



ZUCKERBERG  
SAN FRANCISCO GENERAL  
Hospital and Trauma Center

# ZSFG Hoshin Roadmap 2022 - 2023

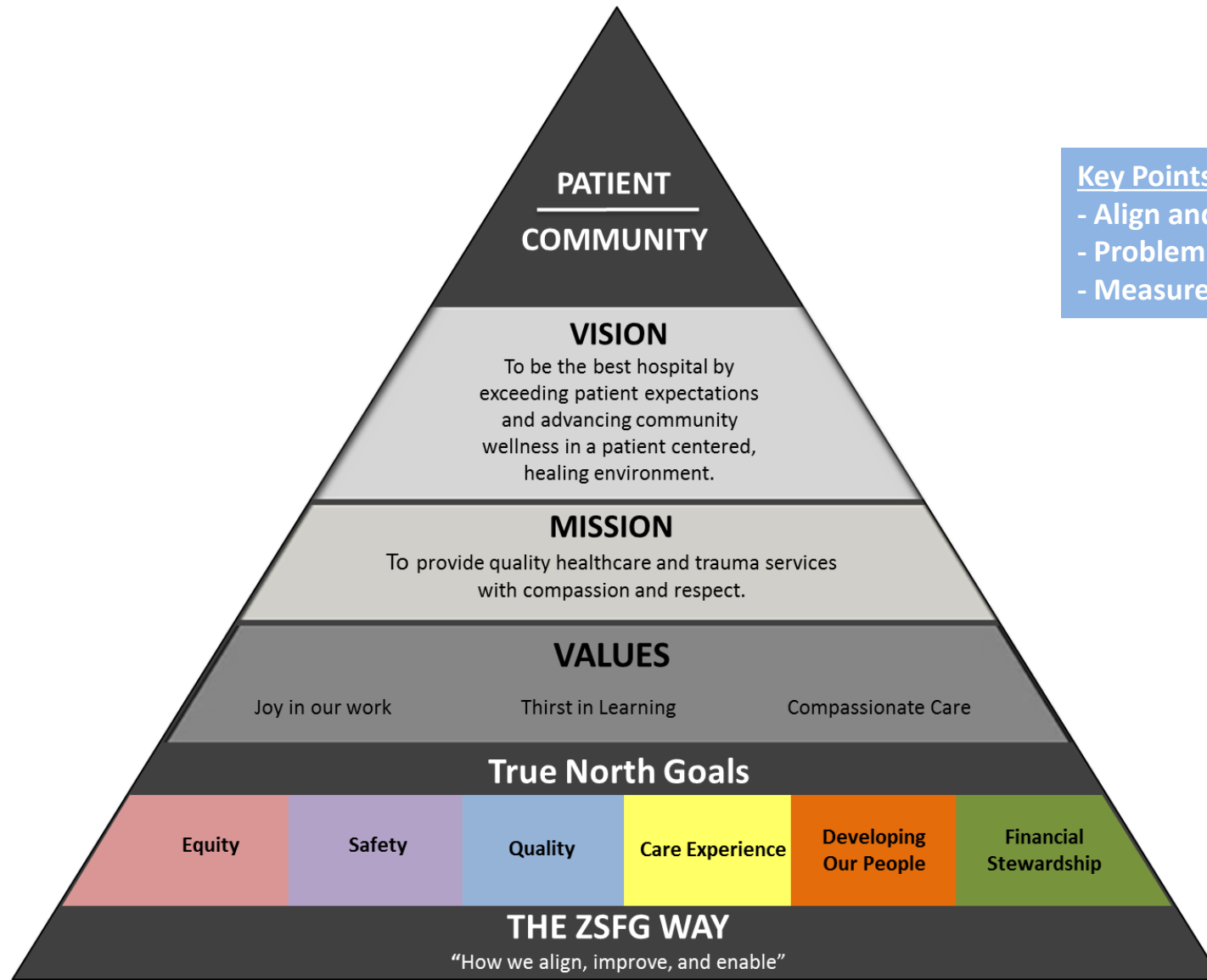


San Francisco Department  
of Public Health

# 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

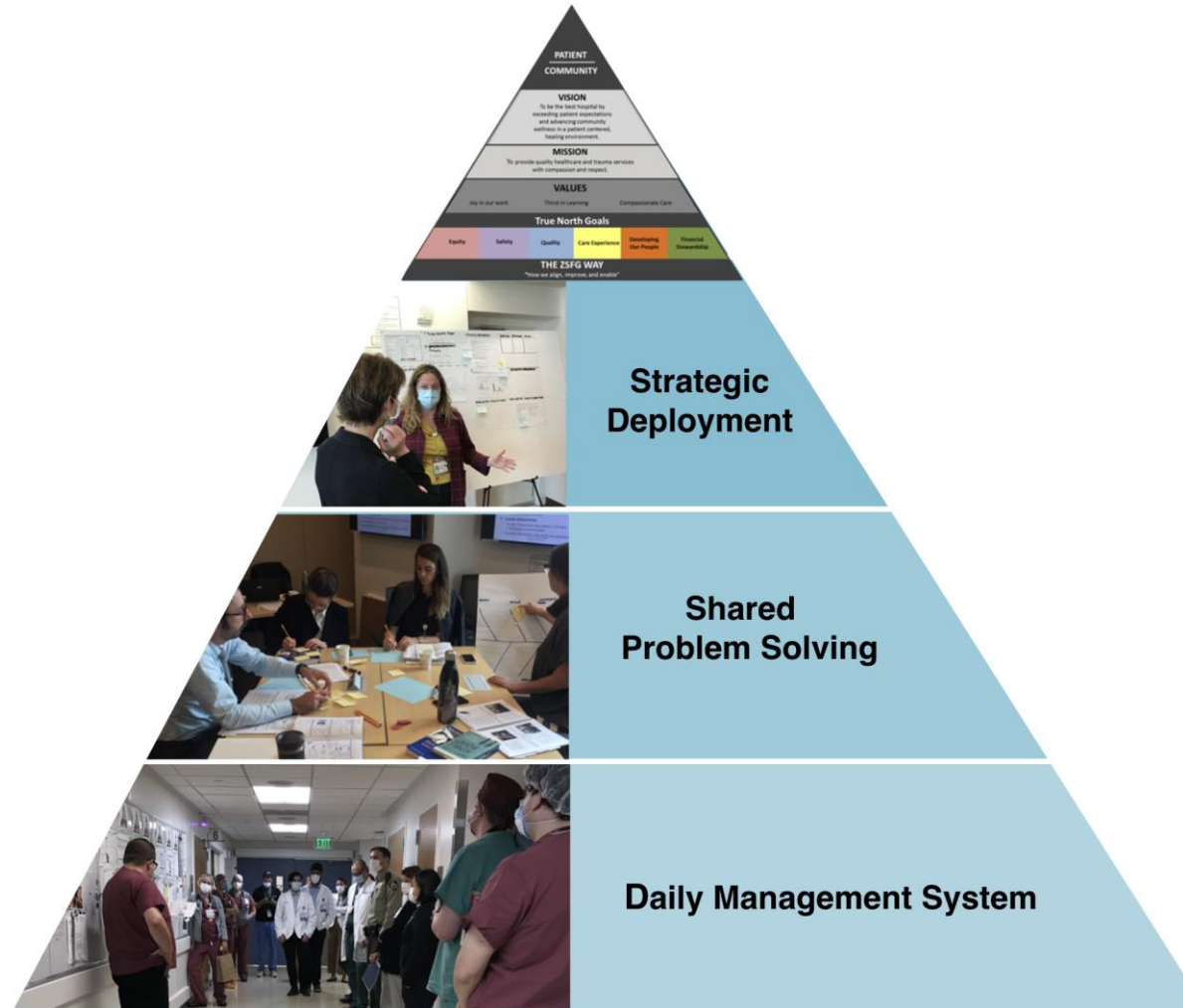
# Strategies for Achieving True North



## Key Points:

- Align and focus us on our mission
- Problem solve across our systems
- Measures improvement

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



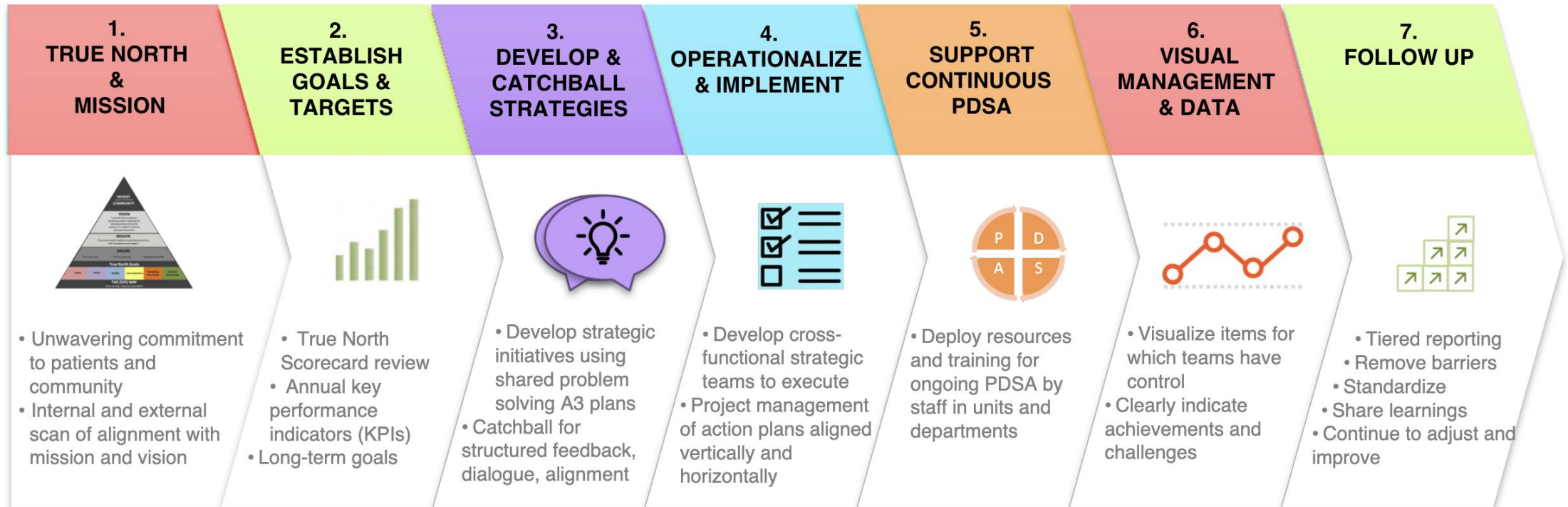
Align Vertically – learning and engaging

Improve horizontally and cross-functionally

# ZSFG Strategic Deployment Cycle

**2022 Key Point:**

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



# Strategies for Achieving True North (2022-2023)

|                          |        |        |         |                 |                       |                       |
|--------------------------|--------|--------|---------|-----------------|-----------------------|-----------------------|
| <i>True North Pillar</i> | 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

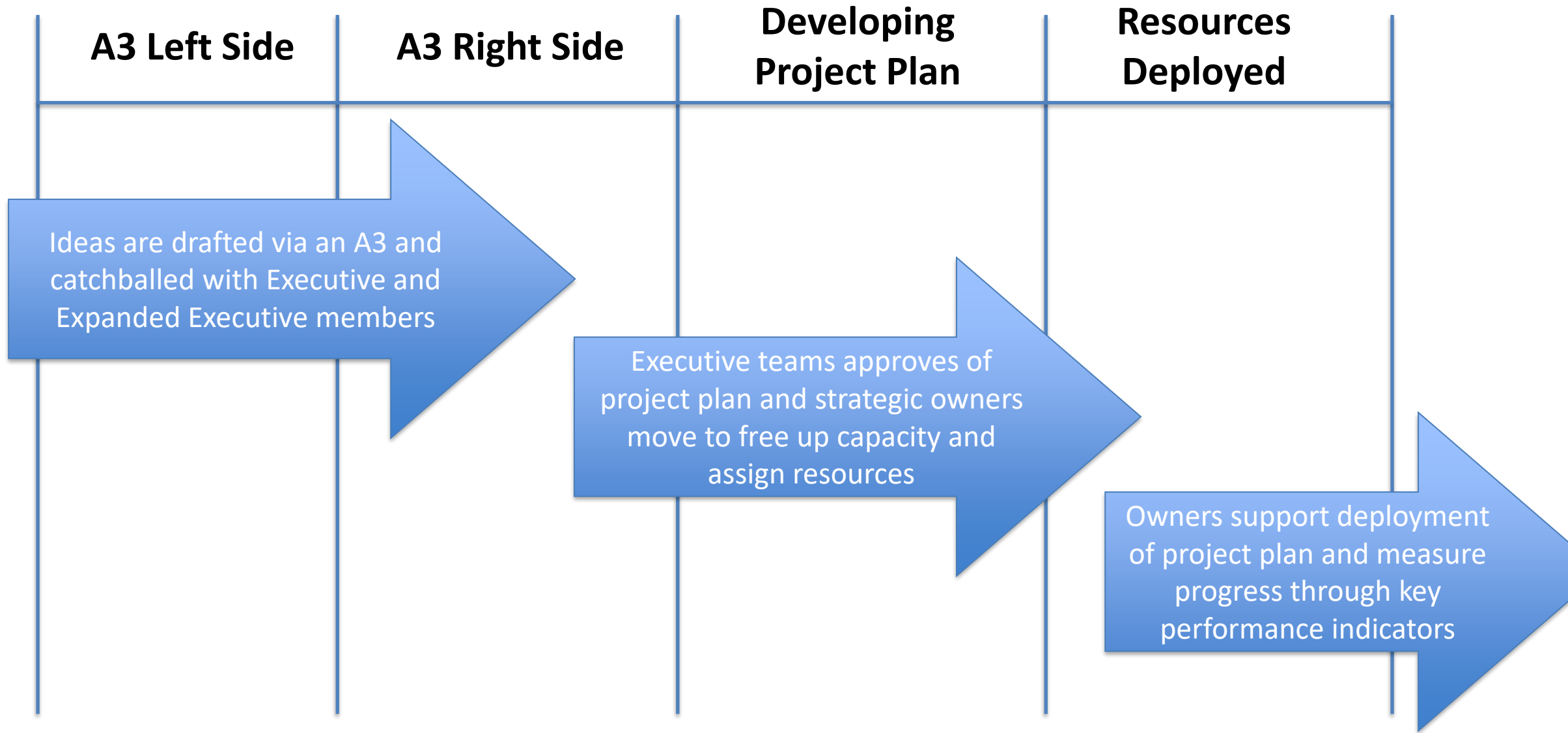
**Executive Sponsors:** Andrea Turner, Margaret Damiano

**Key Performance Indicator:** Under Construction

### 2022 Key Points:

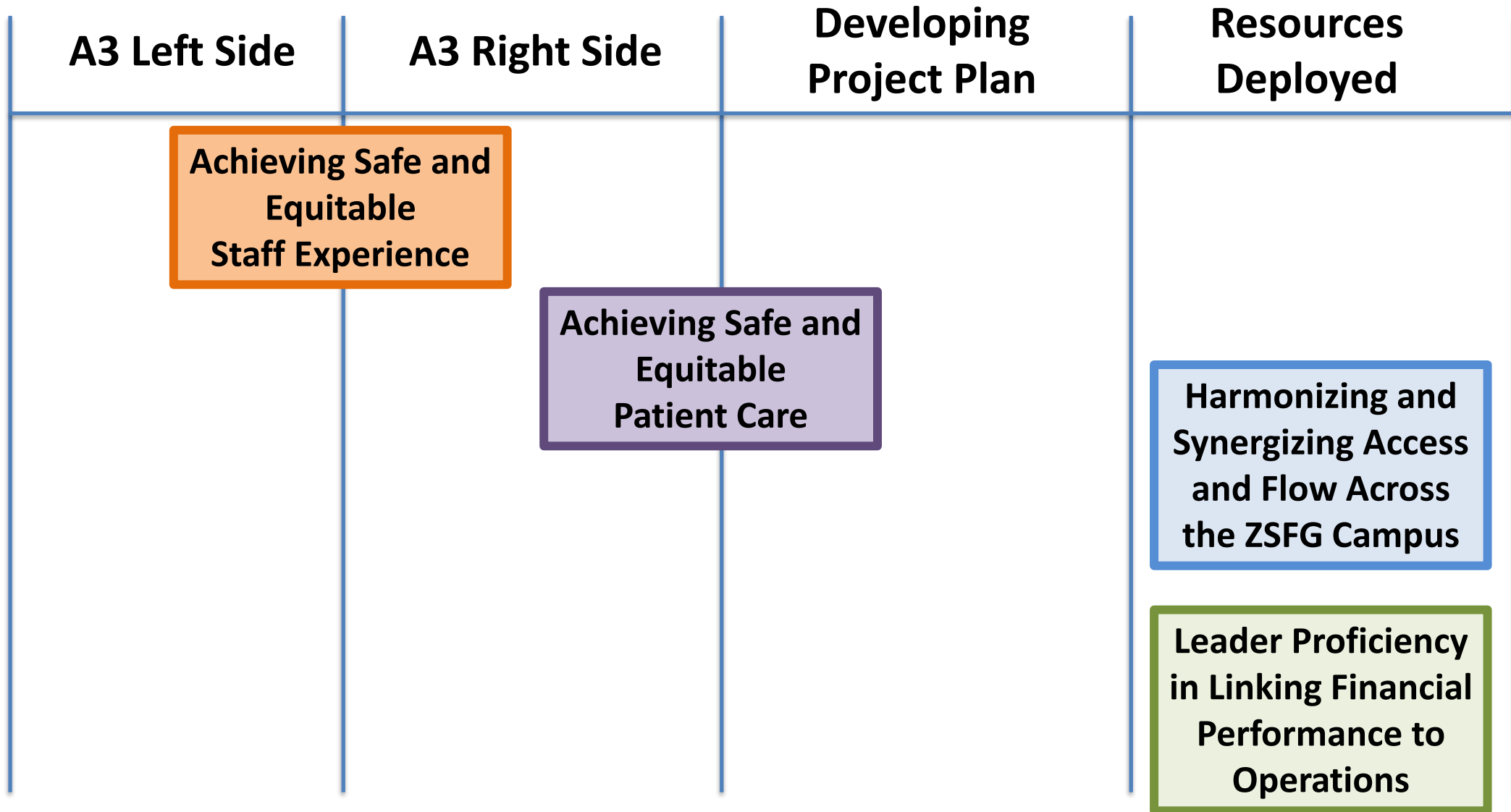
- “Flow” strategic construction
- Equity integrated across all strategies
- Ownership across entire Executive Team

# Strategy Incubator – supports the “flowing” of strategic A3 construction and deployment





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# 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