Presentation Overview

- SFHN Leadership Update
- Strategic Plan and Initiative Updates
- True North Metrics Scorecard
SFHN Strategic Plan

- 2nd annual Strategic Planning Session (Hoshin Kanri) in May 2017
  - Reflection on Year 1 lean implementation
  - Continue building on and refining current A3 Team Charters (Strategic Initiatives #1-5)

- Ongoing planning for SFDPH Kaizen Promotion Office (KPO)

- Establishing alignment of lean implementation across DPH
  - DPH Central Admin, Population Health Division, SF Health Network, ZSFG, Primary Care, Laguna Honda
  - Developing a 3 year plan for planned lean activities
## Strategic Initiative Updates

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<th>Strategic Initiative</th>
<th>Topic</th>
<th>A3 Owner</th>
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<td>1. Right information, every time, anywhere</td>
<td>EHR</td>
<td>Albert Yu</td>
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<td>2. Aligning care, finances and outcomes for value-based payments</td>
<td>Value Based Payments</td>
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<td>3. Right care, right place, right time</td>
<td>Patient Flow-Lower Level of Care (LLOC)</td>
<td>Kelly Hiramoto and Mivic Hirose</td>
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<td>4. Develop our people</td>
<td>Workforce Development</td>
<td>Marcellina Ogbu and Susan Ehrlich</td>
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<td>5. Stabilize finances</td>
<td>Financial Stewardship</td>
<td>Greg Wagner</td>
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### Current State

- EHR implementation is top priority for next 1-2 years
- Adjusting scope and work of A3 Team Charters to better align with EHR needs
- Planning for DPH Lean Kaizen Promotion Office (KPO) analysts on-boarding over the next 6 months to support A3 development and implementation
<table>
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<th>SFHN Strategic Initiatives</th>
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### #1 – Right information, every time, anywhere

**Owner:** Albert Yu  
**Topic:** EHR

- Regular updates to SFHN Executive Leadership
- Steering committee meets twice monthly  
  (Mtg co-chaired by Roland Pickens and Alice Chen)
- 14 Go Forward Initiatives (GFI) groups launched
- EHR Program Director hired – Lori Wallace

**Challenges**
- Ensuring a smooth and on-time contracting process for the EHR

### #2 – Aligning care, finances, and outcomes for value-based payments

**Owner:** Alice Chen  
**Topic:** Value Based Payments

- PRIME – Currently in Year 2 of 5
- Medicare Incentive Program (MIPS)
- Comprehensive Care for Joint Replacement (CJR)

**Challenges**
- Balancing capacity to implement A3 plan while aligning activities to complement and not detract from EHR implementation
SFHN Strategic Initiatives

#3 – Right care, right place, right time

**Owner:** Kelly Hiramoto & Mivic Hirose  
**Topic:** Patient Flow-LLOC

Owners: Kelly Hiramoto and Mivic Hirose

- On hiatus. Final catchball session pending.

**Challenges**

- Balancing capacity to implement A3 plan with day to day priorities to fix patient flow and lower level of care issues

#4 – Develop our people

**Owner:** Marcellina Ogbu & Susan Ehrlich  
**Topic:** Workforce Development

- Significant changes to team membership to engage more representative perspectives
- Catchball discussions are identifying and aligning workforce development needs among all SFHN sections
- Implementation to begin by May 2017

**Challenges**

- Balancing capacity to implement A3 plan while aligning activities to complement and not detract from EHR implementation
#5 – Stabilize Finance

**Owner:** Greg Wagner  
**Topic:** Financial Stewardship

- Started Phase 2 of Oliver Wyman engagement to identify priority projects for contract negotiations
- March 2017 - Initiated project with HMA/Huron to do revenue cycle process mapping in preparation for EHR implementation
- On track to transition to new financial reporting system, set to go live on July 1, 2017.

**Challenges**

- Uncertainty around federal funding sources may impact scope and future direction of the A3
True North – Q2 Update

SFHN True North

- Quality
- Safety
- Care Experience
- Workforce
- Financial Stewardship
- Equity

SFHN True North Metrics Summary: FY 16-17

<table>
<thead>
<tr>
<th>Category</th>
<th>Q1</th>
<th>Q2</th>
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<tbody>
<tr>
<td>On Target</td>
<td>16</td>
<td>20</td>
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<tr>
<td>Off Target</td>
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<td>12</td>
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<tr>
<td>No data available</td>
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<td>23</td>
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True North – Q2 Update

- **Highlights**
  - Improving hospital discharge follow-up at JHS (Safety)
  - Improving timely access to primary care services at PC (Care Experience)
  - Challenges with reducing major injury from falls at ZSFG (Safety)

- **Current State**
  - Increasing the number of reported metrics
  - Divisions continue to grow and mature capacity to do underlying improvement work around these and other metrics
    - i.e. Reporting structures, data visualizations, cross-divisional workgroups, meeting alignment
  - Anticipate metric changes as divisions complete strategic planning retreats and experience leadership transitions