ZSFG STRATEGIC DIRECTION: ZSFG’S ANNUAL COMMITMENT

**TRUE NORTH**

Strategic Goals

**2017 TACTICS**

To support and drive Strategic Goals
Executives to lead those initiatives

**PERFORMANCE**

Performance Metrics linked to initiatives/tactics
True North metrics will be measured over the coming five years

1/18/2017

Zuckerberg San Francisco General Hospital and Trauma Center
TRUE NORTH

VISION
To be the best hospital by exceeding patient expectations and advancing community wellness in a patient centered, healing environment.

MISSION
To provide quality healthcare and trauma services with compassion and respect.

VALUES
- Joy in our work
- Thirst in Learning
- Compassionate Care

True North Goals
- Equity
- Safety
- Quality
- Care Experience
- Workforce Care & Development
- Financial Stewardship

ZSFG Leadership System
## True North Goals

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<th>Performance</th>
<th>Strategies / A3</th>
<th>True North Outcomes</th>
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### True North Outcomes

#### Year 1
- Star Rating
- Total Episode spend for Medicare Patients
- [Inpatient Length of Stay](#)
- HCAHPS and CG CAHPS "Likelihood to Recommend" ZSFG as a great place to receive care
- Completing capital building projects
- Adapting a fully functional EHR
- Contain rate of expenditure growth
- "Likelihood to Recommend" ZSFG to friends and family as a great place to work.

#### Year 2
- [Inequity flag - where flag exists, measure red due to inequity in race, ethnicity, or language (SOGI)](#)

#### Year 3
- [Legend](#)
ACHIEVING OUR OUTCOMES

Strategies / A3

True North Goals

Performance

Outcomes measured over 5 years

Performance measured throughout 2017 to drive outcomes

True North Outcomes

Outcomes measured over 5 years
# ACHIEVING OUR OUTCOMES

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<tr>
<th>True North Goals</th>
<th>Strategies and A3</th>
<th>Performance Drivers</th>
<th>Outcomes</th>
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<tr>
<td><strong>Equity</strong></td>
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<td>Workforce Care and Development</td>
<td>Optimizing Workforce Care and Development</td>
<td>Voluntary turnover</td>
<td>&quot;Likelihood to Recommend&quot; ZSFG to friends and family as a great place to work.</td>
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<td>Implementing our ZSFG Improvement and Operating System</td>
<td>Staff Injuries</td>
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<td>Leaders Adopting Leader Standard Work</td>
<td>A3 Thinking Training</td>
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<tr>
<td><strong>Financial Stewardship</strong></td>
<td>Building for the Future: Optimizing Clinical and Academic Space at ZSFG</td>
<td>Meeting project and budget milestones</td>
<td>Completing capital building projects</td>
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<td>Meeting project and budget milestones</td>
<td>Adopting a fully functional EHR</td>
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<td>Meet monthly expenditure targets</td>
<td>Contain rate of expenditure growth</td>
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<td><strong>Care Experience</strong></td>
<td>Optimizing ZSFG’s Care Experience Model</td>
<td>Courteous and Respectful Communication</td>
<td>HCAHPS and CG CAHPS &quot;Likelihood to Recommend&quot; ZSFG as a great place to receive care</td>
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<td>Food Preferences</td>
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<td><strong>Quality</strong></td>
<td>Ensuring Flow &amp; Access</td>
<td>Readmissions</td>
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<td>Readmissions</td>
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<td>Lower level of care days</td>
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<td>ED Average LOS</td>
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<td>Time on diversion</td>
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<td><strong>Safety</strong></td>
<td>Improving Value and Patient Outcomes through Safer Care</td>
<td>Reduce Harm Events</td>
<td>Star Rating</td>
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<td>Safe Discharge Home for Total Joint Replacement</td>
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<td>Total Episode spend for Medicare Patients</td>
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ACHIEVING OUR OUTCOMES

Strategies / A3
Ex: Ensuring Flow & Access
Ex: Lower Level of Care days

True North Goals
Ex: Quality
Ex: Inpatient Length of Stay

Performance measured throughout 2017 to drive outcomes

Outcomes measured over 5 years

True North Outcomes

1/18/2017
NEXT STEPS

- Tactical A3 Team Meetings
- Teams to confirm A3 metrics and performance outcomes

Operational A3 Development
- Align with Tactical A3

Tactical A3 Development

JCC and Health Commission Updates
- Tactical A3s presented at JCC and Health Commission meetings over the year
- True North Scorecard presented at JCC quarterly