



San Francisco  
Department of Public Health

## STRATEGIC PRIORITIES

*January 7, 2020*



An aerial photograph of San Francisco at dusk, showing a dense cityscape with numerous skyscrapers and buildings. The sky is a mix of blue and orange, and the city lights are beginning to glow. The text is overlaid on semi-transparent teal and white boxes.

## OUR MISSION

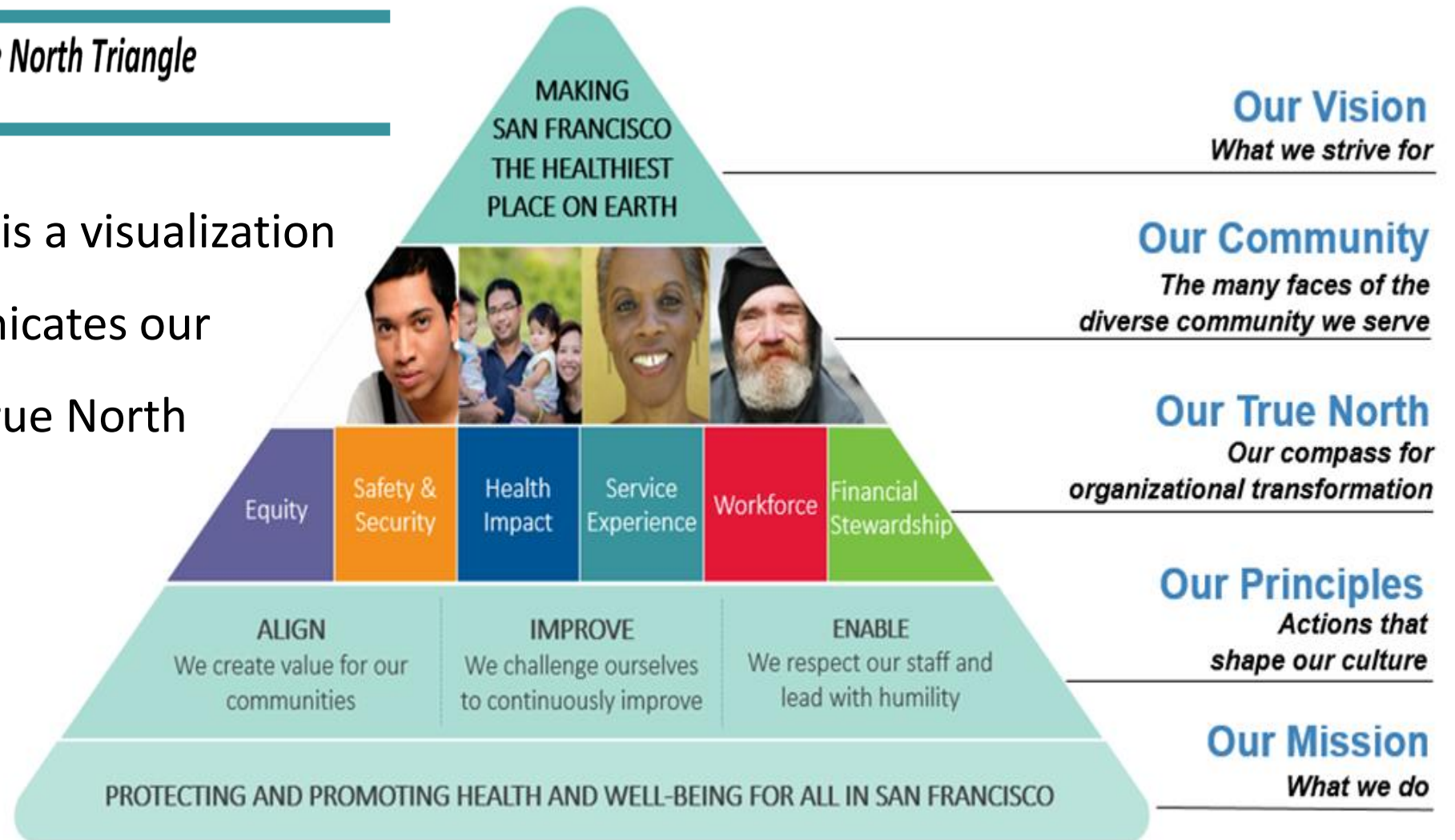
PROTECTING AND PROMOTING  
HEALTH AND WELL-BEING FOR  
ALL IN SAN FRANCISCO

## OUR VISION

MAKING SAN FRANCISCO  
THE HEALTHIEST PLACE  
ON EARTH

## The DPH True North Triangle

The DPH Triangle is a visualization tool that communicates our mission, vision, True North and principles.



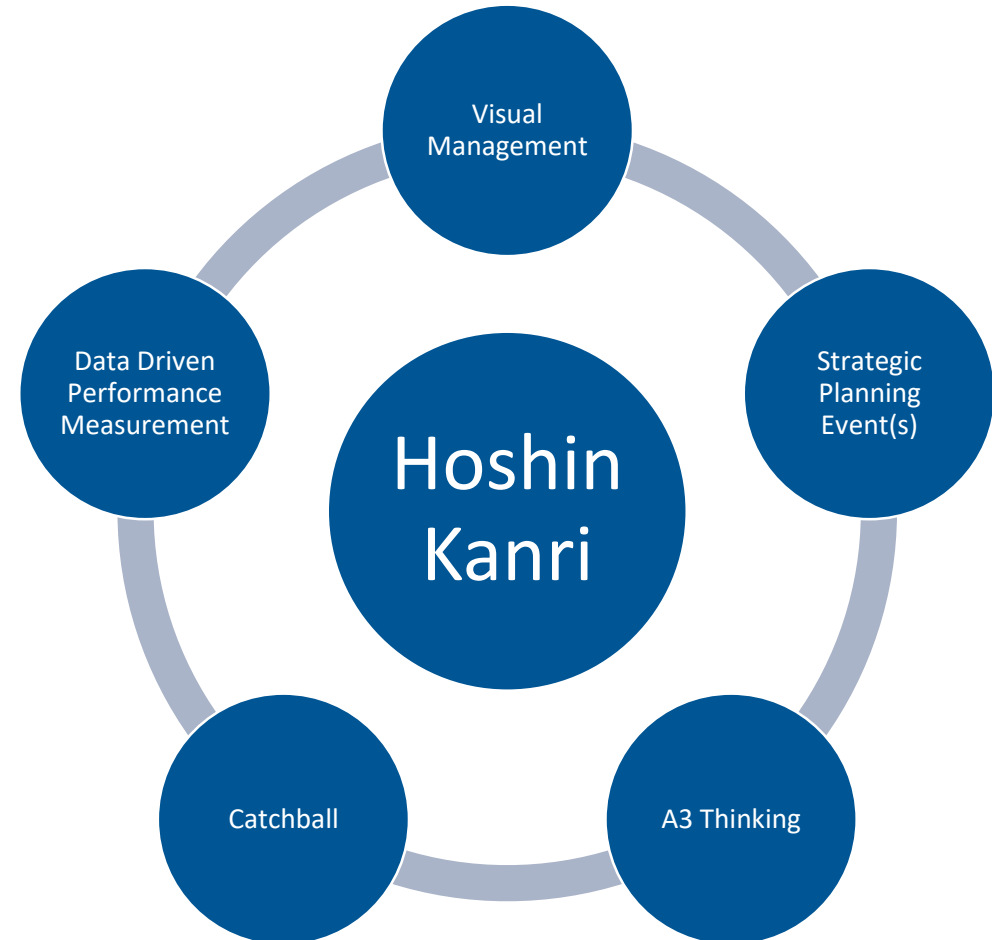
# Hoshin Kanri is a process for identifying and deploying strategic priorities

Hoshin is both:

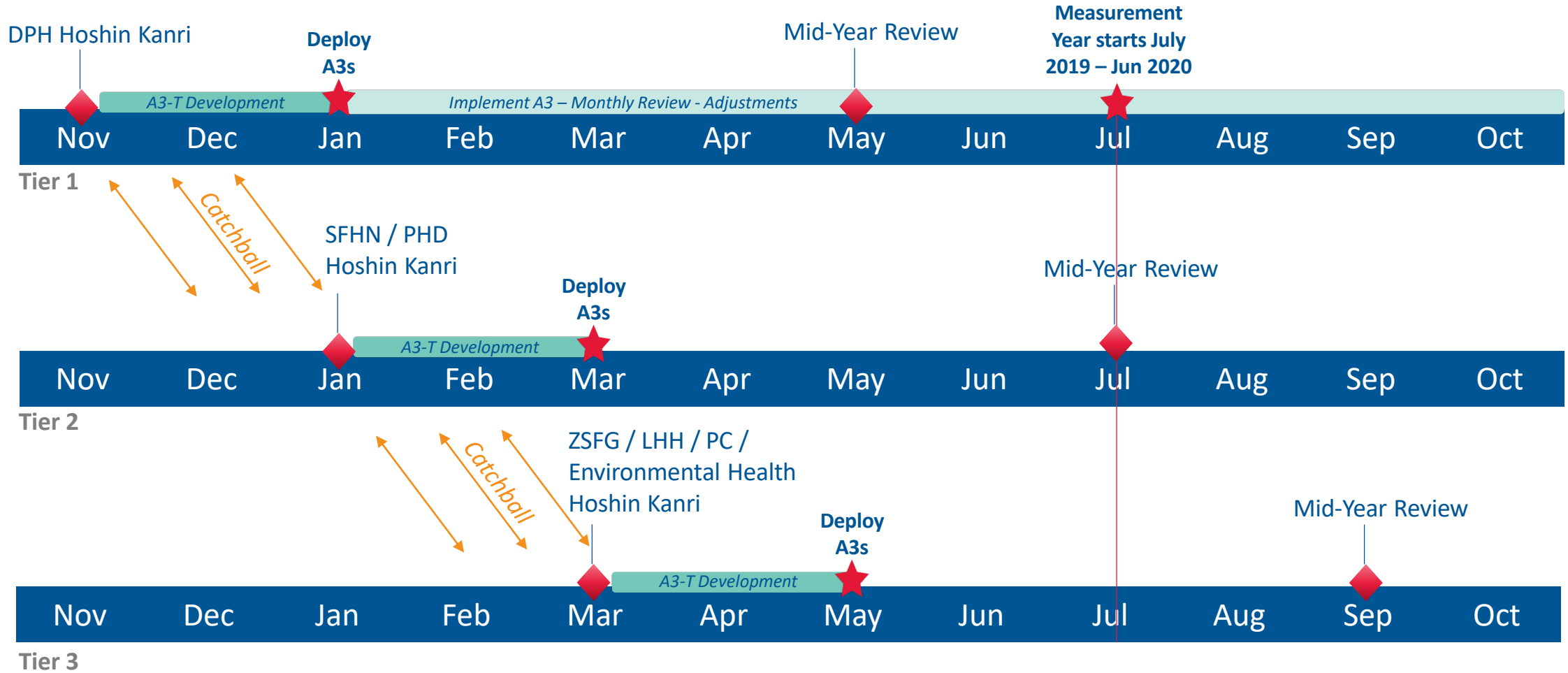
Strategic planning event(s)

&

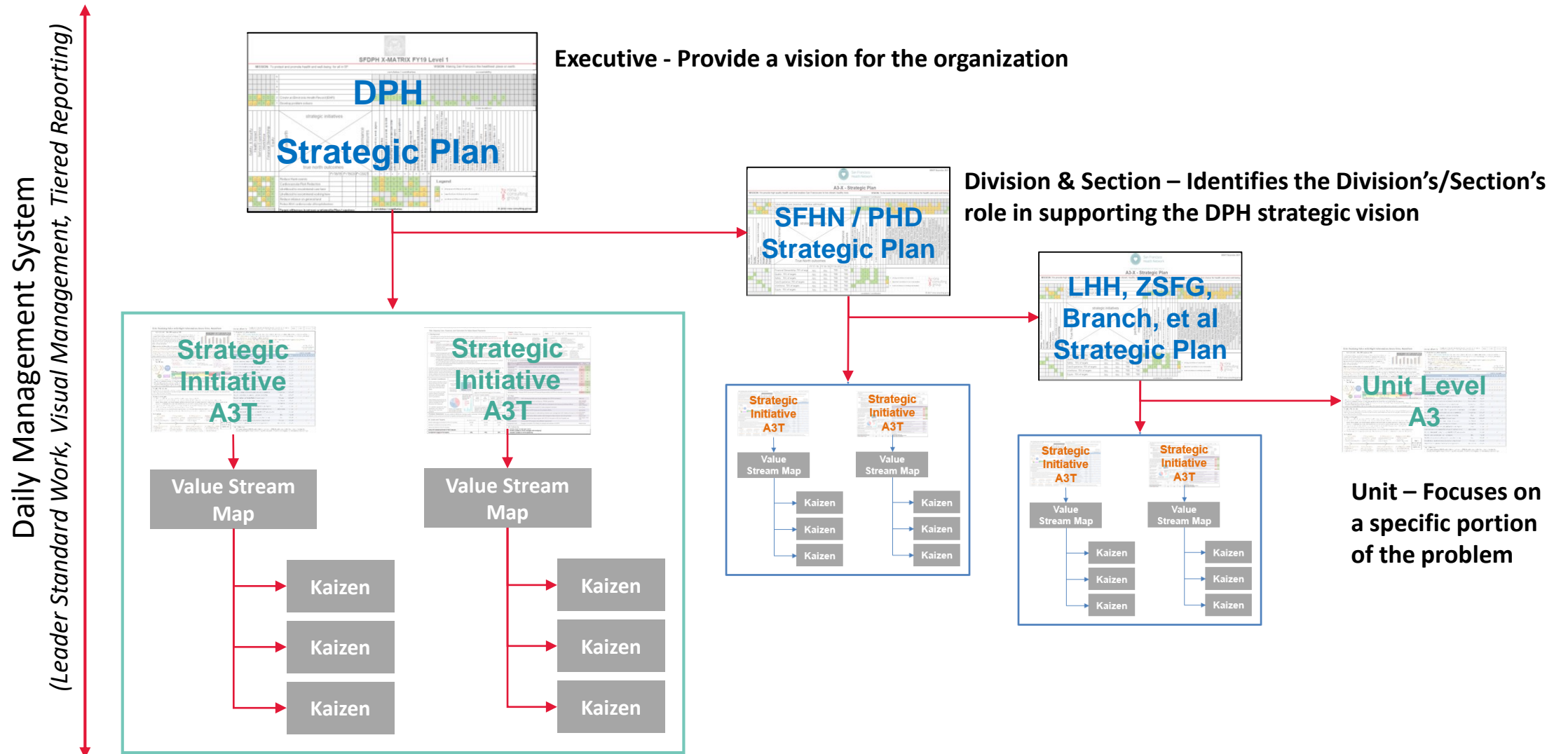
Year long process for  
deploying improvement work



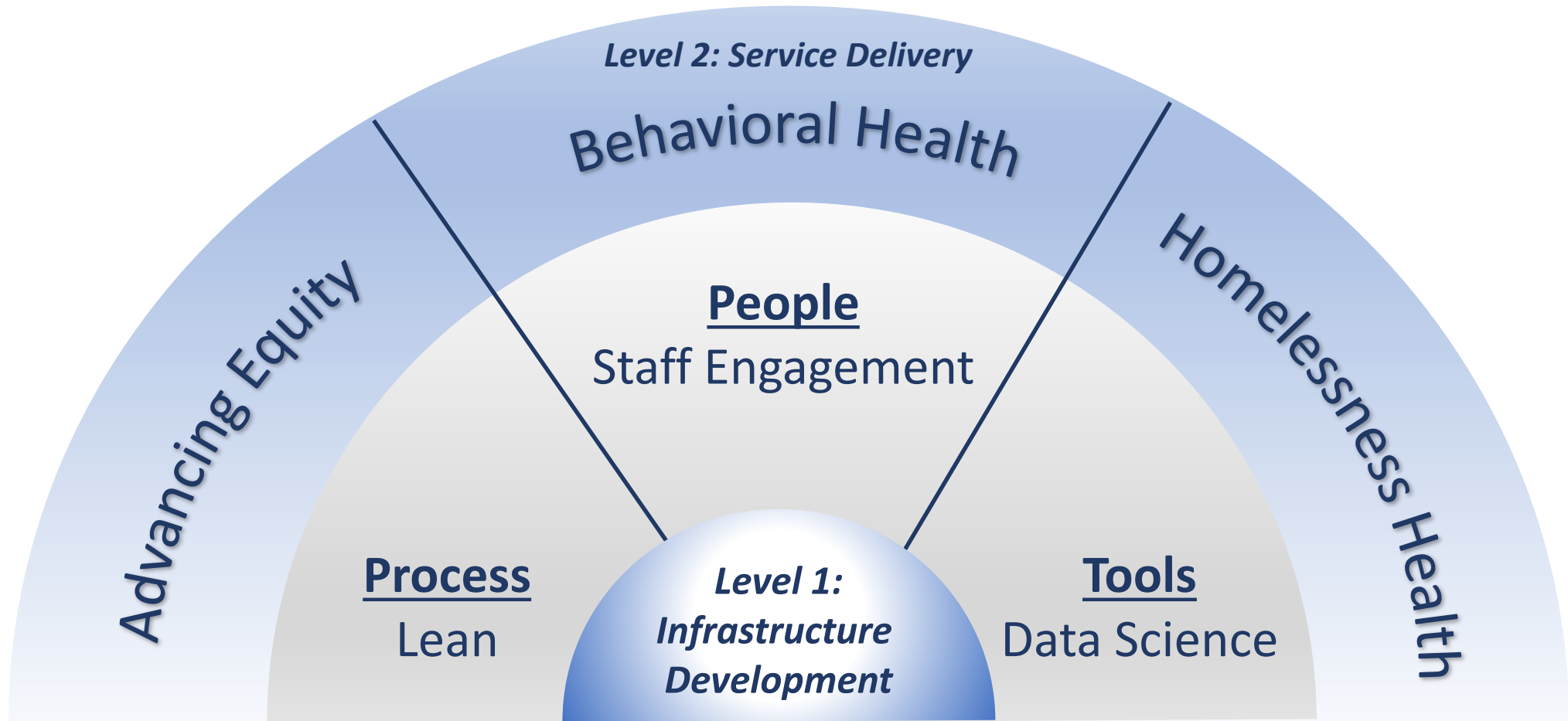
# Hoshin Kanri's Year Long Life Cycle



# Cascading Hoshin through the Department



# SFDPH 5 Strategic Priorities



# STRATEGY 1 – ADVANCING EQUITY

TRUE NORTH ALIGNMENT:

*Health Impact, Workforce, Equity, Care Experience*



## GOALS

- **Reduce health disparities** through care and program improvements across the department
- Create an **equitable and respectful workplace** with opportunity for all
- **Train staff** to recognize racism and inequity at individual and organizational levels
- **Establish the department's infrastructure** to improve planning, resourcing, and accountability for equity work
- **Align this work with the Office of Racial Equity** at the Human Rights Commission and with the efforts of other city agencies



## PROGRESS INDICATORS

EX:

1. Elimination of the disparity between B/AA patients and all patients at DPH clinics
2. Increase staff favorable survey rating of respectful treatment
3. Number of sections participating in planning, infrastructure creation, and deployment of champions and respect policies



# STRATEGY 2 – DEVELOP OUR PEOPLE

TRUE NORTH ALIGNMENT:  
*Health Impact, Workforce, Equity*



## GOALS

- ***Promote a culture of open and respectful communication,*** and an inclusive environment for all employees
- ***Improve baseline training for staff*** as part of the initial introduction and orientation to the organization
- ***Advance racial equity*** for our workforce and our community

## PROGRESS INDICATORS

EX:

1. Improve staff survey scores measuring trust and respect
2. Improve overall staff engagement scores on department wide staff engagement survey

# STRATEGY 3 – LEAN TRANSFORMATION

TRUE NORTH ALIGNMENT:  
*All Pillars*



## GOALS

- Create **organizational focus** on those critical issues which matter most
- Ensure that strategic planning is **communicated and deployed both horizontally and vertically** to align departmental priorities
- Create an organization of **8000 daily problem solvers**
- **Deploy a daily management system** to engage all staff in daily improvement



PROGRESS  
INDICATORS  
EX:

1. Number of units across the department using daily management systems
2. Number of staff trained in data driven problem solving

# STRATEGY 4 – TURNING DATA INTO ACTIONABLE KNOWLEDGE

TRUE NORTH ALIGNMENT:

*All Pillars*



## GOALS

- ***Improve our information management and analytical capabilities*** to enhance our ability to assess, understand, and respond to the needs of the populations we serve
- ***Increase accessibility to information*** to meet daily operational demands
- ***Develop our workforce to use data effectively*** to support problem solving, analysis, and decision making



PROGRESS INDICATORS

EX:

1. Deploy Epic at additional DPH sites
2. Increase number of staff trained in problem solving
3. Complete the initiation of value-based care reporting with the use of the EHR

# STRATEGY 5 – HOMELESSNESS & BEHAVIORAL HEALTH

TRUE NORTH ALIGNMENT:

*Safety & Security, Health Impact, Financial Stewardship, Equity*



## GOALS:

- **Create a unifying vision** for the delivery of behavioral health services to adults experiencing homelessness
- Apply a **population-based approach** to behavioral health care
- **Identify sustainable, systematic, innovative opportunities** for improving SDPH’s system of care for the target population
- **Advance equity** to eliminate health disparities in vulnerable populations
- Use **data and evidence-based best practices** to inform and guide decisions

PROGRESS INDICATORS,  
EX:

1. Increase percentage of the priority population who are retained in “recovery and wellness” behavioral health care.
2. Reduce the number, length and frequency of behavioral health crisis events
3. Increase the number who maintain housing

# Current Learnings



- Promote strategic deployment as a yearlong process
- Deeper vertical alignment
- Visual management and visibility walls support accountability and transparency
- Prioritization requires de-prioritization

