

ZUCKERBERG SAN FRANCISCO GENERAL

Hospital and Trauma Center

ZSFG Hoshin Roadmap 2022 - 2023



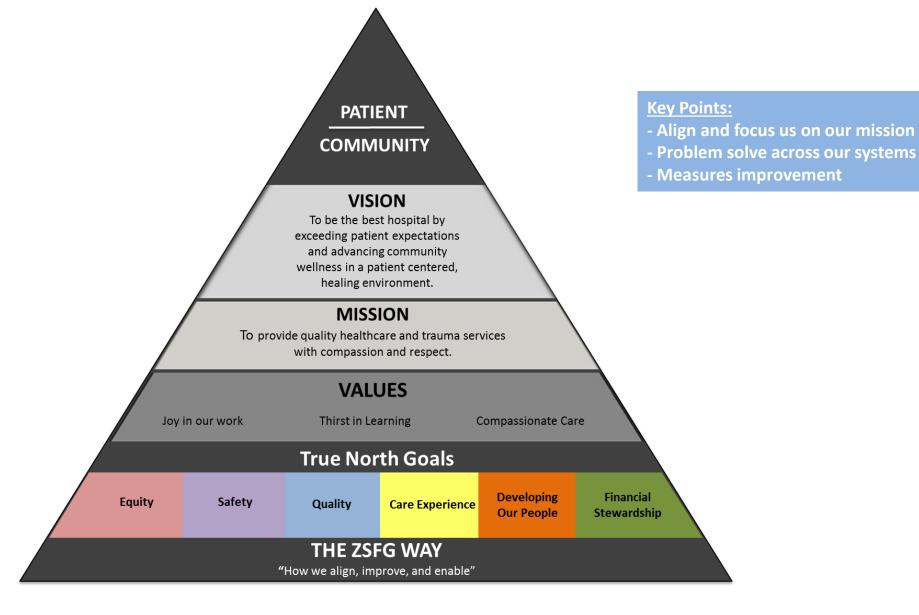


San Francisco Department of Public Health

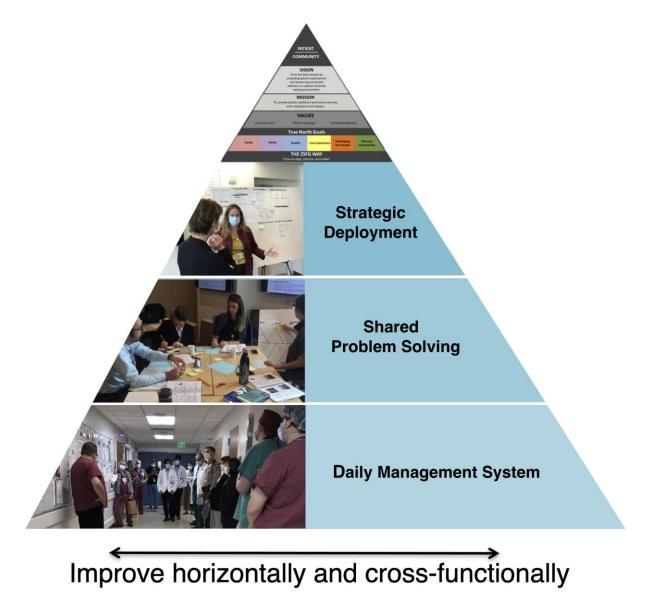
Terms

- Hoshin "Policy deployment" a method of strategic planning in which strategic goals are established, communicated, and put to action
- Key Performance Indicator (KPI) a metric used to measure success of strategic implementation (12-18 months)
- True North Outcomes 3-5 year metrics that help us understand if we are achieving our True North
- Flow a continuous stream of work, one by one, non-stop
- PIPS Performance Improvement & Patient Safety committee

Strategies for Achieving True North



ZSFG Way Tools, Systems and Principles to Align, Enable and Improve Across the Organization



learning and engaging Align Vertically –

ZSFG Strategic Deployment Cycle

2022 Key Point:

- Aligns, enables and improves across leaders at multiple levels of the organization
- Aligned with network and department

1. TRUE NORTH & MISSION 2. ESTABLISH GOALS & TARGETS 3.
DEVELOP &
CATCHBALL
STRATEGIES

4.
OPERATIONALIZE
& IMPLEMENT

5. SUPPORT CONTINUOUS PDSA 6. VISUAL MANAGEMENT & DATA

7. FOLLOW UP



- Unwavering commitment to patients and community
- Internal and external scan of alignment with mission and vision



- True North
 Scorecard review
- Annual key performance indicators (KPIs)
- · Long-term goals



- Develop strategic initiatives using shared problem solving A3 plans
- Catchball for structured feedback, dialogue, alignment



- Develop crossfunctional strategic teams to execute
- Project management of action plans aligned vertically and horizontally



 Deploy resources and training for ongoing PDSA by staff in units and departments



- Visualize items for which teams have control
- Clearly indicate achievements and challenges



- Tiered reporting
- Remove barriers
- Standardize
- Share learnings
- Continue to adjust and improve







Strategies for Achieving True North (2022-2023)

True North Pillar Equity Safety Quality Care Experience Developing Our People Financial Stewardship

Leader Proficiency in Linking Financial Performance to Operations

True North Pillars: Financial Stewardship

Executive Sponsors: Jennifer Boffi

Key Performance Indicator: Variance in Salary Expenditures

Harmonizing and Synergizing Access and Flow Across the ZSFG Campus

True North Pillars: Equity, Quality

Executive Sponsors: Lukejohn Day, Gillian Otway

Key Performance Indicator: ED Diversion, Third Next Ava. Appointment, Lower Level of Care Patient Days

Achieving Safe & Equitable Patient Care

True North Pillars: Equity, Safety, Care Experience **Executive Sponsors:** Adrian Smith, Lisa Winston

Key Performance Indicator: COLO SSI, CAUTI, CLABSI, Falls with Injury

Achieving Safe & Equitable Staff Experience

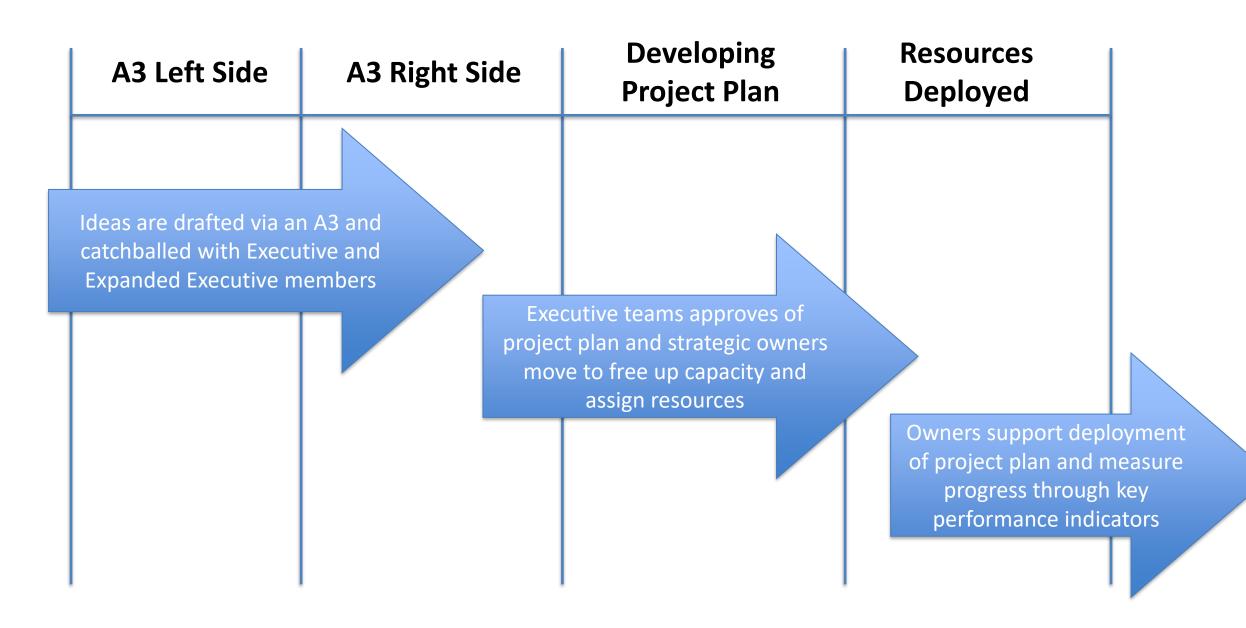
True North Pillars: Equity, Safety, Developing Our People **Executive Sponsors:** Andrea Turner, Margaret Damiano

Key Performance Indicator: Under Construction

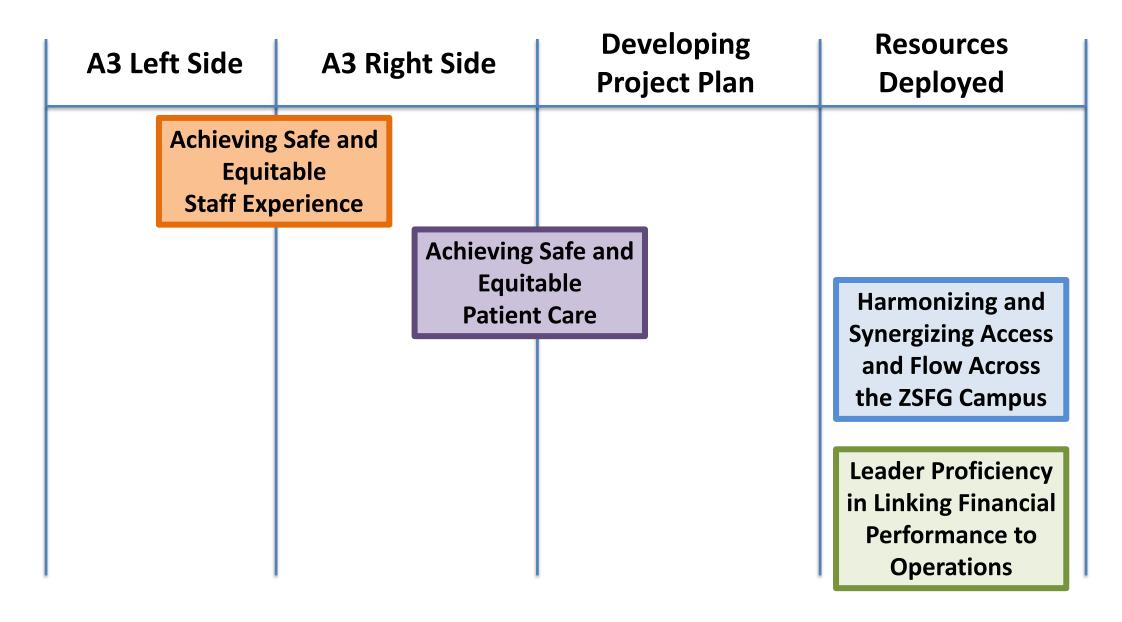
2022 Key Points:

- "Flow" strategic construction
- Equity integrated across all strategies
- Ownership across entire Executive Team

Strategy Incubator – supports the "flowing" of strategic A3 construction and deployment



Strategy Incubator – supports the "flowing" of strategic A3 construction and deployment



Strategies for Achieving True North (2022-2023)

True North Pillar Equity Safety Quality Care Experience Developing Our People Financial Stewardship

Leader Proficiency in Linking Financial Performance to Operations

True North Pillars: Financial Stewardship

Executive Sponsors: Jennifer Boffi

Key Performance Indicator: Variance in Salary Expenditures

Harmonizing and Synergizing Access and Flow Across the ZSFG Campus

True North Pillars: Equity, Quality

Executive Sponsors: Lukejohn Day, Gillian Otway

Key Performance Indicator: ED Diversion, Third Next Ava. Appointment, Lower Level of Care Patient Days

Achieving Safe & Equitable Patient Care

True North Pillars: Equity, Safety, Care Experience **Executive Sponsors:** Adrian Smith, Lisa Winston

Key Performance Indicator: COLO SSI, CAUTI, CLABSI, Falls with Injury

Achieving Safe & Equitable Staff Experience

True North Pillars: Equity, Safety, Developing Our People **Executive Sponsors:** Andrea Turner, Margaret Damiano

Key Performance Indicator: Under Construction

2022 Key Points:

- "Flow" strategic construction
- Equity integrated across all strategies
- Ownership across entire Executive Team

Next Steps

- Implementation Progress of Strategies January 2023
 - Review strategic A3 implementation status and countermeasures
- True North Scorecard March, June, September 2023
 - Quarterly review of progress towards achieving True North goals