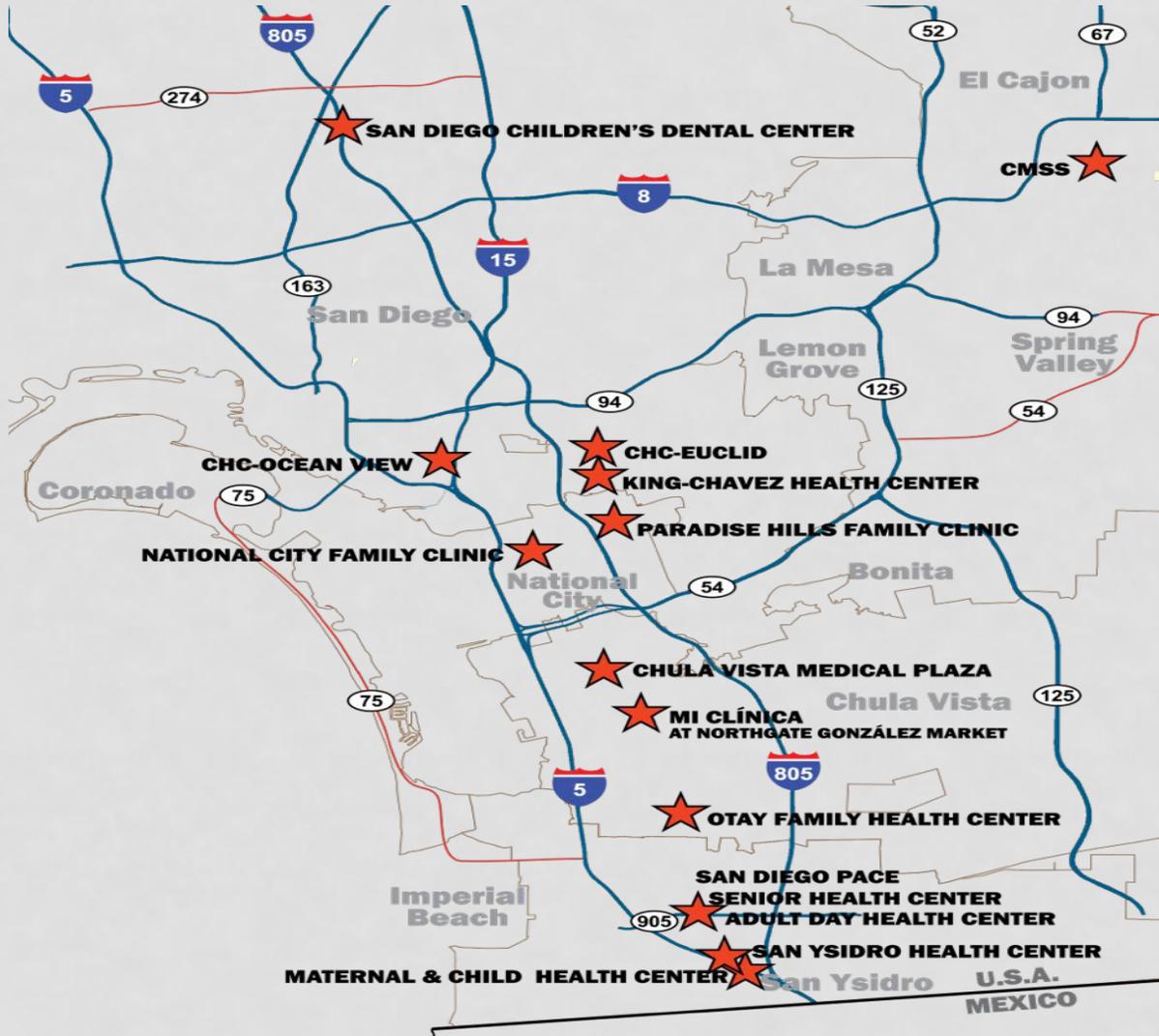


SAN YSIDRO HEALTH

TRANSFORMING HEALTHCARE

Kevin Mattson, CEO

SAN YSIDRO HEALTH OVERVIEW



SAN YSIDRO HEALTH OVERVIEW

14 Medical Clinics

6 Dental Clinics

6 Behavioral Health Centers

3 Mobile Clinics

4 School-based Clinics

5 WIC Program Sites

2 HIV/AIDS Program Sites

2 Residency Programs

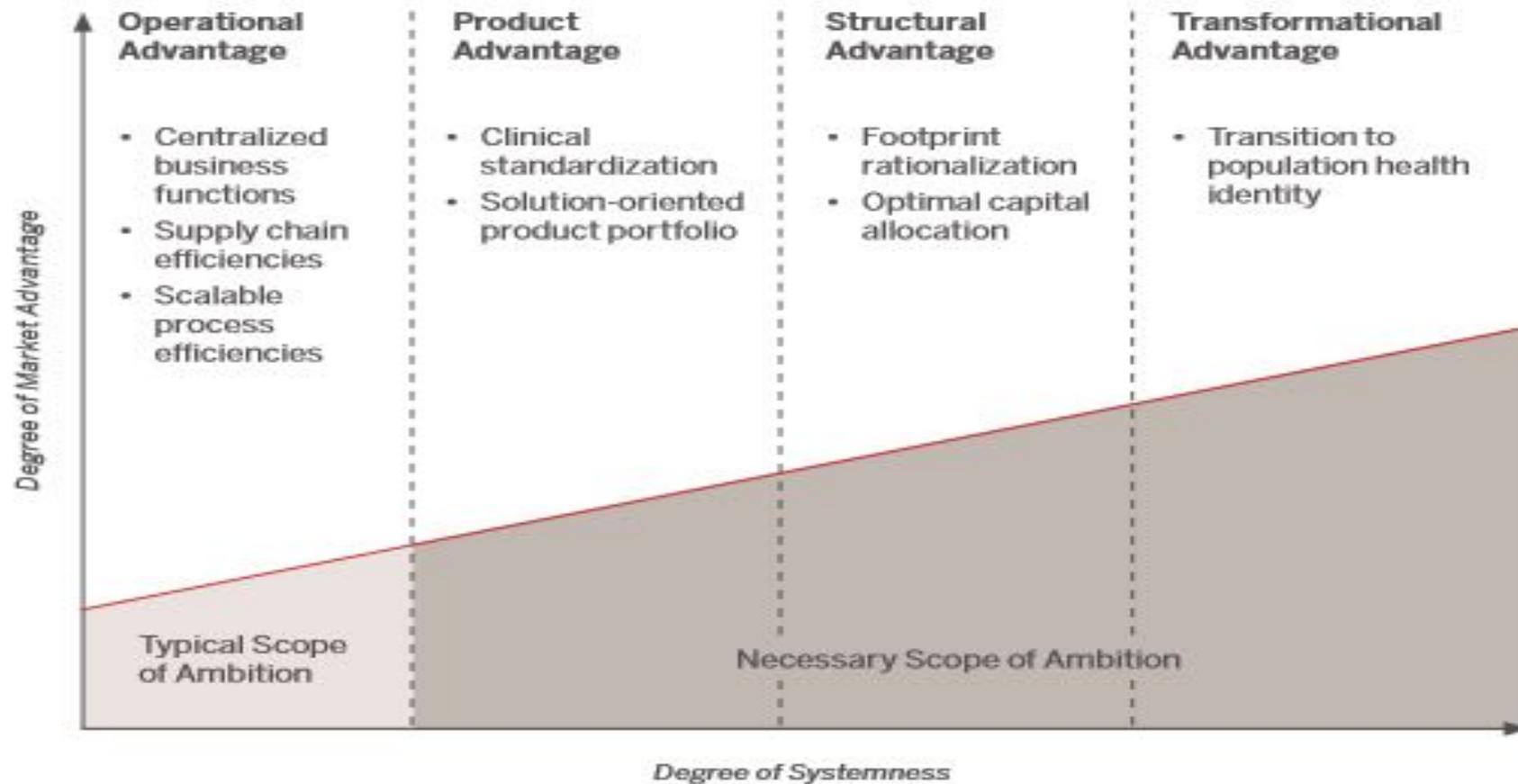
Ancillary Services



“PERPLEXITY IS THE BEGINNING OF KNOWLEDGE.”

KHALIL GIBRAN

DEVELOPING SYSTEM VALUE



COMPETING ON VALUE

Baseline Requirements

Cost



- Low unit prices relative to competitors
- Willingness to further reduce prices in return for steerage
- Investment infrastructure that signals ability to control cost trend

Access



- Geographic coverage that aligns with purchaser of interest
- Ability to meet convenience demands of consumers (after-hours or weekend access, virtual care, etc.)

Differentiators

Clinical Quality



- Better outcomes than competitors
- Adherence to evidence-based clinical practices

Service Experience



- High patient satisfaction ratings
- Strong brand reputation

FOSTERING PATIENT LOYALTY

Difficult to Leave

(Facing Unbundling from Purchasers)

Health plan benefit design makes out-of-network care expensive

Cumbersome to move health care data

No realistic clinical alternatives outside system

Appealing to Stay

(Long-Term Advantage)

Connection to community resources

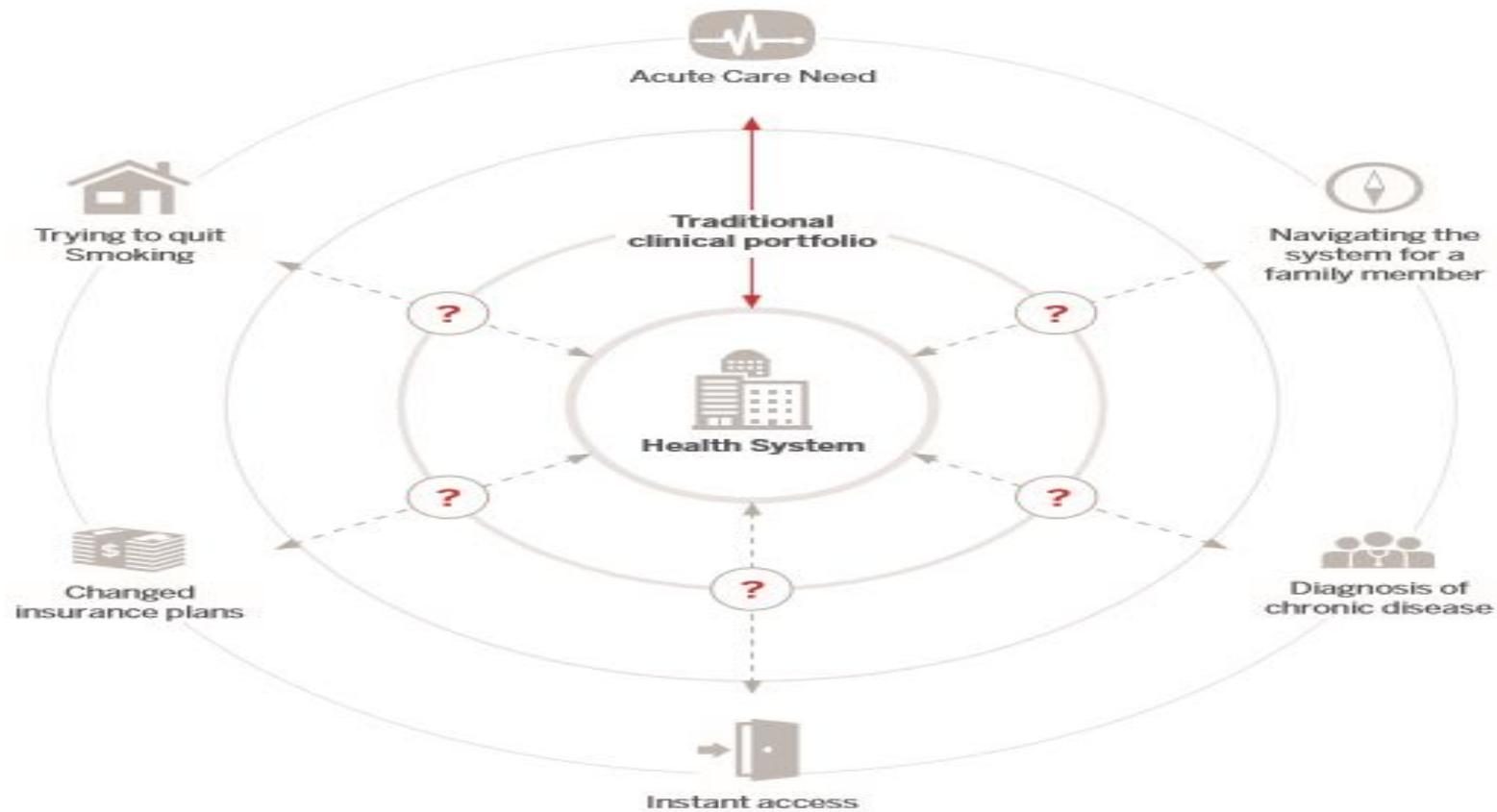
Ease of scheduling and navigation

Top-tier customer service

Removing financial barriers to care



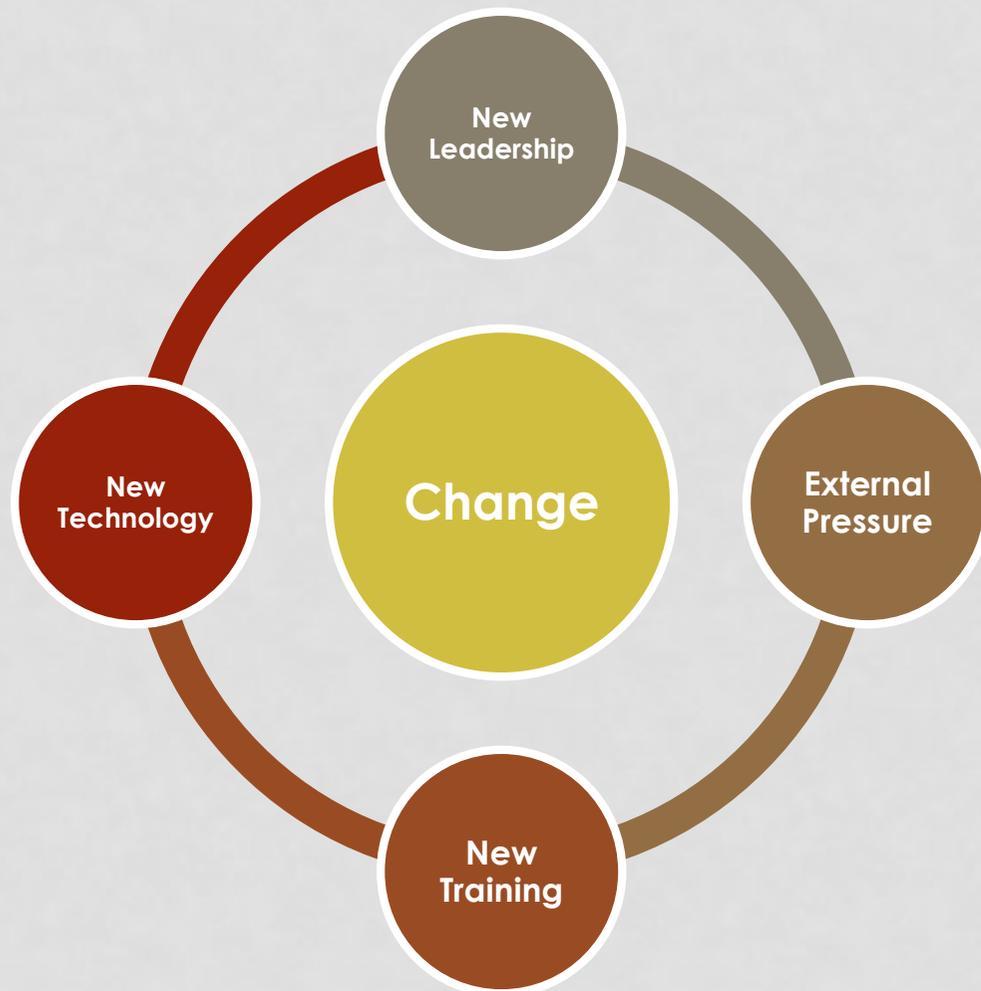
MEETING UNMET NEEDS



Create The Climate

Engage & Enable

Implement & Sustain



Change The Way People Think

- *Change is personal*
- *Change behavior*

Change The Norms

- *Standards, models, patterns*
- *Data driven decision making*
- *Process focus*
- *Value driven*

Change The Systems and Processes

- *Sustained change*
- *Achieve objectives*
- *Flexibility and improved capacity*

TRAINING STRATEGY



Fundamentals

Participants: 31

Objectives:

Basic fundamentals of process improvement principles using the Lean approach in order to develop process awareness and a mindset of continuous improvement



Leader Fundamentals

Participants: 40

Objectives:

Along with the basic fundamentals, leaders learn to build the infrastructure of process improvement in the broader context of business process management (BPM), and supporting improvement teams



Certification

Participants: 30

Objectives:

Beyond the fundamentals, participants learn the full-breadth of BPM, and the tools of Lean and Six Sigma to lead Rapid Cycle Improvement and Six Sigma projects

Establish a common language and culture of continuous improvement

Five Fundamental Principles of Lean Thinking

Defining Value

- What is important to our patients, staff, and the business?

Value Stream

- Are our processes delivering value at every step from start to finish?

Flow

- Are processes optimized to support teams care for patients without waste and bottlenecks?

Pull

- Are our processes responsive delivering the right services at the right time?

Perfection

- Do we maintain optimistic dissatisfaction continuously pursuing improvement?

WHAT IS THE SIX SIGMA FRAMEWORK?

Define

- What is the problem, what impact does it have on the business?

Measure

- Study the process, observe physical work flow, generate ***data***.

Analyze

- What ***information*** can be learned about the issues, their causes and effects, and potential solutions?

Improve

- Pilot solutions, develop new ***knowledge*** by measurement and validation.

Control

- Institutionalize ***wisdom*** by systematically monitoring and spreading best practices.

“IF YOU DO NOT **CHANGE DIRECTION**, YOU MAY END UP
WHERE YOU ARE HEADING.”

LAO TZU

ORGANIZATIONAL DEVELOPMENT & STRATEGIC ALIGNMENT

BUSINESS

Interaction of individuals who perform to generate value for the customers and return on investment



BUSINESS PROCESS

Accumulation of defined activities executed by machines or people and pursues certain goals, or solves specific problems



Initiated by particular events; activities result in process completion or transmission to the next process

End-to-end process creates value for customers

BUSINESS PROCESS MANAGEMENT

Concept to define, design, implement, document and supervise business processes to reach organization objectives



Definition, improvement and management of end-to-end business process; purpose is to increase results and create additional value

Leads to effective performance and the improvement of specific department processes within the company or between organizations

STRUCTURING FOR CHANGE

Imperative

**Leadership Advocacy
and Accountability**

**Align in a Supportive
Organizational Structure**

**Clear Expectations and
Standard Work**

Functional Workflow Assessment

- Understand roles and dependencies
- Executive steering forum

Coverage Analysis

- Study historical data and develop a forecasting system
- Understand coverage needs for the foreseeable future for scheduled absences
- Identify seasonal coverage needs

Standards Alignment and Development

- Align organizational quality standards
- Develop EHR documentation standards
- Establish system-level cycle time expectations
- Select master template improvement and pilot opportunities
- Begin workspace optimization

Growth

Population Health

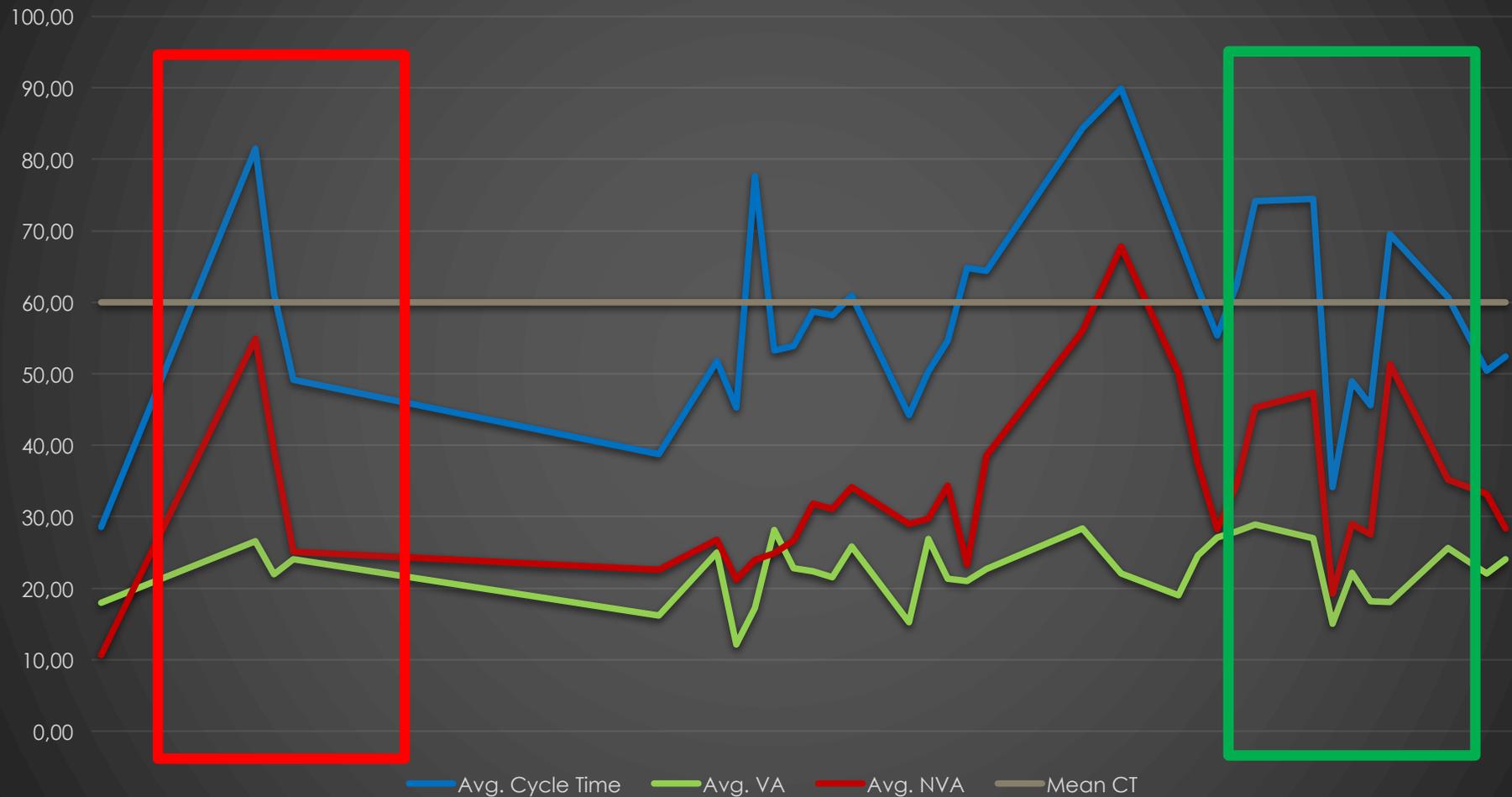
Employer of Excellence

“A PROBLEM WELL PUT IS HALF SOLVED.”

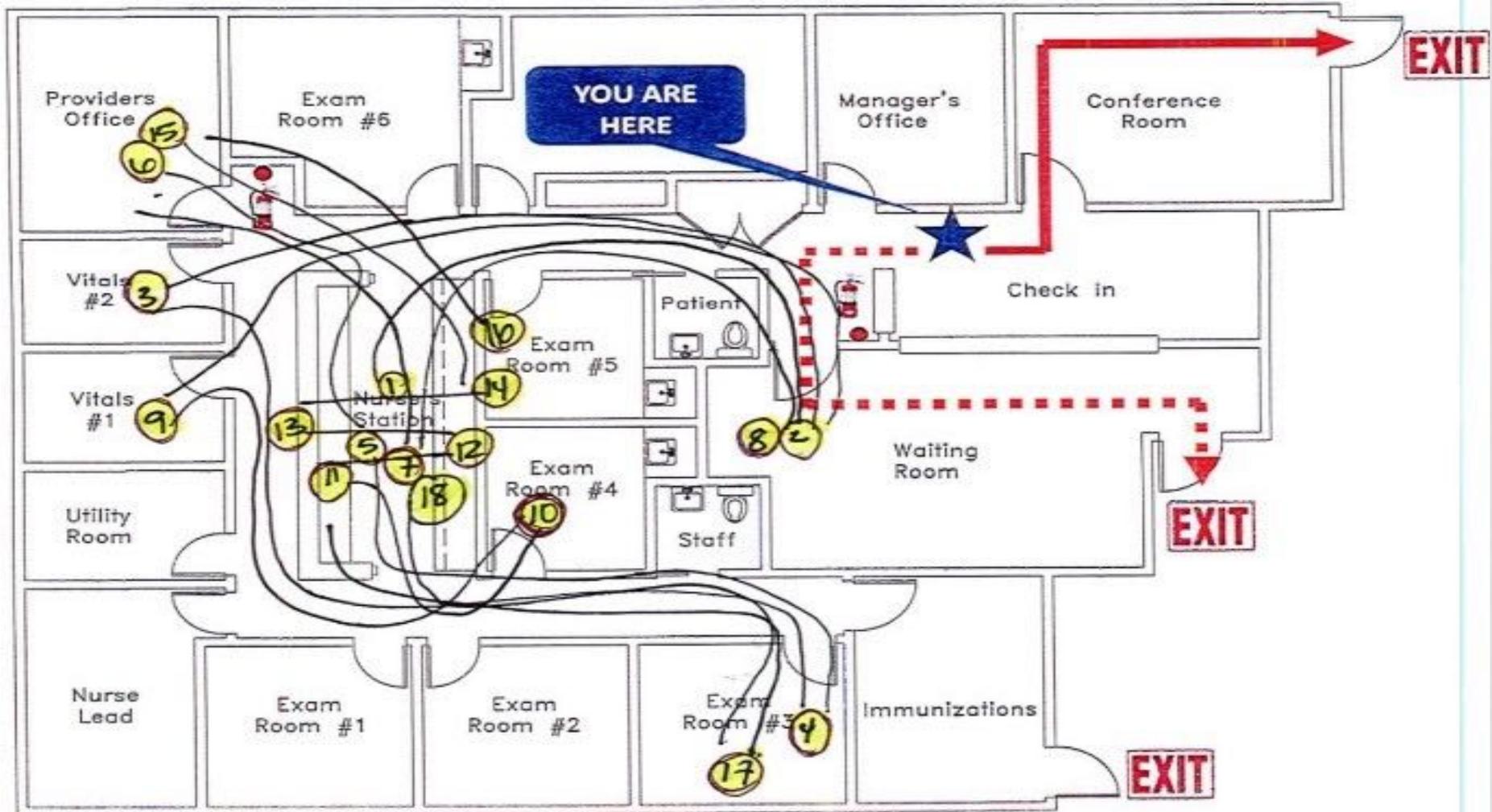
JOHN DEWEY

THE PROBLEM

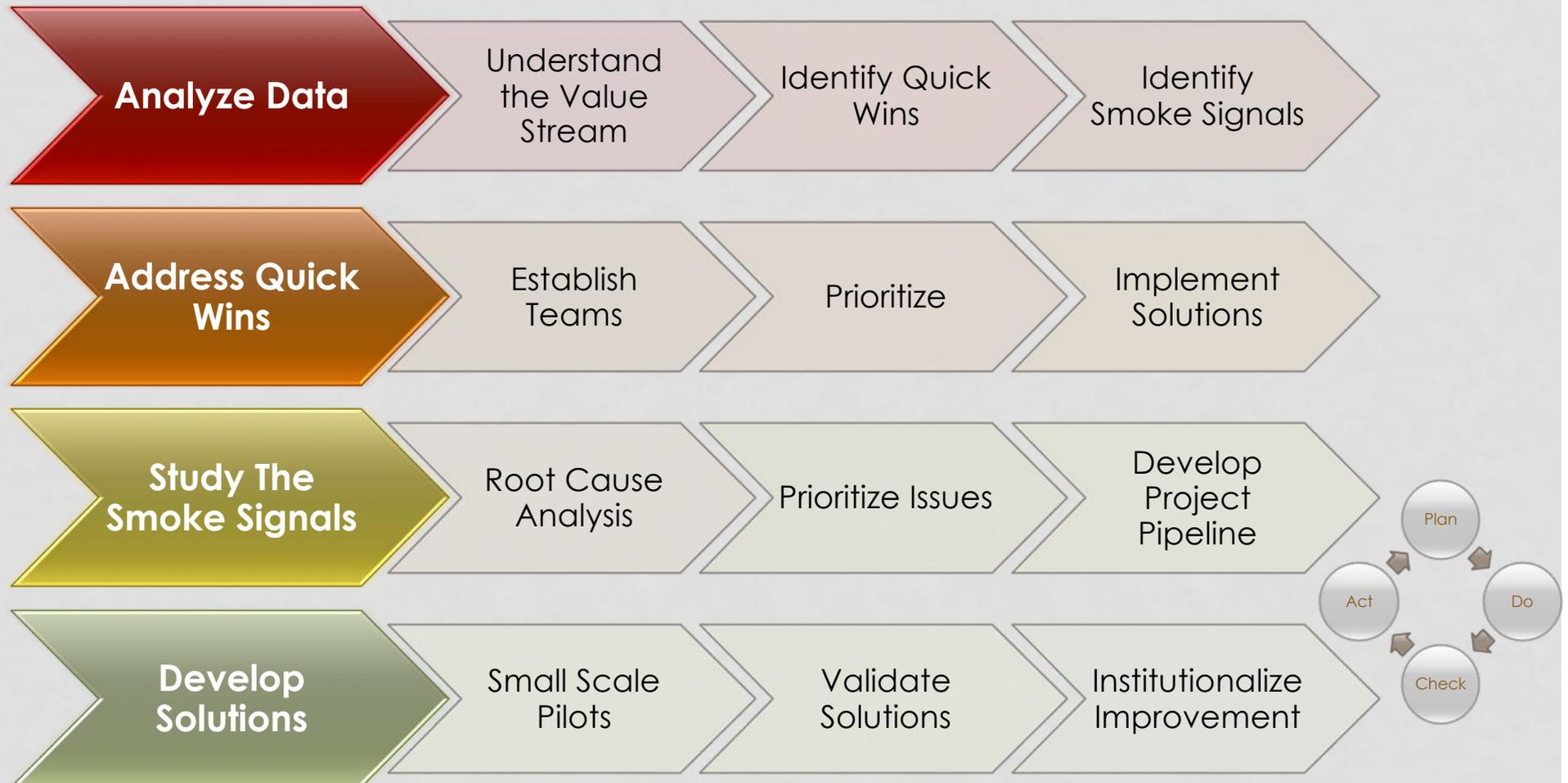
Patient Workflow Cycle Time Performance (System Level)



THE PROBLEM



PATIENT FLOW IMPROVEMENT PROJECT



QUICK WIN/RAPID CYCLE IMPROVEMENT OPPORTUNITIES

**System Lag &
Downtime**

Nurse Visits

**Electronically
Accessible &
Fillable Forms**

**Simplified
Scheduling**

**Telephone
Reminders &
Guidance**

**Clearly Aligned
Clinical Guidelines
and Organizational
Standards**

**Medical/Pharmacy
Information Sharing**

“WHEN YOU’RE FINISHED CHANGING, YOU’RE FINISHED.”

BENJAMIN FRANKLIN

RESOURCES

- The Six Sigma Handbook, Thomas Pydek & Paul Keller
- Lean Six Sigma Demystified, Jay Arthur

THANK YOU

QUESTIONS?