



City and County of San Francisco
DEPARTMENT OF PUBLIC HEALTH
POPULATION HEALTH DIVISION

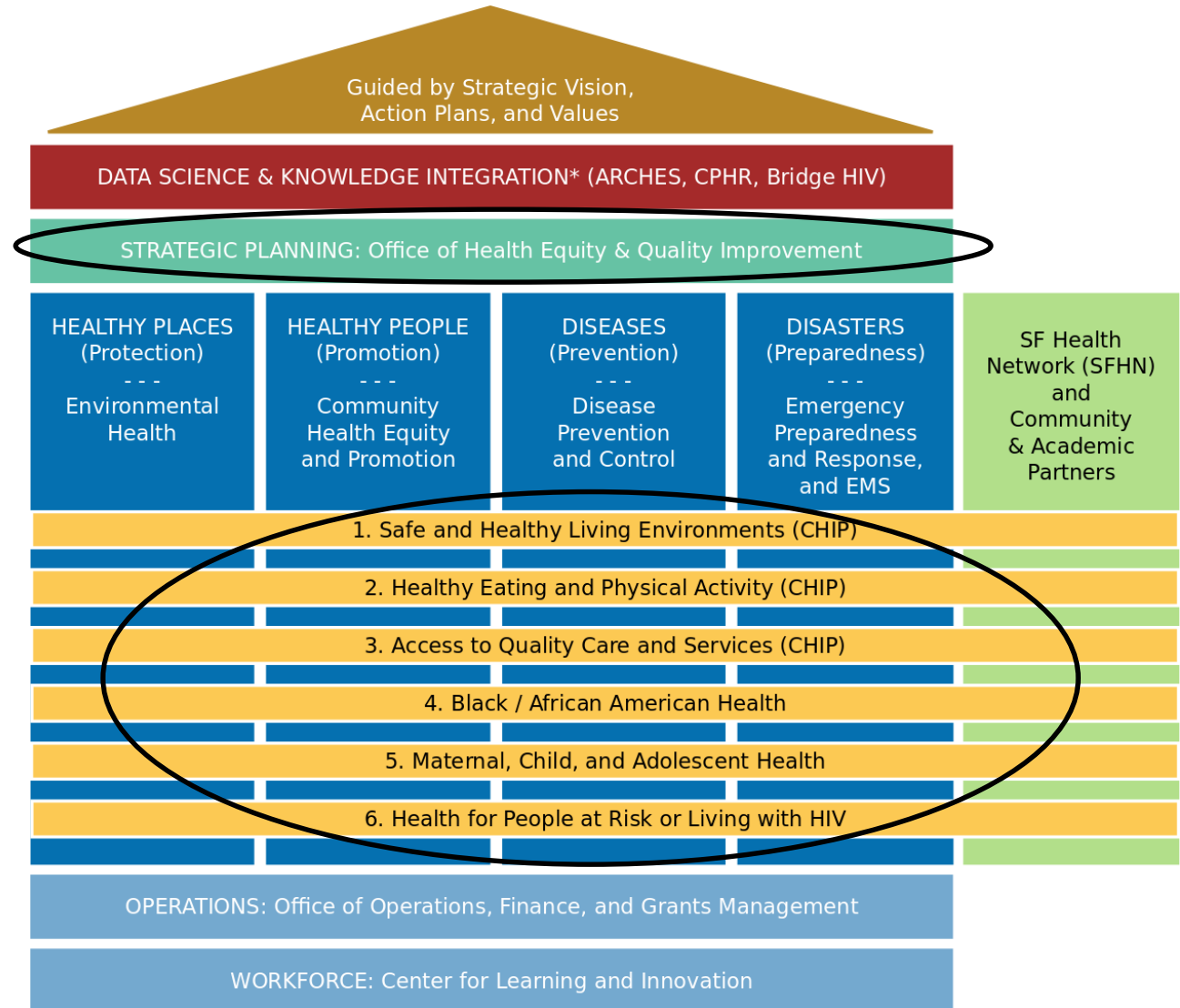
Office of Equity & Quality Improvement: Focus on: Performance Improvement Activities

Israel Nieves-Rivera
Tomás J. Aragón, MD, DrPH
Priscilla Chu, DrPH, MPH
San Francisco Health Commission,
Community and Public Health Committee
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POPULATION HEALTH DIVISION
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The Office of Equity and Quality Improvement (OEQI) serves as the principal advisor and coordinator of Division-wide efforts to reduce disparities and improve health equity in San Francisco. The Office works in partnership with the DPH Policy & Planning office to develop and implement a legislative agenda; as well as support the department's efforts to achieve and maintain Public Health Accreditation





OUR MISSION Drawing upon community wisdom and science, we support, develop, and implement evidence-based policies, practices, and partnerships that protect and promote health, prevent disease and injury, and create sustainable environments and resilient communities.

OUR VISION To be a community-centered leader in public health practice and innovation.

STRATEGIC DIRECTIONS

PHD STRATEGIES AND PERFORMANCE MEASURES 2012-2015

PUBLIC HEALTH ACCREDITATION (PHA) DOMAIN CATEGORIES

ASSESSMENT / RESEARCH	<p>1. Superb knowledge management systems and empowered users</p>	<p>STRATEGY 1 : Build an integrated information and knowledge management infrastructure that enables us to monitor health, to inform and guide activities, and to improve staff and systems performance.</p> <p>PERFORMANCE MEASURES:</p> <ul style="list-style-type: none"> 1.1. Build a strong, highly functional information technology (IT) and technical assistance infrastructure in alignment with Department of Public Health IT strategy. 1.2 Establish a highly functional, integrated infectious disease system to collect and report data and to deliver and monitor public health actions.
	<p>2. Assessment and research aligned with our vision and priorities</p>	<p>STRATEGY 2: Integrate, innovate, improve, and expand efforts in community and environmental assessments, research, and translation.</p> <p>PERFORMANCE MEASURES:</p> <ul style="list-style-type: none"> 2.1 Create an action plan that supports division priorities. 2.2 Build cross-section interdisciplinary teams to improve health outcomes and programmatic activities.
POLICY DEVELOPMENT	<p>3. Policy development with collective impact</p>	<p>STRATEGY 3: Conduct effective policy and planning that achieves collective impact to improve health and well-being for all San Franciscans.</p> <p>PERFORMANCE MEASURES:</p> <ul style="list-style-type: none"> 3.1 Establish a division-wide Performance Management, Equity and Quality Improvement Program. 3.2 Establish systems and partnerships to achieve and maintain Public Health Accreditation. 3.3 Develop a prioritized legislative agenda and strategic implementation plan to address health status and inequities.
ASSURANCE	<p>4. Assurance of healthy places and healthy people</p>	<p>STRATEGY 4: Lead public health systems efforts to ensure healthy people and healthy places</p> <p>PERFORMANCE MEASURES:</p> <ul style="list-style-type: none"> 4.1 Establish community-centered approaches that address the social determinants of health and increase population well-being. 4.2 Sustain and improve the infrastructure and capacity to support core public health functions, including legally mandated public health activities.
GOVERNANCE, ADMINISTRATION, AND SYSTEMS MANAGEMENT	<p>5. Sustainable funding and maximize collective resources</p>	<p>STRATEGY 5: Increase administrative, financial and human resources efficiencies within the division</p> <p>PERFORMANCE MEASURES:</p> <ul style="list-style-type: none"> 5.1 Establish a centralized business office for the division. 5.2 Appropriately address the human resource issues regarding civil service and contract employees. 5.3 Establish a centralized grants management and development system for the division.
	<p>6. Learning organization with a culture of trust and innovation</p>	<p>STRATEGY 6: Build a division-wide learning environment that supports public health efforts.</p> <p>PERFORMANCE MEASURES:</p> <ul style="list-style-type: none"> 6.1 Establish a division-wide Workforce Development Program.

Process Improvement in Population Health

Macro, Meso, Micro, and Individual mapped to Big, Little, and Individual QI.

Topic	Big 'QI'-organizational-wide	Little 'qi'-program/unit	Individual 'qi'
System level →	<i>Macro</i>	<i>Meso</i>	<i>Micro</i>
Quality tools →	Advanced	QFD/Lean Six Sigma	Basic
Improvement	System focus	Specific project focus	Daily work level focus
Quality Improvement Planning	Tied to strategic plan	Program/unit level	Tied to yearly individual performance
Evaluation of quality processes	Responsiveness to a community need	Performance of a process over time	Performance of daily work
Quality improvement goals	Cut across all programs and activities Strategic Plan	Delivery of a service Individual program/unit level plans	Daily work Individual Performance plan

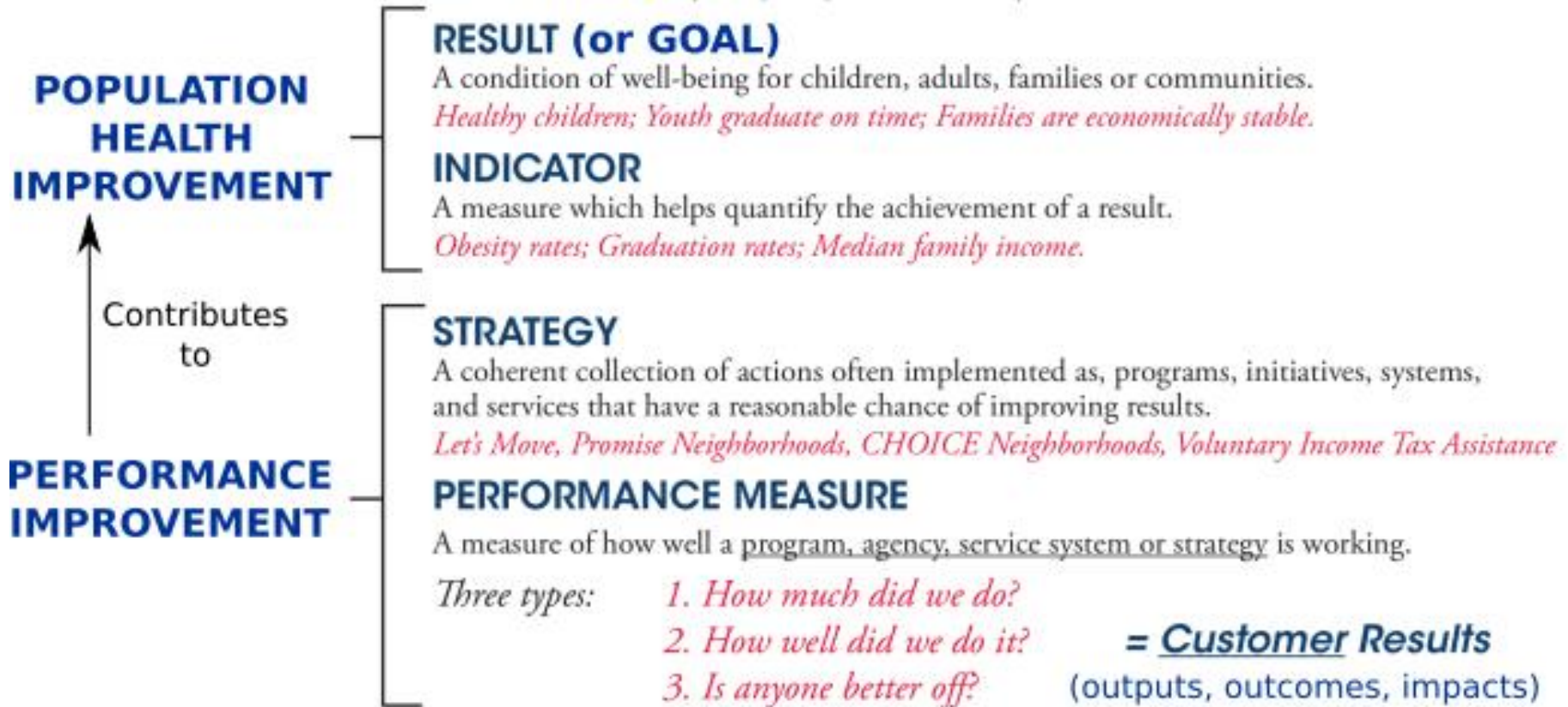
From the book: "Quality Function Deployment and Lean-Six Sigma Applications in Public Health," Grace Duffy, John Moran, and William Riley



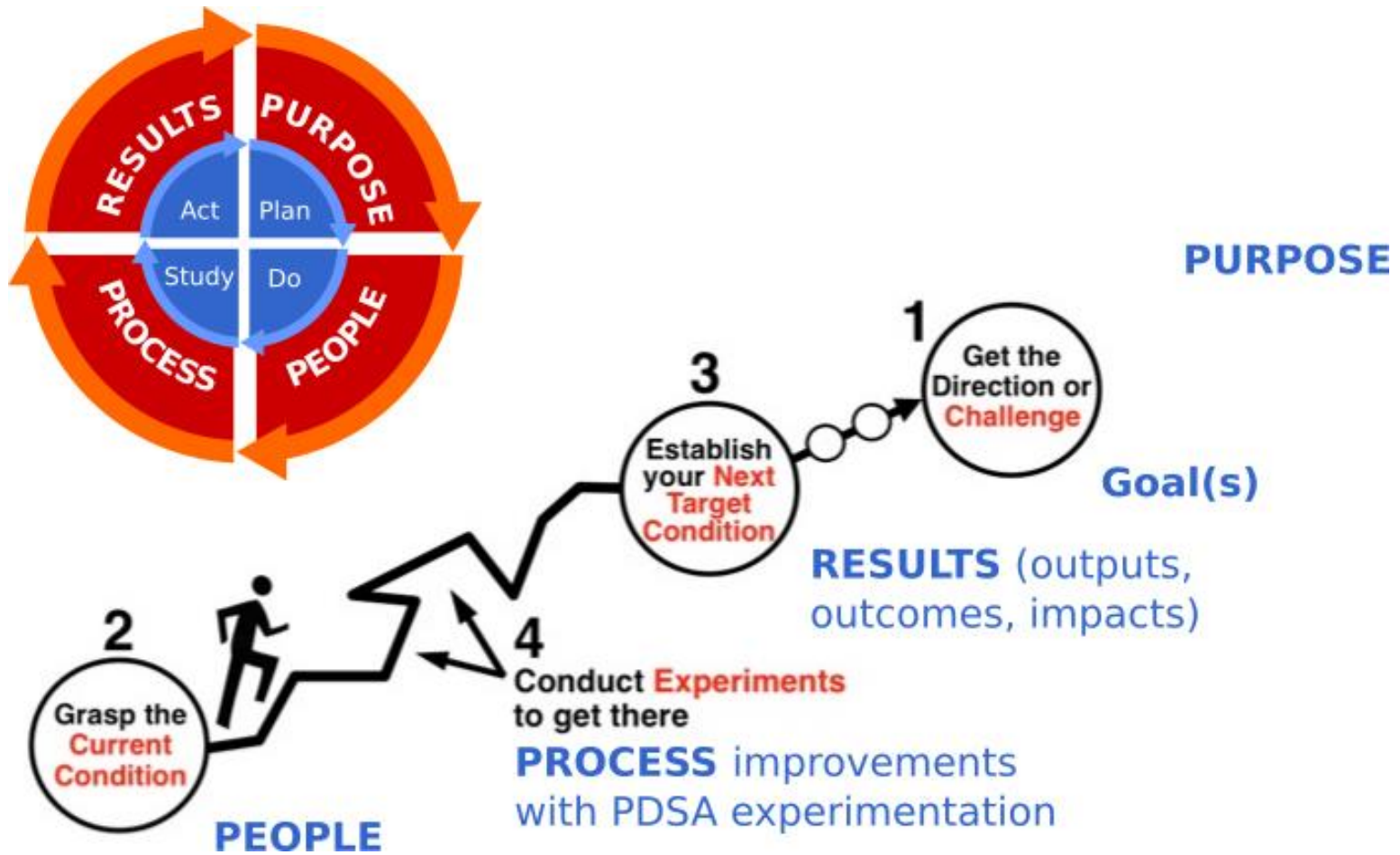
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A Focus on Results



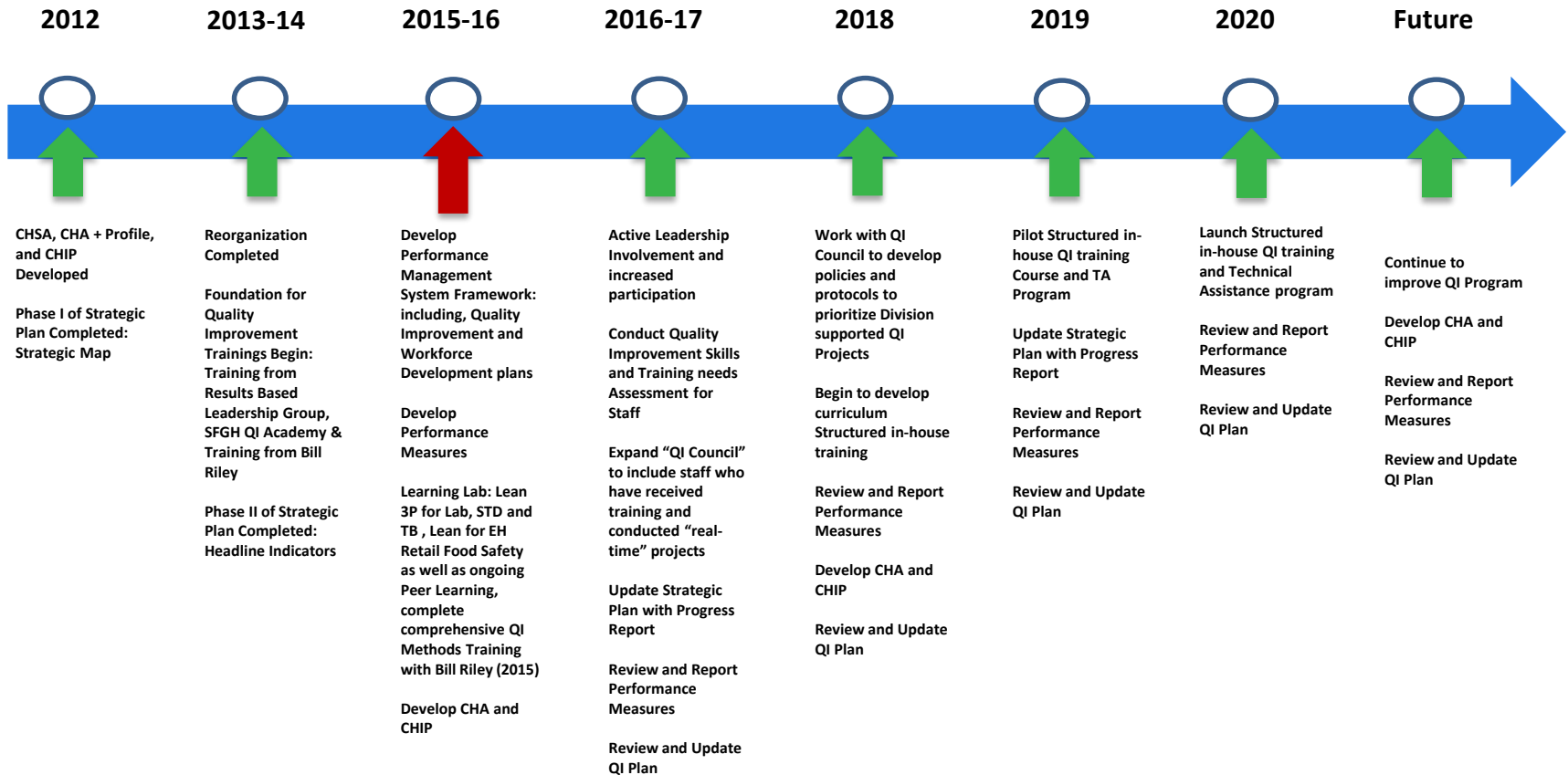
Process Improvement in Population Health



San Francisco Population Health Division

A Journey to Sustainable Culture of Performance Improvement

Adapted from Wanda Williams slide



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How are projects selected?

- Improvement areas are identified based on their connection to the Strategic Plan, both those listed in the strategic map, as well as the headline indicators.
- The priorities also include items that are not specifically emphasized in the Strategic Plan; however are improvement to the infrastructure and capacity of PHD to support core public health functions, including legally mandated activities.
- Areas of improvement are discussed by the Council (i.e., PHD Directors). The level of priority and resources available help frame the selection process.



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Budget and resource allocation

There are often limited financial resources specifically designated to support QI efforts for the core public health functions, including legally mandated public health activities. Specific budget are identified by several different methods, and are often a combinations of the following resources:

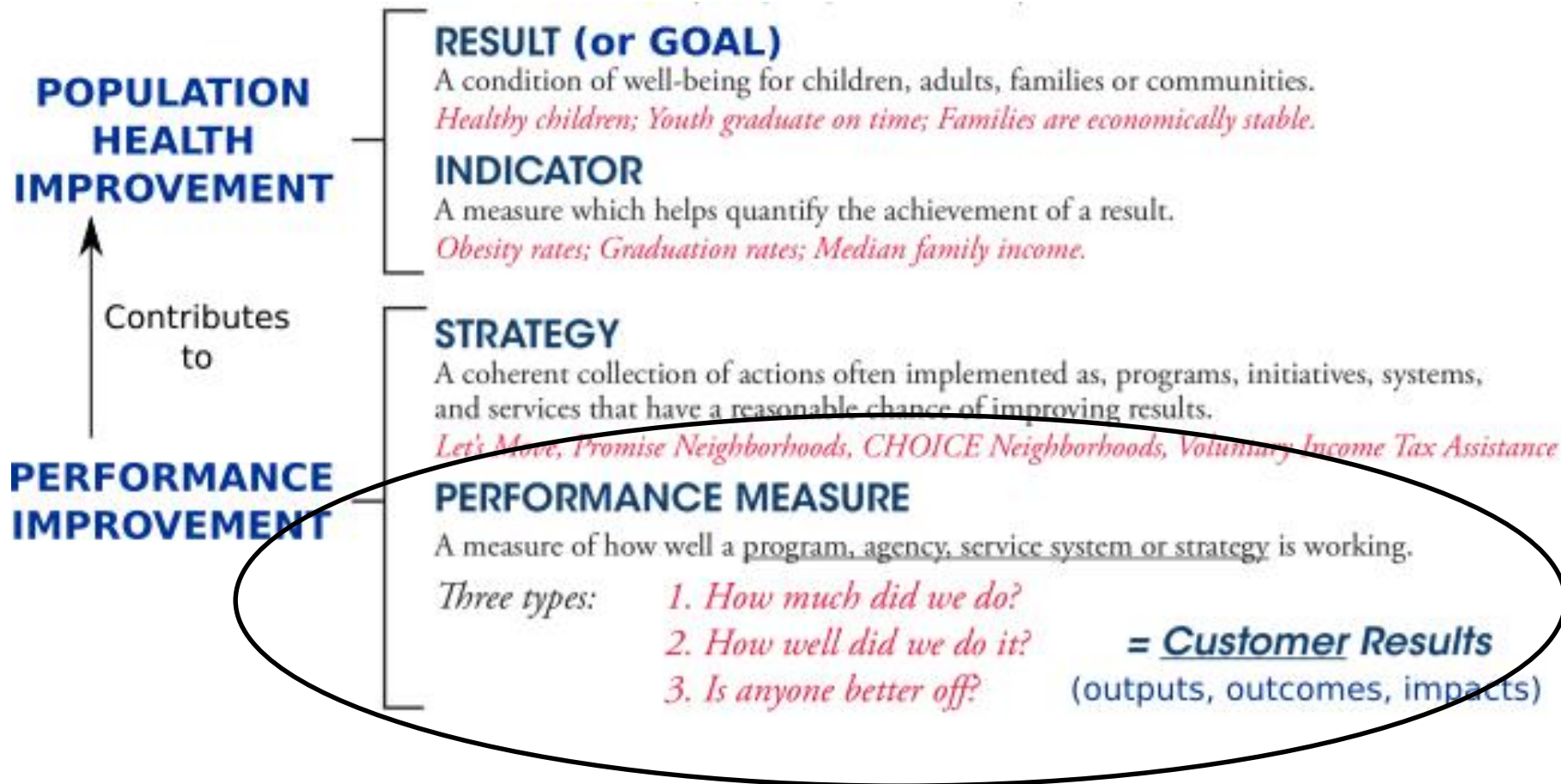
- Budget carve-outs from regulatory fees in order to improve the services provided;
- Budget line-items included in state or federal grants in order to improve the outcomes of the programs supported by the grant;
- Budget initiatives submitted to the health department through the annual City & County Budget process;
- Leveraging existing quality improvement efforts supported by the Department of Public Health; and
- In-house resources to support coordination and project management for a sponsored project.



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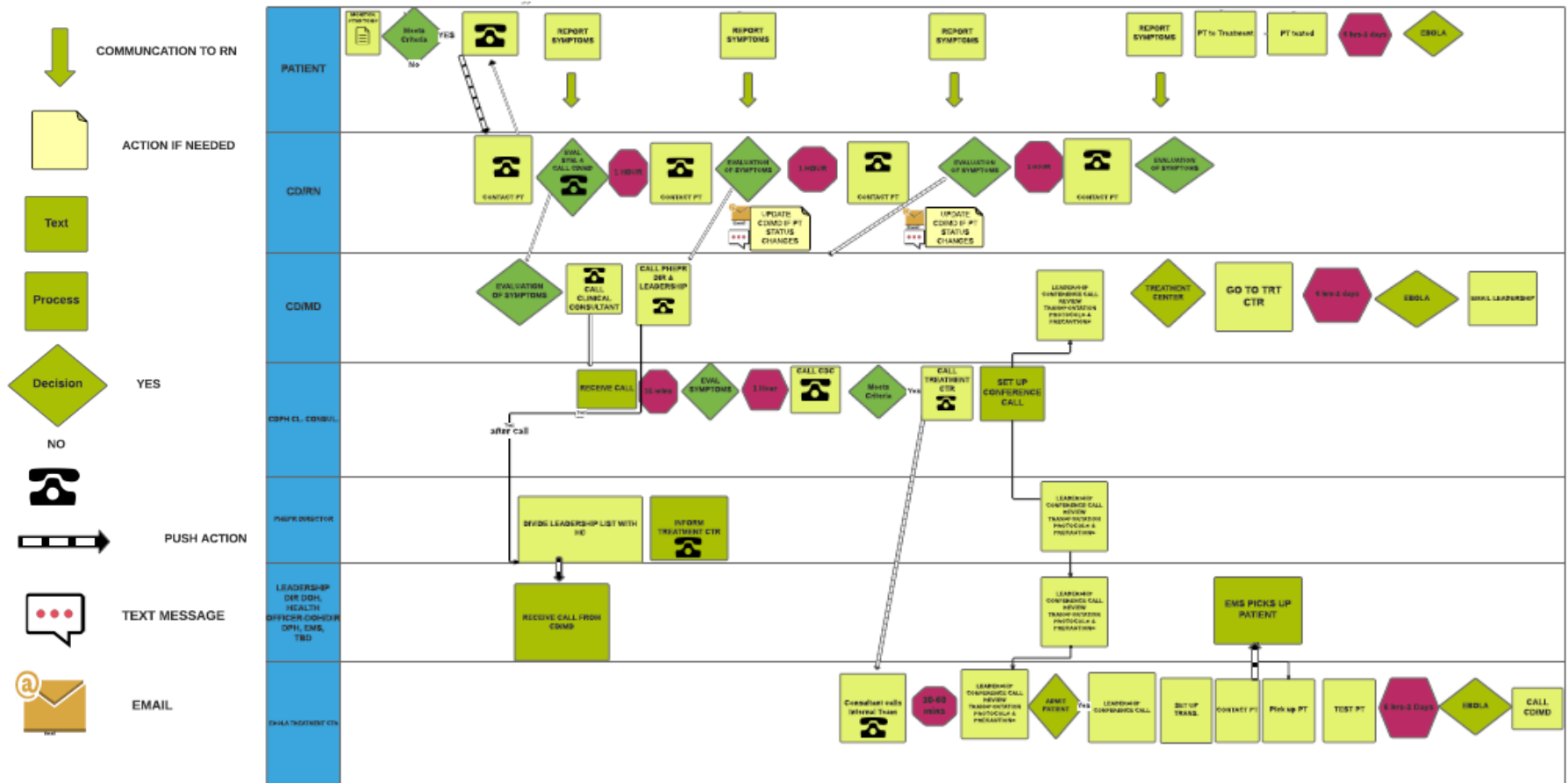
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Developing Performance Measures Using Results Based Accountability™ Improvement Methods



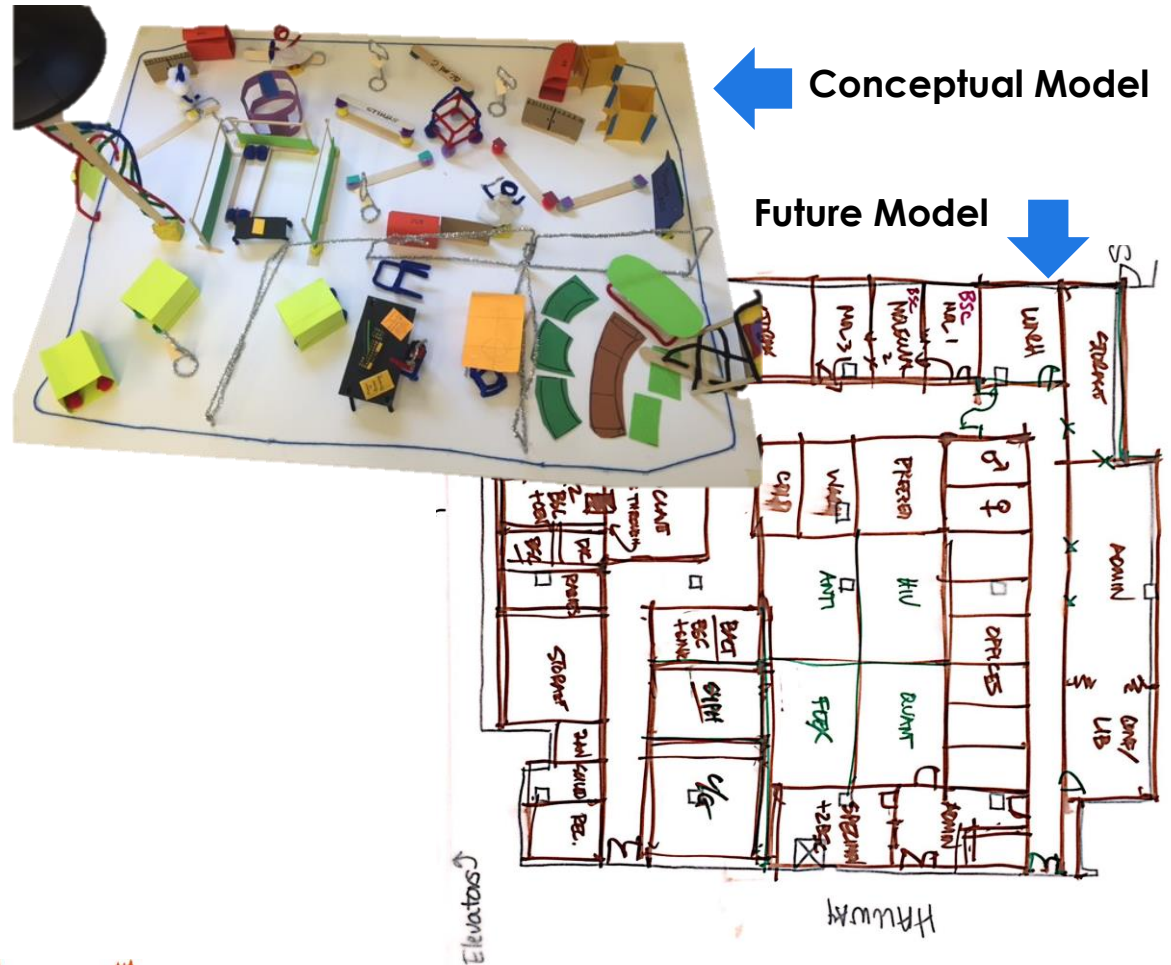
Swimlane For Public Health Response to Ebola

- The monitoring and response to patient returning from Ebola affected region is complex because it involved many stakeholders and partners.
- This process map tool is used to separate the process steps by function, department, or individual.



3P (Production, Preparation, Process) for the Public Health Lab, TB Clinic & the Public Health Network Information eXchange (PHNIX) Data System

In Lean “3P” is a method for product and production design (e.g., designing a new space layout for a particular project). The goal is to develop a process or space that meets staff needs and requirements in a way that maximizes the space efficiently and that adds value.



5S activities for Public Health Lab and City Clinic

5S is used to organize the work area:

- Sort-eliminate that which does not add value;
- Set In Order-organize remaining items;
- Shine-clean and inspect work area;
- Standardize -write standards for above; and
- Sustain-regularly apply the standards



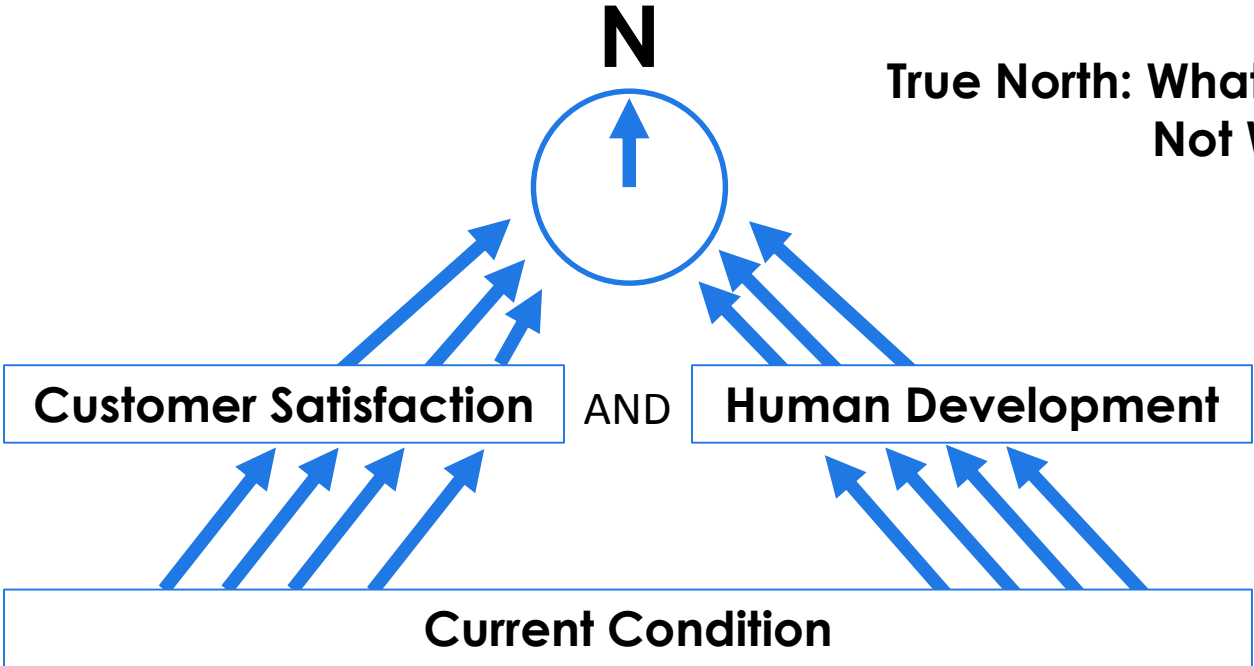
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Environmental Health Branch Strategic Planning

The Environmental Health Branch administers 17 separate program with multiple components and core public health functions that are mandated by law.

- Train staff on core principles of Lean and tools that will be applied through the improvements processes.
- Develop True North measures for the Environmental Health Branch



Kaizen Events For Food Establishments Permitting



Food Safety Program:

- 8000 food facilities
- 40 staff - 40
- Budget – \$4.9 million plus operational costs

Kaizen is a strategy where employees work together proactively to achieve regular, incremental improvements in a work process.

We anticipate conducting 4 week long kaizen events, with periods in between where staff can implement the new work process and mistake proof the new standard work, before implementing the next kaizen activity.



Thank you and Questions



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