



**London N. Breed,
Mayor**

**Greg Wagner,
Chief Financial Officer**

MEMORANDUM

June 12, 2020

To: President Dan Bernal and Honorable Members of the Health Commission
Through: Dr. Grant Colfax, Director of Health
From: Greg Wagner, Chief Financial Officer

Re: DPH Proposed Budget, FY 2020-2021 and FY 2021-2022

At the June 16, 2020 Health Commission meeting we will discuss the proposed budget for FY 2020-21 through FY 2021-22. As you know, in February 2020 the Commission considered and approved a budget proposal for the coming two fiscal years. In the intervening months, the City's financial situation has changed significantly because of the COVID-19 pandemic. The City Controller projects that tax revenues will drop sharply due to reduced economic activity, and the City faces significant new needs associated with the COVID-19 response. As a result, the City is revisiting its budget process and the Mayor's Office has issued new instructions to departments. The Commission reviewed the updated financial outlook and revised instructions at its May 19 meeting. At the June 16 hearing, staff will present DPH's proposal to meet these new instructions. We are requesting Commission approval of these initiatives for submission to the Controller and Mayor's Office. A significant amount of work remains on key budget issues. The proposal before the Commission at this meeting does not include the proposed budget for the COVID-19 response, which is still in development. Other key issues also remain unresolved in this package, including the financial path forward for the Mental Health SF program. The department will continue to work through these issues over the coming weeks and discuss them with the Commission at future meetings.

1. Background

In December 2019, the Mayor's Office issued financial projections, including a projected two-year General Fund deficit of \$420 million for FY 2020 through FY 2022. With the onset of the COVID-19 pandemic and subsequent public health interventions, the City, State, and national economic outlook has changed considerably. In March, 2020, the Controller's Office issued an updated financial forecast indicating that the General Fund deficit was expected to increase to between \$1.1 billion and \$1.7 billion over the three-year period between FY 2019-20 and FY 2021-22. In May, 2020, the Controller, Mayor's Office, and Board of Supervisors Budget and Legislative Analyst jointly issued the annual update to the financial forecast. In this most recent report, the projected General Fund deficit is just over \$1.7 billion, slightly higher than the most pessimistic scenario in the forecast issued two months earlier. The growth in the deficit is driven largely by sharp reductions in certain General Fund tax revenues resulting from economic changes during the COVID-19 pandemic, most notably in hotel taxes, sales taxes, and real property transfer taxes.

To address this sudden change to the City's financial outlook, the City is making several changes to the budget process. At the normal June 1 deadline for the Mayor to submit a balanced budget to the Board of Supervisors, the Mayor's Office will submit an Interim Budget continuing appropriations at essentially the same level as the current year. The Mayor's Office intends to submit an amended proposed budget on August 1, essentially pushing the normal budget process back by two months. This change is necessary to provide time to react thoughtfully to the new financial reality.

Planning for the new August 1 deadline, the Mayor's Office has directed departments to resubmit budget proposals meeting the following instructions:

- Reduce General Fund support by 10 percent in FY 2020-21, compared to baseline budget.
- Reduce General Fund support by 15 percent in FY 2021-22, compared to baseline budget (continuing the 10 percent target reduction from FY 2020-21 and adding another 5 percent).
- Propose an additional 5 percent contingency reduction in FY 2021-22, for a total cumulative reduction of 20 percent in the second year.
- Non-General Fund departments and programs are expected to balance expenditures within available revenue.

For DPH, these targets equate to a reduction in General Fund support of \$74,569,552 in FY 2020-21, growing to \$113,204,329 in FY 2021-22 for a total of \$188,673,881 across the two-year budget cycle. The additional 5 percent contingency in year two would add an additional \$37,734,776 to this target.

2. DPH Budget Proposal

The attached budget proposal presents DPH's best effort to meet the revised budget instructions within a very short timeline. The proposal meets the majority of the department's target \$188.7 million, but falls short by \$2.8 million and does not meet the additional 5 percent (\$37.7 million) contingency reduction target. DPH will continue to work with the Mayor's Office in the coming weeks, and will report back to the Health Commission on changes.

The department has made every effort to avoid proposing service level reductions. The attached proposal relies heavily on solutions such as revenue (\$84.8 million), financing changes including release of reserves (\$68.9 million), and savings from capital projects, facilities, and information technology (\$16.9 million). While these solutions will reduce DPH's General Fund support, many are one-time in nature and therefore do not represent ongoing contributions to closing deficits in future years. Furthermore, if the additional 5 percent contingency targets are needed to balance the City's budget, significant service level reductions would likely be required. In that event, we will bring additional proposals before the Health Commission and request a Beilenson Hearing if needed.

DPH is proposing the following budget initiatives:

A. Revenue and Prior Savings Proposals

- A1 – Zuckerberg San Francisco General Revenues* – The baseline revenues have been updated since the February proposal to reflect a lower census and reduced services at ZSFG for FY 20-21 due to COVID-19. In addition, we are projecting Medi-Cal enrollment to increase by 7,000 members for an increase in Medi-Cal capitation by July of 2021. Net general fund savings/(cost) - FY20-21: \$10.1 M / FY21-22: \$28.4 M
- A2 – One-time Revenue from Medi-Cal Settlements.* In February, DPH projected \$65 million of multiple prior year settlements to be closed as part of the wavier negotiation between California and the Center for Medicare and Medicare studies (CMS). Overall, the department still expects these settlements to come through in FY 20-21, but is adjusting this figure to \$61.8 million to reflect \$4.1 million we received in May 2020 and already assumed as part of FY 19-20 balancing. Net general fund savings/(cost) - FY20-21: \$61.8 M / FY21-22: \$0 M
- A3 – Laguna Honda Hospital (LHH) Baseline Revenues.* No change to projected baseline revenues from February. Net general fund savings/(cost) - FY20-21: \$6.5 M / FY 21-22: \$12.1 M
- A4 – Savings from Decommissioning Legacy IT Systems.* In addition to the ongoing savings of \$8.6 million we presented in February from the decommissioning of legacy systems following the Epic implementation, we are adding savings of \$4.4 million in savings in contracts with Cerner Systems, the legacy EHR vendor. With the completion of the transition to Epic we will no longer expect to incur additional costs for this system. Net general fund savings/(cost) - FY20-21: \$14.3 M / FY 21-22: \$8.6 M
- A5 – Backfill of Federal Funding for Population Health Programs.* No change to the backfill needs of Public Health Emergency Preparedness and Response and Immunization. Net general fund savings/(cost) - FY20-21: (\$0.5) M / FY 21-22: (\$0.5) M
- A6 – Specialty Pharmacy Expansion.* No change to the budget neutral expansion of Pharmacy to create a Specialty Pharmacy and staffing at LHH and Jail Health. Costs of \$3.3 million and \$8.8 million over the next two years will be offset by revenue. Net general fund savings/(cost) - FY20-21: \$0 M / FY 21-22: \$0 M
- A7 – Revenue Adjustments Due to COVID 19.* This new initiative adjusts revenues in Primary Care, Behavioral Health and Population Health to reflect reduced levels of activity due to COVID 19. The revenue losses include \$4 million for Primary Care, \$29 million for Short Doyle Medi-Cal and \$3 million for Substance Use Disorder due to decreased productivity. In addition, the department projects \$6 million of losses due to lower volumes of new applications and fees for Environmental Health and other areas. These losses are partially offset by an estimate of \$28.2 million of CARES revenue in FY 20-21, for a net impact of \$13.1 million of losses. While Primary Care and Behavioral Health are preparing to restore some services with the lifting of shelter in place and have expanded some telehealth services, productivity and billing are expected to be lower for the next year. Note also that the Behavioral

Health revenues lag by one quarter, so the decreased revenue we are currently experiencing in the last quarter of FY 19-20 is included in this projection for FY 20-21. Net general fund savings/(cost) - FY20-21: (\$13.1) M / FY 21-22: \$0 M

Additional Savings Proposals

A8 – Jail Health Savings Due to the Closure of the Hall of Justice. In May of 2020 the Board of Supervisors voted to close the Hall of Justice facility which houses County Jail #4 by November 1st 2020. This initiative reduces 6 FTE (3.0 RNs and 3.0 LVNs) of the approximately 17 FTE staffing the Hall of Justice for expenditure savings. The remaining 11 FTE positions will be moved to support other areas of Jail Health. This initiative will not result in layoffs as staff will be reassigned to other vacancies within Jail Health and/or the San Francisco Health Network in accordance with Labor MOUs. Net general fund savings/(cost) - FY20-21: \$0.6 M / FY 21-22: \$1 M

A9 – Laguna Honda Hospital Operating Savings. This initiative reflects one time savings at Laguna Honda Hospital operations for FY 20-21 in salaries and materials and supplies. It assumes one time salary savings of \$1.5 million at LHH due to a slightly lower than average projected census due to restrictions in admissions due to prevent the spread of COVID-19. In addition, LHH will achieve one time savings of \$550,000 in food purchases while the kitchen is closed for remodeling. As meals cannot be prepared at the kitchen during this time, food preparation will be provided via a contract. Net general fund savings/(cost) - FY20-21: \$2.1 M / FY 21-22: \$0 M

A10 – Zuckerberg San Francisco General Operating Savings. This initiative reflects three areas of savings at ZSFG - materials and supplies, Per Diem Nursing and the UC Affiliation Agreement for Clinical services. As mentioned in Revenue initiative A1, the census and activity at ZSFG is expected to be lower in FY 20-21 due to COVID-19. As a result, ZSFG will achieve one-time savings in materials and supplies of \$2 million and reduce Per Diem usage by another \$1 million. In addition, the UC Affiliation Agreement costs will be reduced by \$3 million ongoing due to a freeze in physician salary increases. Net general fund savings/(cost) - FY20-21: \$6 M / FY 21-22: \$3 M

A11 – IT Operating Savings. DPH's IT division identified several expenditure adjustments to support general fund reduction targets including reductions in the scope of contracts and existing maintenance contracts by migrating to more efficient solutions. These changes will result in \$1.7 million in FY 20-21 and ongoing savings of \$1.1 million in FY 21-22. Net general fund savings/(cost) - FY20-21: \$1.7 M / FY 21-22: \$1 M

A12 – DPH Facilities Savings. This initiative reflects two savings in facilities costs - rental costs for civic center relocation and security costs at DPH sites. First, in FY 19-20 DPH budgeted additional lease costs to relocate programs in Civic Center to more seismically safe or efficient locations. Real estate has identified a site at 333 Valencia for tenants at 30 Van Ness. Current projected lease costs are \$1.6 million lower in FY 20-21 due to only partial payments in FY 20-21 with modest ongoing savings of

about \$400k annually. In addition, DPH's security director has reviewed our security staffing plan and adjusted staffing to reflect current needs. This results in \$1 million savings in our Sheriff Security work order. Net general fund savings/(cost) - FY20-21: \$2.7 M / FY 21-22: \$1.4 M

A13 – Healthy Kids Transitioning to Medi-Cal. In October of 2019, the state transitioned the Healthy Kids Program to Medi-Cal Managed Care. This shift results in annual savings of \$4.1 million for insurance premiums as well as administrative and marketing cost provided by the San Francisco Health Plan. As presented to the Commission in the fall, there will be no loss of coverage for participants as a result of this change. Net general fund savings/(cost) - FY20-21: \$4.1 M / FY 21-22: \$4.1 M

A14 – Changes in Prior Year Settlement Methodology. In FY19-20 DPH will adjust its methodology for reserving funds against potential audit settlements for behavioral health contracts. This change will allow us to recognize savings we usually realize at year end as part our annual budget. Settlement amounts are identified after the close of the year by comparing contractor trial balance costs against contract budget and final invoice totals. Prior to FY2019- 20, DPH's practice was to carryforward prior year POs pending identification of settlement amounts as a payment vehicle in case a settlement amount was owed to the CBO. Beginning in FY2019-20, DPH will close out POs for these years at year-end prior to completion of the settlement analysis and reserve against settlement obligations via use of reserves. This change will allow us to recognize \$7M in funding that was previously held pending audit settlements due to the variance between average PO carryforward value and the average settlement amount required to be paid to CBOs. This change does not result in any changes to services, funding or payment to any CBOs. Net general fund savings/(cost) - FY20-21: \$7 M / FY 21-22: \$7 M

A15 - Financing of Capital Projects. DPH will work with the Office of Public Finance to debt finance approximately \$38 million of capital projects at DPH which will result in \$4 million of debt service costs annually. This portfolio will include the ZSFG Chiller and Cooler, two major projects that were previously funded for initial work and have an expected unspent project balance of \$18 million. This balance can be liquidated for one time savings of \$14 million in FY 20-21. Note the final figures are pending analysis by Office of Public Finance. Net general fund savings/(cost) - FY20-21: \$4 M / FY 21-22: (\$4 M)

B. Emerging Needs

B1 - SFHN Quality Management Redesign and Expansion of the Office of Compliance and Privacy Affairs. No change to our proposal to create a centralized Quality Management (QM) Department for SFHN to expand our current Office of Compliance and Privacy Affairs. In addition to improving our quality and compliance efforts these positions will also support key behavioral health programs at ZSFG and of COVID efforts, including infection control. Net general fund savings/(cost) - FY20-21: (\$2 M) / FY 21-22: (\$2.7 M)

B2 – Implementing New Maternal Child Health Equity Initiative. No change to our proposed investments in three programs, the Doula Access Project, the Abundant Birth Project and the Peri-Natal Equity program; all focused on pregnant Black-African American Women and young families with the goal of reducing health disparities which remains a continuing need. Net general fund savings/(cost) - FY20-21: (\$0.6 M) / FY 21-22: (\$0.6) M

B3 - Supporting Operations and Census at ZSFG. The proposed expansion initiative will be put on hold for the FY 20-22 budget given t he projected lower census at ZSFG to limit the spread of COVID. Net general fund savings/(cost) - FY20-21: \$0 M / FY 21-22: \$0 M

B4 – Strengthening Human Resources. No change to our prior initiative to strengthen DPH’s human resources (HR) infrastructure with an additional 20 Full Time Equivalent (FTE) employees to ensure sufficient support for our workforce and our services. The department has identified HR infrastructure as a critical need to develop program infrastructure for Mental Health SF, the COVID-19 response, and other key program needs. These positions are even more critical as the department fills priority vacancies to support our hospitals and clinics, behavioral health services and our COVID response. Net general fund savings/(cost) - FY20-21: (\$2.7 M) / FY 21-22: (\$3.8 M)

As mentioned earlier, after accounting for all proposed revenues and emerging needs included in this budget proposal, the department would fall \$2.8 million short of its general fund reduction target. This calculation is summarized in the table below. In addition, a summary of our initiatives along with expenditure and revenue detail for each initiative is attached to this memo. We regret that due the time constraints, we were unable to provide full write ups for each of these as we normally do.

Budget Instructions	FY 20-21	FY 21-22	Two-Year Total
10%/15% General Fund Reduction Target	\$ 75,469,552	\$ 113,204,329	\$ 188,673,881
Revenue Growth Assumed in Deficit	(59,392,517)	41,089,856	(18,302,661)
	16,077,035	154,294,185	170,371,220
5% Additional Contingency	\$ -	\$ 37,734,776	\$ 37,734,776
Health Commission Proposal to Meet Target			
Revenues	\$ 79,289,793	\$ 48,490,309	\$ 127,780,102
Savings	\$ 38,414,016	\$ 13,730,742	\$ 52,144,758
Emerging Needs	\$ (5,300,422)	\$ (7,070,201)	\$ (12,370,623)
Total Proposed	\$ 112,403,387	\$ 55,150,850	\$ 167,554,237
Net Balancing - Above/(Below) Target	\$ 96,326,352	\$ (99,143,335)	\$ (2,816,983)

3. Budget Issues Remaining

There are several major issues unresolved in the attached budget proposal that will require future discussions with the Health Commission, Mayor's Office, Board of Supervisors, and other stakeholders over the coming weeks.

COVID-19 Preparedness and Response Program Budget

A significant amount of work remains to clarify the budgetary need for activities related to the COVID-19 response and ongoing preparedness. DPH is working with citywide partners through the Emergency Operations Center (EOC) to clarify the scope and resource needs over the coming two years, but given the complexity of this effort were unable to complete a proposal for the June 16 Health Commission meeting. It is clear that continued financial resources will be needed in the coming two years. Through its Department Operations Center (DOC), DPH is developing ongoing staffing and resource models for needs including epidemiology and surveillance, testing, case investigation, contact tracing, outbreak management, isolation and quarantine locations, the shelter-in-place hotel program, hospital surge preparedness, personal protective equipment supplies, and more. The City anticipates this program could require \$100 million or more per year. Because of the size and complexity of this program in a challenging financial environment—coupled with the inherent uncertainty around the course of the pandemic—DPH and City partners are pursuing several budgetary strategies:

- Emphasize re-direction of existing resources to meet COVID-19 needs. DPH is evaluating which staff and contracted resources it can re-deploy from pre-COVID-19 duties to meet ongoing COVID-19 needs. Using existing resources in this way alleviates the need for further budget reductions to fund the COVID-19 response.
- Pursue federal reimbursement. Certain COVID-19-related expenditures are eligible for reimbursement from FEMA or from other funding appropriated in federal stimulus legislation. The City EOC and DPH DOC are both actively designing programs and documenting costs to maximize federal reimbursement.
- State and federal budget advocacy. Financial support, or lack thereof, will have a determinative impact on the effectiveness of the City's COVID-19 response. The City is working with elected representatives and through its various advocacy associations to increase state and federal financial support.

Staff will report to the Health Commission at a future meeting on the budget and financial planning for the COVID-19 response.

Mental Health SF

As previously discussed at a number of occasions at Health Commission meetings, a key priority for DPH and the City is the development and implementation of Mental Health SF (MHSF), a visionary program to transform the City's behavioral health system led by Mayor Breed and the Board of Supervisors. The program was codified in an ordinance passed in 2019, and has an estimated cost of at least \$100 million to implement. Because of the ambitious scale of the program, even before the COVID-19 epidemic and changes to the economic environment it was likely that the program would be funded and implemented over several years. However, DPH has attempted to continue laying the groundwork for this program where possible given its financial constraints. In the proposed budget before the Commission on June 16, the department has

included additional resources for its Human Resources department—a critical step to ensure the Behavioral Health division has the core staffing available to make progress on the MHSF vision. In addition, the department is working to align behavioral health work in its COVID-19 response programs with the goals of MHSF, including behavioral health services in the shelter-in-place hotels and its work with homeless individuals affected by the pandemic. DPH continues to work with policy makers on the program and its budget, and will update the Commission over the next several weeks.

Timeline and Next Steps

- June 16 – Health Commission Budget Hearing
- June 19 – DPH submits proposed budget to Mayor’s Office and Controller
- July 7, July 21 – Health Commission Meetings prior to Mayor’s Budget Submission
- August 1 – Mayor Submits Balanced Budget to Board of Supervisors
- August – Board of Supervisors Budget and Appropriations Committee Hearings
- Mid-September – Full Board of Supervisors Budget Hearings and Approvals
- Late September/Early October – Mayor signs final budget

DEPARTMENT OF PUBLIC HEALTH FY 20-22 PROPOSED BUDGET June 2020 Revision

Div	Item	May Update Status	Description	FY 20-21				FY 21-22				Comments
				FTE Change	Expend Incr/(Decr)	Revenues Incr/(Decr)	Net GF Impact Favorable/(Unfavorable)	FTE Change	Expend Incr/(Decr)	Revenues Incr/(Decr)	Net GF Impact Favorable/(Unfavorable)	
MAYOR'S INSTRUCTIONS												
			10%/15% General Fund Reduction				\$ 75,469,552				\$ 113,204,329	
			Revenues Assumed In Deficit				\$ (59,392,517)				\$ 41,089,856	
			Total General Fund Reductions				\$ 16,077,035				\$ 154,294,185	
			5% Contingency				\$ -				\$ 37,734,776	
UPDATES TO PRIOR REVENUE AND SAVINGS												
ZSFG	A1	Updated	Zuckerberg San Francisco General (ZSFG) and Medi-Cal Waiver Revenues	-	\$ 20,392,530	\$ 30,563,541	\$ 10,171,011	-	\$ 9,692,284	\$ 37,930,809	\$ 28,238,525	This initiative modifies baseline at Zuckerberg San Francisco revenues originally proposed in February to reflect a lower census and reduced services at ZSFG for FY 20-21 due to COVID-19. Revenues are still expected to be higher year over year with \$6.1 million in FY 20-21 increasing to \$21.4 million in FY 21-22. In addition, we are also projecting an increase in Medi-Cal Capitation due to an expected enrollment of an additional 7,000 members by the start of FY 21-22. This also assumes a continuation of existing Medi-Cal Waivers during the FY 20-22 budget as is being currently negotiated by the State.
ZSFG	A2	Updated	One-time Revenue from Medi-Cal Settlements	-	\$ -	\$ 61,883,706	\$ 61,883,706	-	\$ -	\$ -	\$ -	As part of any new wavier negotiation between California and CMS, CMS has mandated that all open Waivers be closed and settled. The department anticipates that the process of closing multiple fiscal years will likely result in recognition of an additional \$61.8 million in prior-year one-time revenue between now and December 2020. This figures reflects a reduction \$4.1 million from the February submission due to a receipt of a porition of the funds in May 2020
LHH	A3	No Change	Laguna Honda Hospital (LHH) Baseline Revenues	-	\$ -	\$ 6,534,554	\$ 6,534,554	-	\$ -	\$ 12,115,872	\$ 12,115,872	Annual adjustment to baseline revenues at Laguna Honda Hospital due to legislated state rate increase. No updates proposed in June 2020.
IT	A4	Updated	Decommissioning of Legacy IT systems	-	\$ (14,319,105)	\$ -	\$ 14,319,105	-	\$ (8,640,723)	\$ -	\$ 8,640,723	DPH successfully implemented Wave 1 of the Epic electronic health record system on August 3, 2019. As part of a benefits realization plan, multiple legacy IT systems that were replaced by Epic can be decommissioned resulting in ongoing savings. While a portion of the \$11 million in expected savings is offset by a need to adjust remaining contracts with built-in inflationary costs, the department will still achieve savings of \$9,882,105 million in FY 20-21, and \$8,640,723 ongoing to help meet its general fund reduction target. In addition to the future ongoing savings projected in February, it will be closing out prior year POs with Cerner which will no longer be needed for
PHD	A5	No change	Backfill of Federal Funding for Population Health Programs	1.00	\$ -	\$ (494,159)	\$ (494,159)	1.00	\$ -	\$ (504,811)	\$ (504,811)	Backfills federal and state reductions to the Disease Prevention and Control, Public Health Emergency and Preparedness and Immunization programs within Population Health.

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SFHN	A6	No change	Specialty Pharmacy Expansion	12.32	\$ 3,333,986	\$ 3,333,986	\$ -	16.00	\$ 8,276,925	\$ 8,276,925	\$ -	This initiative focuses on expanding pharmacy at the San Francisco Health Network in two ways. First, the SFHN will develop a specialty Pharmacy Program at ZSFG for DPH patients taking high cost, complex, specialty medications that require comprehensive pharmaceutical care. Second, Laguna Honda Hospital (LHH) and Jail Health Services (JHS) will expand its staffing to comply with regulatory plans of correction workflow changes in two ways.
BHS, PC and PHD	A7	New	Revenue Adjustments Due to COVID	-	\$ -	\$ (13,124,424)	\$ (13,124,424)	-	\$ -	\$ -	\$ -	These initiative reflects losses in revenue in Ambulatory Care and Population Health due to reduced productivity due to COVID-19. The revenue losses include \$4 million for Primary Care, \$29 million for Short Doyle Medi-Cal and \$3 million for Substance Use Disorder due to decreased productivity. In addition, \$6 million of losses due to a reduced number of new applications and fees for Environmental Health and other areas.
							\$ -					
TOTAL PRIOR REVENUE AND SAVINGS				13.32	\$ 9,407,411	\$ 88,697,204	\$ 79,289,793	17.00	\$ 9,328,486	\$ 57,818,795	\$ 48,490,309	
ADDITIONAL SAVINGS INITIATIVES												
JH	A8	New	Reduction in Jail Health Services Due to Closure of the Hall of Justice	3.50	\$ (578,718)	\$ -	\$ 578,718	6.00	\$ (1,022,629)	\$ -	\$ 1,022,629	In May of 2020 the Board of Supervisors voted to close the Hall of Justice facility which houses County Jail #4 by November 1st 2020. This initiative reduces 6 FTE (3.0 RNs and 3.0 LVNs) of the approximately 17 FTE staffing the Hall of Justice for expenditure savings. This initiative will not result in layoffs as staff will be reassigned to other vacancies within Jail Health and/or the San Francisco Health Network in accordance with Labor MOUs. Remaining positions will be moved to support other areas of Jail Health.
LHH	A9	New	Operating Cost Savings at Laguna Honda Hospital		\$ (2,126,544)	\$ -	\$ 2,126,544	-	\$ -	\$ -	\$ -	This initiative reflects one time savings at Laguna Honda Hospital operations for FY 20-21 in salaries and materials and supplies (food). It assumes one time salary savings of \$1.5 million at LHH due to a slightly lower than average projected census due to restrictions in admissions due to prevent the spread of COVID-19. In addition, LHH will remodel its kitchen in FY 20-21 to meet regulatory requirements. Due to the nature of the construction project, the kitchen will be closed for 5 months and food preparation will be provided via a contract. This will result in one time savings in food costs in FY 20-22. The contracted services and facilities costs were budgeted expected to occur in FY 19-20, but was delayed to due access restrictions to limit the

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GH	A10	New	Operating Cost Reductions at Zuckerberg San Francisco General		\$ (6,086,076)	\$ -	\$ 6,086,076	-	\$ (3,017,009)	\$ -	\$ 3,017,009	This initiative reflects three areas of savings at ZSFG - materials and supplies, Per Diem Nursing and the UC Affiliation Agreement for Clinical services. As mentioned in Revenue initiative A1, the census and activity at ZSFG is expected to be lower in FY 20-21 due to COVID-19. As a result, ZSFG will achieve one-time savings in materials and supplies of \$2 million and reduce Per Diem usage by another \$1 million. In addition, the UC Affiliation Agreement costs will be reduced by \$3 million ongoing due to a freeze in physician salary increases.
DPH	A11	New	Information Technology Operating Savings		\$ (1,737,000)	\$ -	\$ 1,737,000	1.00	\$ (1,088,000)	\$ -	\$ 1,088,000	DPH's IT division identified several expenditure adjustments to support general fund reduction targets including reductions in the scope of contracts and reduce existing maintenance contracts by migrating to more efficient solutions. These changes will result in \$1.7 million in FY 20-21 and ongoing savings in FY 21-22.
DPH	A12	New	DPH Facilities Cost Savings	-	\$ (2,705,250)	\$ -	\$ 2,705,250	-	\$ (1,422,676)	\$ -	\$ 1,422,676	This initiative reflects two savings in facilities costs - rental costs for civic center relocation and security costs at DPH sites. First, in FY 19-20 DPH budgeted additional lease costs to relocate programs in Civic Center to more seismically safe or efficient locations. Real estate has identified a site at 333 Valencia for tenants at 30 Van Ness. Current projected lease costs are \$1.6 million lower in FY 20-21 due to delay implementation of lease cost with modest ongoing savings of about \$400k annually. In addition, DPH's security director has reviewed our security staffing plan and adjusted staffing to reflect current needs. This results in \$1 million savings annually.
SFHN	A13	New	Healthy Kids Transitioning to Medi-Cal	-	\$ (4,068,381)	\$ -	\$ 4,068,381	-	\$ (4,068,381)	\$ -	\$ 4,068,381	In October of 2019, the state transitioned the Healthy Kids Program to Medi-Cal Managed Care. This shift results in annual savings of \$4.1 million of costs including insurance premiums and administrative and marketing cost. There will be no loss of coverage for participants as a result of this change.

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BHS	A14	New	Changes in Prior Year Settlement Methodology	-	\$ (7,112,047)	\$ -	\$ 7,112,047	-	\$ (7,112,047)	\$ -	\$ 7,112,047	In FY19-20 DPH will adjust its methodology for making payments to CBOs for prior year behavioral health services settlement. Settlement amounts are identified after the close of the year by comparing contractor trial balance costs against contract budget and final invoice totals. Prior to FY2019- 20, DPH's practice was to carryforward prior year POs pending identification of settlement amounts as a payment vehicle in case a settlement amount was owed to the CBO. Beginning in FY2019-20, DPH will close out POs for these years at year-end prior to completion of the settlement analysis and reserve against settlement obligations via use of reserves. This change will allow us to recognize annual contract savings of \$7M due to the variance between average PO carryforward value and the average settlement amount required to be paid to CBOs. This change does not result in reduction of services or funding to any CBOs.
DPH	A15	New	Financing of Capital Projects	-	\$ (14,000,000)	\$ -	\$ 14,000,000	-	\$ 4,000,000	\$ -	\$ (4,000,000)	DPH will work with the Office of Public Finance to debt finance approximately \$38 million of capital projects at DPH which will result in \$4 million of debt service costs annually. This will include the ZSFG Chiller and Cooler, two major projects that were previously funded for initial work and have an expected unspent project balance of \$18 million. This balance can be liquidated for one time savings in FY 20-21. Final figures pending analysis by Office of Public Finance and the Capital Planning Committee.
TOTAL ADDITIONAL SAVINGS				3.50	\$ (38,414,016)	\$ -	\$ 38,414,016	7.00	\$ (13,730,742)	\$ -	\$ 13,730,742	

Div	Item	May Update Status	Description	FTE Change	Expend Incr/(Decr)	Revenues Incr/(Decr)	Net GF Impact Favorable/(Unfavorable)	FTE Change	Expend Incr/(Decr)	Revenues Incr/(Decr)	Net GF Impact Favorable/(Unfavorable)	Comments
EMERGING NEEDS - DPH												
SFHN	B1	No change	SFHN Quality Management Redesign and Expansion Office of Compliance Privacy Affairs	9.63	\$ 2,028,321	\$ -	\$ (2,028,321)	12.50	\$ 2,662,895	\$ -	\$ (2,662,895)	This initiative creates a centralized Quality Management (QM) Department for SFHN, merging the QM departments of LHH and ZSFG. It also expands our current Office of Compliance and Privacy Affairs with two additional staff to further ensure appropriate coverage of regulatory and legal patient protections that are essential to providing quality care. In addition to support Quality at the hospitals, these positions will also be critical in supporting our COVID efforts, including infection control, as well.
DPH	B2	No change	Implementing New Maternal Child Health Equity Initiatives	1.50	550,619	\$ -	\$ (550,619)	1.50	\$ 587,473	\$ -	\$ (587,473)	DPH will be making investments in three programs, the Doula Access Project, the Abundant Birth Project and the Peri-Natal Equity program, all focused on pregnant Black-African American Women and young families and with the goal of reducing health disparities. No changes, we will continue to implement as planned.
ZSFG	B3	Updated	Supporting Operations and Census at ZSFG	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	This census initiative will be put on hold for the FY 20-22 budget given the projected lower in census at ZSFG to limit the spread of COVID.
DPH	B4	No change	Strengthening Human Resources	15.40	\$ 2,721,482	\$ -	\$ (2,721,482)	20.00	\$ 3,819,833	\$ -	\$ (3,819,833)	This initiative strengthens DPH's human resources (HR) infrastructure with an additional 20 Full Time Equivalent (FTE) employees to ensure sufficient support for our workforce and our services. These positions will be even more critical to fill priority vacancies to support our hospitals, behavioral health services and our COVID response.
				\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	
TOTAL EMERGING NEEDS				26.53	\$ 5,300,422	\$ -	\$ (5,300,422)	34.00	\$ 7,070,201	\$ -	\$ (7,070,201)	

INITIATIVE TITLE: A1 - ZSFG Baseline Revenues

Description		FY 2020-21	FY 2021-22
Sources:			
Baselines		\$ 26,564,161	\$ 31,074,729
Medi-Cal Capitation		\$ 3,999,380	\$ 6,856,080
Subtotal Sources		\$ 30,563,541	\$ 37,930,809
Uses:			
Salary and Benefits		\$20,392,530	\$9,692,284
Operating Expense - IGT			
Subtotal Uses		\$ 20,392,530	\$ 9,692,284
Net GF Impact Favorable/ (Unfavorable) (Sources less Uses)		\$ 10,171,011	\$ 28,238,525
Total FTE's		0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>	
		0.00			
		0.00			
	Total Salary	0.00	-	0.00	-
	Fringe				-
	Total Salary and Fringe	0.00	0	0.00	0

Character/Subobject Code
 527000 Professional Services
 540000 Materials and Supplies

\$ - \$ -

INITIATIVE TITLE: A2 - ZSFG One-Time Settlements

Description	FY 2020-21	FY 2021-22
Sources:		
SFHN DSH/SNCP	\$ 61,883,706	\$ -
Subtotal Sources	\$ 61,883,706	\$ -
Uses:		
Salary and Benefits		
Operating Expense		
Subtotal Uses	\$ -	\$ -
Net GF Impact Favorable/ (Unfavorable) (Sources less Uses)	\$ 61,883,706	\$ -
Total FTE's	0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>	<u>FTE</u>
		0.00	
		0.00	
	Total Salary	0.00	-
	Fringe		0.00
	Total Salary and Fringe	0.00	0
	Character/Subobject Code		
	527000 Professional Services		
	540000 Materials and Supplies		
		\$ -	\$ -

INITIATIVE TITLE: A3 - Laguna Honda Baseline Revenues

Description		FY 2020-21	FY 2021-22
Sources:			
	Net Patient Revenue	\$ 6,534,554	\$ 12,115,872
	Subtotal Sources	\$ 6,534,554	\$ 12,115,872
Uses:			
	Salary and Benefits	\$ -	\$ -
	Operating Expense	\$ -	\$ -
	Subtotal Uses	\$ -	\$ -
Net GF Impact Favorable/ (Unfavorable) (Sources less Uses)		\$ 6,534,554	\$ 12,115,872
Total FTE's		0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>	
0		0.00			
0		0.00			
	Total Salary	0.00	-	0.00	-
	Fringe				-
	Total Salary and Fringe	0.00	0	0.00	0
	Character/Subobject Code				
	527000 Professional Services		-		-
	540000 Materials and Supplies		-		-
			\$ -		\$ -

INITIATIVE TITLE: A4 - Decommissioning Legacy Health Record Systems

Description		FY 2020-21	FY 2021-22
Sources:		\$ -	\$ -
Subtotal Sources		\$ -	\$ -
Uses:	Salary and Benefits	\$ -	\$ -
	Operating Expense	\$ (9,882,105)	\$ (8,640,723)
	One-Time Savings	\$ (4,437,000)	
Subtotal Uses		\$ (14,319,105)	\$ (8,640,723)
Net GF Impact Favorable/ (Unfavorable) (Sources less Uses)		\$ 14,319,105	\$ 8,640,723
Total FTE's		0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>	<u>FTE</u>
0		0.00	
0		0.00	
	Total Salary	0.00	0.00
	Fringe	-	-
	Total Salary and Fringe	0.00	0.00

Character/Subobject Code		
527000 Cerner - Central IT	(6,311,808)	(6,311,808)
527000 eClinical Works - Central IT	(2,183,722)	(2,183,722)
527000 Intelligent Medical Objects - Central IT	(86,125)	(86,125)
527000 MedWeb - Central IT	(246,372)	(246,372)
527000 Rubicon - Central IT	(33,333)	(33,333)
527000 Surgical Information Systems - ZSFG	(904,271)	(904,271)
527000 IntelliSpace Critical Care - ZSFG	(113,262)	(113,262)
527000 Salar - ZSFG	(935,099)	(935,099)
527000 Occupational Health Management - ZSFG	(135,438)	(135,438)
527000 Delta - HHH	(114,944)	(114,944)
527000 Inflationary Adjustment for Base IT nonpersonnel	1,182,269	2,423,652
	<u>(9,882,105)</u>	<u>(8,640,723)</u>
540000 Materials and Supplies		

INITIATIVE TITLE: A5 - Backfill of Funding Reductions to Population Health

Description		FY 2020-21	FY 2021-22
Sources:			
	CDCP - IZ backfill	\$ (40,226)	\$ (41,298)
	STD backfill	\$ (96,060)	\$ (96,060)
	PHEPR backfill	(357,873)	(367,453)
Subtotal Sources		\$ (494,159)	\$ (504,811)
Uses:			
	Salary and Benefits		
	Operating Expense		
Subtotal Uses		\$ -	\$ -
Net GF Impact Favorable/ (Unfavorable) (Sources less Uses)		\$ (494,159)	\$ (504,811)
Total FTE's		1.00	1.00

Costs Reassigned from Grant Funding to General Fund

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>	
2591	Health Program Coordinator II	0.25	27,378	0.25	28,341
1823	Senior Administrative Analyst	0.30	36,929	0.30	38,228
2589	Health Program Coordinator I	1.00	96,196	1.00	99,580
2591	Health Program Coordinator II (new position)	1.00	109,513	1.00	113,365
Total Salary		2.55	270,017	2.55	279,514
Fringe		47.4%	128,082	46.2%	129,237
Total Salary and Fringe		2.55	398,099	2.55	408,751

Character/Subobject Code			
527000	Professional Services	96,060	96,060
540000	Materials and Supplies		
		\$ 96,060	\$ 96,060

**ATTACHMENT B
SUMMARY OF PROGRAM COST**

INITIATIVE TITLE: A6 - DPH Specialty Pharmacy & Regulatory Compliance

Description		FY 2020-21	FY 2021-22
Sources:			
	Revenues (ZSFG)	\$ 1,726,000	\$ 1,957,000
	Revenues (contract pharmacies)	\$ 1,607,986	\$ 6,319,925
	Subtotal Sources	\$ 3,333,986	\$ 8,276,925
Uses:			
	Salary and Benefits	\$ 2,308,041	\$ 3,300,654
	Operating Expenses	\$ 733,500	\$ 4,976,271
	Equipment	\$ 292,445	\$ -
	Subtotal Uses	\$ 3,333,986	\$ 8,276,925
Net GF Impact Favorable/ (Unfavorable) (Sources less Uses)		\$ -	\$ -
Total FTE's		12.32	16.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>		
2409	Pharmacy Technician	1.54	153,724	2.00	206,663	
2450	Pharmacist	1.54	280,118	2.00	376,585	
2119	Health Care Analyst	1.54	208,631	2.00	280,479	
2454	Clinical Pharmacist	0.77	154,427	1.00	207,608	
2450	Pharmacist	2.31	420,178	3.00	564,877	
2409	Pharmacy Technician	3.08	307,448	4.00	413,326	
2450	Pharmacist	0.77	140,059	1.00	188,292	
2409	Pharmacy Technician	0.77	76,862	1.00	103,332	
		Total Salary	12.32	1,741,448	16.00	2,341,161
		Fringe	32.5%	566,593	41.0%	959,493
		Total Salary and Fringe	12.32	2,308,041	16.00	3,300,654

Character/Subobject Code

527000	Professional Services - Consultant	80,000	-
527000	Accreditation Fee	-	70,000
527000	Contract Pharmacy dispensing fees	170,000	520,000
527000	Third Party Administrator fees	127,500	650,000
540000	Packaging supplies	10,000	20,000
540000	Mailing/Courier Fees	15,000	30,000
540000	Marketing and other	20,000	25,000
540000	Specialty medications (ZSFG)	311,000	354,271
540000	Specialty medications (contract pharmacies)	-	3,307,000
		\$ 733,500	\$ 4,976,271

Facilities Maintenance, and Equipment (List by each item by count and amount)

Compliance Packager	262,535
Blister Card Equipment	29,910
	<u>292,445</u>

INITIATIVE TITLE: A7 - Revenue Changes Due to Adjusted Productivity During COVID

Description		FY 2020-21	FY 2021-22
Sources:			
	Short-Doyle Medi-Cal - BH	\$ (27,974,880)	\$ -
	Organized Delivery System (ODS) SUD	\$ (3,283,841)	
	Medi-Cal Primary Care	\$ (4,065,703)	\$ -
	Environmental Health Fees	\$ (6,000,000)	\$ -
	Federal CARES Revenue	\$ 28,200,000	\$ -
Subtotal Sources		\$ (13,124,424)	\$ -
Uses:			
	Salary and Benefits	\$ -	\$ -
	Operating Expense	\$ -	\$ -
Subtotal Uses		\$ -	\$ -
Net General Fund Subsidy Required (savings)/cost (Uses less Sources)		\$ (13,124,424)	\$ -
Total FTE's		0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>	
0		0.00		0.00	
0		0.00		0.00	
0		0.00			
	Total Salary	0.00	-	0.00	-
	Fringe				-
	Total Salary and Fringe	0.00	0	0.00	0
	Character/Subobject Code				
	527000 Professional Services		-		-
	540000 Materials and Supplies		-		-
	581000 Workorder		-		-
			\$ -		\$ -

INITIATIVE TITLE: A8 - Jail Health Services Savings Due to Closure of the Hall of Justice

Description		FY 2020-21	FY 2021-22
Sources:		\$ -	\$ -
Subtotal Sources		\$ -	\$ -
Uses:	Salary and Benefits	\$ 578,718	\$ 1,022,629
	Operating Expense	\$ -	\$ -
Subtotal Uses		\$ 578,718	\$ 1,022,629
Net General Fund Subsidy Required (savings)/cost (Uses less Sources)		\$ 578,718	\$ 1,022,629
Total FTE's		3.50	6.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>	
2320	Registered Nurse	1.75	314,981	3.00	558,957
2312	Licensed Vocational Nurse	1.75	159,698	3.00	283,397
9993M	Salary Savings Adjustment	0.00	(102,083)		(175,000)
Total Salary		3.50	372,596	6.00	667,354
Fringe		55.3%	206,122	53.2%	355,275
Total Salary and Fringe		3.50	578,718	6.00	1,022,629

Character/Subobject Code
 527000 Professional Services
 540000 Materials and Supplies

\$ - \$ -

INITIATIVE TITLE: A9 - LHH Operating Savings

Description	FY 2020-21	FY 2021-22
Sources:	\$ -	\$ -
Subtotal Sources	\$ -	\$ -
Uses: Salary and Benefits	\$ (1,560,000)	\$ -
Operating Expense	\$ (566,544)	\$ -
Subtotal Uses	\$ (2,126,544)	\$ -
Net General Fund Subsidy Required (savings)/cost (Uses less Sources)	\$ (2,126,544)	\$ -
Total FTE's	0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>	<u>FTE</u>	<u>FTE</u>
STEPM	Salary Savings Adjustment with Fringe	0.00	(1,560,000)	0.00
0		0.00		0.00
0		0.00		
	Total Salary	0.00	(1,560,000)	0.00
	Fringe	0.0%	-	-
	Total Salary and Fringe	0.00	(1,560,000)	0.00

Character/Subobject Code		
527000 Professional Services	-	
540000 Materials and Supplies - Food	(566,544)	
	\$ (566,544)	\$ -

INITIATIVE TITLE: A10 - ZSFG Operating Savings

Description		FY 2020-21	FY 2021-22
Sources:		\$ -	\$ -
Subtotal Sources		\$ -	\$ -
Uses:	Salary and Benefits	\$ (1,079,196)	\$ -
	Operating Expense	\$ (5,006,881)	\$ (3,017,009)
Subtotal Uses		\$ (6,086,076)	\$ (3,017,009)
Net General Fund Subsidy Required (savings)/cost (Uses less Sources)		\$ (6,086,076)	\$ (3,017,009)
Total FTE's		(3.50)	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>	
P103	Special Nurse	(3.50)	(787,639)	0.00	0
0		0.00		0.00	
0		0.00			
	Total Salary	(3.50)	(787,639)	0.00	-
	Fringe	37.0%	(291,556)		-
	Total Salary and Fringe	(3.50)	(1,079,196)	0.00	0

Character/Subobject Code			
527000	Professional Services - UC Affiliation Agreement	(3,017,009)	(3,017,009)
540000	Materials and Supplies	(1,989,872)	
		\$ (5,006,881)	\$ (3,017,009)

INITIATIVE TITLE: A11 - IT Operating Savings

Description	FY 2020-21	FY 2021-22
Sources:	\$ -	\$ -
Subtotal Sources	\$ -	\$ -
Uses: Salary and Benefits	\$ -	\$ -
Operating Expense	\$ (1,737,000)	\$ (1,088,000)
Subtotal Uses	\$ (1,737,000)	\$ (1,088,000)
Net General Fund Subsidy Required (savings)/cost (Uses less Sources)	\$ (1,737,000)	\$ (1,088,000)
Total FTE's	0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>	<u>FTE</u>
0		0.00	0.00
0		0.00	0.00
0		0.00	
	Total Salary	0.00	0.00
	Fringe	-	-
	Total Salary and Fringe	0.00	0.00
	Character/Subobject Code		
	527000 Professional Services - Systems Consulting Savings	(1,737,000)	(1,088,000)
	540000 Materials and Supplies	-	-
	581000 Workorder	-	-
		<u>\$ (1,737,000)</u>	<u>\$ (1,088,000)</u>

INITIATIVE TITLE: A12 - Facilities

Description	FY 2020-21	FY 2021-22
Sources:	\$ -	\$ -
Subtotal Sources	\$ -	\$ -
Uses:		
Salary and Benefits	\$ -	\$ -
Operating Expense	\$ (2,705,250)	\$ (1,422,676)
Subtotal Uses	\$ (2,705,250)	\$ (1,422,676)
Net General Fund Subsidy Required (savings)/cost (Uses less Sources)	\$ (2,705,250)	\$ (1,422,676)
Total FTE's	0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>	<u>FTE</u>
0		0.00	0.00
0		0.00	0.00
0		0.00	
	Total Salary	0.00	-
	Fringe		-
	Total Salary and Fringe	0.00	0
	Character/Subobject Code		
	527000 Professional Services - Rents and Leases	(1,657,840)	(375,266)
	540000 Materials and Supplies		
	581000 Workder - Sheriff Security	(1,047,410)	(1,047,410)
		<u>\$ (2,705,250)</u>	<u>\$ (1,422,676)</u>

INITIATIVE TITLE: A13 - Transitioning Healthy Kids to Medi-Cal

Description		FY 2020-21	FY 2021-22
Sources:		\$ -	\$ -
Subtotal Sources		\$ -	\$ -
Uses:	Salary and Benefits	\$ -	\$ -
	Operating Expense	\$ (4,068,381)	\$ (4,068,381)
Subtotal Uses		\$ (4,068,381)	\$ (4,068,381)
Net General Fund Subsidy Required (savings)/cost (Uses less Sources)		\$ (4,068,381)	\$ (4,068,381)
Total FTE's		0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>	<u>FTE</u>
0		0.00	0.00
0		0.00	0.00
0		0.00	
	Total Salary	0.00	0.00
	Fringe	-	-
	Total Salary and Fringe	0.00	0.00
Character/Subobject Code			
527000	Professional Services - SFHP Administration	(861,902)	(861,902)
540000	Materials and Supplies	-	-
581000	Workorder with DCYF for Insurance Premiums	(3,206,479)	(3,206,479)
		\$ (4,068,381)	\$ (4,068,381)

INITIATIVE TITLE: A14 - Changes in Prior Year Settlement Methodology for Behavioral Health

Description	FY 2020-21	FY 2021-22
Sources:	\$ -	\$ -
Subtotal Sources	\$ -	\$ -
Uses:		
Salary and Benefits	\$ -	\$ -
Operating Expense	\$ (7,112,047)	\$ (7,112,047)
Subtotal Uses	\$ (7,112,047)	\$ (7,112,047)
Net General Fund Subsidy Required (savings)/cost (Uses less Sources)	\$ (7,112,047)	\$ (7,112,047)
Total FTE's	0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>	<u>FTE</u>
0		0.00	0.00
0		0.00	0.00
0		0.00	
	Total Salary	0.00	-
	Fringe		-
	Total Salary and Fringe	0.00	0
	Character/Subobject Code		
	527000 Professional Services	(7,112,047)	(7,112,047)
	540000 Materials and Supplies		
		\$ (7,112,047)	\$ (7,112,047)

INITIATIVE TITLE: Financing Capital Projects

Description		FY 2020-21	FY 2021-22
Sources:		\$ -	\$ -
Subtotal Sources		\$ -	\$ -
Uses:	Salary and Benefits	\$ -	\$ -
	Operating Expense	\$ (14,000,000)	\$ 4,000,000
Subtotal Uses		\$ (14,000,000)	\$ 4,000,000
Net General Fund Subsidy Required (savings)/cost (Uses less Sources)		\$ (14,000,000)	\$ 4,000,000
Total FTE's		0.00	0.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>	<u>FTE</u>
0		0.00	0.00
0		0.00	0.00
0		0.00	
	Total Salary	0.00	0.00
	Fringe	-	-
	Total Salary and Fringe	0.00	0.00
Character/Subobject Code			
527000	Professional Services	-	-
540000	Materials and Supplies	-	-
560000	Capital Projects	(18,000,000)	-
560000	Capital Projects - Debt Service	4,000,000	4,000,000
581000	Workorder	-	-
		<u>\$ (14,000,000)</u>	<u>\$ 4,000,000</u>

**ATTACHMENT B
SUMMARY OF PROGRAM COST**

INITIATIVE TITLE: B1 - SFHN Quality Management Centralization and Office of Compliance and Privacy Affairs Expa

Description		FY 2020-21	FY 2021-22
Sources:		\$ -	\$ -
Subtotal Sources		\$ -	\$ -
Uses:	Salary and Benefits	\$ 1,878,321	\$ 2,512,895
	Operating Expense	\$ 150,000	\$ 150,000
Subtotal Uses		\$ 2,028,321	\$ 2,662,895
Net GF Impact Favorable/ (Unfavorable) (Sources less Uses)		\$ (2,028,321)	\$ (2,662,895)
Total FTE's		9.63	12.50

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>	
2320	Registered Nurse	2.31	415,774	3.00	558,957
2591	Health Program Coordinator II	3.85	421,625	5.00	566,823
1822	Administrative Analyst	(1.00)	(105,647)	(1.00)	(109,362)
2591	Health Program Coordinator II	1.00	109,513	1.00	113,365
2324	Nursing Supervisor	(1.00)	(255,405)	(1.00)	(264,387)
942	Manager VII	1.00	220,153	1.00	227,896
2320	Registered Nurse	0.39	69,296	0.50	93,160
2591	Health Program Coordinator II	0.77	84,325	1.00	113,365
942	Manager VII	0.77	169,518	1.00	227,896
2324	Nursing Supervisor - Reassign from ZSFG to SFHN	(1.00)	(255,405)	(1.00)	(264,387)
2324	Nursing Supervisor	1.00	255,405	1.00	264,387
1824	Principal Administrative Analyst	0.77	109,753	1.00	147,549
2112	Medical Record Technician	<u>0.77</u>	<u>66,588</u>	<u>1.00</u>	<u>89,519</u>
Total Salary		9.63	1,305,493	12.50	1,764,779
Fringe		43.9%	572,828	42.4%	748,116
Total Salary and Fringe		9.63	1,878,321	12.50	2,512,895
Character/Subobject Code					
527000 QM P&P Management System			150,000		150,000

INITIATIVE TITLE: B2 - Maternal Child and Adolescent Health Equity Programs

Description		FY 2020-21	FY 2021-22
Sources:		\$ -	\$ -
Subtotal Sources		\$ -	\$ -
Uses:	Salary and Benefits	\$ 150,619	\$ 187,473
	Operating Expense	\$ 400,000	\$ 400,000
Subtotal Uses		\$ 550,619	\$ 587,473
Net GF Impact Favorable/ (Unfavorable) (Sources less Uses)		\$ (550,619)	\$ (587,473)
Total FTE's		1.27	1.50

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>	
9924	Public Service Aide - Health Services	0.50	23,103	0.50	23,915
2589	Health Program Coordinator I	0.77	74,071	1.00	99,580
		0.00			
		0.00			
	Total Salary	1.27	97,174	1.50	123,495
	Fringe	55.0%	53,445	51.8%	63,978
	Total Salary and Fringe	1.27	150,619	1.50	187,473

Character/Subobject Code			
527000	Professional Services - Doula Services	200,000	200,000
540000	Professional Services - Abundant Birth	200,000	200,000
		\$ 400,000	\$ 400,000

**ATTACHMENT B
SUMMARY OF PROGRAM COST**

INITIATIVE TITLE: B4 - Investments in DPH Human Resources

Description		FY 2020-21	FY 2021-22
Sources:		\$ -	\$ -
Subtotal Sources		\$ -	\$ -
Uses:	Salary and Benefits	\$ 2,479,899	\$ 3,568,987
	Operating Expense	\$ 241,583	\$ 250,846
Subtotal Uses		\$ 2,721,482	\$ 3,819,833
Net GF Impact Favorable/ (Unfavorable) (Sources less Uses)		\$ (2,721,482)	\$ (3,819,833)
Total FTE's		15.40	20.00

New Positions (List positions by Class, Title and FTE)

<u>Class</u>	<u>Title</u>	<u>FTE</u>		<u>FTE</u>		
Operations						
923	Manager II	0.77	118,105	1.00	158,777	
1204	Senior Personnel Clerk	3.08	259,239	4.00	348,515	
1241	Human Resources Analyst	1.54	170,632	2.00	230,507	
1244	Senior Human Resources Analyst	0.77	99,546	1.00	134,477	
Labor						
1244	Senior Human Resources Analyst	0.77	99,546	1.00	134,477	
1246	Principal Human Resources Analyst	3.08	472,386	4.00	638,144	
1244	Senior Human Resources Analyst	3.85	497,728	5.00	672,383	
Payroll						
1220	Payroll and Personnel Clerk	1.54	128,668	2.00	172,979	
		Total Salary	15.40	1,845,848	20.00	2,490,257
		Fringe	34.4%	634,051	43.3%	1,078,730
		Total Salary and Fringe	15.40	2,479,899	20.00	3,568,987
Character/Subobject Code						
527000	Professional Services		-		-	
581000	Workorder with DHR		231,583		240,846	
540000	Materials and Supplies		10,000		10,000	
			\$ 241,583		\$ 250,846	