



STRATEGIC PRIORITIES

DRAFT

*San Francisco
Department of Public Health*

October 1, 2019



SFDPH

BACKGROUND

About San Francisco Department of Public Health (SFDPH)

Who We Are

SFDPH strives to achieve its mission through the work of two main Divisions – the San Francisco Health Network and Population Health.

The San Francisco Health Network is the City's only complete system of care and has locations throughout the City, including Zuckerberg San Francisco General Hospital and Trauma Center, Laguna Honda Hospital and Rehabilitation Center, 18 behavioral health service sites, 16 neighborhood-based primary care health centers, Health at Home, and Jail Health Services. The network also provides care in schools, navigation centers, shelters, on the streets, and in child care centers.

With a broad community focus, the goal of the Population Health Division is to ensure San Franciscans have optimal health and wellness at every stage of life. The Division comprises 11 branches dedicated to core public health services for the City, such as health protection and promotion, disease and injury prevention, disaster preparedness and response, and environmental health.

What We Do

- Assess and research the health of the community
- Develop and enforce health policy
- Prevent disease and injury
- Educate the public and train health care providers
- Provide quality, comprehensive, and culturally proficient health services
- Ensure equal access to all

PUBLIC HEALTH ACCREDITATION

Public Health Accreditation is a voluntary national program that establishes standards for and evaluates a local health department's capacity to carry out the ten Essential Public Health Services and to manage an effective health department. In March 2017, SFDPH was granted national accreditation by the Public Health Accreditation Board (PHAB), becoming the 9th health department in California to secure that distinction. Accreditation is conferred for 5 years and requires the department to apply for reaccreditation to maintain accreditation status. Reaccreditation focuses on continuous improvement and advancement of public health goals in the communities being served.

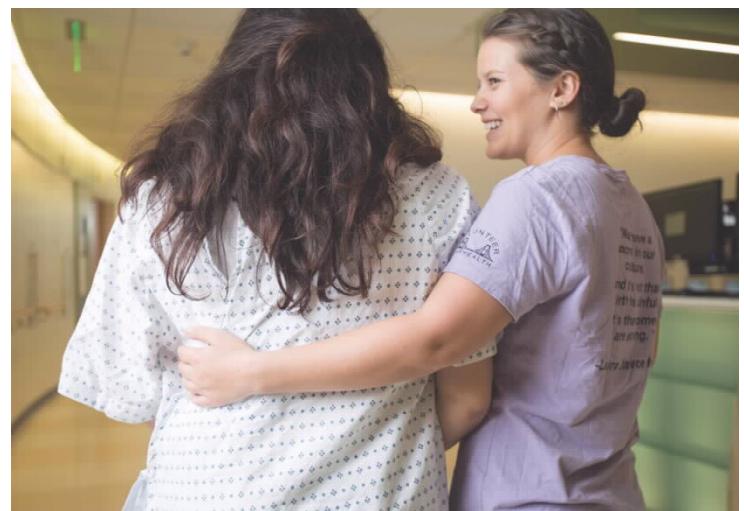


What We Strive For

In the face of a dynamic healthcare environment, SFDPH recognizes its responsibilities to care for individuals, families, and populations in the community.

- The department acknowledges that despite a strong commitment to health equity, health disparities exist with respect to chronic illness, prevention, and access to care.
- The department also has a specific responsibility to address the physical and behavioral health needs of those experiencing homelessness.
- The department values the wisdom and input of the community and the shared leadership required to achieve lasting change.
- Situated in the technology capital of the country, the department commits to the importance of developing analytics and data systems as tools to make progress, break through barriers and create a network of excellence.
- An investment in tools must also be accompanied by an investment in developing our people and improving our processes.
- As healthcare moves into a pay for value model, SFDPH must adapt to create systems that optimize the use of funds for the best possible care for our patients and the community.

The department will proactively respond to innovations and continuously improve to meet the needs of an ever-changing environment. These endeavors will require vision, resilience, and teamwork across all levels of the department and with the community. Ultimately, our approach will help us to strengthen partnerships with the community and deepen alliances with neighborhood coalitions. The department, with its committed and mission driven staff, is proud to protect and promote the health and well-being for all in San Francisco.





OUR MISSION

PROTECTING AND PROMOTING
HEALTH AND WELL-BEING FOR
ALL IN SAN FRANCISCO

OUR VISION

MAKING SAN FRANCISCO
THE HEALTHIEST PLACE
ON EARTH

TRUE NORTH: OUR PRINCIPLES AND IDEALS

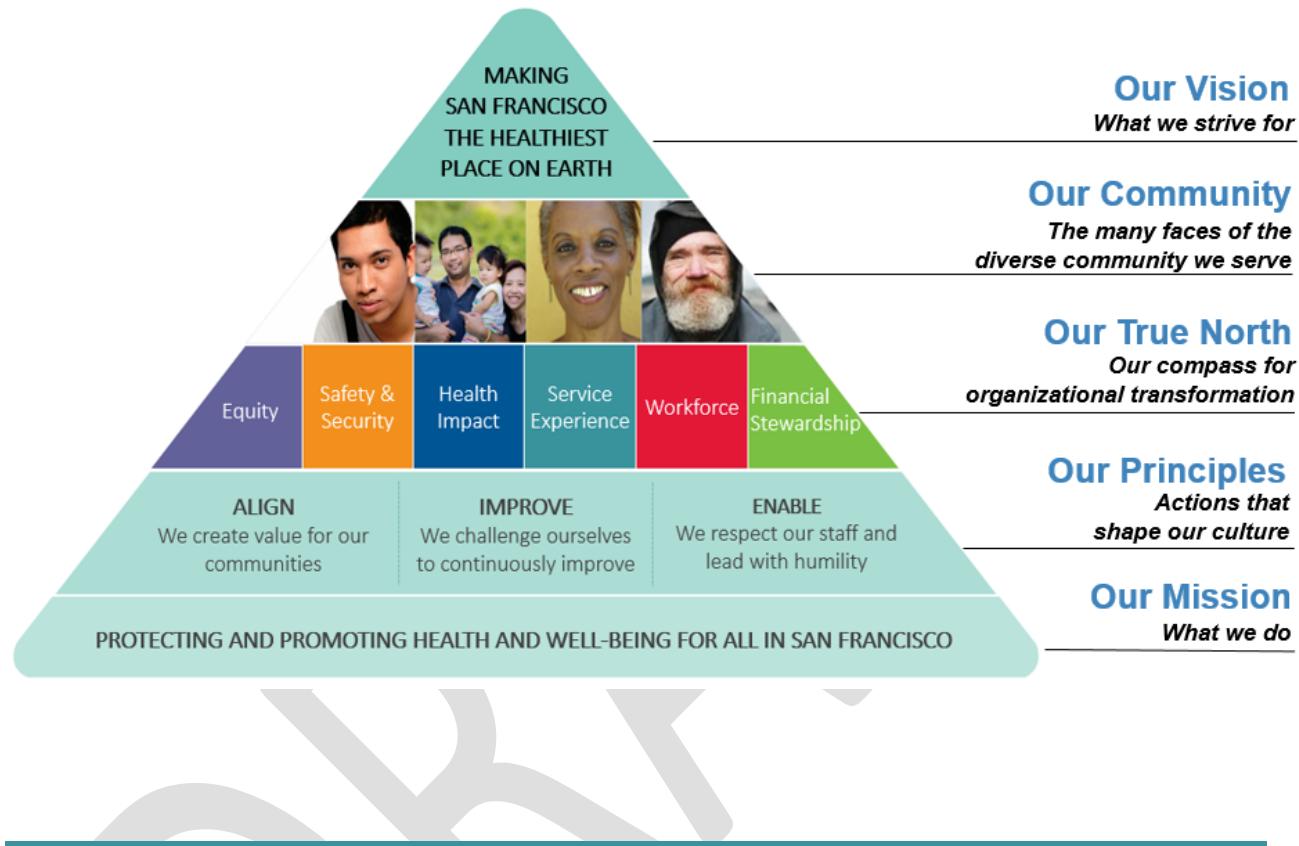
True North is a precise, concise, and universal set of ideals which, when taken together, provide a compass that describes SFDPH's ideal or state of perfection toward which the department is continually striving. True North encompasses a broad scope of work and serves as the basis for strategic planning, priority-setting, and metrics development to measure improvement across the organization. While the department's strategies and tactics may change, True North does not.

The six True North Pillars are:



The DPH True North Triangle

The DPH Triangle is a visualization tool that communicates our mission, vision, True North and principles.



ABOUT THE COMMUNITY WE SERVE

Our improvement work is in service to the people of San Francisco. The portraits on the DPH Triangle help to put a face to our efforts. We have named this visual “Lee.” “Lee” can be a person or a family. Reflective of our diverse community, “Lee” is *everyone* we serve, not limited to any particular age, sexual orientation, gender identity, racial/ethnic group, socioeconomic group, citizen status, condition of homelessness, and other sociodemographic descriptors.

OUR VALUES

- We believe ***continuous improvement is the approach to sustainable change***, and to fulfilling our mission of protecting and promoting health and well-being for all in San Francisco.
- We believe in ***servant leadership*** which stems first from a natural wish to serve and whose highest priority is to serve the needs of our communities and staff.
- We believe in ***developing others by asking with humility and curiosity***, to create trusting relationships based on honest and open communication.
- We believe in ***respect of staff and colleagues*** by acknowledging and appreciating their skills, their time, and the work they perform.
- We believe both ***technical and behavioral adaptation*** is necessary to achieve lasting change and transformation.
- We believe the ***steadfast, unwavering pursuit of excellence*** will enable us to fulfill our mission and manifest our vision.

OUR PROCESS

During the annual strategic planning session, departmental strategic priorities are established through multilevel discussions with key internal and external stakeholders. These departmental priorities are deployed through the department. Many divisions of the department go through their own strategic planning process and are expected to develop their own strategic priorities based on their role in achieving the department's goals. This promotes alignment both up and down and across the department. Each division may also choose to focus on additional priorities that are specific or unique to their scope of work.

In 2017, SFDPH implemented an annual, strategic planning process using lean, a process improvement methodology that had been previously championed within a few divisions of the department. The department reaffirmed its mission and vision and established its True North, whose guiding principles help to focus our work and create alignment across the organization.

OUR STRATEGIC PRIORITIES

For FY 2019-2021, SFDPH has chosen five broad-based and far-reaching strategic goals, which directly align to our True North core values and reinforce our commitment to our mission to protect and promote the health and well-being of all those in San Francisco.

1. ADVANCE EQUITY

2. DEVELOP OUR PEOPLE

3. LEAN TRANSFORMATION

4. TURNING DATA INTO ACTIONABLE KNOWLEDGE

5. HOMELESSNESS & BEHAVIORAL HEALTH



STRATEGY 1 – ADVANCE EQUITY

Equity is a population concern and SFDPH has made equity an explicit value; equity is a True North dimension for the department and for all divisions and sections. In 2014, the establishment of the Black/African American Health Initiative prioritized the elimination of large and persistent health and workforce disparities for this population. Over the last 3 years, that work has expanded to include increasing attention to institutional and structural causes of these disparities. Different areas of the department have instituted training, created infrastructure, set new policy and taken action to advance racial equity. SFDPH is committed to creating greater consistency in racial equity activities across the department and has created the Office of Health Equity to organize these efforts. This work aligns with the city-wide goals to address racial equity through the San Francisco Office of Racial Equity at the Human Rights Commission.

TRUE NORTH ALIGNMENT:

Safety & Security, Health Impact, Service Experience, Workforce, Equity



Goals

1. Reduce health disparities through improvements in care and programs across the department
2. Foster an equitable and respectful workplace with opportunity for all
3. Train staff to recognize racism and inequity at individual and organizational levels, and to apply evidenced-based approaches to address these challenges
4. Establish the department's infrastructure to improve planning, resourcing, and accountability for equity work
5. Align the department's work with the Office of Racial Equity at the Human Rights Commission and with the efforts of other city agencies

PROGRESS INDICATORS

1. Elimination of the disparity between B/AA patients and all patients at DPH clinics
2. Increase staff favorable survey rating of respectful treatment
3. Number of sections participating in planning, infrastructure creation, and deployment of equity champions and respect policies

Objective 1: Increase awareness and understanding of racial equity concepts

Proposed Work

- Increase staff understanding of department and personal role in equity, increasing comfort in discussing racism
- Create an equity skills training curriculum and program for managers and equity champions

Objective 2: Establish an organizational framework for planning, leading and coordinating department-wide efforts to advance racial equity

Proposed Work

- Develop annual department and section equity plans including service and workplace equity goals
- Create an equity governing council and form a leadership team to improve planning, resourcing and accountability to achieve equity goals
- Identify manager or directory level equity leads within each section

Objective 3: Accelerate development of an equity culture through program and policy deployment

Proposed Work

- Deploy a policy of protected time to staff designated as equity champions to expand capacity of equity workforce and ensure equity activities are occurring in all areas
- Deploy a respect policy defining the standard for respectful behavior by the workforce
- Institute a racial equity response team to deploy targeted training and practice change in areas of racial tension

STRATEGY 2 – DEVELOP OUR PEOPLE

There is no greater asset than the approximately 8,000 people who work for the San Francisco Department of Public Health. A fully engaged workforce is best able to provide the greatest level of care and service for our community. Employee engagement is a gauge of staff commitment and motivation to achieve organizational goals. The 2019 employee engagement survey asked questions on topics including leadership, communication, benefits, diversity, respect, staffing levels, and career advancement opportunities. The communication questions measured trust between employees, communication between different levels of SFDPH, communication between divisions, and communication between managers and staff. Results showed that while staff feel tremendous pride in their work, they also need to feel more connected to the organization, leadership and clients they serve. Poor communication between staff contributes to team dysfunction. Our people development systems need to respond to racially disparate workforce experiences. Engaged staff is critical to meeting the goals of the Triple Aim (improve care, improve health and lower cost), support a unified electronic health record implementation, navigate a dynamic healthcare environment, and serve our communities.

TRUE NORTH ALIGNMENT:

Health Impact, Workforce, Financial Stewardship, Equity



Goals

1. Promote a culture of open and respectful communication, and an inclusive environment for all employees
2. Standardize and improve baseline training for new staff on SFDPH structure, priorities, and policies as part of the initial introduction and orientation to the organization
3. Advance racial equity for our workforce

PROGRESS INDICATORS

1. Improve staff survey scores measuring trust and respect
2. Improve overall staff engagement scores on department wide staff engagement survey

Objective 1: Improve communication and foster trust and respect between leadership and staff

Proposed Work

- Train leadership and management on effective communication, and critical problem solving, with a focus on checking bias and advancing equity so they may supervise and coach their teams with respect and clarity, and manage workplace conflict effectively
- Develop a tiered staff training system to immerse all staff in understanding SFDPH priorities, including racial equity, lean, Trauma Informed Systems (TIS), Sexual Orientation and Gender Identity (SOGI), effective communication, and critical problem solving

Objective 2: Enhance the orientation and onboarding experience of new staff

Proposed Work

- Standardize SFDPH-wide employee orientation training and toolset focused on employee success in their new job
- Develop a tracking system to ensure all new staff complete required trainings on organizational priorities

Objective 3: Create review processes to measure progress

Proposed Work

- Define a process for transparent and ongoing review of progress through visual management boards and structured reporting systems with leadership, managers and supervisors
- Appoint sponsors from each department who are responsible for oversight and will provide regular updates to executive leadership

STRATEGY 3 – LEAN TRANSFORMATION

Creating a culture where everyone, from leadership to front-line staff, believes that improving their work is key to achieving our vision of being the healthiest place on earth. We embrace that change requires a systems approach which harnesses the talents of our people, develops servant leaders in us all, and creates greater visibility and transparency in our work. These efforts require an unwavering focus on True North, the curiosity to understand, and the persistence to move forward. Lean is a process improvement methodology and management system that helps drive improvement in organizations, and that centers on building up and enabling SFDPH's people to be drivers of progress. Key principles of lean include continuous improvement, teamwork, respect of people, and going to see the work where it is done. At the heart of this work, is the desire to keep the community voice at the center of all the services we provide and the inspiration for all the improvement work that we do.

TRUE NORTH ALIGNMENT:

All Pillars



Goals

1. Create organizational focus on those critical issues which matter most
2. Ensure that strategic planning is communicated and deployed both horizontally and vertically to align departmental priorities
3. Create an organization of 8000 daily problem solvers
4. Deploy a daily management system which engages all staff in daily improvement

Objective 1: Refine approach to strategic deployment

Proposed Work

- True North priorities reviewed regularly through a review and feedback process at all levels of the department to assure synchronized development and progress
- True North prioritized in all critical decisions and are accompanied by key performance indicators

PROGRESS INDICATORS

1. Number of units across the department using daily management systems
2. Number of staff trained in data driven problem solving

Objective 2: Implement Daily Management Systems

Proposed Work

- Regular staff huddles using visual management and performance metrics
- Rapid cycle improvement (Plan-Do-Study-Act (PDSA)) to quickly identify the root cause of problems and design effective countermeasures
- Develop best processes, that reflect the work being done, at all levels

Objective 3: Develop leadership and staff

Proposed Work

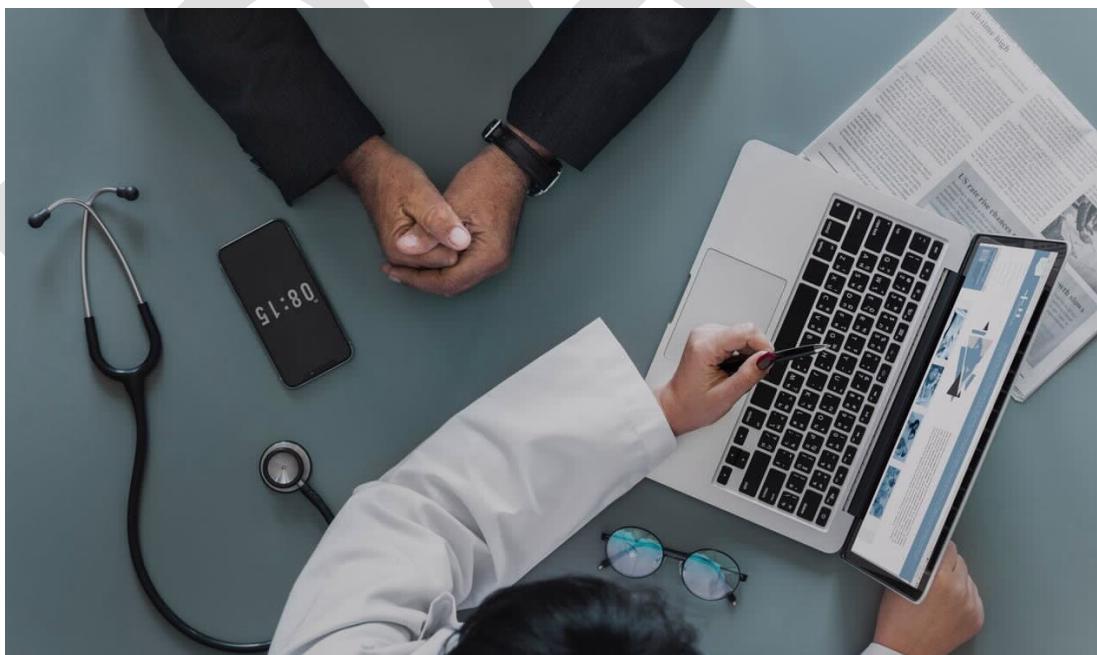
- Create a leadership program focused on developing servant leadership, mentorship, and team-based mindsets with respect for all individuals
- Provide training and support that empowers staff to initiate change and improve processes, unleashing staff's highest potential

STRATEGY 4 – DATA TO ACTION

SFDPH comprises of 11 divisions/sections, each with many separate information systems that support public health, behavioral health, and medical care services. In 2019, SFDPH implemented the Epic comprehensive health record system, resulting in the consolidation of 21 disparate data systems. With significant advancement, we must harness the information contained in Epic and other systems, as well as develop our workforce to effectively use information to drive quality decision-making. We must improve data stewardship and be responsive to data needs that address community and clinical health concerns in a timely manner. We value understanding the landscape of our community's needs and the importance of improving the health of San Francisco through the use of data.

TRUE NORTH ALIGNMENT:

All Pillars



Goals

1. Improve our information management and analytical capabilities to enhance our ability to assess, understand, and respond to the needs of the populations we serve
2. Increase accessibility to information to meet daily operational demands
3. Develop our workforce to use data effectively to support problem solving, analysis, and decision-making

PROGRESS INDICATORS

1. Deploy Epic at additional DPH locations
2. Increase number of staff trained in problem solving
3. Complete the initiation of value-based care reporting with the use of the Epic electronic health record system

Objective 1: Stabilize and integrate current electronic data tools

Proposed Work

- Optimize our state-of-the-art electronic health record system and proceed with expanded implementation to remaining clinical service areas
- Integrate siloed data into a new data warehouse with standard data dictionaries and integrated reporting tools
- Use new collaboration tools to create a network with community partners to streamline how we care for our patients, clients and residents

Objective 2: Standardize and streamline processes around access to data and information governance

Proposed Work

- Strengthen alignment of departmental priorities with our information governance program to effectively prioritize operational demands for data and analysis
- Streamline processes to support efficient turnaround of reports and datasets that fuel our decision-making processes both within DPH and with our external partners

Objective 3: Integrate data and metrics into daily problem-solving and decision-making by staff at all levels to drive continuous improvement

Proposed Work

- Increase capacity to perform analytical work to improve the bridge between research and operations teams
- Train staff on process improvement methodologies, critical thinking, and problem-solving, with reliance on data as a major driver

STRATEGY 5 – HOMELESSNESS & BEHAVIORAL HEALTH

Of the 18,000 adult experiencing homelessness in San Francisco, many with multiple medical and behavioral health needs, nearly 4,000 adults are also suffering with co-occurring mental health and substance use disorders. This population demonstrates the highest levels of service needs and vulnerability. Forty-one percent of these individuals use urgent and emergent psychiatric services, compared to only 15 percent of all people experiencing homelessness who access these services. Ninety-five percent of these individuals suffer with an alcohol use disorder, and all of them have a history of psychosis. Furthermore, while Black/African American people make up 5 percent of the City's population, they make up 35 percent of the people experiencing homelessness who also have co-occurring mental health and substance use disorders. Overall, this population requires specialized solutions to reach stability and wellness. This is an integrated effort, in collaboration with other City agencies, community organizations, and other partners.

TRUE NORTH ALIGNMENT:

Safety & Security, Health Impact, Financial Stewardship, Equity



Goals

1. Create a unifying vision for the delivery of behavioral health services to adults experiencing homelessness
2. Apply a population-based approach to behavioral health care
3. Identify sustainable, systematic, innovative opportunities for improving SFDPH's system of care for the priority population
4. Advance equity to eliminate health disparities in vulnerable populations
5. Use data and evidence-based best practices to inform and guide decisions

Objective 1: Provide assertive outreach and engagement to help people navigate to and stay in services

Proposed Work

- Streamline housing and health care access through interagency collaboration to get our most vulnerable clients into housing or other safe settings, beginning with high intensity care coordination for the first 237 shared priority clients identified by Department of Homelessness and Supporting Housing and SFDPH
- Identify best practices and build a scalable model to provide effective linkages and navigation to services
- Present solutions for people experiencing homelessness who have not yet engaged in services or who have inconsistently engaged in care

Objective 2: Identify innovations that augment current models of care delivery

Proposed Work

- Design new harm-reduction alternatives to hospitals for people sobering from methamphetamine use
- Create a transitional living environment for people with alcohol use disorder
- Develop models of care, such as telehealth, for additional access to behavioral health

Objective 3: Improve behavioral health system flow, accessibility, and transparency

Proposed Work

- Create a transparent and accessible monitoring system to track demand for behavioral health beds, including wait times, to help identify bottlenecks in system flow
- Design a seamless, transparent process for clients to be referred, authorized, and placed into behavioral health programs
- Create a SFDPH behavioral health access and quality dashboard

PROGRESS INDICATORS

1. Increase the percentage of clients who are assessed for housing
2. Increase percent of priority population who are retained in "recovery and wellness" behavioral health care
3. Reduce the number, length and frequency of behavioral health crisis events
4. Improved scores on an assessment tool used to measure patients' progress in reaching their treatment goals
5. Increase the number of clients who maintain housing

DRAFT



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