

Welcome to Harbor-UCLA Medical Center

Our *vision* is to be an inclusive healthcare organization, nationally recognized for innovative and community-engaged patient care, education, and research.
Our *mission* is to provide equitable and exceptional care with the respect and compassion.



2024-2025 KEY FACTS (FY July - June)



20,533

Total Patient Discharges



283,250

Clinic Visits



Emergency Department Visits

92,520

Medical Staff

836 Full Time Faculty

266 Associate Faculty

544 Residents & Fellows

45 Graduate Medical Education Programs



5.09 Days Length of Stay



453

Licensed Beds

4400+

Staff Members



11,123

Surgeries

1 of Only 5

Level 1 Trauma Centers in LA County



Covering 900,000+ Lives

PERFORMANCE IMPROVEMENT (PI): OUR LEAN JOURNEY

Pre-2012: Laying the Groundwork: Initiated early "Lean" pilot projects

- Participated in CDPH's *Lean Collaborative*
- Consultant-led, tool-based initiatives (e.g., week-long "Kaizen" events)
- Early enthusiasm and staff engagement—but limited sustainability

2013–2020: Foundation & Growth: Partnership with Toyota- nonprofit TSSC

- **2014:** Established the Kaizen Promotion Office (KPO) with 3 FTEs
- **2015:** Launched in-house Lean 101 training based on the Toyota Production System (TPS) and adopted Lean as the official Performance Improvement (PI) methodology (11/2015)
- **2016:** Expanded KPO team to 6 FTEs
 - **Model Cells** launched in Eye and GIM Clinics, introducing Lean tools (standardized work, visual management, A3s)
- **2018:** Developed & later implemented organization-wide **True North** vision with annual metrics, supported by:
 - Care Domain (patient location) structure: Inpatient, Outpatient, Emergency, Perioperative
 - Leadership hallway updates and annual strategic/master planning
- **2019:** New model cell in Ortho Clinic; transitioned Lean 101 to 2.5-hour online modules (1,000+ trained including senior leaders)
- **2020:** Introduced virtual A3 problem-solving collaboratives with 1:1 coaching; expanded use of VMBs, 5S, and standardized work

2021–Present: Transformation & Momentum:

- **2021–2022:** Relaunched and stabilized PI and KPO operations (post-COVID service recovery)
 - Sustained 5S across 100+ hospital areas
 - Restarted 20+ weekly VMB genba improvement huddles
 - Relaunched Standardized Work training, VMB Train-the-Leader program, and rapid-cycle A3 problem-solving for high-priority projects
- **2023:** Aligned True North initiatives with key organizational goals
 - Launched Strategic A3s to improve patient and workforce experience, safety, equity (EDIA), and reduce clinical wait times and wastes
 - Designated Metric Managers and executive sponsor oversight
- **2024:** Rolled out PDCA A3 Workforce Experience & Engagement Train-the-Leader program (pilot teams: CSW, PACU, 4West)
- **2025:** Expanded and operationalized standardized True North Action Planning using PDCA by implementing Kaizen SBARs across clinical and non-clinical domains—engaging ancillary and interdisciplinary teams to drive targeted interventions and deliver measurable outcomes aligned with the four True North priorities: patient experience, staff experience, quality and safety, and wise use of resources.

For Staff: To learn more about Lean at Harbor-UCLA, visit the [Lean Education SharePoint site](#).



SELECTED IMPROVEMENT INITIATIVES*

*Updated Quarterly;
Last update: July 2025

Reduced the "Left Without Being Seen" Rate for Emergency Patients*

18% to 2.0%

Improved the sustainability of unit-based 5S (Odd & Even Floors)

42% to 93%

Reduced the cycle time for patients in the Gen. Internal Medicine Clinic

125 to 84 mins



HARBOR-UCLA MEDICAL CENTER'S 2025-2027 TRUE NORTH METRICS

Our vision is to be an inclusive healthcare organization, nationally recognized for innovative and community-engaged patient care, education, and research.

Our mission is to provide equitable and exceptional care with respect and compassion.

The following are our strategic metrics to assess our progress in meeting/achieving our mission/vision:



TRUE NORTH

We put patient care first.

Improve the percentage of patients recommending Harbor-UCLA to 80% or higher by Dec. 31, 2027.

We care about and respect our staff.

Improve the percentage of staff who recommend Harbor-UCLA as a good place to work to 80% or higher by Dec. 31, 2027.

We use our resources wisely.

Improve patient flow and access by 20% by Dec. 31, 2027.

We deliver safe and high-reliability care.

Improve overall performance to meet Quality Incentive Program (QIP) goals and achieve a Leapfrog Hospital Safety "A" grade by Dec. 31, 2027.

