Laguna Honda
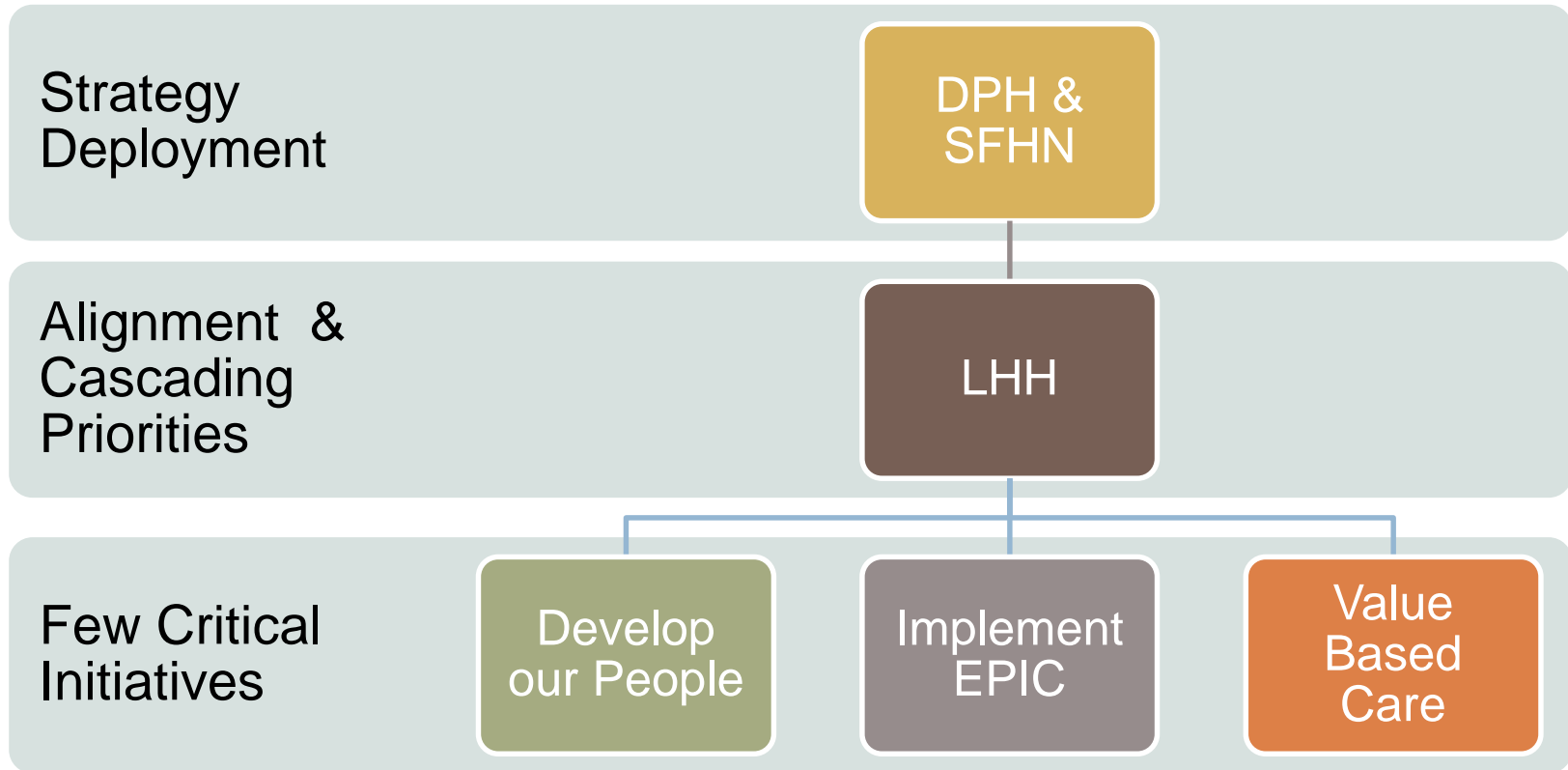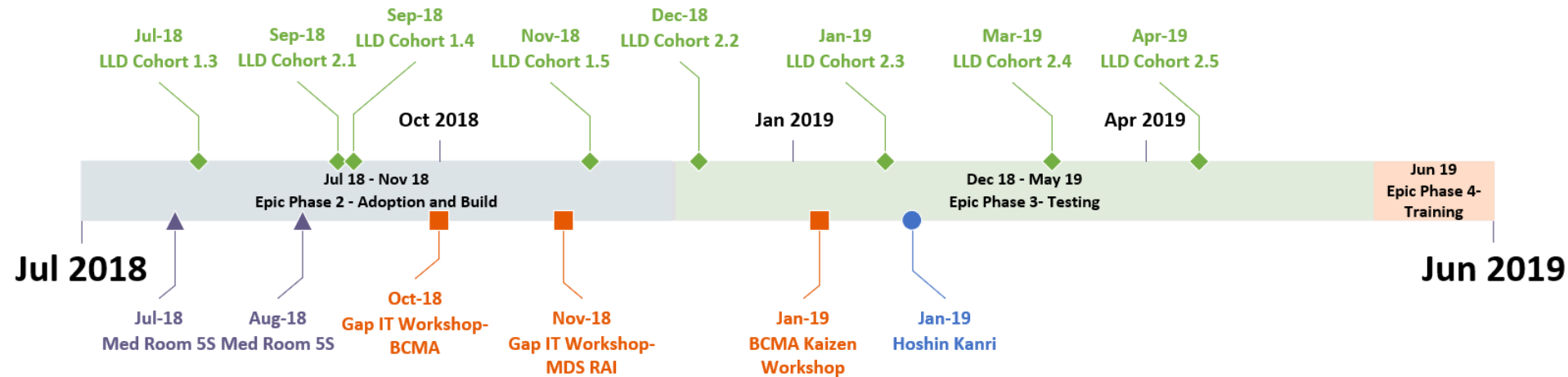# Lean Transformation
FY18 – 19

Laguna Honda
Strategic Performance Management
Fall 2019

Hoshin Kanri (FY18-19)

Strategy Deployment	DPH & SFHN
Alignment & Cascading Priorities	LHH
Few Critical Initiatives	Develop our People — Implement EPIC — Value Based Care

Our Lean Transformation, FY18 – 19

Jul-18
LLD Cohort 1.3

Sep-18
LLD Cohort 2.1

Sep-18
LLD Cohort 1.4

Nov-18
LLD Cohort 1.5

Dec-18
LLD Cohort 2.2

Jan-19
LLD Cohort 2.3

Mar-19
LLD Cohort 2.4

Apr-19
LLD Cohort 2.5

Oct 2018

Jan 2019

Apr 2019

Jul 18 - Nov 18
Epic Phase 2 - Adoption and Build

Dec 18 - May 19
Epic Phase 3- Testing

Jun 19
Epic Phase 4-
Training

Jul 2018

Jun 2019

Jul-18
Med Room 5S

Aug-18
Med Room 5S

Oct-18
Gap IT Workshop-
BCMA

Nov-18
Gap IT Workshop-
MDS RAI

Jan-19
BCMA Kaizen
Workshop

Jan-19
Hoshin Kanri

LEGEND

◆ Lean Leadership Development

▲ Med Room 5S Workplace Management

■ Kaizen/Gap IT Workshops

● Hoshin Kanri

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Developing People

Lean Leadership Development
Daily Management Systems (DMS)

What

Participants learn, build, and practice new tools and skills. Teams implement

Who & When

- **Cohort 1 (May – Nov 2018)**
4 Nursing Units and Dept. of Education & Training

- **Cohort 2 (Nov 2018 – May 2019)**
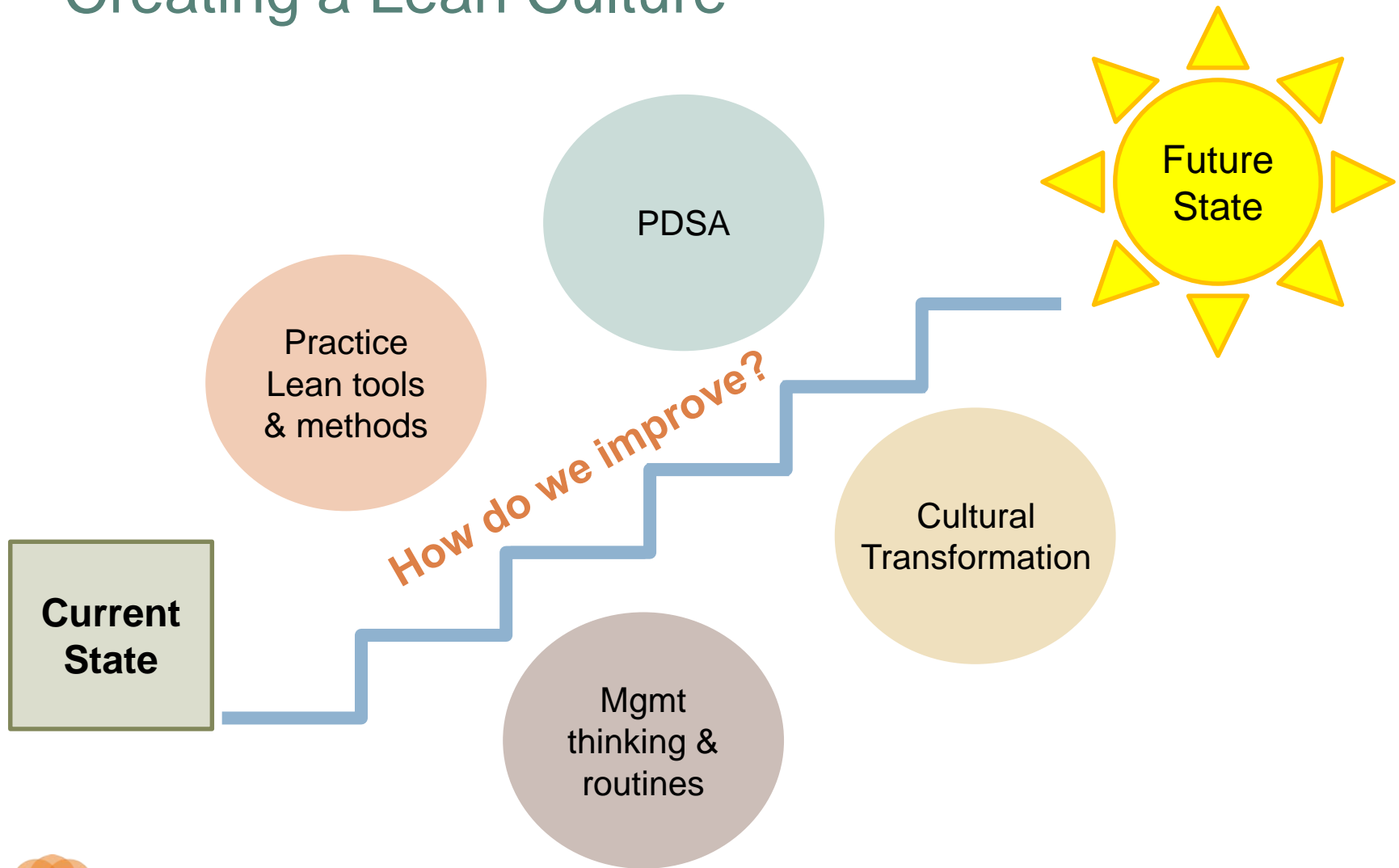2 Nursing Units and 3 Clinical Depts.

Tool Box

- Making time for improvements
- Daily status sheets
- Improvement huddles
- Process observations
- Leader standard work
- Weekly status sheets
- Visual management of metrics

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Lean Leadership Development
Creating a Lean Culture

PDSA

Practice Lean tools & methods

How do we improve?

Current State

Mgmt thinking & routines

Cultural Transformation

Future State

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Lean Leadership Development

Cohort 1 (May 18)
- 206 IO's implemented

Cohort 2 (Nov 18)
- 109 IO's implemented

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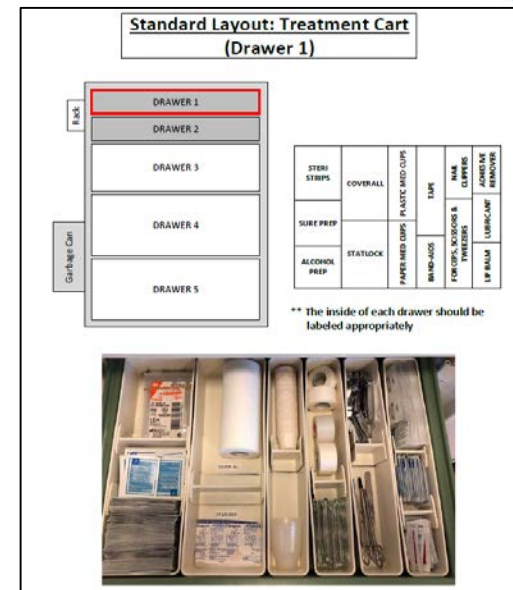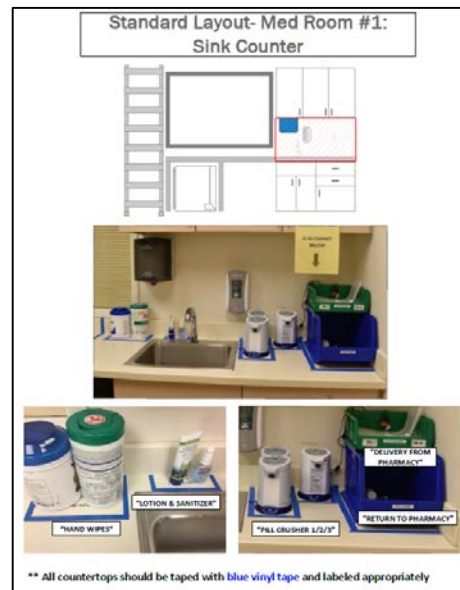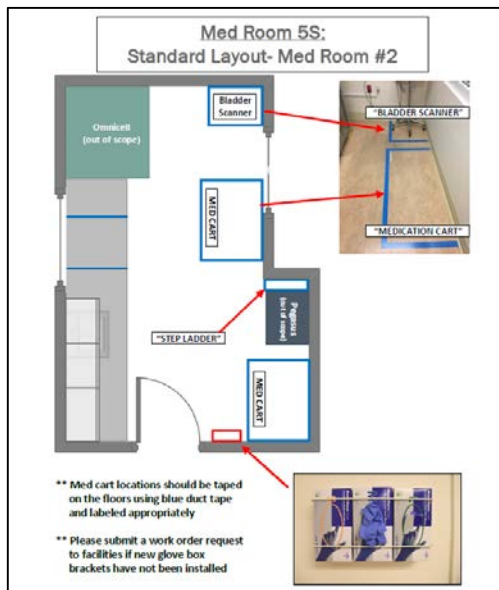Laguna Honda Hospital and Rehabilitation Center

Value Based Care
5S Workplace Management

Med Room 5S – Phase 2 Rollout
May 2018 – Aug 2018

Completed rollout to all 14 Nursing units May 2018 – August 2018

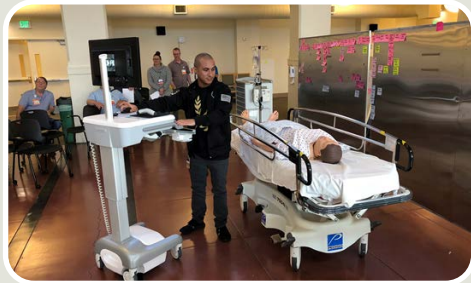Scope: Medication Rooms (26), Medication Carts (55), and Treatment Carts (29)

EHR Readiness

Gap IT Workshop – Oct 2018
Barcode Med Administration

Focus
- Focus is on patient safety through bar coded medication administration using future Epic EHR with defined standard times for med pass.

Actions
- Swim lane and SIPOC (supplies, inputs, process, outputs, and customers) diagrams were created to easily identify steps and key players within the BCMA process
- Identified waste, facts, observations
- Learned Epic future state workflow/new Omnicell-Epic interface
- Generated gap cards

Outcome
- Identified 79 gaps to close prior to Go-Live
- Requests for a kaizen workshop to focus on specific BCMA workflow changes
- Policy change
- Standard Work
- Job description change

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Kaizen Workshop – Jan 2019
Barcode Med Administration

Problem

- Laguna Honda has not been able to complete med pass within the two hour window 100% of the time.

Actions

- JDI Workshop conducted to establish ergonomically friendly workflow for nurses completing med pass
- Developed a process for med simplification and PRN discontinuation process
- Moving towards ready to administer medication

Results

- Policy change for the following; med administration, pharmacy stop orders, dosage form conversions, safe medication orders, pharmacy therapeutic conversions, and ward stock policy
- Standard work for the following; Auto discontinuation of PRNs, ready to use rollout, processing new medication orders for ready to use medication, and med simplification process
- Standardize changes for the following; liquids to ready to administer, half tabs to ready to administer, vit d dosage

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Gap IT Workshop – Nov 2018
MDS Resident Assessment Instrument (RAI)

Focus

- Resident assessment instrument (RAI) and associated workflows including the minimum data set (MDS)

Actions

- Swim lane and SIPOC (supplies, inputs, process, outputs, and customers) diagrams were created to easily identify steps and key players within the MDS RAI process
- Identified waste, facts, observations
- Learned Epic future state workflow/new Omnicell-Epic interface
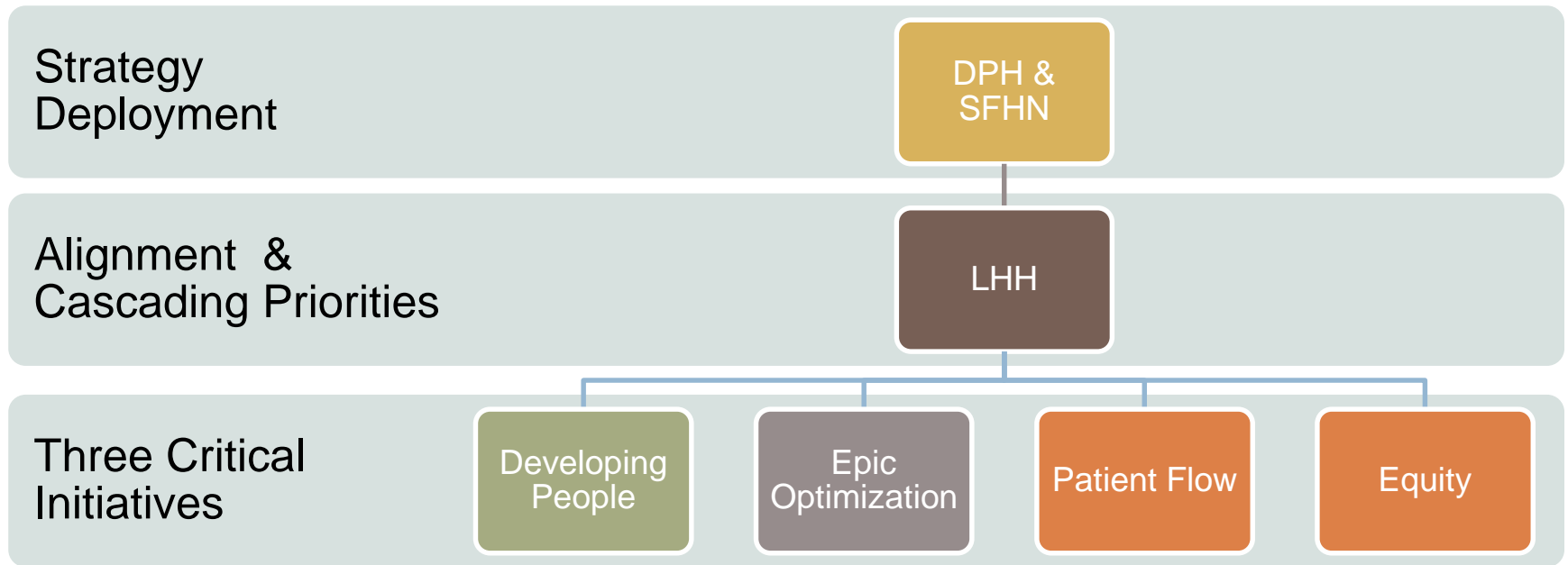- Generated gap cards

Outcomes

- Identified 41 gaps to close prior to Epic go-live
- Standard work created to address new admission process
- Defined roles and responsibilities between various departments
- Update in MDS policy
- Provide suggested plans

Hoshin Kanri (FY19-20)

Strategy Deployment → DPH & SFHN

Alignment & Cascading Priorities → LHH

Three Critical Initiatives → Developing People | Epic Optimization | Patient Flow | Equity

Strategic Performance Management Team

Vincent Lee

- Administrative Analyst

Olivia Thanh

- Administrative Analyst

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