Agenda

- SFHN Strategic Plan 2016-17
- Lean Implementation Update
- Patient Communications Update
SFHN Strategic Planning (Hoshin Kanri)

March 8 – March 9, 2016

20 participants representing SFHN and DPH leadership
SFHN Strategic Plan (X-Matrix)

**Mission:** We provide high-quality health care that enables all San Franciscans to live vibrant, healthy lives.

**Vision:** To be every San Franciscan’s first choice for health care and well-being.

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<tr>
<th>Strategic Initiatives</th>
<th>True North</th>
<th>Performance</th>
<th>True North Outcomes</th>
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<tr>
<td>1. Right information, every time, anywhere (RIETA)</td>
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<td>2. Leverage statewide waivers to transform care</td>
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<td>8. Operational Integration</td>
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<td>9. Implement the master facility plan</td>
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<tr>
<th>Team Members</th>
<th>Garcia, Dr. DPH</th>
<th>Ogden, Deputy Dr. SFHN</th>
<th>Chen, Chief of SFHN</th>
<th>Borel, CFO, DPH</th>
<th>Eldred, CNO, SFHN</th>
<th>CFTO, CFO/COO</th>
<th>Golden, Figueroa, COO</th>
<th>Ziegler, Chief of Staff, CTO</th>
<th>Yu, Dr. Antinolli, CIO, CHIO</th>
<th>Napolitano, Senior VP, CIO</th>
<th>NYU, Dr. Antinolli, CIO, CHIO</th>
<th>Golden, Chief Quality Dr, Antinolli, CIO</th>
<th>Insel, CEO, Laguna Honda</th>
<th>Epstein, Dr. Trauma Informed Sys</th>
<th>Martinez, Dr. Trauma Informed Sys</th>
<th>Martin, Dr. Transplant</th>
<th>Tran, Dr. Integrative</th>
<th>Stahl, Dr. Calvary</th>
<th>Tran, Dr. Trauma Informed Sys</th>
<th>Lurie, Dr. Blood Bank</th>
<th>Stahl, Dr. Calvary</th>
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**Legend:**
- Strong correlation or lead sponsor
- Important correlation or core team member
- Weak correlation or not in team

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True North

- True North is the precise, concise, and universal set of ideals that describes the ideal, long term state of the SF Health Network.

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<th>SAFETY</th>
<th>WORKFORCE</th>
<th>EQUITY</th>
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<td>Eliminate harm to patients and staff</td>
<td>Create an environment that values and respects our people</td>
<td>Eliminate disparities</td>
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<th>QUALITY</th>
<th>CARE EXPERIENCE</th>
<th>FINANCIAL STEWARDSHIP</th>
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<td>Improve the health of the people we serve</td>
<td>Provide the best health care experience</td>
<td>Provide financially sustainable health care services</td>
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Strategic Initiatives

- Strategic initiatives represent the SF Health Network’s body of improvement work and priorities for the current period.
- Initiatives are closely aligned to our True North.
  - Green = strong correlation, Yellow = important correlation

1. Right information, every time, anywhere*
2. Leverage statewide waivers to transform care*
3. Right care, right place, right time*
4. Develop our people*
5. Stabilize and optimize finances*
6. Operational Integration
7. Optimize internal communication and external outreach
8. Create timely, actionable and relevant data to support continuous improvement
9. Implement the master facility plan

* Strategic initiatives with planned A3 sessions
Performance

- Performance measures are indicators of process improvement for the strategic initiatives
  - Green = strong correlation to strategic initiative
- Measures were drafted by the workgroups during the strategic planning session as a placeholder and will be refined during A3 workshops
SFHN Strategic Plan (X-Matrix)

Team Members

- Represents key members from the DPH-level and SFHN-level Executive Leadership teams
  - ZSFG, LHH, Ambulatory Care, Transitions, Finance, HR, IT, Communications, Accountable Care

- SFHN Director is the owner of the X-Matrix and select team members own individual strategic initiatives
  - Green = Team Leader, Yellow = Team Member

- Identified leaders and members form teams that are tasked with developing that strategic initiative's team charter (A3-T)
SFHN Strategic Plan (X-Matrix)

True North Outcomes

- Division specific metrics are generally financial in nature (ex: ZSFG, Primary Care)
- Wide variation of services and care provided across the network necessitated flexible outcome measures at the network level
- Most network outcome measures are a composite of division level True North metrics
  - Success = 70% of division level True North metrics are met
  - Supports ongoing divisional work on True North measures
  - Promotes alignment across all divisions
- Financial stewardship is the only unique measure
  - Measure: Reduce reliance on General Fund
What’s Next: A3 Development

- **April / May** – Series of meetings planned to develop team charters (A3-T) for the following 5 of 9 strategic initiatives:
  - Right information, every time, anywhere
  - Leverage statewide waivers to transform care
  - Right care, right place, right time
  - Develop our people
  - Stabilize and optimize finances

- Team charters are used to build consensus around the improvement activities necessary for each strategic initiative, define targets and milestones, and establish accountability mechanisms.

- No A3 meetings currently planned for remaining 4 strategic initiatives; significant work ongoing to move forward with those initiatives.
SFHN Lean Timeline

True North metric identification/refinement
LHH TN metric framework for JCC
ZSFGH dashboard for JCC
PC frontline engagement

A3 clinics each lead convenes group
SFHN AC sections and Transitions begin using True North metric framework for Health Commission
Mid-year strategic plan review Tentative - 9/30

2016 GOALS
- Finalize TN measures
- Visibility room (220)
- SFDPH leadership training
- PC daily management system
- LHH Hoshin, value stream mapping, Kaizens
- Value stream map for contracts

2016
PLAN

DO
CHECK
ACT/ADJUST
San Francisco Health Network
Patient Communications Update
March 2014  HMA engagement
July 2014   SF Health Network formed
Nov. 2014  Launch web site, style guide, business cards, templates and Bridge newsletter

Fall 2015  Zuckerberg San Francisco General Hospital brand definition and launch
Oct. 2015  Initiate Strategic Marketing Plan with help from Mayor’s Office fellow
We are creating the three-five year strategic patient communications plan while also testing programs in key areas.
## Priorities for 2016-2017: Build the Foundation

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<td>Begin ongoing patient communications</td>
<td>Ensure patients understand our services and go to the right place for the right care.</td>
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<td>Build belief in the San Francisco Health Network, inside and out.</td>
<td>Create communications that helps build trusted relationships with patients over time.</td>
<td>Educate patients on the value and breadth of our services, and where to go for what.</td>
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<td>Create the brand story and begin to improve understanding and perception of the SFHN.</td>
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### 4. Capabilities

Develop and strengthen patient communications capabilities

- Brand strategy and messaging
- Content development and design
- Measurement
- Print communications including data management, printing, and fulfillment
- Web and digital communications
- Operations, processes, and infrastructure
Projects Underway
1. Zuckerberg San Francisco General Hospital opening

2. Launching the new Family Birth Center

3. Chinatown Public Health Center
Welcome mailer to 90,000+ SF Health Network members to better connect clinics and hospital

Advertising and media
Outdoor ads in areas near patients and clinics; media stories in local press

Updated web site to improve patient experience

Measurement:
Improved awareness and perception of hospital among patients and San Francisco residents
Launching the new Family Birth Center

Hear from women—
17 new moms + currently pregnant women

Create story + materials
to be shared throughout
SF Health Network and the city

- Gave birth at ZSFG
- Gave birth elsewhere
- Currently pregnant

- Brochure
- Updated web site
- Messaging one pager
- Video for clinics, web, social media
- Updated patient gift bags

Outreach
to patients and clinicians throughout San Francisco

- Outreach to SFHN and other clinics
- Clinician open house/provider tours
- Patient tours
- Expand efforts to San Mateo

Measurement: Number of births at Zuckerberg San Francisco General Hospital
Define the challenge
Participants from Chinatown PHC, Managed Care, Primary Care, Communications, and Call Center teams

Prototype
New patient communications and follow-up processes

Launch
pilot project
(May)

Measure/
Consider expanding to other clinics

Measurement: Reduction in number of enrolled but not yet seen patients
Patient Communications
OUR MISSION

Provide high-quality health care that enables all San Franciscans to live vibrant, healthy lives.

OUR FUTURE

What is the role of San Francisco Health Network in the changing San Francisco health care landscape?

What will it take to get people to choose the San Francisco Health Network?

What’s required for them to stay with us throughout their lives?
SFHN serves a large share of the city’s Medi-Cal patients

864,000

SF population*

173,500

Medi-Cal**

152,061

Managed Care***

SFHP 86%

Anthem BC 14%

67,046****

SFHN Managed Care enrollees

1/5

93,185

people in San Francisco are covered by Medi-Cal

Total SFHN membership including Healthy SF, Workers, Kids, and patients served at non-SFHN clinics

40%

SFHN has more than 40% share of San Francisco’s Medi-Cal managed care members

*: US Census Bureau

**: Source: SF HAS. As of Sept. 2015.

*** Source CA Department of Health Care Services. Data as of March 2016

**** Source: Managed Care Medical Enrollment Dashboard, 1/2016
To better serve our patients, SF Health Network will expand beyond Medi-Cal

**Today**

To continue to fulfill our mission we need to retain and attract Medi-Cal patients.

- Retain patients and bring newly enrolled into the system
- Convert patients from SF Health Network facilities and programs into Managed Care / Primary Care
- Convert Healthy SF to Medi-Cal where possible

**Future**

We’ll better serve our patients by enabling them to stay with us as they transition between different coverage types.

- Adding Covered California and other payor options
- Expand to serve City/DPH employees

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**Maintain share**

- **152,061** Medi-Cal Managed Care

**Convert to CC or Medi-Cal where possible**

- **26,083** Healthy SF

**Add CC members via CCHP, others**

- **35,390** Covered California

**Expand to include City/DPH employees and others**

- **618,000** Commercially insured

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Sources: Commerically insured: Oliver Wyman—2015 Health Leaders Interstudy report, Medi-Cal: As of 9/2015, Covered California and Healthy SF: Internal SF DPH numbers
Patient demand, expectations, and choice are all increasing in the new healthcare landscape

“*I knew hospital infections were a big risk anywhere you go so I went online to compare the ratings for my local hospitals before deciding if I would stay at SFGH.*” – Current patient

"*It’s time they try this!*" – Curry Senior Center patient about the lack of email and texting communication

"*Right up front it would be good to be able to click on a link that says, this is how we work...that’s a question we all have when you choose a healthcare network.*” – Current patient David T.

“One of the things that is most important to me...is the ability to communicate with the doctor.” – Current patient David M.

ZSFG uninsured patient days decreased from **30% to 7%** over last 2.5 years*

San Francisco Health Network enrollment + **14.9%** from Jun. 2013 to Dec. 2015**

Navigating health care is one of the most confusing things anyone has to do.

**Realization**

- I think I need to see a doctor
- I want to take better care of my health
- My daughter has an earache

**Where should I go, what should I do?**

- I go to the hospital because it seems good
- I go to a clinic and ask them
- I look on Yelp
- I call my sister
- I go where the SF Health Plan told me to go
- I look on the web
- I walk into that place in my neighborhood

**And then more questions**

- How long will I have to wait?
- Do I need to go today?
- Will I get a big bill?
- How urgent is it?
- Where do I go next?
- Will I have to take off work?
- How do I get there?
Our Need

Retain our patients and bring new patients into the SF Health Network.

Our Opportunity

Help people navigate health care with ease.
When our communications is as high-quality as our care...

- We create a healthier San Francisco by ensuring that people get regular preventative care—and specialized and emergency care when they need it.

- People understand and access the full range of services available at our clinics and hospitals.

- Patients go to the right place for the right care.

- We continuously improve our system by listening to our patients and responding to their needs.

- Patients become engaged and involved in improving their own health.
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<tr>
<th>Challenge</th>
<th>Opportunity</th>
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<tr>
<td>Almost no one—our own teams and patients—knows what the SFHN is</td>
<td>It’s ours to invent. We can create a compelling brand story for both internal and external audiences.</td>
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<tr>
<td>Competitive, noisy market</td>
<td>We’re focused on San Francisco like no one else. We can create a compelling brand story for both internal and external audiences.</td>
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<tr>
<td>Our own people don’t think of us as a network, so we don’t act like one</td>
<td>We’re doing a lot of the right work but it needs to be connected; and we need to give people more context on our direction.</td>
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<tr>
<td>We don’t put patients’ perspective at the center of our work</td>
<td>Think about our audiences differently – from patients to employees to partners and others</td>
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<tr>
<td>ZSFG is much more well known than the SF Health Network</td>
<td>Connect the benefits of ZSFG and SFHN to drive enrollment/retention</td>
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From silos to system

“PrEP marketing”
“primary care marketing”
“ambulatory care call center”
“clinic side”
“web sites”
“hospital side”
“ZSFG Family Birth Center”

Find new members, and help them find us

Serve People throughout their lives

Enroll new members

SFHN Strategic Plan 2016-17 | Lean Implementation | Patient Communications
Limited patient communications about available services, and the connection between clinics and hospitals

**IMPACT:**
Our patients go elsewhere for services including Emergency, Birthing, other. When they go elsewhere we often lose them from our system.

Little to no brand recognition of the SF Health Network
Some perception of our clinics and hospitals as health care for poor people.

**IMPACT:**
Approx. 20% of 6,000-8,000 new SFHP enrollees per month choose SFHN over other options.

Once patients are enrolled **we do not proactively communicate** to introduce them into the system

**IMPACT:**
Approx. 16,000 SFHN patients who are enrolled but not yet seen
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<tr>
<td><strong>Brand</strong></td>
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<tr>
<td><strong>Establish SFHN brand story, including role of network, clinics and hospital</strong></td>
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<tr>
<td>Create the brand story and begin to change perception</td>
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<tr>
<td>Roll out to include patients, employees, payors and other partners.</td>
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<td><strong>Capabilities</strong></td>
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<tr>
<td><strong>Develop and strengthen patient communications capabilities</strong></td>
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<tr>
<td>Determine required activities, capabilities and roles</td>
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<td>In-house vs. outsourced or agency partnerships</td>
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<td><strong>Find</strong></td>
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<td><strong>Define and demonstrate the value of the SF Health Network</strong></td>
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<tr>
<td>Raise awareness with potential and current members</td>
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<tr>
<td>Shift perception to a provider of choice</td>
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<tr>
<td><strong>Enroll</strong></td>
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<tr>
<td><strong>Maintain # of managed care members and primary care patients</strong></td>
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<tr>
<td>Deliver helpful, consistent information across all enrollment points</td>
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<td>Welcome auto-enrolled members and set up first appointments</td>
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<td><strong>Serve</strong></td>
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<tr>
<td><strong>Decrease patient attrition</strong></td>
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<td>Help patients navigate the system and access needed services</td>
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<tr>
<td><strong>Appropriate usage of hospital services for key services</strong></td>
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<tr>
<td>Educate Network patients and staff about services</td>
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<tr>
<td>Build reputation of key services</td>
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<td>Begin with Family Birth Center</td>
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Develop and strengthen patient communications capabilities
- Brand strategy and messaging
- Content development and design
- Measurement
- Web and digital communications
- Operations, processes and infrastructure
- Print communications including data management, printing, and fulfillment
THANK YOU
Full range of health care services for adults, teens, and children
- Primary, specialty, emergency, and hospital care
- Behavioral health
- Long-term care and skilled nursing

Access into social services and other important support systems

Skilled physicians, PAs, nurses, nurse practitioners, mental health professionals

Spanish, Chinese, Vietnamese, Tagalog and Russian speaking providers

Board-certified specialists

2,000+ UCSF physicians working onsite at Zuckerberg San Francisco General Hospital

92,000+ network members plus tens of thousands of additional patients served annually at our hospitals and other facilities

Patients are primarily Medi-Cal, Medicare or uninsured; the exception is hospital trauma, where many patients have private insurance.

Neighborhood clinics throughout San Francisco

Zuckerberg San Francisco General Hospital and Trauma Center

Laguna Honda Hospital and Rehabilitation Center
Like many of the country’s Safety Net systems, the SF Health Network in the midst of a transformation in how we work, how we serve patients, and how we compete.

**STRENGTHS**
- We have a unique understanding of the issues and challenges of people with complex health needs, and the ability to connect them into social services and other resources
- We’re close to the communities and neighborhoods we serve, and provide care in many languages
- Talented, devoted clinicians; when patients have ongoing provider relationships they are very satisfied with their care
- Culturally competent, inclusive, non-judgmental care
- Increasing access to care across our system
- New capabilities such as the call center and Nurse advice line are improving our patients’ experience
- Teams are focused on Patient Experience, and improving patient’s Likelihood to Recommend, among other measures
- Brand-new hospital with ZSFG that should help elevate our reputation
- Patient Advisory Councils (PACs) and other community ties can be very helpful with building our reputation

**WEAKNESSES**
- Lines and waiting times have improved but are still below desired levels
- Many of our clinics are dated; the physical presence doesn’t reflect the quality of care
- Our patients don’t know they are part of a network or the services available to them
- Our own people don’t yet think of us as a network, so we don’t act like one
- Very limited proactive patient communications outside of the clinic/hospital visit

**OPPORTUNITIES**

**CHALLENGES**
- Competitive, noisy market
- Medi-Cal patients have more choice than ever. We need to help them make a decision to stay with us.
- Large number of enrolled but not yet seen patients are at risk of leaving
- With the move to Accountable Care Organizations, we will be compensated based on quality outcomes, not services
Learning From our Patients

• Come to us via **many different paths** and circumstances

• Have **increasing expectations** around convenience, accessibility, and communication.

• **Expect a relationship** with their providers. Once they have a provider relationship, our patients are very satisfied with their care.

• Typically **know their clinic/hospital and providers**. They don’t know what the San Francisco Health Network is—or the services available to them.

• Are living through an especially challenging time in San Francisco; many are **feeling uncertain and/or forced out**.
Based on data from 70,605 Primary Care Patients.
ZSFG and Laguna Honda patient data varies. ZSFG patients skew younger and Laguna Honda are older (57% are over age 65)
“Patients feel more confident when they are associated with a larger entity—it gives them more confidence in their choice.”

Tanir Ami, CEO Ole Health

“Health has moved out of the hospital and into the community. Start at the community and build up; that is your strategic advantage.”

Kim Keough, Cambridge Health Alliance

“If you can get people engaged in their healthcare in Year One they will understand and value your services, and are less likely to shop around and leave. First year—everything is geared around getting that member to engage with us. Tools, tips, get in and see the doctor.”

Paul Moody, Kaiser Permanente
“Our mission to care for all, without exception, has not changed. But our promise to New Yorkers has evolved. Our new brand graphics symbolize a true evolution as we transition from a hospital-centric corporation to a health care delivery system focused on providing an exceptional patient experience.”

NYC Health + Hospitals President Dr. Ram Raju.

“We engage our members to be an active part of their health care. Once they are part of their health care they are more likely to stay.”

Claire Ferrante, Monarch Health