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

2012
• Initial Lean Trainings

2013
• SFHN Established

2014
• ZSFG Hoshin Kanri

2015
• SFHN Visioning
  Defined Mission, Vision & True North
• PC Hoshin Kanri

2016
• SFHN Hoshin Kanri
• SFHN True North Metrics
• DPH Lean Executive Education

2017
• DPH KPO established
• DPH Visioning
• DPH Hoshin Kanri
• SFHN Hoshin Kanri

2018
• Planned – EHR Lean
• TBD

Hoshin Kanri = Strategic Planning
SFHN Strategic Planning (Hoshin Kanri)

• 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

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

SFHN | ZSFG | LHH | BHS | PC | MCAH | JHS | FINANCE | HR | DPH & ZSFG KPO
Cascading Lean through SFDPH & SFHN

DPH Strategic Plan

SFHN Strategic Plan

Section Strategic Plan

Strategic Initiative A3T

Value Stream Map

Kaizen

Kaizen

Kaizen

Daily Management System
(Ex: Leader Standard Work, Visual Management)
## Cascading Lean through SFDPH & SFHN

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

### DPH
- Actionable Knowledge, Anytime, Anywhere (EHR)
- Develop Our People

### SFHN
- Right Information, Every Time, Anywhere (EHR)
- Develop Our People Through Lean
- Value-Based Care

### ZSFG
- Implementing Enterprise-Wide EHR
- The ZSFG Way
- Optimizing Clinical and Academic Space at ZSFG
# Lean Learnings

## Highlights from our first 18 months of implementing Lean

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Countermeasures</th>
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<tbody>
<tr>
<td>Balancing strategic priorities with capacity to deploy an A3 Team Charter in a timely manner</td>
<td>• Re-adjusting scope during first year work</td>
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<tr>
<td>Creating alignment among all sections, given the wide scope of services and differing maturity levels for process improvement work and lean</td>
<td>• Continuing to build on and refine True North metrics by building on common definitions</td>
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<td>Limited capacity to support lean implementation across the network</td>
<td>• Supporting the establishment of a DPH Kaizen Promotion office</td>
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<td></td>
<td>• Supporting training efforts to build internal lean capacity &amp; support resources</td>
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<td>Transparent, consistent and value-added follow-up to strategic initiatives and True North metrics</td>
<td>• Consolidated True North reporting to single meeting</td>
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<td>• Established schedule &amp; standard work for reporting out A3s &amp; True North Metrics at SFHN Executive Leadership meetings</td>
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<tr>
<td>Selecting measurable metrics for A3 Team Charter goals and targets</td>
<td>• Getting clearer definitions on current metrics and gaining consensus on appropriate metrics to use</td>
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<td>• Working towards a single source of truth vis-à-vis enterprise EHR</td>
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True North Metrics: FY 2017-2018

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

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<tr>
<th>Dimension</th>
<th>Metrics</th>
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<td>Quality</td>
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<td>Safety</td>
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<td>Care Experience</td>
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<td>Financial Stewardship</td>
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<td>Equity</td>
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**FY 2017-2018: Q1 Update**

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<td>On Target</td>
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<tr>
<td>Off Target</td>
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</tr>
<tr>
<td>No data available</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
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Questions?