



ZUCKERBERG  
SAN FRANCISCO GENERAL  
Hospital and Trauma Center

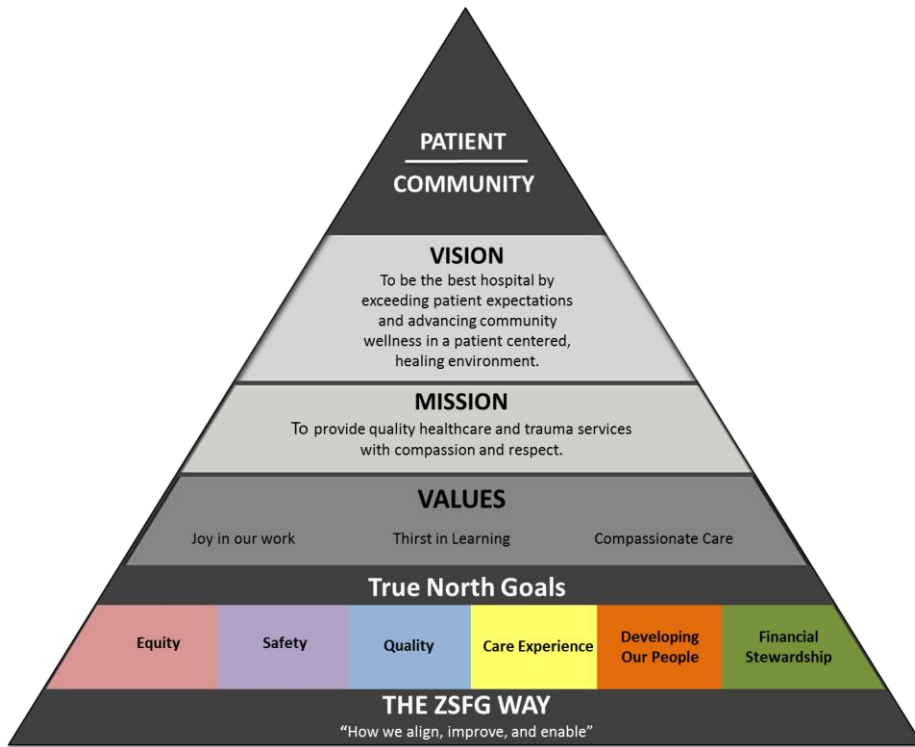
# *Zuckerberg Patient Care Quality Improvement (ZPCQI) Fund*

Susan Ehrlich, MD, MPP  
Joint Conference Committee



San Francisco Department  
of Public Health

# TRUE NORTH GOALS



1

The ZSFG Way

2

Building our Future

3

A Better Place to Work

4

Optimizing Epic

# ROUND 1 ACHIEVEMENTS

## Category 1

- Forensic project includes significant safety enhancements.
- ED Access and flow construction has improved access and flow.



## Category 2

- The wayfinding project has transformed campus for patients and staff.



## Category 3

- The Social Medicine team was awarded the statewide 2018 California Association of Public Hospitals (CAPH) Quality Leaders Award.



# ROUND 2 APPROVED PROJECTS



## *Category 1*

- Continued optimization of Building 5 & 25 for access, readiness and safety



## *Category 2*

- Continued transformation of the patient, staff and visitor experience



## *Category 3*

- Investing in our future by enabling leaders to transform patient care

1

Building our Future:  
Emergency  
Department CareStart  
Improvement Plan

2

Developing our People:  
Department of Care  
Coordination

3

Make ZSFG a Better  
Place to Work

4

Optimizing Epic to  
Drive True North

5

Building our Future:  
Building 5: 3P  
Improvement Work

6

Developing our People:  
The ZSFG Way

1

# BUILDING OUR FUTURE: EMERGENCY DEPARTMENT CARESTART PLAN

*Aligns with  
True North  
Safety and  
Quality*

## ***Project Details & Impact***

- CareSTART Emergency Department Capital Project continuation
- Move 2 patient triage stations to a new location
- Expand current area of provider in triage to allow for a forward flow of patients
- Allow more timely and efficient patient visits
- Reduce rate of patients leaving without being seen
- Improve patient, physician, and staff experience
- Increase overall capacity of the Emergency Department



***Tosan Boyo  
& Terry Saltz***

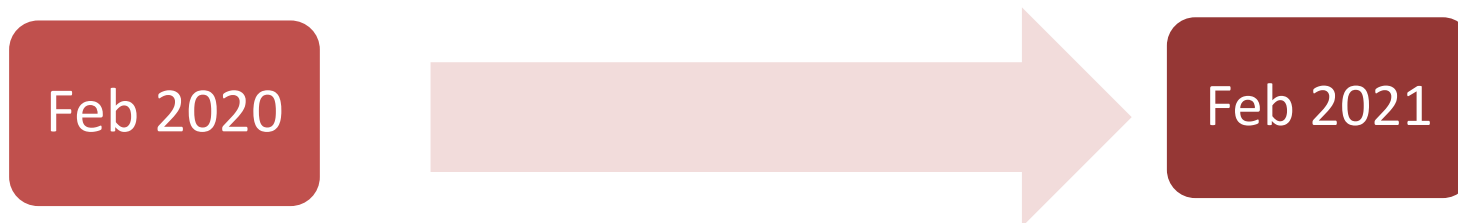
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# BUILDING OUR FUTURE: EMERGENCY DEPARTMENT CARESTART PLAN

## *Expected Outcome:*

- Allow more timely and efficient patient visits
- Reduce rate of patients leaving without being seen
- Improve patient, physician, and staff experience
- Increase overall capacity of the Emergency Department

## *Timeline:*



1

# BUILDING OUR FUTURE: EMERGENCY DEPARTMENT CARESTART PLAN

## *Budget:*

Activity	Budget
Design, Build, and Implementation	\$250,000
Total	\$250,000

2

## DEVELOPING OUR PEOPLE: DEPARTMENT OF CARE COORDINATION

*Aligns with  
True North  
Developing  
our People*

### ***Project Details & Impact***

- Social Service (Ward 14) Capital Project
- Space redesign with care coordination
- Improve staff flow
- Improve quality of care
- Operational improvements
- Improve Interdisciplinary communication, collaboration and coordination among DoCC staff dyads



*Tosan Boyo  
& Terry Saltz*

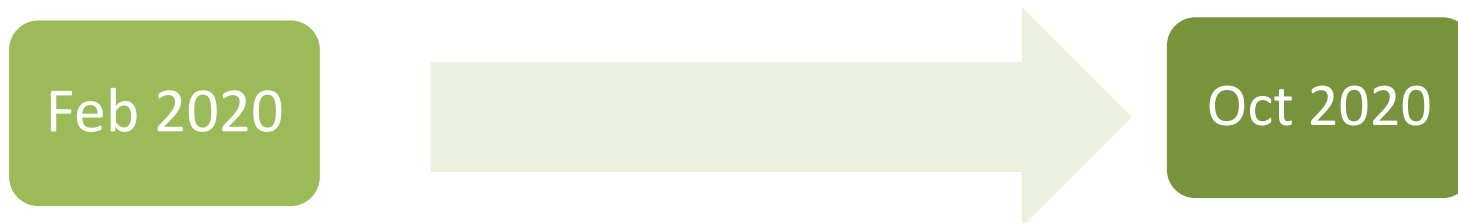


## DEVELOPING OUR PEOPLE: DEPARTMENT OF CARE COORDINATION

### *Expected Outcome:*

- Re-configuration of space will benefit the team by improving communication and enhancing team building. This functional space upgrade will allow DoCC to have a huddle space and a meetings space.

### *Timeline:*



## DEVELOPING OUR PEOPLE: DEPARTMENT OF CARE COORDINATION

### *Budget:*

Activity	Budget
Build and Implementation	\$95,000
<b>Total</b>	<b>\$95,000</b>

3

# MAKE ZSFG A BETTER PLACE TO WORK

## *Project Details & Impact*

- Establish an employee and provider engagement model inclusive of:
  - Leadership rounds.
  - Culture of recognition program.
  - Best practices with guidance from consultants to support targeted departments/units.

Enable our staff and providers to continue showing up in their best form by providing the safest & most consistent care to our patients, while being a value added to their teams.

*Aligns with  
True North  
Developing  
our People*



*Aiyana  
Johnson &  
Dave Woods*

3

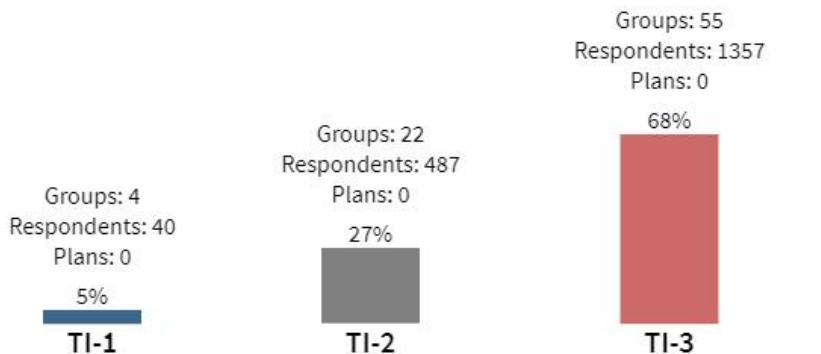
# MAKE ZSFG A BETTER PLACE TO WORK

## Project Details & Impact

Engagement Indicator	Natl HC Avg Percentile	Natl Acad HC Avg Percentile
<b>3.77</b> <i>(employee)</i>	<b>3<sup>rd</sup></b>	<b>5<sup>th</sup></b>
<b>3.85</b> <i>(provider)</i>	<b>18<sup>th</sup></b>	<b>28<sup>th</sup></b>

### Team Index

Measure of team functioning

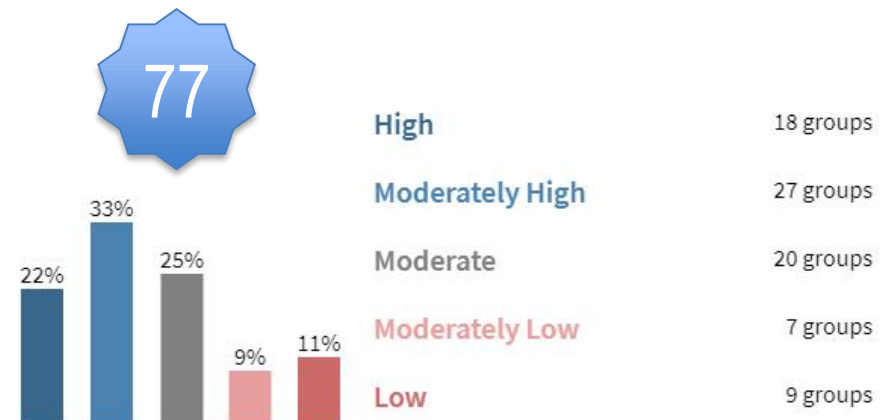


Best Practice Teams

Requires Most Support

### Leader Index

Measure relationship between leader and team



Survey Admin: February – March 2019  
Response Rate: 54% (n=2,016)



## MAKE ZSFG A BETTER PLACE TO WORK

### *Expected Outcomes:*

- Improve climate of trust within units/depts.
- Improve the way we communicate as an organization and across different levels.
- Improve the organization's confidence in our leaders

### *Timeline:*





# MAKE ZSFG A BETTER PLACE TO WORK

## *Budget:*

Activity	Budget
Engagement framework consulting services and best practice solutions e.g. coaching, training, etc.	\$650,000
Leader rounding program supported by a technology platform	\$1,250,000
Employee 'Culture of Recognition' program inclusive of hospital wide events, milestone celebrations, and a platform to support instant employee recognition via award delivery and social recognition	\$1,100,000
<b>Total</b>	<b>\$3,000,000</b>

4

# OPTIMIZING EPIC TO DRIVE TRUE NORTH

## *Project Details & Impact*

- Transition from 64 disparate systems to one unified electronic health record system
- Improve quality of care and patient safety
- Improve financial stewardship

*Aligns with  
True North  
Safety,  
Quality, and  
Financial  
Stewardship*



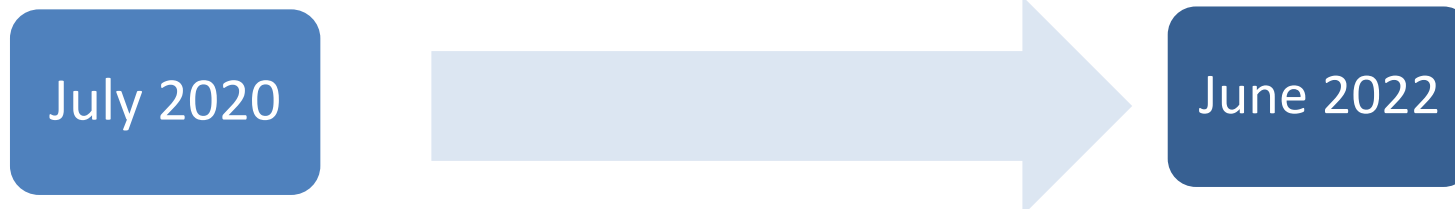
*Luke Day &  
Terry  
Dentoni*

# OPTIMIZING EPIC TO DRIVE TRUE NORTH

## *Expected Outcomes:*

- Increase internal capacity to build, analyze, report and teach data analytics.
- Implement six Kaizen/3P workshops focused on Epic optimization in key operational areas.
- Build predictive models to facilitate the prioritization and direction of our improvement work.

## *Timeline:*





4

# OPTIMIZING EPIC TO DRIVE TRUE NORTH

## *Budget:*

Activity	Budget
Workshops and value streams to support operational improvement work	\$250,000
Leadership development to lead local optimization	\$250,000
Development of advance analytic capabilities	\$2,219,340
<b>Total</b>	<b>\$2,719,340</b>

# BUILDING OUR FUTURE: BUILDING 5 3P IMPROVEMENT WORK

*Aligns with  
True North  
Safety and  
Quality*

## *Project Details & Impact*

- Production Preparation Process, which is a method that focuses on eliminating waste through product and process design.
- Week-long workshops with stakeholders, architects, facilities staff
  - May result in additional improvement workshops



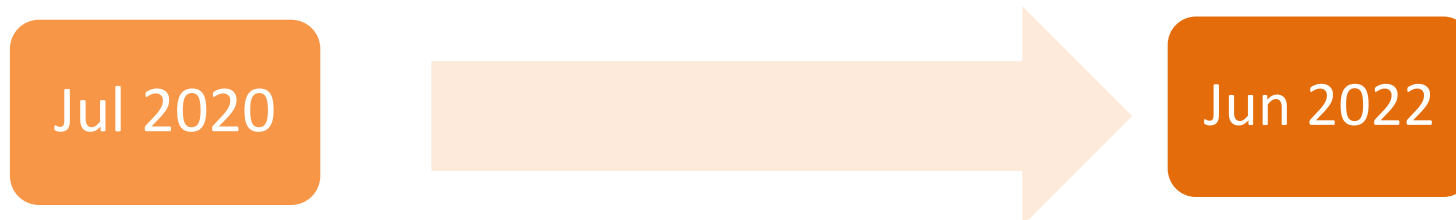
*Jim Marks &  
Jenna  
Bilinski*

# BUILDING OUR FUTURE: BUILDING 5 3P IMPROVEMENT WORK

## *Expected Outcomes:*

- Improve patient access, quality of care, patient safety and staff satisfaction
- Develop internal capacity which can be applied to other improvement work

## *Timeline:*



5

# BUILDING OUR FUTURE: BUILDING 5 3P IMPROVEMENT WORK

## *Budget:*

Activity	Budget
Production Preparation Process Workshops	\$640,860
Total	\$640,860

6

# DEVELOPING OUR PEOPLE THROUGH THE ZSFG WAY

## *Project Details & Impact*

- ALIGN
  - Supporting strategic planning and deployment through Hoshin events, coaching and administrative support
- ENABLE
  - Develop leaders through the KPO fellowship program
- IMPROVE
  - Support specific improvement work through coaching, workshops and administrative support
    - CareSTART in the ED
    - Social Medicine team to reduce unnecessary admissions

*Aligns with  
True North  
Developing  
our People*



*Jim Marks &  
Kim Nguyen*

6

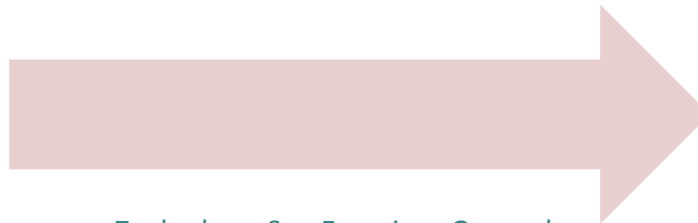
# DEVELOPING OUR PEOPLE THE ZSFG WAY

## *Expected Outcomes:*

- Improve strategic planning and deployment and leadership coaching
  - Hit a higher percentage of KPI and TN targets
- Develop another generation of clinical improvement leaders through the fellowship program
- Spread Social Medicine paradigm to inpatient services

## *Timeline:*

Jul 2020



June 2022

6

# DEVELOPING OUR PEOPLE THE ZSFG WAY

## *Budget:*

Activity	Budget
Align- Setting and deploying the strategic plan	\$1,197,140
Enable- The KPO fellowship Program and Principle Based Leadership development	\$1,317,270
Improve- Specific Continuous improvement projects: Spread of Social Medicine work to Inpatient Units	\$1,099,100
<b>Total</b>	<b>\$3,613,510</b>

# IN SUMMARY



## *Category 1*

- Continued optimization of Building 25 for access, readiness and safety

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Building our Future:  
Emergency  
Department CareStart  
Improvement Plan



## *Category 2*

- Continued transformation of the patient, staff and visitor experience

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# THANK YOU

Many thanks to all the teams for their dedication to the improvement work.

Lastly, we are grateful to Dr. Priscilla Chan, Mark Zuckerberg, and Andrew McCollum for the continued support.

# QUESTIONS