



Q CASE STUDY

Laguna Honda Hospital and Rehabilitation Center: A Comprehensive Assessment

THE CLIENT

Laguna Honda Hospital and Rehabilitation Center (LHH) is the largest publicly owned and operated nursing facility in the United States and has cared for those most in need for more than 150 years. Licensed at 780 beds, LHH serves patients with complex medical needs who are low or very low income as part of the San Francisco Health Network. Health Management Associates (HMA) was engaged by the San Francisco Department of Public Health (SFDPH) to conduct a comprehensive, top-to-bottom assessment in support of its effort to attain Centers for Medicare & Medicaid Services (CMS) recertification.

BACKGROUND

For this engagement, HMA brought together a team of experts with decades of national experience leading public health systems and organizations, including skilled nursing facilities. HMA's subject matter experts included a long-term care physician specialist, a quality expert, long-term and acute care administrative and nursing leaders, a former California county public health official, and behavioral health specialists.

APPROACH

The assessment produced by HMA included:

- » An in-depth analysis of operations, leadership, governance, staffing, and the model of care to drive strategy planning, execution and attained favorable clinical results.
- » An in-depth review of nursing unit staffing, including clinical staffing mix, support staffing, leadership's span of control.
- » Evaluation of the medical staff leadership, staffing and clinical affiliation models.
- » Identified key root causes of operational and regulatory challenges.
- » Developed and delivered a comprehensive month-long training curriculum for all 1,200 staff to address knowledge and skill gaps.
- » Evaluation and recommendations to drive the effectiveness of the quality management and performance improvement functions.

TESTIMONIAL

"HMA is a trusted partner and has been vital in helping Laguna Honda Hospital's CMS recertification efforts. Their guidance, expertise, and hands-on work contributed to our sustained improvements."

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- » Reviewed policies and procedures and recommended restructuring based on evidence-based data, best practices, and stakeholder interviews, which are currently being implemented by the facility.
- » A full facility mock survey to serve as a baseline for identifying gaps and development of a compliance workplan.

RESULTS

The team spent extensive time at the facility and on nursing units observing resident care delivery. They also conducted in-depth interviews with internal and external stakeholders, including clinicians, community leaders, union representatives, political leaders, advocates, and others.

The resulting efforts provided improvements for restructuring, governance and leadership development, quality management improvements, and organizational transformation necessary to enable successful and sustained CMS recertification of the facility in compliance with skilled nursing regulations. The facility was recently recertified by both Medi-CAL and CMS as a result of the improvements made through this project.



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