



San Francisco Health Network

Update to the Health Commission
May 17, 2016



Agenda



- SFHN Strategic Plan 2016-17
- Lean Implementation Update
- Patient Communications Update



SFHN Strategic Planning (Hoshin Kanri)





SFHN Strategic Plan (X-Matrix)



True North

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.

Strategic Initiatives:

1. Implement the master facility plan
2. Operational integration
3. Create links, alignment and shared data to support continuous improvement
4. Optimize internal communication and external outreach
5. Track and optimize resources

True North Outcomes:

- 1. Care people
- 2. Get it right, first time
- 3. Reduce expenses to transform care
- 4. Increase safety, improve (SIE) SA

Performance Metrics:

Category	2016	2017	2018	2019
100% of all patients	100%	100%	100%	100%
95% of all patients	95%	95%	95%	95%
90% of all patients	90%	90%	90%	90%
85% of all patients	85%	85%	85%	85%
80% of all patients	80%	80%	80%	80%
75% of all patients	75%	75%	75%	75%
70% of all patients	70%	70%	70%	70%
65% of all patients	65%	65%	65%	65%
60% of all patients	60%	60%	60%	60%
55% of all patients	55%	55%	55%	55%
50% of all patients	50%	50%	50%	50%

Legend:

- Green: Strategic initiative or goal metric
- Yellow: Strategic initiative or goal metric
- Red: Strategic initiative or goal metric

True North Outcomes:

- 1. Care people
- 2. Get it right, first time
- 3. Reduce expenses to transform care
- 4. Increase safety, improve (SIE) SA

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

SAFETY

Eliminate harm to patients and staff

WORKFORCE

Create an environment that values and respects our people

EQUITY

Eliminate disparities

QUALITY

Improve the health of the people we serve

CARE EXPERIENCE

Provide the best health care experience

FINANCIAL STEWARDSHIP

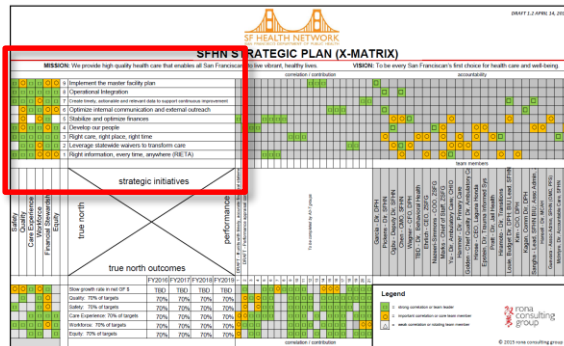
Provide financially sustainable health care services



SFHN Strategic Plan (X-Matrix)



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

- Right information, every time, anywhere*
- Leverage statewide waivers to transform care*
- Right care, right place, right time*
- Develop our people*
- Stabilize and optimize finances*
- Operational Integration
- Optimize internal communication and external outreach
- Create timely, actionable and relevant data to support continuous improvement
- Implement the master facility plan

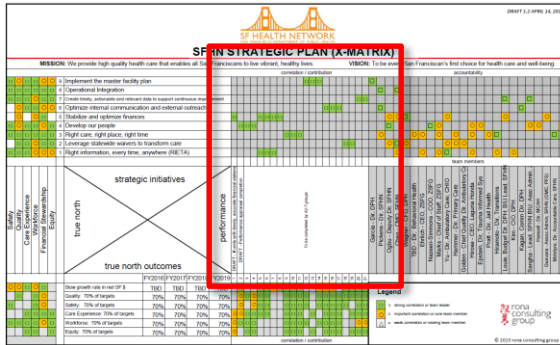
* Strategic initiatives with planned A3 sessions



SFHN Strategic Plan (X-Matrix)



Performance



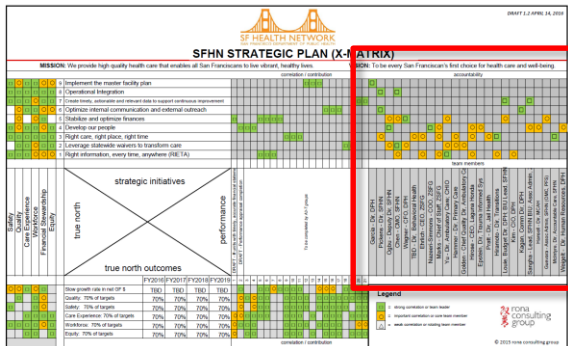
- Performance measures are indicators of process improvement for the strategic initiatives
 - Green = strong correlation to strategic initiative
- Measures were drafted by the workgroups during the strategic planning session as a placeholder and will be refined during A3 workshops



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

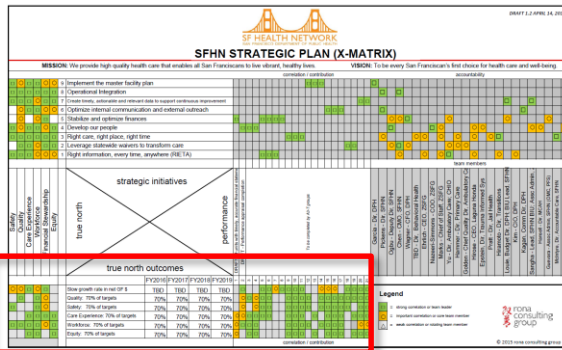
- Identified leaders and members form teams that are tasked with developing that strategic initiative's team charter (A3-T)



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

▶ SFHN Hoshin Kanri strategic planning
3/8 -3/9/2016

▶ 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

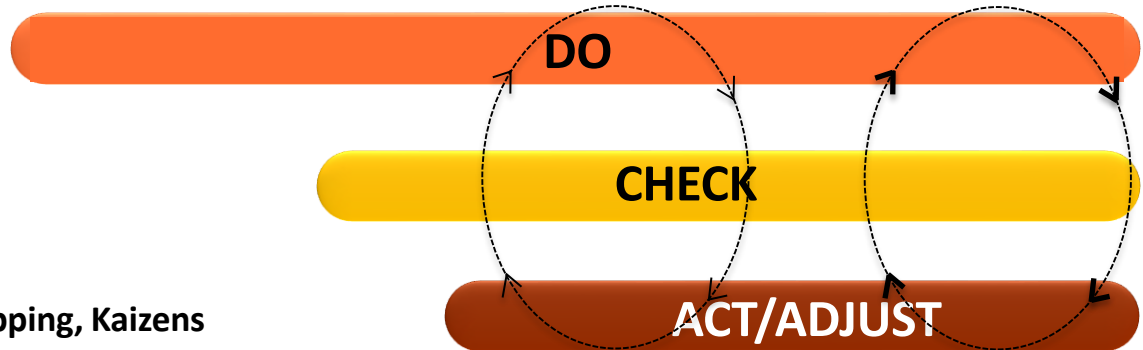


2016

PLAN

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





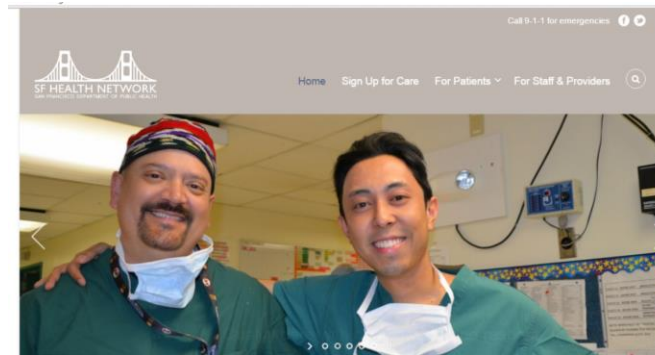
San Francisco Health Network Patient Communications Update



Where we've been



- 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



The SF Health Network is the city's only complete care system. Our network includes primary care for all ages, dentistry, emergency & trauma treatment, medical & surgical specialties, diagnostic testing, skilled nursing & rehabilitation, and behavioral health. UCSF physicians provide research and teaching expertise. The *New York Times* has called our birth center at Zuckerberg San Francisco General Hospital and Trauma Center the safest place to have a baby in California.

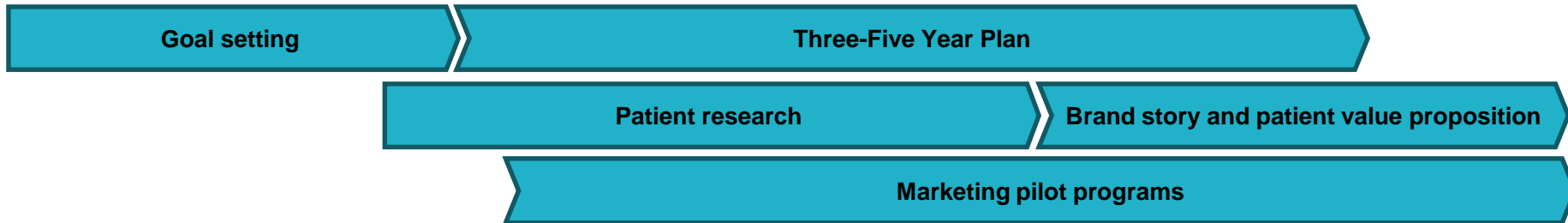


2016 Approach



We are creating the three-five year strategic patient communications plan while also testing programs in key areas.

RESEARCH AND GOAL SETTING	DEFINE AND DESIGN	CREATE AND TEST	BUILD AND TRAIN
<i>October-December</i>	<i>January-March</i>	<i>April-June</i>	<i>July-September</i>





Priorities for 2016-2017: Build the Foundation



1. Brand

Introduce the SF Health Network

Build belief in the San Francisco Health Network, inside and out.

Create the brand story and begin to improve understanding and perception of the SFHN.

2. Communications

Begin ongoing patient communications

Create communications that helps build trusted relationships with patients over time.

3. Services knowledge

Ensure patients understand our services and go to the right place for the right care.

Educate patients on the value and breadth of our services, and where to go for what.

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



Projects Underway



- 1. Zuckerberg San Francisco General Hospital opening**
- 2. Launching the new Family Birth Center**
- 3. Chinatown Public Health Center**



Zuckerberg San Francisco General Hospital Opening



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

Expanding Care.

Welcome to ZUCKER - Maligayang Pagdating
Добро пожаловать • Bienvenidos

Open for You in Spring 2016

We've been San Francisco's hospital for more than 100 years and we look forward to caring for you in our new facility.

ZUCKERBERG SAN FRANCISCO GENERAL Hospital and Trauma Center

Ms. Wong
She has 96 years, cancer and a hip replacement behind her. Lots more Simba dancing ahead of her.

Long-lasting Care.

ZUCKERBERG SAN FRANCISCO GENERAL Hospital and Trauma Center

ZSFGcare.org

ZUCKERBERG SAN FRANCISCO GENERAL Hospital and Trauma Center

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Quick Links

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- Birth Center and Maternity
- SFGH in The News
- How To Help
- UCSF
- Rebuild
- Hospital Annual Reports
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- Student Placement

Quality health care and trauma services with compassion and respect

DONATE NOW!

Primary Care
You'll still visit your primary care clinic for regular health care needs, but when you need to see a specialist, have an emergency, or need hospital care we're here for you at Zuckerberg San Francisco General.

Adult Urgent Care
Urgent care is for injury or illness requiring immediate care, but not as serious as an emergency room visit.
105 Potrero Ave., Building 30, 1st floor
Open daily 8:15 am - 4:45 pm
Evening hours Monday-Friday 5-8 pm

Emergency Care
Available 24 hours a day, seven days a week
1301 Potrero Avenue, San Francisco
Enter from 23rd street

415-206-8000
ZSFGcare.org

Accessible via Muni line 8, 98, 33, 48

Map showing: 23RD STREET, 1301 POTRERO AVENUE, AMBULANCE ENTRANCE, EMERGENCY ENTRANCE, MAIN ENTRANCE, 23RD STREET.

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**

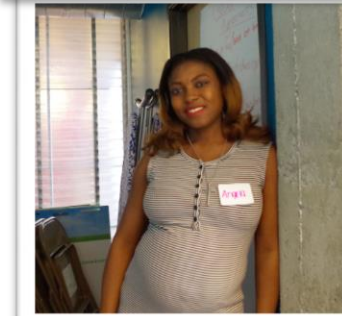
- Gave birth at ZSFG
- Gave birth elsewhere
- Currently pregnant

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

- 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



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?

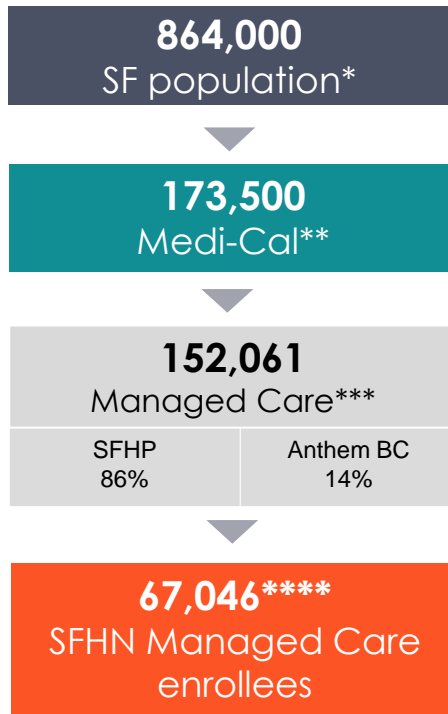
What will it take to get people to choose the San Francisco Health Network?

What's required for them to stay with us throughout their lives?





SFHN serves a large share of the city's Medi-Cal patients



1/5 people in San Francisco are covered by Medi-Cal

93,185 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.

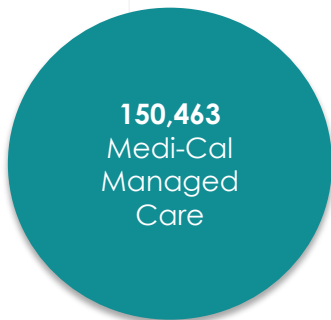
- Retain patients and bring newly enrolled into the system
- Convert patients from SF Health Network facilities and programs into Managed Care / Primary Care
- Convert Healthy SF to Medi-Cal where possible

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

Maintain share



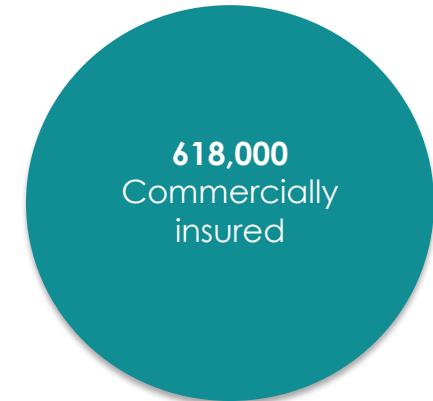
Convert to CC or
Medi-Cal where
possible



Add CC
members via
CCHP, others



Expand to include City/DPH
employees and others



Circles represent San Francisco County numbers

Sources: Commercially 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



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**

"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.

*Source: Zuckerberg San Francisco General administration

**Source: SFHN Assignment Report Jan. 2016



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



Realization



Where should I go, what should I do?

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

And then more questions





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.**



We are a
PROVIDER OF CHOICE



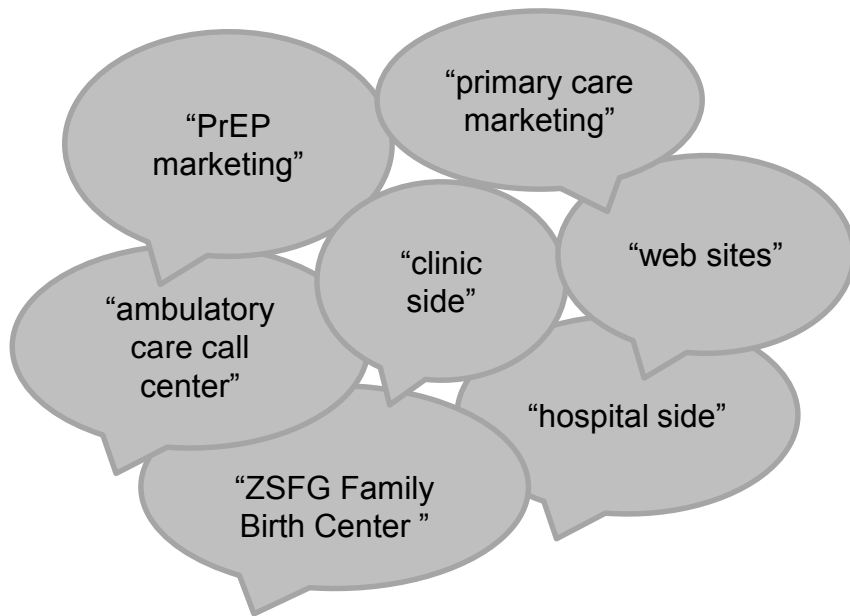
Challenges and Opportunities



Challenge	Opportunity
Almost no one—our own teams and patients—knows what the SFHN is	→ It's ours to invent. We can create a compelling brand story for both internal and external audiences.
Competitive, noisy market	→ We're focused on San Francisco like no one else. We can create a compelling brand story for both internal and external audiences.
Our own people don't think of us as a network, so we don't act like one	→ 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.
We don't put patients' perspective at the center of our work	→ Think about our audiences differently – from patients to employees to partners and others
ZSFG is much more well known than the SF Health Network	→ Connect the benefits of ZSFG and SFHN to drive enrollment/retention



From silos to system





Patient Communications System Gaps Today

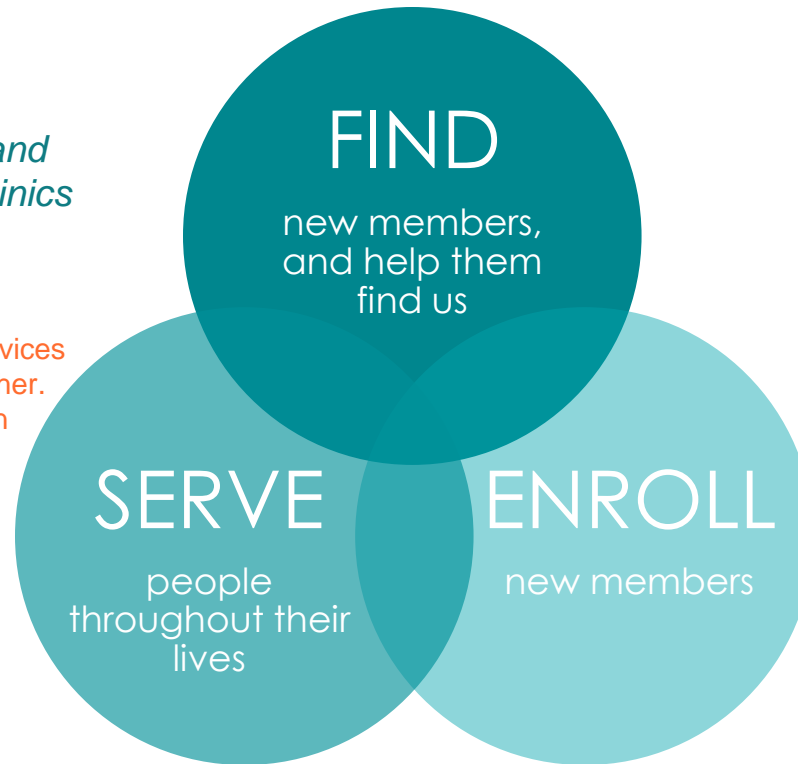


Limited patient communications

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



We'll design our programs around clear goals



Goals

Brand	Establish SFHN brand story, including role of network, clinics and hospital Create the brand story and begin to change perception Roll out to include patients, employees, payors and other partners.
Capabilities	Develop and strengthen patient communications capabilities Determine required activities, capabilities and roles In-house vs. outsourced or agency partnerships
Find	Define and demonstrate the value of the SF Health Network Raise awareness with potential and current members Shift perception to a provider of choice
Enroll	Maintain # of managed care members and primary care patients Deliver helpful, consistent information across all enrollment points Welcome auto-enrolled members and set up first appointments
Serve	Decrease patient attrition Help patients navigate the system and access needed services Appropriate usage of hospital services for key services Educate Network patients and staff about services Build reputation of key services Begin with Family Birth Center



Priorities for 2016-2017: Build the Foundation



1. Brand

Introduce the SF Health Network

Build belief in the San Francisco Health Network, inside and out.
Create the brand story and begin to shift perception.

2. Communications

Begin ongoing patient communications

Create communications that helps build trusted relationships with patients over time.

3. Services knowledge

Ensure our patients understand available services and go to the right place for the right care.

Educate people on the value and breadth of our services.

4. Capabilities

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



APPENDIX



Health care for every San Franciscan in every stage of life



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

 **OPPORTUNITIES**

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

- 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

CHALLENGES 



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**.

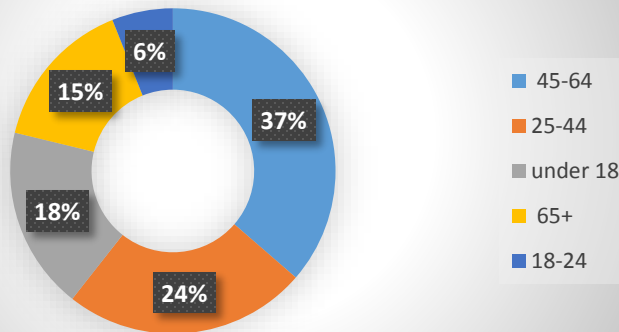




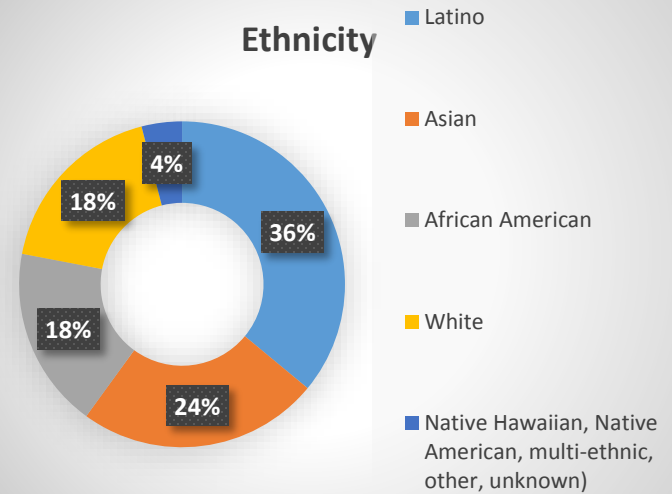
SF Health Network Patients



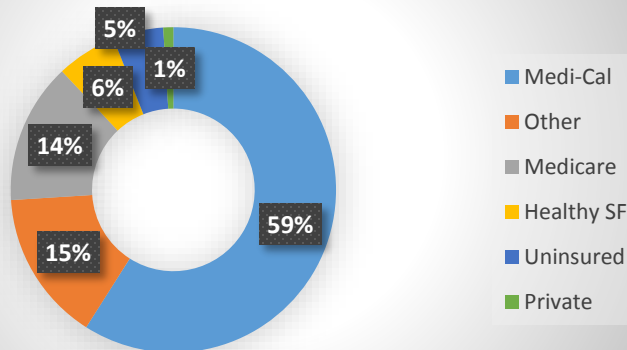
Ages



Ethnicity



Payor Type



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)



Learning from Others



“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





Learning from others



“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