

## STRATEGIC PLAN

### The Department emphasizes services to its target populations

The Strategic Plan was originally adopted by the Health Commission in November 2000, and updated in 2004. The plan, by design, is flexible and has continued to grow and change as the Department has evolved. The Strategic Plan serves as a roadmap for DPH in all of its activities including program development, evaluation, departmental budgeting, and service adjustments. In July 2007, the Commission asked DPH to begin re-envisioning the Strategic Plan and to provide updates to the Commission through the Joint Conference Committees. Specifically, the Commission asked that wherever possible goals be simplified, measurable and achievable to provide both the Department and the Commission with tools to make difficult budgetary and programmatic decisions.

Following this direction, staff began working on the re-envisioned plan early in FY 2007 -08. Staff evaluated goals, strategies and objectives. The revised document retains the goals from the original plan acknowledging that they were sufficiently specific to provide appropriate guidance to DPH staff, while being sufficiently general to encompass the broad range of comprehensive objectives necessary for this plan.

***Goal 1: San Franciscans have access to the health services they need.***

***Goal 2: Disease and injury are prevented.***

***Goal 3: Services, programs, and facilities are cost-effective and resources are maximized.***

***Goal 4: Partnerships with communities are created and sustained to assess, develop, implement, and advocate for health funding, policies, programs, and services.***

At the same time we embarked on the DPH Strategic Planning process, two other significant community planning and reporting processes emerged that have a direct impact on the health and well being of San Franciscans:

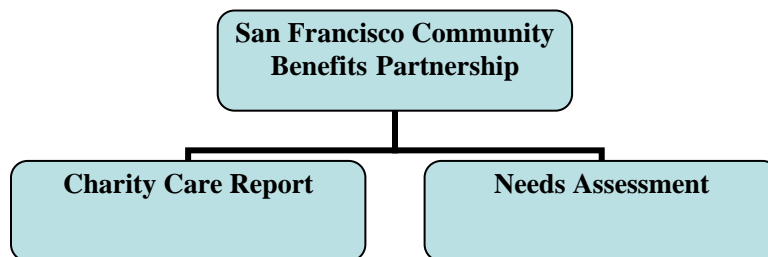
- The San Francisco Board of Supervisors passed Ordinance Number 163-01, the Charity Care Policy Reporting and Notice Requirement, which requires nonprofit hospitals to notify patients of their charity care policies and to report specific information about the charity care they provide to DPH; and,
- The Building a Healthier San Francisco (BHSF) citywide collaborative of non-profit hospitals and DPH. The collaborative was established in 1994 to meet requirements set forth in Senate Bill 697 – a state law that requires private non-profit hospitals to conduct a community health needs assessment every three years and “assume a social obligation to

provide community benefits in the public interest.”<sup>1</sup> Hospitals utilize the assessment as a tool for developing their community benefit plans, which are submitted annually to the California Office of Statewide Health Planning and Development (OSHPD).

In 2003, at the direction of the Commission, DPH established the Charity Care workgroup comprised of all of San Francisco’s not-for profit hospitals, the Hospital Council, labor representatives, and the Consortium Clinics. The Charity Care workgroup has worked collaboratively to improve the quality of the Charity Care Report and to provide a complete picture of community benefits provided to San Franciscans. Community benefits are unreimbursed hospital activities that address community-identified needs and are designed to improve the health status of the communities served by the hospital: charity care being one type of community benefit that hospitals provide. Community benefits include: health promotion, health education, disease and injury prevention, social service activities, and financial or in-kind support of public health programs.

Early in 2008, BHSF and the Charity Care workgroup held three joint meetings inviting other community stakeholders and subject experts to begin identifying unmet need in San Francisco, to harness the collective energy and resources of the member groups, and to develop a collaborative approach to community benefit planning. The meetings were such an outstanding success that the groups decided to join together and to form a new partnership, the Community Benefit Partnership designed to maximize both change and efficiency through high-level discussion.

The combined group creates a high level policy committee, with two working subcommittees that work on the charity care report and community needs assessment and is structured as follows:



Through a consensus process, the group agreed to work on the following four goals in neighborhoods with the greatest health needs in the City:

- Improve Access to Care
- Prevent Chronic Disease and Increase Wellness
- Reduce the Incidence of Communicable Disease
- Engage in Violence Prevention

These goals are aligned with all the goals established in DPH’s Strategic Plan: Goals 1 and 2 state that San Franciscans have access to health services and that disease and injury are prevented; Goal 3 targets resource maximization and Goal 4 concerns partnering with the community to advocate for programs and services, both of which are precisely why the new partnership has emerged – to promote cost-effective care and to maximize the community benefit resources of all the hospitals and community partners. Since Mayor Newsom’s election in 2004 he has issued 39 Executive

---

<sup>1</sup> California Health and Safety Code §449.10(a).

Directives; nearly half relate to environmental issues, more than a quarter are aimed at reforming government and fiscal initiatives and the remaining quarter are related specifically to health issues. Of the health related Executive Directives, they focus on issues of access to care, increasing wellness, the incidence of communicable disease and three relate to violence prevention strategies.

Given the confluence of planning processes, the San Francisco Health Commission embraced the work of the new Community Benefit Partnership (CBP) and endorsed the four priority goals of the CBP agreeing to incorporate these into the DPH Strategic Plan.

DPH, working with the CBP and with the Commission's Citywide Health Planning and Effectiveness Committee will begin the process of integrating the performance measures that DPH currently reports and set the Department on the course of data-driven and outcome-based decision making.

The next seven chapters of the FY 2007 -08 Annual Report highlight DPH achievements displayed using the current strategic plan framework. At the request of the Commission, three areas have been highlighted and occupy their own chapters: Healthy San Francisco, Cultural Competency and a synopsis of the Market Assessment of San Francisco. These areas each impact all four of DPH's goals.