

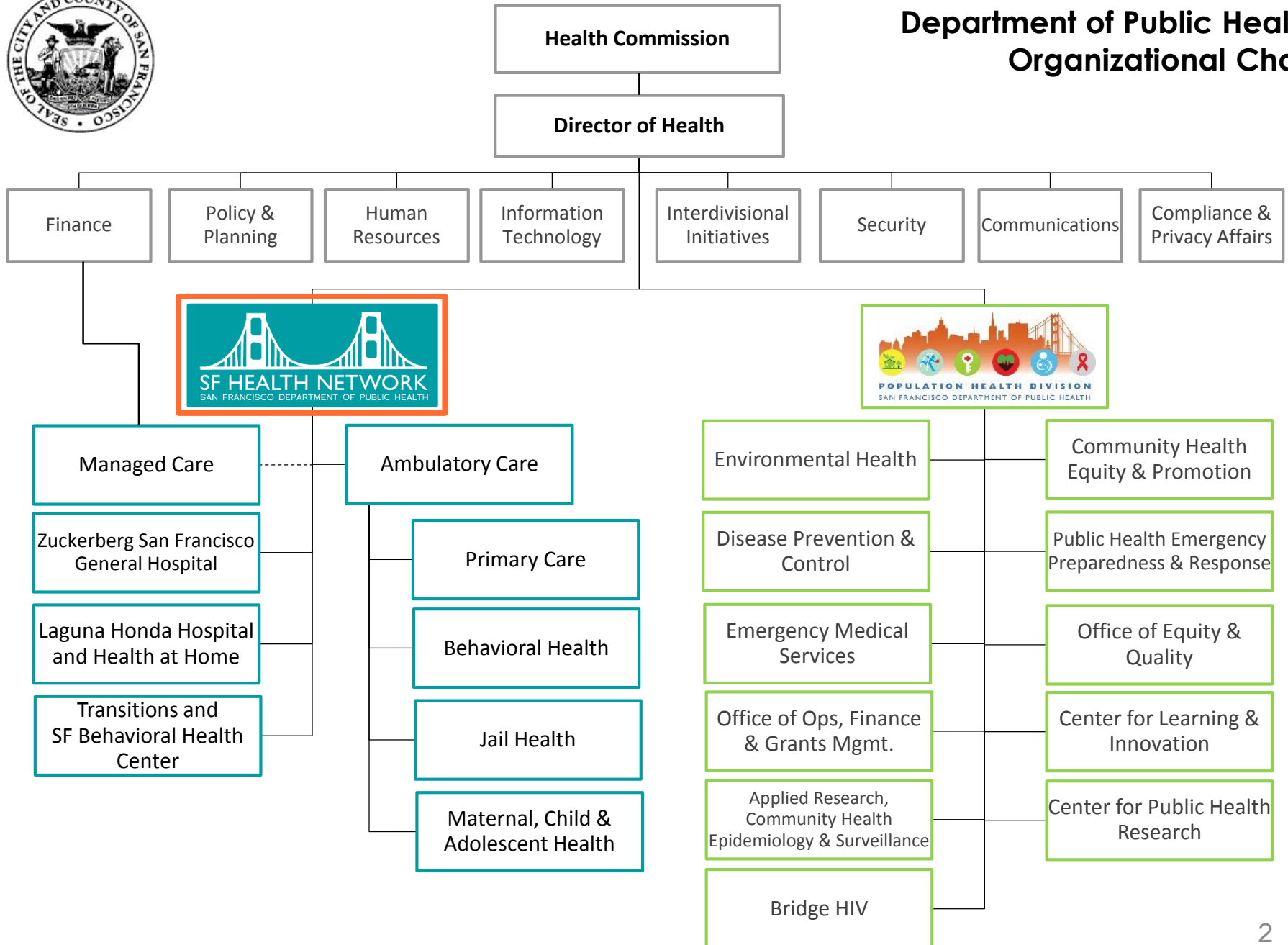


# SF Health Network Update

Health Commission | November 1, 2016



# Department of Public Health Organizational Chart





# Presentation Overview



- SFHN Strategic Plan Update
- Strategic Initiatives Update
- True North Metrics Scorecard



# SFHN Strategic Plan Update: Sep 30, 2016 - Mid-year check-in



- One day retreat to review SFHN Strategic Plan and experiences with implementing Lean.

- Agenda:

- Reflections
- Review of network activities
- A3 workshops
- Visual Management

## ***SURVEY RESULTS***

**100%** of respondents felt it was **worthwhile to themselves**

On a 1-5 scale, **average ratings of...**

**4.5** ...overall workshop

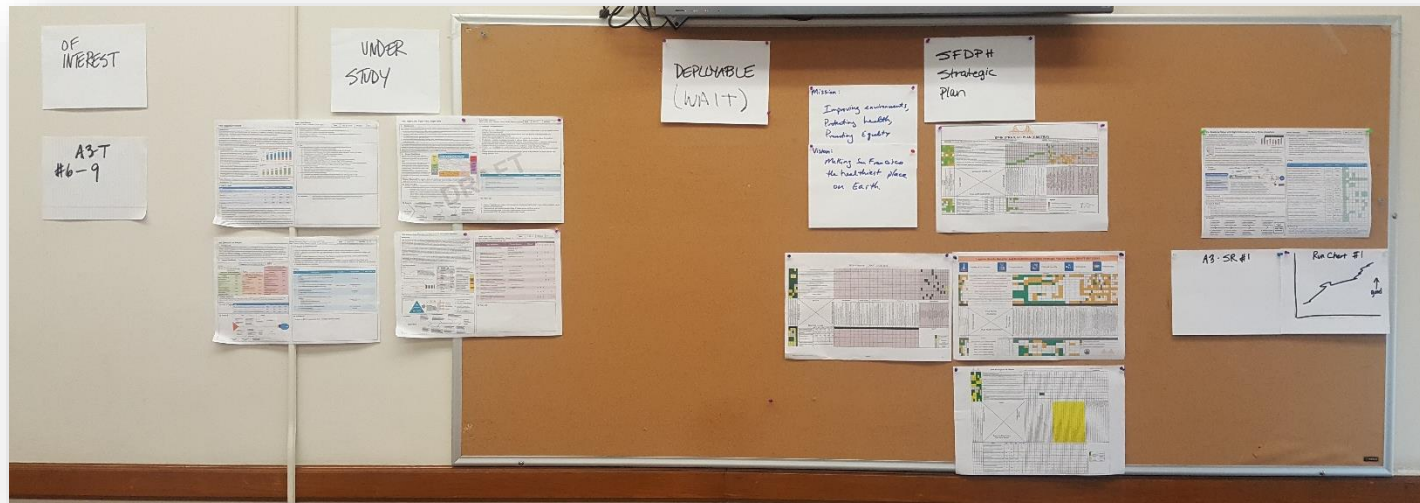
**4.4** ...team performance

**4.1** ...individual performances

**4.8** ...workshop instructors/leaders



# SFHN Visibility Room



- “Who we are” and “What we do”
- Provide visual management control for our strategic planning implementation and monitoring
- Transparency, ownership, and accountability
- Updates integrated into the SFHN Executive Leadership Mtgs



# Finalizing A3s for Strategic Initiatives #1-5



## PHASE I – FY 16-17

- Right information, every time, anywhere
- Align care, finances, and clinical operations for value-based payments
- Right care, right place, right time
- Develop our people
- Stabilize finances

## PHASE II – FY 17-19

- Optimize external communication and outreach
- Create timely, actionable, and relevant data to support continuous improvement
- Operational integration
- Implement the master facility plan

- Currently in Phase I of Strategic Plan implementation
  - Piloting Lean implementation for our top 2 strategic initiatives
- 2 of 5 A3-Team Charters complete
- Next steps:
  - Implement proposed countermeasures on the A3s
  - Report outs at SFHN Executive Leadership Meeting



# Strategic Initiative #1:

Right information, every time, anywhere



**A3 Owner** Albert Yu

**Problem Statement** *DPH has fragmented care models, unreliable processes, challenging communication channels, scant analytics, ineffective data governance, disparate clinical systems, and an impending deadline to replace multiple end-of-life systems that prevent us from achieving our vision of being every San Franciscan's first choice for health care and well being.*

## Major Highlights and Accomplishments

- Completed scope, cost, and schedule with UCSF Health to inform go-no-go contract decision
- Identified contractual requirements to mitigate critical path risks that may delay or overrun enterprise EHR adoption
- Establishing an Implementation Governance Structure, Office of Health Informatics, and Project Management Office



# Strategic Initiative #2: Align care, finances, and clinical operations for value-based payments



**A3 Owner** | Alice Chen

**Problem Statement** | *We do not have the right culture, organizational processes, and infrastructure to effectively manage quality outcomes clinical outcomes, clinical utilization, and financial risk for our patients.*

## Major Highlights and Accomplishments

- A3T focus area changed from Medicaid waiver programs to broader focus on value-based payments
- Number of programs, amount of funding at risk, and diversity of care settings impacted are expanding rapidly
- Leverage PRIME to identify gaps and create infrastructure to succeed with value-based payments
  - Sep 30, 2016 – Year 1 data submitted for PRIME (100% Pay for Reporting)
- Preparation for bundled payments and Whole Person Care in progress





# Strategic Initiatives #3 - 5



Strategic Initiative	A3 Owner
3. ● Right care, right place, right time	Kelly Hiramoto and Mivic Hirose*
4. ● Develop our people	Marcellina Ogbu and Susan Ehrlich*
5. ● Stabilize finances	Greg Wagner

- Changes in A3T ownership for #3 and #4
  - One more workshop planned to finalize A3T
- Lean implementation contingent on current and future capacity
- Regular updates at SFHN Executive Leadership Meetings



# True North Summary



**55** total metrics across **6** True North dimensions

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<b>On Target</b>	16 metrics
<b>Off Target</b>	11 metrics
<b>In Progress</b>	28 metrics

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## Current status:

- Varying levels of capacity for improvement work across the SF Health Network
- Fragmented data systems impacts data quality & timeliness
- Continuing to refine metrics
- Establishing standard processes for reporting

# True North Metrics – October 2016



On Target | Off Target | Data Pending/No Update Available

**QUALITY**  
Improve the health of the people we serve

**SAFETY**  
Eliminate harm to patients and staff.

**CARE EXPERIENCE**  
Provide the best health care experience

**WORKFORCE**  
Create an environment that values and respects our people

**FINANCIAL STEWARDSHIP**  
Provide financially sustainable health care services

**EQUITY**  
Eliminate disparities

SF Health Network True North Outcomes						
Meet 70% of Quality targets (7 of 10 metrics)		Meet 70% of Safety targets (7 of 10 metrics)		Meet 70% of Care Experience targets (7 of 10 metrics)		
Meet 70% of Workforce targets (6 of 8 metrics)		Meet 70% of Financial Stewardship targets (6 of 8 metrics)		Meet 70% of Equity targets (6 of 9 metrics)		
Division/Section Metrics						
ZSFG	Reduce preventable mortality (Observed/Expected)	Reduce incidence of preventable complications	Increase patient satisfaction ratings	Develop problem solvers among staff	Decrease length of stay	Develop standard work for capturing patient/client race, ethnicity, language, sexual orientation and gender identity
	Reduce hospital admissions	Reduce staff injuries	Reduce patient wait time in the Emergency Department	Increase staff trained in Lean thinking	Spend within annual hospital-wide budget	
LHH	Reduce incidence of pressure ulcers	Reduce resident falls resulting in major injuries	Increase resident satisfaction ratings	Improve overall job satisfaction ratings among staff	Decrease overtime utilization	Develop standard work for capturing data about LGBT patients
	Increase staff flu vaccination	Reduce preventable staff injuries	Reduce wait time for Acute Rehabilitation			Decrease disparities in resident satisfaction with LHH services among limited English speaking residents
HAH	Reduce hospital readmissions through improved discharge follow-up	Reduce preventable staff injuries	Increase client satisfaction ratings	Improve overall job satisfaction ratings among staff	Optimize revenue collection for home health visits	Develop standard work for capturing data about LGBT patients
PC	Reduce childhood cavities	Reduce hospital readmissions	Improve patient satisfaction ratings	Improve overall staff engagement ratings	Increase total revenue through timely documentation	Develop standard work for capturing data about LGBT patients
	Increase delivery of tobacco cessation counseling		Improve timely access to primary care services			
JHS	Improve care transitions for discharged HIV patients	Improve emergency opiate overdose response Improve hospital and ED discharge follow-up	Improve access to nurse triage services	Improve overall job satisfaction ratings	Improve clinician productivity	Develop standard work for capturing data about LGBT patients
BHS	Ensure behavioral health clients are connected to primary care providers	Improve staff ratings of workplace safety	Reduce patient no show rates through patient engagement	Increase number of staff trained in clinical supervision	Improve productivity among civil services programs	Develop standard work for capturing data about LGBT patients
MCAH	Improve linkages to prenatal care for pregnant women	Reduce preventable employee injuries	Increase client response rates for satisfaction surveys	Increase staff ratings of respect in the workplace	Increase timely submission of state mandated reimbursement requirements	Reduce disparities in preventative oral health service delivery among children of color