

THE NEW POPULATION HEALTH DIVISION

Transforming Public Health in San Francisco

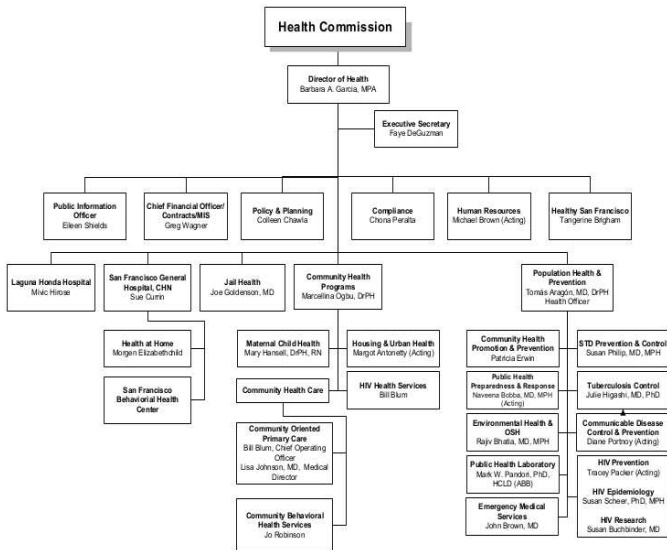
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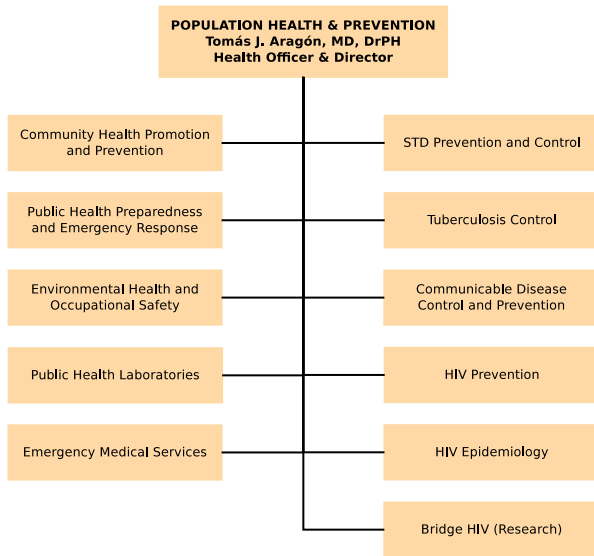
Outline—The New Population Health Division

- 1 Why? The Future of Public Health In San Francisco
- 2 How? Organization Design Roadmaps
- 3 What? Organization Design Destination
- 4 When? Time Line

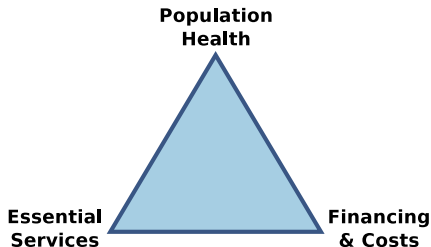
1. San Francisco Department of Public Health, Nov 2012



2. Evolution of San Francisco's "Public Health" Division



3. Roadmap to the Future—Public Health “Triple Aim”



Emerging changes in . . .

- 1 population health **challenges**,
- 2 public health **services**, and
- 3 health **financing**,

provides tremendous public health **leadership opportunities**.

4. PHD Organization Design Approach

Stakeholder input

- SF Health Commission priorities (e.g., accreditation)
- Director of Health priorities (Director Garcia)
- Focus groups (staff [6] and community [17])
- PHP Directors (retreats, Strategic Map)
- SF Community Health Improvement Planning
- SF Health Care Services Master Planning

Models and Methods

- Review organization design models and methods
- Consultations with Drs. Naomi Stanford and Glen Mays

5. Organization Design Stakeholder General Themes

- Lead SFDPH efforts in health protection, health promotion, disease prevention, and disaster preparedness
- Be community-centered (“healthy people”)—not pathogen-centric
- Promote healthy, sustainable environments (“healthy places”)
- Operationalize division-wide focus on health equity
- Become agile, adaptive, and responsive to emerging challenges
- Strengthen service excellence to communities, clients, and providers
- Become a learning organization with a culture of trust, innovation, and continuous improvement
- Strengthen culture of discovery and world class research
- Achieve and maintain Public Health Accreditation

6. Organization Design Overview

Vision and Mission

DPH Mission: *To protect and promote the health of all San Franciscans*

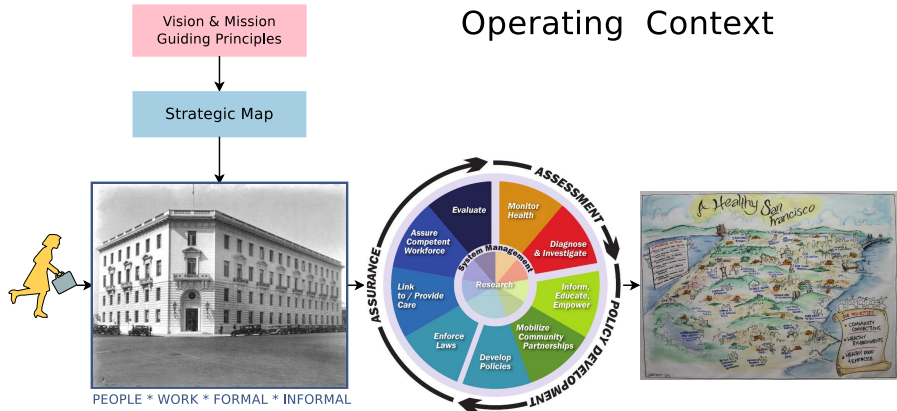
PHD Vision: *To be a community-centered leader in public health practice and innovation*

PHD Mission: *Drawing upon community wisdom and science, we support, develop, and implement evidence-based policies, practices, and partnerships that protect and promote health, prevent disease and injury, and create sustainable environments and resilient communities.*

Organization Design Guiding Principles

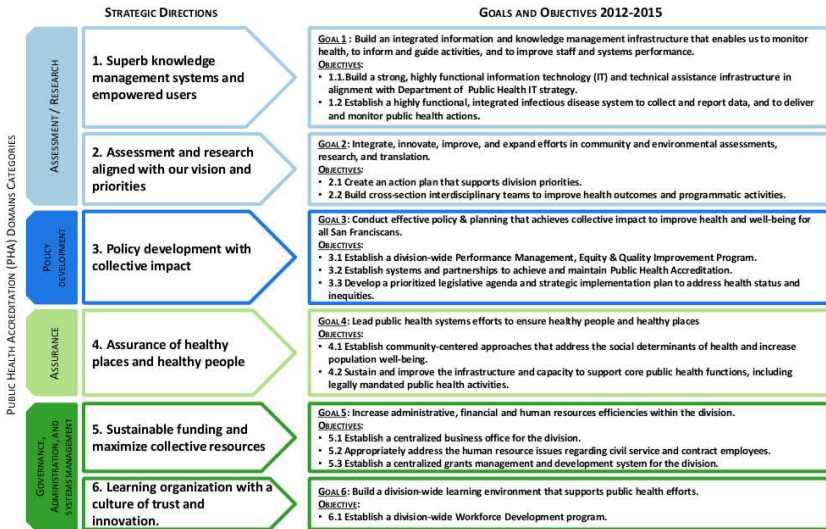
- Decide and act as *one* health department and *one* division
- Create integrated systems that are community- and client-centered
- Create integrated systems that maximize our collective resources
- Engage diverse stakeholders at all phases
- Protect and promote health equity

7. Organization Design “Open System” Model (Stanford)

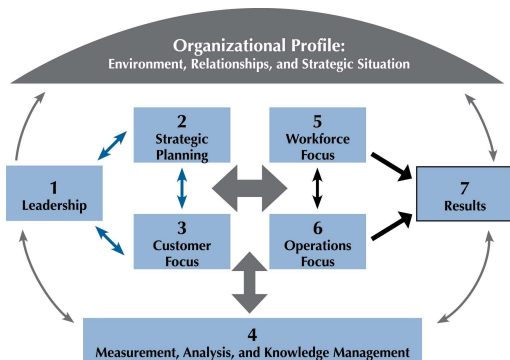
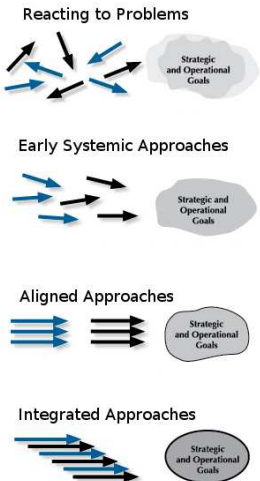


Logic Model

8. Population Health Division Strategic Map, 2012–2015



9. Systems Roadmap for Public Health Accreditation: The Baldrige Criteria for Performance Excellence



<http://www.nist.gov/Baldrige>

10. Organization Design—Summary of Changes

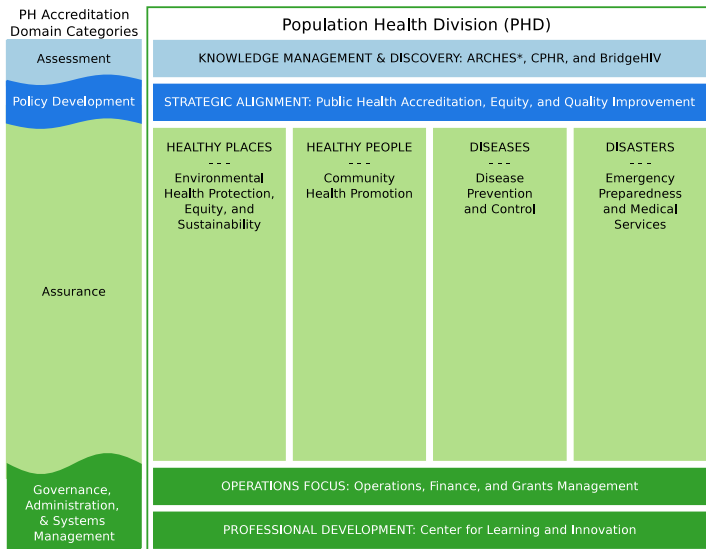
John Galbraith in *Designing Matrix Organizations that Actually Work*

“A company’s organization chart is a display of its intended strategic priorities.”

- 1 Integrate assessment, surveillance, epidemiology, applied research, and informatics to support division, DPH, and citywide efforts
- 2 Integrate disease prevention and control services
- 3 Integrate specialists in community engagement, planning, and mobilization to focus on the “Spectrum of Prevention”*
- 4 Create division-wide infrastructure to support professional development, quality improvement, grant development, operations and fiscal efficiencies, and public health accreditation

*Influencing policy and legislation; Mobilizing neighborhoods and communities; Fostering coalitions and networks; Changing organizational practices; Educating providers; Promoting community education; and Strengthening individual knowledge & skills. Source: <http://www.preventioninstitute.org>

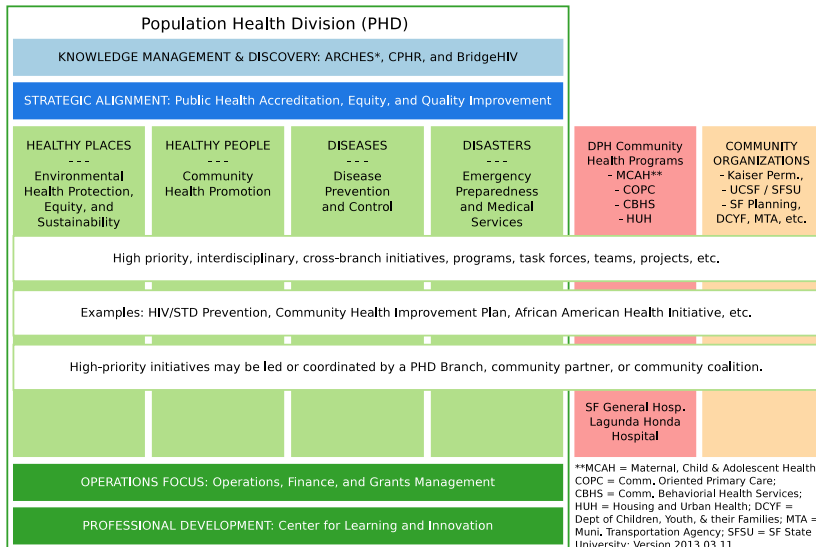
11. Population Health Division—Organization Design 1/2



* ARCHES = Applied Research, Community Health Epidemiology, and Surveillance; CPHR = Center for Public Health Research



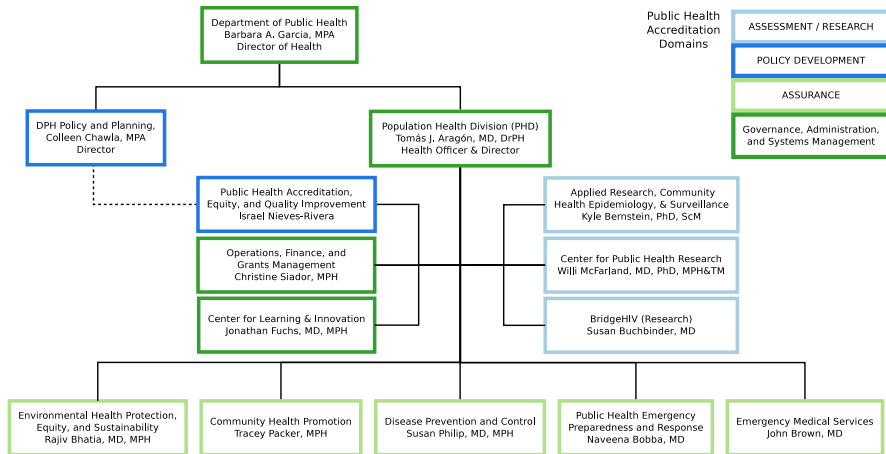
12. Population Health Division—Organization Design 2/2



**MCAH = Maternal, Child & Adolescent Health;
COPC = Comm. Oriented Primary Care;
CBHS = Comm. Behavioral Health Services;
HUH = Housing and Urban Health; DCYF = Dept of Children, Youth, & their Families; MTA = Muni. Transportation Agency; SFSU = SF State University; Version 2013.03.11

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13. Population Health Division—Organization Chart



14. PHD Organization Design Time Line

The organization design will be accomplished in three phases:

Phase I: November 1, 2011–March 19, 2013

Culminates in the release of an initial, high-level structure of the new Population Health Division.

Phase II: March 19, 2013–June 28, 2013

Engage staff across the Division to have open discussions about Division and Branch priorities, and to design Branch structures and work processes.

Phase III: July 1, 2013

The new PHD structure will go into effect on July 1st. Phase III will also involve planning for moving staff to new locations to facilitate more meaningful interactions between staff in the new structure.

Bibliography

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- 3 *Transforming Public Health Practice: Leadership and Management Essentials*, by Bernard J. Healey & Cheryl D. Lesneski. Permalink: <http://amzn.com/0470508957>
- 4 *The Public Health Quality Improvement Handbook*, by Ron Bialek, John W. Moran, Grace L. Duffy, Permalink: <http://amzn.com/0873897587>
- 5 *Switch: How to Change Things When Change Is Hard*, by Chip Heath & Dan Heath. Permalink: <http://amzn.com/0385528752>
- 6 *Public Health Administration: Principles for Population-based Management*, by Lloyd F. Novick, Cynthia B. Morrow, Glen P. Mays. Permalink: <http://amzn.com/0763738425>
- 7 Mays GP, Smith SA, Ingram RC, Racster LJ, Lamberth CD, Lovely ES. *Public health delivery systems: Evidence, uncertainty, and emerging research needs*. Am J Prev Med. 2009 Mar;36(3):256-65. Review. PubMed PMID: 19215851.
- 8 Mays GP, Scutchfield FD, Bhandari MW, Smith SA. *Understanding the organization of public health delivery systems: An empirical typology*. Milbank Q. 2010 Mar;88(1):81-111. PubMed PMID: 20377759.