

San Francisco Health Network

2013 – August 2024

September 17, 2024 Health Commission

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Chief Executive Officer, San Francisco Health Network



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Overview

- Mission and vision
- Who we are and Who we serve
- Establishing the Network
- SFHN Development: Fulfilling the Original Vision for Integration and Alignment with Key Accomplishments
- Next steps



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Mission and Vision

MISSION

We provide high quality health care that enables all San Franciscans to live vibrant, healthy lives.

Vision

To be every San Franciscan's first choice for health care and well-being.

1st

Choice for healthcare and well-being



Improve the health of the patients we serve

Optimize access, operations, and cost-effectiveness

Ensure excellent patient experience

Safety

Quality

Care Experience

People Development

Financial Stewardship

Equity

Build a strong foundation of a healthy, engaged, and sustained workforce

We provide high quality health care that enables San Franciscans to live vibrant, healthy lives

Who We Are & Serve: Clinics and Programs Integrated Primary Care/Behavioral Health

Serving more than **100,000** individuals annually in the Network

primary care for adults and families

primary care for youth

primary care for adults

SPECIAL FOCUS CLINICS

Geriatric: Curry

Homeless or marginally housed: Tom Waddell Urban Health

HIV positive or at risk: PHP

Children and youth: CHPY, CHC



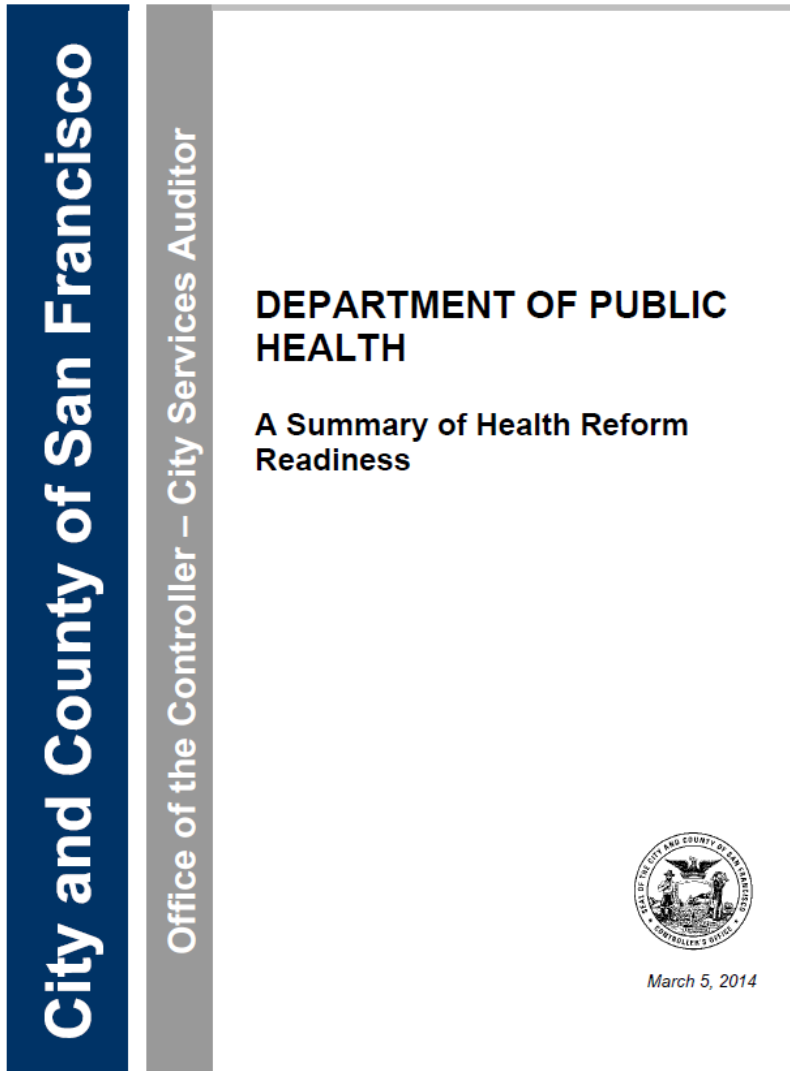
SF Health Network – FY 24/25 Expenditures

Division	Salaries & Fringe Benefits	Non-Personnel Services	Materials & Supplies	Capital Outlay: Projects & Equipment	Facilities Maint & Debt Service	Transfers to and Services of Other Depts	Total
San Francisco General Hospital	\$ 711,993,516	\$ 335,399,431	\$ 138,478,649	\$ 10,587,501	\$ 4,323,185	\$ 72,106,156	\$ 1,272,888,438
Jail Health	\$ 37,145,918	\$ 2,415,043	\$ 6,011,324	\$ 19,232	\$ -	\$ 317,923	\$ 45,909,440
Laguna Honda Hospital	\$ 260,336,987	\$ 21,463,034	\$ 27,482,744	\$ 9,852,459	\$ 12,618,230	\$ 24,687,035	\$ 356,440,489
Health Network Services	\$ 160,790,825	\$ 224,697,248	\$ 2,029,483	\$ 10,976	\$ -	\$ 4,005,599	\$ 391,534,131
Primary Care	\$ 108,553,972	\$ 26,531,997	\$ 5,481,793	\$ 387,301	\$ -	\$ 3,821,759	\$ 144,776,822
Total	\$ 1,278,821,218	\$ 610,506,753	\$ 179,483,993	\$ 20,857,469	\$ 16,941,415	\$ 104,938,472	\$ 2,211,549,320
%	57.8%	27.6%	8.1%	0.9%	0.8%	4.7%	100%

Division	Total FTEs	Total Budget
San Francisco General Hospital	2986.0	\$1,272,888,438
Jail Health	158.3	\$45,909,440
Laguna Honda Hospital	1329.4	\$356,440,489
Health Network Services (Maternal Child and Adolescent Health, Health at Home, and Whole Person Integrated Care)	782.0	\$391,534,131
Primary Care	480.0	\$144,776,822
Total	5735.7	\$2,211,549,320



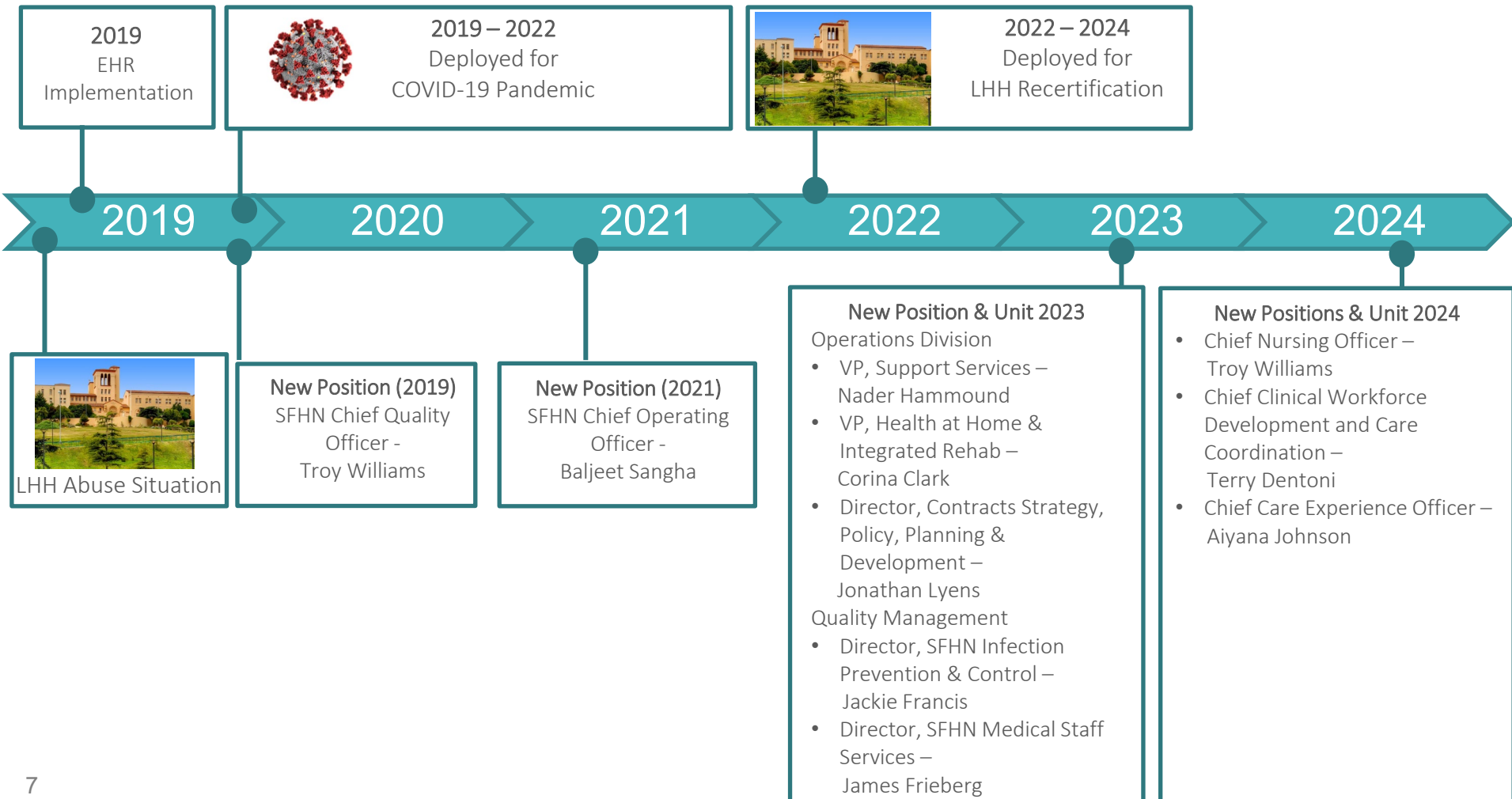
Forming the SF Health Network



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Recent Priority Efforts 2019 – 2023 (delayed many planned SFHN centralized/integration and infrastructure efforts) – Due to SFHN Leadership Deployments to Incident Commands for Covid-19 and LHH



SF Health Network - Key Accomplishments

Nursing & Quality

Nursing

- Data driven nursing registry oversight program – new registry rates active & resulting in significant spending decrease along with decrease in registry use across SFHN.
 - Partnership with Human Resources and Finance
 - Overall nursing registry decrease of 60% RN, 47% LVN, 59% SW & 10% PCA since March. 2024
 - Nursing registry rates now aligned with industry standards
- Developed standard Process for RN Hiring, reducing vacancy rate from 7% Jan 2024 to 0% July 2024.
 - Partnership with Human resources – twice monthly meetings
 - Will take lessons learned and spread to other nursing classifications
- Assessment of Ambulatory Services nursing leadership structure (in progress) – collaboration across 6 departments to assess & improve nursing structures (WPIC, JHS, PC, MCAH, HIV Services, Health at Home).
- Joined Northern California Hospital Council and Southern California Public Health System Chief Nursing Officer Collaboratives – focusing on advocacy efforts with CDPH and the BRN.

Quality

- Developed a centralized IPC program. Hired inaugural SFHN IPC Director & LHH Manger for IPC. Standardizing IPC practices to align with industry standards and best practice.
- Developed a centralized Medical Staff Services Program. Hired inaugural SFHN Medical Staff Services Director. Standardizing credentialing and privileging practices aligned industry standards and best practice.
- Cross QM collaboration Between ZSFG, LHH, & Ambulatory Services.
- Implemented a network- wide incident reporting system - Safety and Feedback Events System (SAFE)

SF Health Network - Key Accomplishments

Clinical Workforce Development & Care Coordination

- **Leading SFHN's participation in the SF Health Plan Transition Stakeholder Task Force**
 - Opportunities include working collaboratively with the other SNF's within SF to ensure we are approaching admissions and placements consistently.
- **Working with SFHN Rehab leadership and LHH Medical and Nursing leadership to create enhancements for the acute rehab unit at LHH**
- **Creating Pathways for TBI and Acute Brain Injury Patients**
 - Helping to find placement post-acute rehab for TBI/brain injured patients.
 - Developing structure to then elicit support for the program.
- **SFHN formally partnering with University of San Francisco School of Nursing's Nurse Health Equities Scholars Program**
 - 8 USF students per year will be selected yearly and will do all of their clinical rotations at SFHN sites with the ultimate goal of recruiting them to fill RN vacancies.
 - First cohort of NHES Scholars will be starting September 2024 at Zuckerberg SFG on unit 66 /68 Med Surg.
- **Creating SFHN Clinical Pathways**
 - Met with Hospital Councils CNO group to discuss pathways to clinical care in hospitals, first initiative is to review Licensed Psychiatric Tech Programs with the LVN Board.

SF Health Network - Key Accomplishments

CalAIM: California Advancing and Innovating Medi-Cal

Goals:

- Implement a whole-person care approach and address social drivers of health.
- Improve quality outcomes, reduce health disparities, and drive delivery system transformation
- Create a consistent, efficient, and seamless Medi-Cal system



Initiatives:

- Behavioral Health Delivery System Transformation
- California Children's Services and Foster Care
- Community Supports
- Enhanced Care Management (ECM)
- Justice-Involved
- Long Term Care Carve-In
- Population Health Management
- Providing Access and Transforming Health

Impact:

- **>\$9.4M** in revenue from Jan. '22 through July. '24
- SFHN ECM enrollment rate is **60%** compared to the 25% state average
- **1048 clients** enrolled through outreach from Jan. '22 through Apr. '24

SF Health Network - Key Accomplishments

Quality Incentive Pool (QIP)

Key elements:

- DHCS-run incentive program that is part of MediCal reimbursement package
- Payment flows through health plans to the entity based on virtually nationally vetted metrics
- Total available funds depend on number of Medi-Cal enrollees (43K SFHP [85%], 8K Anthem BC [15%])

New focus:

- Largely MediCal-Managed Care (MCMC) patients, including Enrolled by Not Yet Seen (ENYS)
- Robust data sharing with health plans now required
- More measures incentivize preventive care, maternal-child health, substance use, and mental health disorders

Performance in 2023 (PY6)	
Priority Measures	8/9 met or exceeded target
Elective Measures	30.5 / 31 met or exceeded target
<u>Results</u>	100% of QIP funds expected for ~\$65 Million

SF Health Network - Key Accomplishments

Pharmacy

- **Medication Oversight and technology:** Omnicell upgrades
- **Contract: Secured key contracts to ensure medication access for our patients**
 - McKesson
 - Curascript
 - Vizient GPO extension
- **Covid Task Force:** Cost-effective transition to commercial/private supply of vaccine
- **CORE/SUD related**
 - Naloxone Expansion
 - Legislative Leadership
 - Clinical branch of BEAM (Bring Expanded Access to MOUD)
- **LHH:** Facilitated substantial and ongoing improvement

SF Health Network - Key Accomplishments

Support Services

- **Biomedical Engineering (Medical Equipment Management):**
 - Comprehensive Biomedical Engineering support program for DPH (SFHN + PHD)
 - Ambulatory Care & PHD (Lab & Clinics) support
 - Standard of practice across SFDPH
- **Supply Chain:**
 - Unified platform for all Supply Chain across SFDPH
 - Competition and data analysis-based savings (~\$1M annually)
 - Value Analysis Committee (VAC) for LHH
 - Supported PHEPR planning
- **Capital Equipment:**
 - Digital request submission process via ServiceNow
 - Highest CE budget approval in recent years for DPH (>\$10M)
 - Improved workflow and related processes

SF Health Network - Key Accomplishments

Care Experience

- **Development of the SFHN Care Experience Unit:**
 - Established the SFHN Care Experience Scope and Infrastructure
 - Designed to standardize experiences across the care continuum
- **Creation of an Inclusive Care Experience Structure:**
 - Six key sections
 - Dedicated to providing optimal experiences for both patients and staff
- **Centralization of Support Functions:**
 - Centralized essential Care Experience support services
 - Enhances the consistency and quality of services
- **Alignment of Senior Leadership Scopes:**
 - Realigned for improved coordination
 - Better allocation of resources support

SF Health Network - Key Accomplishments

Health at Home & Rehabilitation Services

- **Health at Home:**
 - Increased to a 3-star rating from 1.5/2.0
 - Inaugural Annual Interactive Staff Retreat
 - Health at Home HIV epidemic initiative
 - Grant for expansion (HIV Health Services Office)
- **Rehabilitation Services:**
 - **ZSFG**
 - Orthopedic Fast Track Discharge Project
 - Outpatient Physical Therapy
 - **LHH**
 - Restraint Free Journey Initiative
 - Falls Prevention Initiatives
 - New Admissions (SNF and Acute Rehab)
 - **SFHN**
 - Integration of Services
 - Value Based care for Rehabilitation Services
 - Mentorship program for new hires

SF Health Network - Key Accomplishments

Contracts Strategy, Policy, Planning, & Development

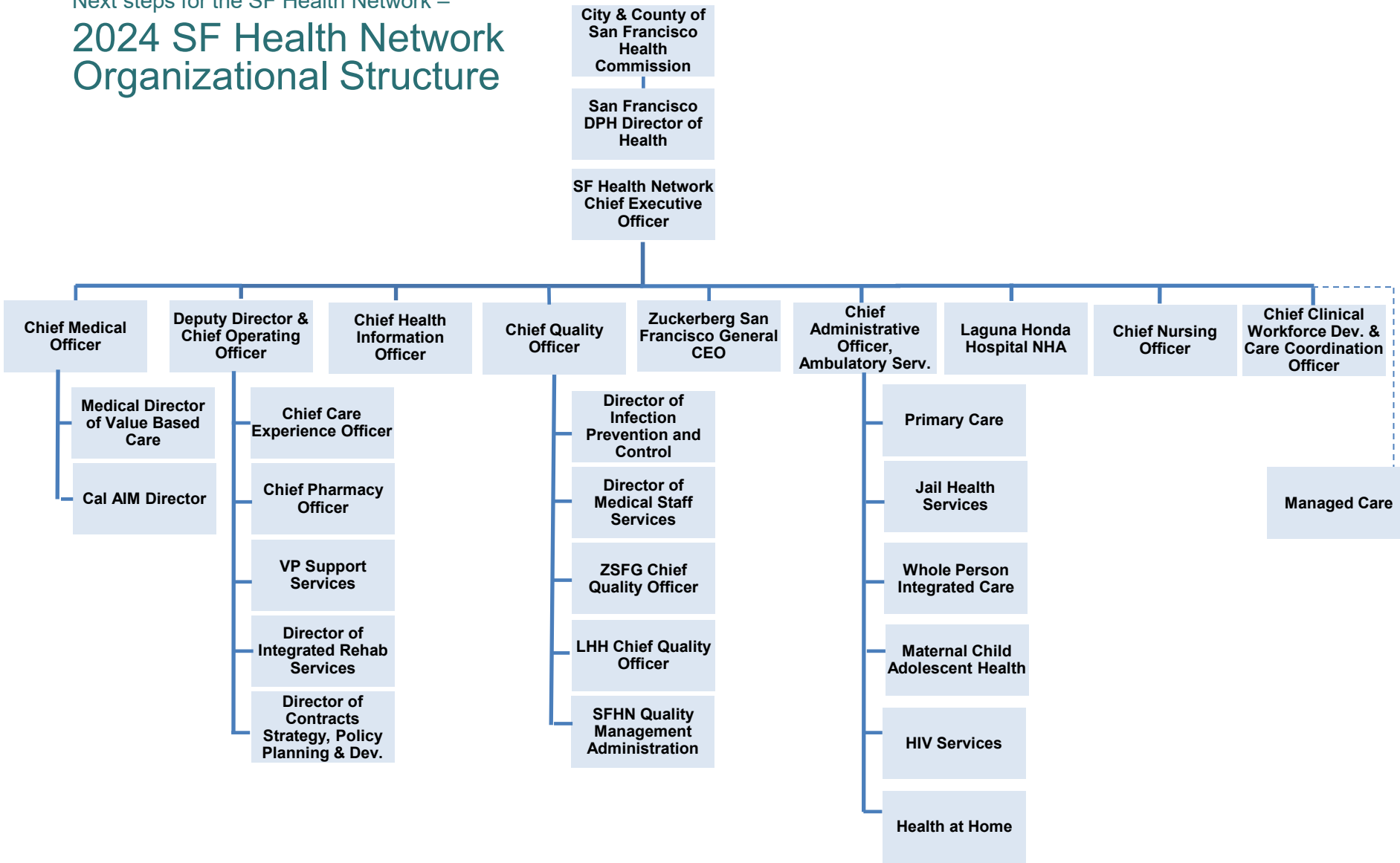
- **Contracts Strategy:**
 - Enhanced organization, cost controls, timelines and predictability
 - Registry contracts, Interpreter services, & Infusion pumps
- **Contracts Policy:**
 - City procurement policy updates
 - Root cause analysis of systematic contract challenges
 - Developed potential policy and legislative countermeasures
- **Contracts Planning:**
 - SF Civil Service Commission and labor relations
 - Increased communication to enhance predictability and monitoring
 - Facilitated DPH-wide planning and communication of new and existing solicitations
- **Contracts Development:**
 - New internal SFHN processes to streamline interdisciplinary workflows
 - Dedicated contract monitoring meetings
 - Led issue resolution and certification for several priority contracts

Next steps for the SF Health Network

Key initiatives:

- Strengthening our centralized integrated leadership infrastructure and functions
- Continuing Quality Incentive Pools (QIP)
- Strategic planning for the short, near, and long-term in alignment with DPH Hoshin Cascade Implementation

Next steps for the SF Health Network –
**2024 SF Health Network
 Organizational Structure**



Next steps for the SF Health Network –

Continuing Quality Incentive Pools (QIP)

- Continuing the QIP program for Year 7 (CY2024)
- Required to report 20 priority metrics
- Projected to yield another **~\$65 million**

Example Metrics	
<u>Priority Metrics</u>	<u>Elective Metrics</u>
Immunizations for Adolescents	Asthma Medication Ratio
Childhood Immunization Status	Controlling High Blood Pressure
Prenatal and Postpartum Care	Breast Cancer Screening
Developmental Screening	Colorectal Cancer Screening
Well-Child Visits	Comprehensive Diabetes Care



Next steps for the SF Health Network – Strategic Planning for the Short, Near, and Long-term



Equity

Eliminate health disparities



Safety

Ensure safe environment for our clients, patients, and staff



Quality

Improve the health of the people we serve



Workforce

Create an environment that respects, values, and invests



Care Experience

Provide the best experience for the people we serve



Financial Stewardship

Ensure transparent and accountable stewardship of resources

IMPROVING ACCESS AND FLOW

EFFECTIVELY MANAGING OUR REVENUE AND EXPENDITURES

OVERDOSE DEATH PREVENTION AND QUALITY

SFHN 2025 Strategic Plan to be developed subsequent to determination of DPH-wide objectives/Hoshin Cascade

This screenshot shows a dashboard for 'Improving Access and Flow'. It includes a title 'Title: Improve Access and Flow across SFHN', a subtitle 'Owner: Chief, Office of the Chief Medical Officer', and a list of stakeholders: 'Team: Accessing, Billing, Care, Equity, Health, Operations, Quality, Risk, Safety, Training, Tech'. The dashboard features several sections: '1. Strategic Objectives: What are we trying to achieve?', '2. Current Conditions: What is happening and what are the barriers?', '3. Strategic Objectives: What are we trying to achieve?', and '4. Action Plan: What are we doing to achieve our goals?'. It contains various charts, tables, and text boxes detailing performance metrics and strategic initiatives.

This screenshot shows a dashboard for 'Effectively Managing Our Revenue and Expenditures'. It includes a title 'Title: Increase Revenue/Reduce Expenses', a subtitle 'Owner: CFO', and a list of stakeholders: 'Team: CFO, Finance, Billing, Revenue, Support, Training, Tech'. The dashboard features several sections: '1. Strategic Objectives: What are we trying to achieve?', '2. Current Conditions: What is happening and what are the barriers?', '3. Strategic Objectives: What are we trying to achieve?', and '4. Action Plan: What are we doing to achieve our goals?'. It contains various charts, tables, and text boxes detailing performance metrics and strategic initiatives.

This screenshot shows a dashboard for 'Overdose Death Prevention and Quality'. It includes a title 'Title: Separate Opioid Prescriptions from Other Opioid Prescriptions', a subtitle 'Owner: Chief, Office of the Chief Medical Officer', and a list of stakeholders: 'Team: Chief, Office of the Chief Medical Officer, Health, Operations, Quality, Risk, Safety, Training, Tech'. The dashboard features several sections: '1. Strategic Objectives: What are we trying to achieve?', '2. Current Conditions: What is happening and what are the barriers?', '3. Strategic Objectives: What are we trying to achieve?', and '4. Action Plan: What are we doing to achieve our goals?'. It contains various charts, tables, and text boxes detailing performance metrics and strategic initiatives.



Questions



Background Slides (For Reference Only)

Forming the SF Health Network

Driven by the reforms of the Affordable Care Act (ACA):

- Required individuals to have health insurance or MediCal coverage
- Expanded the number of people who qualify for MediCal
- Insurance available to nearly everyone else through Covered California

Health reform recommendations:

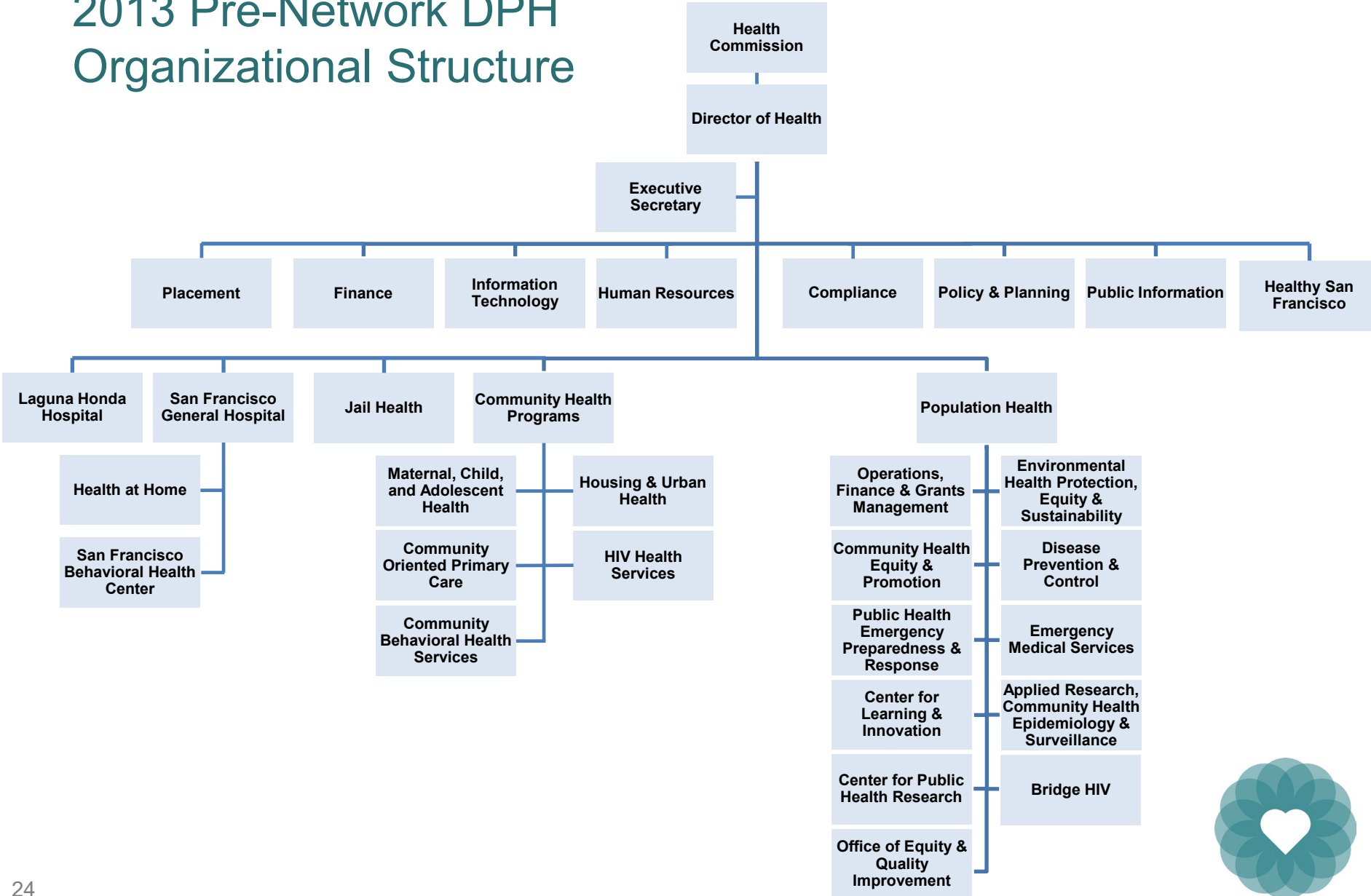
- Patient care access and quality improvement
- Managed care network development
- Financial sustainability



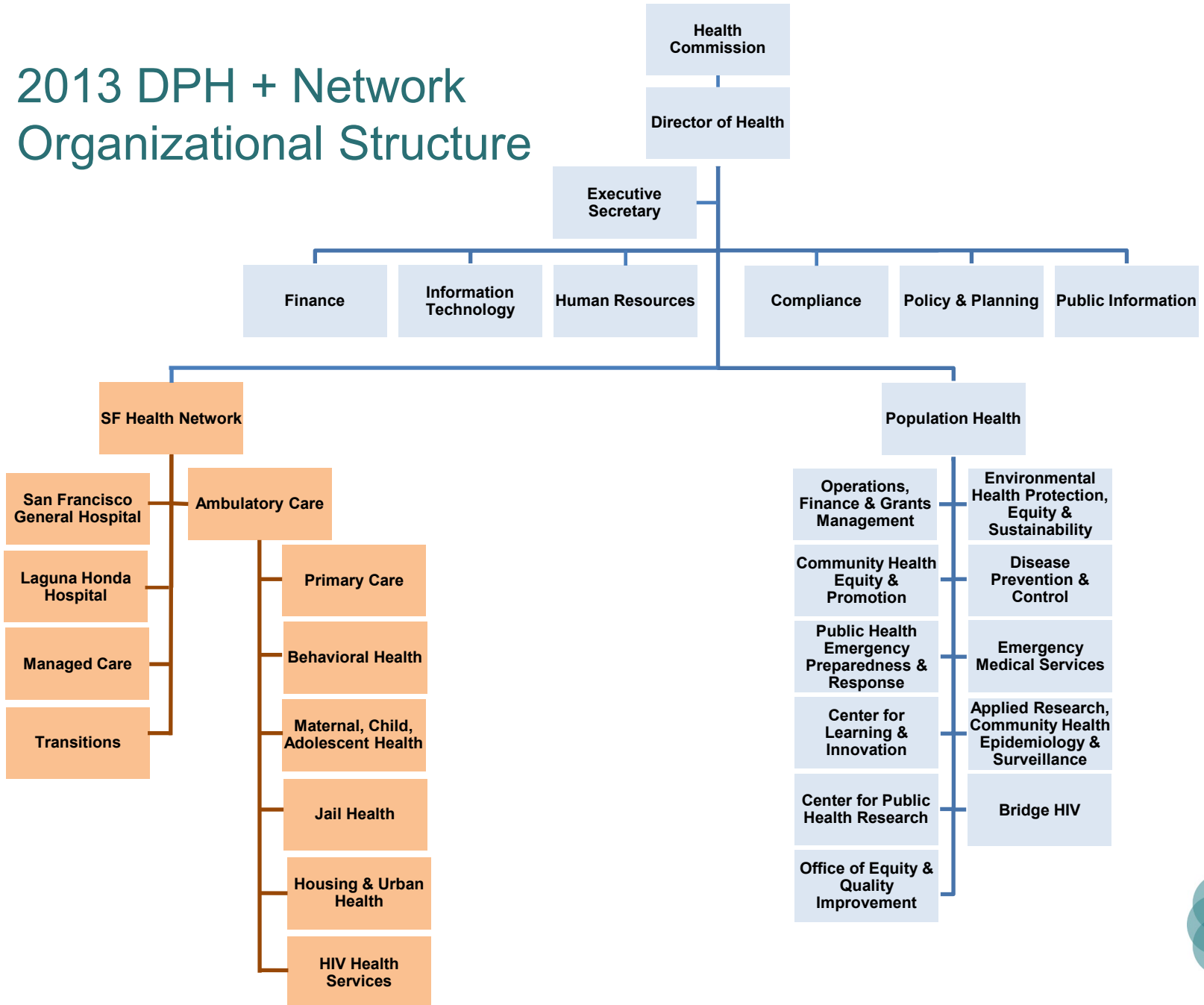
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2013 Pre-Network DPH Organizational Structure

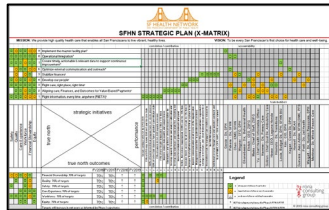


2013 DPH + Network Organizational Structure

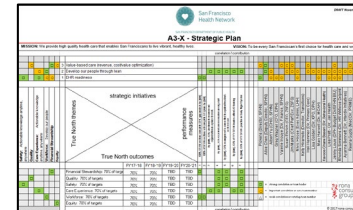


SFHN Strategic Planning (Hoshin Kanri)

SFHN Strategic Plan
March 2016



SFHN Strategic Plan
November 2017



- SFHN's 2nd iteration informed by DPH's visioning and strategic plan
- Maintaining SFHN Mission & Vision statements, and 6 True North dimensions
- Narrowed scope from 9 strategic initiatives to the following 3:
 1. **EHR Readiness**
 2. **Develop our people through lean**
 3. **Aligning care, finances, and outcomes for Value-Based Payments**



