2023-24 LAC+USC Medical Center

Strategic Initiatives

Final 01/2023

Values

We value ***TEAMWORK*** as an essential attribute of all we do.

We value ***ACCOUNTABILITY*** in the services we provide and the just use of resources in delivering care.

We value ***TRUST*** in our colleagues, our work, and our accomplishments.

We value ***COMPASSION*** in our interactions with our patients and each other, so that we accept people as they are and foster healing and wholeness.

LAC+USC
MEDICAL CENTER

Goals

POPULATION HEALTH, VALUE BASED CARE & TECHNOLOGY	• Provide cost-effective patient-centered care across the continuum
QUALITY, SAFETY, & PATIENT EXPERIENCE	• Grow our culture of improvement and innovation
COMMUNITY	• Engage and partner with our community
WORKFORCE	• Retain the workforce of the future
FISCAL SUSTAINABILITY	• Ensure financial viability in support of our vision

LAC+USC
MEDICAL CENTER

POPULATION HEALTH, VALUE BASED CARE & TECHNOLOGY:

Provide cost-effective patient-centered care across the continuum

Population Health

1. Decrease inappropriate use of ED and Urgent Care
2. Enhance care transitions and care management efforts for high-risk patients

Value Based Care

1. Restore and reimagine clinical services while responding to the ongoing COVID-19 pandemic
2. Expand support services to address social determinants

Technology

1. Leverage data to drive clinical and operational decisions

LAC+USC
MEDICAL CENTER

Population Health

Decrease inappropriate use of ED and urgent Care

- Fully implement ED X project; metrics being developed

Enhance care transitions and care management efforts for high-risk patients

- Provide transitions of care follow up to DHS patients post in-network and OON discharges; develop measures and targets in alignment with DHS PC leadership
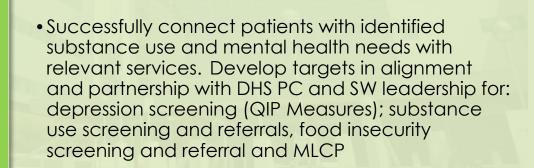
LAC+USC MEDICAL CENTER

Value Based Care

Restore and re-imagine clinical services while responding to the ongoing COVID-19 pandemic

- Ensure patients are offered an appointment in specialty care within the appropriate time period 85% of the time – Suggest measuring % of clinics meeting target –current data 4/36=or 11%
- Complete and read all radiology diagnostic studies within targeted timeframes (i.e., stat <30 min, routine inpatient <24 hours, routine outpatient <6 weeks)

Expand support services to address social determinants

- Successfully connect patients with identified substance use and mental health needs with relevant services. Develop targets in alignment and partnership with DHS PC and SW leadership for: depression screening (QIP Measures); substance use screening and referrals, food insecurity screening and referral and MLCP

Technology

Leverage data to drive clinical and operational decisions

- Establish tools and dashboards for use of data from ASTER system

LAC+USC
MEDICAL CENTER

QUALITY, SAFETY, & PATIENT EXPERIENCE:

Grow our culture of improvement and innovation

Quality

1. Achieve high performance on publicly reported quality measures
2. Establish Equity, Diversity, Inclusion & Anti-Racism (EDIA) infrastructure

Safety

1. Enhance organizational infrastructure for patient safety

Patient Experience

1. Improve patient satisfaction and engagement

LAC+USC
MEDICAL CENTER

Quality

Achieve high performance on publicly reported quality measures

- Achieve QIP indicators: Meet >50% of QIP primary access and preventative care priority measures by the end of 2024 reporting year (12/2024)
- Achieve A letter grade for Leapfrog

Establish Equity, Diversity, Inclusion & Anti-Racism (EDIA) infrastructure

- Establish LAC+USC Subcommittee on EDIA
- Work with HCIP to contribute to DHS EDIA strategic plan by July 2024

LAC+USC MEDICAL CENTER

Safety

Enhance organizational infrastructure for patient safety

- Achieve targets in CAUTI 1.287, need 0.427, CLABSI 0.882 need 0.418), HAPU 1.48 need 0.41), Falls for Magnet status (leapfrog)
- Target for Magnet is 51% of units with greater than peer average
- Reduce staff assaults

LAC+USC
MEDICAL CENTER

Patient Experience

Improve patient satisfaction and engagement

- Reduce call center abandonment rates for LAC+USC (current rate is 9.9%)
- Achieve Magnet targets for nursing communication (>51% percentile ranking [>95 linear score for Leapfrog])
- Achieve Leapfrog targets for physician communication (>95 linear score); Staff responsiveness (>91 linear score); Communication about medications (>86 linear score) and Discharge Information (>92 linear score)
- Increase active capacity utilized by DHS empaneled patients from 82% to 85% by June 2024

Retain

WORKFORCE:

Retain the workforce of the future

1. Support individual and organizational resiliency and wellness
2. Optimize employee engagement strategies

LAC+USC MEDICAL CENTER

Retain

Support individual and organizational resiliency and wellness

- Establish a wellness infrastructure for employees at LAC+USC

Optimize employee engagement strategies

- Improve employee engagement as measured by employee engagement survey
- (Specific metrics TBD)

LAC+USC
MEDICAL CENTER

FISCAL SUSTAINABILITY:

Ensure financial viability in support of our vision

Fiscal Management Tools

1. Create financial tools to facilitate fiscal management

Service Optimization

1. Reduce unnecessary expenditures while maintaining clinical service levels

LAC+USC
MEDICAL CENTER

Fiscal Management Tools

Create financial tools to facilitate fiscal management

- Successfully implement and begin use of tools and dashboards for cost accounting system by QI 2024

LAC+USC
MEDICAL CENTER

Service Optimization

Reduce unnecessary expenditures while maintaining clinical service levels

- Establish metrics for timely billing
- Establish controllable write-offs targets and reduce them

LAC+USC MEDICAL CENTER

COMMUNITY:

Engage and partner with our community

Engage

1. Optimize communication with the community

Partner

1. Recruit and retain a robust Patient Family Advisory Council

LAC+USC MEDICAL CENTER

Engage

Optimize communication within the community

- Rebrand live Townhalls to better communicate within the organization and the community

LAC+USC MEDICAL CENTER

Partner

Recruit and retain a robust Patient Family Advisory Council

- Number of QI/operational projects with PFAC input

LAC+USC
MEDICAL CENTER

Thank you

LAC+USC
MEDICAL CENTER