

## STRATEGIC PLAN

### The Department emphasizes services to its target populations

The Strategic Plan adopted by the Health Commission in November 2000 was updated in 2004 and again in 2007. The goals have remained consistent while the plan by design is flexible to adjust for changes in the health care industry and in DPH.

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

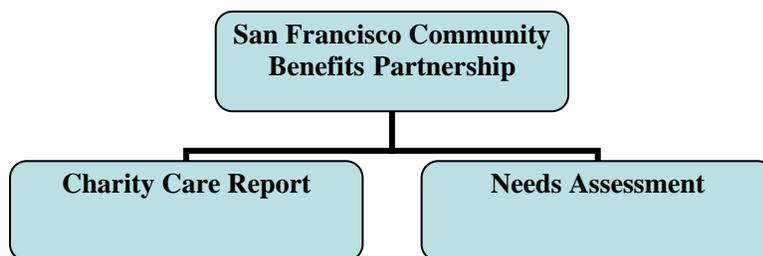
***Goal 2: Disease and injury are prevented.***

***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.***

As reported last year, the Charity Care workgroup, which grew out of Board of Supervisors Ordinance Number 163-01, and Building a Healthier San Francisco (BHSF) which was established in 1994 to meet requirements set forth in Senate Bill 697 merged in 2008 to form the San Francisco Community Benefits Partnership (CBP) 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 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 partnership emerged – to promote cost-effective care and to maximize the community benefit resources of all the hospitals and community partners.

The San Francisco Health Commission embraced the work of the CBP and endorsed the four priority goals of the CBP merging these with DPH's Strategic Plan goals. Throughout FY 2008-09, the CBP kept the Health Commission updated on progress through the Commission's Citywide Health Planning and Effectiveness Committee.

The CBP began the process of integrating performance measures tracked by SF hospitals and community based clinics, mapping community assets and using evaluation-based criteria to set a course of data-driven and outcome-based decision making. The CBP explored a number of avenues during the year to capture this data and present it in a format that would be helpful to policy makers and the public. The CBP wanted a product that would improve the health of all San Franciscans by serving as a dynamic tool to evaluate progress of health interventions, assess health care needs, and help guide health policy in San Francisco. Ultimately, the CBP pursued the creation of an SF Health Report Card.

The SF Health Report card will examine 10 priority health issues. Each issue area will be assessed using three to five key indicators that will be compiled into a grade showing intra-city progress and progress relative to comparable municipalities. The SF Health Report Card will promote best practices that, based on the strongest available scientific evidence, are known to improve health. By evaluating the entire San Francisco health system, we can identify issue areas where interventions are and are not working.

Many health problems occur in widely varying degrees among people in different neighborhoods, income levels and racial/ethnic groups. The public sector cannot address these health problems alone; many are far-reaching and require coordinated efforts among partners. In recognition of this fact, the SF Health Report Card will engage underserved communities in dialogue, focusing on initiatives that address systemic root causes of poor health to improve health and reduce or eliminate health disparities.

To be successful, the SF Health Report Card needs input from individuals, city agencies, health care providers, health insurers and community-based organizations. The CBP will act as the coordinating body and bring together the health stakeholders in San Francisco and report back to the Commission's Citywide Health Planning and Effectiveness Committee. When the SF Health Report Card is completed in the spring of 2010, it will serve as an evaluation tool that will be used by all stakeholders to evaluate progress and to create future goals for health in San Francisco. Progress will be evaluated longitudinally and cross-sectionally with particular attention being paid to the determinants of health that are unique to San Francisco. The report card will also serve as the 2010 CBP Needs Assessment Report compliant with SB 697 and will drive the structure and content of the health matters website ([www.healthmattersinsf.org](http://www.healthmattersinsf.org)).

The goals and indicators will be vetted through the CBP and will come before the Health Commission for approval in the fall of 2009.

The next six chapters of the FY 2008-09 Annual Report highlight DPH achievements displayed using the current strategic plan framework. At the request of the Commission, two areas have been highlighted and occupy their own chapters: Healthy San Francisco and Cultural Competency. These areas each impact all four of DPH's goals.