ZSFG CHIEF OF STAFF REPORT
Presented to the JCC-ZSFG on August 22, 2017
(08/14/17 Leadership MEC and 08/17/17 Business MEC)

ADMINISTRATIVE/LEAN MANAGEMENT/IMPROVEMENT WORK:

A3 Review:
In FY 16-17, the hospital has added “Equity” as a new true north goal. Mr. Tosan Boyo, Chief Operating Officer, presented to MEC the A3 entitled “Advancing Equity”. Highlights include:

- Background: According to HHS 2014 Disparity Action Plan, a key disparity reduction strategy for improving the quality outcomes and care experience among high minority patient populations is having a diverse workforce. Despite being the City’s Safety-Net Hospital with >75% of the patient population being minorities, ZSFG does not consistently measure disparities or track countermeasures within True North and/or Departmental Goals. Additionally, Equity Initiatives are currently developed and implemented in silos; leading to fragmented efforts and parts of the workforce feeling unheard.

- Current conditions were outlined. Problem Statement: ZSFG’s fragmented coordination of Equity Initiatives, limits our workforce’s ability to reduce disparities in a measurable way. Currently, only 6% of ZSFG Departments have countermeasures to Advance Equity.

- Target and Goals: By 2022, >85% of ZSFG Departments will have their #1 PIPS metric stratified by Race, Ethnicity, and Language.

- Countermeasures:
  - Under Quality:
    - Determine how to bridge gap between current state and future state of understanding our patient population via REAL (Race, Ethnicity And Language), SOGI(Sexual Orientation and Gender Identity) and DET (Department of Education and Training)
    - Align PIPS with Equity Council to establish baseline metrics and countermeasures
  - Under Workforce
    - Establish governance dedicated to developing vision, bi-directional communication plans and managing measurable objectives across the Enterprise
    - Develop and continuously improve communication and education about Equity

- Plan
  - Establish Equity Council to provide governance of measurable initiatives that reduce disparities across patient experience, quality outcomes, and workforce environment
  - Implement Communication Strategy
  - Validate and increase numerator of REAL Data by 5%
  - Develop gantt chart mapping out training and development plan to competently track SOGI
  - Develop gap analysis of opportunities to incorporate Equity coaching into training, education and other Workforce Development programs
  - Integrate Equity coaching into PIPS structure with concrete methodology to identify and develop countermeasures to address disparities in each department.
  - Develop a charter focused on how CHEARS can measurably listen, address and celebrate the voices of our workforce frontline
  - Roll out interpreter infrastructure in B5 and B25 to improve access and utilization.

Members recognized that patient care disparities exists in many areas at ZSFG, and acknowledged the need to raise awareness among the workforce regarding equity in patient care. Mr. Boyo emphasized that the scope of this A3 is to look at how the ZSFG workforce is interacting with patients to improve outcomes, based on training and development.

CLINICAL SERVICE REPORT: None