

Loma Linda University Medical Center- Murrieta

Strategic Planning '22 – '27
International Leadership



LOMA LINDA UNIVERSITY
MEDICAL CENTER – MURRIETA

LLUMC-Murrieta Strategic Plan

VISION

Transforming lives through education, healthcare and research...*by focusing on the health and wellbeing of each person in the southwest riverside community.*

LLUH Strategic Plan

CAMPUS CULTURE

EDUCATIONAL
INITIATIVES

REGIONAL – NATIONAL –
GLOBAL- IMPACT

DISCOVERY &
INNOVATION
INFRASTRUCTURE
DEVELOPMENT

FINANCIAL STRENGTH

LLUMC – MURRIETA STRATEGIC PLAN

PEOPLE

PURPOSE

FACILITY
MASTER PLAN

OPERATIONS



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HEALTH SYSTEM

LLUMC-Murrieta Strategic Focus

PEOPLE



We are turning our mission of healing inward towards our staff and leadership. It will have a powerful impact on the healing we provide to our patients.



We have fully maximized our current footprint and need to begin working towards a long term solution.

FACILITY MASTER PLAN

OPERATIONS

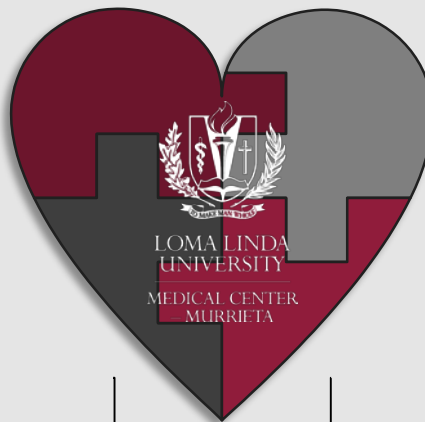


We have placed a laser focus on creating operational efficiency and alignment.

We are focusing on extending the LLUH vision to the Southwest Riverside Region.



PURPOSE



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LLUMC-Murrieta (PEOPLE): Employee Engagement

Walk-A-Mile

- » Opportunity for executive leadership team to:
 - connect with employees on the frontlines or back offices
 - assist with task and provide support
 - address concerns and departmental needs

Communication Strategy

- » Develop strategies to ensure clear flow of communication
- » Provide clarity on current state and the future
- » In-person forums and gatherings for multiple shifts



Jonathan Jean-Marie walked-a-mile in the Emergency Department



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PEOPLE

LLUMC-Murrieta Executive Summary: Employee Engagement

The Peer Support Pilot Program; Code Lavender



- ❖ Peer Support Code Lavender has gotten off to a great start on the 4th floor.
- ❖ Currently they have provided Code Lavender support to 3 staff members
- ❖ Flyers have been placed in all areas of 4th floor and is a subject matter in all of our staff meeting
- ❖ There are 6 staff members who have gone through the educational course.
- ❖ The care for the Caregiver hospitality cart contains Sachets of Dove Chocolate, Chamomile tea, LLUH Employee Resources card with contact information, and an inspiration bible verses. healthy snacks and other spiritual information.
- ❖ To activate a Code Lavender you go to the our internal website portal.

The 4th Floor Nurse Manager states:

“An example of our Code Lavender activation was for a new grad who had her first code and lost her patient. We surrounded her with support and continue to check in with her.

I’m very excited about this wonderful program.”



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LLUMC-Murrieta: Operational KPI's (Monthly)



Financial

Revenue per Adjusted Discharge
Labor Cost per Adjusted Patient Day
Contribution Margin w/Suppl. Revenue
% Change in Net Assets



Clinical

CLABSI Infection Ratio (vs. CMS)
Complex AR SSI Ratio (vs. CDPH)
[Insert cardiac initiative here]
30-Day Readmission, all-cause



Feedback

Patient Satisfaction – Overall Rating
Employee Retention Rate
Average Days to Fill – All Positions
[Insert patient complaint metric here]



Efficiency

Inpatient Average Length of Stay
Overall Operating Room Block Utilization
Observation Utilization Ratio(s)
ED Door-to-Discharge Time



Growth

Surgeries
Cath Lab Cases
Emergency Department Visits
Transfers Received



Purpose

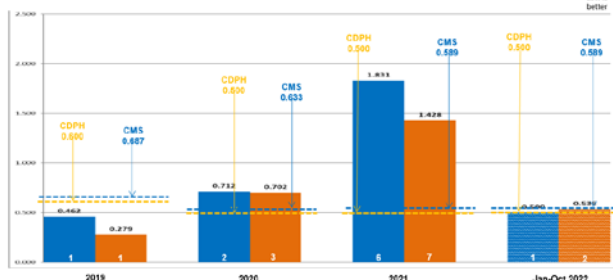
Patient Satisfaction – Staff Responsive
Students/Residents on Campus
Contract Labor %
Published Recognition for Excellence



Key Clinical Quality Metrics

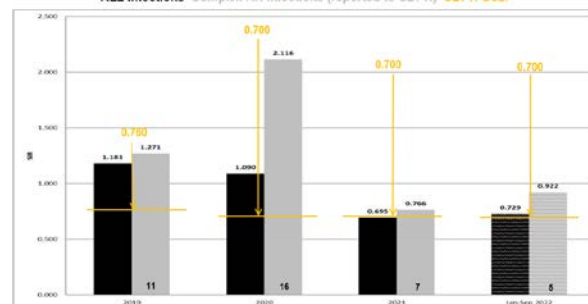
LLUMC-M Central Line Associated Bloodstream Infections (CLABSI)

CMS (CCU, NICU, Med/Surg) CDPH (All Units)

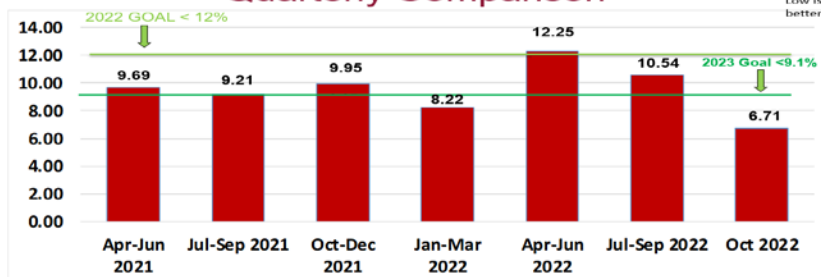


LLUMC-M Surgical Site Infections (SSIs)

ALL Infections Complex AR Infections (reported to CDPH) CDPH Goal



Hospital Wide CMS Readmission Rate Quarterly Comparison



Leapfrog Hospital Safety Score

	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022
LLUMC-Murrieta	C	C	C	C	B	B	B	B	B
					3.0437	3.0723	3.1225	3.0494	3.0311



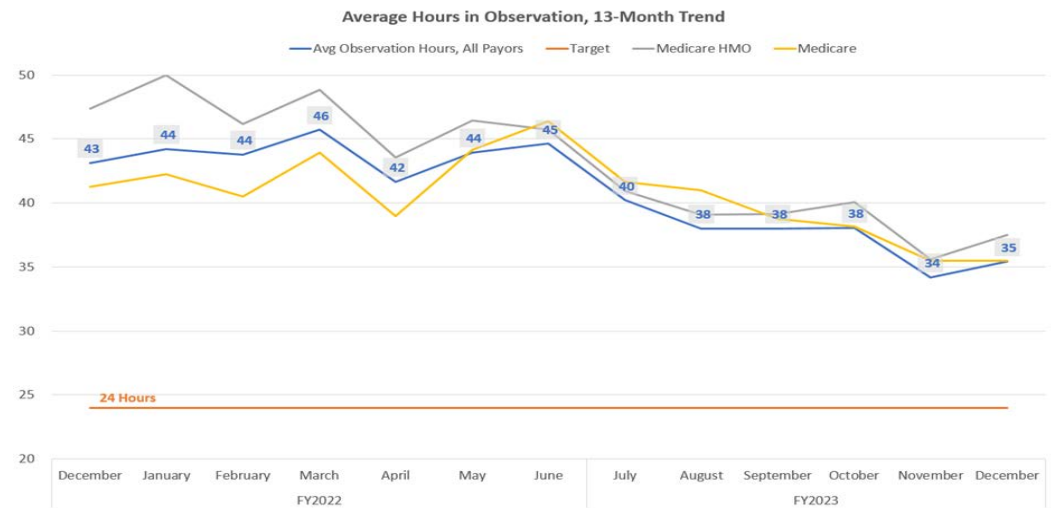
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Operational Adjustments: Changed our processes

- Created 10 Beds
- Grouped observation patients on a single nurse list to focus attention.
- Launched a dedicated clinical decision unit for observation patients
- Re-engaged Physicians, Residents and Advanced Practice practitioners on Observation utilization
- Developed Decision Tree
- Script/Messaging for Nurses & House Supervisor



Observational Clinical Decision Unit, Ribbon Cutting



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LLUMC-Murrieta Executive Summary



FACILITY MASTER PLAN



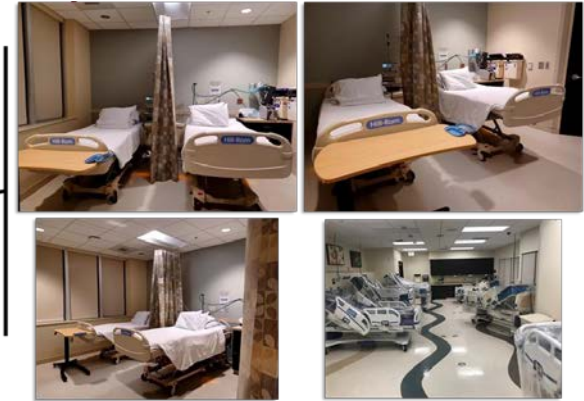
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LLUMC- Murrieta Facility Temporary Solutions

During the pandemic & volume surges we exceeded the 111 licensed bed facility

- » Developed alternate sites to provide inpatient care.
- » Converted single/private rooms to double rooms, converted a procedure area (GI) into inpatient space, and utilized tents outside when needed.
- » Gave us the capability to care for up to 135 patients above our licensed capacity.

Double Occupancy & CDU- 78 Beds



Tents- 24 Beds



GI Overflow- 33 Beds

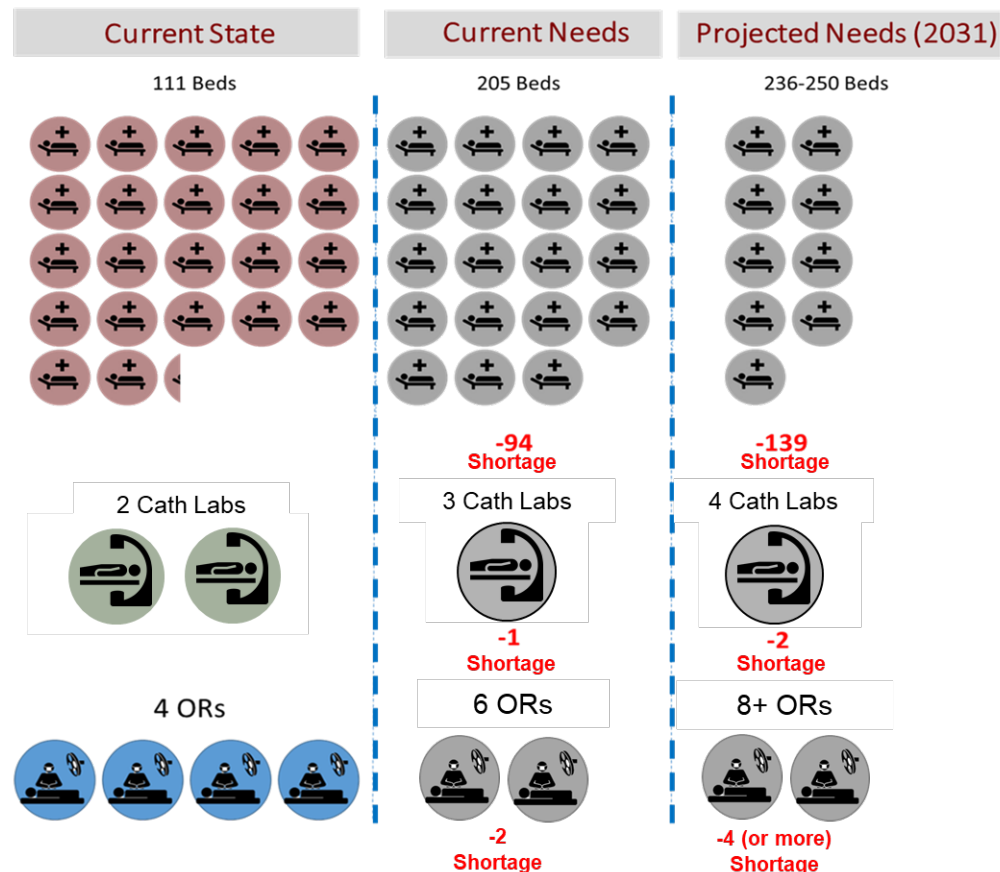
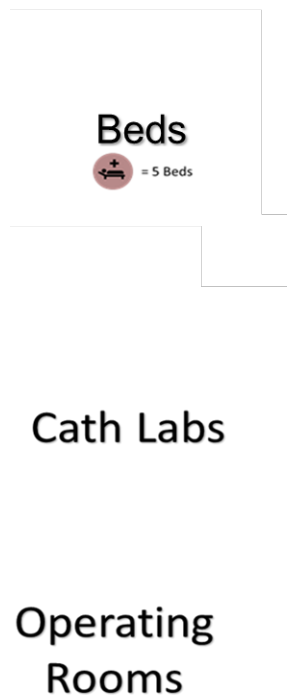


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LLUMC-Murrieta Current & Future Needs Assessment

- External assessment of needs indicates that the hospital is significantly undersized to meet even the current hospital needs in the market.
- Next Steps:
 - Review short term expansion plans (15 additional Beds)
 - Long term expansion of additional patient tower (139-194 additional Beds)

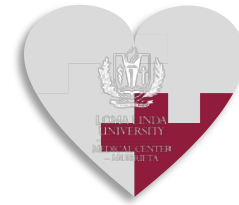


Assessment provided by



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LLUMC- Murrieta Regional Vision



PURPOSE

Well Being (Advocate)

The community of SW Riverside views LLUMC-MURR as an advocate.

Wellness (Partner)

LLUMC-MURR will take the leadership role in partnering with local organization toward the wellness of our community.

Healthcare (Do)

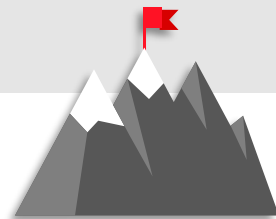
LLUMC-MURR is identified by the community as the regional healthcare provider of choice.



Align with non-healthcare entities to serve the community

- » Community partnership initiatives
- » Partnership with large entities

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Community Partnership Council

Partnered with Non-Healthcare Companies



- » LLUH is “The Official Health Sponsor” for the KTM Factory Racing Team for the 2023 racing season.
- » John Hinz, CEO, KTM North America, Inc.
“...we have a responsibility as leaders in the industry to foster the positive health benefits motorcycle riding and racing brings to riders and their families. Alongside the Loma Linda University Health team, we are excited to partner with such a world-class team and bring this to our sport.”

Collaborate with local School District



- » Murrieta Valley School District CTE courses are designed to provide students with entry-level job training in several industry sectors, including Health Science and Hospitality
- » Opportunity to build pipeline of future employees, and expose students to a wide range of healthcare roles
- » Hired 1 phenomenal Student in Nutritional Services, working 12 hours per pay period



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