Title: Develop Our People

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 feel 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.

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 anticipated & what are your contingencies?
• What processes will you use to enable, assure & sustain success?