Zuckerberg Patient Care
Quality Improvement (ZPCQI) Fund

Susan Ehrlich, MD, MPP
Joint Conference Committee
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

<table>
<thead>
<tr>
<th>Category 1</th>
<th>Category 2</th>
<th>Category 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continued optimization of Building 5 &amp; 25 for access, readiness and safety</td>
<td>• Continued transformation of the patient, staff and visitor experience</td>
<td>• Investing in our future by enabling leaders to transform patient care</td>
</tr>
</tbody>
</table>

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
BUILDING OUR FUTURE: EMERGENCY DEPARTMENT CARESTART PLAN

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

Aligns with True North Safety and Quality

Tosan Boyo & Terry Saltz

1/23/2020

Zuckerberg San Francisco General Hospital and Trauma Center
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:**
- Feb 2020
- Feb 2021
# BUILDING OUR FUTURE: EMERGENCY DEPARTMENT CARESTART PLAN

## Budget:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design, Build, and Implementation</td>
<td>$250,000</td>
</tr>
<tr>
<td>Total</td>
<td>$250,000</td>
</tr>
</tbody>
</table>
DEVELOPING OUR PEOPLE: DEPARTMENT OF CARE COORDINATION

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
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:

Feb 2020 → Oct 2020
## DEVELOPING OUR PEOPLE: DEPARTMENT OF CARE COORDINATION

**Budget:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build and Implementation</td>
<td>$95,000</td>
</tr>
<tr>
<td>Total</td>
<td>$95,000</td>
</tr>
</tbody>
</table>
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.
MAKE ZSFG A BETTER PLACE TO WORK

Project Details & Impact

<table>
<thead>
<tr>
<th>Engagement Indicator</th>
<th>Natl HC Avg Percentile</th>
<th>Natl Acad HC Avg Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.77 (employee)</td>
<td>3rd</td>
<td>5th</td>
</tr>
<tr>
<td>3.85 (provider)</td>
<td>18th</td>
<td>28th</td>
</tr>
</tbody>
</table>

Team Index
Measure of team functioning

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:

December 2019

June 2022
## Budget:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement framework consulting services and best practice solutions e.g. coaching, training, etc.</td>
<td>$650,000</td>
</tr>
<tr>
<td>Leader rounding program supported by a technology platform</td>
<td>$1,250,000</td>
</tr>
<tr>
<td>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</td>
<td>$1,100,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,000,000</strong></td>
</tr>
</tbody>
</table>
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

Zuckerberg San Francisco General Hospital and Trauma Center
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:

- July 2020
- June 2022
## OPTIMIZING EPIC TO DRIVE TRUE NORTH

### Budget:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshops and value streams to support operational improvement work</td>
<td>$250,000</td>
</tr>
<tr>
<td>Leadership development to lead local optimization</td>
<td>$250,000</td>
</tr>
<tr>
<td>Development of advance analytic capabilities</td>
<td>$2,219,340</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$2,719,340</strong></td>
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</table>
BUILDING OUR FUTURE:
BUILDING 5 3P
IMPROVEMENT WORK

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

Aligns with True North Safety and Quality

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:

Jul 2020  →  Jun 2022
# BUILDING OUR FUTURE: BUILDING 5

**3P IMPROVEMENT WORK**

## Budget:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production Preparation Process Workshops</td>
<td>$640,860</td>
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<tr>
<td>Total</td>
<td>$640,860</td>
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</table>
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

1/23/2020

Zuckerberg San Francisco General Hospital and Trauma Center
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
### Budget:

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

**Category 1**
- Continued optimization of Building 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

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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 McCallum for the continued support.
QUESTIONS