

SF Health Network Update

Health Commission | January 16, 2018

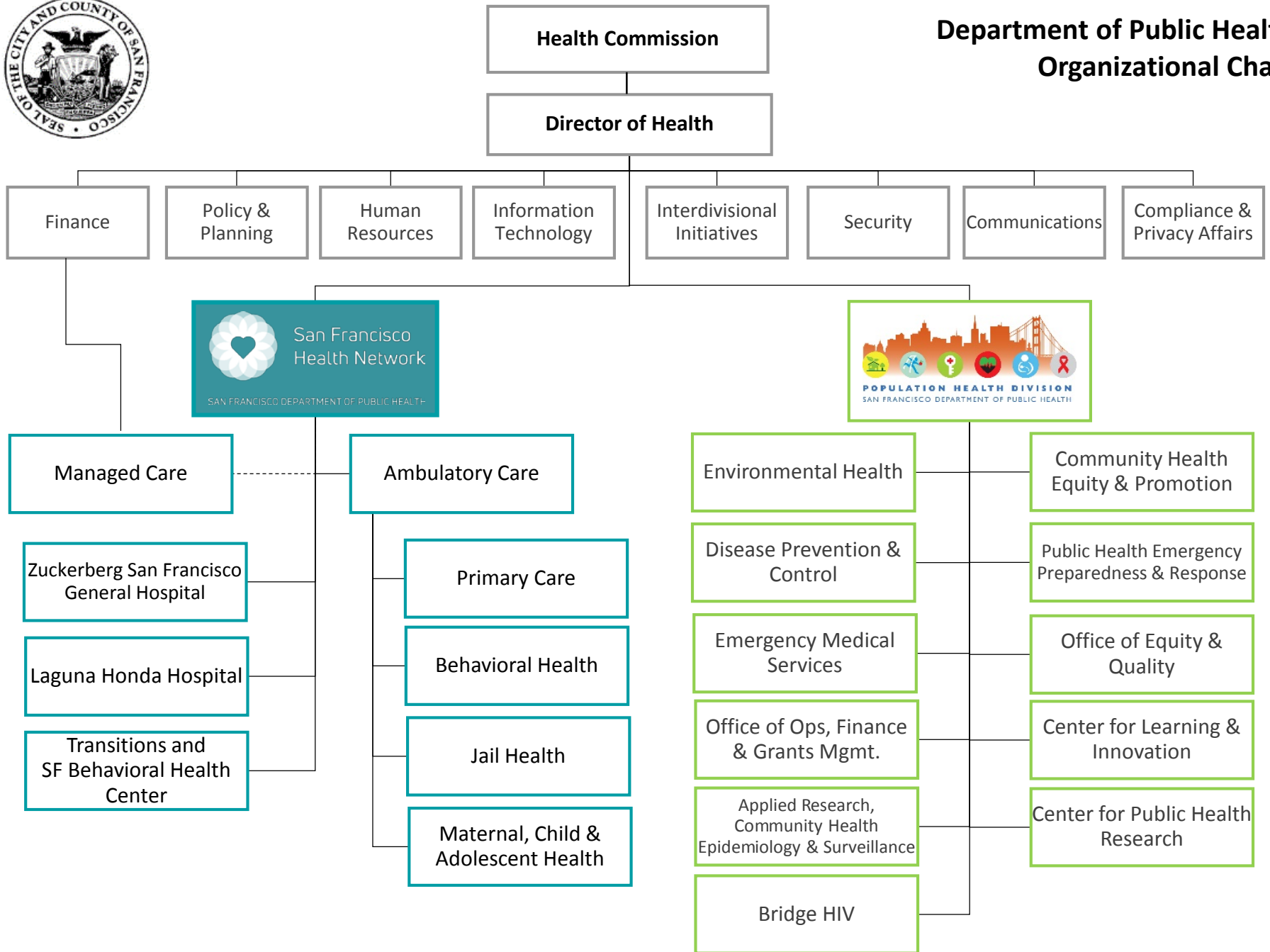


San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



Department of Public Health Organizational Chart

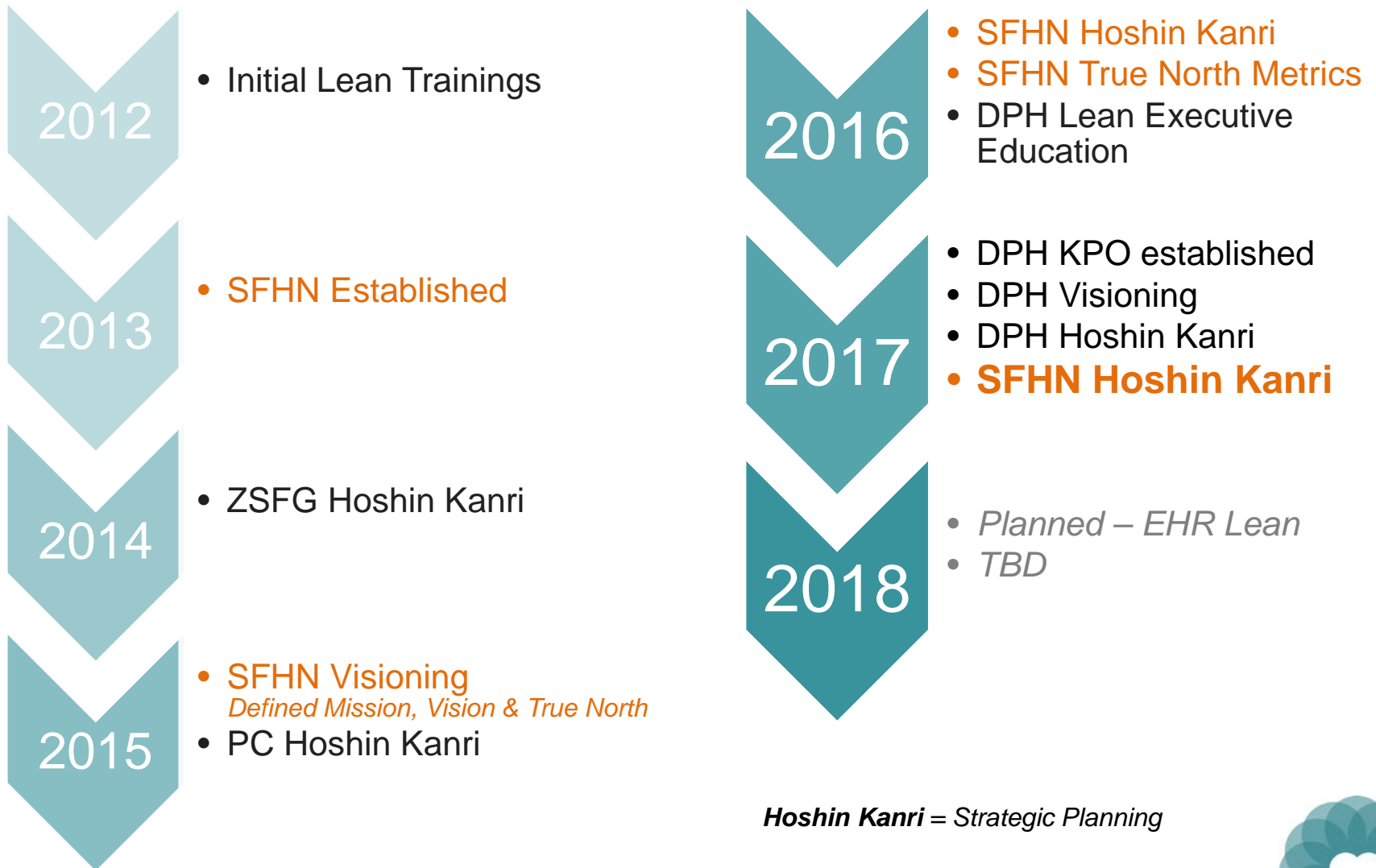


Presentation Overview

- SFHN Brief Lean Timeline
- Strategic Plan Update for FY 2018-2019
- Cascading Lean Through DPH and SFHN
- True North Metrics & Scorecard



SFHN Brief Lean Timeline

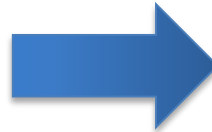
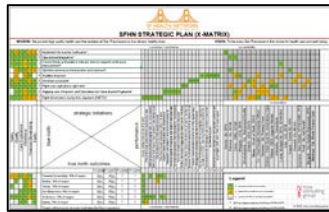


Hoshin Kanri = Strategic Planning

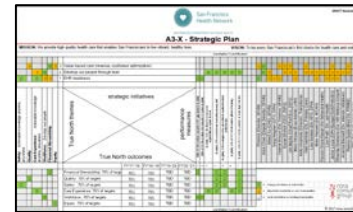


SFHN Strategic Planning (Hoshin Kanri)

SFHN Strategic Plan
March 2016



SFHN Strategic Plan
November 2017



- SFHN's 2nd iteration informed by DPH's visioning and strategic plan (created early Nov 2017)
- Maintaining original SFHN Mission and Vision statements, and 6 True North dimensions
- Narrowed scope from 9 strategic initiatives to the following 3:
 1. **EHR Readiness**
 2. **Develop our people through lean**
 3. **Aligning care, finances, and outcomes for Value-Based Payments**
- Selected strategic initiatives are critical to the success of EHR implementation and optimization
- Work continues on remaining strategic initiatives through alignment with selected strategic initiatives



SFHN Strategic Planning (Hoshin Kanri)

November 29, 2017 – SF Health Network Team

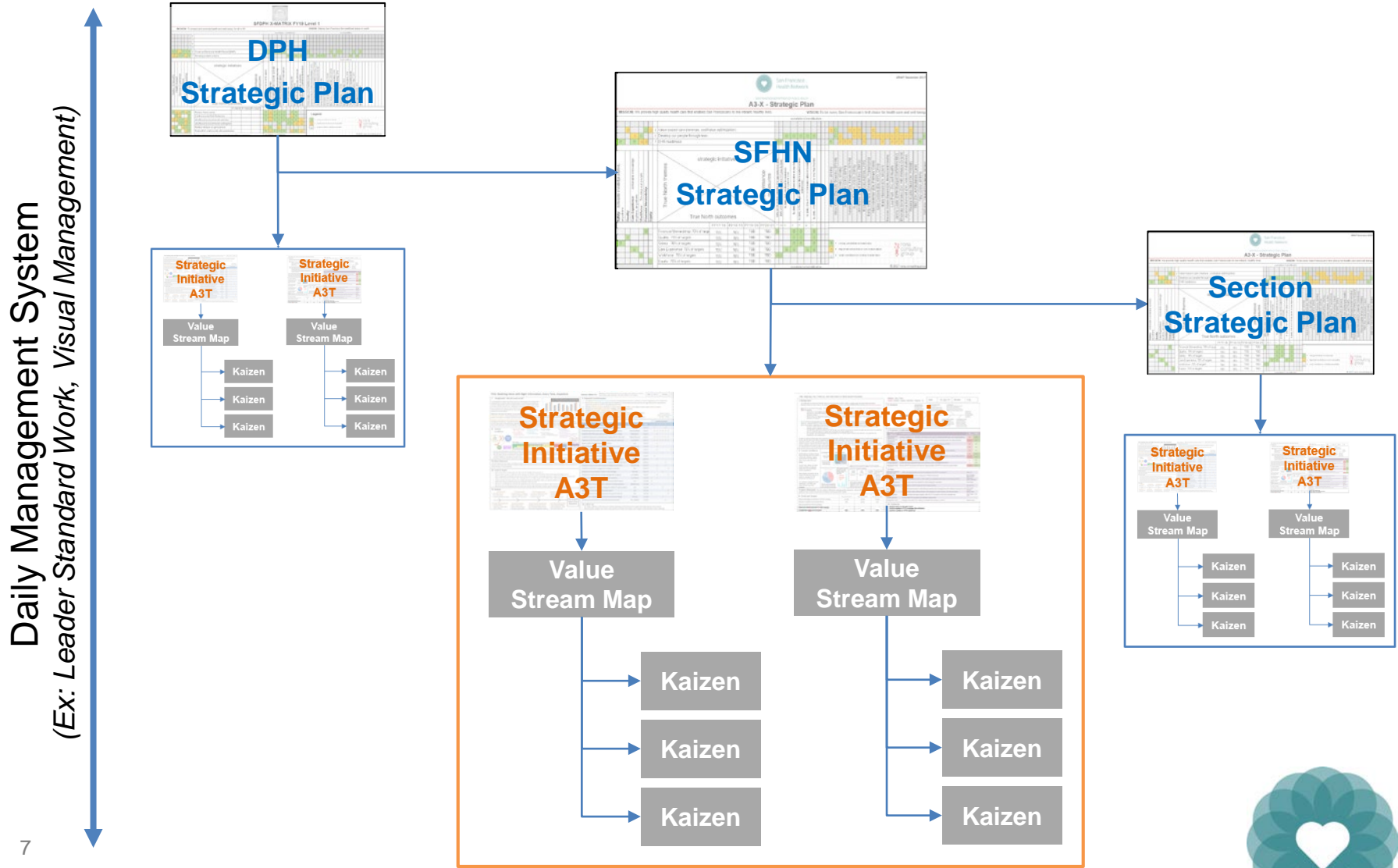


SFHN | ZSFG | LHH | BHS | PC | MCAH | JHS | FINANCE | HR | DPH & ZSFG KPO

Albert Yu, Alice Chen, Ayanna Bennett, Brent Costa, Hali Hammer, Jenny Louie, Jim Marks, Kavos Ghane Bassiri, Lisa Golden, Lisa Pratt, Mary Hansell, Mivic Hirose, Reena Gupta, Rhonda Simmons, Roland Pickens, Sara Lin, Susan Ehrlich, Toni Rucker, Valerie Inouye

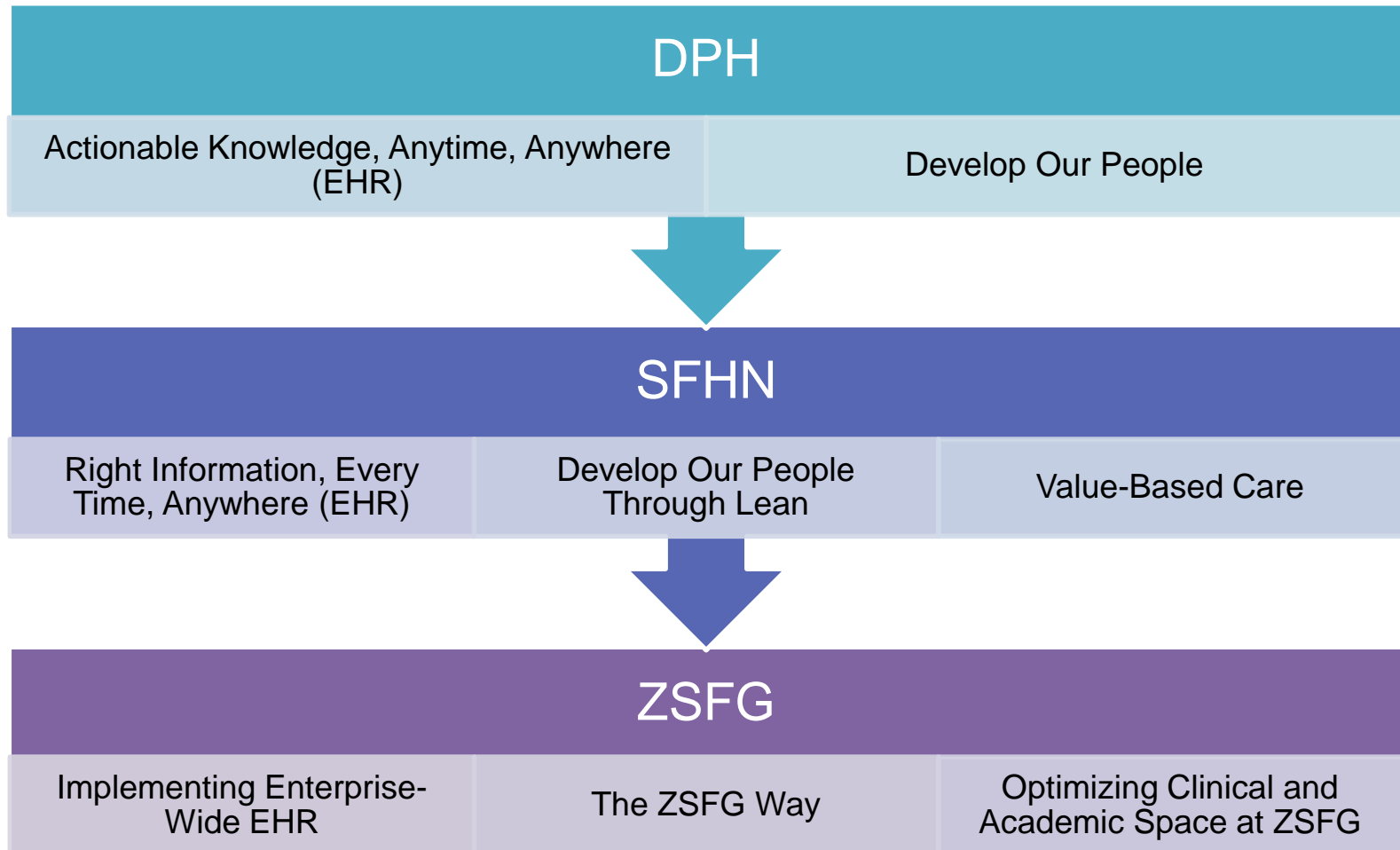


Cascading Lean through SFDPH & SFHN



Cascading Lean through SFDPH & SFHN

Alignment of strategic initiatives and tactics at all levels of the organization



Lean Learnings

Highlights from our first 18 months of implementing Lean

Challenges	Countermeasures
Balancing strategic priorities with capacity to deploy an A3 Team Charter in a timely manner →	<ul style="list-style-type: none">• Re-adjusting scope during first year work• More focused and intentional decision making during second strategic planning session
Creating alignment among all sections, given the wide scope of services and differing maturity levels for process improvement work and lean →	<ul style="list-style-type: none">• Continuing to build on and refine True North metrics by building on common definitions
Limited capacity to support lean implementation across the network →	<ul style="list-style-type: none">• Supporting the establishment of a DPH Kaizen Promotion office• Supporting training efforts to build internal lean capacity & support resources
Transparent, consistent and value-added follow-up to strategic initiatives and True North metrics →	<ul style="list-style-type: none">• Consolidated True North reporting to single meeting• Established schedule & standard work for reporting out A3s & True North Metrics at SFHN Executive Leadership meetings
Selecting measurable metrics for A3 Team Charter goals and targets →	<ul style="list-style-type: none">• Getting clearer definitions on current metrics and gaining consensus on appropriate metrics to use• Working towards a single source of truth vis a vis enterprise EHR



True North Metrics: FY 2017-2018



Quality

8 metrics



Safety

9 metrics



**Care
Experience**

9 metrics



Workforce

7 metrics



**Financial
Stewardship**

6 metrics



Equity

8 metrics

6 Divisions/Sections reporting **47 metrics** in **6 True North** dimensions

SFHN goal is to reach **70%** of True North metric targets by June 30, 2018

FY 2017-2018: Q1 Update

	Q1
On Target	9
Off Target	19
No data available	19
Total	47



Questions?

