



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital Recertification Progress Update

June 18, 2024



Recertification Status Update



Medicare recertification next steps

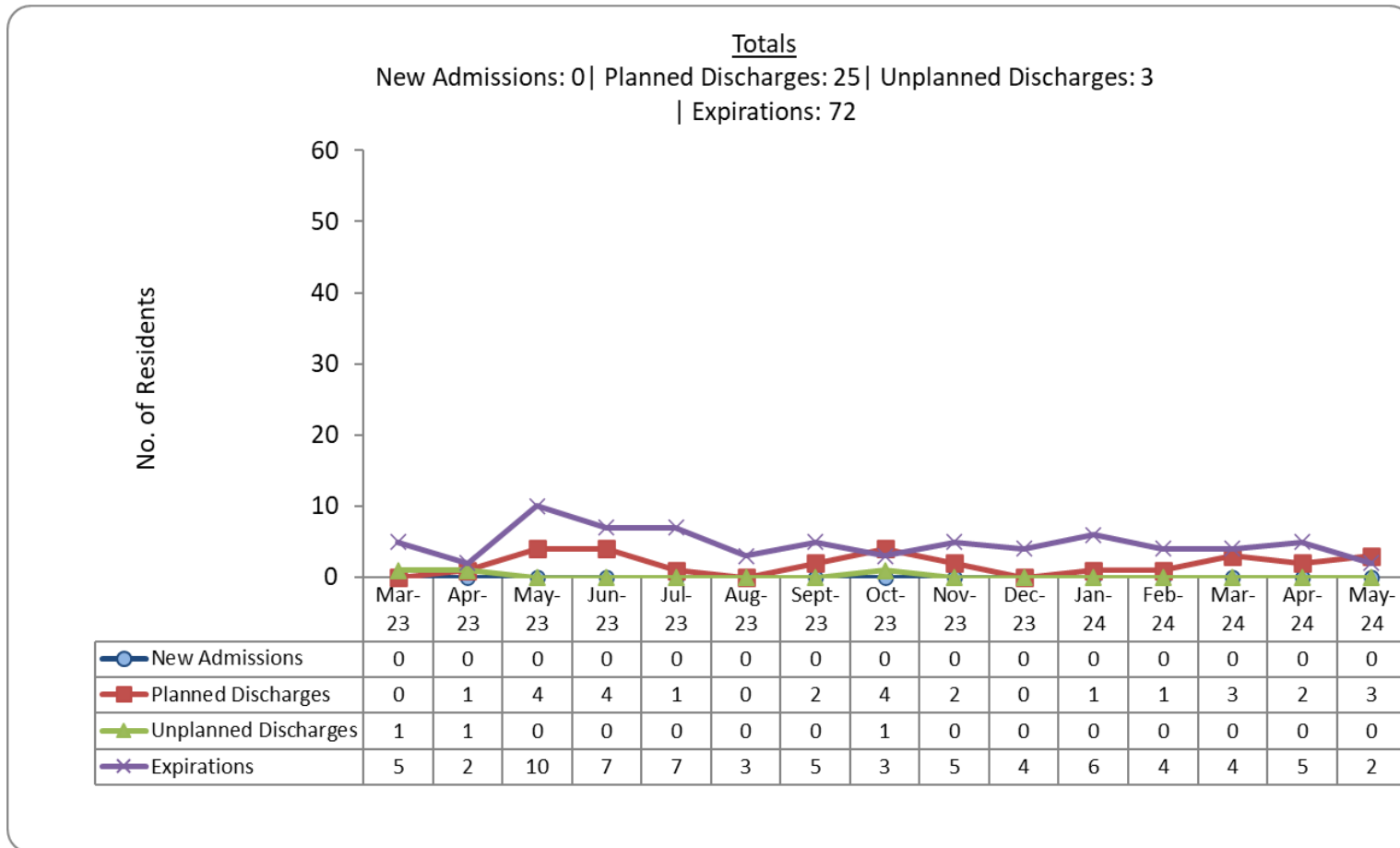
- Laguna Honda remains focused on Medicare recertification and long-term sustainability of corrective actions.
- Surveyors were onsite for a revisit survey for the December 2023 Medicare Certification Survey in April of 2024 and preliminary findings indicate zero deficiencies related to the Medicare Certification Survey.
- On May 30, 2024, surveyors returned to Laguna Honda for a one-day survey revisit to resolve plans of correction related to two facility reported incidents. We are pleased to share that surveyors exited with zero preliminary findings.
- Laguna Honda awaits next steps from the Centers for Medicare and Medicaid Services (CMS) on our recertification status.
- We thank Laguna Honda staff for their ongoing hard work and dedication.



State of the Hospital



Admissions*, Discharges, and Expirations



May 2024 average daily census was 416

**New admissions are currently on hold.*



Discharge Update



Update on process to discharge residents with non-SNF level of care needs

- Actively working to discharge residents who no longer require skilled nursing facility-level (SNF) care.
- The discharge process is often challenging with extended timelines.
- Since facility-initiated discharges resumed in April 2023, Laguna Honda has discharged 30 non-SNF level of care residents.
- There are currently 34 residents identified as no longer needing SNF level of care.



Spotlight on Resident Programming

Resident Council

- Monthly meeting led by residents with rotating staff presenters.
- Revamped to include more representation from across the facility as well as live streaming on each neighborhood for residents who prefer to join remotely.

Resident Clubhouse

- Newly launched activity in the Art Studio where residents come to play board games and cards while listening to music.
- Opportunity for residents to socialize across neighborhoods.

Therapeutic Outings

- Activity Therapy is hosting trips including sightseeing tours along the Peninsula and Ocean Beach and through Golden Gate Park as well as to Buddhist Temple celebrations, restaurants and coffee shops, and movies.
- Up next, Activity Therapy is training new staff to prepare for larger outings.

Hospital-Wide Activities

- Monthly calendar with a robust assortment of activities.
- Reoccurring events like BINGO, movie nights, animal therapy, karaoke, and concerts.
- Special events like a recent Mariachi band concert and upcoming Juneteenth and Pride Celebrations.



San Francisco Health Network
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Laguna Honda Sustainability and Ongoing Improvement Framework: Pathway to a World-Class Skilled Nursing Facility

June 18, 2024



Recertification Accomplishments



0 deficiencies in the April 2024 Certification Plan of Correction Revisit Survey



39 fewer tags between the first CMS Monitoring Survey and the Certification Survey (59% reduction)



0 tags designating “substandard quality of care” in the recent Certification Survey



> 1,000 improvement action plan milestones completed



AUGUST 2023:
MEDICAID
CERTIFICATION



PENDING:
MEDICARE
CERTIFICATION



Pathway to a World-Class SNF



LHH Sustainability and Ongoing Improvement Goals



Culture change,
staff support, and
accountability



Survey readiness



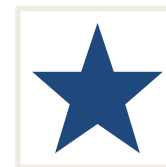
Regulatory
compliance



High-quality,
resident-centered
care



Aligning service
capabilities with
resident needs



CMS Five-Star
Rating



Pathway to a World-Class SNF



LHH strategy for sustainability and ongoing improvement

1. Transition to routine skilled nursing facility (SNF) operations to ensure stability (immediate implementation).
2. Sustain improvements made to LHH operations since 2022 (immediate implementation).
3. Maintain culture of improvement with the proactive Quality Assurance & Performance Improvement (QAPI) Program (immediate implementation).
4. Solidify San Francisco Health Network collaboration and oversight with routine Key Performance Indicator status updates to the Department of Public Health, Joint Conference Committee, and the Health Commission (immediate implementation).



Pathway to a World-Class SNF



LHH strategy for sustainability and ongoing improvement

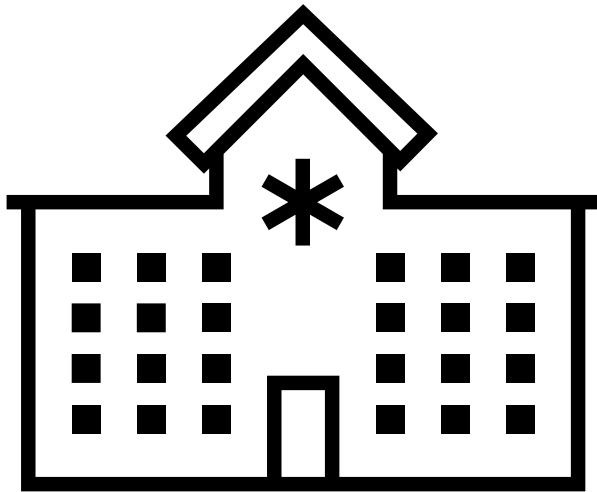
5. Implement frequent and routine CMS-Regulatory-Expert evaluations to support sustained regulatory compliance (Starting Q3 2024).
6. Continue comprehensive LHH staff support and staff learning/development strategies and opportunities (immediate implementation).
7. Nurture relationships with key associations to maintain best practices (e.g., the California Association of Health Facilities (CAHF), the California Association of Long-Term Care Medicine (CALTCM) and LeadingAge California (immediate implementation).
8. Continue bi-directional collaboration with regulatory partners (e.g., California Department of Public Health (CDPH) and Centers for Medicare & Medicaid Services (CMS)) (immediate implementation).



Pathway to a World-Class SNF



1. Transition to routine SNF operations to ensure stability



- LHH Recertification Incident Command structure ends.
- Nursing Home Administrator (NHA), Assistant NHAs, Chief Medical Officer, and Directors of Nursing assume lead of daily SNF operations.
- Appropriate oversight and accountability to operations and long-term care regulations to ensure compliance.
- Survey readiness playbook to ensure daily regulatory compliance.
- Culture change efforts to ensure individualized, resident-centered care.



Pathway to a World-Class SNF



2. Sustain improvements made to operations since 2022

Transition all Consistent Care at the Bedside Monitor (CCBM) coaching and monitoring activities to Nursing Leaders (Directors and Managers). This includes a detailed plan to ensure continuity of major activities, including:

- Daily clinical review and unit management
- Daily nursing leadership huddles to track task completion
- Rounding (e.g., environment of care, resident safety)
- Audits (e.g., falls, wounds, care plans)
- Resident care conference observations and coaching
- Unit-based QAPI and quality-improvement facilitation
- Staff engagement (e.g., huddles, SBAR, and teach-back)
- Baseline care plan reviews and validation

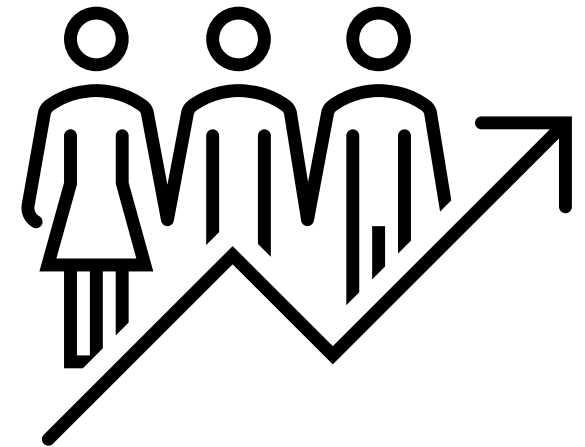


Pathway to a World-Class SNF



2. Sustain improvements made to operations (cont.)

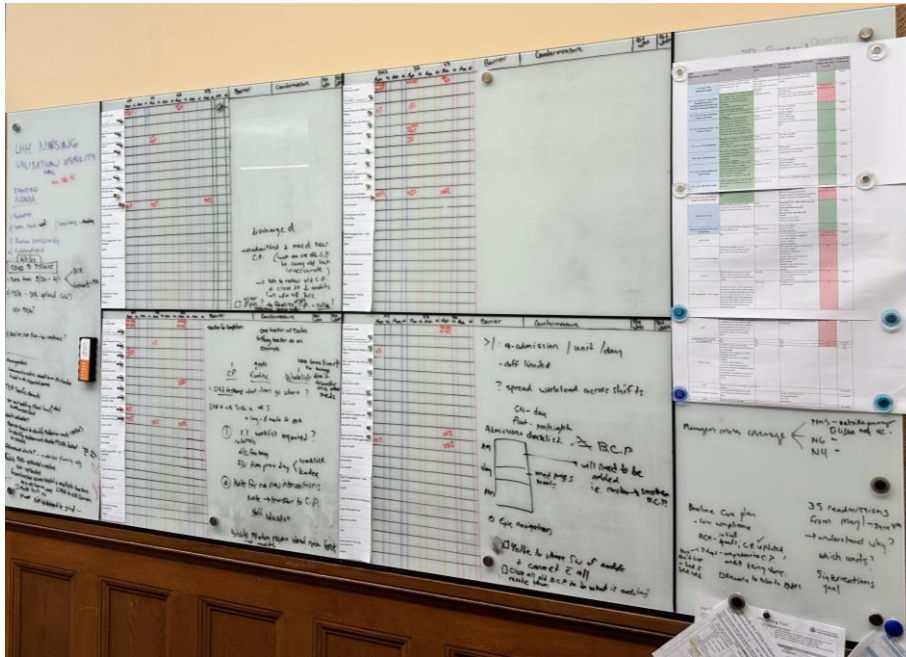
- Fire life safety and emergency preparedness
- Care plan sustainability program
- LHH Kaizen Promotion Office (KPO) support for continuous performance improvement
- Environment of Care rounding and severe findings reports
- Unit-based coaching using SBARs and Teach-Back
- Just-in-time training for clinical staff



Pathway to a World-Class SNF



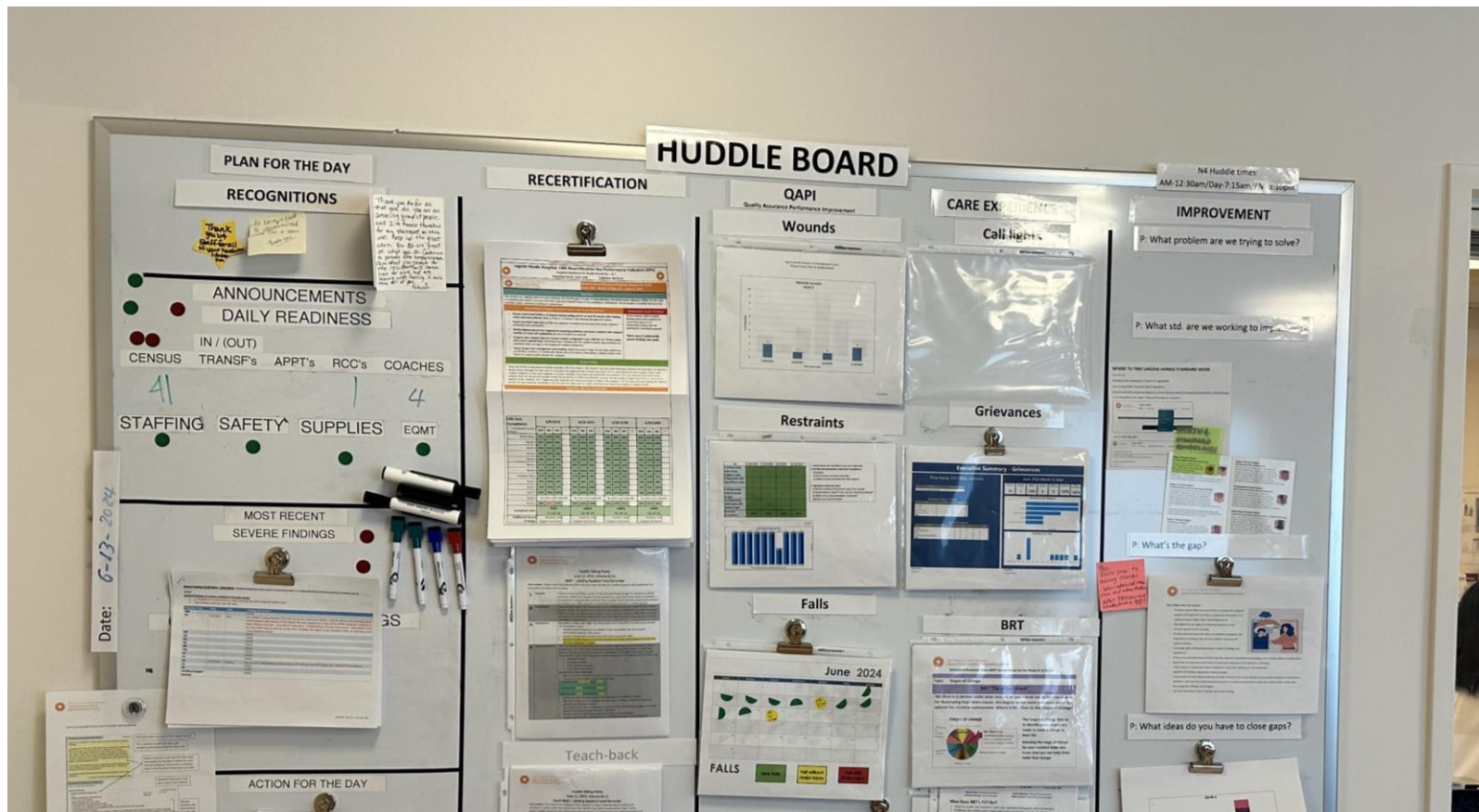
Nursing Leadership Visibility Wall



Pathway to a World-Class SNF

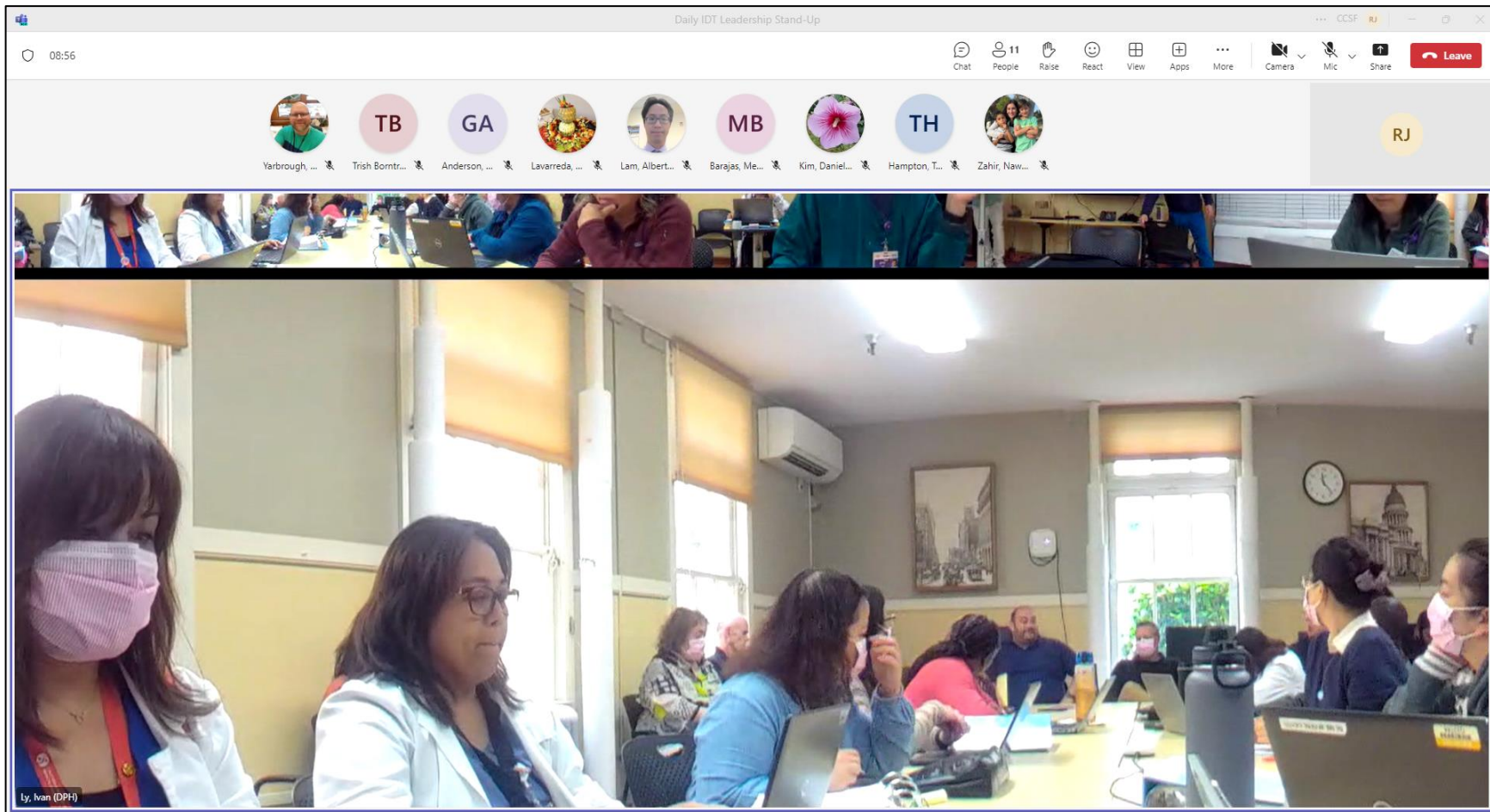


Neighborhood Daily Improvement Huddles



Pathway to a World-Class SNF

Interdisciplinary Leadership Team Daily Standup



Pathway to a World-Class SNF



3. Maintain a culture of improvement with QAPI Program



- Maintain a culture of root-cause analysis and plan-do-study-act (PDSA) cycles at all levels of operations.
- Unit-based QAPI meetings for high-risk areas, including wounds/weights, psychotropics/behaviors, infection control/antibiotic stewardship, and falls/physical restraints.
- Ongoing data review of high-risk areas to identify improvement opportunities.
- Daily tiered interdisciplinary meetings for escalations and immediate resolution of identified issues and barriers.
- Routine facility assessment updates to ensure services meet resident needs.



Pathway to a World-Class SNF



4. Solidify Network collaboration and oversight

- Network leadership embedded onsite at LHH.
- Network leadership participation in key meetings to keep pulse on daily operations and regulatory compliance.
- DPH KPO support for LHH operations and performance improvement.
- Network oversight of LHH acute, outpatient clinic operations, and the Department of Education and Training to enable LHH leadership to focus on SNF operations.
- Continued JCC and Health Commission governance and oversight.



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5. Implement frequent and routine CMS-Regulatory-Expert evaluations to support sustained regulatory compliance



Critical element pathway (CEP) assessments



QAPI Program evaluation and assessment



Regulatory and quality improvement coaching for LHH leaders and staff



Pathway to a World-Class SNF



6. Continue comprehensive LHH staff support and staff learning/development strategies and opportunities

- Address and maintain staffing needs for high-quality resident care (e.g., staffing vacancies and long-term leave).
- Continue collaborative partnerships between LHH leadership, human resources, and finance to backfill vacancies and long-term leaves.
- Continue improving staff training and education with adult-learning principles to ensure compliant, resident-centered care.
- Efforts to improve staff communication, moral and engagement through facility-wide programming, increased opportunities for direct feedback, transparent communications, and responsiveness to staff requests.



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7. Continue relationships with key associations to maintain best practices

LHH will maintain key relationships to ensure it stays current with industry best practices and issues that could affect care delivery.

Key partners include, but are not limited to:

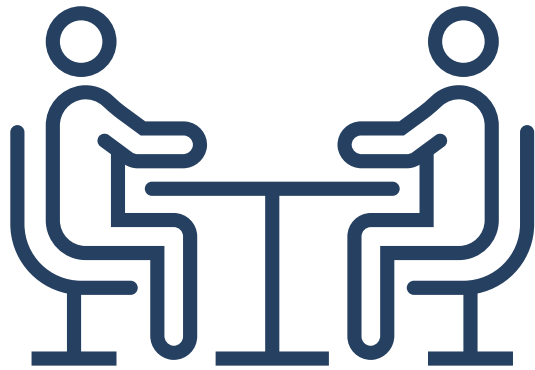
- The California Association of Health Facilities (CAHF)
- LeadingAge California
- The California Association for Long-Term Care Medicine (CALTCM)



Pathway to a World-Class SNF



8. Continue bi-directional collaboration with regulatory partners



- LHH will continue collaborating with its regulatory partners to ensure compliant resident care.
- CDPH, LHH, and the San Francisco Health Network will have ongoing, quarterly leadership collaboration meetings after Medicare certification.



The Future State of Laguna Honda





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Questions?

