San Francisco
Department of Public Health
Kaizen Promotion Office

Health Commission
Community and Public Health Committee
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.
**KPO Role**

<table>
<thead>
<tr>
<th>Lean Activities</th>
<th>Works with frontline leaders to teach and coach to lean tools, including: daily huddles, visual boards, problem solving thinking</th>
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</thead>
<tbody>
<tr>
<td>Problem Solving Root Cause Analysis</td>
<td>Utilize PDSA problem solving, root cause analysis, to promote continuous improvement</td>
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<tr>
<td>Data for Improvement</td>
<td>Clearly articulates data in a way that is meaningful to drive improvement</td>
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<tr>
<td>Standard Work</td>
<td>Emphasizes the role of standard work as a basis for improvement</td>
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<tr>
<td>Coach/Advisor</td>
<td>An advisor to Lean activities, participates as Workshop Lead, Team Lead, and teaching during lean courses</td>
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</tbody>
</table>
Central Functions

**Strategic Deployment**
- Work with executive team to develop lean implementation strategy
- Collaborate with 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

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

Core Principles: 4Ps

1. Problem Solving
2. People and Partners
3. Process focus
4. Philosophy
Lean Values

Pillar #1
Respect for People

Teamwork

Respect

Go and See

Continuous Improvement

Challenge

Pillar #2
Continuous Improvement
Strategic Planning (Hoshin Kanri)

SFHN established vision and mission statements

Defined 6 True North

2014

2015

2016

2017

JAN

PHD

SFHN Hoshin

PHD-Env-Hoshin

SFDPH Hoshin

Primary Care
Lean Activities & Tools

Strategic Planning (Hoshin Kanri)

Daily Huddles, Standard Work, Visual Boards

Leadership Training

SFDPH Lean Transformation

2012 ZSFG

2016 PHD

2016 LHH

Primary Care

Lean Activities & Tools

Strategic Planning (Hoshin Kanri)

Daily Huddles, Standard Work, Visual Boards
Cascading Strategic Planning 2017-2018

SFDPH
LEVEL I

SFHN/PHD
LEVEL II

ZSFG/PHD ENV/LHH
LEVEL III

Budget Planning

2017 | 2018 | 2019

Jul | Jul | Jul
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

Service Experience    Workforce    Health Impact    Safety and Security    Equity    Financial Stewardship

Tomas Aragon, Dir of Population Health
Ayanna Bennett, Dir of Interdivisional Initiatives, DPH
Colleen Chawla, Dep Dir of Health/Dir of Policy & Planning,
Alice Chen, Chief Medical Officer/Dep Dir, SFHN
Susan Ehrlich, CEO, ZSFG, SFHN
Lisa Golden, Dir of KPO, DPH
Kelly Hiramoto, Dir of Transitions, SFHN
Mivic Hirose, Chief Administrator, LHH, SFHN
Rachael Kagan, Dir of Communications, DPH
Bill Kim, Dir of Information Technology, DPH
Roland Pickens, Dir, SFHN
Basil Price, Dir of Securities, DPH
Maggie Rykowski, Dir of Compliance, DPH
Christine Siador, Dep Dir, Population Health
Greg Wagner, Chief Finance Officer, DPH
Ron Weigelt, Dir of HR, DPH
Albert Yu, CMIO, IT, DPH

Legend
= strong correlation or team leader
= weak correlation or rotating team member

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Next Steps

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.”