

Title: Develop Our People

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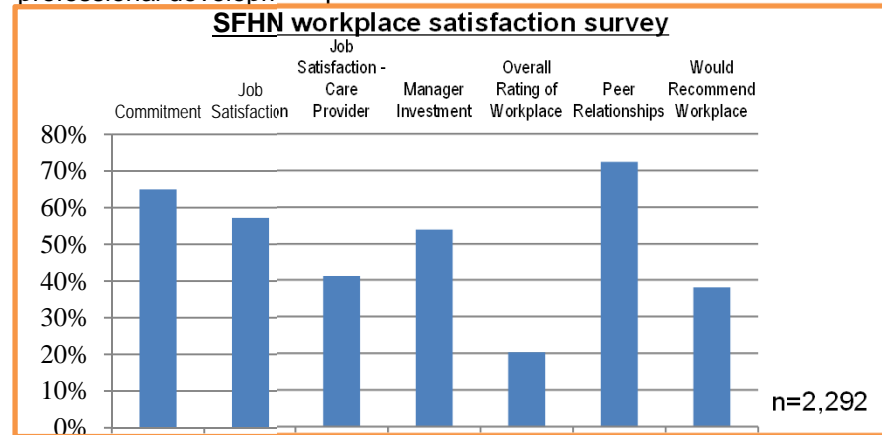
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I. Background:

There is no greater asset than the 7,000 people who work for the San Francisco Health Network. However, the demonstration of that value to our workforce is variable, inconsistent, and ultimately results in frustration and can cultivate underperformance. Our system encourages heroic efforts in some cases and mediocrity in other cases, contributing to many of the staff feeling undervalued. Our people development systems are haphazard with pockets of excellence. We operate within a civil service environment in which rules and protocols have barely adjusted in the past 50 years.

II. Current Conditions

85% of the workforce feels pride in their work because of the mission and X% of staff feels that their values are aligned to the mission of the organization, however there are many barriers preventing our workforce from being fully supported during the hiring, orientation, onboarding, and professional development process.



Picker Dimensions	DPH_SFHN	
	Positive	n Size
Employee Engagement		
Access to Care	13.9	1,740
Continuity and Transition	25.5	1,252
Coordination of Care	22.5	1,734
Emotional Support	25.7	1,737
Information and Education	38.2	1,728
Involvement of Family and Friends	30.5	1,736
Overall Rating of Hospital	24.6	1,754
Patient Safety	30.1	1,691
Physical Comfort	44.0	1,736
Respect for Patient Preferences	39.7	1,735
Would Recommend Hospital	25.5	1,754
Staff Composites		
Employee Engagement		
Commitment	65.0	2,292
Job Satisfaction	57.2	2,292
Job Satisfaction - Care Provider	41.0	1,934
Manager Investment	53.9	2,289
Overall Rating of Workplace	20.2	2,294
Peer Relationships	72.3	2,290
Would Recommend Workplace	37.9	2,294

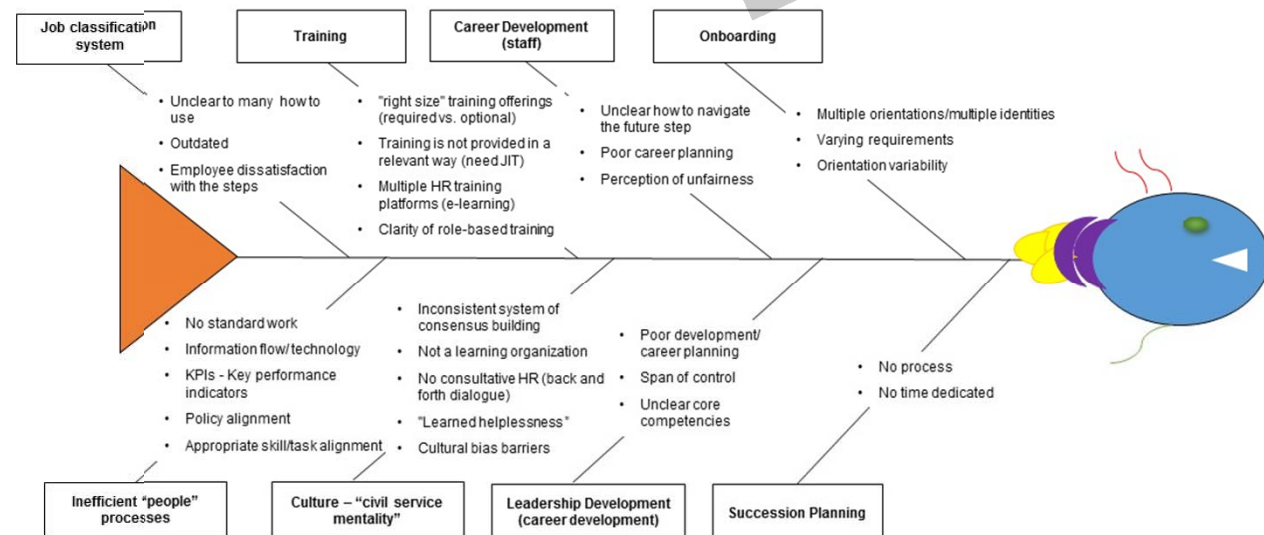
Problem Statement

We do not have the necessary tools to fully engage and incentivize our staff to successfully do their work, thereby fulfilling our mission (should that mission be stated?).

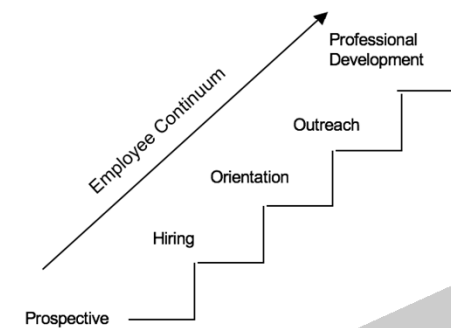
III. Goals & Targets

1. New employee pulse survey (at 3 months) – need to develop a new tool, simple few questions
2. % of new employees who receive standardized SFHN orientation (assuming orientation improves)

IV. Analysis



V. Proposed Countermeasures



VI. Plan

VII. Follow-Up

- When and how you will know if plans have been followed & the actions have had the impact needed?
- What related issues or unintended consequences do you anticipate & what are your contingencies?
- What processes will you use to enable, assure & sustain success?