True North 2.0
What We’ve Done

- Standardized terminology
- Simplified the metrics and pyramid
- Aligned the mission to UCSF Health
- Used more inspiring language
- Provide an example of how to connect with it
What Success Looks Like

Our leadership challenge
Constant and routine messaging around True North

Our desired outcome
Our organization can articulate True North and how the work they do impacts it
True North
North according to the earth’s axis, not magnetic north
Why True North Matters

- Connects us to the mission.
- Provides a constancy of purpose.
- Aligns our work to support UCSF and helps our people understand our jobs are important.
Terminology

**True North** → Our compass
**Mission** → Our purpose
**Vision** → What we aspire to be
**Values** → Our shared beliefs
**Pillars** → Guide our work
**Metrics** → Measure our progress
**Strategic Priorities** → Game changing initiatives
We Are ONE UCSF

UCSF

Health

Schools

Administration

FAS
Mission

MISSION
Caring · Healing
Teaching · Discovering
Vision

VISION
An environment where people can do their best
Values

VALUES

Professionalism · Respect · Integrity · Diversity · Excellence
Pillars

TRUE NORTH PILLARS

Customer Experience
Create exceptional customer experience

Safety
Deliver a safe and secure environment

Our People
Create an optimal work experience

Resource Management & Stewardship
Manage costs and optimize assets

Innovation
Invest in transformation and continuous improvement
FAS True North

**MISSION**
Caring · Healing
Teaching · Discovering

**VISION**
An environment where people can do their best

**VALUES**
Professionalism · Respect · Integrity · Diversity · Excellence

**TRUE NORTH PILLARS**

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FAS True North Metrics Measure Our Progress

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M1

M2

M4

M6

M9

M3

M5

M7

M8
Customer Experience

Create exceptional customer experience

Metric 1

Establish FAS customer satisfaction index baseline and target
Safety
Deliver a safe and secure environment

Metric 2
Zero UCSF IT security-related privacy breaches

Metric 3
3% reduction in lost work days
Our People

Create an optimal work experience

Metric 4
Progress toward 50th percentile FAS staff engagement

Metric 5
Maintain 5.9% FAS voluntary turnover rate
Resource Management & Stewardship
Manage costs and optimize assets

**Metric 6**
$-140.7M UCSF change net position

**Metric 7**
FAS expense <6% of UCSF expense

**Metric 8**
Reduce CO2 to 113K metric tons
Innovation
Invest in transformation and continuous improvement

Metric 9
Increase % FAS units tracking KPIs
# FAS True North Scorecard – FY18 Q2 Results

## Customer Experience

<table>
<thead>
<tr>
<th>Metric</th>
<th>Executive Sponsor</th>
<th>Last Measurement as of June 30, 2017</th>
<th>Current Period Performance</th>
<th>1-Year Target by June 30, 2018</th>
<th>3-Year Target by June 30, 2020</th>
<th>Related Strategic Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAS Overall Customer Satisfaction Score (Expressed on 1-100 scale)</td>
<td>Becky Daro</td>
<td>Results available in Spring 2018</td>
<td>Full results available in Spring 2019</td>
<td>Establish baseline and target</td>
<td>TBD</td>
<td>Resource Allocation</td>
</tr>
</tbody>
</table>

## Safety

<table>
<thead>
<tr>
<th>Metric</th>
<th>Executive Sponsor</th>
<th>Last Measurement as of June 30, 2017</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Lost work days due to injury (Expressed as # of lost days paid out)</td>
<td>David Odato</td>
<td>Baseline</td>
<td>Results communicated internally</td>
<td>-3%</td>
<td>-2% per year</td>
<td></td>
</tr>
<tr>
<td>IT Security-related privacy breaches requiring individual and/or regulatory agency notification (Expressed as # of breaches)</td>
<td>Joe Bengfort</td>
<td>0</td>
<td>Results communicated internally</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

## Our People

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</tr>
</thead>
<tbody>
<tr>
<td>FAS Employee Engagement (Expressed on 1-5 scale)</td>
<td>Paul Jenny</td>
<td>FAS Grand Mean: 3.96 (Gallup 43rd percentile)</td>
<td>Results available annually at FY end</td>
<td>Results available annually at FY end</td>
<td>2017: 3.96 (Gallup healthcare 50th percentile)</td>
<td>Continuous Improvement</td>
</tr>
<tr>
<td>FAS Voluntary Turnover Rate (Expressed as % of all FAS Career Staff)</td>
<td>David Odato</td>
<td>6.7%</td>
<td>1.8%</td>
<td>2.9%</td>
<td>5.5%</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

## Resource Management & Stewardship

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<tr>
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<th>Related Strategic Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCSF consolidated change in net position (Expressed in dollars)</td>
<td>Teresa Constantinidis</td>
<td>($156,113,000)</td>
<td>$280,303,000</td>
<td>$169,766,000</td>
<td>($140,659,000)</td>
<td>$174,715,000</td>
</tr>
<tr>
<td>Ratio of FAS expense to UCSF Enterprise expense (Expressed as % of UCSF Enterprise expenses)</td>
<td>Teresa Constantinidis</td>
<td>5.8%</td>
<td>5.8% (Projected 2018 FY End)</td>
<td>6.0%</td>
<td>5.6%</td>
<td></td>
</tr>
<tr>
<td>Carbon neutrality index (Expressed in metric tons of CO2 emitted)</td>
<td>Gail Lee</td>
<td>114,070</td>
<td>Results available annually at FY end</td>
<td>Results available annually at FY end</td>
<td>≤ 113,356</td>
<td>69,541</td>
</tr>
</tbody>
</table>

## Innovation

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</tr>
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<tbody>
<tr>
<td>FAS Units Tracking KPIs (Expressed as % of FET Direct Reports’ units regularly tracking KPIs on visibility boards [as measured by quarterly PMO survey])</td>
<td>Mara Fellouri</td>
<td>N/A</td>
<td>11% (3 of 28)</td>
<td>TBD</td>
<td>TBD</td>
<td>Continuous Improvement</td>
</tr>
</tbody>
</table>

*(note: some metrics have sensitive data and are not included in above image, but are available through your department)*
How do we connect our work?
Strategic Priorities are game changing initiatives that unify us to make our vision happen.

Five Strategic Priorities
- Advance culture of continuous improvement
- Prepare to improve Parnassus campus facilities
- Improve strategic asset visibility
- Achieve carbon neutrality
- Optimize resource allocation models
Connecting to Our Work

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Innovation
Invest in transformation and continuous improvement

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<tr>
<th>Organizational</th>
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<tbody>
<tr>
<td>Department</td>
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<tr>
<td>Team/Individual</td>
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<tr>
<td>FAS True North Metric</td>
<td>Safety</td>
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<tr>
<td></td>
<td>Zero UCSF IT security-related breaches</td>
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<tr>
<td>Organizational</td>
<td>Comprehensive program to monitor and address IT security risks for UCSF</td>
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<tr>
<td>Department</td>
<td>Department applications meet Data Security Compliance standards</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Team/Individual</td>
<td>Complete Cyber Security Training</td>
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</table>
The future: Aligning with True North
IT Visual Board
Regardless of your role, **you make decisions every day** that, in small incremental steps, impact our mission.
Call to Action

Our leadership challenge
Constant and routine messaging around True North

Our desired outcome
Our organization can articulate True North and how the work they do impacts it
Q&A