



# Lean Transformation and True North Updates for Laguna Honda and Health at Home

Quoc A. Nguyen, Assistant Hospital Administrator

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# Background



- Lean is the systemic practice of continuous improvement
- True North is a key concept embedded in Lean and represents an organization's core foundation
  - A set of ideals that serves as a compass to achieve strategy
  - Intended to be unreachable destination because opportunities for improvement never ends
  - Emphasizes more of what should be done and less of what can be done



# Converging Initiatives



- Lean and True North cascaded from Department of Public Health and San Francisco Health Network down to Laguna Honda
- Both initiatives are mutually successive
  - Practicing Lean leads to True North
  - Laguna Honda is working with Rona Consulting on value stream mapping engagements
- More than 60 individual staff received Lean training and leads are working on specific True North metrics



# Care Experience

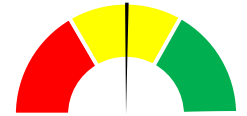


Laguna  
Honda

## Increase resident satisfaction ratings

Fiscal Year 15-16: 95.4%  
Fiscal Year 16-17 Q1: 96.6%

Goal: 98.0%

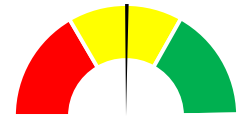


Laguna  
Honda

## Reduce wait time for Acute Rehabilitation

Fiscal Year 15-16: 2.1 Days  
Fiscal Year 16-17 Q1: 1.5 Days

Goal: 1.5 Days

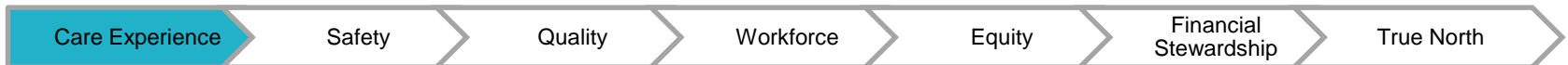
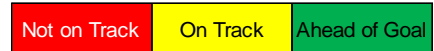
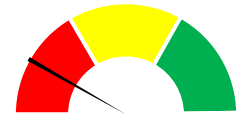


Health at  
Home

## Increase client satisfaction ratings

Fiscal Year 15-16: 75.0%  
Fiscal Year 16-17 Q1: 72.0%

Goal: 78.0%





# Care Experience



## ■ Laguna Honda

- Preparing to roll out new resident guidebook (in 5 languages) to be provided at the time of admission
- Working on streamlining admissions activities and processes through value stream mapping
- Educating Zuckerberg San Francisco General Hospital on appropriate use of referral system to enhance data collection

## ■ Health at Home

- Conducting ongoing Post Discharge Telephone surveys to better understand care experience from client perspective in addition to NRC Picker
- Offering clients change of in-home clinicians if appropriate, when requested



# Safety



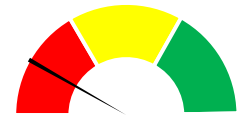
Laguna  
Honda

## Reduce resident falls resulting in major injuries

Fiscal Year 15-16: 2.0%

Fiscal Year 16-17 Q1: 1.9%

Goal: 1.7%



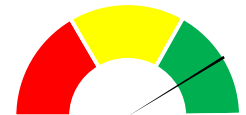
Laguna  
Honda

## Reduce preventable staff injuries

Fiscal Year 15-16: 11.6 Per 100 FTE

Fiscal Year 16-17 Q1: 2.6 Per 100 FTE

Goal: 11.0 Per 100  
FTE



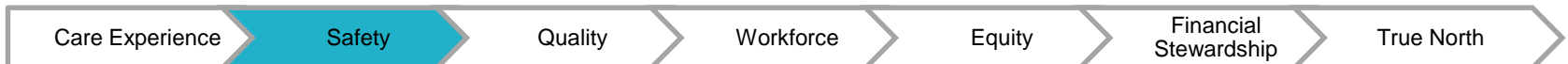
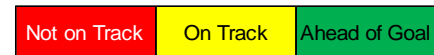
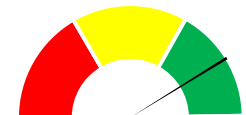
Health at  
Home

## Reduce preventable staff injuries

Fiscal Year 15-16: 11.6 Per 100 FTE

Fiscal Year 16-17 Q1: 2.6 Per 100 FTE

Goal: 11.0 Per 100  
FTE





# Safety



## ■ Laguna Honda

- Working on A3 plan to pilot falls countermeasures on high risk units
- Investigating root causes of incidents using 5 Whys and Fishbone analysis
- Focusing on safety training for staff performing resident handling

## ■ Health at Home

- Assessing implementation of RSI (Repetitive Strain Injury) Stretch Break reminder software for staff
- Educating clinicians and staff on tips for safety awareness, environmental hazards, workplace ergonomics and parking



# Quality



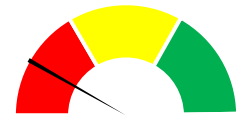
Laguna  
Honda

## Reduce incidence of pressure ulcers

Fiscal Year 15-16: 2.5%

Fiscal Year 16-17 Q1: 2.4%

Goal: 1.5%



Laguna  
Honda

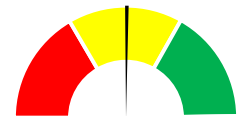
## Increase staff flu vaccination

Fiscal Year 15-16: 92.5%

Fiscal Year 16-17 Q1: 0.0%

\*Flu vaccination period began in October (75.0%)

Goal: 95.0%



Health at  
Home

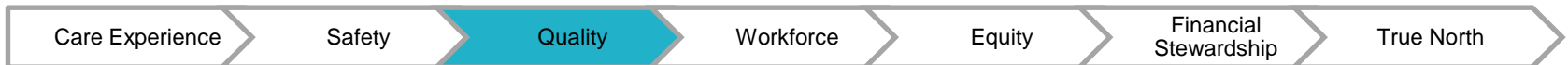
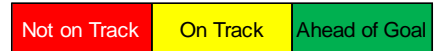
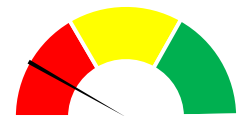
## Reduce hospital readmissions through improved discharge follow-up (Medicare only)

Fiscal Year 15-16: 19.6%

Fiscal Year 16-17 Q1: 42.9%\*

\*Data reflects only through July (6 out of 14 clients)

Goal: 18.0%







# Quality



- **Laguna Honda**
  - Working on A3 plan to develop countermeasures on preventing pressure ulcers for high risk residents
  - Providing education on importance of flu vaccination and making vaccines available to all staff and volunteers
  
- **Health at Home**
  - Working on A3 to analyze Medicare client readmission data for those readmitted within first 30 days after inpatient discharge
  - Conducting 100% chart review (by nurse manager) on Medicare client readmissions within first 30 days of home care to ensure care & interventions were provided
  - Sharing best practice and alternatives for clients to seek care at Urgent Care Clinic at discipline-specific meetings
  - Working with vendors to ensure data integrity with readmission reports
  - Educating Health at Home leadership on readmission data reports by reviewing and drilling down on specific data points



# Workforce



Laguna  
Honda

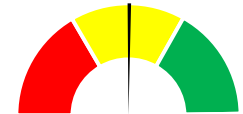
## Improve overall job satisfaction ratings among staff

Fiscal Year 15-16: 77.0%

Fiscal Year 16-17 Q1: TBD\*

\*New data not available until next survey

Goal: 80.0%



Health at  
Home

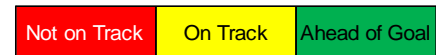
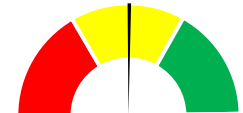
## Improve overall job satisfaction ratings among staff

Fiscal Year 15-16: 53.0%

Fiscal Year 16-17 Q1: TBD\*

\*New data not available until next survey

Goal: 58.0%





# Workforce



## ■ Laguna Honda

- Distributing survey results to all Laguna Honda by department managers and supervisors.
- Identifying top 3 priorities areas for improvement by department staff that will be incorporated into A3 plan

## ■ Health at Home

- Meeting as Health at Home Staff Satisfaction Committee to address the top 3 priorities for improvement with SMART objectives and action plans; results being reported at monthly all-staff meeting
- Conducting quarterly Survey Monkey check ins beginning December 2016



# Equity



Laguna  
Honda

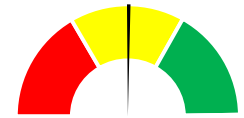
## Reduce disparities in resident satisfaction with LHH services among limited English speaking residents

Fiscal Year 15-16: 81.0%

Fiscal Year 16-17 Q1: TBD\*

\*New data not available until next survey

Goal: 83.0%



Laguna  
Honda

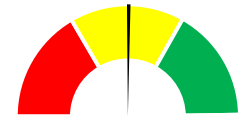
## Develop standard work for documenting residents' sexual orientation and gender identify (SOGI)

Fiscal Year 15-16: No

Fiscal Year 16-17 Q1: TBD\*

\*Metric is scored as complete/incomplete

Goal: Yes



Health at  
Home

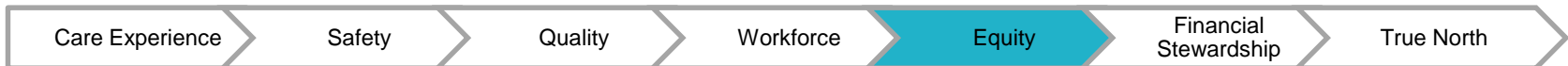
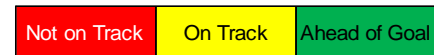
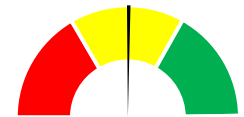
## Develop standard work for documenting residents' sexual orientation and gender identify (SOGI)

Fiscal Year 15-16: No

Fiscal Year 16-17 Q1: TBD

\*Metric is scored as complete/incomplete

Goal: Yes





# Equity



## ■ Laguna Honda

- Investing in translation of information for flyers, documents, and signage throughout the facility

## ■ Health at Home

- Reviewing and utilizing current home health software documentation tool at admission to ensure the sexual orientation and gender identity data are assessed and documented at all admission visits



# Financial Stewardship



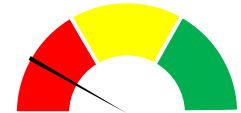
Laguna  
Honda

## Decrease overtime utilization

Fiscal Year 15-16: 1.9%

Fiscal Year 16-17 Q1: 3.2%

Goal: 1.0%



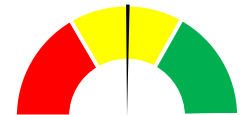
Health at  
Home

## Optimize revenue collection for home health visits

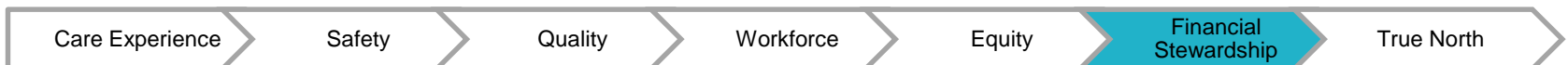
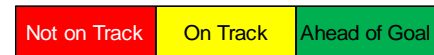
Fiscal Year 15-16: 22.0%

Fiscal Year 16-17 Q1: 19.3%\*

Goal: 18.0%



\*Data reflects only through July





# Financial Stewardship



- **Laguna Honda**
  - Filling vacant positions more quickly
  - Developing a plan around use of coaches (cohorts, assignments by coverage area) on neighborhoods
  
- **Health at Home**
  - Conducting specific chart audits on Medicare only clients with Low Utilization Payment Adjustment (LUPA) to identify trends
  - Conducting one-on-one meetings with clinicians to re-educate and review clinical utilization



# Fiscal 16-17 Q1 Summary



## Laguna Honda

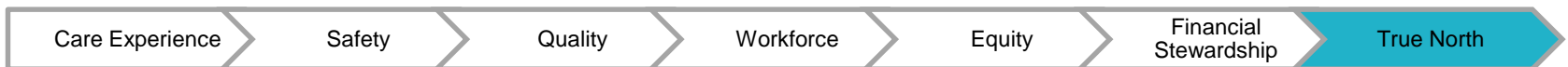
Status	Not on Track	On Track	Ahead of Goal
Metric Count	3	6	1
Metric Percentage	30.0%	60.0%	10.0%

## Health at Home

Status	Not on Track	On Track	Ahead of Goal
Metric Count	2	3	1
Metric Percentage	33.3%	50.0%	16.7%

## Aggregate

Status	Not on Track	On Track	Ahead of Goal
Metric Count	5	9	2
Metric Percentage	31.3%	56.3%	12.5%







Thank you



Comments, Questions or Concerns