

## STRATEGIC PLAN

### **The Department emphasizes services to its target populations**

Adopted by the Health Commission in November 2004, the Department's revised Strategic Plan was updated from the original 2000 plan. Implementation began in January 2005. The Strategic Plan serves as a roadmap for the Department in all of its activities including program development, evaluation, departmental budgeting, and service adjustments. It is intended to guide the Department's programs and resource allocation for five years, through 2009, when it will again be updated to reflect changes in the community and in the public health service delivery system.

The goals that guide the Department include:

*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.*

While the goals are sufficiently broad to encompass the Department's multifaceted mission, vision, and activities, the objectives and strategies provide specific guidance and measurable outcomes for staff and contractors as they serve the Department's diverse clientele.

The programs and services detailed in this annual report that support the Department's strategic planning goals and objectives are not meant to be a comprehensive list of the Department's. They are meant to provide examples of the many ways the Department is moving forward in a coordinated and thoughtful manner to accomplish its mission to protect and promote the health of all San Franciscans.

The Department's Strategic Plan identifies the following three principal target populations

- Uninsured (working and non-working), indigent and underinsured
- Low-income and impoverished
- Homeless

Other target populations were identified and are in alphabetical order

- Children and youth; low-income families with children
- Frail elderly
- Incarcerated
- Low-income racial and ethnic minority persons
- Mentally ill
- Multiply diagnosed
- People with chronic disease and disabilities
- Persons at risk of STDs including HIV/AIDS
- Substance abusers
- Immigrants, including the undocumented, newcomers and monolingual
- Workers in unsafe, and unregulated environments

The Department's Strategic Plan also identifies the following target neighborhoods in alphabetical order

- Bayview/Hunters point
- Chinatown
- Mission
- Outer Mission
- Potrero Hill
- South of Market
- Tenderloin
- Visitacion Valley