

Naveena Bobba, Deputy Director, naveena.bobba@sfdph.org
San Francisco Department of Health, www.sfdph.org

Project Description

To facilitate the transition of the Emergency Medical Services (EMS) Agency to the Department of Public Health we developed a change management strategy to achieve improvements in staff engagement and productivity, in order to ensure staff would thrive in their new environment.

Problem Statement:

In 2016 the decision was made to move the EMS Agency to the Department of Public Health (DPH), to better integrate specific functions of the health care delivery system. Because the EMS Agency is charged with quality assurance and quality improvement for care delivered in the 911 setting, the transition became a strategic priority for DPH. Failure of a smooth transition had the potential of leading to decreased QA/QI oversight with the downstream effects of poor EMS system performance and worse patient outcomes.

Discovery:

- **Interviewed** multiple stakeholders, including transitioning staff, 911 ambulance providers, and staff from the Department of Emergency Management, DPH and hospitals.
- Used this as an **opportunity** to understand pain points of partners, to see if transition plan could address common issues.
- **Surprises:** 1. Very little overlap in recommendations. 2. Everyone had a different idea on what the EMS agency should be focusing on, and the pain points in the system.
- Led to the **realization** that the focus needed to be on transition before we could make major shifts to the agency. Change management plan included courageous conversations, regular meetings, open communication, and accountability huddles.

Goal:

To ensure that EMS staff transition and acculturate successfully so that the current work of the agency is maintained.

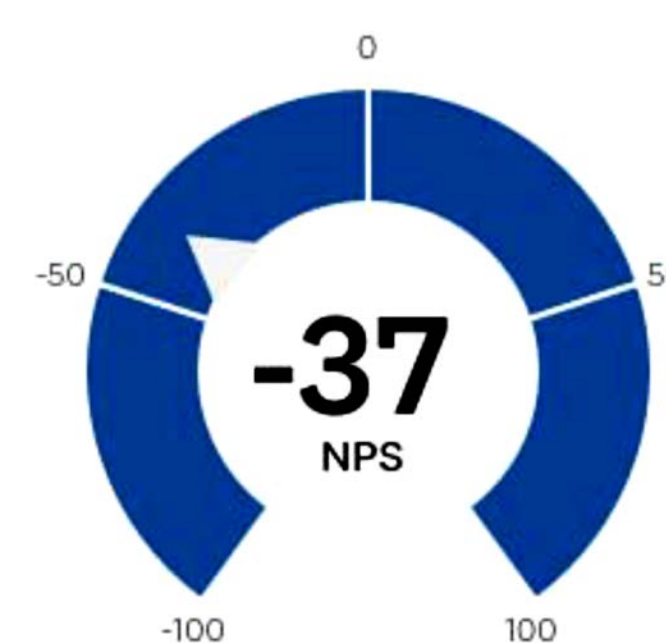
Outcome-oriented Objective

- Measure employee engagement through the Net Promoter Score (NPS) in December 2017 and June 2018 with the goal of a 10% increase in NPS by June 30th 2018.
- Improve productivity by decreasing absenteeism by 10%, measured through comparing staff absence rates during year prior to transition to the year of transition.
- 100% retention of current staff through June 30th 2018.

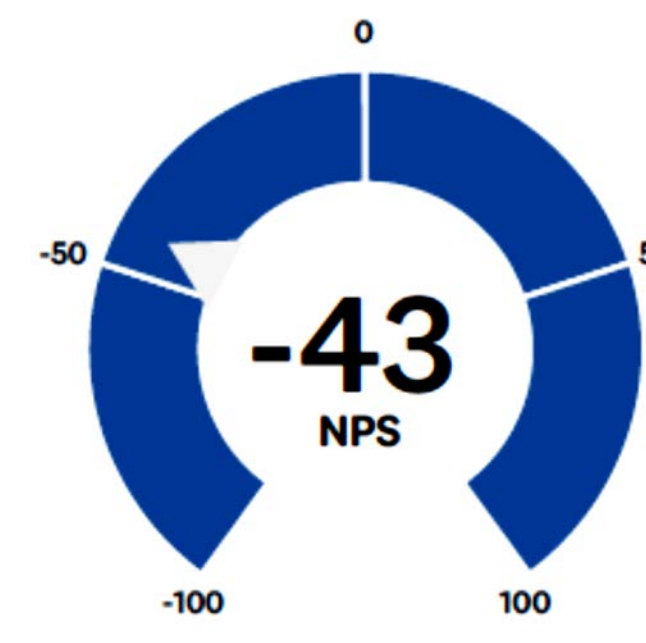


Results

Staff Engagement: Net Promoter Score (NPS)



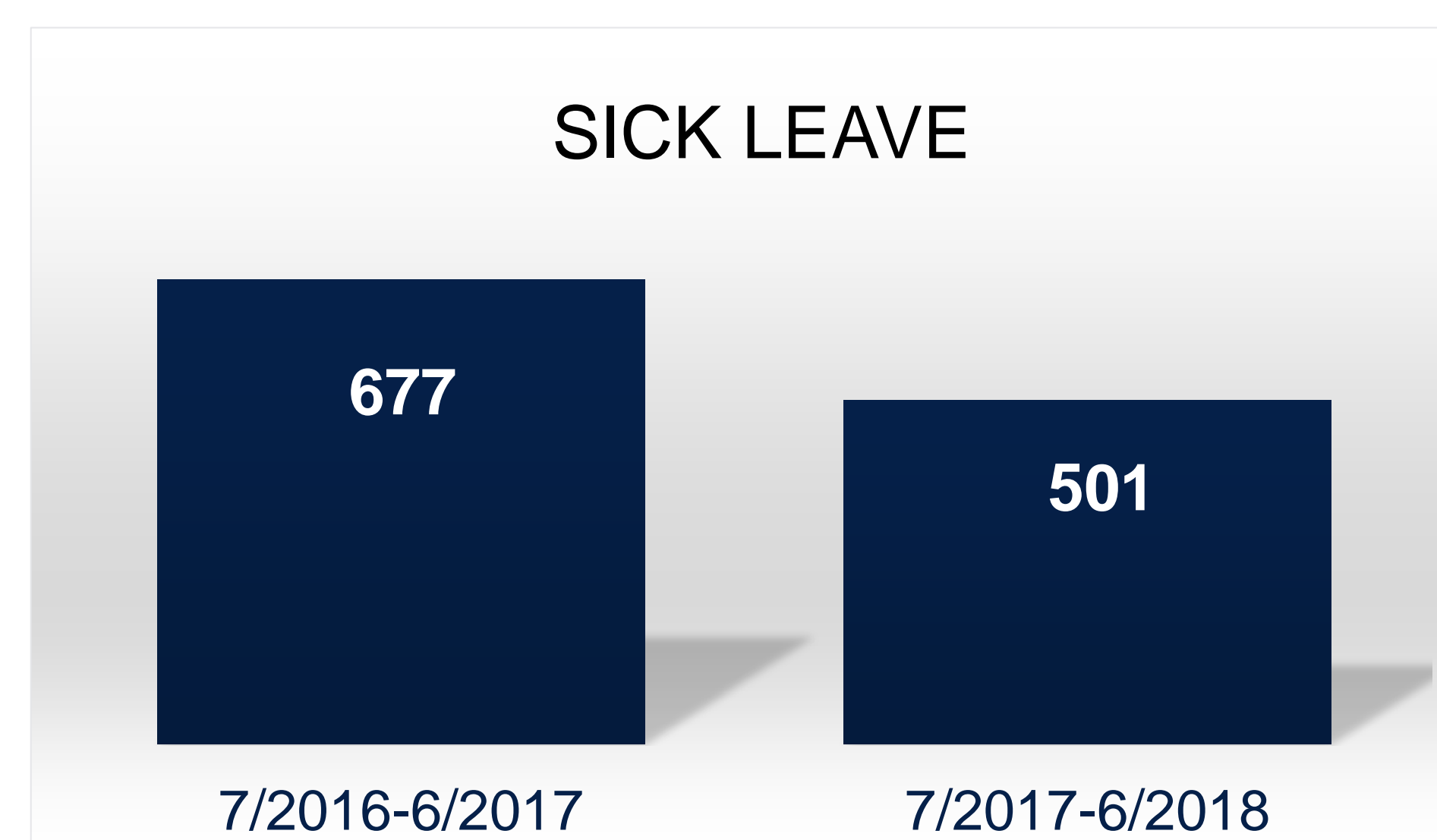
N=8, conducted 11.30.2017



N=7, conducted 06.20.2018

Productivity

Absenteeism



Staff Retention

100%






Lessons Learned

- The transition plan that was created did not alter staff engagement but did seem to decrease the amount of absenteeism, which was used as a proxy for productivity. Additionally the goal of 100% staff retention was achieved.
- Design thinking and interviewing customers was a new tool that provided an alternative approach to problem solving. It helped to test assumptions, and identify pain points that were not readily understood at the outset of this project.
- Despite numerous stakeholder interviews, a dedicated team for the transition, ongoing communication and a thorough review of the literature, the goal of improved engagement remained elusive.

Next Steps:

- Transition is an ongoing process that does not encompass a single day, month, or year. Staff will continue to be taken through a change management program that emphasizes transparency and trust. The program will adapt to their changing needs.
- Future recommendations:
 - Measure NPS or other engagement tool at the beginning of a transition.
 - Identify a leader who had the authority and commitment to keep the transition plan stable through out the year (leadership change occurred during the year).

Mission Model Canvas

<p>Key Partners</p> <ol style="list-style-type: none"> 1. DPH Leadership 2. DEM Leadership 3. HR 4. IT 	<p>Key Activities</p> <p>Project management to include: Development of objectives and mission of transition, space allocation and eventual move, transitioning of IT systems and technology tools, hiring of new staff and training on DPH processes.</p>	<p>Value Propositions</p> <p>The transition program for staff is meant to: 1. Address uncertainty that occurs with big changes 2. Provide a support system during the transition and 3. Ultimately improve employee engagement, as a marker for improved staff satisfaction.</p> 	<p>Buy-in & Support</p> <p>Sprint board to be used as a communication tool for staff. Will include transition initiatives such communication, moves, hiring. Staff will have ongoing input.</p>	<p>Beneficiaries</p> <p>Staff of the Emergency Medical Services Agency that are transitioning to DPH.</p> 
<p>Mission Budget/Cost</p> <p>In kind time of all personnel involved in this process. Consultant cost to facilitate transition.</p>		<p>Mission Achievement/Impact Factors</p> <p>Reduced turnover which leads to cost savings. Cost for turnover of each skilled staff is estimated at a full year's salary, which would be approximately \$125,000 per person.</p>		