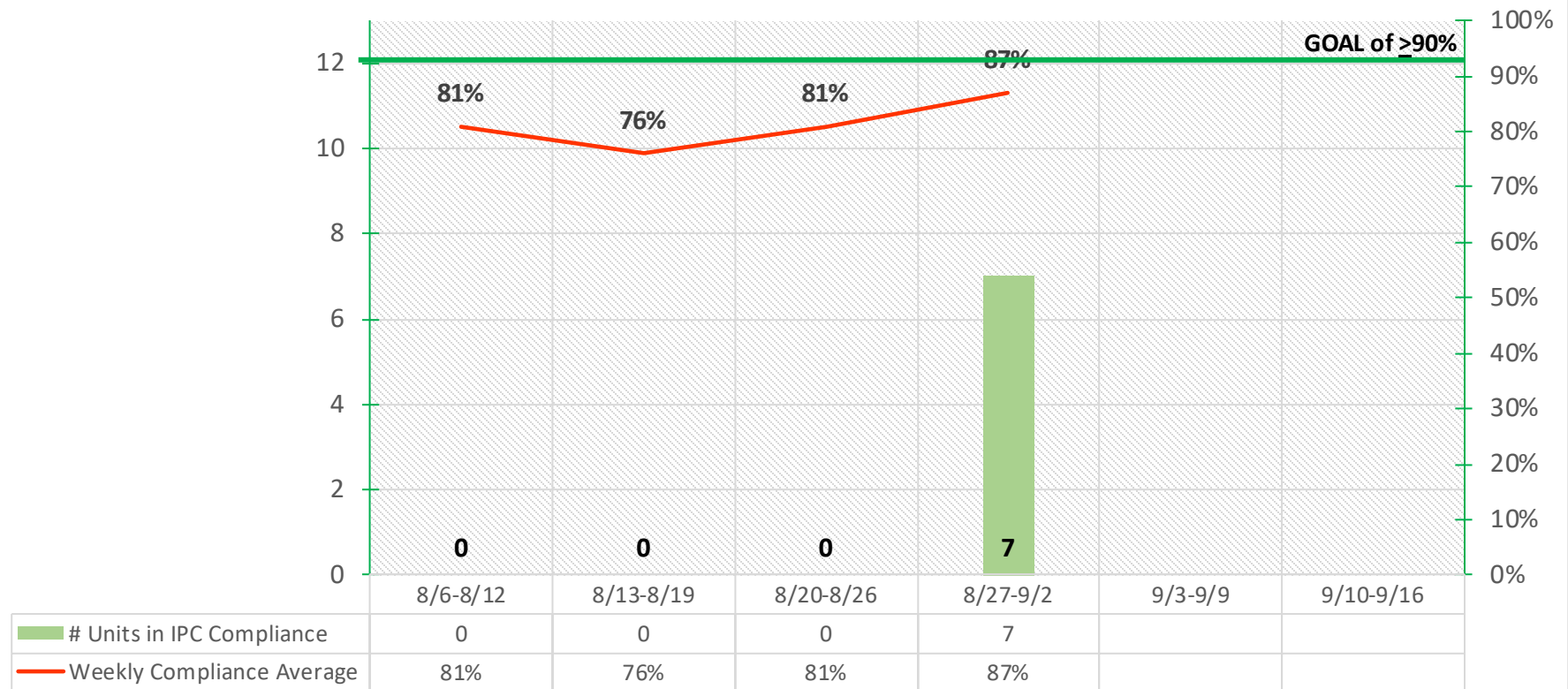


**Key areas for improvement:** 1) Proper glove use; and 2) Ensuring soap and water is utilized when necessary



# CMS Recertification

## Infection Prevention & Control (IPC) Weekly Survey Readiness & Compliance Assessment



**Key areas for improvement:** 1) PPE properly stocked on units; 2) Donning and doffing PPE appropriately; 3) Clean linen compliance; and 4) Prompt disposal of open food items



# CMS Recertification



## Implementing and Sustaining Corrective Actions

- **24/7 Rounding:** We continue in-person 24/7 observations and just-in-time teaching with an emphasis on infection prevention and control and environment of care.
- **Severe Finding Strike Team:** Team responds to severe findings. This team will ensure findings that could cause resident harm and/or jeopardize recertification are escalated and addressed by a dedicated and multidisciplinary team.
- **Huddle Boards:** Updated huddle board program on every unit with important neighborhood-specific data and space to work collectively on issues using the Plan-Do-Study-Act (PDSA) approach.
- Daily staff engagement with these huddle boards is a key ingredient to their success in driving daily action and improvement.



# 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. This has reduced our bed count by 120 beds from 769 SNF beds to 649 SNF beds
- 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 our license and we hope to again occupy them.



# Safety



## Responding to the Extreme Heat

- Laguna Honda responded to the heat wave by deploying all measures to keep residents safe and the buildings cool.
- On September 6, the Hospital Incident Command System was activated between 10:50AM and 5:20PM due to the outside temperature exceeding 85 degrees and some indoor spaces exceeding 80 degrees.
- Thank to efforts from Nursing, Facilities, EVS, and other departments there were no reports of heat exhaustion.
- We continue to monitor temperatures closing, send cooling units were necessary, and educate staff and residents about the ways to stay safe during extreme heat events.



# Safety



## COVID-19 Outbreak Mitigation

- Laguna Honda responded to the largest COVID-19 outbreak to-date among residents. Resident cases peaked on August 25<sup>th</sup> at 55 cases. As of September 9<sup>th</sup>, there are 21 cases.
- Laguna Honda responded swiftly and effectively:
  - A second COVID unit was prepared (although not used)
  - All visitors are now being tested upon entry
  - 24/7 staff observations to ensure proper PPE use and hand hygiene
  - Temporarily closing staff gathering spaces like the cafe and moving most meetings to virtual
  - Staff continue to test twice weekly, wear N95s and eye protection in resident care areas and perform many daily infection prevention and control measures



# Safety



## Bivalent COVID-19 Vaccine Rollout

- Laguna Honda is rolling out the bivalent (two-strain) COVID-19 boosters to staff and residents.
- Resident Care Teams are obtaining resident consent for both the COVID booster and the flu vaccine. This joint campaign will help ensure a safe fall and winter for our community
- Resident COVID boosters are being deployed this week through a roving team. We anticipate vaccinating nearly all booster-eligible residents for whom we have consent this week.
- The Laguna Honda clinic will have drop-in boosters for staff beginning this week as well.
- 100% of staff and 90% of residents have at least one COVID-19 booster.



# 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	32	133	165
August 2022	60	93	153
<b>Total Cases</b>	<b>285</b>	<b>1,087</b>	<b>1,372</b>
Total Active Cases	21	37	48
Total Deaths	8	0	8

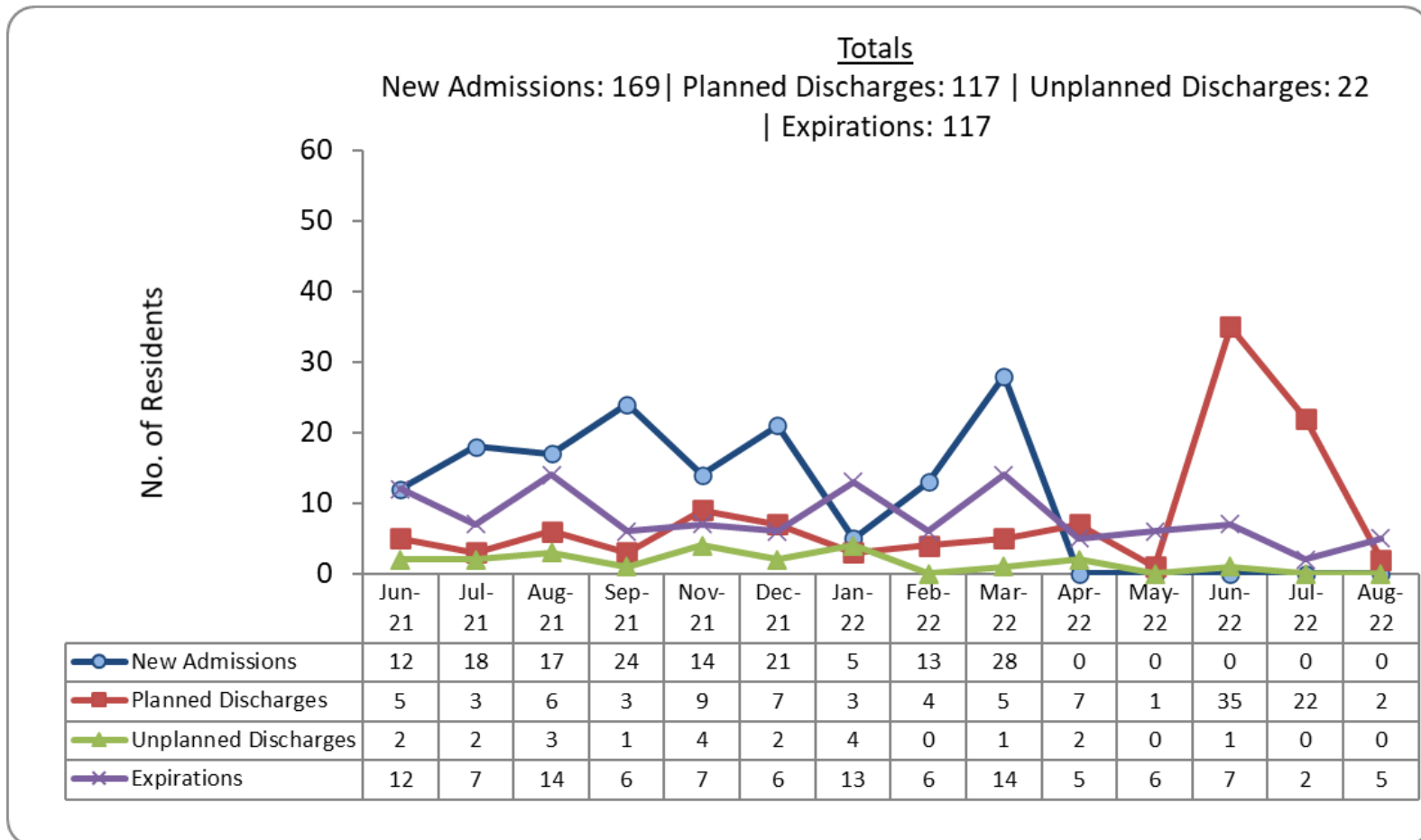
*Data as of 9/8/2022*





# STATE OF THE HOSPITAL

## Admissions\*, Discharges, and Expirations



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





# San Francisco Health Network Laguna Honda Hospital and Rehabilitation Center



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