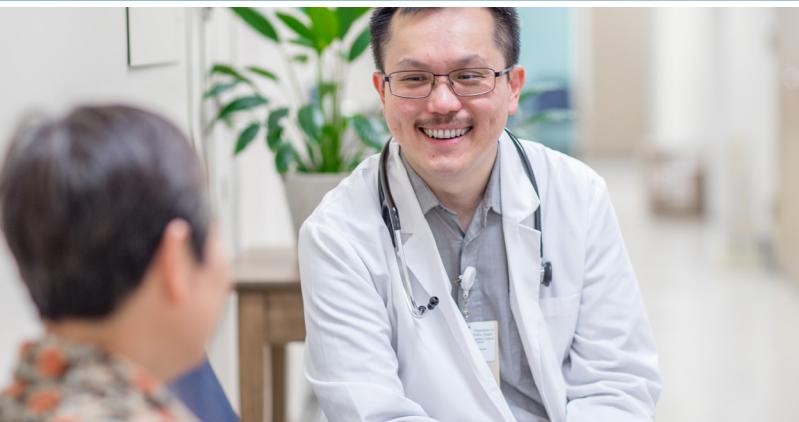
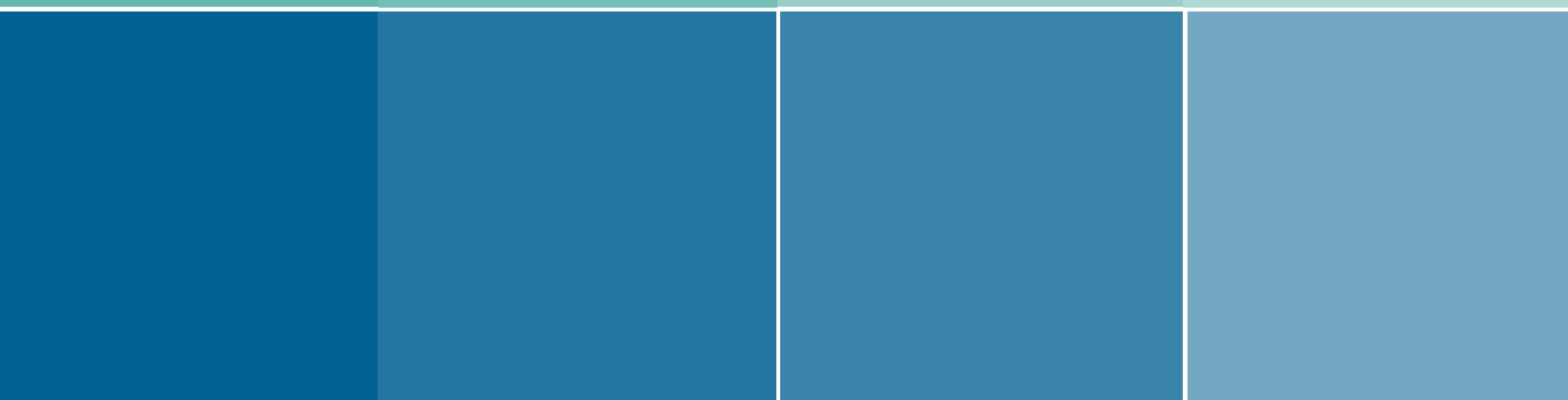




# SAN FRANCISCO

## DEPARTMENT OF PUBLIC HEALTH



ANNUAL REPORT  
2016-2017

## **2 MISSION**

---

**The Mission of the San Francisco Department of Public Health is to protect and promote the health of all San Franciscans.**

**The San Francisco Department of Public Health shall:**

- **Assess and research the health of the community**
- **Develop and enforce healthy policy**
- **Prevent disease and injury**
- **Educate the public and train healthcare providers**
- **Provide quality, comprehensive, culturally-proficient health services**
- **Ensure equal access to all**

**The San Francisco Department of Public Health (SFDPH) is committed to ensuring our patients, clients and colleagues are supported and informed in the face of uncertainty with healthcare.**

**SFDPH's commitment to provide quality healthcare and services for all San Franciscans has not changed, regardless of immigration or insurance status. We want all of our patients and clients to continue to seek services with their SFDPH providers, including care at our clinics and hospitals.**

# TABLE OF CONTENTS 3

---

<b>MESSAGE FROM THE DIRECTOR</b>	<b>4</b>
<b>MESSAGE FROM THE HEALTH COMMISSION PRESIDENT</b>	<b>5</b>
<b>ABOUT SFDPH</b>	<b>6</b>
<b>SAN FRANCISCO HEALTH COMMISSION</b>	<b>8</b>
<b>FISCAL YEAR FEATURES &amp; HIGHLIGHTS</b>	<b>12</b>
<b>FISCAL YEAR BY THE NUMBERS</b>	<b>25</b>
<b>SFDPH SERVICE SITES</b>	<b>33</b>
<b>ADDITIONAL RESOURCES</b>	<b>36</b>

## 4 MESSAGE FROM THE DIRECTOR

---



Barbara A. Garcia, MPA

I am pleased to present the San Francisco Department of Public Health's Annual Report for Fiscal Year 2016/2017 – highlighting the accomplishments of our programs and services throughout the City. At the San Francisco Department of Public Health, dedication to our mission –to protect and promote the health of all San Franciscans – is fundamental to all of the work we have done in the past fiscal year and will continue to do in the future.

On March 14, 2017, our Department of Public Health was granted National Accreditation by the Public Health Accreditation Board, joining only eight other local health departments in California with this distinction. Public Health Accreditation involves the measurement of health department performance against a set of nationally recognized, practice-focused and evidence-based standards. The Population Health Division has worked towards Public Health Accreditation over the past few years, and this achievement is due to their tremendous efforts. We are proud to hold this distinction, and are dedicated to continuously growing as an organization.

This year, we have made significant progress towards an Enterprise Electronic Health Record (EHR) for the Department. The EHR is an essential tool for the San Francisco Health Network to improve patient experience and ensure consistent, high quality care for all patients. In December 2017, a Request for Proposals was issued to find the right vendor, and in August 2017, we issued a Notice of Intent to award the contract to Epic. The goal is to have the final contract in January 2018, with a go-live date in August 2019.

As another major accomplishment, the City was awarded \$161 million additional grant funds in mid-2017 for Whole Person Care (WPC), a Medi-Cal waiver for CA. This pilot utilizes a collaborative interagency approach and aims to establish a human-centered system of care that is seamless and comprehensive for our homeless residents. WPC is essential to our City's and DPH's goal in ensuring the highest quality of care for all San Franciscans.

This Annual Report also showcases multiple other departmental highlights from the Population Health Division and San Francisco Health Network. All of these important highlights from the year help showcase dedication and tremendous work towards improving health in San Francisco, despite the uncertainty in healthcare at the federal level. Our commitment to provide quality healthcare and services for all San Franciscans, regardless of immigration or insurance status, has not changed.

I thank all of our dedicated staff, community and city partners, and the Health Commission for their contributions, partnership, and service to the health of San Francisco. I am extremely proud of our accomplishments this year, and I look forward to the important work that we will continue to do moving forward.

Barbara A. Garcia, MPA  
Director of Health

# MESSAGE FROM THE HEALTH COMMISSION PRESIDENT 5

---



Edward A. Chow, M.D.

This has been a pivotal year for the San Francisco Department of Public Health (SFDPH). Under the effective leadership of the Director of Health, Barbara Garcia, the SFDPH continued to provide cutting edge medical care and innovative public health programs through the San Francisco Health Network (SFHN) and Population Health Division that greatly benefit the health and wellbeing of all San Franciscans.

- The San Francisco Health Network (SFHN) continues to mature into an effective and comprehensive health care delivery system. To increase its effectiveness, SFHN is developing a comprehensive electronic health record system which will greatly enhance the delivery of care for SFHN patients. The SFHN also unveiled a new branding campaign in July 2017 about its spectrum of services to further educate the public.
- After two years of focused preparation, the Population Health Division (PHD) earned public health accreditation from the Public Health Accreditation Board. The process enabled PHD to develop strategies which will increase its ability to effectively respond to the diverse needs of San Francisco communities.

To strengthen its ability to best serve San Francisco, the SFDPH continued to utilize innovative models to address social determinants that contribute to mental health issues, homelessness, food security, substance use, and other health issues. The SFDPH remains a leader in two citywide Collective Impact projects: Vision Zero, focusing on Pedestrian Safety, and Getting to Zero, decreasing HIV rates and stigma while increasing rates of treatment for those living with HIV. During the year, management of many of the SFDPH housing units were transitioned to the new Department of Homelessness and Supportive Housing Department. However, the SFDPH continues to provide clinical support to many housing programs and the City's innovative Navigation Centers.

In this time of uncertainty regarding federal government support for health care and public health issues, the Health Commission is proud that the SFDPH remains dedicated to providing world class care and its ground breaking programs to the residents of San Francisco regardless of race, gender, sexual orientation, insurance status, or immigration status.

The Health Commission is deeply appreciative of the strong support that the SFDPH receives from Mayor Lee and the Board of Supervisors. The Commissioners acknowledge the importance of the many productive partnerships between the SFDPH with community partners and other City Departments. We also recognize that our success is reliant on the impactful work of the many SFDPH dedicated employees who contribute daily to improving the health of all San Franciscans.

Edward A. Chow, M.D.  
Health Commission President

## 6 ABOUT SFDPH

---

The mission of the San Francisco Department of Public Health (SFDPH) is to protect and promote the health of all San Franciscans. SFDPH is an integrated health department with two primary roles and two major divisions to fulfill its mission:

- Protecting the health of the population, which is the primary responsibility of SFDPH's Population Health Division; and
- Promoting the health of our patients, which is the primary responsibility of the San Francisco Health Network.

SFDPH's central administrative functions, such as finance, human resources, information technology, and policy and planning, support the work of SFDPH's two divisions and promote integration.



### POPULATION HEALTH DIVISION

SFDPH's Population Health Division (PHD) addresses public health concerns, including consumer safety, health promotion and prevention, and the monitoring of threats to the public's health. PHD implements traditional and innovative public health interventions. PHD staff inspect restaurants, promote improved air and water quality, track communicable diseases, and educate San Franciscans about the negative health impacts of tobacco. PHD staff also promote pedestrian safety, participate in an ambitious campaign to eliminate new HIV infections, and provide technical assistance to corner stores to increase healthy food options for residents. PHD contributes to the health of SFDPH's patients by contributing population health data and data analysis to the San Francisco Health Network.

PHD was granted public health accreditation in March of 2017, which specifically focuses on measurement of health department performance against a set of nationally recognized, practice-focused, and evidence-based standards based on the ten essential public health services, as well as management, administration, and governance.



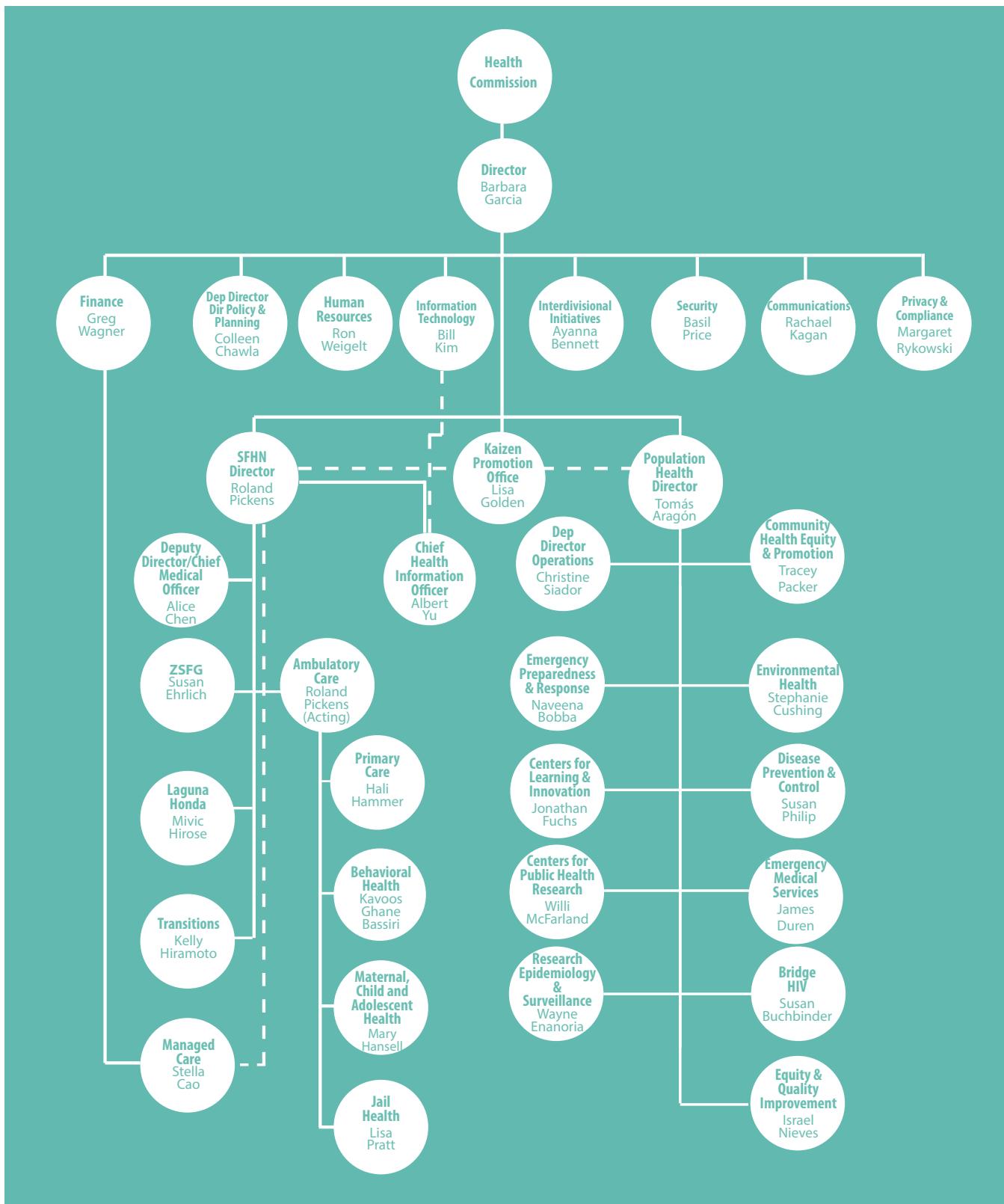
### SAN FRANCISCO HEALTH NETWORK

The SF Health Network (SFHN) comprises the direct health services SFDPH provides to thousands of insured and uninsured residents of San Francisco, including those most socially and medically vulnerable. The San Francisco Health Network is a community of top-rated clinics, hospitals and programs operated by the Health Department. We connect San Franciscans to quality healthcare. Every year we serve more than 100,000 people in our clinics and hospitals, including Zuckerberg San Francisco General, the only trauma center serving all of San Francisco and northern San Mateo County, and Laguna Honda Hospital and Rehabilitation Center. We provide continuous care for people wherever they are – in clinics, hospitals, at home, in jail or transitional housing. As the city's public health system we also provide emergency, trauma, mental health and substance abuse care to any San Franciscan who needs it.

The Health Network celebrates the city's diversity, serving individuals and families of all backgrounds and identities, regardless of immigration or insurance status. The Health Network is dedicated to empowering all San Franciscans, without exception, to live the healthiest lives possible.

To learn more about San Francisco Health Network and the services we provide, please visit: <http://www.sfhealthnetwork.org>.

SFDPH's dedicated staff help realize the organization's mission of protecting and promoting the health of all San Franciscans. The San Francisco Health Network integrates our delivery system and focuses on providing high quality healthcare services. The Population Health Division leads SFDPH efforts in health protection, promotion, prevention and disaster readiness.



## 8 SF HEALTH COMMISSION

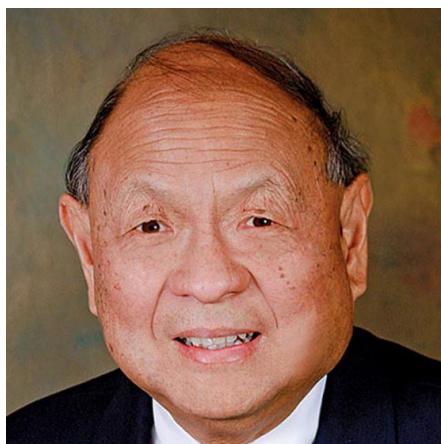
---

As SFDPH's governing and policy-making body, the San Francisco Health Commission is mandated by City and County Charter to manage and control the City and County hospitals, to monitor and regulate emergency medical services and all matters pertaining to the preservation, promotion and protection of the lives, health, and mental health of San Francisco residents. The full Health Commission meets on the first and third Tuesday of each month at 4:00 p.m. in Room 300 at 101 Grove Street. The Health Commission's committee structure consists of:

- The Zuckerberg SF General Joint Conference Committee
- The Laguna Honda Hospital Joint Conference Committee
- The Community and Public Health Committee
- The Finance and Planning Committee

The Health Commission also has designated seats on the following bodies:

- San Francisco Health Plan Board of Directors
- Zuckerberg SF General Foundation Board of Directors
- San Francisco Public Health Foundation Board of Directors
- In-Home Supportive Services Public Authority Governing Board



### **Edward A. Chow, M.D., President**

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over forty-five years. He is President and CEO of Jade Health Care Medical Group, affiliated with the Chinese Hospital Health System. Previously he was Executive Director of the Chinese Community Health Care Association, and Chief Medical Officer of the Chinese Community Health Plan. He is co-chair of the Asian American Native Hawaiian and Pacific Islander Diabetes Coalition; member-at-large of the Federation of Chinese American and Chinese Canadian Medical Societies Board of Directors; and founding member of the National Council of Asian Pacific Islander Physicians. He has received numerous awards for his work in health disparities and cultural competency, including the 2008 Alumni Merit Award from St. Louis University School of Medicine, Laureate Award from the American College of Physicians Northern California Chapter (2008), San Francisco Asian Pacific American Heritage Lifetime Achievement Award (2010), and the Silver SPUR Award (2012) for enhancing the quality of life and vitality of the San Francisco Bay Area. Dr. Chow is the president of the Health Commission, currently chairs the Zuckerberg San Francisco General Hospital Joint Conference Committee, and is a member of the Finance and Planning Committee. He is serving his seventh term on the Health Commission.



### **David Pating, M.D., Vice President**

David Pating, MD, is a psychiatrist and Chief of Addiction Medicine at Kaiser San Francisco Medical Center. He is an Associate Clinical Professor at UCSF School of Medicine and site-director for the UCSF fellowship in Addiction Psychiatry. As a member of the Permanente Medical Group, Dr. Pating served as regional chair of Addiction Medicine.

He was also Vice-chair of California's Mental Health Services Oversight and Accountability Commission (Proposition 63); past-president of the California Society of Addiction Medicine; a member of the California Medical Association, California Psychiatric Association and American Society of Addiction Medicine; and an active board member of the California Public Protection and Physician Health, Inc., the California Institute of Behavioral Health Solutions, San Francisco Medical Society, and National Quality Forum's Behavioral Health Standing Committee. He was elected Vice President in April of 2017. He chaired the Community and Public Health Committee and was a member of the Laguna Honda Joint Conference Committee. Dr. Pating joined the Health Commission in 2014 and served until January 2018.

**Cecilia Chung**

Commissioner Chung is nationally recognized as a civil rights leader, advocating for HIV/AIDS awareness and care, LGBT equality, and prisoner rights. She is the Senior Strategist of Transgender Law Center and has served on a number of planning bodies, which includes the San Francisco HIV Health Services Planning Council, Transgender Community Advisory Board for UCSF TRANS and the Visioning Change Initiative of the California HIV/AIDS Research Program. She served on the Presidential Advisory Council on HIV/AIDS. Commissioner Chung chairs the Finance and Planning Committee and is a member of the Community and Public Health Committee. She was appointed to the Health Commission in 2012.

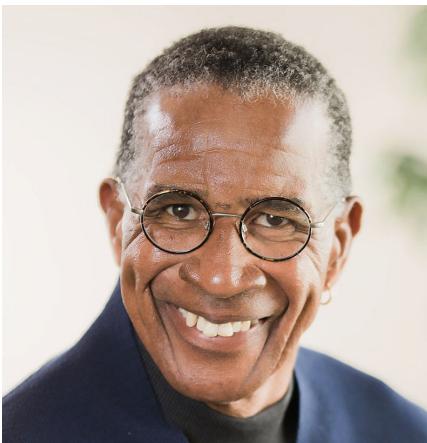
**Judith Karshmer, Ph.D., PMHCNS-BC**

Dr. Karshmer is Professor and Dean Emerita of the School of Nursing & Health Professions at the University of San Francisco. Dr. Karshmer completed her undergraduate degree in nursing at the University of Iowa, graduate degree in advanced psychiatric-mental health nursing at Rutgers-The State University of New Jersey, masters in social psychology at the University of Massachusetts and PhD at New Mexico State University. She is the past president of the California Association of Colleges of Nursing, member of the AACN-AONE Task Force on Academic-Practice Partnerships, and was recently elected as CCNE Commissioner, representing deans. Commissioner Karshmer was appointed to the Health Commission in 2013. She serves as member of the Laguna Honda Hospital Joint Conference Committee and on the Board of San Francisco In-Home Support Services.

**David J. Sanchez, Jr., Ph.D.**

Commissioner Sanchez is Professor Emeritus at University of California, San Francisco. Commissioner Sanchez is a member of the Zuckerberg SF General Joint Conference Committee and the Chair of the Laguna Honda Hospital Joint Conference Committee. He is also a member of the Zuckerberg SF General Foundation Board. He has served on the San Francisco Board of Education and the Community College Board, the San Francisco Police Commission, and is Trustee Emeritus of the San Francisco Foundation. He was appointed to the California Commission on Aging in 2013. He has served on the Health Commission since 1997.

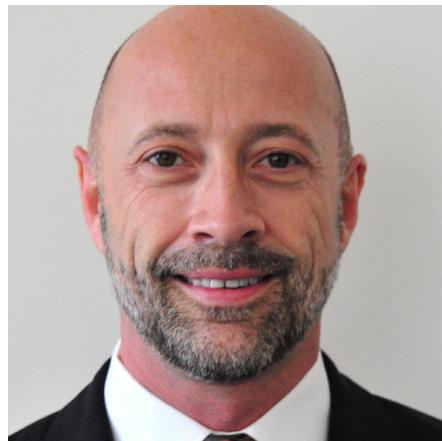
## 10 SF HEALTH COMMISSION



**James Loyce, Jr., M.S.**

Mr. Loyce is a Public Health and Non-Profit professional and advocate with over 35 years of experience. He began his career in the Non-Profit Sector in clinical staff positions progressing over time to the role of Executive Director/CEO. His advocacy work included co-founding The Black Coalition on AIDS and serving on numerous Boards of Directors for Non-Profits. He also has been involved in local, state and federal health policy advocacy. In the public sector, Mr. Loyce served the City and County of San Francisco in a variety of senior administrative roles that spanned health policy, budget development and advocacy at local, state and federal levels. He retired from the San Francisco Department of Public Health as a Deputy Director in 2007 after 20 years of service.

Since his retirement, he has returned to Public Health and Non-Profit advocacy work serving on a number of San Francisco Bay Area and National Boards. He also is an Organizational Development Consultant to Non-Profits. Commissioner Loyce was appointed to the Health Commission in August of 2016.



**Dan Bernal**

Commissioner Bernal is Chief of Staff for Congresswoman and House Democratic Leader Nancy Pelosi. He has dedicated his career to public service, having served in the White House under President Bill Clinton and as a presidential appointee at the U.S. Department of Education. As Congress debated the Affordable Care Act, he supported then-Speaker Pelosi's efforts to build support for the legislation in California by convening diverse stakeholders and coordinating activities for Bay Area Members of Congress. He continues to serve as a valuable resource to the California Democratic Congressional Delegation, key policy makers, and advocates in the fight to prevent repeal of the Affordable Care Act. Commissioner Bernal served as board president of the AIDS Emergency Fund and spearheaded the creation of the Breast Cancer Emergency Fund. He also previously served on the board of directors of the Susan G. Komen Breast Cancer Foundation Bay Area Affiliate and the San Francisco AIDS Foundation. He currently serves on National AIDS Memorial Grove board. He was appointed to the Health Commission in April 2017.



**David B. Singer, MBA**

David B. Singer is Managing Partner of Maverick Capital Ventures. Mr. Singer is a founder and former CEO of three healthcare companies: Affymetrix, Inc.; Concept Therapeutics, Inc.; and Genesoft Pharmaceuticals. Mr. Singer currently serves on the boards of private and public companies in the fields of healthcare information technology, healthcare delivery, and biotechnology. Mr. Singer received a B.A. from Yale University and an M.B.A. from Stanford University. He was a Crown Fellow of the Aspen Institute and a member of the Rand Corporation's Health Advisory Board.

He is currently a Sterling Fellow of Yale University, and a director of College Track. Commissioner Singer sat on the Finance and Planning Committee and the Zuckerberg SF General Joint Conference Committee. He was appointed to the Health Commission in 2013, elected Vice President in 2016 and served on the Health Commission until January 2017.



**Mark Morewitz, MSW**, is the Health Commission Executive Secretary.

# FISCAL YEAR 16/17 HIGHLIGHTS

# 12 FISCAL YEAR 16/17 HIGHLIGHTS

## FEATURES



### PUBLIC HEALTH ACCREDITATION

On March 14, 2017, after a 5 year process, the Population Health Division led the Department to achieve Public Health Accreditation, awarded by the Public Health Accreditation Board (PHAB). To quote from the official PHAB notification: "This achievement demonstrates your commitment to transparency, accountability, and a culture of quality improvement. We are so proud of you for putting your work out for peer review against national health department performance standards."

Hundreds of documents were assessed by staff to develop 328 examples of our work for submission to PHAB. In November, 2016, a Site Visit Team spent 2 days interviewing 60 staff members and over 20 community partners, and submitted a Site Visit Report to the PHAB Accreditation Committee. Here are some excerpts from the Site Visit Report:

"Overall impression of the department as a functioning health department: This health department is well respected by their community, their governing authority, and local elected officials. Their management and leadership are seasoned and skilled public health professionals who have passion for their work and commitment to their community. They are organized in a way that allows for efficient delivery of public health services. They have programs in place

that demonstrates commitment to their employees and an understanding of the need to continually train current employees while seeking to identify those who might be future committed public health professionals."

Three greatest strengths:

- **The SFDPH has taken a role of empowering community organizations and residents to play a big role in promoting and protecting public health. They provide technical assistance, training, and subject matter expertise for other organizations in the community so they can advocate for public health.**
- **The department's engagement of the community in order to drive and inform research, and then transition community feedback into policy is excellent. Community partners expressed that they feel that the department listens before making decisions, and "do not impose their views on the community.**
- **The health department is diligent in its efforts to understand how best to address health issues within its various communities. They have developed exemplary programs to help staff better**

**understand what the various ethnic groups may experience that could impact their health. They are concerned not with just the "what" of the health status, but also the "why."**

At the time of the decision, a total of 156 Local Health Departments had been accredited. We are one of 9 Local Departments in the state plus the California Department of Public Health to achieve this distinction. We will maintain our accreditation for 5 years provided that we continue to meet PHAB Standards. We are required to submit annual reports to PHAB that confirm the Standards are being met and include documentation of progress toward reaching performance measures adopted in our 5-year Strategic Plan and PHAB identified measures.

Benefits that have been experienced by accredited public health departments include fewer steps to complete in certain applications for grants and funding, and a more cohesive Division that is committed to focusing on constantly assessing our performance and utilizing Lean and Results Based Accountability (RBA) tools to identify and apply improvement efforts. The motto for our Population Health Division is: We Will Be The Best At Getting Better.



## WHOLE PERSON CARE

In late 2016, San Francisco was awarded \$24 million per year through 2020 to pilot the state MediCal Waiver, Whole Person Care (WPC). The purpose of this waiver is for counties to work in an interagency fashion to coordinate health, behavioral health, and social services in a person-centered manner with the goal of improving vulnerable beneficiaries' health and wellbeing. In 2017, San Francisco was awarded an additional \$13 million per year. To implement WPC, DPH is working in partnership with the Departments of Homelessness and Supportive Housing (HSH), Human Services (DHS), and Aging and Adult Services (DAAS), both Health Plans and a network of community based services.

Despite DPH's long and proud history of providing compassionate care, supportive housing and innovative services, San Francisco's homeless residents frequently receive fragmented, urgent and reactive care. DPH's pioneering integrated data system, the Coordinated Care Management System (CCMS), which has amassed nearly 20 years of essential health, behavioral, and social information, is not accessible to all the programs that aim to serve the homeless.

San Francisco's WPC pilot targets homeless adults, particularly those who are high

utilizers of urgent/emergent care in multiple systems (HUMS) and/or who have experienced long term homelessness (>10 years). CCMS reflects that approximately 10,000 unique homeless adults touch the health system each year. HSH estimates there are seven thousand more who are not connecting with the health system (see table below).

DPH has a two-pronged approach: by transforming service delivery through interagency redesign and data sharing through technology solutions, San Francisco aims to establish a comprehensive, seamless and human-centric system of care that not only improves beneficiary health, but also supports San Francisco's goal to make homelessness rare, brief and one-time.

In an effort to improve care coordination and population health planning, the SF WPC team will develop a universal screening tool and a risk stratification method that can perform risk assessments at any point of contact and expedite access to needed services and housing for high-risk clients in a human-centric approach. This includes developing shared care plans, a single care coordinator approach, and improved workforce skills. Finally, SF WPC will improve data infrastructure by leveraging and aligning San Francisco's technology investments to

enable real-time interagency data sharing and data integration.

The WPC pilot will enable San Francisco to build infrastructure and fill gaps in its current care system to improve the health of some of its most vulnerable residents.

### Whole Person Care

aims to create a  
human-centered,  
seamless  
system of care  
for homeless SF  
residents

# 14 FISCAL YEAR 16/17 HIGHLIGHTS

## FEATURES



### ELECTRONIC HEALTH RECORD

The Health Department made tremendous strides this year in its attainment of a unified electronic health record (EHR). This project will result in a single system of patient data to better serve the more than 100,000 clients of the San Francisco Health Network and other San Franciscans who use our healthcare and behavioral health services. We are really excited about taking this major step forward for patient care.

The new EHR is on schedule to go-live in August 2019. It is a major initiative that will bring the San Francisco Health Network closer together and allow us to provide even better patient care, improve the patient experience and meet our true north goals. It is an essential tool for the organization to function as a unified network so that patient care and experience is consistent and of the highest quality, wherever the patient may be.

By unifying our data sources, we will have access to information across the system that will allow us to measure quality and outcomes better than we can today to drive healthcare improvements.

The EHR project represents a major investment by the City and County of San Francisco, which has authorized a \$377 million budget over the next 10 years to accomplish the contracting, staffing, training, infrastructure and equipment required to bring our public healthcare system up to the highest standards that today's technology has to offer.

Much of the fiscal year 2016-2017 was spent finding the very best way to achieve our goals, and preparing the organization for this major transition. We spent substantial time exploring a partnership with UCSF to adopt their electronic health record system, an off-the-shelf approach that was appealing to both parties but ultimately more costly than the existing budget allowed. The leaders of DPH and UCSF jointly announced in November 2016 that path would not be taken, but that the resolve to create an EHR was 100 percent in place, and our partnership remained strong.

The Health Department moved swiftly to issue a Request for Proposals in

December, and received responses in May 2017. Just after the close of the fiscal year, in August, Epic was selected as the vendor, and contract negotiations began. Looking ahead, the Department expects to have a contract with Epic in place in January 2018 and we remain on track for the first phase of go-live in July 2019. Meanwhile, we are continuing to prepare DPH for the new enterprise EHR system through a wide variety of organizational readiness activities.

Under the leadership of Chief Information Officer Bill Kim, Chief Health Information Officer Dr. Albert Yu and Associate Chief Information Officer Winona Mindolovich, hundreds of staff from across the entire organization are working on every aspect of our systems – from technology and business, clinical and administrative – to ensure that we are well positioned to make the leap to a new and improved unified system.



### BEHAVIORAL HEALTH

Behavioral Health Services (BHS) provides high-quality & culturally responsive services to individuals and families with mental health and/or substance related conditions. In FY 16-17, BHS achieved a few milestones:

- Developed and implemented a "Professional Development Workshop Series" attended by 60+ departmental and community mental health staff
- Achieved 95% compliance on Medi-Cal Review across 200 standards including Access, Quality, Provider Relations, Program Integrity, and Interface with Primary Care
- Successfully launched San Francisco's Drug Medi-Cal Organized Delivery System to fill gaps in addiction treatment
- Began furnishing naloxone and NRT for substance use treatment clients
- Enabled Consumer Portal access and electronic lab ordering and results
- Three clinics collaborated with the Controller's Office to identify tools for verifying client guarantor information, and developed "Guide: Verifying Client Health Plan Status"
- Convened intensive care management (ICM) and mental health outpatient programs and identified improvements for the flow of older Adults from ICM-level to regular Outpatient-level to enhance wellness-recovery.

### IMPROVING WATER QUALITY

Environmental Health's Water Quality Program ensures safe water for recreational, nonpotable and potable uses. As silent victories of public health, the program's successful implementation of preventive inspection and permits helps San Francisco consistently reach the goal of ZERO waterborne disease or injury incidents. In San Francisco, DPH oversees the construction and operation of public swimming pools and spas and the safe drilling and closure of wells and soil borings. In FY 16-17, San Francisco saw ZERO drownings, ZERO infectious disease outbreaks attributed to public swimming pools or spas, and ZERO incidents of contamination or injury due to improper well drilling or deactivation.

DPH collaborates with SFPUC on the Cross Connection Control Program to prevent contamination of drinking water by unprotected connections to other water sources. In FY 16-17, there were ZERO cross contamination incidents affecting public drinking water. Other programs with SFPUC include: the Alternate Water Source Systems program to ensure safe collection and reuse of rainwater, stormwater, blackwater, etc. for nonpotable uses, the beach monitoring program, and the cryptosporidiosis surveillance project which tracks cryptosporidiosis. In FY 16-17, there were ZERO incidents associated with permitted alternate water sources, and ZERO outbreaks of cryptosporidiosis in San Francisco.

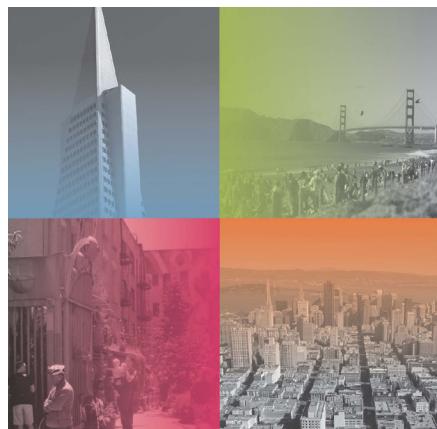
### PREP FOR THE TRANSGENDER COMMUNITY

Pre-exposure prophylaxis (PrEP), the use of a daily pill for HIV prevention, has been shown to be safe and effective, and its use has been increasing in San Francisco. While the transgender community has been heavily impacted by HIV, awareness and use of PrEP has remained low in this community. The Stay Study ([www.staystudy.org](http://www.staystudy.org)) is one of the first initiatives to increase knowledge and access to PrEP among the Bay Area transgender community. This innovative project is a collaboration between Bridge HIV and Center for Public Health Research and is sponsored by the California HIV Research Program.

The Stay Study will enroll ~200 transgender and gender-nonconforming individuals and provide a year of free Truvada®. PrEP delivery will be integrated into transgender care programs at one of four clinics – Tom Waddell Urban Health Center, Castro Mission Health Center, Asian and Pacific Islander Wellness Center, and Tri City Health Center – each with longstanding expertise providing transgender care. Participants will be supported through peer navigation and novel technological tools to enhance adherence and engagement. The Stay Study began in 2016, and the first year of the project focused on planning efforts for the launch in August 2017.

# 16 FISCAL YEAR 16/17 HIGHLIGHTS

## PROTECTING HEALTH



### ORAL HEALTH EFFORTS

Often unrecognized, tooth decay is one of the most common preventable childhood diseases, causing pain, infection and the need for hospital dental care. Children who experience caries have lower academic achievement, and an increased risk for a lifetime of dental and other health problems. Importantly, almost all dental decay can be prevented with daily home care, and early dental care, fluoride treatments and sealants.

In 2016/17, 33% of SFUSD kindergarteners already had dental decay with low-income and children of color twice as likely to have decay. In 2011, CavityFree SF, a dedicated group of health advocates, began to address the childhood oral health epidemic. Co-led by SF Health Improvement Partnership: UCSF School of Dentistry and SFDPH Maternal Child and Adolescent Health CHDP, a strategic plan to decrease the health disparity that low-income and children of color experience was developed.

Key accomplishments in 16/17 include:  
Fluoride Varnish Applications (patients)  
SFHN:

- Primary Care-1884
- MCAH Child Care Health Program-1600
- Dental Services-1149

### CLIMATE AND HEALTH

In 2017, the Climate and Health Program released the Climate and Health Adaptation Framework. This Framework represents a tool to begin conversations about how best to adapt to the health impacts of climate change. The Framework summarizes the baseline conditions of San Francisco's local climate risks, provides a menu of possible climate adaptations and interventions to respond to those climate risks and indicators to both measure risk and evaluate interventions. The Framework also assesses the institutional preparedness of the San Francisco Department of Public Health with a survey of departmental leadership to understand current engagement with climate health adaptation, and an analysis of departmental guiding documents to identify opportunities to have the department formally integrate climate health adaptation as a priority.

On June 20th, 2017, the San Francisco Health Commission endorsed the Climate and Health Adaptation Framework and adopted a resolution endorsing San Francisco's Climate and Health Adaptation Framework and Affirming the Commission's Commitment to Combat Climate Change. This resolution confirms the department's commitment to citywide and department-wide efforts to reduce greenhouse gas emissions, adapt City services to the increased health burden of climate change, and increase community resiliency.

### JUSTICE INVOLVED PROGRAMS

There are four justice involved programs within BHS – here are highlights from FY 16-17.

AB1421, Assisted Outpatient Treatment (AOT), allows for court ordered outpatient treatment for individuals with a mental illness who meet strict legal criteria. There were 89 referrals, with 60 active participants and individuals in contact with AOT showed overall reductions in psychiatric hospitalization and incarceration.

San Francisco was chosen as a recipient of two State grants to implement Law Enforcement Assisted Diversion and Proposition 47. Beginning later in 2017, these aim to reduce recidivism and improve the health and housing status of participants.

Through the Community Justice Center, DPH provides case management and linkages to social services, community resources, and health services to people charged within select SF neighborhoods. There were 355 court ordered assessments and 105 individuals completed the program.

The San Francisco Drug Court is a collaborative court serving as an alternative to traditional sentencing. The Drug Court Treatment Center is a DPH program providing case management and services on site for these individuals. There were 136 referrals and 29 individuals completed the program. Services are helping build interdisciplinary and systems integration.



### THE GAGE AWARDS

America's Essential Hospitals (AEH) is a national organization that has represented and advocated for safety net hospitals (including ZSFG) for more than three decades (AEH was previously known as the National Association of Public Hospitals, or NAPH).

At the annual conference in June, AEH presents the Gage Awards to honor the innovative and outstanding work of its members. This year, ZSFG won one of the Quality awards for our submission: "Improving Specialty Care Access through Assessment, Engagement and Innovation."

This award recognized the specialty care team's three year effort to decrease the time to third next available appointment (TNAA), a measure for the length of time between requesting an appointment and receiving one.

In 2013, 46.6 percent of specialty care clinics had wait times of more than 60 days. Following the initiative, more than 90 percent of specialty care clinics by 2016 had a TNAA time of less than 15 days.



### VISION ZERO

Vision Zero is San Francisco's commitment to eliminating traffic deaths by 2024. Each year ~30 people are killed and 500 hospitalized due to transportation-related injuries on City streets. SFDPH co-chairs the City's Vision Zero Task Force and works with SFMTA, SFPD, and other agencies to target efforts at locations and factors associated with the worst health outcomes.

FY 16-17 Milestones include:

- SFDPH updated the High-Injury Network Map, which helps the city prioritize traffic safety improvements. Using ZSFG data linked to SFPD collision report data, the High-Injury Network Map is the most comprehensive geographic analysis of severe and fatal traffic injury in the City and the first of its kind in the US.
- Safe Streets for Seniors reached over 900 seniors by working on several projects including one with seven funded CBOs to increase crossing time at intersections.
- SF Safe Routes to School Partnership debuted the "Vision Zero Hero" at Walk and Roll to School Day to highlight the need for speed reduction in school zones.
- SFDPH completed an analysis of the medical costs resulting from transportation-related severe injuries treated at ZSFG from 2012-2014, amounting to \$105.5 million – approximately \$35 million annually.



### ZSFG FAST TRAK

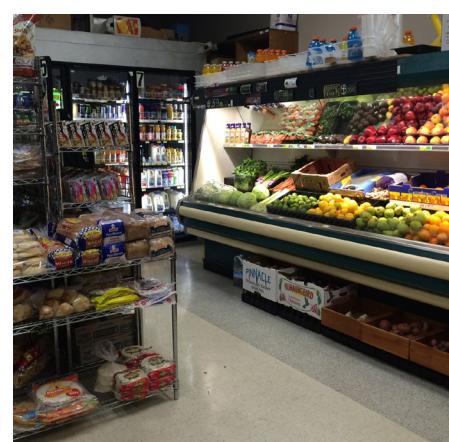
The hospital has a strategic plan built around True North. The Quality True North goal is to improve access to care by improving patient flow throughout ZSFG. To reduce wait times in the ED, a fast track (FT) process to rapidly assess and treat low acuity patients was developed as a first step in improving access. The FT process was designed, tested and rolled out in the ED in FY15-16.

To sustain improvement work, a weekly ED steering committee was established to consistently align and address performance improvement initiatives. A daily management system was also initiated which included a daily huddle at which staff are engaged in improvement activities and share their experiences and challenges in initiating and sustaining improvement work.

In FY15-16, FT reduced length of stay for low acuity patients by 45 minutes resulting in a 31% decrease in patients leaving the ED without being seen. This represents an additional 1700 patients who received care in FY15-16 who would otherwise have left the ED. These results were sustained in FY16-17, despite moving the ED to our new acute care hospital.

# 18 FISCAL YEAR 16/17 HIGHLIGHTS

## PROTECTING HEALTH



### REINVISIONING JAIL REPLACEMENT

In 2016, the SF Board of Supervisors urged Director Garcia and Sheriff Hennessy to convene a work group "to plan for the permanent closure of seismically deficient County Jails #3 and #4, and any corresponding investments in new mental health facilities and current jail retrofits needed to uphold public safety and better serve at-risk individuals." In response, the 39-member Work Group to Re-envision the Jail Replacement Project was formed with representation from multiple city entities and community sectors including youth, formerly incarcerated, and mental health.

The work group formulated and prioritized strategies related to services, capital investments, and policies & set a jail population reduction goal of 83,220 bed days. Many of the prioritized strategies related to DPH are already starting to be implemented.

- San Francisco, with DPH as the lead agency, was awarded a \$6 million dollar grant to pilot SF LEAD, a pre-booking diversion program to reduce incarceration & improve behavioral health access.
- 116 new residential treatment beds were included in the FY 17/18 budget, including medical respite, residential substance use treatment, detox, etc.
- DPH/SFPD have implemented a team response approach that pairs DPH behavioral health staff with SFPD officers responding in crisis situations.

### SHAPE UP CELEBRATES 10 YEARS

In October 2016 the Shape Up San Francisco Coalition (SUSFC) celebrated a decade of work aimed at creating a culture where healthy opportunities and choices are the norm. Previous generations of work had aimed primarily at individual education, SUSFC partnered with communities to move beyond the individual and work towards adopting strategies aimed at making the healthy choice the easy choice, such as improving access to healthy foods, increasing opportunities for physical activity and reducing sugary drink consumption. Highlights of SUSFC's decade of work include:

- Establishing a foundation for the citywide HealthyRetailSF to support fresh produce access in low-income communities, resulting in about 11,000 pieces of produce sold monthly;
- Increasing the number of PE specialists by 500% ensuring the equitable distribution of PE teachers in schools of highest need;
- Instituting Safe Routes to School program in 35 elementary, 3 middle and 2 high schools;
- Impacting 475,000 San Franciscans annually through organizational wellness policies to decrease sugary drinks consumption and laying the foundation for two citywide policies focused on sugar-sweetened beverages;
- Cofounding the ever-popular Sunday Streets initiative.

### HEALTHY RETAIL

The Healthy Retail SF Program has held various events in FY 16/17, including two store redesigns and two community Grand Re-Opening events. Fox Market at 570 Larkin Street in the Tenderloin and Palou Market in the Bayview are the eighth and ninth stores to be redesigned as participants of the program. Both stores are on path to becoming healthy retailers and are now able to sell more fruits and vegetables, healthy snacks and groceries to their communities.

Palou Market was proud to host Mayor Ed Lee, SF Health Officer Tomás Aragón and host a community event at the store, giving away reusable shopping bags and fruit. Fox Market celebrated their Grand Re-Opening with a ribbon cutting ceremony with activities, speakers, and taste testings. Also, Lee's Market in the Bayview, the first store to participate in the Program, celebrated their "graduation" from Healthy Retail SF, as they have continued to provide the community with healthier food for over three years. Lee's Market received a Certificate of Honor from Supervisor Malia Cohen and the Bayview Heal Zone.

The Healthy Retail SF program is a partnership between the Community Health Equity and Promotion Branch, Office of Education and Workforce Development office, the Bayview Heal Zone/Healthy Southeast Coalition and Tenderloin Healthy Corner Store Coalition.

# FISCAL YEAR 16/17 HIGHLIGHTS 19

## PROMOTING HEALTH



### LEADING EFFORTS TO SERVE REFUGEES

The City and County of San Francisco and SF Department of Public Health stood firm in our commitment to welcoming refugees and immigrants given anti-immigrant sentiment. Soon after the proposed Federal travel ban for people from Muslim-majority countries and all refugees, SFDPH immediately searched for ways to reassure refugees that our services remain open to them. In partnership with SF Health Network and with funding from Primary Care, the Community Health Equity & Promotion's Newcomers Health Program expanded services for Arabic-speaking patients at the ZSFG Primary Care clinics by providing medical Arabic language interpretation and cultural navigation.

Additionally, during World Refugee Awareness Month in June, Newcomers Health Program, along with Mayor Edwin Lee, Dr. Hali Hammer (Director, Primary Care, SFHN), Sysvahn Kabkeo (Chief, CA Refugee Program Bureau ), Arriba Juntos, and other community partners celebrated "SF World Refugee Day" to recognize the many contributions refugees have made to the city, and the challenges they have overcome. The celebration included live music, costume and talent contest, delicious food from refugee-owned businesses, and informational tables from various organizations.



### TENDERLOIN HEALTH

For the past two years, the Program on Health, Equity and Sustainability (PHES) staff have been supporting planning and evaluation efforts of two large community improvement efforts in the Tenderloin neighborhood: the Tenderloin Health Improvement Partnership (TLHIP) – and the Office of Economic and Workforce Development's (OEWD) Central Market/Tenderloin Strategy. These efforts have taken on the immense task of coordinating non-profit and City efforts and investment to achieve meaningful change in a neighborhood struggling with poverty, environmental and housing hazards, and poor health outcomes.

In FY 16/17, TLHIP, OEWD, and PHES continued towards the launch of the Central Market/Tenderloin Data Portal, a website that will track headline indicators for these efforts, provide geographically granular data for planning, and link measures to significant investments being made. The website was awarded the "Bridge Builder" award for outstanding interagency collaboration at the Mayor's first annual San Francisco Data and Innovation Awards. DPH is very excited to soon make this resource available to colleagues, residents, and community leaders. The hope is that the Portal supports neighborhood service coordination, aiming to ensure that investments are protecting and promoting the health of community residents and adapting as needed.



### HEALTHY HEARTS

Healthy Hearts San Francisco (HHSF) is approaching its fourth year of a Centers for Disease Control and Prevention funded project, entitled, "Racial and Ethnic Approaches to Community Health." The project addresses cardiovascular health disparities for African Americans and Latinos in seven priority neighborhoods in San Francisco to improve heart health. The goal is to increase access to free physical activities in childcare centers, schools, afterschool programs and faith-based settings.

To date, HHSF Community Health Navigators have distributed 5,000+ prescriptions for free physical activity to African American and Latino patients with hypertension, diabetes and or obesity in four clinics within the San Francisco Health Network. In year four, staff will focus on dissemination of culturally appropriate physical activity toolkits, to sustain efforts beyond the funding period. One successful participant in the walking group shared that he was doing physical activity for 30 minutes every day, no longer drinking soda, and his sugar levels dropped from 300 to 130. His goal is 100. He frequently say, "I never used to do exercise." enhance services for the children, youth, and families served.

# 20 FISCAL YEAR 16/17 HIGHLIGHTS

## PROMOTING HEALTH



### HEALTH EXCELLENCE AWARD

Zuckerberg San Francisco General Hospital was selected as a recipient of the NRC Health Excellence Award, which recognizes elite healthcare organizations that have received the highest ratings of overall experience by patients and their families. The organization was selected from the extensive database of NRC Health clients to receive the Overall Hospital Rating - Medium size hospitals - Most Improved Facilities Excellence Award.

Care Experience is one of ZSFG's six core strategic priorities. In 2016, Zuckerberg San Francisco General (ZSFG) formalized their commitment to patients and the community by implementing the ICARE framework (I- introducing ourselves; C – connecting in some manner; A-asking how the other is doing or if they need a hand with something; R – responding in a respectful manner; E – exiting respectfully). ICARE focuses on engaging frontline staff to develop key behaviors to be incorporated into daily work. The approach includes a coaching framework to observe staff in patient interactions to cultivate and sustain the work.

With the implementation of ICARE, ZSFG saw an increase in patient satisfaction scores for Nursing Communication from 73% to 75%.



### LAGUNA HONDA TURNS 150

Laguna Honda Hospital and Rehabilitation Center celebrated 150 years of dedicated and compassionate service to San Francisco on October 15th with a Community Open House. More than 300 guests came to enjoy the day's festivities, including live music, food trucks, and a caricature artist.

The day began with a ceremony with Mayor Lee declaring that it was officially Laguna Honda Day. California State Controller Betty Yee, Senator Mark Leno and San Francisco Supervisor Norman Yee also provided Laguna Honda with special proclamations to commemorate the sesquicentennial anniversary.

The hospital conducted tours of its beautiful facility, where guests were able to experience therapeutic centers, pools, gardens and a farm with goats, chickens and pigs. The tour ended with a visit to the grand opening of the History Room that contains antiques and artifacts dating back to the 1880s.

Patients were greeted by the Cal Men's Basketball Team. They, like many other guests, left with a firm appreciation for all the work that happens at the hospital.

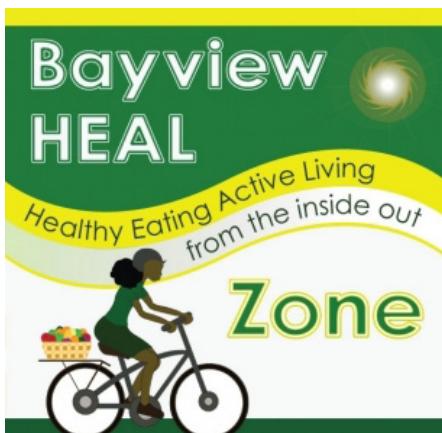


### VOCATIONAL REHAB/PEER-TO-PEER PROGRAMS AWARDED

The National Association of Counties (NACo) has granted the City and County of San Francisco, Department of Public Health (DPH), two 2017 Achievement Awards for its 'Vocational Rehabilitation Employment and Training' and 'Peer-to-Peer Support Services' programs. In addition, both programs were each selected as one of the 100 Brilliant Ideas at Work, as part of the NACo Brilliant Ideas at Work Presidential Initiative.

The Peer-to-Peer Support Program is a service category under DPH's Mental Health Services Act (MHSA) program, which comprises of 13 peer programs that are designed to improve and support the mental health and overall wellness of San Franciscans.

The Vocational Rehabilitation Employment and Training Programs is a service category under the MHSA program. This service category comprises of ten vocational programs that are designed to ensure that individuals with serious mental illness and co-occurring disorders are able to secure meaningful and long-term employment.



### BAYVIEW HEAL ZONE

The Bayview HEAL (Healthy Eating/Active Living) Zone completed its five year \$2 million grant from Kaiser Permanente in June, and achieved its overarching goal to create visible, sustainable change in the community.

As a result of the grant, Bayview residents now have greater access to fresh produce in their corner stores; and HEAL Zone healthy retail work became the foundation for today's citywide Healthy Retail SF program. HEAL Zone mini grants supported thousands of families as they received greater access to bicycles, physical activity, nutrition education. Dozens of new gardens were built in Bayview to support the burgeoning urban agriculture movement.

Over a dozen organizations adopted wellness policies affecting thousands of staff and participants, and helping create environments that make the healthy choice the easy choice. Local residents were celebrated through two Healthy Heroes campaigns and Martin Luther King, Jr – across from Southeast Health Center - will soon be renovated with a walking path and new playground equipment. Bayview residents will continue to benefit from this work for decades to come.



### SF QUILTS

On April 1, 2017, the California tobacco tax increased by \$2. Recognizing that many smokers might be motivated to quit given the cost, the Community Health Equity & Promotion Branch's Tobacco Free Project implemented the SF Quits! Campaign and Quit Kit pilot.

From April 1 to June 30, 2017 a media campaign encouraging San Francisco smokers to call for a free Quit Kit ran on MUNI, radio and TV, garnering over 33,824,502 media impressions. The Quit Kits included educational resources and tools to help smokers cut back on smoking, such as mints and toothpicks. Quit kits were also distributed at the SF Health Network Primary Care and Behavioral Health clinics.

Over 4,700 Quit Kits were distributed through public request, by clinics and partner organizations as well as via community health events. As a result, almost 100 smokers inquired about the free ZSFGH quitting support group and half of the kit recipients talked to their doctors about their smoking. The SF Quits efforts will continue in 2017-2018, with added materials in Spanish and Chinese.



### NURSE-FAMILY PARTNERSHIP

San Francisco Nurse-Family Partnership (SFNFP) is an evidence-based public health nursing program that serves low-income, high risk, first-time moms through home visits transforming moms' and babies' lives. SFNFP serves 204 mothers with 63 of those pregnant and the others with babies up to 2 years old. Primary goals are achieving healthy birth outcomes, including full term pregnancies and fewer low birthweight babies. Starting home visits by 28 weeks of pregnancy allows nurses to build strong relationships with moms to achieve additional outcomes, including 99% breastfeeding initiation and a 25% increase in workforce participation from program enrollment to graduation.

SFNFP is reaching its 5th anniversary with achievements that include serving 687 families, with 111 (16%) members of the African American community. "We wanted to use strong outreach to the African American population because of the great disparities in birth outcomes," stated Diane Beetham, Director of Public Health Nursing.

SFNFP is part of Project 500, an innovative program that seeks to move 500 families from poverty to economic self-sufficiency. In FY16-17, through Project 500 and a State MCAH grant, a clinical psychologist was embedded with nurse home visits. This new collaboration is helping build interdisciplinary and systems integration.

## 22 FISCAL YEAR 16/17 HIGHLIGHTS

### LEAN WORK



#### DPH LEAN

Lean, a continuous improvement methodology originating from Toyota Manufacturing, was first adopted by ZSFG in 2013 and has since seen a slow spread to other sections with positive results.

In FY 16/17, Population Health Division's Environmental Health Branch mapped out its food permitting process and conducted two improvement events with the goal of streamlining permit issuance. Within the SF Health Network, ZSFG reduced readmissions and harm events, launched an A3 Thinking training program and implemented Leader Standard Work among its executive and management teams. Laguna Honda Hospital conducted a value stream on the admission process, resulting in quicker turnaround for medical acceptance, streamlined workflows for care teams, and more efficient turnover of rooms. Primary Care trained management teams from four of its clinics to test and implement a Daily Management System to guide improvement efforts and workforce development.

Inspired by the successes of these continuous improvement activities and to better support department-wide adoption of the lean management system, DPH established the Kaizen Promotion Office (KPO) in spring 2017. The DPH KPO's role will be to centralize and coordinate local deployment of lean. The KPO will focus on the development of internal capabilities through coordinated trainings, leadership growth and improvement activities across the divisions.



#### LAGUNA HONDA LEAN

Since November 2016, Laguna Honda has participated in a Lean transformation journey. The hospital began working with Rona Consulting to conduct its first ever Value Stream Mapping (VSM) workshop. The workshop focused on New Admissions to help improve patient flow across the health network as well as increase accessibility of post-acute care services to the rest of the San Francisco community.

Following the VSM, three week-long rapid improvement workshops subsequently took place February, April and June 2017. The changes that were implemented by interdisciplinary teams throughout the three workshops have resulted in quicker turnaround for medical acceptance of referral applications, streamlined the resident care team's workflows and also helped create new vacant rooms a faster pace to meet community bed demands.



#### ENVIRONMENTAL HEALTH LEAN

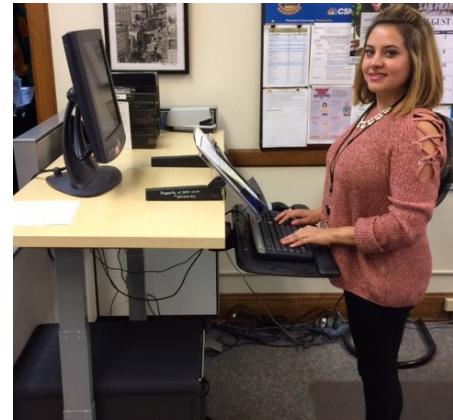
Through LEAN, the Environmental Health Branch (EHB) has improved our working relationship with the Tax Collector's Office (TTX). EHB collaborated with TTX to use the On-Base System to process and collect permit fees in a timely manner and lift the burden from inspection staff. A computer terminal at the reception area with TTX business registration capability has enhanced customer services. Other Lean highlights for FY 16-17 include:

Data and Technology A3 group has clarified data, technology goals, and outcomes for EHB. A RFP was developed for an analyst to identify EHB programs' database needs, which will in turn inform the purchase or development of a new database to replace the outdated database.

Daily huddles, using huddle boards, were introduced to a majority of EHB programs. Huddle boards introduce LEAN, and engage and empower staff in problem solving.

The Consumer Protection program streamlined the food application process and improved the application processing. A3 has improved and streamlined the Director's hearing process and led to funds for SFMTA to utilize their Administrative Law Judges.

Through LEAN, a large number of staff have been introduced and participated in this innovative way of continuous quality improvement for EHB.

**BUILDING INFRASTRUCTURE****GOVERNMENT AFFAIRS**

SFDPH's Government Affairs team works in the Office of Policy and Planning monitoring federal and state budget and appropriations issues, legislation, and other policy issues that may impact SFDPH and/or resident health. The team tracks legislative developments and provides analyses of different policy proposals and the potential positive or negative impact on health.

This year has seen significant change at the federal level, and SFDPH has worked to ensure patients, clients and colleagues remain supported and informed in the fluid post-2016 election environment. The team has provided in-depth analysis and updates for federal-level changes on a monthly and bi-monthly basis to leadership and staff, along with the general public. Key issues have included legislative efforts to reform healthcare development of the Federal Budget, and policies impacting the City due to its Sanctuary City status.

At the state level, the new two year legislative session began in January 2017. Key state-focused activities have focused on the state budget, legalization of adult use cannabis, and automated speed enforcement. Additionally, the team worked to support state legislation protecting California from dangerous changes in federal regulations pertaining to family planning and public health, environmental laws, and immigrants' rights.

**HUMAN RESOURCES**

Human Resource Services are responsible for recruiting and hiring staff for a department with over 7,500 employees, the largest in the City and County of San Francisco. Staffing needs include the only trauma center in San Francisco and Northern San Mateo County and numerous community clinics serving the health needs of the City's diverse population.

Milestones for FY 16/17 include:

- Hiring 1,394 employees from over 23,510 applications, 363 announcements, and 188 adopted eligible lists.
- Training nearly 350 managers and supervisors in crafting effective performance appraisals to better grow internal staff.
- Providing resources for over 150 clinicians to prepare for the new California Law and Ethics Exam for Behavioral Health Clinicians, with a current exam pass rate of 98%.
- Adopting a Fair and Equal Hiring Process to hold accountable all parties in the selection processes for biases, from vetting applicants to interviews.
- Maintaining the SFDPH Temporary Transitional Work Assignment Program, which facilitates returning injured employees to work as soon as medically feasible.

**OCCUPATIONAL SAFETY AND HEALTH**

The goals of the Occupational Safety and Health Section are to prevent occupational injuries and illnesses to CCSF staff and to minimize workers' compensation costs. Key efforts in FY 16/17 included:

- Providing accurate injury statistics as part of DPH's True North metrics. This data allows DPH to focus injury prevention efforts effectively.
- Implementing services and solutions to prevent injuries from work related musculoskeletal disorders by providing staff training, on-site evaluations, targeted "ergonomic sweeps" of facilities, an Ergonomic Resource Center, chair fittings and project review to ensure ergonomics is considered as part of the design of new facilities.
- Reducing exposures to blood and body fluids by maintaining Bloodborne Pathogen (BBP) Exposure Control and staffing the SFDPH Safe Devices Committee. The Safe Device Committee focus has been to reduce BBP exposures to UCSF residents and staff at ZSFG. The Safe Device Committee is working collaboratively with ZSFG and UCSF to look at ways to reduce BBP exposures.

# FISCAL YEAR 16/17 BY THE NUMBERS

In FY 16-17, SFDPH's budget was \$2,058,846,439 which was an increase of \$24,849,050 from the FY 15-16 budget. The General Fund subsidy from the City and County was \$607,589,333 which represents 30% of the total budget. SFDPH's major fiscal year investments:

**\$2.8 million** in specialty mental health services for youth to improve coordination and meet State regulatory requirements

**\$1.9 million** to increase the capacity of at the Behavioral Health Center

**\$5.2 million** of new program and infrastructure costs to related to the Drug Medi-Cal Organized Waiver

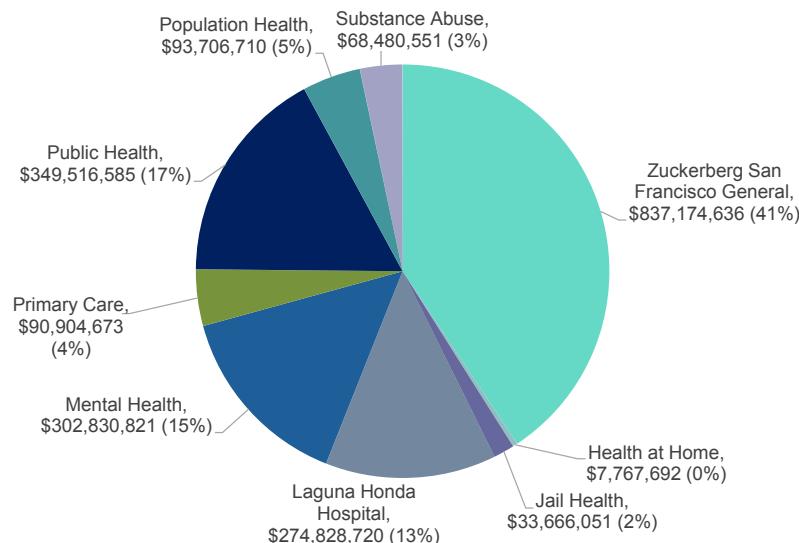
**\$0.8 million** to integrate Jail Behavioral Health Services

**\$1.0 million** of capital construction costs for wellness centers at HOPE SF Sites, and an additional \$500,000 for operating and programming costs

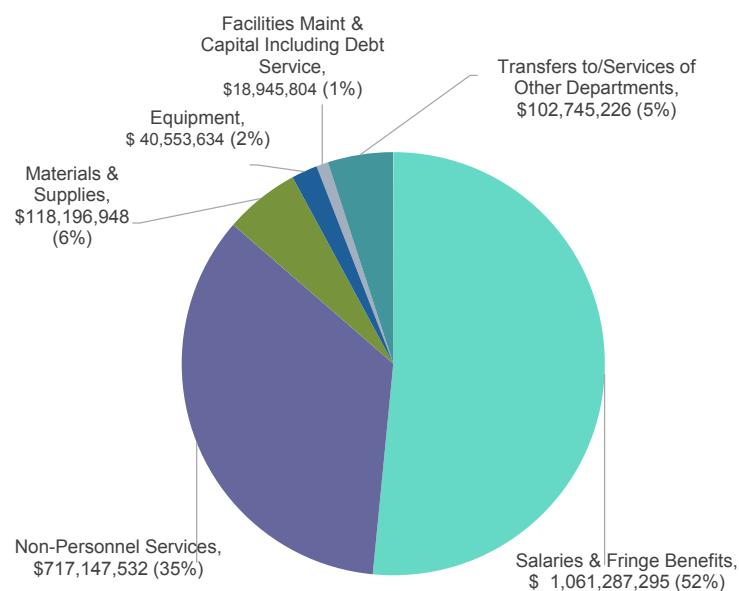
**\$1.5 million** to invest in our ongoing Human Resources services

**\$0.6 million** to support Population Health's infrastructure

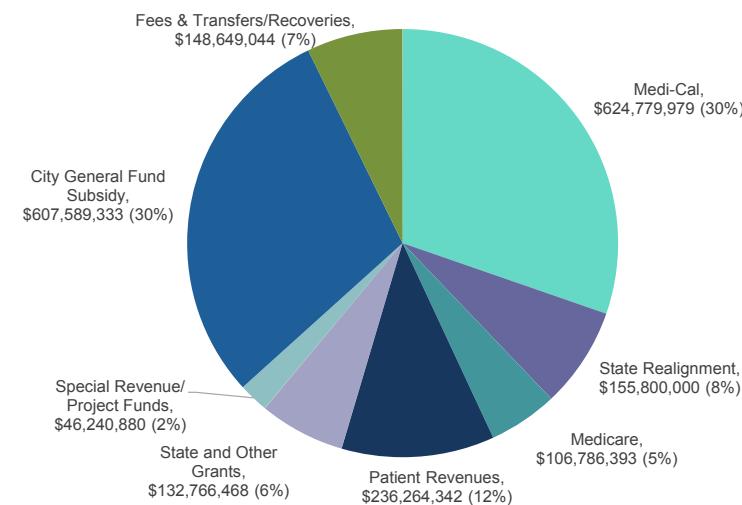
### EXPENDITURES BY PROGRAM



### EXPENDITURES BY TYPE



### REVENUES BY SOURCE



# 26 FISCAL YEAR 16/17 BY THE NUMBERS

## SF HEALTH NETWORK

San Francisco Health Network provides a wide array of services across its continuum of care. San Francisco Health Network's direct service providers consist of Zuckerberg SF General (ZSFG), which includes the Behavioral Health Center (BHC); Laguna Honda Hospital (LHH); Primary Care (PC); Health at Home (HAH); and Jail Health Services. Major service components include primary care, specialty care, acute care, home healthcare, long-term care, and emergency care.

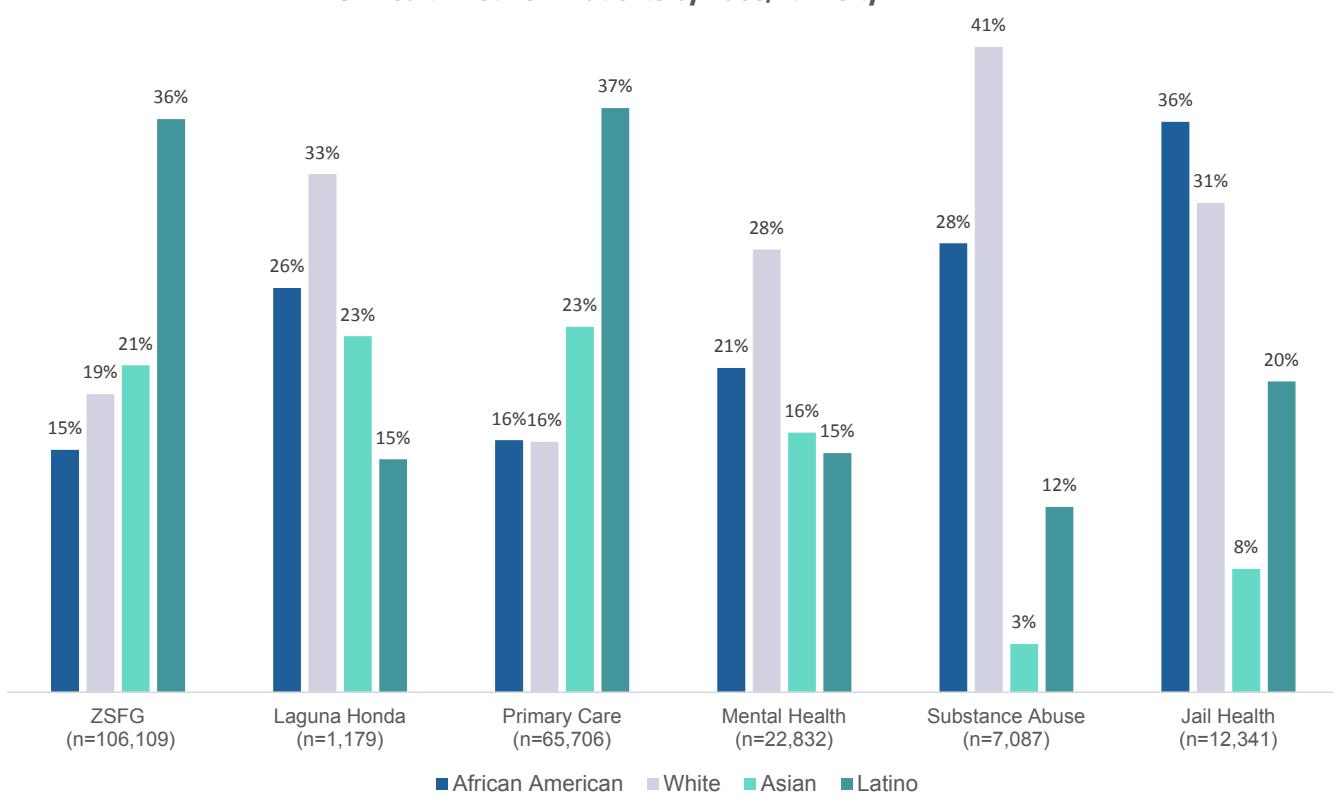
### SF HEALTH NETWORK PATIENT ENCOUNTERS

Visit Type	FY 14/15	FY 15/16	FY 16/17
	Number/Percentage of Visits	Number/Percentage of Visits	Number/Percentage of Visits
Primary Care	360,965	371,049	369,017
Specialty Care	195,232	198,848	209,769
Dental Care	9,593	12,080	12,494
Urgent Care	19,158	16,993	19,077
Encounters Requiring Trauma Center Services Activations	4,033	4,541	3,836
Diagnostic and Ancillary	153,914	144,054	137,667
Home Health Care Visits	19,781	20,187	21,032
<b>Total Emergency Encounters</b>	<b>66,834</b>	<b>73,305</b>	<b>76,060</b>
Medical Encounters	61,058	66,244	69,490
Percent Admitted	16%	15%	17%
Psychiatric Encounters	5,776	7,061	6,570
Percent Admitted	23%	12%	10%
<b>Total Acute Inpatient Days</b>	<b>74,860</b>	<b>84,206</b>	<b>82,492</b>
Actual Days at ZSFG	74,307	83,308	81,596
Actual Days at LHH	553	898	896
<b>Total Skilled Nursing Care Days</b>	<b>293,204</b>	<b>296,951</b>	<b>299,370</b>
Actual Days at ZSFG	8,990	9,539	9,639
Actual Days at BHC	11,314	12,161	16,148
Actual Days at LHH	272,900	275,251	273,583

\*Data methodology was updated in FY 16-17, and has been applied to FY 14-15 and FY 15-16 data for ZSFG.

## SF HEALTH NETWORK

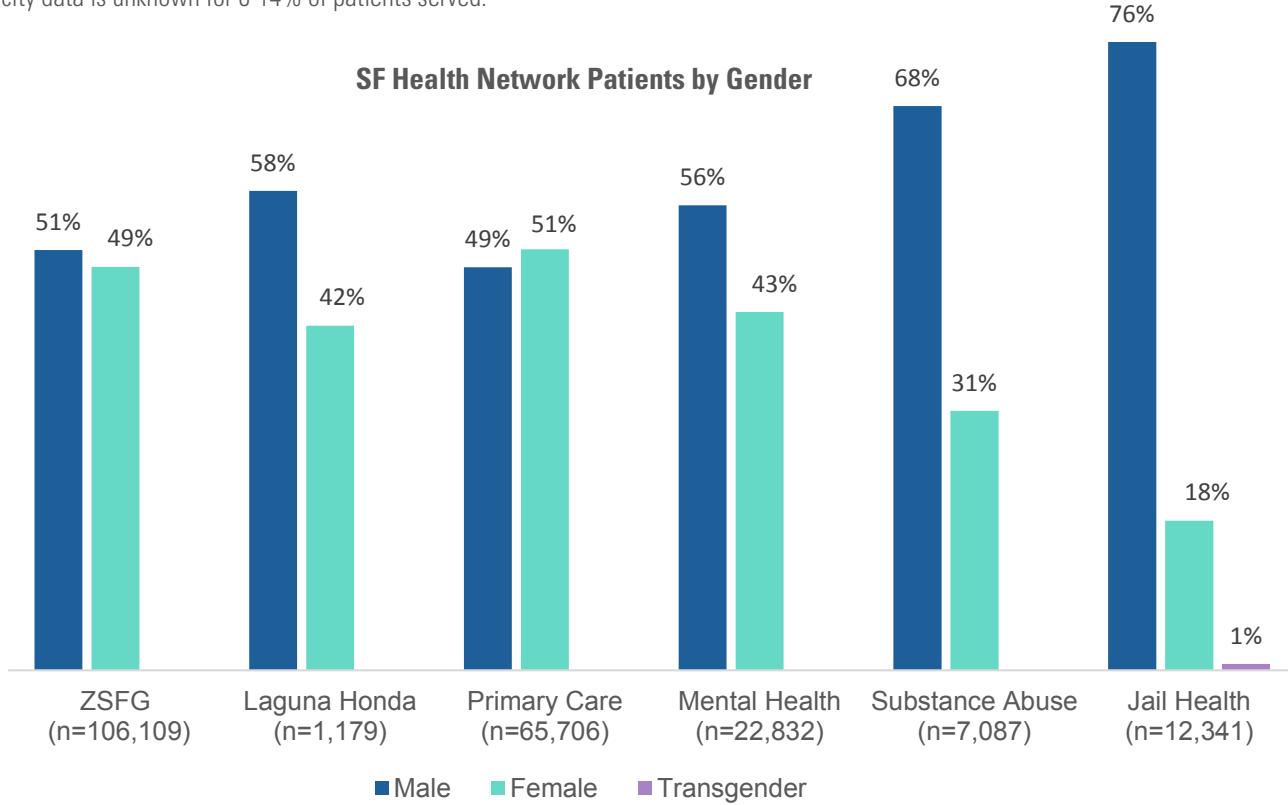
### SF Health Network Patients by Race/Ethnicity



ZSFG (n=106,109) includes on-campus Primary Care

\*Data not shown: Native Americans and Pacific Islanders comprise approximately 1% of the population served in all health systems above. Race/ethnicity data is unknown for 0-14% of patients served.

### SF Health Network Patients by Gender



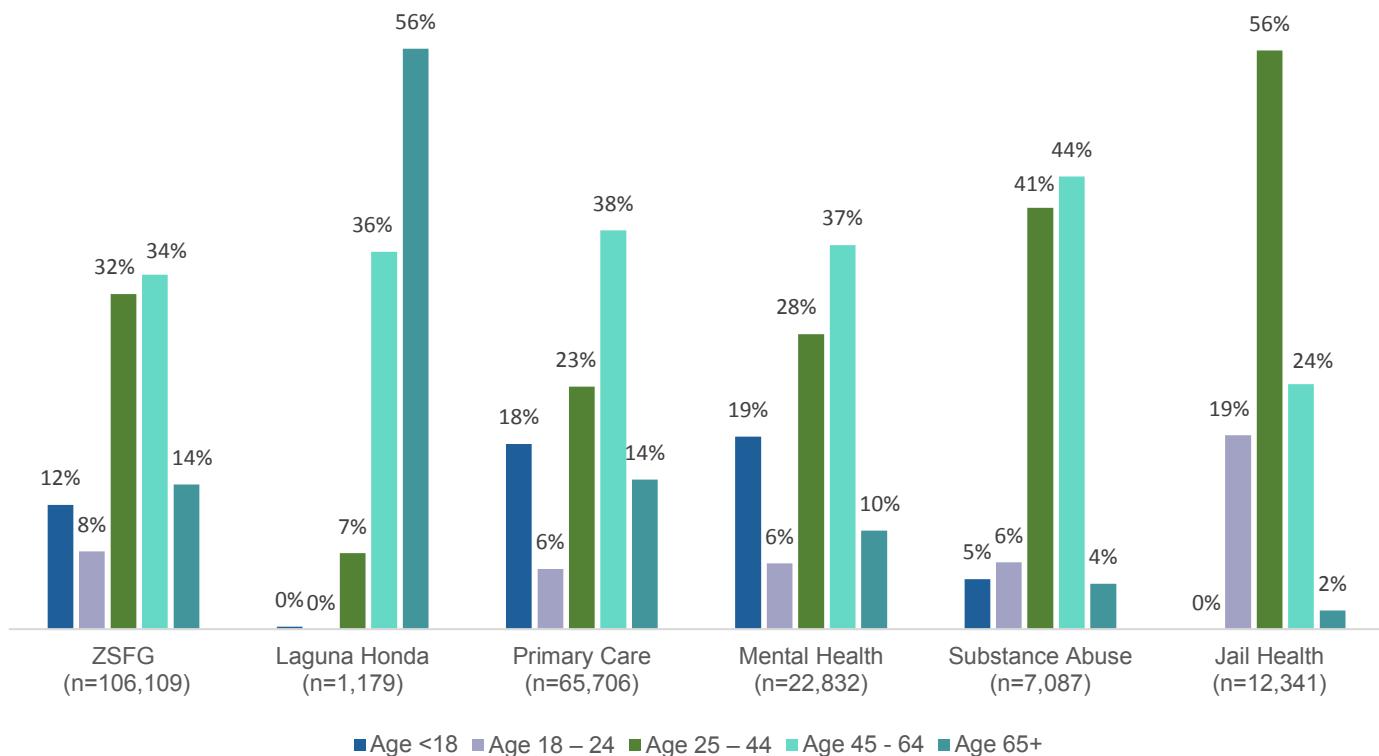
ZSFG (n=106,109) includes on-campus Primary Care

\*Data collection and reporting for transgender patients is reported for Jail Health and currently under development in other areas.

# 28 FISCAL YEAR 16/17 BY THE NUMBERS

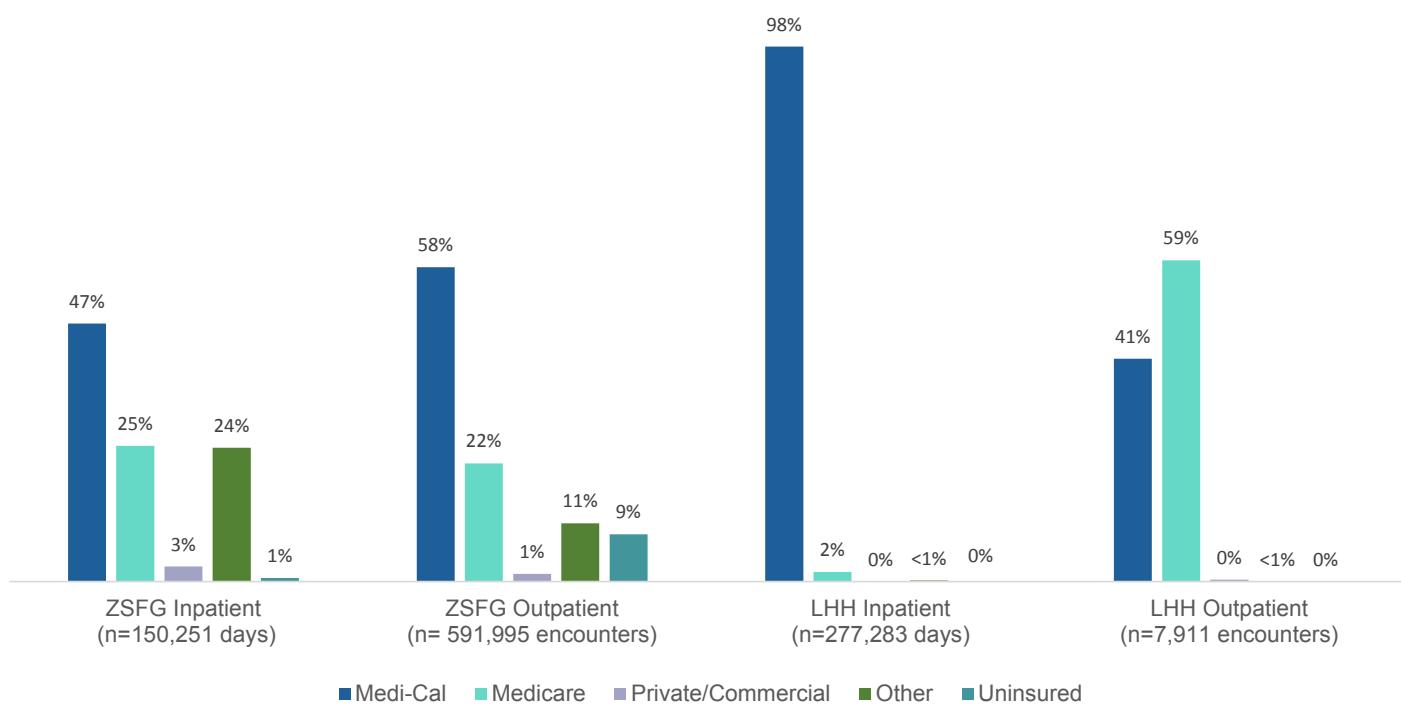
## SF HEALTH NETWORK

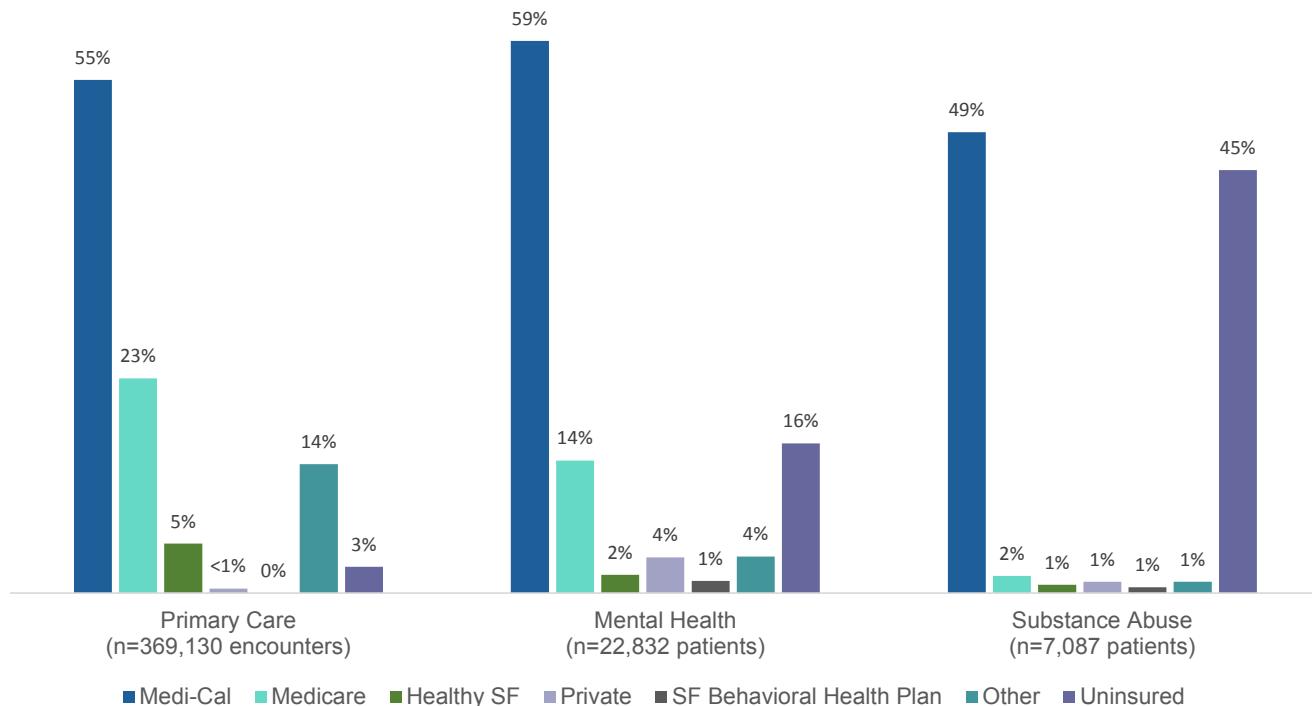
### SF Health Network Patients by Age



ZSFG (n=106,109) includes on-campus Primary Care

### SF Health Network Hospital Patient Payer Source



**SF Health Network Primary Care and Behavioral Health Payer Source**

Behavioral Health Services relies on a network of civil service and contracted providers to offer high-quality services to mental health and substance abuse clients. The tables below indicate the number of mental health and substance abuse clients served by contractors vs. civil service providers in FY 16/17.

**Mental Health Clients Served**

Provider	Unduplicated Client Count*
Contract Providers	16,052
Civil Service Providers (Incl. ZSFG)	9,409
<b>TOTAL</b>	<b>22,832</b>

**Substance Abuse Clients Served**

Provider	Unduplicated Client Count
Contract Providers - Treatment Services	7,087
Contract Providers - Prevention & Education	1,648
Civil Service Providers**	NA
<b>TOTAL</b>	<b>8,735</b>

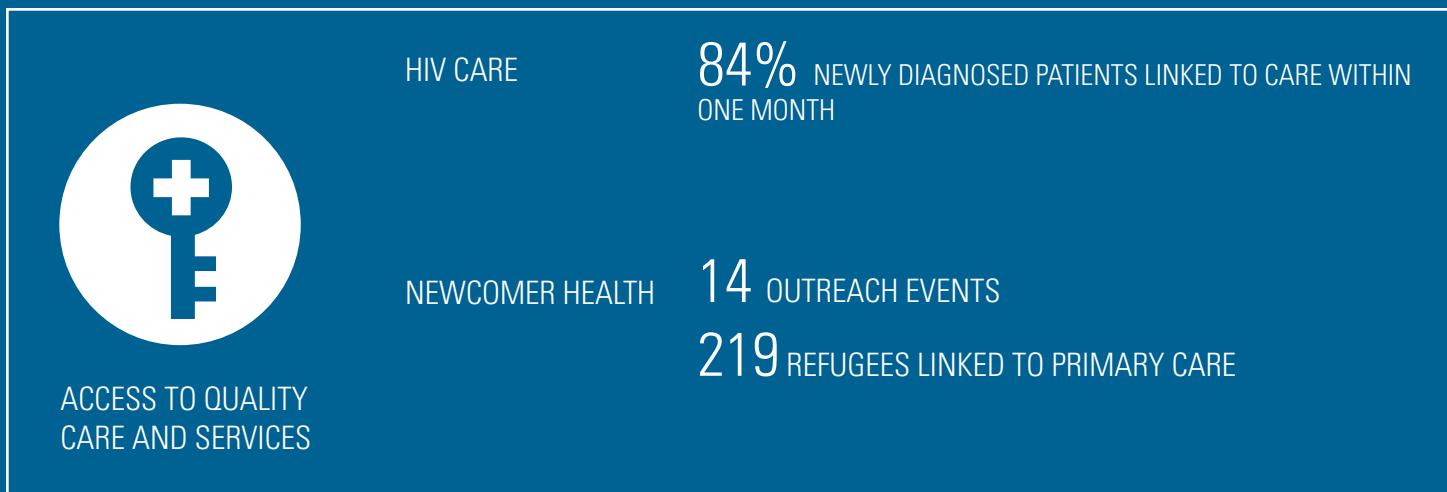
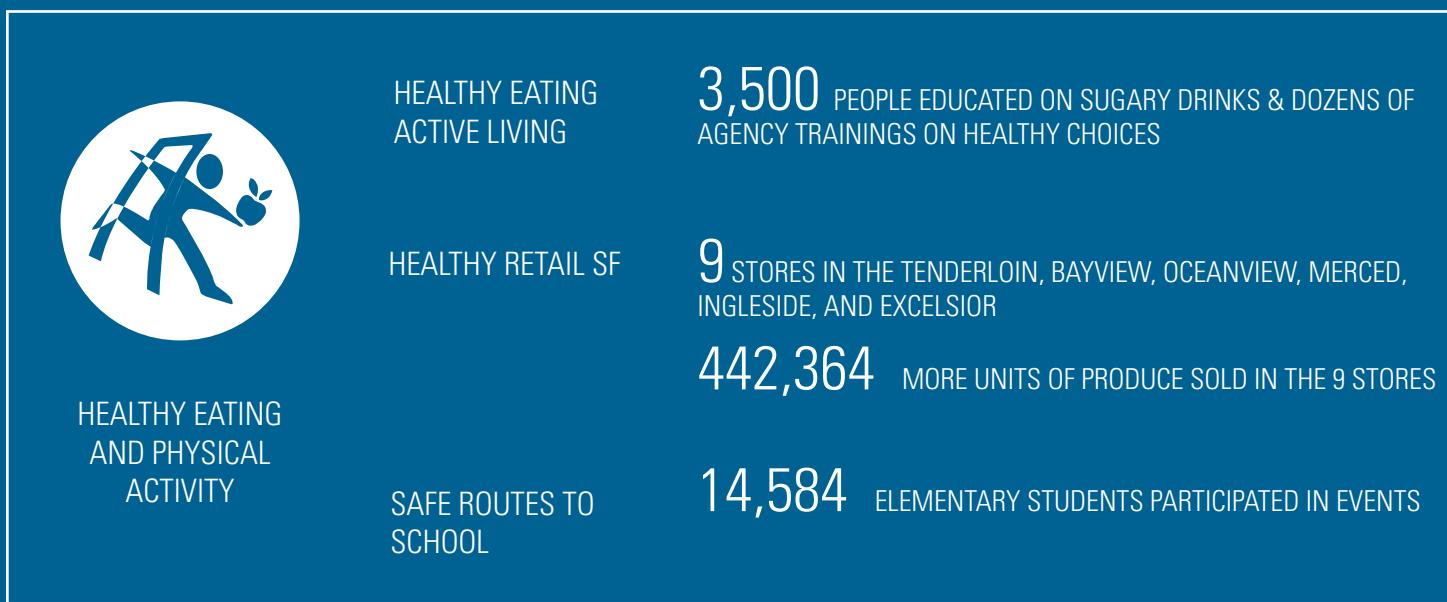
\* Clients can be seen in both Civil Service and Contract programs in the course of a year.

\*\* There are no Civil Service Substance Abuse programs in Behavioral Health Services.

## 30 FISCAL YEAR 16/17 BY THE NUMBERS

### POPULATION HEALTH

SFDPH has been a leader in the field of public health for decades, providing important innovations in interventions and programs. However, in spite of these successes, San Francisco faces many health challenges: a striking epidemic of adult and youth obesity and its complications (e.g., childhood type 2 diabetes and hypertension); high rates of infant mortality, and persistent health inequities related to ethnic, social, economic, and environmental factors. SFDPH's ongoing efforts to meet emerging challenges are reflected in the Strategic Plan for our Population Health Division. In Fiscal Year 16/17 PHD conducted the following key programmatic activities that support PHD's strategic plan focus areas.



# FISCAL YEAR 16/17 BY THE NUMBERS 31

## POPULATION HEALTH



BLACK/AFRICAN  
AMERICAN HEALTH

RACIAL/CULTURAL  
HUMILITY  
TRAINING

HYPERTENSION  
CONTROL

107 ADDITIONAL DPH STAFF TRAINED

62% HYPERTENSION CONTROLLED IN BLACK/AFRICAN-  
AMERICAN PATIENTS



MATERNAL, CHILD,  
ADOLESCENT  
HEALTH

CHILDCARE HEALTH  
PROGRAM

CA CHILDREN'S  
SERVICES MEDICAL  
THERAPY

WOMEN, INFANTS  
AND CHILDREN  
(WIC)

1800 CHILDREN SCREENED FOR VISION AND HEARING

270 CHILDREN WITH SPECIAL HEALTHCARE NEEDS  
RECEIVED PHYSICAL OR OCCUPATIONAL THERAPY

63% OF SF MOTHERS ENROLLED ACTIVELY BREASTFED  
THEIR INFANTS AT LEAST ONCE A DAY



HIV PREVENTION

166,913 HIV PREVENTION CONTACTS

1,634,106 FREE CONDOMS MADE AVAILABLE

27,874 HIV TESTS PROVIDED

# 32 FISCAL YEAR 16/17 BY THE NUMBERS

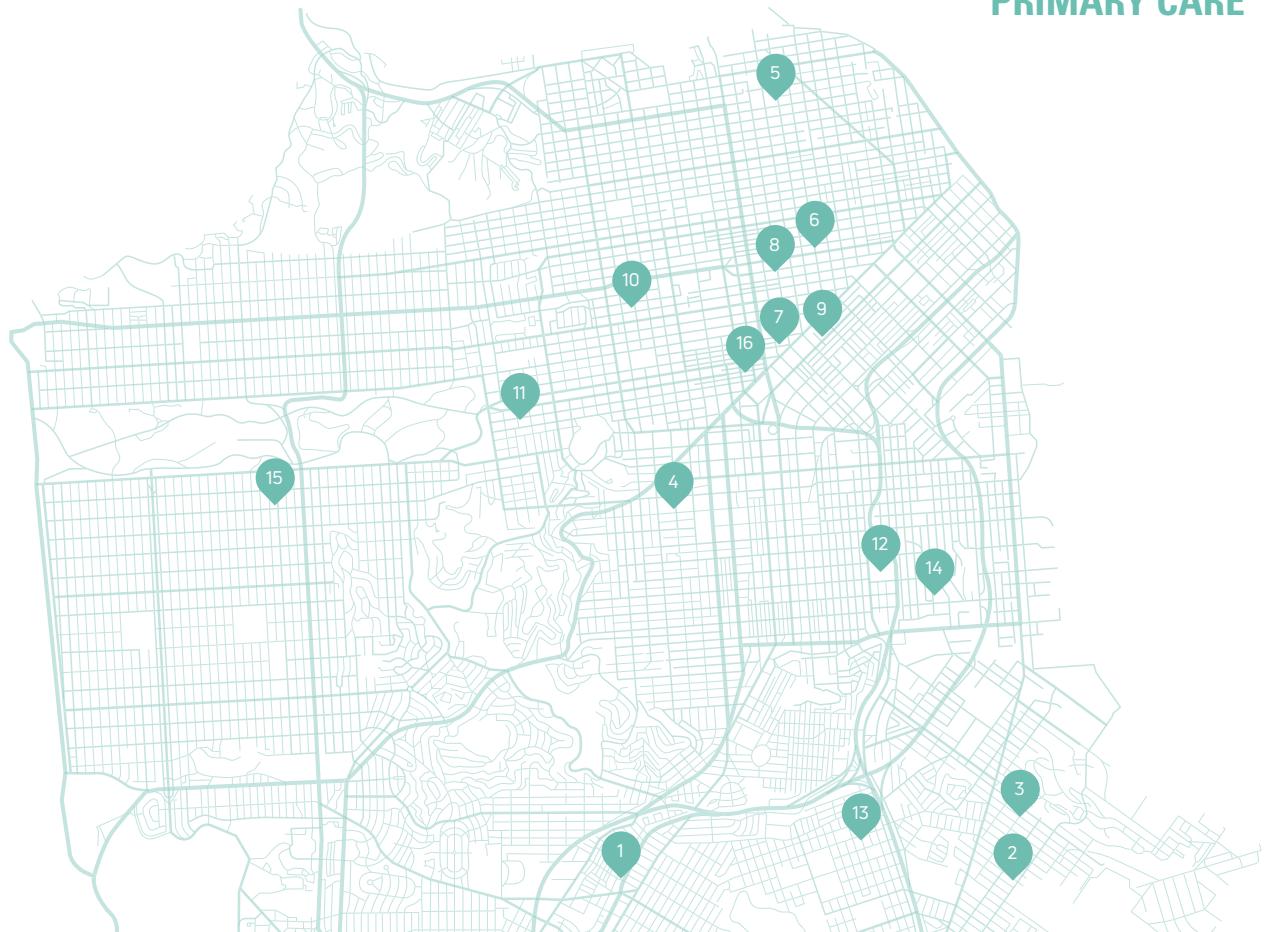
## HEALTH COMMISSION RESOLUTIONS

### 2017

- 17-8** Resolution Endorsing San Francisco's Climate and Health Adaptation Framework and Affirming the Commission's Commitment to Combat Climate Change
- 17-7** Resolution in Honor of Dr. Marcellina Ogbu
- 17-6** Resolution Determining That The Closure of The PROS And Wound Clinic At Dignity Health - St. Mary's Medical Center - San Francisco Will Have a Detrimental Impact on Health Care Services In The Community
- 17-5** In support of proposed Board of Supervisors ordinance prohibiting the sale of menthol and other flavored tobacco products in San Francisco
- 17-4** In Support of Vision Zero, the Goal of Zero Traffic Deaths in San Francisco by 2024, and the 2017-2018 Action Strategy
- 17-3** Resolution Authorizing the Department of Public Health to Recommend To the Board of Supervisors To Accept And Expend Retroactively A Gift Of \$80,000 To the LHH Gift Fund From Molly Fleischner
- 17-2** Resolution In Support Of the Implementation of the California End of Life Option Act In The San Francisco Health Network
- 17-1** Resolution Approving the San Francisco Department of Public Health's 2017 State and Federal Legislative Plans

### 2016

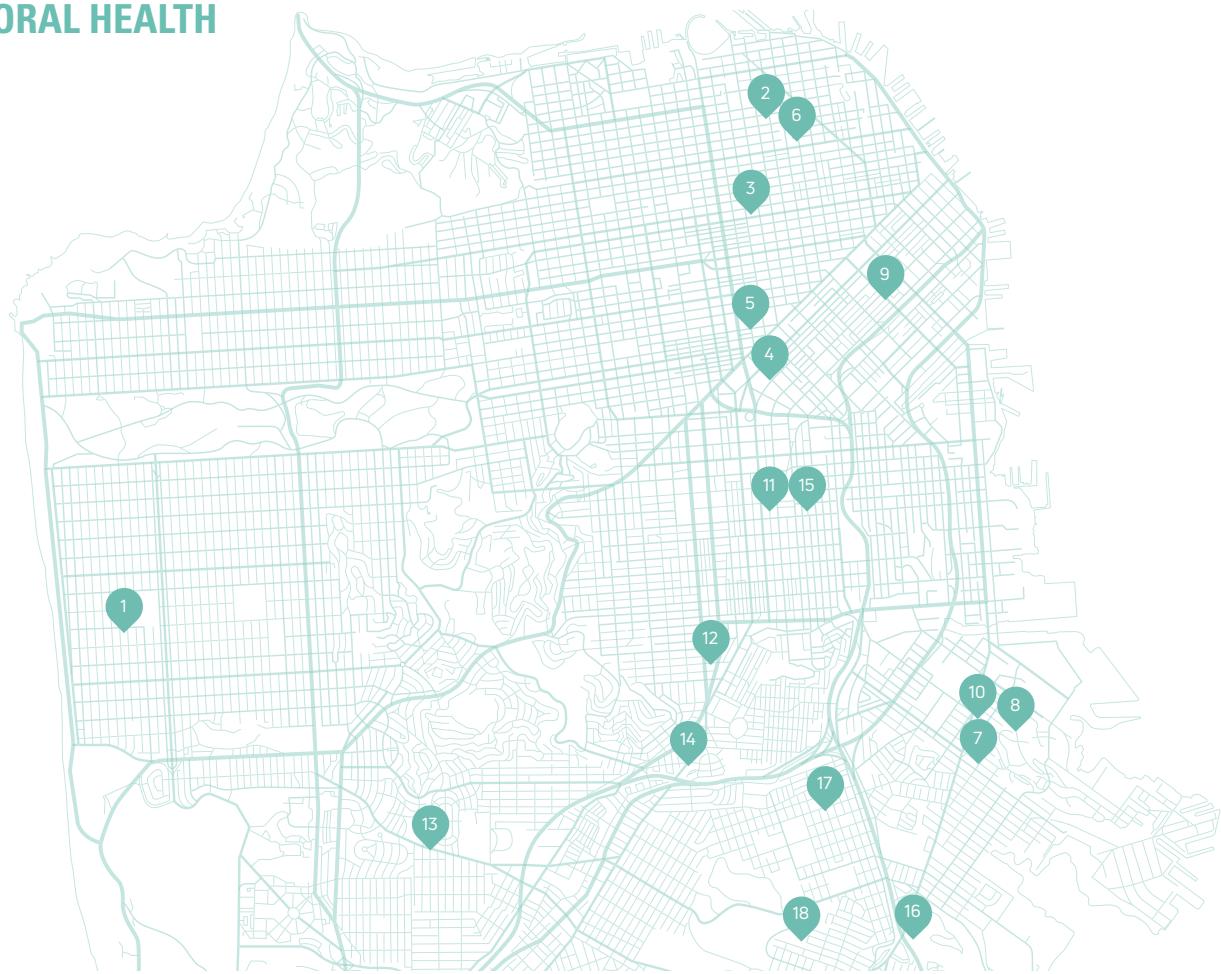
- 16-13** Resolution Recommending that the Board of Supervisors Approve Lease Agreements for the Installation of Necessary Equipment for Paging and Cellular Services at Zuckerberg San Francisco General Hospital and Trauma Center
- 16-12** Resolution Making CEQA Findings and Approving a Ground Lease and Lease Disposition and Development Agreement Between the City and County of San Francisco and the Regents of the University of California for Purposes for Building a New Research Facility at the ZSFG Campus and Trauma Center
- 16-11** Resolution Amending the Healthcare Accountability Ordinance Minimum Standards
- 16-10** Resolution Endorsing the Recommendations from the Health Impact Assessment Report Titled "Single Room Occupancy Hotels in San Francisco: A Health Impact Assessment"
- 16-09** Resolution of Commitment to Trauma Care

**PRIMARY CARE**

- |                                       |                                       |
|---------------------------------------|---------------------------------------|
| 1 Balboa Teen Health Center           | 12 Family Health Center               |
| 2 Southeast Health Center             | 12 Positive Health Program            |
| 3 3rd Street Youth Center & Clinic    | 12 Children's Health Center           |
| 4 Castro-Mission Health Center        | 13 Silver Avenue Family Health Center |
| 4 Dimensions Clinic                   | 14 Potrero Hill Health Center         |
| 5 Chinatown Public Health Center      | 15 Ocean Park Health Center           |
| 6 Larkin Street Youth Services        | 16 Tom Waddell Urgent Care            |
| 7 Tom Waddell Urban Health Center     |                                       |
| 8 Curry Senior Center                 |                                       |
| 9 Medical Respite and Sobering Center |                                       |
| 10 Maxine Hall Health Center          |                                       |
| 11 Cole Street Clinic                 |                                       |
| 12 Richard Fine People's Clinic       |                                       |

## 34 SERVICE SITES

### BEHAVIORAL HEALTH



\*note that not all city-contracted sites are shown on this map

- 18 Reasons
- A Better Way
- Aguilas
- AIDS Community Research Consortium
- AIDS Emergency Fund
- AIDS Legal Referral Panel of the San Francisco Bay Area
- Alternative Family Services
- APA Family Support Services
- Asian American Recovery Services
- Asian and Pacific Islander Wellness Center
- BAART Behavioral Health Services
- BAART Community Healthcare
- Baker Places
- Bay Area Communication Access
- Bay Area Young Positives
- Bayview Hunters Point Foundation for Community Improvement
- Bayview Hunters Point Multipurpose Senior Services
- Black Coalition on AIDS
- Brilliant Corners
- Catholic Charities CYO of the Archdiocese of San Francisco
- Center on Juvenile and Criminal Justice
- Central American Resource Center of Northern California
- Central City Hospitality House
- Children's Council of San Francisco
- Community Awareness and Treatment Services (CATS)
- Community Initiatives
- Community Youth Center San Francisco
- Conard House
- Dolores Street Community Services
- East Bay Agency for Children
- Edgewood Center for Children and Families
- Eldergivers
- EMQ FamiliesFirst Inc.
- Episcopal Community Services of San Francisco
- Family Service Agency of San Francisco
- Fort Help LLC
- Fred Finch Youth Center
- Friendship House Assn. of American Indians
- Glide Foundation
- Harm Reduction Coalition
- HealthRight 360
- Homeless Children's Network
- Homeless Prenatal Program
- Horizons Unlimited of San Francisco
- Huckleberry Youth Programs
- Hyde Street Community Services
- Institute for Community Health Outreach
- Institute on Aging
- Instituto Familiar de la Raza
- International Institute of the Bay Area
- Japanese Community Youth Council
- Jelani House
- Larkin Street Youth Center
- Latino Commission
- Lavender Youth Recreation & Information Center (LYRIC)
- Learning for Action
- Livable City
- Lutheran Social Services
- Maitri AIDS Hospice
- Mental Health Association of San Francisco
- Mission Council on Alcohol Abuse for the Spanish-speaking
- Mission Neighborhood Health Center
- National Alliance on Mental Illness (NAMI) San Francisco
- Native American Health Center
- North of Market Senior Services dba Curry Senior Center
- Oakes Children's Center
- Positive Resource Center
- Progress Foundation
- Project Open Hand
- Public Health Foundation Enterprises (PHFE)
- Public Health Institute (PHI)
- Rafiki Coalition for Health and Wellness
- Regents of the University of California
- Richmond Area Multi-Services
- San Francisco AIDS Foundation
- San Francisco Child Abuse Prevention Center
- San Francisco Community Clinic Consortium
- San Francisco Food Bank
- San Francisco Mental Health Educational Funds
- San Francisco Network Ministries Housing Corp.
- San Francisco Public Health Foundation
- San Francisco Society for the Prevention of Cruelty to Animals
- San Francisco Study Center
- San Francisco Suicide Prevention
- Self-Help for the Elderly
- Shanti Project
- Special Service for Groups
- Steppingstone
- Swords to Plowshares
- Thunder Road Adolescent Treatment Centers
- Tides Center
- University of the Pacific
- Westcoast Children's Clinic
- Westside Community Mental Health Center
- Women's Community Clinic
- YMCA of San Francisco Bayview Hunters Point
- YMCA of San Francisco Urban Services

## 36 ADDITIONAL RESOURCES

---

To learn more about SFDPH efforts to protect and promote the health of all San Franciscans, please explore the following resources:

- **SF Health Commission** (<https://www.sfdph.org/dph/comupg/aboutdph/hc/default.asp>) Read more about the SF Health Commission, the governing and policy-making body of the SFDPH.
- **SFDPH Webpage** ([www.SFDPH.org](http://www.SFDPH.org)) Learn more about SFDPH services and programs and link to additional SFDPH reports – including past Annual Reports.
- **San Francisco Public Health Foundation** (<http://sfphf.org>) Read about the San Francisco Public Health Foundation, a non-profit that strives to provide resources to San Francisco's public health community, facilitating the provision of high quality and cost-effective healthcare services.
- **SF Health Network** ([www.sfhealthnetwork.org](http://www.sfhealthnetwork.org)) Learn more about the SF Health Network, the city's only complete care system.
- **Zuckerberg SF General (ZSFG) Annual Report** (<https://www.sfdph.org/dph/comupg/oservices/medSvs/SFGH/SFGHAnnualReports.asp>) Learn more detailed information about ZSFG's services, accomplishments, and operations over the last fiscal year.
- **SF General Foundation** ([www.SFGHFoundation.org](http://www.SFGHFoundation.org)) Find out more about the SF General (SFGH) Foundation, a not-for-profit corporation that provides fundraising support to ZSFG.
- **Laguna Honda Hospital (LHH) Annual Report** (<http://www.lagunahonda.org/>) Learn more detailed information about LHH's services, accomplishments, and operations over the last fiscal year.
- **Friends of Laguna Honda** ([www.friendsoflagunahonda.org](http://www.friendsoflagunahonda.org)) Learn more about Friends of Laguna Honda, a non-profit organization founded in 1956, dedicated to enhancing the quality of life for the residents at Laguna Honda Hospital and Rehabilitation Center by funding non-medical programs and services that would otherwise be unavailable.
- **Get Covered San Francisco** ([www.sfgov.org/healthreform](http://www.sfgov.org/healthreform)) Learn more about healthcare options under the Affordable Care Act.
- **Healthy San Francisco** ([www.healthysanfrancisco.org](http://www.healthysanfrancisco.org)) Learn about the Healthy San Francisco program, including information on eligibility and enrollment.
- **San Francisco Health Improvement Partnerships (SFHIP)** ([www.sfhip.org](http://www.sfhip.org)) Learn more about SFHIP, a dynamic portal to the community's priority health issues and associated community resources.





Report can be found online at:

[www.SFDPH.org](http://www.SFDPH.org)

415.554.2500

Printing was donated by the San Francisco Public Health Foundation.  
This report was not reproduced at public expense.