

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 was intended to guide the Department's programs and resource allocation for five years. In July 2007, the Commission asked the Department to begin re-envisioning the Strategic Plan and to provide regular 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.

Staff will begin working on the re-envisioned Strategic Plan early in FY 2007-2008. Based on Commission feedback, it is anticipated that the plan will be designed to be a simpler, user friendly document that captures measurable outcome-oriented goals and objectives. In making these changes, we will explicitly acknowledge that it does not include the full array of programs that the Department provides, but begins the process of integrating the performance measures that the Department currently reports and sets the Department on the course of data-driven and outcome based decision making. Goals and objectives are purposefully broad and measurable, designed to be flexible and expandable as our capacity to measure outcomes evolves.

Specifically, we will choose objectives that:

- 1) Can be influenced through Department activities;
- 2) Have available data;
- 3) Have benchmarks that can be compared against performance.

The next five chapters of the FY 2006-2007 Annual Report highlight DPH achievements displayed using the current strategic plan framework. Healthy San Francisco occupies a chapter of its own because it impacts all four of the Department's goals.

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.

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. 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

