

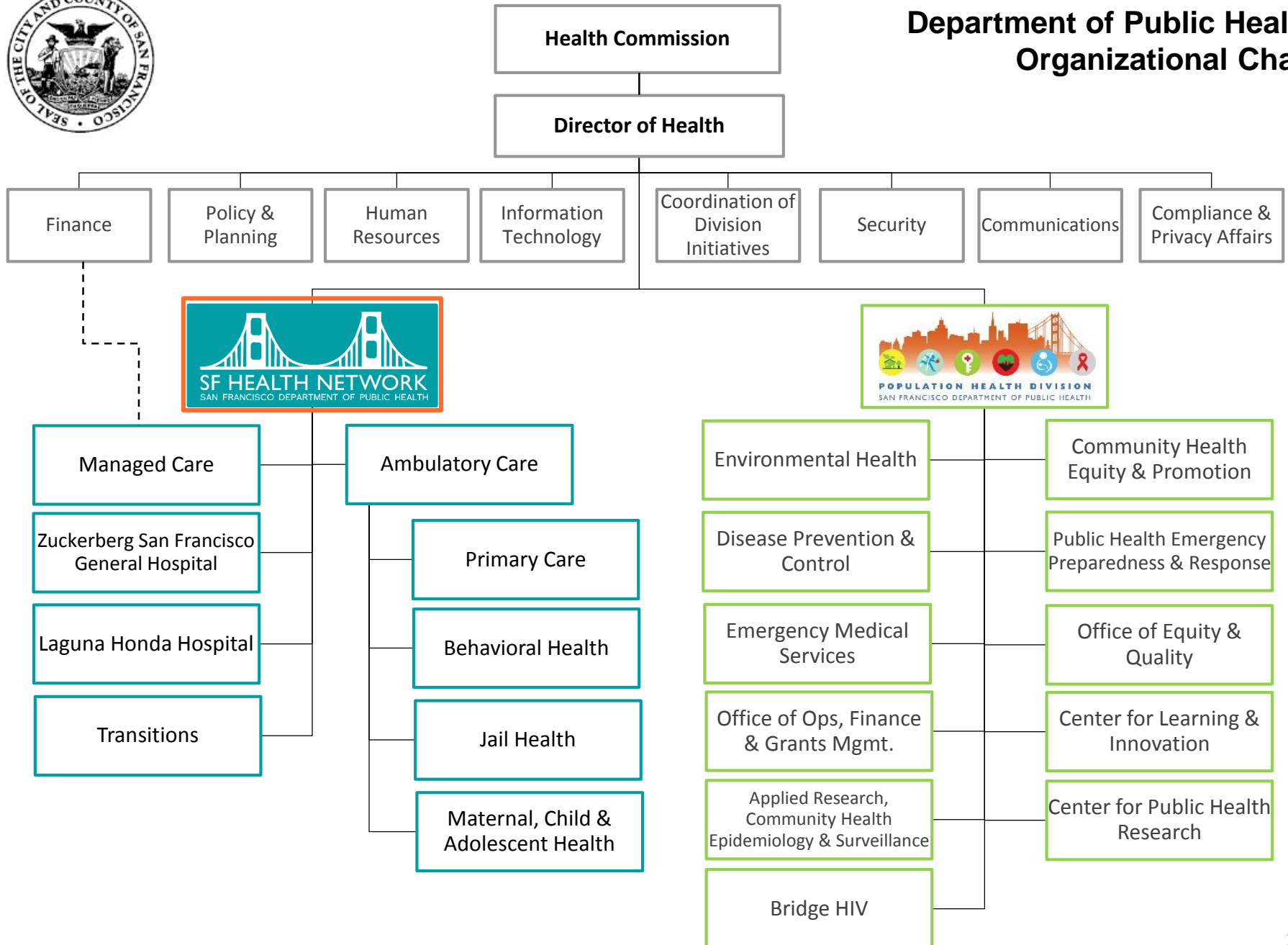


SF Health Network Update

Health Commission | August 2, 2016



Department of Public Health Organizational Chart





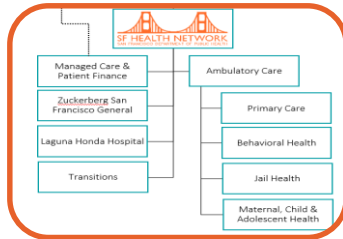
Presentation Overview



- Review of **SFHN Priorities**
- **SFHN Strategic Plan Update**
 - Updates to X-Matrix and progress on A3 Team Charters (A3T)
- **True North Metrics Update**



Mid-year update on major SFHN priorities



Stabilize SFHN Leadership



Operationalize ZSFG hospital opening



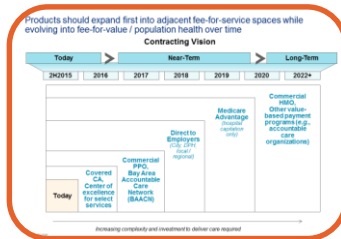
Develop marketing / branding strategy and roadmap



Collaborate on DPH enterprise space planning



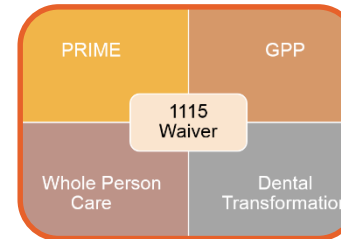
Participate in DPH workforce development trainings



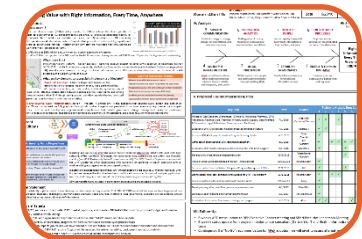
Expand payer base using Oliver Wyman payer strategy roadmap



Integrate and standardize operational processes across SFHN



Implement CMS 1115 Medicaid waiver programs



Plan for the DPH enterprise EMR



Using Lean tools to advance SFHN priorities

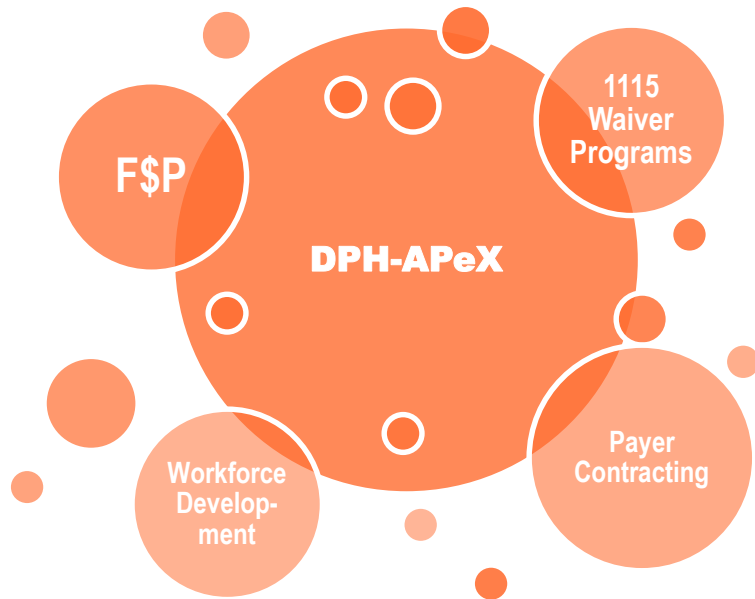


Strategic Initiative

Strategic Initiative	X-Matrix Strategic Initiative	A3 Team Charter (A3T)	True North Metrics
Stabilize SFHN Leadership	✓ 4	✓	
Operationalize ZSFG hospital opening	✓ 9		
Develop marketing and branding strategy and roadmap	✓ 6		
Collaborate on DPH enterprise space planning	✓ 9		
Participate in workforce development trainings	✓ 4	✓	✓
Expand payer base using Oliver Wyman payer strategy roadmap	✓ 2,5,6,7	✓	✓
Implement CMS 1115 Medicaid waiver programs	✓ 2	✓	
Plan for the DPH enterprise EMR	✓ 1	✓	
Integrate and standardize processes across SFHN		✓	✓



Extending the timeline for the SFHN Strategic Plan (X-Matrix)



- Many major and necessary SFHN and DPH initiatives starting and continuing through FY 16-17
- Enterprise EMR planning is a priority and will require significant pull on finite SFHN resources

- Impact on SFHN Strategic Plan (X-Matrix):

- Continuing development of top 3 initiative's A3 Team Charters (A3T)
- Extending A3T timeline for initiatives #4-9 and will revisit as time and resources permit



A3 Team Charter (A3T) Development Progress



#	Strategic Initiative	Version	% Compl	2016												2017												2018					
				3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6		
1	Right information, anytime, everywhere	9.0	95%	Plan												Do						Check/Act											
2	Align care, finances & clinical operations for accountable care using the statewide waivers	3.0	50%	Plan												Do						Check/Act											
3	Right care, right place, right time	3.3	60%	Plan												Plan			Do			Check/Act											
4	Develop our people	2.3	60%	Plan												Do						Check/Act											
5	Stabilize finances	3.0	60%	Plan												Do						Check/Act											
6	Optimize external communication & outreach	N/A	0%																			Plan			Do								
7	Create timely, actionable & relevant data to support continuous improvement	N/A	0%																			Plan			Do								
8	Operational integration	N/A	0%																			Plan			Do								
9	Implement the master facility plan	N/A	0%																			Plan			Do								

SFHN Hoshin Kanri
 SFHN Mid-Year Review (Planned)



A3 Team Charter Developers



Strategic Initiative	Team
1. Right information, every time, anywhere	Albert Yu , Alice Chen, Susan Ehrlich, Kelly Hiramoto, Mivic Hirose, Bill Kim, Jim Marks, Winona Mindolovich, Eric Shaffer
2. Align care, finances & clinical operations for accountable care using the statewide waivers	Alice Chen , Hali Hammer, Lisa Golden, Marcellina Ogbu, Greg Wagner, Albert Yu
3. Right care, right place, right time	Kelly Hiramoto, Dennis McIntyre , Mivic Hirose, Hali Hammer, Jim Marks, Susan Ehrlich, Irene Sung, Roland Pickens, Lisa Pratt
4. Develop our people	Marcellina Ogbu, Iman Nazeeri-Simmons , Ken Epstein, Mary Hansell, Jim Marks, Mivic Hirose, Baljeet Sangha, Ron Weigelt
5. Stabilize finances	Greg Wagner , Diana Guevara, Jenny Louie, Alice Chen, Marcellina Ogbu, Albert Yu

Bold denotes A3T Owner



True North Overview



- **7 Divisions/Sections** reporting **58 metrics** in **6 True North** categories
- Development Process:
 - **Oct 2015:** Established True North for SFHN
 - **Jan 2016:** Asked each division/section to begin identifying 1 or 2 metrics for each True North category.
 - **Jan 2016 – Jun 2016:** Began working with each section to select and define metrics, and to identify baseline, targets, and goals.
 - **Jun 2016 – Sep 2017:** Work with sections to identify relevant benchmarks and finalize baseline and target data. Continue or implement quality improvement processes to drive progress in metrics.



SFHN's True North



SFHN Goal is to achieve 70% of True North targets in each category

SFHN True North

-  Safety (10)
-  Quality (11)
-  Care Experience (11)
-  Workforce (9)
-  Financial Stewardship (7)
-  Equity (9)



True North Metrics: Safety, Quality & Care Experience



Safety

- **ZSFG:** Reduce incidence of patient harm events
- **ZSFG:** Reduce incidence of staff harm events
- **LHH:** Reduce resident falls resulting in major injury
- **LHH:** Reduce preventable employee injuries
- **HAH:** Reduce preventable employee injuries
- **PC:** Reduce hospital readmissions through improved discharge follow-up
- **JHS:** Improve emergency opiate overdose response
- **JHS:** Improve hospital and ED discharge follow-up
- **BHS:** Improve workplace safety
- **MCAH:** Reduce preventable employee injuries



Quality

- **ZSFG:** Reduce preventable mortality
- **ZSFG:** Reduce hospital readmission
- **LHH:** Reduce incidence of pressure ulcers
- **LHH:** Increase employee flu vaccination coverage
- **HAH:** Decrease client re-hospitalization
- **PC:** Reduce childhood caries through improved preventative oral health care among children
- **PC:** Improve blood pressure control among hypertensive patients
- **PC:** Increase delivery of tobacco cessation counseling
- **JHS:** Improve care transitions for discharged HIV patients
- **BHS:** Increase number of clients with a documented primary care provider
- **MCAH:** Improve linkages to prenatal care for pregnant women



Care Experience

- **ZSFG:** Increase patient likelihood to recommend ZSFG
- **ZSFG:** Improve access and flow in the ED
- **LHH:** Increase resident likelihood to recommend LHH
- **LHH:** Decrease admission waiting period for LHH Acute Rehabilitation
- **HAH:** Increase client likelihood to recommend home health services
- **PC:** Improve access to timely PC services
- **PC:** Improve patient likelihood to recommend PC services
- **JHS:** Improve access to nurse triage services
- **JHS:** Reduce waiting time for high priority patients
- **BHS:** Reduce patient no show rates
- **MCAH:** Improve client response rates for satisfaction surveys



True North Metrics: Workforce, Financial Stewardship & Equity



Workforce

- **ZSFG:** Develop problem solvers among staff
- **ZSFG:** Train staff on Lean Thinking
- **LHH:** Improve overall job satisfaction
- **HAH:** Improve overall job satisfaction
- **PC:** Improve overall job engagement scores
- **JHS:** Improve overall job satisfaction
- **BHS:** Enable staff to do their best work
- **MCAH:** Improve support and respect among staff



Financial Stewardship

- Metrics currently under review



Equity

- **ZSFG / LHH / HAH / PC / JHS / BHS:** Develop standard work for capturing data about LGBT patients
- **LHH:** Decrease disparities in resident satisfaction with LHH services among limited English speaking residents
- **PC:** Improve blood pressure control among African American hypertensive patients
- **MCAH:** Reduce disparities in preventive oral health service delivery among children of color



True North Team



SF Health Network

Alice Chen
Sara Lin

Zuckerberg San Francisco General

Troy Williams
Leslie Safier
Will Huen

Laguna Honda Hospital & Health at Home

Mivic Hirose
Quoc Nguyen
Regina Gomez
Maggie Rykowski
Idy Chan
Lily Ng

Ambulatory Care Division

Lisa Golden

Primary Care

Hali Hammer
Ellen Chen
Winnie Tse
Payal Shah

Jail Health

Lisa Pratt
Marlene O'Neill

Behavioral Health

Deborah Sherwood
Irene Sung
Tom Bleecker

Maternal, Child, and Adolescent Health

Mary Hansell
Ameerah Thomas



Questions?

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