



# SFHN True North Metrics: Laguna Honda and Health at Home

July 12, 2016



# 2016: A Time of Renewal



- Laguna Honda unveiled a new mission and vision in 2016 as part of a 5 year strategic plan
  
- Mission
  - *We provide a welcoming, therapeutic and healing environment that promotes the individual's health and wellbeing*
  
- Vision
  - *Building healthier lives as the leader in post-acute care*



# Strategic Alignment



## DPH:

To protect and promote the health of all San Franciscans

## SFHN:

We provide high quality health care that enables all San Franciscans to live vibrant, healthy lives

## LHH:

We provide a welcoming, therapeutic and healing environment that promotes the individual's health and wellbeing

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- Each becomes focused and detailed with all missions intent on offering valued health services



# Strategic Goals



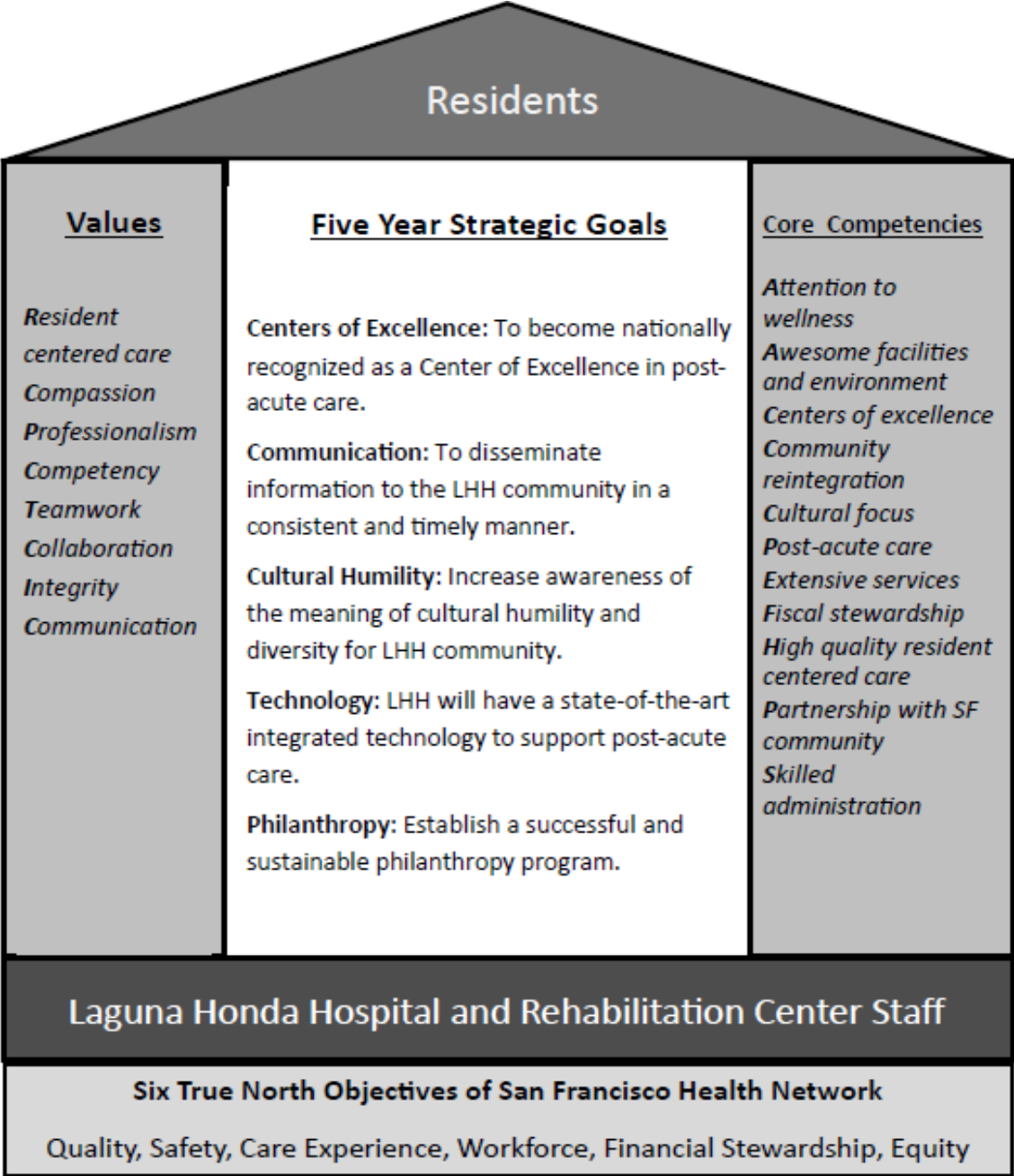
<b>Centers of Excellence</b>	<b>Communication</b>	<b>Cultural Humility</b>	<b>Philanthropy</b>	<b>Technology</b>
To become nationally recognized as a Center of Excellence in Post-Acute Care	To disseminate information to the Laguna Honda community in a consistent and timely manner	Increase awareness of the meaning of cultural humility and diversity for the Laguna Honda community	Establish a successful and sustainable philanthropy program	Laguna Honda will have a state-of-the-art integrated technology to support Post-Acute Care

Priority →

Strategic Plan  
Mission →  
Vision

LEAN Transformation →

Data and Analytics →





# True North Metric: **SAFETY**



## ■ Eliminate harm to patients and staff

	Laguna Honda		Health at Home
Measure	Resident injury prevention	Employee injury prevention (rate per 100 FTE)	Employee injury prevention (rate per 100 FTE)
Baseline	2.0%	8.2	8.2
Goal (FY 16-17)	1.7% (↓ 0.3%)	7.8 (↓ 5.0%)	7.8 (↓ 5.0%)

\* Baseline and goals subject to change due to data collection at fiscal year end



# True North Metric: QUALITY



- Improve the health of the people we serve

	Laguna Honda		Health at Home
Measure	Pressure ulcer prevention	Employee flu vaccination coverage	Client re-hospitalization during first 30 days
Baseline	2.5%	92.5%	20.0%
Goal (FY 16-17)	1.5% (↓ 1.0%)	95% (↑ 2.5%)	18.0% (↓ 2.0%)

\* Baseline and goals subject to change due to data collection at fiscal year end



# True North Metric: CARE EXPERIENCE



- Provide the best health care experience

	Laguna Honda		Health at Home
Measure	Overall resident satisfaction	Timely access to Laguna Honda Acute Rehabilitation	Overall client satisfaction
Baseline	97.0%	2.1 (calendar days)	94.0%
Goal (FY 16-17)	98.0% (↑ 1.0%)	1.5 (↓ 0.6 calendar days)	96.0% (↑ 2.0%)

\* Baseline and goals subject to change due to data collection at fiscal year end





# True North Metric: **WORKFORCE**



- Create an environment that values and respects our people

	Laguna Honda	Health at Home
Measure	Overall employee satisfaction	Overall employee satisfaction
Baseline	72.0%	53.0%
Goal (FY 16-17)	75.0% (↑ 3.0%)	58.0 (↑ 5.0%)

\* Baseline and goals subject to change due to data collection at fiscal year end



# True North Metric: FINANCIAL STEWARDSHIP



- Provide financially sustainable health care services

	Laguna Honda		Health at Home
Measure	Responsible Overtime Utilization Variance	Unplanned Absences Variance	Unplanned Absences Variance
Baseline	2.0%	2.0%	4.0%
Goal (FY 16-17)	1.0% (↓ 1.0%)	1.0% (↓ 1.0%)	2.0% (↓ 2.0%)

\* Baseline and goals subject to change due to data collection at fiscal year end



# True North Metric: **EQUITY**



## ■ Eliminate disparities

	Laguna Honda		Health at Home
Measure	Overall patient satisfaction for limited English speakers	SOGI (Sexual Orientation and Gender Identification)	SOGI (Sexual Orientation and Gender Identification)
Baseline	81.0%	TBD	TBD
Goal (FY 16-17)	83.0% (↑ 2.0%)	TBD	TBD

\* Baseline and goals subject to change due to data collection at fiscal year end



# Fiscal Year 16-17 Plan



## ■ Approach

- Team based with department leaders, staff and residents (as appropriate) using Lean management principles

## ■ Timeline

- Quarterly progress checks provided by Quality Council and Hospital Executive Committee

## ■ Monitoring and Measuring

- Development of Tableau dashboards for each True North category



# Lean Transformation



- Lean is being adopted to foster an environment of collaborative problem solving

*“zero percent waste over 5 years”*

*“largest revenue generating department”*

*“highly efficient”*

*“better support systems, leadership and teamwork”*

*“health care resource for patients”*

- LHH staff in September 2015

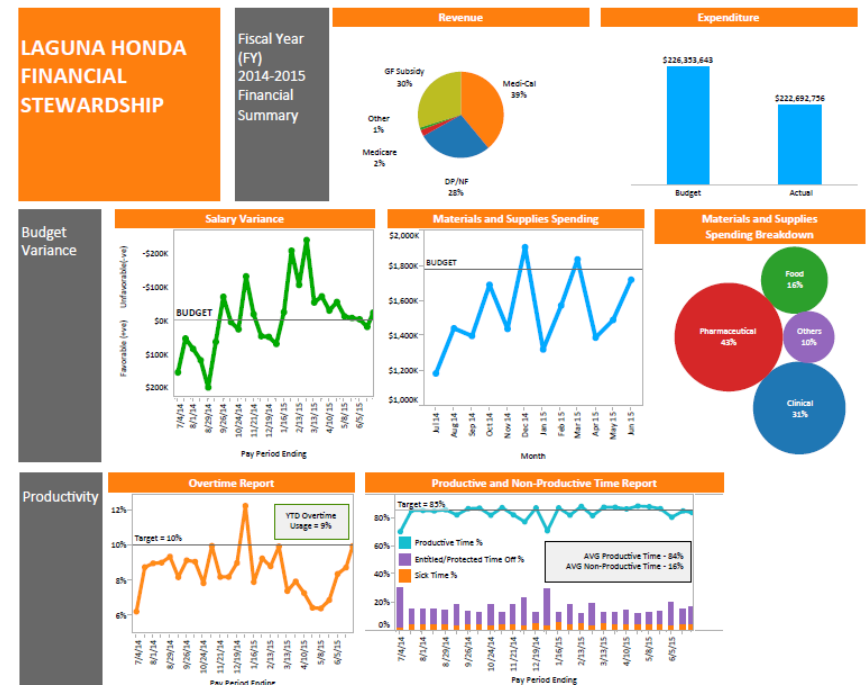
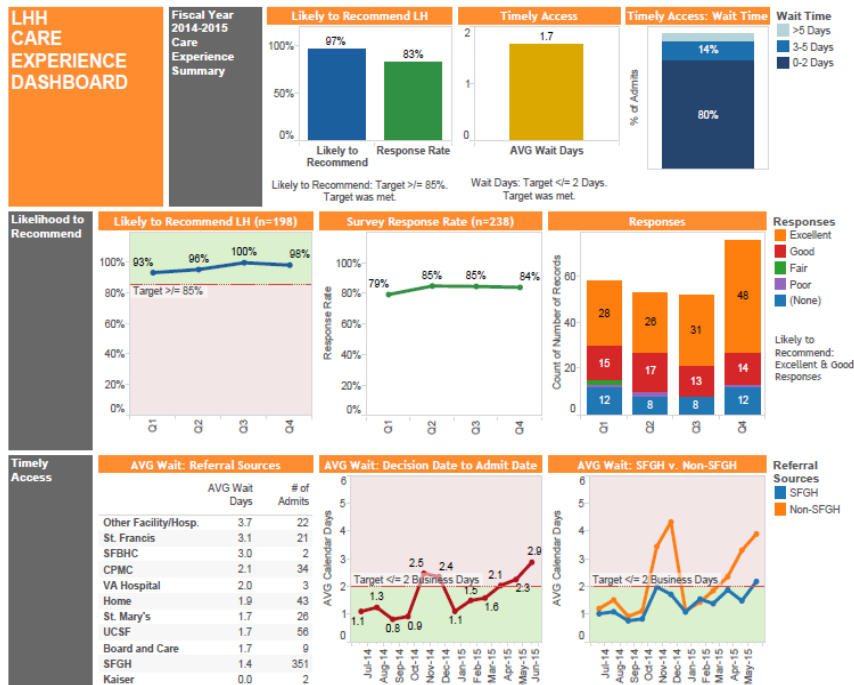
- Interdisciplinary teams are able to reach and apply innovative solutions towards Laguna Honda strategic goals and True North measures



# Tableau Dashboards



True North measures available in real time to allow for performance monitoring





# Summary



- **Strategic Plan**
  - New mission and vision align with DPH and SFHN
  - Laguna Honda's five strategic goals focus on: centers of excellence, communication, cultural humility, philanthropy and technology
- **LEAN Transformation**
  - LEAN is being adopted as an organization performance management system to achieve strategic goals
  - Hospital Executive Committee and the Quality Council will provide oversight for monitoring progress of the SFHN True North metrics targets and LHH Strategic Goals
- **Data and Analytics**
  - Laguna Honda will begin working towards established True North measure goals
  - Tableau will populate live data sources in dashboards going forward



# Question and Comments