

San Francisco Department of Public Health Kaizen Promotion Office

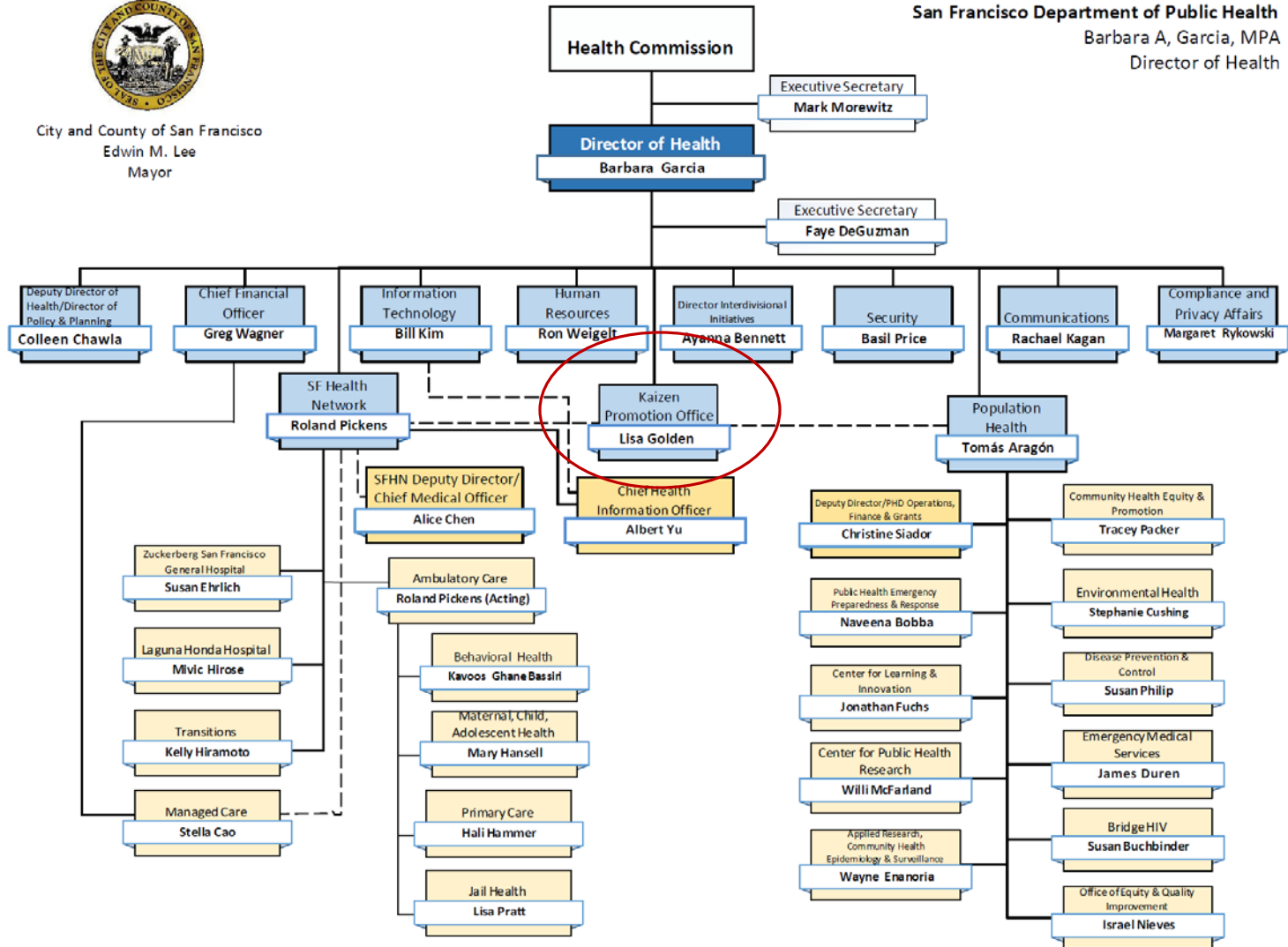
*Health Commission
Community and Public Health Committee*

SFDPH Org Chart



City and County of San Francisco
Edwin M. Lee
Mayor

San Francisco Department of Public Health
Barbara A. Garcia, MPA
Director of Health



Last Updated: 9/25/2017

SFDPH Kaizen Promotion Office (KPO)

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- This Kaizen Promotion Office (KPO) is a dedicated internal team driving lean efforts by teaching and implementing lean values, tools and techniques.
- This KPO works in concert with leadership to facilitate change in culture and thinking in the department, fostering staff engagement, principle based leadership and problem solving.
- It is an integral part of a successful lean transformation journey.



The image shows two large, bold Japanese characters in black. The character on the left is '改' (Kai), which means 'change' or 'improve'. The character on the right is '善' (Zen), which means 'good' or 'virtue'. Together, they form the word 'Kaizen', which is the Japanese term for continuous improvement.

KAI

+

ZEN

Change

Good





KPO Role

Lean Activities

- Works with frontline leaders to teach and coach to lean tools, including: daily huddles, visual boards, problem solving thinking

Problem Solving Root Cause Analysis

- Utilize PDSA problem solving, root cause analysis, to promote continuous improvement

Data for Improvement

- Clearly articulates data in a way that is meaningful to drive improvement

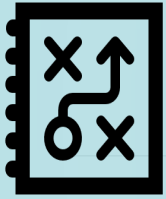
Standard Work

- Emphasizes the role of standard work as a basis for improvement

Coach/Advisor

- An advisor to Lean activities, participates as Workshop Lead, Team Lead, and teaching during lean courses

Central Functions



Strategic Deployment

- Work with executive team to develop lean implementation strategy
- Collaborate w/leadership to ensure alignment of lean activity with organizational goals



Training

- Create training program across DPH, including problem solving (A3) thinking, certification
- Develop and coach lean leaders



Communication

- Communicate successes, and lean activities
- Create lean activity calendar



Central Repository

- Maintains standards of lean concepts throughout the organization
- Ensure common language, approach

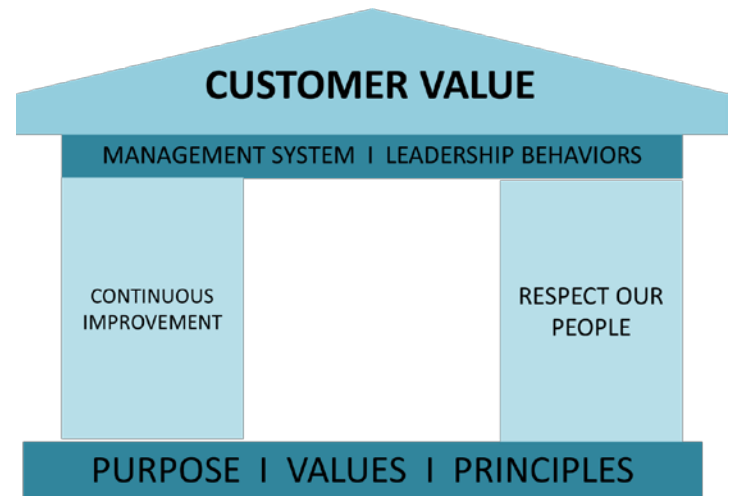
Lean

6

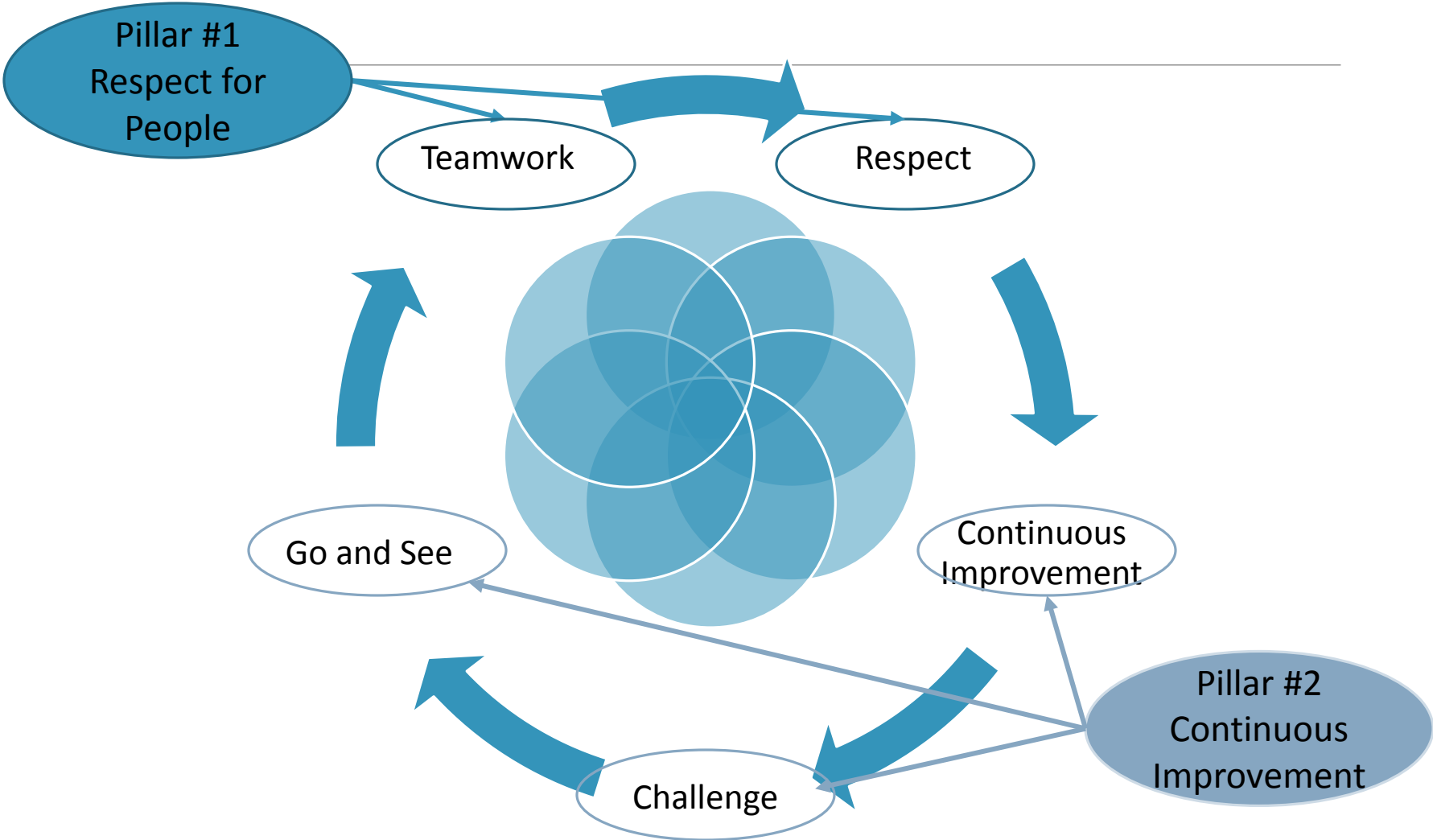
- Lean is a systematic approach to creating value for our clients/customer.

Core Principles: 4Ps

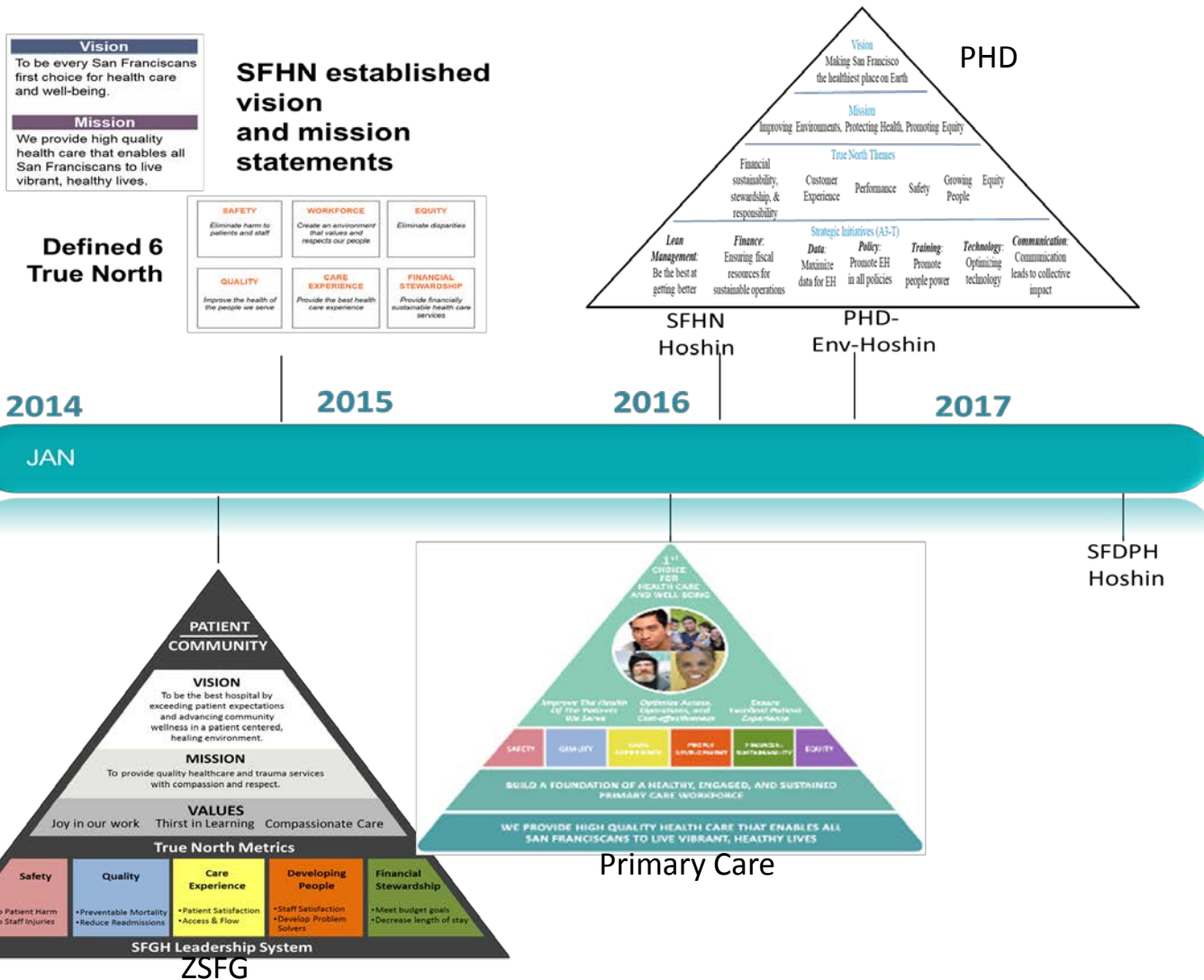
1. **P**roblem Solving
2. **P**eople and Partners
3. **P**rocess focus
4. **P**hilosophy

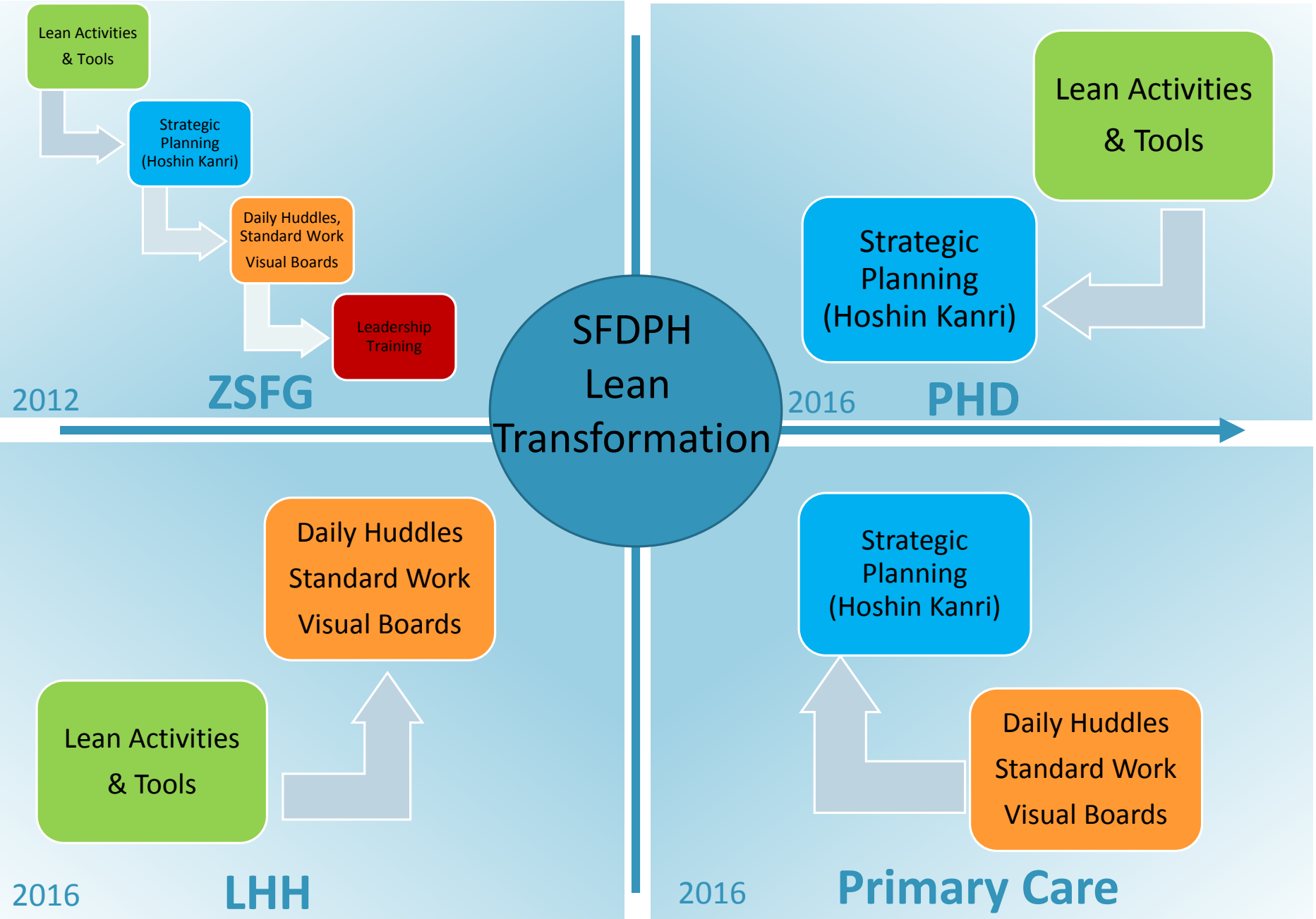


Lean Values

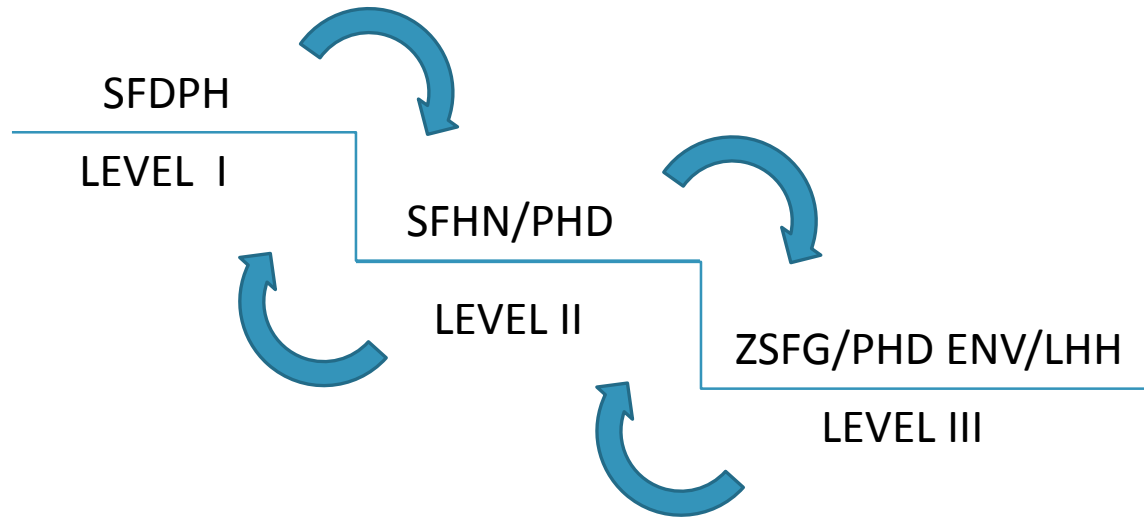


Strategic Planning (Hoshin Kanri)





Cascading Strategic Planning 2017-2018



2017 Jul 2018 Jul 2019

Sept Oct Nov Dec Sept Oct Nov Dec



Budget Planning



Budget Planning

SFDPH's Lean Kick-Off

October 2017: Strategic Visioning Retreat



Established vision and mission statements

Mission

A. To protect and promote health and well-being of all in San Francisco.

Vision

Making San Francisco the healthiest place on earth

Defined 6 True North



November 2017: Strategic Planning (Hoshin Kanri)



Developed a Strategic Plan (X-Matrix)

Assigned teams for the top 2 strategic initiatives



Next Steps

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Unit and Individual Level

- Training and development of KPO staff
- Personal development plans

Division and Section Level

- Bring together lean operational leads
- Developing program level trainings, identifying and coordinating lean experts, training based on role in the organization

Department Level

- Developing leadership expertise, behaviors
- Establish and aligning strategic priorities

“To reach our goals, we all must lead by example.
When we lead by example, we as a team succeed.”

