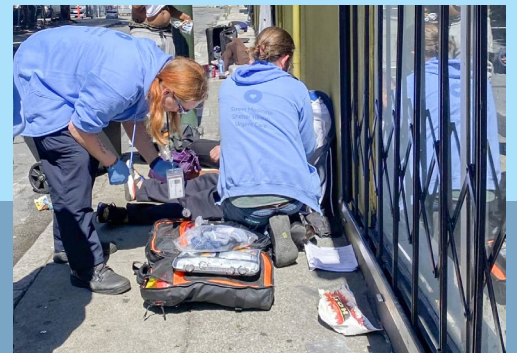


San Francisco

Department of Public Health



Annual Report
2022-2023

OUR MISSION

Protecting and promoting health and well-being for all in San Francisco.

OUR VISION

Making San Francisco the healthiest place on earth.

OUR STRATEGIC PRIORITIES

The San Francisco Department of Public Health (SFDPH) has chosen five broad-based and far-reaching strategic goals which directly align with its True North core values and reinforce the Department's commitment to its mission and vision.

- Strategy 1 – Advancing Equity
- Strategy 2 – Develop our People
- Strategy 3 – Lean Transformation
- Strategy 4 – Turning Data into Actionable Knowledge
- Strategy 5 – Homelessness & Behavioral Health

SFDPH is committed to providing quality health care and services for all San Franciscans, 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.



San Francisco Department of Public Health
101 Grove Street
San Francisco, CA 94102

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MESSAGE FROM THE DIRECTOR

This Message is in Development.

DRAFT



MESSAGE FROM THE HEALTH COMMISSION PRESIDENT

During the past fiscal year, San Francisco has faced unprecedented public health challenges. These include a global pandemic that took millions of lives around the world, an MPX outbreak that stoked stigma and fear in San Francisco's LGBTQ+ community, and the loss of Medicare and Medicaid certification for Laguna Honda Hospital and Rehabilitation Center. The Commission is grateful to the dedicated leadership and staff of the San Francisco Department of Public Health (SFDPH) for their hard work to address these and other public health challenges facing the diverse communities of San Francisco.

Under the leadership of Dr. Grant Colfax, Director of Health, and Dr. Susan Philip, San Francisco Health Officer, the SFDPH continued to implement one of the most intensive, inclusive and multipronged COVID-19 pandemic responses in the United States. As a result, San Francisco ended the COVID-19 public health emergency declaration with one of the lowest COVID-19 death rates among larger metropolitan cities overall and across all ages and ethnicities.

By the time San Francisco recorded its first MPX cases in June 2022, the SFDPH had already implemented an incident command structure to deal with this new public health emergency. SFDPH conducted targeted outreach to the LGBTQ+ community to provide prevention and treatment information during this frightening time. San Francisco health and political leaders advocated for federal and state lawmakers to ensure broad and equitable distribution of vaccine doses. Zuckerberg San Francisco General Hospital (ZSFG) clinical staff quickly added MPX vaccination capabilities to serve and care for hundreds of people lining up in the early morning hours. As a result, the number of MPX cases in San Francisco has remained low.

The Health Commission has closely monitored the progress of Laguna Honda Hospital and Rehabilitation Center (LHH) recertification efforts each month. In addition, three Health Commissioners participated in monthly LHH Joint Conference Committee meeting for a more detailed review of regulatory, quality and human resources issues. The Health Commission is grateful to the committed LHH staff for their hard work to achieve Medicaid recertification so Laguna Honda can continue serving San Franciscans most in need and looks forward to LHH achieving Medicare recertification and returning to accepting new admissions in the upcoming year.

This year, the Health Commission also celebrated the renovation of Southeast Health Center and Castro Mission Health Center and the opening of the Maria X. Martinez Resource Center. The transformation of these buildings brings increased capacity for DPH staff to provide excellent medical and behavioral health services to San Francisco's diverse neighborhoods.

The cornerstone of every SFDPH endeavor is the extraordinary work of dedicated SFDPH team members to improve the health and wellbeing of all San Franciscans. The Commission also acknowledges the leadership that Mayor Breed and the San Francisco Board of Supervisors bring to public health issues and the importance of the many productive partnerships between the SFDPH and other City Departments and community-based organizations.

Warm regards,
Dan Bernal,
Health Commission President

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 the Population Health Division; and
- Promoting the health of our patients, which is the primary responsibility of the San Francisco Health Network, which includes Behavioral Health Services.

SFDPH's central administrative functions, such as finance, human resources, information technology, communications, 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, the preparation and response to public health emergencies, and the monitoring of emerging public health issues. PHD implements traditional and innovative public health interventions in a variety of areas. For example, PHD staff inspect restaurants, promote improved air and water quality, track communicable diseases, provide expert laboratory services, 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 small neighborhood markets to increase healthy food options for residents. PHD was granted public health reaccreditation in March of 2023, 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



San Francisco Health Network

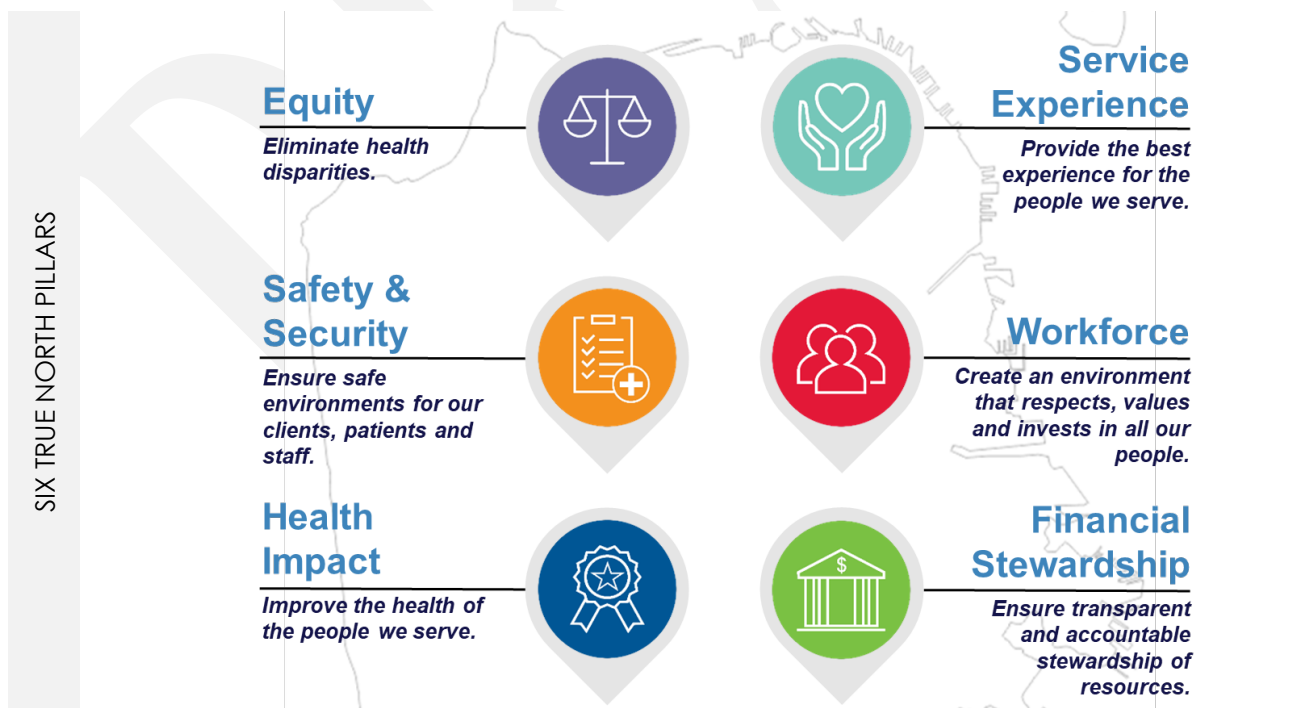
The SF Health Network (SFHN) comprises the direct health services SFDPH provides to thousands of insured and uninsured residents of San Francisco, including those most socially and medically vulnerable. The San Francisco Health Network is a community of top-rated clinics, hospitals and programs operated by SFDPH. The Health Network connects San Franciscans to quality health care. SFHN serves more than 125,000 people across 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. SFHN provides continuous care for people wherever they are – in clinics, hospitals, at home, in jail or transitional housing. As the city's public health system, the SFHN also provides emergency and trauma care to any San Franciscan who needs it.

The SFHN includes the Behavioral Health Services (BHS) division, which is the largest provider of mental health and substance use prevention, early intervention, and treatment services in the City. BHS is comprised of a network of community-based contracted partners and civil service clinics providing mental health services and substance use disorder services for San Francisco Medi-Cal beneficiaries, uninsured, and indigent residents. BHS is also the managed care plan for Medi-Cal insured people with serious mental illness or substance use disorder.

The Health Network celebrates the city's diversity, serving individuals and families of all backgrounds and identities, regardless of immigration or insurance status.

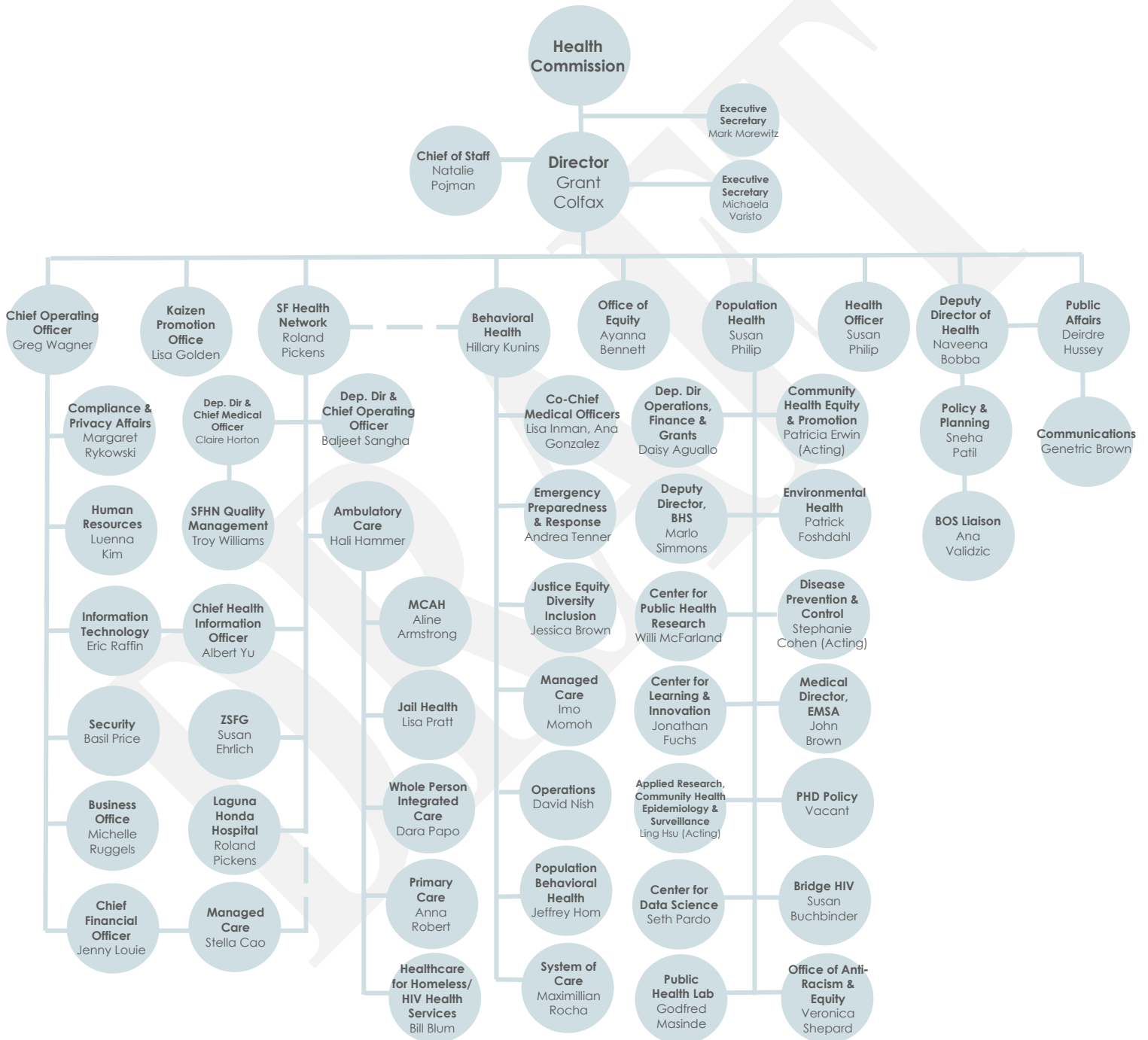
TRUE NORTH

True North is a precise, concise, and universal set of ideals which, when taken together provide a compass that describes the SFDPH's ideal that the department is continually striving towards. True North encompasses a broad scope of work and serves as the basis for strategic planning that guides leadership in setting priorities and metrics across all levels of the organization. While departmental tactics and strategies may change True North does not change. SFDPH's True North, Mission, and Vision are summarized in the following visual triangle.



ORGANIZATIONAL CHART

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 health care services. The Population Health Division leads SFDPH efforts in health protection, promotion, prevention, and disaster readiness.



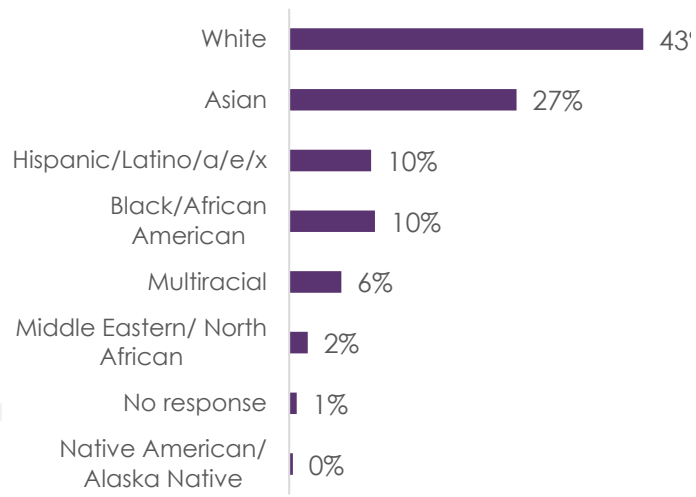
*Last updated on April 20, 2023

SENIOR LEADERSHIP DEMOGRAPHICS

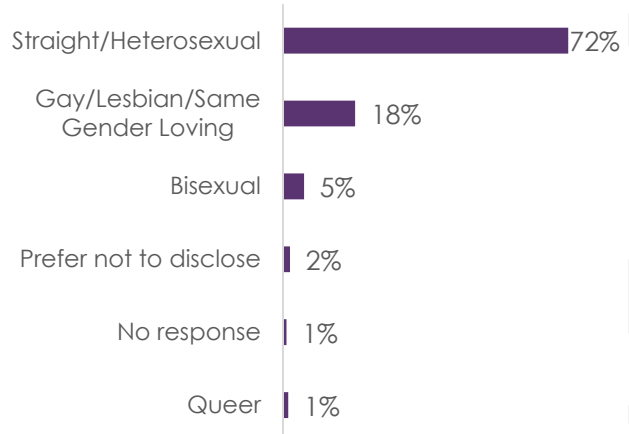
As part of the Department's Racial Equity Action Plan, demographic information for the Health Commission and the Department's senior leadership* is collected annually and included in the SFDPH Annual Report. These data are also required to be collected for every City and County of San Francisco policy body every two years.

*Defined as organizational chart leadership, MEA management, and medical and nursing directors. 224 Senior Leadership Staff were surveyed in 2023.

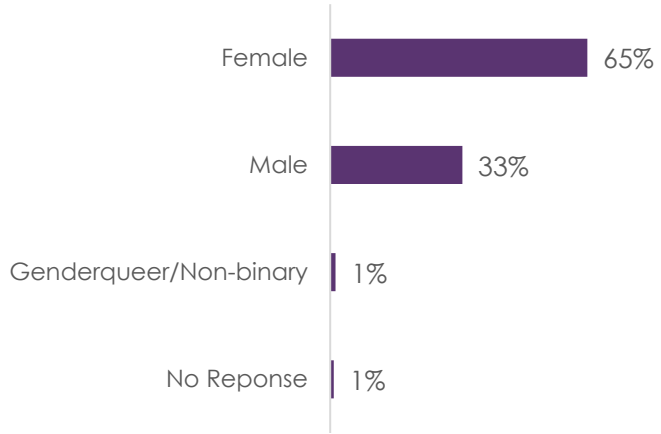
RACE/ETHNICITY



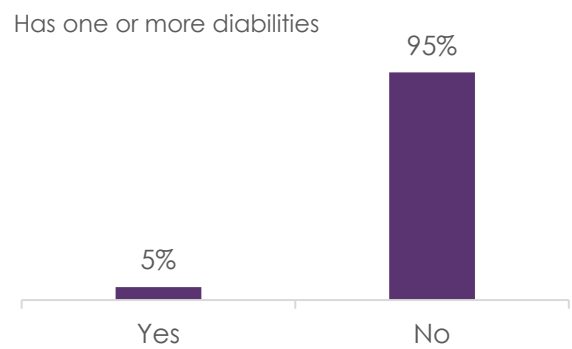
SEXUAL ORIENTATION



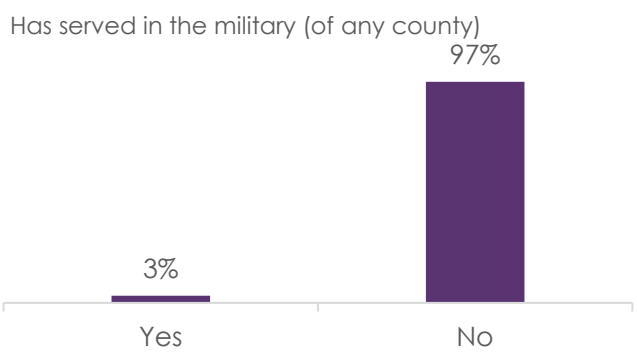
GENDER IDENTITY



DISABILITY STATUS



VETERAN STATUS



SF HEALTH COMMISSION

As SFPD'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 participates in the following external 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

As part of the Department's Racial Equity Action Plan, demographic information for the Health Commission is collected annually and included in the SFPD Annual Report. These data are also required to be collected for every CCSF policy body every two years.

* San Francisco Charter § 4.110. [Health Commission](#).

Demographics of Health Commission Members**

Race and Ethnicity	Count
Asian	3
Black/African American	1
Latinx/Hispanic	1
Middle Eastern/North African	
Multiracial	
Native American/Alaska Native	
Native Hawaiian/Other Pacific Islander	
White Caucasian	2
Disability Status	
Has one or more disabilities	3
Veteran Status	
Served in the military	1
Gender Identify	
Female	4
Trans Female	1
Genderqueer/Non-binary	
Male	2
Trans Male	
Other	
Sexual Orientation	
Bisexual	
Gay/Lesbian/Same Gender Loving	2
Questioning/Unsure	
Straight/Heterosexual	4
Other	1

**Demographic categories derived from the Department of the Status of Women Biannual CCSF Policy Body Survey.



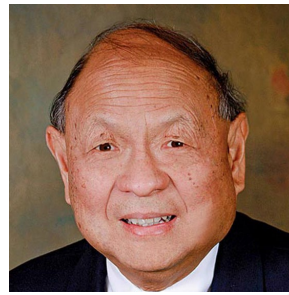
**DAN BERNAL,
PRESIDENT**

Commissioner Bernal is Chief of Staff for Speaker Emerita 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 Speaker Pelosi's efforts to build support for the legislation in California by convening diverse stakeholders and coordinating activities among 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 protect and improve the Affordable Care Act. He was appointed to the Health Commission in 2017.



**LAURIE GREEN, M.D.,
VICE PRESIDENT**

Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 40 years. In 1989 she co-founded Pacific Women's Obstetrics & Gynecology Medical Group, the second all-female OB/GYN practice in San Francisco, providing state-of-the-art, empathic obstetrics and gynecology care in a woman-run environment. Dr. Green is also the Founder and Board Chair of The MAVEN Project, which engages physicians to volunteer their clinical expertise via telehealth technology to medically under-resourced communities in the Bay Area and across the country. Commissioner Green was appointed to the Health Commission in 2018 and is a member of the Joint Conference Committees of Laguna Honda Hospital and Zuckerberg San Francisco General Hospital, where she trained.



**EDWARD A. CHOW,
M.D.**

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over fifty years. He was previously President and CEO of Jade Health Care Medical Group, affiliated with the Chinese Hospital Health System; Executive Director of the Chinese Community Health Care Association; and Chief Medical Officer of the Chinese Community Health Plan. He is currently a Member of the Anthem Blue Cross of California Physician Relations Committee. Commissioner Chow currently chairs the Zuckerberg San Francisco General Hospital Joint Conference Committee; he is also a member of the Finance and Planning Committee and Laguna Honda Hospital Joint Conference Committee. He was appointed to the Health Commission in 1989.



**SUSAN BELINDA
CHRISTIAN, J.D.**

Commissioner Christian is an Assistant District Attorney in San Francisco, and is the office's Managing Attorney for the Collaborative Courts and Mental Health Unit. From 2012 through 2019, she was assigned to the Behavioral Health Court—a collaborative, multidisciplinary court providing treatment and rehabilitation for people whose criminal justice involvement is tied to behavioral health disorders. In 2012, she was appointed to the San Francisco Human Rights Commission, where she served four terms as Commission Chair and worked with the Mayor's Office to create and implement a pilot program for Implicit Bias trainings for City employees. Commissioner Christian is a member of the ZSFG Joint Conference Committee and the Community & Public Health Committee. She was appointed to the Health Commission in 2020.



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 is a past member of 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.



TESSIE M. GUILLERMO

Commissioner Guillermo is the former Chair of the Board of Directors of CommonSpirit, the largest national non-profit health system in the United States and former President and CEO of ZeroDivide, a philanthropy and consultancy that developed innovative digital equity strategies in support of low-income communities. Commissioner Guillermo was the founding CEO of the Asian and Pacific Islander American Health Forum, leading this national minority health policy/advocacy organization for 15 years. Commissioner Guillermo was appointed to the Health Commission in 2018, chairs the Laguna Honda Hospital Joint Conference Committee, and is a member of the Finance and Planning Committee.



SUZANNE GIRAUDO, PH.D.

Dr. Giraud is a psychologist and is the Clinical Director of the California Pacific Medical Center Department of Pediatrics Child Development Center. In addition to her clinical expertise, Dr. Giraud's professional background includes development, administration, and supervision of pediatric clinical programs, grant administration, and teaching. She is the founder and trustee of the DeMarillac Academy, a Catholic school located in the Tenderloin, serving underserved children and families. Commissioner Giraud is chair of the Community and Public Health Committee and represents the Health Commission on the San Francisco General Hospital Foundation. Prior to her appointment to the Health Commission in 2019, Dr. Giraud was a member of the Children and Families First Commission for 12 years.

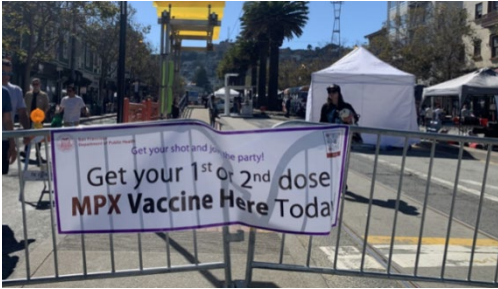


MARK MOREWITZ, MSW, HEALTH COMMISSION SECRETARY

Mr. Morewitz has worked in public health research, program development and evaluation, and non-profit administration. First hired at the SFDPH in 1992, he has worked in HIV service contracting and monitoring; provided social work services; and served as the Director of the DPH Forensic AIDS Project. He has served as the Health Commission Executive Secretary since 2009.

FY 22-23 FEATURES

POPULATION HEALTH DIVISION COORDINATES COMMUNITY-CENTERED, NATIONALLY RECOGNIZED RESPONSE TO MPOX



On July 28, 2022, San Francisco became the first US jurisdiction to announce a public health emergency for Mpx (formerly Monkeypox) in response to a global outbreak of the disease, which was disproportionately impacting gay men and other LGBTQ+ individuals. San Francisco's effective response was a collective effort of teams from across the Department of Public Health. At the onset of the emergency, the response was coordinated by the Public Health Emergency Preparedness and Response branch with expert staff from the Population

Health Division's City Clinic, Communicable Disease Control and Prevention, Public Health Lab, Chronic Disease Prevention, Operations, Community Health Equity Promotion, and Applied Research, Community Health and Epidemiologic Surveillance Branches. San Francisco Health Network leaders were critical partners in citywide vaccination efforts, and DPH Communications helped keep people informed. A senior CDC public health advisor with significant expertise in LGBTQ+ sexual health served as incident commander for the response. Throughout, equity was an underlying focus of the work.

MPOX VACCINATION STRATEGY

Employing lessons learned during the COVID-19 pandemic, and in partnership with the COVID Vaccine Branch, the Mpx vaccine team quickly worked to ensure equitable distribution of the very limited supply of vaccines. High-volume vaccination sites opened in partnership with large health systems and clinics. Local neighborhood access sites and over 30 specialized pop-up vaccine events operated in partnership with trusted, expert community-based organizations and event vendors, were deployed to reach others who may not access the larger sites. Early data confirmed that cases were disproportionately affecting Latinx men, and vaccines and outreach were prioritized for these communities.

VACCINATION, TESTING, AND TREATMENT HIGHLIGHTS

- San Francisco has **one of the highest rates of vaccination coverage** in the United States. **Over 55,000 doses** have been administered within San Francisco.
- The **Public Health Lab** developed a local test to bring testing directly to San Francisco and speed up diagnosis.
- **San Francisco City Clinic (SFCC)** played a key role in the Mpx response, diagnosing approximately 14% of cases citywide, becoming the largest provider of tecovirimat antiviral treatment, serving over 185 patients, and providing clinical consultation to other city providers. SFCC has been important to SFDPH's efforts to promote equity in vaccine access – 38% of people vaccinated for Mpx at SFCC were Black or Latino, compared to 24% citywide.



COMMUNITY-CENTERED PARTNERSHIPS

Staff with expertise in community health employed many strategies to spread awareness, provide education, and direct people to resources. Digital content was developed and distributed in newspapers, on local television networks, and through social media, and staff posted flyers and conducted street outreach, including to persons experiencing homelessness.

The Community Branch partnered with Black, Latinx, Trans, Leather, and Youth community organizations to hold focus groups to learn about questions and concerns around Mpox and provide over 70 educational presentations. San Francisco responded to community concerns about the potentially stigmatizing term 'monkeypox' early, for example, using 'MPX' before the World Health Organization officially changed the terminology to "Mpox" in November 2022.



MPOX METRICS AS OF DECEMBER 31, 2022¹

VACCINATIONS	RACE/ETHNICITY		AGE		SEXUAL ORIENTATION	
		% Vaccinated				
	American Indian/AK Native	0.3%	18-24	4.3%	Gay, Lesbian, Same-Gender Loving	64.6%
	Asian	15.8%	25-34	28.6%	Bisexual	6.9%
	Black or African American	6.0%	35-44	25.3%	Heterosexual/Straight	8.4%
	Hispanic or Latino/a	16.7%	45-54	17.8%	Other	1.7%
	Multi-Racial	5.3%	55-64	16.1%	Unknown/Declined	17.4%
	Native Hawaiian/Pacific Islander	0.3%	65+	7.8%	Unsure	1%
	Other	2.8%				
	Unknown	1.2%				
	White	51.6%				
CASES	RACE/ETHNICITY ²		AGE ³		SEXUAL ORIENTATION ⁴	
		% of Cases				
	Asian	9%	18-24	3%	Gay, Lesbian, Same-Gender Loving	69%
	Black/African American	6%	25-34	31%	Bisexual	4%
	Hispanic or Latino/a	28%	35-44	38%	Heterosexual/Straight	3%
	Multi-Racial	1%	45-54	19%	Unknown/Declined	24%
	Other	4%	55-64	7%		
	Unknown	5%	65+	1%		
	White	46%				

¹ Full datasets may be found at [SFGov.org](https://www.sfgov.org).

² Percent of cases among American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander were not calculated because cases were <5.

³ Cases among ages 0-17 were 0%.

⁴ Other and Unsure were not calculated because cases <7.

BEHAVIORAL HEALTH SERVICES EXPANDS OVERDOSE PREVENTION EFFORTS

SFDPH continues to expand mental health and substance use disorder services to address one of the most significant public health crises of our time – accidental overdoses driven by fentanyl and other opioids. In September 2022, the Department released the City's first-ever [Overdose Prevention Plan](#) and established the Office of Overdose Prevention. The Plan was informed by experts at the local and state level, including those with lived experience, and backgrounds in drug policy, service delivery, communication, and advocacy. The Plan centers equity and aims to address profound racial inequalities especially among Black/African Americans, who have an overdose death rate that is five-times the citywide rate.

During the fiscal year, Behavioral Health Services (BHS) made significant progress by continuing to expand mental health and substance use disorder services by opening additional residential step-down beds, expanding access and hours to intake and treatment, training hundreds of people in-person in overdose recognition and naloxone use, and distributing more than 135,000 doses of naloxone, the life-saving antidote to opioid overdoses, in community and high-risk settings. This fiscal year, DPH also increased its outreach and engagement efforts with new and expanded street care teams, including a new neighborhood-based team of behavioral health clinicians and peer counselors with lived experience to address the needs of unhoused people with behavioral health issues.



FISCAL YEAR HIGHLIGHTS

- Opened **70 additional residential step-down beds**, providing additional support for people following completion of residential treatment.
- Increased hours of the BHS Pharmacy and delivered buprenorphine to **80+ clients in 25 housing facilities**.
- **Expanded hours for intake and treatment** at BAART Market Street Clinic for methadone and at the Office-Based Buprenorphine Induction Clinic (OBIC) for buprenorphine.
- Distributed with the DOPE project **more than 135,600 doses of naloxone**, the life-saving antidote to opioid overdoses, more than double what was distributed in FY21-22.
- Trained over 600 people in-person in overdose recognition and naloxone use. The Department's free, online **overdose training was also taken over 4,500 times in FY23** by city staff, community partners and members of the public.

DPH RE-OPENS THREE CLINICS

DPH health clinics play a key role in the SFHN delivery system, ensuring access to high quality care. To address the evolving health needs of our diverse communities, DPH is modernizing and making necessary health and safety updates to our network of clinics. This past fiscal year, DPH reopened three clinics: the Southeast Family Health Center (SFHC), the Castro-Mission Health Center, and the Maria X Martinez Health Resource Center (MXM).

EXPANSION OF THE SOUTHEAST FAMILY CENTER (SFHC) IN BAYVIEW-HUNTERS POINT

DPH celebrated the opening of the Southeast Family Center (SEFHC), a 22,000-square foot neighborhood health clinic that **provides a family-oriented primary care model with integrated behavioral health services tailored to serve the diverse health needs of the Bayview-Hunters Point community.** The project was supported by funds from the 2016 Public Health and Safety Bond.

The state-of-the-art facility expands health access for residents and includes 21 patient care rooms for medical and behavioral health visits, as well as podiatry, optometry, clinical pharmacist consultation, and laboratory with plans to add X-ray services in the near future. The first step of the clinic renovation was a remodel and expansion of the existing dental clinic to what is now a state-of-the-art dental clinic for children and adults.



SEFHC is part of an important legacy of community-driven health advocacy in the Bayview-Hunters Point neighborhood. The new clinic represents an expansion of the original Southeast Health Center, which first opened its doors as a stand-alone, community-based clinic in 1979. The existing health center has been among the busiest clinics in the San Francisco Health Network, **servicing more than 4,000 patients annually**, most of whom reside in the neighborhood and rely on the health center for their healthcare. The new SEFHC expands a community vision to support the health of Bayview-Hunters Point residents by providing affordable and quality healthcare and meeting the increasing need for health services that approach healthcare from a 'whole person' approach, integrating physical health, mental health, and other supports aimed at improving overall wellbeing.

THE NEWLY RENOVATED CASTRO-MISSION HEALTH CENTER

In September 2022, DPH celebrated the re-opening of the newly renovated Castro Mission Health Center. Opened in 1965, Castro Mission Health Center is City's **first neighborhood-based primary care clinic that has provided care for residents of the Castro and Mission neighborhoods for the past 57 years.** The nearly \$15 million renovation includes 12 upgraded exam rooms, four new consultation rooms, plus an interior remodel, seismic upgrades, fire protection upgrades and improved air conditioning. The exterior renovations include low-maintenance landscaping

surrounding the facility. **Castro Mission Health Center serves almost 4,000 people annually, most of whom live in the surrounding neighborhoods.** 51% of Castro Mission patients identify as Latinx, and 50% identify as lesbian, gay, bisexual, trans, or queer.

Castro-Mission Health Center patients can access primary care services, such as routine checkups, podiatry, pharmacy consultation, women's health services, behavioral health care, and HIV/AIDS prevention and treatment programs. The health center houses Dimensions Clinic, which provides specialty services for LGBTQ+ youth. In addition, the City's Gender Health SF Program moved to the health center to provide increased access to high quality gender-affirming healthcare for underserved trans and non-binary people.

RE-OPENING OF THE MARIA X MARTINEZ HEALTH RESOURCE CENTER (MXM)

The Maria X Martinez Health Resource Center (MXM) opened in September 2022 as the new home of the Street Medicine Open Access Clinic and the former Tom Waddell Urgent Care. Located in the South of Market neighborhood, MXM is one of the San Francisco Health Network's two urgent care clinics and provides approximately 15,000 visits a year to a target population of people experiencing homelessness. **Patient visits have increased by more than 25% since the move to the new building, and the clinic often welcomes over 100 patients per day.**

MXM specializes in providing multi-disciplinary services to respond to a wide range of medical, psychological, and social needs of vulnerable adults in San Francisco, especially people experiencing homelessness who are unconnected to care. MXM provides drop-in urgent care, transitional primary care, dental services, podiatry, follow-up wound care, and medications for addiction treatment.

MXM is open six days a week and includes 10 upgraded exam rooms with an accompanying counseling room, four consultation rooms, a dental clinic, a laboratory, office space, and conference rooms for staff. The second floor of the clinic houses the Street Medicine Team and administration for both Whole Person Integrated Care and the Department of Homelessness and Supportive Housing's Homeless Outreach Team.



MXM is named after longtime San Francisco Department of Public Health leader, Maria X Martinez, who dedicated her over 20-year career at DPH to advocating for and providing the highest quality healthcare to our most vulnerable communities.

FY 22-23 HIGHLIGHTS

HEALTHCARE SERVICES

LAGUNA HONDA HOSPITAL RECERTIFICATION



For 18 months, the entire DPH community came together to make operational, institutional, and cultural changes to achieve Centers for Medicare and Medicaid Services (CMS) recertification and ensure long-term success of Laguna Honda Hospital and Rehabilitation Center (LHH), which has served San Francisco residents for 150 years. In August 2023, shortly after the end of this fiscal year, **DPH successfully secured Medicaid recertification for LHH**. More than 95% of residents rely on Medicaid funding for their care.

One of the most significant recertification accomplishments of the fiscal year was the completion of the LHH Recertification Action Plan, the blueprint for how LHH will accomplish CMS recertification and remain compliant and successful for the long term. The plan consisted of 500 milestones that touched every area of the hospital, including, but not limited to: Resident Rights, Quality of Care, and Fire and Life Safety. The Action Plan was successfully submitted in May 2023.

ZSFG CELEBRATES 150TH ANNIVERSARY

On August 28, 2022, ZSFG celebrated a very important milestone – its **150th anniversary**. San Francisco opened the doors of the City and County Hospital at 23rd and Potrero streets in 1872 making an investment in public health that would withstand plagues, earthquakes, and population booms. ZSFG celebrated with an event hosted by the San Francisco General Hospital Foundation at City Hall where several staff were honored. The annual Hearts in San Francisco sculptures program was also featured, raising funds for ZSFG through the annual auction. Other notable milestones celebrated this year at ZSFG include the 40th Anniversary of the Opiate Treatment Outpatient Program, the 40th Anniversary of Ward 86 HIV Clinic, the 40th Anniversary of Sojourن Chaplaincy and the 150th Anniversary of our partnership with UCSF.



ZSFG STAFF EXPERIENCE AND WELLNESS



In recognition of the critical importance of the physical and mental well-being of its dedicated caregivers, ZSFG took decisive steps to address the challenges posed by the COVID pandemic and its impact on health care workers. The newly established Staff Experience Team in the Care Experience Department hosted virtual wellness events and transitioned to in person events as some COVID protocols were lifted. ZSFG's Wellness Center realigned its focus and programming to holistically address the multifaceted dimensions of employee health—physical, emotional, mental, social and spiritual. The team hosted 25 pop-ups in addition to a year-end event that

reached more than 4,000 employees. The team served more than 8,400 people with their in-person wellness efforts. To further support staff wellness, ZSFG launched Code Lavender in partnership with Sojourn Chaplaincy and the San Francisco General Hospital Foundation. When staff calls a Code Lavender, a specially trained team responds with stress diffusing interventions, such as group relaxation exercises, one-on-one support, wellness resources and emotional support referrals. Additionally, ZSFG expanded the hours of ZSFG's Behavioral Emergency Response Team (BERT), which immediately supports staff to deescalate potentially unsafe situations with patients.

JAIL HEALTH'S MENTORING AND PEER SUPPORT (MAPS) PROGRAM

Started in 2015, Jail Health's mentoring and peer support (MAPS) program was designed to help individuals struggling with mental health challenges and substance use whose criminal case is being heard in one of San Francisco's collaborative courts. The mission of the MAPS program is to ensure that each participant successfully navigates the court system and receives the services they need with the support of a peer mentor. MAPS peer mentors serve as an advocate, advisor, and ally. They are also formerly justice-involved individuals who have lived experience in substance use and mental health recovery. Currently, MAPS has two full-time peer mentors, supervised by the program coordinator. **Since the program's inception, MAPS has worked with hundreds of dual-diagnosed individuals moving through six collaborative courts.**

HIV HEALTH SERVICES

During 2022, HIV Health Services (HHS) funded a continuum of client-centered services for 5,679 HIV-positive individuals, the majority of whom were over 55 years old and/or identify as persons of color. HHS has set HIV viral load suppression as their key quality performance indicator. **88% of clients attained or maintained HIV viral suppression who received a primary care visit, an 8% increase from 2012.** SFDPH is now in the fourth year of augmented federal HIV dedicated care funding through Ending the HIV Epidemic (EHE). Since its inception, the EHE programs have served 624 clients, and HIV viral load suppression rate has improved from 67% to 80%. In 2020, HHS initiated a continuous quality improvement project focused on improving viral load suppression in the Black/African American population to eliminate HIV health outcome disparities. Over the course of this three-year initiative, viral load suppression disparity for Black/African Americans as compared to entire population has reduced to less than a 0.5% difference. In 2022, HHS established a new, ongoing initiative addressing HIV health outcomes disparities in persons experiencing housing instability or homelessness.

MATERNAL CHILD ADOLESCENT HEALTH AND REDUCING PERINATAL HEALTH DISPARITIES

Maternal, Child and Adolescent Health (MCAH) continues to reduce health disparities and improve perinatal health outcomes by ensuring access to health services and strengthening our public health systems which address the root causes of poor health. Key highlights of their work to reduce perinatal health disparities in fiscal year 2022-2023 included:

- **PERINATAL STABILIZATION:** The Perinatal Stabilization program launched in 2021 as an offshoot of the DPH-wide Congenital Syphilis Prevention Taskforce. The program evolved over a year of collaborative work between public health nursing, Street Medicine, the Department of Homelessness and Supportive Housing's Homeless Outreach Team, and ZSFG's Team Lily. The program's goal is to improve pregnancy outcomes and maternal and infant health by increasing safety for pregnant and parenting people with significant barriers to care, including substance use disorders, acute untreated mental health issues, and homelessness. **As of August 2023, the team is actively following 79 clients.**
- **BLACK INFANT HEALTH:** The Black Infant Health Program (BIHP) aims to improve birth outcomes of Black infants and promote healthy pregnancies for Black mothers. Under California State Law, pregnant women are afforded rights under the Pregnancy Disability Leave (PDL) Act, which provides up to four months of time off to receive services related to prenatal care, morning sickness, other pregnancy related concerns, and time off following birth. This time off can be taken all at once or intermittently. To ensure pregnant participants enrolled in San Francisco BIHP, who are eligible for PDL, would consistently receive the accommodation from their employers, Dr. Yolanda Roberts, BIHP Mental Health Specialist, drafted a Pregnancy Disability Leave (PDL) letter, which was reviewed and approved by the California Department of Public Health BIHP to support San Francisco's BIHP clients. The State expressed gratitude to Dr. Roberts and **plans to ensure the PDL will be implemented as a resource across the State BIHP.**

PRIMARY CARE TAKES MULTI-PRONGED APPROACH TO IMPROVING DIABETES CARE AND REDUCING HEALTH DISPARITIES



Primary Care has developed team-based diabetes care programs that prioritize Black and Latinx patients, providing outreach, panel management, navigation, food vouchers, and the support of an interdisciplinary care team. **Over a six-month period, participating patients at Maxine Hall Health Center went from 0% controlled diabetes to 40% controlled.** This program is now being spread across Primary Care, partnering with Food Pharmacy programs and utilizing a \$1 million grant which will enable our clinics to provide additional food vouchers to patients.

WHOLE PERSON INTEGRATED CARE (WPIC)



SHELTER HEALTH

Shelter Health provides a consistent and welcoming space for shelter guests to drop in and receive wound care, medication management, substance use disorder treatment, and connections to primary care. The team provides care at every adult SF Department of Homelessness and Supportive Housing (HSH) adult shelter and navigation site one-to-four times a week, depending on the site's size, with greater frequency at larger sites and those with higher acuity populations. Shelter Health also works closely with the Shelter Behavioral Health teams to provide integrated care to guests. During the COVID pandemic, all Shelter Health services quickly pivoted to serve individuals who were moved into Shelter In Place (SIP) sites. As SIP sites wound down and shelters re-opened, Shelter Health re-started services at 12 sites in the past fiscal year. In the upcoming fiscal year, it will be expanding to serve seven new shelter sites, providing on-site health services to thousands of vulnerable shelter guests.

PERMANENT HOUSING ADVANCED CLINICAL SERVICES (PHACS)

Permanent Housing Advanced Clinical Services (PHACS) is a collaboration between Whole Person Integrated Care and Behavioral Health Services that launched in March 2022. PHACS is a team of interdisciplinary healthcare providers working in partnership with HSH-funded Permanent Supportive Housing (PSH) service providers to improve the quality of life of tenants and support housing retention. PHACS services include linkage to physical and behavioral health care, delivering coaching and consultation services to housing support services staff, and providing short-term on-site physical and behavioral health services to tenants. **In the past fiscal year, PHACS added 46 more sites, currently serving a total of 66 PSH sites which include almost 5,000 tenants.** In the next fiscal year, PHACS will scale to include all PSH sites, will increase behavioral health capacity, and will hire a training and capacity building coordinator to enhance current service delivery.

OVERDOSE PREVENTION

Overdose prevention continues to be a priority within all WPIC programs. The Post Overdose Engagement Team (POET) conducted trainings with all WPIC programs about how to communicate with clients about preventing overdoses and available resources (such as POET) that can help support survivors of nonfatal overdoses. Same day medication for addiction treatment was made available at Shelter Health clinics, through Street Medicine, at the Maria X Martinez Health Resource Center (MXM), and where health services are provided within Permanent Supportive Housing. **WPIC programs wrote almost 3,000 prescriptions for buprenorphine**, a medication for opioid addiction, and in the coming year will start expanding the use of telehealth to help connect individuals in the community to medical providers, including for addiction care.

OFFICE OF HEALTH EQUITY (OHE)

OHE GROWS EQUITY LEADERS AT DPH

OHE successfully submitted DPH's 2023 Progress Report to the Office of Racial Equity (ORE) in the spring of 2023, which included a detailed staffing plan for 79 staff throughout DPH who have protected time dedicated to racial equity in their workloads.

OHE also hosted the "Neighborhood Tours Pilot," which focused on executives and clinical leadership learning more in-depth about vulnerable populations' lived experiences and health disparities. The tours are conducted through CBO Partnerships located in the Nine Priority Neighborhoods, which are Bayview Hunters Point, Visitacion Valley, Potrero Hill, Mission, Excelsior, Oceanview/ Merced/ Ingleside (OMI), Chinatown, Tenderloin, and the Western Addition.

The continued growth of equity-focused leaders across all sections resulted in **122 equity leaders across DPH**, including:

- 36 Divisional Equity Leads
- 17 Executive Governing Council members
- 36 Equity Champions
- 33 Equity Fellows
- 14 Equity Council/governing committees across divisions

OHE ESTABLISHES PATHWAY PROGRAM FOR SF YOUTH



SFDPH aims to improve staff diversity and contribute to the economic well-being of our local populations, particularly Black, Indigenous, and People of Color (BIPOC). To help accomplish this goal, OHE launched a six-week Pathway Pilot program during the summer of 2023 to increase employment opportunities, specifically for our San Francisco BIPOC youth who are interested in public health and have historically been systematically excluded from such opportunities. In partnership with existing community-based organizations (CBO) partners, outreach and recruiting for youth was conducted, and SFDPH staff from Maternal, Child, and Adolescent Health (MCAH), Communicable Disease Control Unit (CDCU), and Community Health Equity & Promotion (CHEP) served as mentors. Three participants received a stipend for their participation, trainings and mentorship, and the opportunity to experience and understand employment opportunities with SFDPH. OHE established the pilot as an ongoing program for SF BIPOC Transition Age Youth and in fall 2023, launched the 10-week Fall Pathway Program with eight participants, including the return of all three participants from the summer, who are working with three to four mentors in and out of SFDPH. OHE is tracking how many participants return to the program and how many go on to apply for SFDPH internships and positions.

CENTRAL ADMINISTRATION

PUBLIC AFFAIRS & COMMUNICATIONS

The DPH Public Affairs & Communications Team's mission is to support and enhance the reputation of DPH as well as drive community awareness of our services, programs and policies that protect and promote the health of all San Franciscans. They work daily to support, strengthen, and improve the continually growing external and internal communications needs of San Francisco's largest City department.

This year, the team was successful in developing the narrative and streamlining the messaging for key issues, such as accidental overdose deaths, MPOX, treatment on demand, Laguna Honda recertification and expansion of mental health beds, among others. They worked diligently for placement of positive media on key issues such as COVID-19, substance use disorder services, DPH's role in improving street conditions, and ZSFG Hospital's cutting edge medical services. They **handled on average 60 media requests per month and 160 public records requests per month**. The expanded work and strategic efforts of the Public Affairs & Communications Team have led to improved information flow and impactful public health interventions.

DPH INFORMATION TECHNOLOGY

DPH's Information Technology Division (IT) **integrated video visits into Epic and deployed over 150 iPads to 28 clinics, making it easier for providers to have face-to-face interactions with our patients over video**. The Epic team introduced iPads to streamline patient self-registration and piloted iPads with the Street Medicine team to improve access to critical information at the point of care. The Analytics Team also worked with the Tenderloin Emergency Initiative to integrate Street Team data, allowing for better coordinated interventions. At ZSFG, the Network Team upgraded a total of 47 network switches across nine hospital floors. Further, Cloud Collaboration Services continued to work to move web sites to modern platforms. The most recent migrations included the modernization of the ZSFG intranet site and the move of LagunaHonda.org to the City's sf.gov website. The Client Technology team also streamlined the process to request IT equipment on the IT Service Portal. Users now pick from a visual catalog of standard equipment rather than submitting a cumbersome request form with funding codes.

DPH HUMAN RESOURCES

HR filled 1,700+ positions in FY22-23, 15% more relative to FY21-22. More specifically, HR filled 200 positions for Mental Health SF in four months and 120 Population Health positions within six months. HR screened over 13,000 applications, adopted 102 eligible lists and initiated continuous testing for 11 positions. HR also hosted five virtual recruitment events for hard to fill job classes. To streamline the hiring process, HR launched two phases of hiring efficiencies and held an info session of hiring managers which was attended by 250+ managers. HR processes 556 requests for accommodations and processed 6,542 leave requests. HR handled payroll of \$1.04 billion with average payroll per pay period between \$39-40 million, overseeing 300+ time rosters. HR launched the 2023 employee engagement survey in partnership with OHE and IT and facilitated over 100 professional development and career advancement trainings attended by over 1,700 employees. The HR team also streamlined and relaunched the exit interview process and managed the CA State Worker Retention Payment project from start to finish, ensuring that over 86% of DPH employees receive a retention payment.

BEHAVIORAL HEALTH SERVICES

BRIDGE AND ENGAGEMENT SERVICES TEAM (BEST) -- NEIGHBORHOODS



The Behavioral Health Services Division's (BHS) Office of Coordinated Care (OCC) launched a new program in March 2023 to expand capacity to engage and care for people who are unsheltered and with significant behavioral health needs. The new OCC Bridge & Engagement Services Team - Neighborhoods (BEST Neighborhoods) **provides street-based behavioral health engagement and intervention with the goal of promoting healing, wellness, and connections to ongoing care.**

BEST Neighborhoods is a partnership between BHS and RAMS, and is staffed by teams of peer counselors, behavioral health clinicians, and health workers, with additional support from an RN, a psychiatrist providing low-barrier medication services, and an addiction medicine fellow. Peer counselors are critical to the BEST Neighborhoods model, providing engagement informed by lived experience, culturally responsive rapport building, and playing key system navigation roles. BEST Neighborhoods was recently awarded a grant by our managed care partners, San Francisco Health Plan and Anthem Blue Cross, to fund the expansion of peer services using this successful model.

BEST Neighborhoods provides focused support in designated areas throughout the city and in neighborhood "hot spots," and works closely with other Street Teams, including SF Homeless Outreach Team (SF HOT), Street Crisis Response Team, and DPH's Street Medicine team to ensure interventions are well-coordinated. BEST Neighborhoods also works with individuals who have "Shared Priority" status, defined as individuals who have had multiple Street Crisis Response Team contacts, involuntary holds (5150s), emergency contacts, or who regularly exhibit street behaviors that result in concern from providers, community, or other people familiar with the individual.

IMPROVING ACCESS AND CARE COORDINATION

Behavioral Health Services (BHS) has implemented a new standardized screening tool within its Behavioral Health Access Programs, which include the Behavioral Health Access Center (BHAC) and the Behavioral Health Access Line (BHAL), for both adults and youth (under 21 years old). The Screening Tool, deployed statewide, aids new clients in accessing the appropriate system. Staff screen new clients to determine if they should be served in the Specialty Behavioral Health System (operated by BHS) or in the non-specialty mental health system (operated by Medi-Cal managed care plans (MCPs)). **Since February 2023, BHAL/BHAC have screened over 400 individuals.** Medi-Cal managed care plans have also **used the Screening Tool to identify over 100 individuals as meeting the criteria for specialty mental health services.** These screenings have been crucial in enabling BHS to connect beneficiaries with the suitable Medi-Cal Mental Health delivery system.

CULTURALLY CONGRUENT CARE

Through the leadership of its Office of Justice, Equity Diversity & Inclusion, BHS continues in its efforts to improve and expand upon culturally congruent care. These efforts include, among others, an innovation project being led by the BHS Mental Health Services Act (MHSA) team: the Culturally Congruent and Innovation Practices for Black/African American Communities Project. This project seeks to create more diversity in the mental health workforce to better engage consumers and implement culturally responsive services that meet the need of these communities.

One of four civil service project sites, the Mission Mental Health Clinic, offers the African American Alternatives Intensive Case Management (AAAICM) program, also known as the Alternatives Program, which provides culturally congruent supportive services to African American/Black adults living with severe mental illness who need intensive case management services to help them stabilize and remain in the community. The improvement of mental, physical and spiritual well-being involves a comprehensive, culturally congruent, life course, multi-generational approach to healing and community determination.

AAAICM aims to address the needs of the Black/African American community by providing culturally appropriate trauma-informed services that focus on prevention, early intervention, health promotion, intensive support, service linkage and system navigation to individuals with complex mental health needs. The AAAICM team includes a peer, health workers, and clinicians, and provides outreach, case management, weekly support groups, mental health services, and socialization outings.

CHINATOWN NORTH BEACH MENTAL HEALTH CLINIC

A popular behavioral health telehealth pilot program at the Chinatown North Beach clinic became permanent in the fiscal year. For two years under the pilot, a psychiatric nurse practitioner has been providing telehealth monolingual Cantonese medication support services to older adults at the Chinatown North Beach clinic. Barriers to providing services via telehealth that were lifted during the COVID-19 public health emergency allowed this program to expand quickly, and the program is now permanent. Clients have enjoyed the ability to receive services in their preferred language as well as the flexibility of telehealth. **The program is serving more than 35 monolingual, mostly Cantonese-speaking, clients.**

In Spring of 2023, Chinatown North Beach Mental Health Clinic also launched the Older Adult Stabilization Intensive Services (O.A.S.I.S.), a pilot program to deliver field-based care to adults aged 60 and above who are at risk of hospitalization or need additional supports to age in place. The goal of O.A.S.I.S is to stabilize clients through delivery of field-based mental health and medical care coordination and peer support.

POPULATION HEALTH DIVISION (PHD)

CENTER FOR LEARNING & INNOVATION (CLI), “HEART OF ACCESS” DOCUMENTARY



Supported by the CDC Epidemiology and Laboratory Capacity (ELC) and Public Health Infrastructure grants, the Center for Learning & Innovation (CLI) partnered with OLU8 Film and Culture and AllThrive Education to produce and distribute a **short documentary film describing the community-academic public health partnerships at the center of San Francisco’s COVID-19 equity response.** *The Heart of Access, San Francisco’s Fight for Health Equity during the COVID-19*

Pandemic premiered on August 4, 2023 at Southeast Community Center in the Bayview, on September 17 at Brava Theater in the Mission, and on September 7 at the Glide Memorial Church in the Tenderloin. These screenings were hosted by the collaborating community-based organizations featured in the film. In addition, the documentary was selected for screening at the American Public Health Association Public Health Film Festival in November 2023. To watch the trailer, visit <http://heartofaccessfilm.org/>.

SAN FRANCISCO CITY CLINIC (SFCC) BEGINS OFFERING DOXY-PEP

SFCC was one of four clinics that participated in the first randomized-controlled trial of doxycycline post-exposure prophylaxis (doxy-PEP) for STI prevention. The study, presented at the International AIDS Society conference in July 2022, found that taking 200 mg doxycycline after sexual encounters reduced the incidence of bacterial STIs by 64-66% in men who have sex with men (MSM) and trans women who were either living with HIV or taking HIV PrEP. Study results were published in the New England Journal of Medicine in April 2023. In October 2022, SFDPH became the first health department in the country to issue citywide guidelines for doxy-PEP. **In November 2022, SFCC began offering doxy-PEP to recommended patients for STI prevention, and by early June 2023, over 800 patients had initiated doxy-PEP at SFCC.**

TB CLINIC AND NEWCOMER’S PROGRAM

The TB Clinic (Disease Prevention and Control) and Newcomer’s Health Program (Community Health Equity and Promotion) launched a joint program to conduct outreach to individuals arriving from Ukraine, Nicaragua, Venezuela, Haiti and Cuba seeking humanitarian parole and rapidly assess and treat them for tuberculosis (TB) as well as link them to other eligible services. **To date there have been over 400 individuals assessed through this program.** Of these individuals, 8% have been diagnosed with latent TB infection (LTBI) and are promptly offered treatment. Under 1% have been diagnosed with active TB disease and all start treatment immediately.

PUBLIC HEALTH EMERGENCY PREPAREDNESS AND RESPONSE (PHEPR)

The Public Health Emergency Preparedness and Response (PHEPR) Branch serves SFDPH by collaborating with city-wide partners to coordinate evidence-based, equitable and community-focused disaster mitigation processes to protect public health and cultivate community resiliency. FY 22-23 was a year of tremendous branch growth, including the hiring of 10 new employees. PHEPR continued its commitment to lead emergency responses by activating to assist in Laguna Honda Hospital's recertification, the Drug Market Agency Coordination Center (DMACC), and eight other major incidents, **totaling approximately 284 days of emergency response coordination.**

Additionally, PHEPR served as experts at major emergency preparedness summits, workshops, and conferences, including presenting at the NACCHO Preparedness Summit; National Academies of Science, Engineering, and Medicine workshop, "What Happened to the Plans?"; and the California Hospital Association Conference. The team also developed and led a Mass Casualty Incident (MCI) Exercise Series with DPH, Hospital, and EMS partners, developed a Highly Infectious Disease (Ebola) Tabletop Exercise, and conducted trainings with SF Fire's Neighborhood Emergency Response Teams.

ENVIRONMENTAL HEALTH BRANCH ADDRESSES FOOD VENDING

The Environmental Health Branch (EHB) partnered with the Department of Public Works, San Francisco Police Department, and the San Francisco Fire Department to create a multi-agency task force to address the growing number of unpermitted street vendors. EHB has had inspectors participating in these task force inspections every week focusing on areas such as Chinatown, Union Square, the Mission, Port, and special events such as Giants games. Enforcement efforts have included education, citations, and impounding potentially hazardous foods. In addition, EHB created a low cost and low threshold permit pathway for vendors wanting to operate legally. **EHB participated in about 195 separate unpermitted vendor enforcement operations and impounded about 60 carts and food.**



The EHB also worked with community-based organizations (CBOs), such as Calle 24 and the Mission Merchants Association, to address unpermitted food vending in the Mission District. These organizations went out with the inspectors assigned to the unpermitted vending enforcement work. This partnership was a valuable resource for creating educational materials and assisting with creating a low barrier permitting process. EHB inspectors developed a food safety and permitting training in response to the Mission CBO's request and presented the training in Spanish at their community space.

FY 22-23 BY THE NUMBERS

In FY 22-23, SFDPH's budget was \$2,997,880,835, which was an increase of \$176,698,844 from the FY21-22 Budget. The General Fund subsidy from the City and County was \$949,662,333, which represents 32% of the total budget.

MAJOR INVESTMENTS

\$57.3 million for a continued, stepped-down COVID-19 response, including \$11.6 M for staffing at ZSFG as well as ongoing support for equity-focused testing and vaccine initiatives.

\$12.8 million in state funding to make capital improvements at mental health clinics across the City.

\$10.6 million one-time for six-months of operations for the Tenderloin Center.

\$10.7 million ongoing for a record 5.25% cost-of-doing business increase to community-based organizations to respond to inflationary pressures and increase wages.

\$3.2 million annually for comprehensive crisis services, including expanding coverage and field response with the launch of the national 988 crisis line as well as expanded supports for burials for victims of violence and temporary room rentals for those in crisis.

\$3 million annually to expand investment in The City's Getting to Zero goals of having no new HIV infections, HIV related deaths, and eliminating stigma by ensuring all San Franciscans have equitable access to high quality prevention, care and treatment services.

\$2.5 million annually to expand Care Coordination, Medical Services, and the Behavioral Emergency Response Team at Laguna Honda Hospital.

DPH's FY 22-23 budget included historic staffing investments in the Department, adding 400 new positions to expand services, respond to critical community needs, and strengthen overall infrastructure.

\$6.3 million to align DPH Operations infrastructure to program growth with 28.5 FTE in DPH Contracts, Communications, Supply Chain and Facilities.

\$4.8 million annually to strengthen DPH's Human Resources team with 20 new positions and expand the Health and Workforce Equity team with 5 new positions.

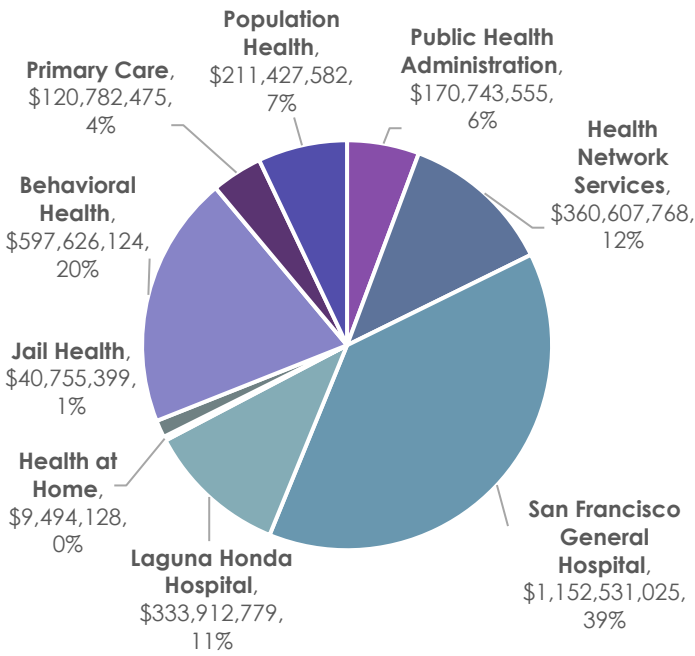
\$4.2 million annually to build the infrastructure of the Population Health Division with 15 FTE to establish, expand, and sustain public health initiatives in the wake of COVID-19.

\$3.4 million annually to increase staffing and clinical support at ZSFG with 39.5 FTE to operationalize 15 additional beds and reorganize the Surgical Intensive Care Unit staffing.

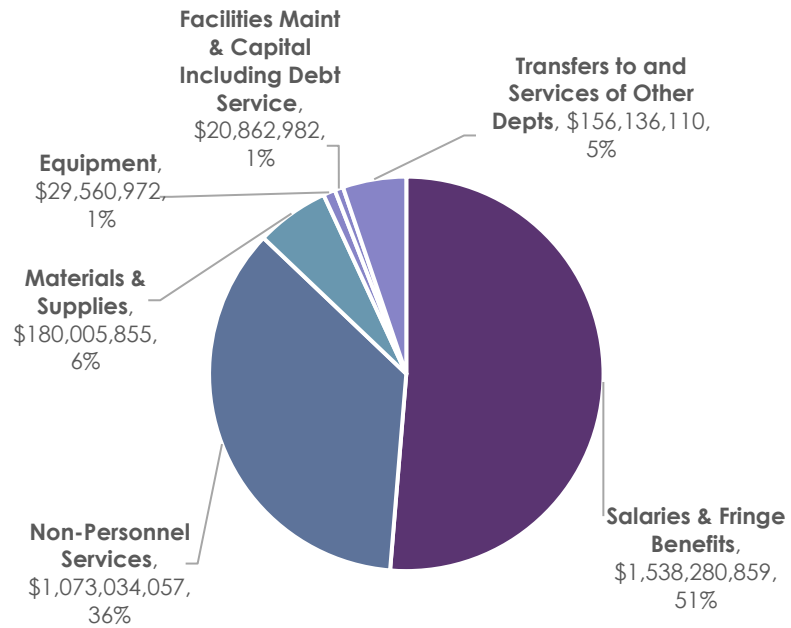
\$3 million annually in a new Office of Overdose Prevention with 18 FTE to scale DPH's response to the opioid epidemic.

\$2.6 million annually to expand the Public Health Emergency Preparedness and Response team with 13 FTE to improve rapid mobilization in response to emergencies and ensure coordination across healthcare systems.

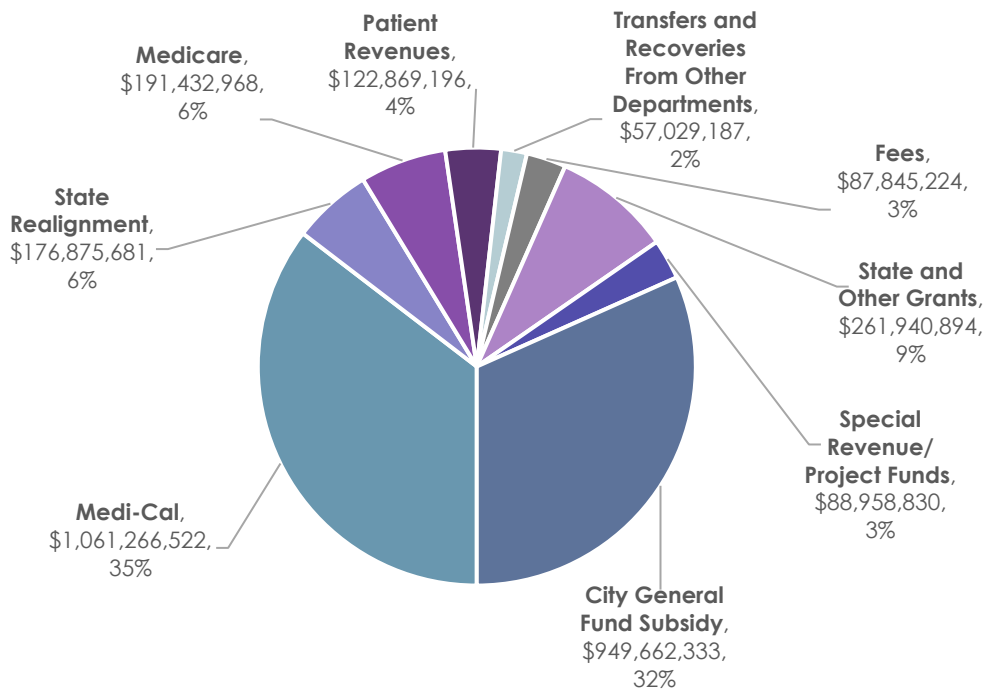
EXPENDITURES BY PROGRAM



EXPENDITURES BY TYPE



REVENUE BY SOURCE



SF HEALTH NETWORK METRICS

The San Francisco Health Network (SFHN) provides a wide array of services across its continuum of care. SFHN's direct service providers consist of Zuckerberg SF General (ZSFG); Laguna Honda Hospital (LHH); Primary Care (PC); Behavioral Health Services (BHS); Jail Health Services (JHS), Whole Person Integrated Care (WPIC), Home Health (HH); and Dental Care. See pages 34-35 for descriptions of these levels of care.

LEVEL OF CARE	TYPE	UNIQUE PATIENTS		ENCOUNTERS	
		FY21-22	FY22-23	FY21-22	FY22-23
PRIMARY CARE		57,525	58,512	284,891	281,602
BEHAVIORAL HEALTH SERVICES	Mental Health Services	16,532	37,501*		
	Substance Use Disorder Services	4,513	14,952*		
WHOLE PERSON INTEGRATED CARE**		7,744	8,604	39,730	44,600
JAIL HEALTH SERVICES		7,199	8,023	10,052	12,328
DENTAL CARE		4,519	5,674	9,953	13,110
HOME HEALTH		1,165	1,081	28,884	27,244
EMERGENCY	Medical <i>Percent Admitted</i>	35,438	38,961	54,857 21%	59,829 20%
	Psychiatric <i>Percent Admitted</i>	1,941	1,994	3,893 13%	4,320 11%
	Trauma Center Activation	2,395	2,171	2,431	2,189
SPECIALTY CARE⁵		42,376	38,812	211,018	179,239
URGENT CARE		27,509	29,179	41,533	44,887
DIAGNOSTIC & ANCILLARY		52,291	46,100	178,940	166,080

* In the FY21-22 Annual Report, Mental Health (MH) and Substance Use Disorder (SUD) service metrics were reported specific to specialty care within BHS. In FY22-23, the metrics were broadened to encompass MH and SUD services across the SFHN to align with other publicly reported data. FY22-23 data shown are for individuals with a mental health or substance use diagnosis receiving at least one service in SFHN during the fiscal year. Encounters have historically not been reported for BHS for the annual report.

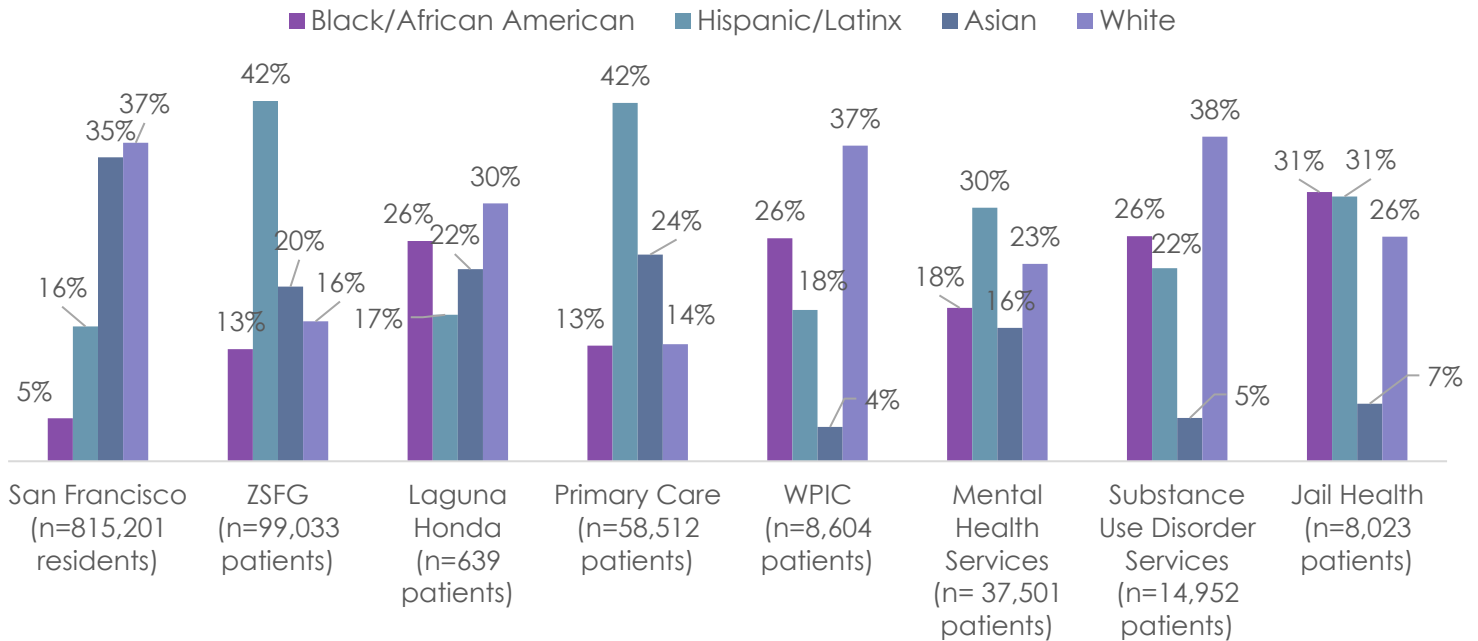
** Whole Person Integrated Care also includes medical respite, a residential medical program providing recuperative care for medically complex people experiencing homelessness, reported in days. In FY21-22, there were 18,441 medical respite days and in FY22-23, there were 18,824 days.

⁵ Improved methodologies around telehealth reporting in FY22-23 have resulted in more accurate representation of Specialty Care, Urgent Care, and Diagnostic & Ancillary Care services in this report.

HOSPITAL – INPATIENT METRICS

HOSPITAL	LEVEL OF CARE	UNIQUE PATIENTS		PATIENT DAYS		AVG STAY (DAYS) ⁶	
		FY21-22	FY22-23	FY21-22	FY22-23	FY21-22	FY22-23
ZUCKERBERG SF GENERAL (ZSFG)	Acute Inpatient			98,867	106,563		
	Medical	11,861	11,542	82,344	89,286		
	Psychiatric	608	545	16,523	17,277		
	Skilled Nursing	277	278	10,068	10,351	33	35
LAGUNA HONDA HOSPITAL (LHH)	Acute Inpatient	127	110	1,347	1,187		6.67
	Skilled Nursing	799	612	231,357	184,733	294	1,578

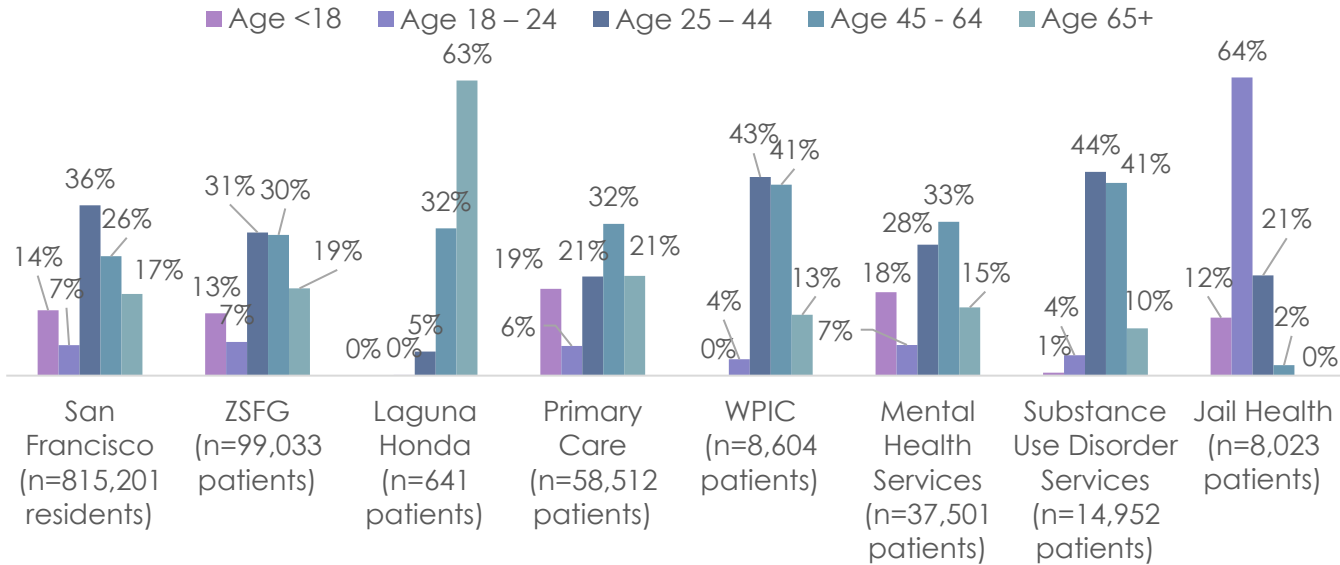
PATIENTS BY RACE/ETHNICITY⁷



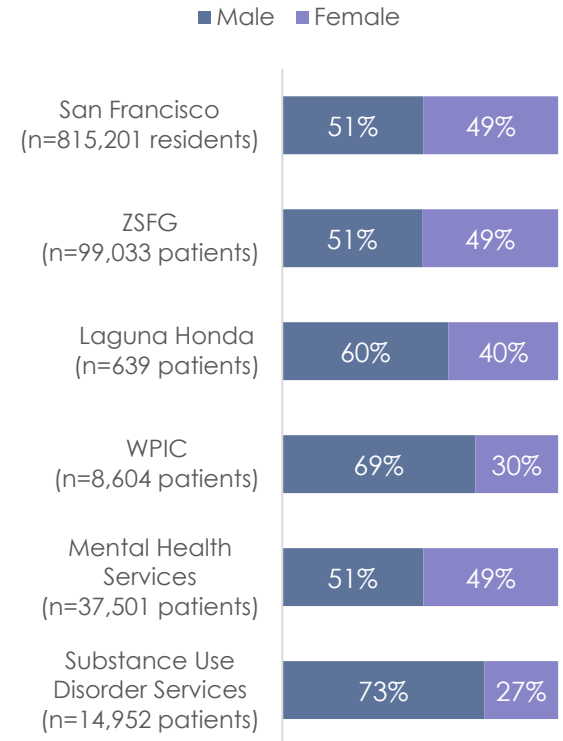
⁶ Average stay days are for patients who have been discharged. Average stay days for acute inpatient was not included in the FY21-22 report.

⁷ Data not shown: American Indians, Alaskan Natives, Native Hawaiians, and Pacific Islanders comprise approximately 1% of the population served in all health systems above. Race/ethnicity data is unknown for 0-16% of patients served.

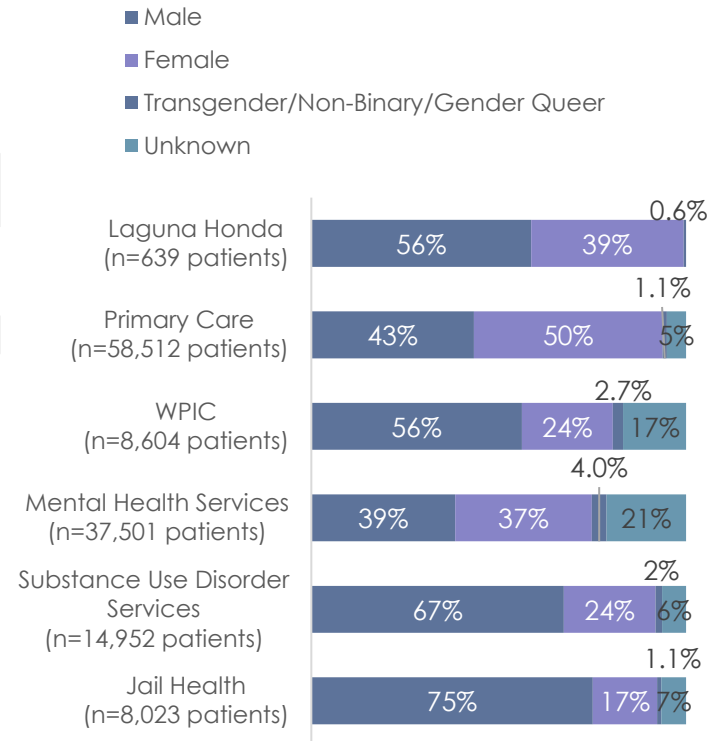
PATIENTS BY AGE



PATIENTS BY SEX⁸

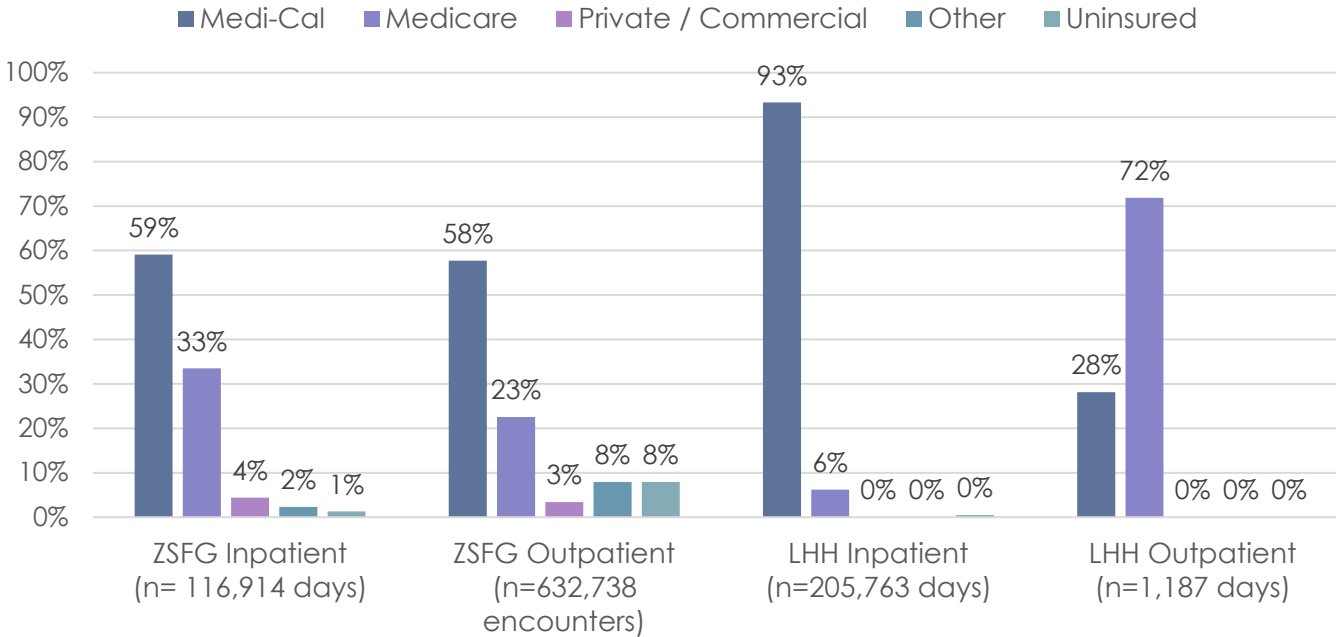


PATIENTS BY GENDER⁹

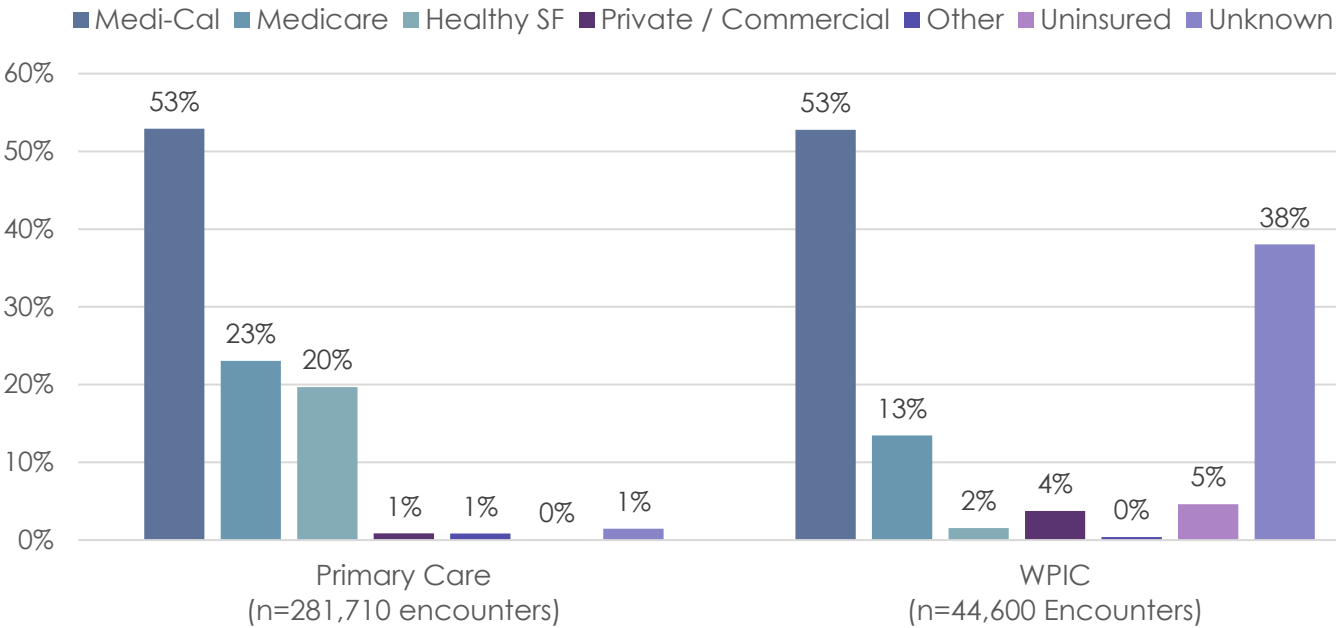


⁸ San Francisco data based on American Community Survey (ACS) 1-Year Estimates, 2021
⁹ ACS data does not include estimates by gender, therefore citywide data is not available. Note that gender data has not been collected for a number of patients resulting in high percentages of "unknown" for different areas of care.

SF HEALTH NETWORK, PAYOR SOURCES



PRIMARY CARE AND WHOLE PERSON INTEGRATED CARE, PAYOR SOURCES¹⁰



¹⁰ Many WPIC services are delivered through non-traditional routes (e.g., on the street or in shelters) by nurses or health workers and reports on these non-billable services do not reflect insurance information.

DESCRIPTIONS OF SF HEALTH NETWORK LEVELS OF CARE

This section provides descriptions of SFHN's levels of care presented in the SFHN metric table.

PRIMARY CARE

Primary Care is the healthcare foundation for the SFHN. Primary Care includes 10 community-based health centers, and four academic health centers located at Zuckerberg San Francisco General Hospital. Primary Care teams are also imbedded in four Behavioral Health Homes. The clinics offer a fully integrated model of care which includes medical, nursing, behavioral health, psychiatry, podiatry, pharmacy, nutrition, acupuncture, population health, complex care management and a centralized call center.

BEHAVIORAL HEALTH SERVICES (BHS)

BHS is the largest provider of mental health and substance use prevention, early intervention, and treatment services in the City and County of San Francisco. BHS is comprised of a network of more than 80 community-based contracted partners and services and substance use disorder (SUD) services for San Francisco Medi-Cal beneficiaries, uninsured, and indigent residents.

BHS provides a wide range of mental health and substance use services to meet the many different needs of people, such as:

- Prevention: Early intervention services;
- Crisis: Street and mobile response interventions as well as crisis stabilization and urgent care for people experiencing a behavioral health emergency;
- Access and Navigation: Entry to care and coordination including assessments, connections, referrals, benefits enrollment, and support navigating care;
- Outpatient Treatment: Available both in primary care and specialized care settings
- Residential Care, Treatment, and Support: short and long-term care in a residential setting including transitional housing for people who need support.

WHOLE PERSON INTEGRATED CARE (WPIC)

WPIC brings together existing non-traditional primary care, urgent care, and behavioral health clinical services primarily serving people experiencing homelessness. WPIC takes a data-driven, collaborative approach to caring for our highest risk patients and facilitating citywide care coordination, partnering frequently with staff from across DPH, the Department of Homelessness and Supportive Housing and San Francisco Fire Department. WPIC's programs include the Maria X Martinez Health Resource Center (formerly 50 Ivy Urgent Care), Shelter Health, Street Medicine, Street Overdose Response Team (SORT)/Post Overdose Engagement Team (POET), Alcohol Sobering Center, Managed Alcohol Program, Medical Respite, Permanent Supportive Housing Nursing, and the Permanent Housing Advanced Clinical Services (PHACS) program.

JAIL HEALTH SERVICES (JHS)

JHS provides comprehensive primary care, HIV, women's health, addiction medicine, and urgent care services to more than 8,000 patients annually. JHS is a 24/7 operation and utilizes a team-based approach to patient care via the behavioral health/psychiatry, reentry, medical, nursing, dental, pharmacy, and prevention teams. Given the link between structural racism and incarceration, JHS has a unique opportunity to impact health equity for an especially vulnerable and often invisible population.

DENTAL SERVICES

Dental Services provides basic dental care like cleaning, fillings and simple tooth removal to San Francisco residents through SFHN Primary Care clinics. These clinics include: Silver Avenue Family Health Center (children 0-20 and pregnant women), Chinatown Public Health Center (children 0-20 and pregnant women), Southeast Health Center (children 0-20, pregnant women, adults, homeless, HIV+), Potrero Hill Health Center (children 0-20, pregnant women, adults, homeless, HIV+), Maria X Martinez Health Resource Center (homeless, HIV+), and Juvenile Justice Center (incarcerated youth).

HEALTH AT HOME (HAH)

The licensed home health agency of the San Francisco Health Network, HAH, is committed to promoting the health and independence of its clients by providing high-quality and innovative healthcare services (registered nurses, medical social workers, physical therapists, occupational therapists, speech therapists, licensed vocational nurses, and home health aides) in the homes of the clients we serve. Home visits provide services such as symptom management, restorative care, nutrition education, wound & ostomy care, diabetic care, palliative care services, HIV management, training in mobility & activities of daily living, home safety training, durable medical equipment evaluation, counseling, community referrals, eligibility assessments, emotional support, personal care, and caregiver education and training.

LAGUNA HONDA HOSPITAL (LHH)

LHH provides a full range of skilled nursing services to adult residents of San Francisco who are disabled or chronically ill, including specialized care for those with wounds, head trauma, stroke, spinal cord and orthopedic injuries, HIV/AIDS, and dementia. LHH is California's first green-certified hospital situated on a 62-acre campus. The facility is designed to offer choices for therapeutic healing, to encourage community involvement and to provide a healing environment for residents in specialized nursing and rehabilitation programs. The LHH approach is to see the whole person, not just the individual; and to deliver individually focused care that improves physical and emotional well-being, supports community integration, and creates possibilities to help people engage with the world around them.

ZUCKERBERG SF GENERAL HOSPITAL (ZSFG)

Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG), one component of the San Francisco Health Network (SFHN), is a licensed general acute care hospital, owned and operated by the San Francisco Department of Public Health and a partner with UCSF to provide quality care to San Francisco residents. ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health and rehabilitation services for adults and children. It is the largest acute inpatient hospital for psychiatric patients in the City. Additionally, it is the only acute hospital in San Francisco that provides 24-hour psychiatric emergency services and the only Level 1 trauma center in San Francisco.

EMERGENCY SERVICES

ZSFG's emergency services include comprehensive care for severely injured patients.

PSYCHIATRIC EMERGENCY SERVICES (PES)

ZSFG offers the city's only 24/7 psychiatric emergency service. PES provides crisis stabilization, including complete medical and psychiatric assessment and evaluation services, emergency psychopharmacology/ crisis treatment, and referral to acute inpatient hospitalization. The staff, which includes psychiatrists, psychiatric nurse practitioners, psychiatric nurses, and psychiatric occupational therapists, work closely with community agencies to develop short and long-term treatment plans and coordinate outpatient care.

SPECIALTY CARE

Specialty Care at ZSFG includes cardiology, dermatology, diabetes, endocrinology, gastroenterology/Hepatology, general surgery/trauma, geriatrics, obstetrics/gynecology, hematology/oncology, infectious diseases, nephrology, neurology, neurosurgery, ophthalmology, oral and maxillofacial surgery, orthopedic surgery, otolaryngology (ENT), OTOP-Ward 92, pain clinic, palliative care, plastic surgery, pulmonary, rheumatology, vascular surgery and urology.

URGENT CARE

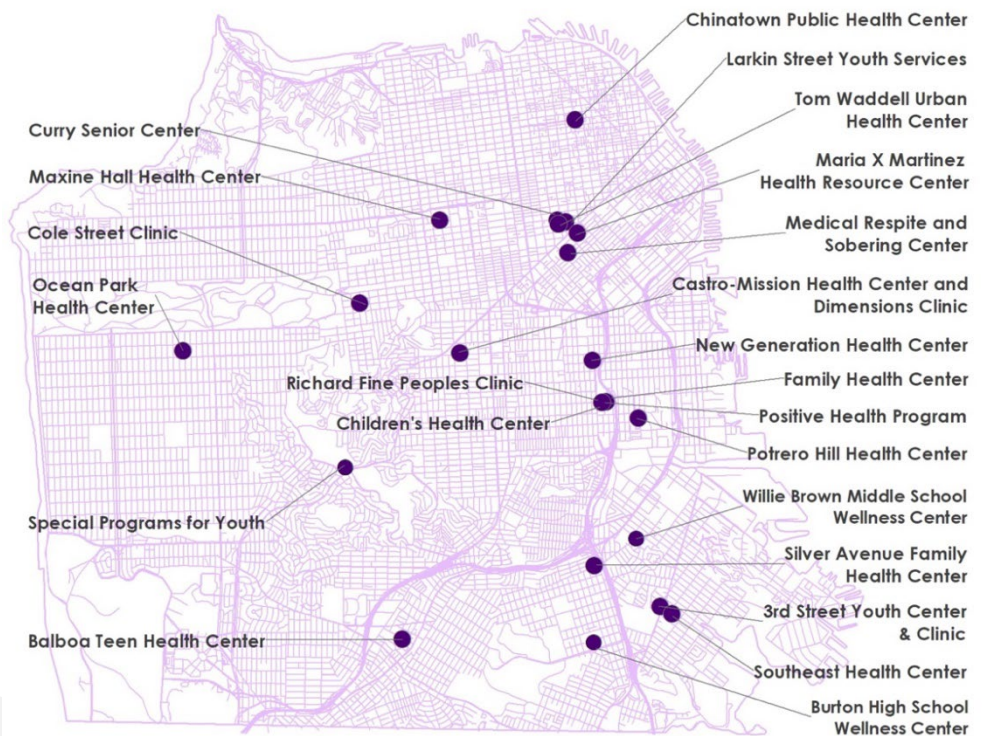
ZSFG provides evaluation and treatment to patients with non-emergent conditions.

DIAGNOSTIC & ANCILLARY

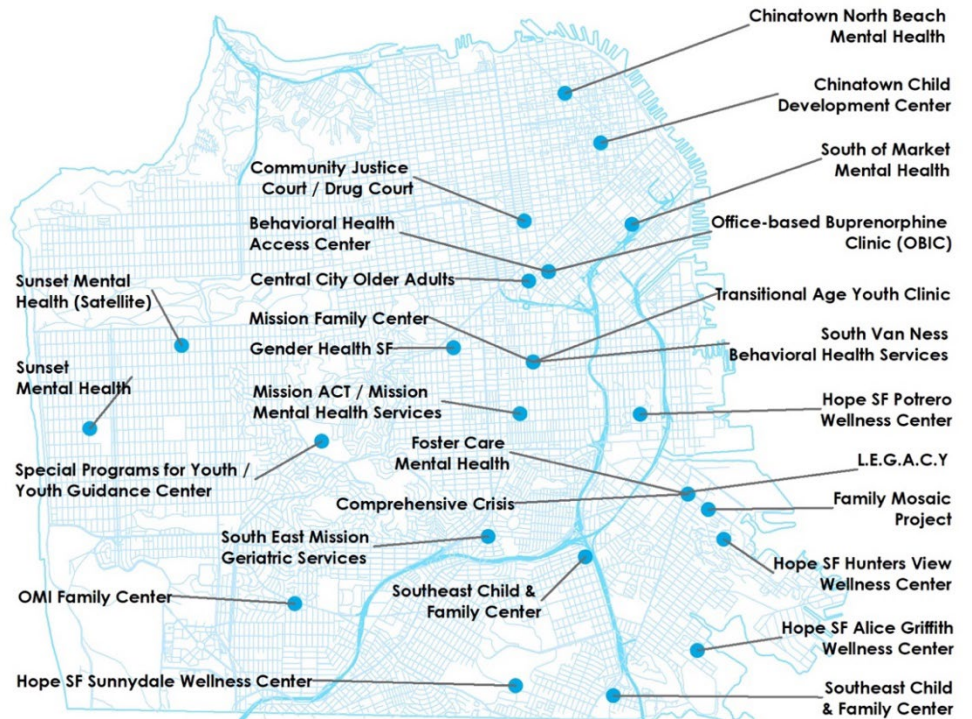
High-volume diagnostic and therapeutic services at ZSFG include laboratory, pathology, radiology, rehabilitation, and wellness.

SFDPH SERVICE SITES

PRIMARY CARE SERVICES SITES¹¹



SPECIALTY BEHAVIORAL HEALTH SERVICES SITES¹²



¹¹ Maria X Martinez Health Resource Center is a Whole Person Integrated Care Site.

¹² DPH-run Specialty Behavioral Health Services Sites.

SFDPH CONTRACTORS

COMMUNITY-BASED ORGANIZATIONS (NON-PROFITS)

18 Reasons
3rd Street Youth Center & Clinic
A Better Way
AGUILAS, Inc.
AIDS Legal Referral Panel of the San Francisco Bay Area
Alternative Family Services, Inc.
APA Family Support Services
BAART Community Healthcare
Baker Places
Bayview Hunter's Point -YMCA
Bayview Hunter's Point Foundation
Booker T. Washington
Boys and Girls Club of San Francisco
California Pacific Medical Center
Catholic Charities
Center on Juvenile and Criminal Justice
Center to Promote Healthcare Access dba Social Interest Solutions
Central American Resource Center (CARCEN)
Central City Hospitality House
Children's Council of San Francisco
Chinese Hospital Association
Community Forward SF aka Community Awareness and Treatment Services (CATS)
Community Housing Partnership
Community Music Center of San Francisco
Community Youth Center San Francisco
Conard House
Curry Senior Center
Dignity Health/ St. Mary's Medical Center
Dolores Street Community Center
East Bay Agency for Children
Edgewood Center for Children and Families
Eldergivers- Art With Elders
Episcopal Community Services of San Francisco
Family Service Agency of San Francisco
Felton Institute
Fort Help, LLC
Fort Help Mission, Inc.
Friendship House Association of American Indians of San Francisco
FUSE Corps
Glide Foundation (Board of Trustees of the Glide Foundation)
Harm Reduction Coalition
Harm Reduction Therapy Center
HealthRIGHT 360
Heluna Health dba Public Health Foundation Enterprises (PHFE)
Hearing and Speech Center of Northern California
Homeless Children's Network
Homeless Prenatal Program
Horizons Unlimited of San Francisco
Huckleberry Youth Programs
Hyde Street Community Services
Instituto Familiar de la Raza
International Institute of the Bay Area
Jamestown Community Center
Japanese Community Youth Council
Jewish Family and Children's Services
Justice & Diversity Center of the Bar Assn. of San Francisco
Larkin Street Youth Services
Latino Commission
Lavender Youth Recreation & Information Center (LYRIC)
Learning for Action (Bay Area Trauma Informed System of Care)
Life Learning Academy
Livable City
Lutheran Social Services of Northern California
Maitri AIDS Hospice
Marin City Health and Wellness Center
Mental Health Association of SF
Mission Council on Alcohol Abuse for the Spanish-Speaking
Mission Language and Vocational School
Mission Neighborhood Health Center
Mt. St. Joseph-St. Elizabeth's Center for Families in Recovery
NAMI San Francisco
Native American Health Center
NICOS Chinese Health Coalition
North East Medical Services (NEMS)
Oakes Children's Center
Positive Resource Center
Progress Foundation
Project Open Hand

Public Health Institute
Rafiki Coalition for Health and Wellness
Richmond Area Multi Services (RAMS)
Safe and Sound
Saint Francis Memorial Hospital
Samuel Merritt University
San Francisco AIDS Foundation
San Francisco Community Clinic Consortium
San Francisco Community Health Authority
San Francisco Community Health Center
San Francisco Food Bank
San Francisco Lesbian Gay Bisexual
Transgender Community Center
San Francisco Mental Health and Education
Fund
San Francisco Public Health Foundation
San Francisco Study Center
Seneca Center
Shanti Project
Sierra Hospital
SisterWeb
Special Services for Groups
Southeast Asian Development Center
St. James Infirmary
St. Vincent de Paul Society Swords to
Plowshares
Tenderloin Neighborhood Development
Corp.
The Medical Clown Project
The Salvation Army A California Corp
Tides Center
Unity Care Group, Inc.
University of the Pacific, School of Dentistry
Victor Treatment Centers
West Coast Children's Clinic
Westside Community Mental Health Center
Yale University School of Medicine
YMCA of San Francisco
Youth Leadership Institute.

PUBLIC AGENCIES

Bay Area Air Quality Management
District
City College of San Francisco
Marin County Community Health and
Prevention Services
Napa County Health and Human Services
Regents of the University of California
San Francisco Unified School District
San Mateo County Health Services
Sonoma County Department of Health and
Human Services

HEALTH COMMISSION RESOLUTIONS

2022*

- 22-17** Resolution Making Findings to Allow Teleconferenced Meetings Under California Government Code Section 54953(e)
- 22-18** Honoring Tracey Parker
- 22-19** Celebrating Hispanic and Latino/a/x Heritage Month
- 22-21** Resolution Making Findings to Allow Teleconferenced Meetings Under California Government Code Section 54953(e)
- 22-22** Resolution to Recommend to the BOS to Authorize the DPH to Accept and Expend a Gift of \$47,678.13 from SFGH Foundation
- 22-23** Resolution Making Findings to Allow Teleconferenced Meetings Under California Government Code Section 54953(e)
- 22-24** Resolution Making Findings to Allow Teleconferenced Meetings Under California Government Code Section 54953(e)
- 22-25** Designation of Dr. David Sanchez Way on the ZSFG Campus
- 22-26** Resolution Making Findings to Allow Teleconferenced Meetings Under California Government Code Section 54953(e)

**There is no 22-20 resolution.*

2023

- 23-01** Resolution Making Findings to Allow Teleconferenced Meetings Under California Government Code Section 54953(e)
- 23-02** Resolution Recommending that the BOS Authorize the DPH to Enter Into an MOU with the SF Public Health Foundation for Fundraising and Capital Policies
- 23-03** Resolution Recommending that the BOS Authorize the DPH to Enter Into an MOU with the SFGH Foundation for Fundraising and Capital Projects
- 23-04** Resolution of Commitment to Trauma Care
- 23-05** Resolution Honoring Ayanna Bennett, MD, MS, FAAP

ADDITIONAL RESOURCES

To learn more about SFDPH efforts to protect and promote the health of all San Franciscans, please explore the following resources (click on [blue titles](#) for links to associated web materials):

DEPARTMENT OF PUBLIC HEALTH

[SFDPH Webpage](#) Learn more about SFDPH services and programs and link to additional SFDPH reports – including past Annual Reports.

[SF Health Commission](#) Read more about the SF Health Commission, the governing and policy-making body of the SFDPH.

[SF Health Network](#) Learn more about the SF Health Network, the city's only complete care system.

[Zuckerberg SF General \(ZSFG\) Annual Report](#) Learn more detailed information about ZSFG's services, accomplishments, and operations over the last fiscal year.

[Laguna Honda Hospital \(LHH\) Annual Report](#) Learn more detailed information about LHH's services, accomplishments, and operations over the last fiscal year.

CITY & COUNTY OF SAN FRANCISCO COVID-19 RESOURCES

[CCSF COVID-19 Resources](#) Find out more information about SFDPH's response to COVID-19, including all Health Orders and Directives.

ACCESS TO COVERAGE & CARE

[Get Covered San Francisco!](#) Learn more about the various health care options under the Affordable Care Act.

[Healthy San Francisco](#) Learn about the Healthy San Francisco program, including information on eligibility and enrollment.

This report can be found online at <https://sf.gov/departments/departments-public-health>

(415) 554-2500

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