



DEPARTMENT OF PUBLIC HEALTH FY 2020-21 & FY 2021-22 Budget

BOARD OF SUPERVISORS
JULY 15, 2020



DEPARTMENT MISSION & VISION

OUR MISSION

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

OUR VISION

- Making San Francisco the healthiest place on earth.

WHAT WE DO

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



DEPARTMENT STRUCTURE

San Francisco Department of Public Health (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**



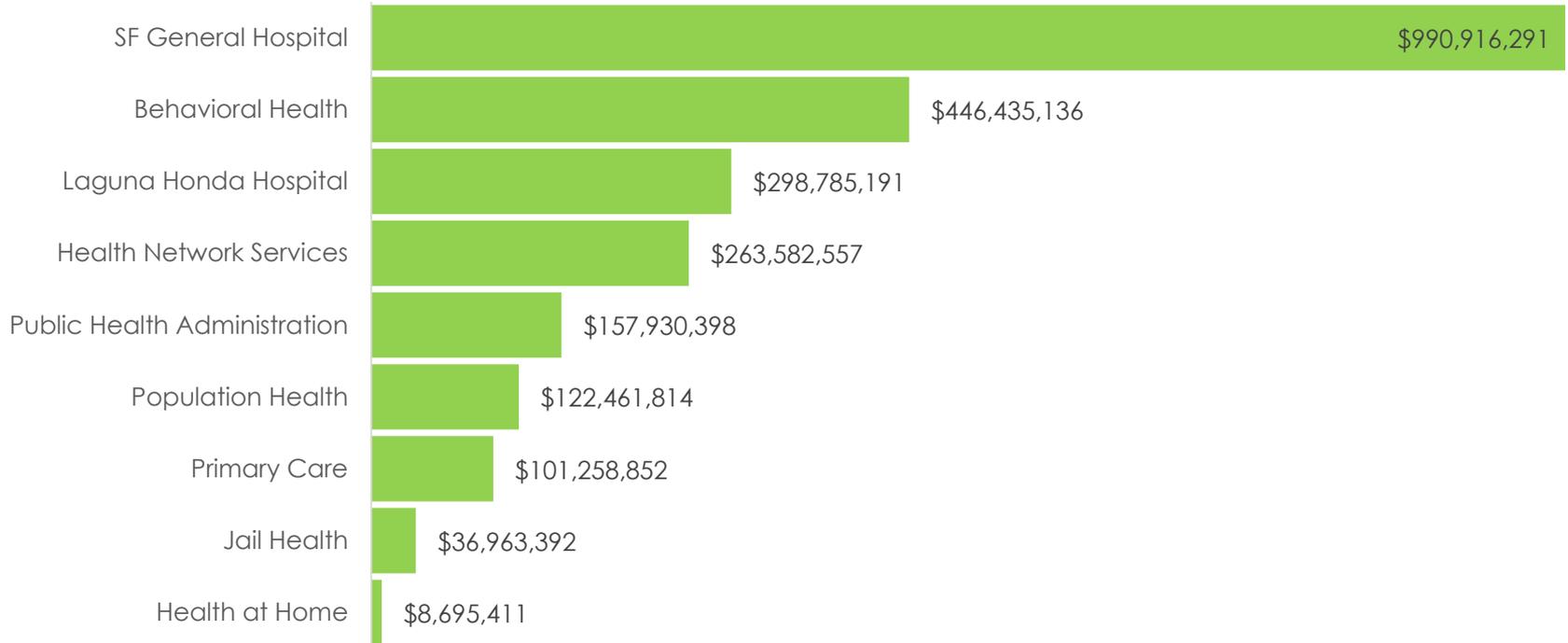
San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Promoting the health of our patients, which is the primary responsibility of the **San Francisco Health Network.**



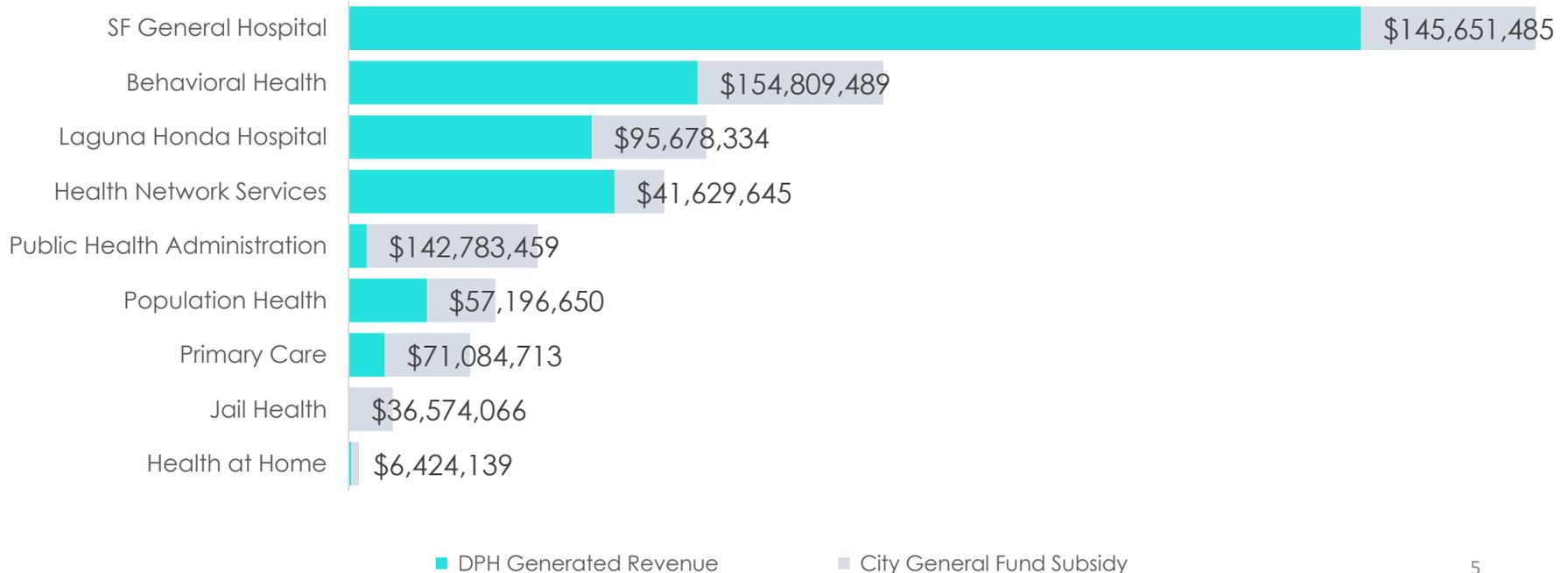
DPH APPROVED FY19-20 BUDGET - \$2.4 BILLION





DPH LEVERAGES REVENUE TO OFFSET GENERAL FUND

DPH offsets **two-thirds of its costs with revenue**, requiring a general fund subsidy of approximately 31%.





UNDERSTANDING DPH'S OPERATIONS

HIGHLY REGULATED

- Separate and often times multiple oversight agencies for each division (state, federal, etc.)
- Mandated staffing ratios at ZSFG and LHH
- CA Section 1700 requirements for safety net health systems

COMPLEX & EVOLVING FINANCIAL FRAMEWORK

- Numerous revenue streams with rigorous reporting requirements
- Healthcare inflationary costs outpaces regular inflation
- Changing landscape as we shift to value-based payments



MAJOR ACCOMPLISHMENTS IN LAST 10 YEARS

2010

Opening of the new Laguna Honda Hospital

2013

Birth of the San Francisco Health Network

2014

Affordable Care Act Implementation

2016

Opening of the New Zuckerberg San Francisco General

2019

Successful Implementation of Wave 1 for Electronic Health Record

2020

Responding to COVID-19



KEY AREAS OF FOCUS FOR FY20-22

1

Creating and sustaining an effective response to COVID-19

2

Re-envisioning our Behavioral Health System under Mental Health San Francisco

3

Advancing Equity in our Community and Investing in the Workforce

4

Improving Quality Outcomes and Becoming a Data Driven Organization

5

Complete Implementation of Electronic Health Record

6

Preparing for New Medi-Cal Waiver: Healthier California for all



CREATING EFFECTIVE COVID-19 RESPONSE

- **Monitoring and Managing** since January 2020
- On July 6th, we **unified our Citywide efforts** under the COVID Command Center, a single Unified Command Structure
- Key strategies of our **data driven approach** include
 - Contact Tracing
 - Testing
 - Outbreak Management
 - Sufficient Personal Protective Equipment (PPE) for frontline staff
 - Clear Information & Guidance
 - Shelter In Place beds for our most vulnerable
 - Increasing beds for Isolation & Quarantine
 - Surge planning and effective response



MENTAL HEALTH SAN FRANCISCO (MHSF)

- Ambitious framework for **increasing access** to mental health and substance use disorder services.
 - Mental Health Services Center
 - Office of Coordinated Care
 - Crisis Response Team
 - Expanding services and bed capacity to reduce wait times and ensure appropriate flow
- **Developing a behavioral health workforce** to sustain this work
- **Harm Reduction** approach
- Rigorous **data collection and analysis**
- **Increasing public awareness**



ADVANCING EQUITY AND INVESTING IN OUR WORKFORCE: GOALS AND APPROACH



- Focus on **Racial Equity**, specifically Black and African American Health – based on data driven needs and consistent with Citywide approach
- Focus on both **the Work and the Workforce**
 - Health outcomes are only achieved through the work of our staff
 - Our relationships with each other as staff feed our approach to community
- Investing in our **Workforce**
 - Reducing hiring times and minimizing vacancies
 - Increasing training opportunities



Quality Management and Electronic Health Record Implementation

Improving **Quality Outcomes**

- Centralizing Quality Management within the SFHN for sustained regulatory compliance and performance improvement
- Maintain data driven focus to track outcomes
 - ✓ Reducing hypertension
 - ✓ Re-admissions to the hospital
 - ✓ Monitoring the number of new COVID infections

Continued Implementation of **Electronic Health Record**

- Waves 2 & 3 to incorporate Behavioral Health, Jail Health and Population Health for better care coordination across systems
- Optimizing the system to meet the clinical, operational and reporting needs



PREPARING FOR NEW MEDI-CAL WAIVER

Current waiver that provides DPH \$150 million in annual net revenue expires at the end 2020.

State is negotiating ***Medi-Cal Healthier California for All*** a new framework for a successor program renewals aimed at:

- Identifying and managing member risk and need
- Reducing complexity and increasing flexibility in the Medi-Cal system
- Improving quality outcomes
- Modernizing systems and payment reform



THANK YOU

QUESTIONS &
COMMENTS