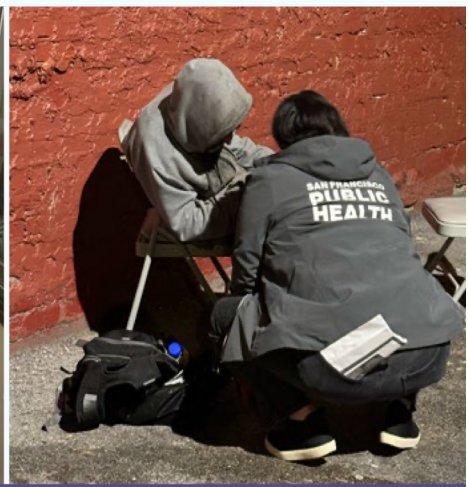


San Francisco

Department of Public Health



Annual Report
2024-2025

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MESSAGE FROM DIRECTOR

I am pleased to present the San Francisco Department of Public Health's (DPH) Annual Report for Fiscal Year 2024–2025, highlighting the accomplishments of our programs and services throughout the City. Below are some key milestones from this year.

This year marked an important transition in leadership. In February, Dr. Grant Colfax concluded six years of distinguished service as Director of Health. The Health Commission and SFDPH extend our deepest appreciation for his compassionate, data-driven leadership, which left a lasting impact on San Francisco's most vulnerable communities. His vision and dedication shaped many of the initiatives featured in this report.

Building on that foundation, the Department continued to expand care and treatment to address one of the most pressing public health crises—overdoses driven by fentanyl and other opioids. A major step forward was the opening of the Stabilization Unit at 822 Geary on April 28, 2025. This new resource offers immediate, voluntary care for individuals with urgent mental health or substance use needs who do not require hospitalization. The unit admitted 187 individuals between April and July, connecting nearly 30% to residential treatment and others to housing or additional services. By reducing strain on emergency departments and enabling first responders to return to the field more quickly, the Stabilization Unit reflects the City's commitment to compassionate, community-based care.

At the same time, SFDPH strengthened its street-based response. In 2025, we consolidated programs—BEST Neighborhoods, Street Medicine, POET, and Code Tenderloin Night Navigators—into a unified team called Street Health, supported by over 80 full-time staff and partners from Code Tenderloin and RAMS. Complementing this effort, the City launched Neighborhood Street Teams (NSTs) in February to coordinate street response citywide, expanding to five neighborhoods by May through cross-departmental collaboration. Street Health plays a central role in NSTs, focusing on “Shared Priority” clients with complex medical, behavioral, and substance use needs. From January to June, Street Health completed more than 24,000 engagements and facilitated over 3,000 connections to critical services—demonstrating significant impact for our most vulnerable residents.

Our commitment to preparedness was equally strong. In response to the growing threat of H5N1 avian flu, SFDPH's Population Health Division launched a 33-week planning Incident Management Team (IMT), led by the Public Health Emergency Preparedness and Response Branch in collaboration with the Communicable Disease Branch. Over 50 staff developed more than 30 operational response plans across escalating outbreak scenarios, conducted drills, enhanced lab capacity, and expanded syndromic surveillance. These efforts enabled a swift, coordinated response when SFDPH detected its first H5N1 case, reinforcing the City's pandemic readiness and applying lessons learned from COVID-19.

I have spent the past year witnessing the incredible work of our teams both in our offices and in the community. I am deeply impressed by everyone's commitment to improving the lives and health of San Franciscans. As we move forward together, my priority is to ensure every individual and family has access to a healthy and safe environment and world-class health care. Every team member at DPH is essential to our success. I thank all our dedicated staff, our community and city partners, and the Health Commission for their leadership and service to the health of San Francisco.

With gratitude,
Dan



MESSAGE FROM THE HEALTH COMMISSION PRESIDENT

Throughout this transformative year, more than 8,000 dedicated and skilled staff members of the San Francisco Department of Public Health (SFDPH) continued to deliver high-quality, essential services that improve the wellness and safety of San Francisco's diverse communities.

In February, Dr. Grant Colfax, Director of Health, departed after six years of skillful leadership. The Health Commission recognizes Dr. Colfax as a compassionate, data-driven leader who made a lasting impact on the city's most vulnerable residents. Later in the year, the Health Commission was pleased to welcome Daniel Tsai as the new Director of Health. Mr. Tsai brings extensive healthcare leadership experience, having run the Medicaid program in Massachusetts and served as the Director of the U.S. Centers for Medicare & Medicaid (CMS) and the Children's Health Insurance Program services (CHIP) during the Biden administration.

A major highlight of the year was the recertification of Laguna Honda Hospital and Rehabilitation Center (LHH) for Medicare by CMS. Having already secured Medi-Cal recertification in 2023, LHH resumed admissions for San Francisco residents. Following an extensive annual regulatory survey, LHH earned a four-star quality rating from CMS. This achievement is a powerful testament to the high level of care provided at the largest skilled nursing facility in the nation.

Amid a citywide multi-year budget shortfall, SFDPH was required to absorb budget reductions. Looking ahead, significant changes to Medicaid policy and funding are expected to create additional fiscal challenges. The Health Commission will continue to collaborate closely with Director Tsai and SFDPH leadership to develop effective budget strategies, ensuring that the department maintains the highest level of service for all San Franciscans.

This year, the Commission also bid farewell to Cecilia Chung, who served for 12 years. We were honored to welcome two new Commissioners: Karim Salgado, a local business owner, and Judy Guggenhime, a longtime leader of the San Francisco General Hospital Foundation. Their diverse perspectives and commitment to public service will enrich the Commission's work.

In fall 2024, SFDPH began relocating many of its administrative offices from 101 Grove Street to 1145 Market Street as part of a cost-saving initiative. Beginning January 2025, most Health Commission meetings also transitioned from 101 Grove Street to Room 408 at City Hall.

The Health Commission deeply appreciates the support of Mayor Daniel Lurie and the Board of Supervisors. SFDPH's effectiveness is made possible by its strong partnerships with City leaders, community organizations and collaborating City departments.

Warm regards,

Laurie Green, MD
President, San Francisco Health Commission

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 across the lifespan, which is the primary responsibility of the San Francisco Health Network and Behavioral Health Services.

SFDPH's central administrative functions, such as finance, human resources, information technology, communications, health equity, the Kaizen promotion office, and policy and planning, support the work of SFDPH's divisions and promote integration.

SFDPH celebrates the city's diversity and is proud to serve all San Franciscans, regardless of immigration status, gender, race, ethnicity, sexual orientation, sexual identity, or the complexity of their needs.



POPULATION HEALTH DIVISION

The 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, promote pedestrian safety, 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 SFHN is a community of top-rated clinics, hospitals and programs operated by SFDPH. SFHN connects San Franciscans to quality health care, and serves more than 130,000 people across DPH 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.



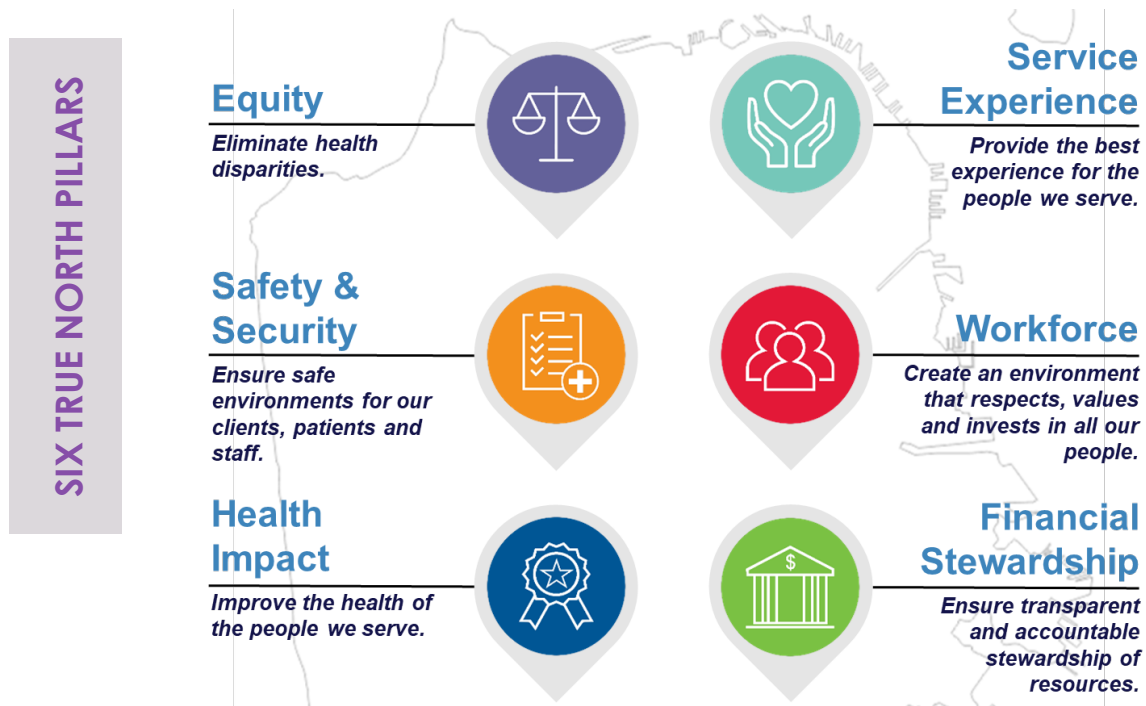
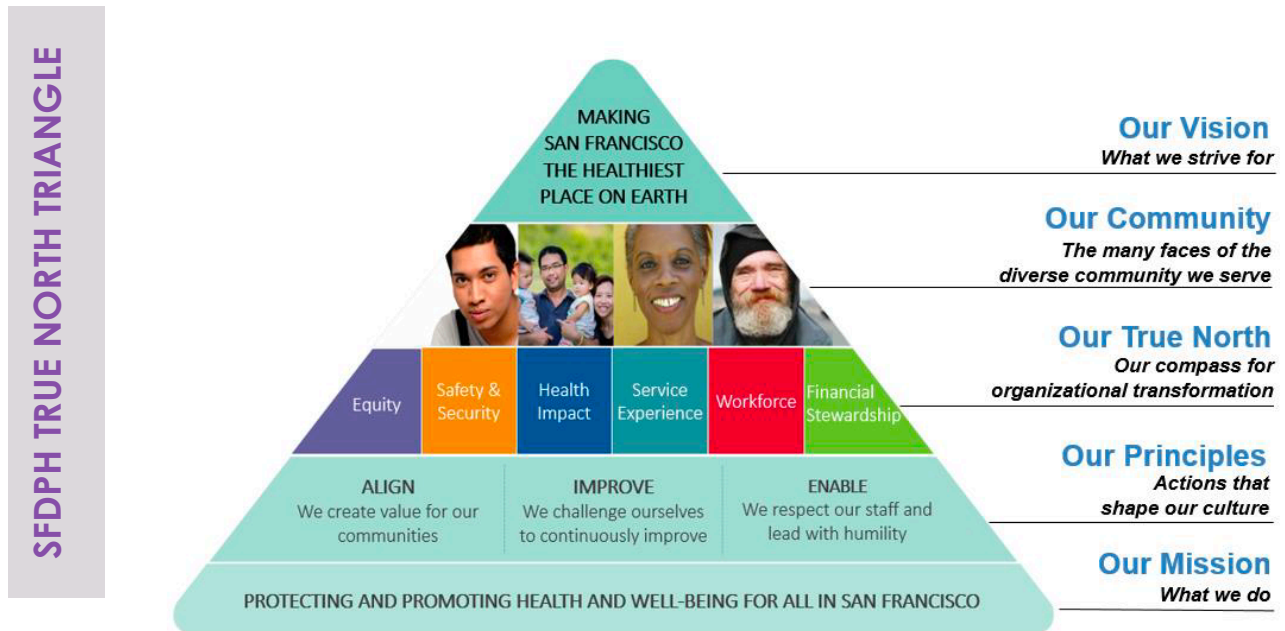
SF Department of Public Health
Behavioral Health Services

BEHAVIORAL HEALTH SERVICES

Behavioral Health Services (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. Through a network of more than 700 staff and 80 community-based contracted partners, BHS provides care and treatment for San Francisco Medi-Cal beneficiaries, people who are uninsured, and people with low incomes. BHS provides a wide range of mental health and substance use services available to meet the diverse needs of San Franciscans.

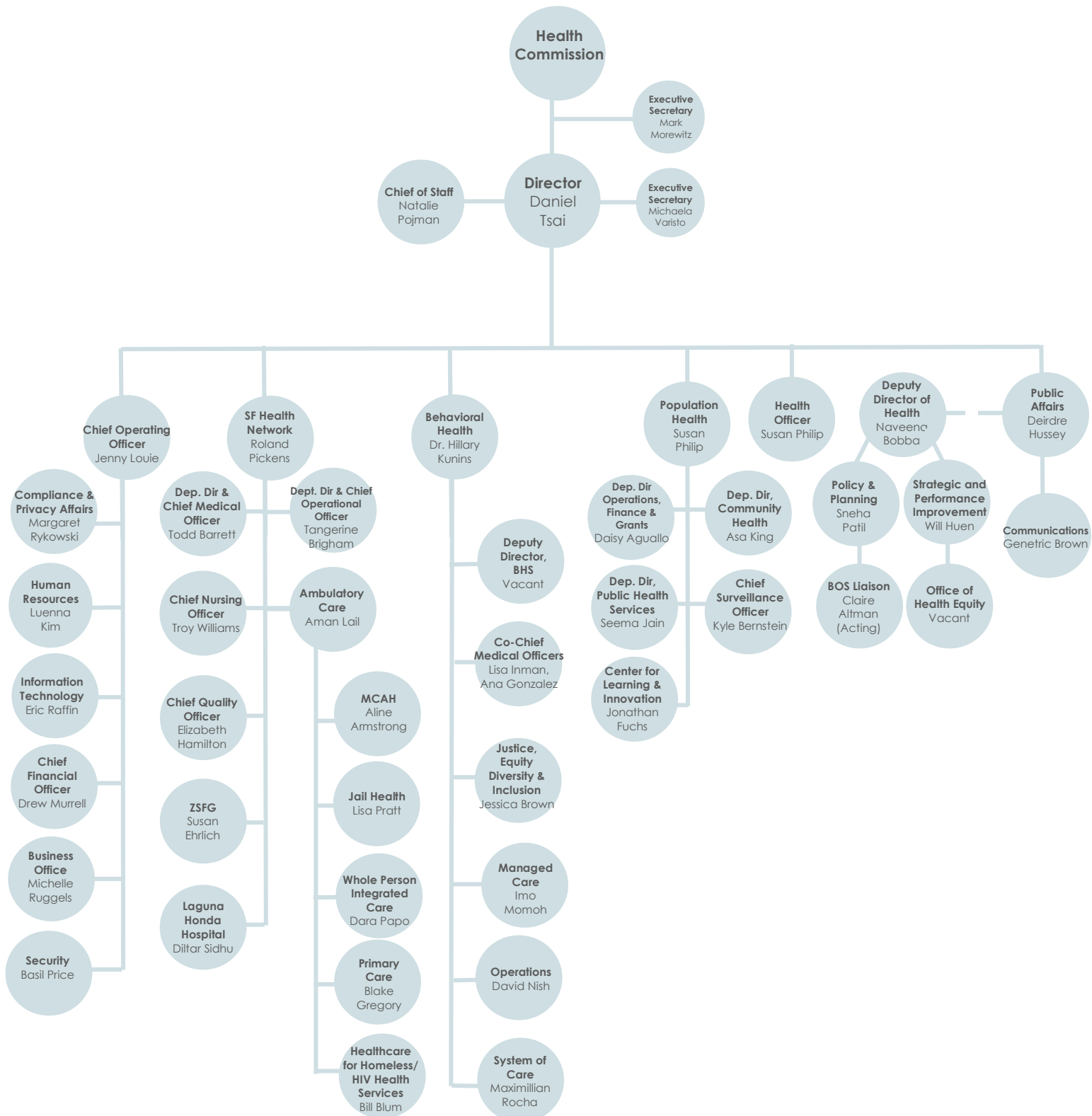
TRUE NORTH & SIX Pillars & Strategic Vision

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. Behavioral Health Services (BHS) is the city's largest provider of mental health and substance use prevention, early intervention, and treatment services.

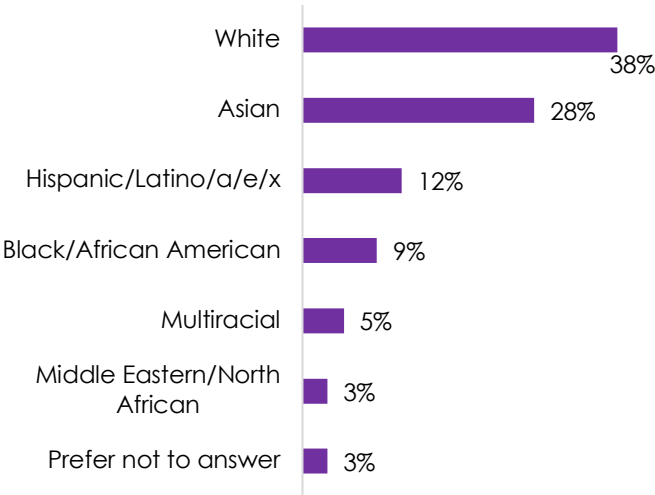


SENIOR LEADERSHIP DEMOGRAPHICS

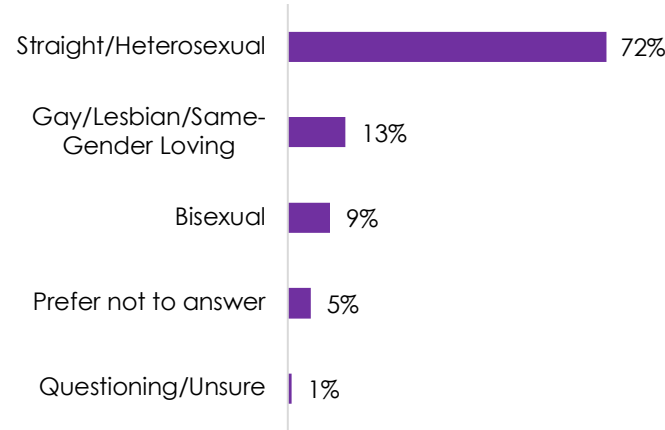
As part of the Department's Racial Equity Action Plan, demographic information for the Health Commission and the Department's senior leadership* is collected annually and included in the SFDPH Annual Report. These data are also required to be collected for every City and County of San Francisco policy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

*Defined as organizational chart leadership, MEA management, and medical and nursing directors. 116 Senior Leadership Staff were surveyed in 2025.

RACE/ETHNICITY

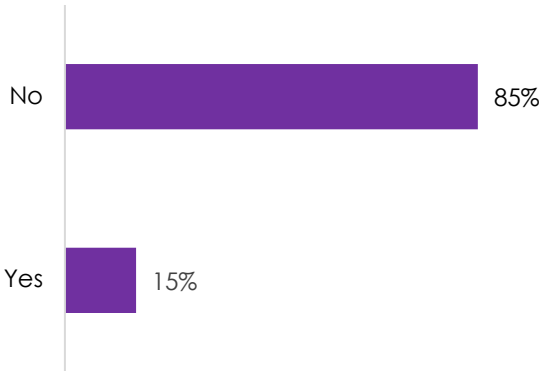


SEXUAL ORIENTATION

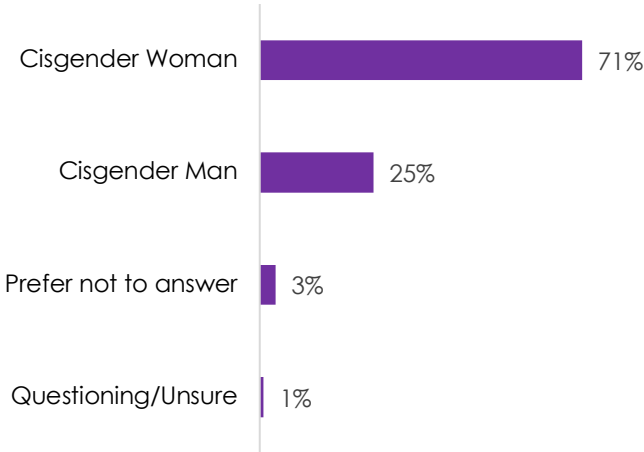


DISABILITY STATUS

Has one or more disabilities

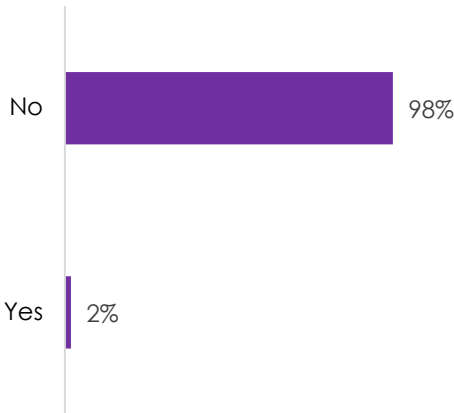


GENDER IDENTITY



VETERAN STATUS

Has served in the military of any country



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 Monday of each month at 4:00 p.m. in Room 408 at City Hall. 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 SF General Foundation Board of Directors.

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

Demographics of Health Commission Members**

Race and Ethnicity	Count
Asian	2
Black/African American	1
Latinx/Hispanic	1
Middle Eastern/North African	
Multiracial	
Native American/Alaska Native	
Native Hawaiian/Other Pacific Islander	
White Caucasian	3
Disability Status	
Has one or more disabilities	1
Veteran Status	
Served in the military	1
Gender Identify	
Female	6
Trans Female	
Genderqueer/Non-binary	
Male	1
Trans Male	
Other	
Sexual Orientation	
Bisexual	
Gay/Lesbian/Same Gender Loving	1
Questioning/Unsure	
Straight/Heterosexual	6
Other	

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



**LAURIE GREEN, M.D.,
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.



**TESSIE M. GUILLERMO,
VICE PRESIDENT**

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.



**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 was a cofounder and serves on the board of the Federation of Chinese American and Chinese Canadian Physicians Medical Societies (FCMS). Commissioner Chow currently chairs the Zuckerberg San Francisco General Hospital Joint Conference Committee and the Finance and Planning Committee. He is also a member of the 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 several 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 and resigned in 2024.



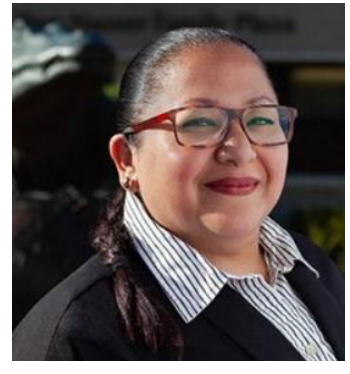
SUZANNE GIRAUDO, PH.D.

Dr. Giraudo 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. Giraudo'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 Giraudo 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. Giraudo was a member of the Children and Families First Commission for 12 years.



JUDY GUGGENHIME

Commissioner Guggenheimer was born and raised in Boston. She is a graduate of Milton Academy, Mills College and the University of Pennsylvania. Earlier in her career, Commissioner Guggenheimer worked for Election Central, an independent nonprofit organization providing results to the news media in Houston. Moving to San Francisco, she made her mark as a board member of the San Francisco Education Foundation. Commissioner Guggenheimer chaired the CORO Foundation Board and served as Co-Chair of the "I Heart" City Capital Campaign for the San Francisco General Hospital Foundation. A past president of the Foundation board, she is also its longest-serving member. Commissioner Guggenheimer was appointed to the Health Commission in 2024.



KARIM SALGADO

Commissioner Salgado is a Peruvian-American business owner who immigrated from Peru in 1979. She earned degrees in Sociology and Criminal Justice from San Francisco State University (SFSU) in 2000, making her the first in her family to earn a college degree. She established two endowed scholarships at SFSU in the Business and Literature Departments in honor of her loved ones. Before opening her own business on the UCSF campus in 2002, Commissioner Salgado worked for Wells Fargo Corp., the Gap, in their Loss Prevention Departments, and U.S. Customs (Homeland Security). She has served on the SFMTA Citizen Advisory Committee (2020-Present), Daly City Partnership Board of Directors (2023-Present), Western Neighborhoods Project Board of Directors (2020 - 2022) and on the SFSU Honoree Doctorate Committee (2023). She was appointed by Mayor London Breed to the Health Commission in 2024.



Mark Morewitz, MSW, Health Commission Executive 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 24-25 FEATURES

BEHAVIORAL HEALTH SERVICES:

THE STABILIZATION UNIT AT 822 GEARY: TRANSITIONING PEOPLE WITH URGENT MENTAL HEALTH OR SUBSTANCE USE NEEDS FROM THE STREETS AND INTO CARE



Opened on April 28, 2025, the Stabilization Unit at 822 Geary is a vital new resource in San Francisco's behavioral health system. Funded by SFDPH and operated by contracted partner, Crestwood Behavioral Health, the unit provides immediate, voluntary care for people experiencing urgent mental health or substance use needs who do not require hospitalization. The Stabilization Unit can serve up to 12 people at a time and prioritizes referrals from police and street teams, including the Street Crisis Response Team. Medical professionals deliver 24/7 care for acute and medically complex people, who typically remain on-site for a little less than a day. Upon discharge, staff coordinate referrals to on-going care and community resources as well as transportation, if needed. Street ambassadors and overnight security are also on-site to ensure the Stabilization Unit remains a good neighbor.

From April 28 to July 31, the unit admitted 187 individuals. Nearly 30% were connected to residential treatment upon discharge, while others were transitioned to home, shelter, or additional services.¹ The 822 Geary Stabilization Unit reflects San Francisco's commitment to compassionate, community-based care for people with complex behavioral health needs while reducing strain on emergency departments and allowing first responders to return to the field more quickly.



POPULATION HEALTH DIVISION:

H5N1 AVIAN FLU ACTIVATION

The SFDPH Population Health Division (PHD) established a planning Incident Management Team (IMT) to increase the Department's pandemic flu preparedness in response to increased risk of the H5N1 Avian Flu virus becoming a threat to humans. This work was led by the Public Health Emergency Preparedness and Response (PHEPR) Branch in partnership with the Communicable Disease Branch and lasted 33 weeks, involving over 50 DPH staff from across the Department. This planning IMT was centered around planning for

¹ *The data provided ranges from May 1, 2025, to July 31, 2025.
FY 24-25 DPH ANNUAL REPORT

three key scenarios: 1) a single human case of H5N1 bird flu in San Francisco 2) documented person to person spread at a slow/manageable rate 3) rapid transmission from person to person with potential to collapse the health system.



SFDPH presenters showcasing DPH work on H5N1 at a conference, Fall 2024.

This multidisciplinary team produced approximately 30 new H5N1 pandemic operational response plans and protocols. PHEPR conducted two “mystery patient” drills at ZSFG to test H5N1 protocols to practice and reinforce isolation strategies. Additionally, through the IMT, PHD leaders led the DPH Clinical Coordination Workgroup for H5N1 Planning, that involved broad San Francisco Health Network representation as well as representation from PHD clinical groups and developed multiple standardized clinical tools to be used in a response. PHEPR’s community engagement staff drafted the H5N1 IMT Community Outreach Plan and the SFDPH Communications teams worked closely with IMT leadership and branches to develop robust communications plans for the various scenarios. The SFDPH Public Health Laboratory (PHL) was able to scale up their ability to test for H5N1 and optimize efficiencies for pandemic preparedness. The SFDPH Environmental Health Branch (EHB) scaled up monitoring of raw milk sales and removed any recalled products. PHD’s Communicable Disease Branch evaluated all suspect H5N1 cases reported by healthcare providers and developed plans to rapidly scale up case investigation/contact tracing and vaccination efforts as needed, and established close partnerships and communications pathways with Animal Care and Control to help the City’s surveillance efforts. Recognizing the importance of rapid access to accurate data, the Applied Research, Community Health Epidemiology, and Surveillance (ARCHES) team developed dashboards that were primed to rapidly scale up if needed in the event of an outbreak. Importantly, PHD was able to onboard ZSFG to the CDC’s ESSENCE syndromic surveillance system to provide another tool to help with early detection of avian flu. Finally, the team tested these plans in a Table-Top exercise designed and facilitated by the PHEPR branch.

These efforts bore fruit when SFDPH detected the first case of H5N1 bird flu in San Francisco, which was discovered by enhanced flu surveillance. All the IMT response branches were able to scale up quickly to ensure appropriate diagnostics, case management and investigation, and contact tracing, with timely, clear communication to stakeholders and the public. Additionally, with the work to develop these plans, SFDPH was able to incorporate lessons-learned from COVID-19 to further refine and strengthen the City’s general pandemic preparedness plans to be ready for the next large epidemic.

SAN FRANCISCO HEALTH NETWORK: WHOLE PERSON INTEGRATED CARE – STREET HEALTH TEAM INTEGRATION

In 2025, the San Francisco Department of Public Health (SFPDH) consolidated its street-based healthcare programs—BEST Neighborhoods, Street Medicine, the Post-Overdose Engagement Team (POET), and the Code Tenderloin Night Navigators—into a unified team known as **Street Health**. This integration, housed within WPIC, now includes over **80 full-time staff**, with leadership and contracted staff from Code Tenderloin and Richmond Area Multi-Services (RAMS).

In February, the City launched the **Neighborhood Street Teams (NSTs)** to streamline and coordinate street response efforts. NSTs became citywide in May, operating across five neighborhoods and involving cross-departmental collaboration among DPH, SFPD, HSH, DPW, DEM, SFPD, and HSA.

Street Health plays a central role in the **Services Section** of NSTs, focusing on the City's most vulnerable populations—those identified as “Shared Priority” clients. This model enables coordinated care planning and resource alignment for individuals with complex medical, behavioral, and substance use needs.

From January to June, Street Health has conducted over **24,000 engagements**, resulting in more than **3,000 connections** to medical, mental health, and substance use disorder (SUD) services—demonstrating significant impact in addressing acute needs on the streets.

FY 24-25 HIGHLIGHTS

BEHAVIORAL HEALTH SERVICES

CONTINGENCY MANAGEMENT: EXPANDING ACCESS TO EVIDENCE-BASED TREATMENT IN SAN FRANCISCO

Contingency Management (CM) is an evidence-based behavioral treatment for substance use disorders and other chronic health conditions that provides immediate, tangible rewards (e.g., a gift card) to individuals for a specific, positive behavior change, such as stopping stimulant use or engaging in treatment. Rewards are paired with regular visits with a provider to plan strategies to support and sustain the behavior change, making it more likely individuals will achieve treatment outcomes. CM is the most effective treatment intervention for stimulant use disorder. Practitioners use CM to increase treatment retention, decrease substance use, and support people moving towards recovery and wellness.



Maria X Martinez Health Resource Center

The San Francisco Department of Public Health (SFPDH) was an early adopter of CM, launching the Positive Reinforcement Opportunity Project (PROP) in 2003 in partnership with the San Francisco AIDS Foundation (SFAF). PROP was one of the first public health CM programs in the nation and continues to operate today, demonstrating SFPDH's longstanding commitment to evidence-based and person-centered care. Building on this legacy, SFPDH is now participating in a groundbreaking pilot with the California Department of Health Care Services (DHCS) to make CM a covered benefit under Medi-Cal. Through the Recovery Incentives Program, San Francisco became one of the first counties in the state to offer CM services reimbursed by Medicaid. As of mid-2025, over 475 Medi-Cal members have enrolled in the program locally, with 73% of urine drug tests testing negative for stimulants and over \$111,000 in incentives distributed. These outcomes reflect both the clinical effectiveness and cost-efficiency of CM as a treatment strategy.



SFPDH is also expanding the availability of CM across both clinical and community-based settings to ensure that people have meaningful options to engage in care. In FY25 alone, new CM programs launched at Potrero Hill Health Center, Whole Person Integrated Care, and San Francisco Community Health Center (REACT Program). In FY26, DPH plans to launch additional contingency management programs at Glide, San Francisco AIDS Foundation, and Whole Person Integrated Care Medical Respite. Recognizing the importance of culturally responsive care, SFPDH has also launched a Spanish-language CM program, PROGRESA, in partnership with the Gubbio Project and SFAF. This program serves unhoused and unstably housed Spanish-speaking individuals in a trusted community setting. Additionally, in FY 26, San Francisco AIDS Foundation will launch a new CM program focused on culturally congruent services for the Black/African American community, further advancing SFPDH's equity goals.

PEER SUPPORT SERVICES AS MEDI-CAL BENEFIT

Senate Bill (SB) 803, chaptered in 2020, authorized Peer Support Specialists as a Medi-Cal provider type and Medi-Cal Peer Support Services (PSS) as a distinct benefit within the County Behavioral Health Plans (BHP) that provide specialty mental health and substance use disorder services. BHPs opt-in to offer this benefit.

On April 1, 2025, the DPH Behavioral Health Services (BHS) division, as the San Francisco Behavioral Health Plan, launched this benefit. To promote the new benefit, BHS facilitated a PSS Information Session on April 9, 2025. The session featured a panel of representatives from the California Mental Health Services Authority, City College of San Francisco, RAMS and BHS Compliance, who provided a comprehensive overview on the Medi-Cal Peer Support Services benefit to **74 attendees**.

Medi-Cal Peer Support Services are culturally competent individual and group services that promote recovery, resiliency, engagement, socialization, self-sufficiency, self-advocacy, development of natural supports, and identification of strengths. Through structured group and individual activities, individuals set recovery goals and identify steps to reach these goals. Services aim to prevent relapses, empower Medi-Cal members through strength-based coaching, support linkages to community resources, and educate members and their families about behavioral health conditions and the recovery process. BHS is proud to offer this benefit that will improve health outcomes and service experience for San Franciscans and support the BHS workforce in professional development.

UTILIZING EPIC: CENTRALIZING ACCESS AND ELIGIBILITY FOR BHS

In May 2024, San Francisco Department of Public Health's Behavioral Health Services (BHS) launched a transformative shift to centralized access through the Epic electronic health record system. Over the past fiscal year, the Office of Coordinated Care has established the new centralized access system model that standardizes how individuals access behavioral health services to improve connections to care. Centralizing access through Epic strengthens the ability of BHS providers to assess needs, consult medical records, establish eligibility, and efficiently connect individuals to the right care.

Through Epic, all requests for service are now tracked via referral orders, enabling monitoring of timely access metrics. Standardized screening and level of care tools help OCC staff at the Behavioral Health Access Center and designated access points identify the most appropriate services based on clinical needs, language, location, and client preferences. Referrals are routed and scheduled directly into intake appointments, ensuring a warm handoff and reducing delays in care. Clinics can now manage referrals, monitor intake capacity, and document timely access data, all within Epic.

This system-wide integration improves client experience and enhances provider coordination, supporting equity through consistent workflows. From launch in May 2024 through July 2025, the Behavioral Health Access Center (BHAC), Behavioral Health Access Line (BHAL), and the Triage & Transition Support Team (TTS) managed **14,795 referrals** through centralized access points.

VOCATIONAL PROGRAMS: EMPOWERING RECOVERY THROUGH EMPLOYMENT

Richmond Area Multi-Services, Inc. (RAMS) is a vital partner in SFDPH's efforts to support individuals with behavioral health needs through meaningful employment. Through its Hire-Ability initiative, RAMS offers specialized training and paid internships in janitorial services, clerical and mailroom operations, information technology (IT), and services for Transitional Age Youth (TAY).

In FY 24-25, RAMS exceeded deliverables across all programs, serving more than 345 individuals with training in skills including janitorial services, clerical/mailroom services, information technology, services for Transitional Age Youth (TAY) and more. RAMS continues to adapt and expand its offerings to meet evolving labor market needs. Recent enhancements include expanded information technology training, updated TAY curricula, and increased administrative support.

Notably, 100% of information technology trainees reported increased vocational readiness, and all TAY and janitorial participants reported improved workplace coping skills. By investing in vocational rehabilitation, SFDPH and RAMS are helping individuals build confidence, achieve stability, and contribute meaningfully to San Francisco's workforce and community.

SAN FRANCISCO HEALTH NETWORK

ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL (ZSFG)

HEART FAILURE EQUITY TEAM

A multidisciplinary team at ZSFG earned two prestigious equity awards for innovative heart failure care addressing Black/African American (B/AA) patient outcomes. These honors were the 2024 Bernard J. Tyson National Award, The Joint Commission & Kaiser Permanente 2024 Quality Leader Award, and the California Association of Public Hospitals/Health Care Safety Net Institute.

Together, they recognize innovative initiatives, such as integrating AI-driven tools in electronic health records that provide recommendations about medical and social care and establishing an addiction medicine/cardiology co-management clinic that combined primary care, cardiology, social medicine, addiction medicine, and palliative care. Results of this work included eliminating the gap in readmission rates for B/AA patients, reducing readmission rates by **13%**, and lowering mortality risk by more than **6%**.

NURSES WEEK RESEARCH SYMPOSIUM

A major highlight was ZSFG's Inaugural Nurses Week Research Symposium—a full day dedicated to showcasing the innovative, evidence-based work led by our nurses. Presentations explored advancements in patient care, quality improvement, health equity, and cutting-edge nursing practices. The event also offered valuable opportunities for professional networking and collaboration, inspiring even more nurses to get involved in research that drives meaningful change in health care.

Congratulations to the awardees:

- **Catalyst Award:** Dr. Monica R. McLemore
- **Best Podium Presentations:** Mavourneen Hoover; Alonn Ilan, Merjo Roca, Ann Caltagirone, Marisella Carranza, Vanessa Almaguer
- **Best Poster:** Adrian Smith and team

ADDICTION CARE SYMPOSIUM ADVANCES NURSE EDUCATION ON SUBSTANCE USE

More than 200 ZSFG and DPH staff gathered in December for the second annual Addiction Care Symposium, cohosted by DPH, the San Francisco General Hospital Foundation, and the Addiction Care Team (ACT). The event focused on helping staff address substance use disorders (SUDs). The 2nd annual symposium offered participants valuable insights into best practices in opioid and stimulant use disorder treatment, communicating with patients effectively, alcohol withdrawal, and ACT's Nurse Liaison Program. Participants learned from ACT staff about services and overdose prevention as well as more educational opportunities. This included the Center for Innovative Academic Detailing on Opioids and Stimulants (CIAO), which is a DPH program that offers ZSFG staff and providers across San Francisco one-on-one counseling sessions on opioid and stimulant use disorder management, buprenorphine prescribing, controlled substance monitoring, and other evidence-based practices.

The ACT is an innovative program at ZSFG that connects sometimes siloed medical care, addiction treatment, and community support to help address a patient's SUD. The symposium supports the ACT, which is staffed by patient navigators, addiction medicine fellows, and a supervising physician that together provide a novel approach to addiction care. It is the second program of its type in a public hospital. The symposium offered six hours of continuing education credits and strengthened staff capacity to provide compassionate, informed care to people affected by substance use. Attendees were eligible for continuing education credit while advancing how they deliver compassionate and evidence-based nursing care for individuals living with substance use disorders.

LAGUNA HONDA HOSPITAL:

LAGUNA HONDA HOSPITAL FULLY REOPENS AND WELCOMES 270 NEW ADMISSIONS

Beginning in August 2024, and over the course of the fiscal year, Laguna Honda welcomed **270 new admissions** for skilled nursing acute rehabilitation care. Laguna Honda accounts for a third of all skilled nursing beds in San Francisco and it was critical to be able to again serve our community. This was especially important during FY 24-25 as long-time skilled nursing facility St. Anne's closed and nearly 30 of their residents came to Laguna Honda.

Prior to new admissions resuming, teams at Laguna Honda worked hard in preparation, including a thorough review of all admissions policies and procedures. To ensure the significant changes and improvements made during CMS recertification were sustained, Laguna Honda began admissions deliberately and methodically. This included regular check-ins for evaluation and audits of each new admission.

To support new admissions, Laguna Honda launched monthly facility tours for prospective residents and their families as well as referring entities. In addition to the tours, Laguna Honda leadership led an admissions roadshow to reintroduce Laguna Honda to referring entities including healthcare systems and non-profits as well as hosting teams of case managers at Laguna Honda. The roadshow strengthened partnerships and supported Laguna Honda in receiving admission referrals from a wide range of sources.



LAGUNA HONDA HOSPITAL ACHIEVES COVETED 5-STAR QUALITY RATING



In April of 2025, Laguna Honda secured a five-star quality rating from the federal regulatory agency, Centers for Medicare and Medicaid Services (CMS), ranking it as a top-tier skilled nursing facility nationwide. Laguna Honda's achievement of five stars was a testament to the quality of care provided. Specifically, Laguna Honda had a very successful annual survey where regulators reviewed in detail resident care and safety, including completing interviews with residents and directly observing resident care. In addition, Laguna Honda performed well on key metrics of resident care, supporting resident behaviors, healing wounds, preventing falls, and supporting safe discharges to lower levels of care.

The five-star rating shows that Laguna Honda, within the first year of securing full CMS recertification, has put in place the systems, people, and protocols to sustain the many positive changes. This has included partnering with regulatory experts for "mock" surveys and internal daily observations to quickly identify any potential challenges. It has also included a robust quality improvement program with extensive data tracking and direct involvement of frontline staff. Laguna Honda had a two-star rating when the facility lost its certification in 2022.

MATERNAL, CHILD, AND ADOLESCENT HEALTH

CHILD CARE HEALTH PROGRAM (CCHP)

In FY 2024–2025, MCAH's Child Care Health Program (CCHP) collaborated with the Department of Early Childhood and the Human Services Agency to deliver health services to licensed childcare programs participating in the Early Learning for All voucher initiative. CCHP prioritized programs in historically marginalized neighborhoods and those serving low-income families and families with complex needs. The program supported 55 Child Care Centers, 30 Family Child Care Homes, 30 Head Start Sites, and 28 Family Resource Centers.



HEALTH SERVICES FOR PRESCHOOLERS

Recognizing early care and education settings as critical access points for preventive health services, CCHP's multidisciplinary team conducted **5,062** screenings including dental, hearing, nutrition, and vision for **2,500** children. These screenings resulted in **714** referrals for follow-up care, with each child receiving individualized case management, assistance with insurance navigation, and access to medical services.

VOUCHERS 4 VEGGIES PARTNERSHIP

Through MCAH's partnership with the Vouchers 4 Veggies–EatSF program, over **2,711 participants** received **\$1.14 million in food vouchers** to purchase fresh fruits, vegetables, and other healthy groceries. This included 2,571 pregnant individuals enrolled in WIC and 140 Black Infant Health Program (BIHP) families. Consistently high voucher redemption rates demonstrated strong engagement and impact. The program continues to play a vital role in improving maternal and infant health outcomes by increasing access to nutritious food.

JAIL HEALTH: CALAIM JUSTICE-INVOLVED INITIATIVE

Justice-involved individuals (those currently or formerly incarcerated) face higher risks of poor health outcomes, trauma, and overdose. In 2023, California became the first state to offer targeted health services to this population under the CalAIM Justice-Involved Initiative, an innovation of Medi-Cal. Jail Health Services (JHS) in San Francisco secured **\$4.7 million in funding**, with up to \$11 million more pending, to implement this program. After two years of planning, JHS launched the initiative on April 1, 2025, becoming one of only six counties in the U.S. to do so. JHS is now able to bill Medi-Cal for the cost of clinical services already being provided in the jail as well as a significantly expanded set of release planning services designed to support the transition from jail to the community. CalAIM will also ensure continuity of health care coverage once people exit jail, enabling access to programs such as Enhanced Care Management (ECM), linkages to medical and mental health services and prescription medications in hand upon release from jail.

PRIMARY CARE

Primary Care serves about 58,000 empaneled patients and completed over **284,000 patient encounters** over the past fiscal year. Access to care is the cornerstone of service excellence and Primary Care implemented a new approach to optimizing appointment access for patients. Specifically, Primary Care changed the way that appointments are scheduled so that most appointments are booked no more than 14 days in advance. Primary Care also implemented more automated scheduling tools that allow patients to book appointments by text message and online. For those who lack digital access, Primary Care improved its phone access when patients need to call for an appointment.

As a result of these improvements, appointment lead time (i.e. the amount of time between appointment request and appointment date) shrunk from 30 to 20 days for follow up appointments and 33 to 17 days for new patient appointments. Patient complaints related to access fell by 82%. The number of patients on a waitlist awaiting a new patient appointment decreased by 97%.

HIV HEALTH SERVICES

During 2024, HIV Health Services (HHS) funded a continuum of client-centered services for 6,250 HIV+ positive individuals, the majority of whom 3,797 (60.75%) were over 50 years old and 3681 (58.89%) who identified as persons of color. HHS has set HIV viral load suppression as its key quality performance indicator. Of those who received a primary care visit almost 90% of all clients attained or maintained HIV viral suppression, a 4% increase from 2024.

SFDPH is now in the sixth year of augmented federal funding dedicated to HIV care through the Ending the HIV Epidemic (EHE) initiative. Since its inception, the EHE programs in San Francisco have served 1,661 clients, who were either marginally engaged or fully out of care. Over 500 HIV+ patients are receiving long-acting injectable antiretroviral treatment (LAI ART) across 12 DPH clinical sites and programs with an overall HIV viral suppression rate of 97% which is 3% higher than the rate among PWH who have had one or more viral load test in the 2024 calendar year (94%).

CalAIM – ENHANCED CARE MANAGEMENT

SFHN Enhanced Care Management (ECM) emerged from California's CalAIM initiative to offer high-touch case management services to clients with complex needs. Through a holistic, whole-person approach, SFHN ECM meets clients where they are—extending care beyond the traditional confines of clinics and hospitals to address both health and health-related social needs. SFHN ECM is contracted with 2 Medi-Cal Managed Care plans and has launched 10 specialized field teams to provide the ECM service, each with a niche specialty to serve San Francisco's most complex populations.

FY24/25 marks SFHN ECM's 3rd year of implementation. ECM enrollment increased by 25% during the year from 299 to 373. Throughout the fiscal year SFHN ECM enrolled 896 clients and generated \$3,572,491 in revenue. SFHN ECM has demonstrated improvements in healthcare utilization patterns during and after ECM enrollment including reduction in Emergency Department visits and hospitalizations. We are encouraged by these results that strongly support that ECM is an intervention that may be beneficial to decreasing ED and hospitalization usage.

WHOLE PERSON INTEGRATED CARE

RESPONDING TO THE FENTANYL CRISIS AT THE DPH SOBERING CENTER

The Sobering Center was established in 2003 to address the alcohol crisis occurring in San Francisco at that time. As the substance use landscape in San Francisco has changed, Sobering has continually met the challenges of the day. In April 2024, Sobering began piloting the Sobering Center Overdose Prevention and Engagement (SCOPE) program to identify service gaps in post overdose and overdose prevention care.

Over the past year, the SCOPE pilot has expanded to fill these gaps. Sobering now accepts people immediately post overdose to provide supportive care and engagement in medication, withdrawal management and treatment services. Sobering also coordinates with multiple programs including hospital and community partners to provide low barrier Medication for Opioid Use Disorder (MOUD) starts and support longitudinal access to medications.

As of August 2025, SCOPE has had **425 encounters**, with almost **50% of clients starting MOUD**. SCOPE provides approximately 10-15% of MOUD Long Acting Injectable (LAI) injections in the DPH system and 83% of SCOPE clients received substance use treatment services. SCOPE is now set to become a permanent part of Sobering Center services.

POPULATION HEALTH DIVISION

SF CITY CLINIC

In August 2024, SF City Clinic became one of 15 sites nationwide to receive CDC funding to support “[Scaling up HIV Prevention Services in Sexual Health Clinics](#) (SHIPS).” Through SHIPS, SFCC and PHD's STI/HIV Branch are working to advance health equity and strengthen and expand sexual health services, both at SFCC and throughout San Francisco. With SHIPS support, SFCC has implemented and expanded the availability of long-acting injectable HIV Pre-Exposure prophylaxis, initiating over 150 people on this highly effective prevention medication, of whom 75% are people of color and 8% are transgender.

CENTER FOR DATA SCIENCE: Supporting Stabilization, Treatment, and Recovery (STAR)

CDS expanded decision-making capacity by building and maintaining 16 dashboards that track critical STAR metrics and program outcomes. The team Provided DPH leadership with clear, timely, and high-quality information to guide data-informed policy and program decisions. CDS fulfilled over 50 data requests for DPH leadership, internal operations, other City Departments, Mayor's Office, and the media. Monthly updates to public-facing overdose datasets and dashboards on SF.gov have led to increased transparency. By integrating data from partner agencies such as the Homelessness and Supportive Housing Agency and the San Francisco Fire Department. CDS deepened understanding of overdose trends. Enhancing collection and standardization procedures has improved data quality and consistency across projects. CDS has advanced spatial analysis capabilities by developing a geocoding workflow which has been leveraged by STAR and other PHD projects.

COMMUNITY HEALTH AND EQUITY PROMOTION (CHEP)

In FY 24–25, CHEP participated in over **40 events**, including major San Francisco gatherings like Sunday Streets, Carnival, and SF Pride, as well as smaller events at schools, clinics, and community centers. These events provided education, outreach, testing, benefits enrollment, and opportunities to engage on topics such as sexual health, injury prevention, overdose prevention, healthy living, and tobacco use. CHEP also leveraged social media to expand reach and foster dialogue beyond in-person interactions, building trust and offering nonjudgmental information.

CHEP strengthened community capacity by delivering culturally relevant training and technical assistance. The Sexual Health team reached over 100 people through HCV/HIV/STI trainings and hosted four intensive five-day sessions on prevention counseling. The YUTHE program engaged 50 youth in Safe Sex Summer events, while Newcomers Health trained UCSF medical students and residents and hosted monthly orientations for asylees. Shape Up SF enhanced two CBOs' leadership and infrastructure, benefiting over 3,000 residents. WISHES trained 400 people in overdose prevention and 150 in stigma and HCV navigation. The Tobacco Free Project supported 14 youth leaders advocating for nicotine policy change.

OFFICE OF EQUITY AND COMMUNITY ENGAGEMENT (OECE)

The Office of Equity and Community Engagement (OECE) is built on deep-rooted relationships within the communities we serve. In FY 24-25, OECE continue to promote health through **accessible vaccination clinics**, disease prevention efforts, and **overdose response and recognition trainings** and education, in Spanish and indigenous Mayan languages.



Promotores Community of Practice, Wellness Session-Chair Yoga (June 2025)

Coordinated Annual COVID-19 and Flu Vaccine Clinics:

- Hosted 13 vaccine clinics across the city
- Administered 293 vaccines to at-risk populations

COVID-19 Test Kits Distribution:

- Distributed over 45,000 COVID-19 test kits to underserved communities

Measles and TB Education:

- Organized educational presentations on measles and TB prevention to enhance community awareness

Training & Capacity Building:

- Hosted and supported the First Annual SF Promotores Conference, conducted entirely in Spanish, bringing together >80 Promotores to share knowledge, build networks, and strengthen community leadership.
- Trained >80 Promotores from 18 San Francisco community-based organizations (CBOs) on critical topics, including overdose recognition, response, measles, and other health issues.
- Fostered a Community of Practice; a collaborative learning space for Promotores through workshops, training, and resource sharing, aiming to increase the impact and sustainability of their efforts.
- Developed and translated training materials to ensure broader accessibility for diverse communities
- Conducted 19 Community-Specific overdose prevention training sessions in Spanish for Black and African American, Latine, Indigenous, and homeless populations
- Produced overdose prevention videos in Mayan languages
- Delivered overdose prevention education to the first cohort of 8 DPH Spanish-speaking staff

POPULATION HEALTH RESEARCH: BRIDGE HIV & CENTER FOR PUBLIC HEALTH RESEARCH

BRIDGE HIV is an HIV and sexually transmitted infection (STI) prevention research unit housed in the Population Health Division of the San Francisco Department of Public Health. In the past year, Bridge HIV has been involved in ground-breaking HIV and STI prevention studies, including four clinical trials for injectable and long-lasting PrEP medications and multiple studies of HIV vaccines and monoclonal antibodies to prevent HIV acquisition. BRIDGE HIV are proud to be part of this global cutting-edge research, as the only health department to participate alongside academic research units. A study of an every 6-month injectable form of pre-exposure prophylaxis (PrEP), recently licensed by the FDA, on lenacapavir showed 100% protection in cisgender women and 96% protection in cis-gender men and transgender and non-binary people who have sex with men. Another study will test an extended version of lenacapavir that would be given as an annual injection for PrEP. A third study of a monthly pill (MK-8527) for PrEP that may be particularly well-suited for people who don't want injectables and for administering outside of traditional clinic-based setting (e.g., schools, pharmacies, street-based medicine). BRIDGE HIV also had a study of the meningococcal B vaccine (Bexsero) that is being tested to prevent gonorrhea infection.

The Center for Public Health Research (CPHR), which includes the Center on Substance Use and Health (CSUH) and the Transgender Research Unit for Equity (TRUE), has maintained outstanding productivity with multiple federally funded studies despite the current harsh environment for health research in the US. Since July 2024, CPHR researchers have published **50 manuscripts** in leading scientific journals in addition to disseminating data to community planning bodies, international and national conferences, and invited presentations. CSUH successfully completed several clinical trials on opioid overdose prevention and the treatment of methamphetamine, cocaine, and alcohol use disorders as well as observational studies on club drug use, alcohol use, and stimulant use related deaths. TRUE completed community-based surveys among trans women, men who have sex with men, and a collaborative survey with Alameda County for people who inject drugs. CPHR also provided training and mentorship to students and health practitioners, including undergraduate, graduate, and medical students recruited throughout the US who are interested in sexual and gender minority health and substance use research and California healthcare providers managing substance use disorder. CPHR collaborates closely with several DPH branches, particularly BHS, ARCHES, CLI, and BridgeHIV.

ENVIRONMENTAL HEALTH

TOBACCO AND MASSAGE PERMITTING

Tobacco use continues to be among the leading causes of preventable deaths in San Francisco and reducing tobacco use continues to be a priority for the Department of Public Health. This year, the City reached a milestone where, for the first time, all the supervisorial districts now have <100 retail tobacco permits, with 6 out of 11 districts having ≤45. The supervisorial district with the fewest permits is District 7 with 23 retail tobacco permits.

FY 24-25 EHB Accomplishments

	Environmental Health Inspections	23,488
	Responses to 311 Complaints	4,820
	Permit Center Customers Helped	3,653
	Families received home lead assessments	100
	Hazardous Materials emergency response calls	19

EHB also regulates and issues permits to businesses that offer massage in San Francisco. A part of this process requires massage business operators to have a criminal background check to ensure that the owner does not have a violent or serious felony history. Historically, these background check have been performed by the San Francisco Police Department (SFPD). Beginning in 2023, the EHB reached out to the San Francisco Massage Council and the Office of Small Business to see if there was support for creating a background process which would not require police involvement. EHB staff discovered that there was overwhelming support for this idea. As a result, EHB agreed to begin the process of removing the requirement to use the SFPD as the sole source for background checks and added a DPH LiveScan as an alternative. The Livescan process provides an easier and more equitable option for these businesses owned mostly by women of color without compromising health & safety.

FOOD TRUCK ROUND-UP



The Environmental Health Branch (EHB) issues permits to >7,000 food facilities each year, a few hundred of which are for Mobile Food Trucks. During the third week of March 2025, owners of Mobile Food Truck were able to stop by the Food Truck Roundup and obtain an inspection from both the Department of Public Health and the Fire Department and receive their permit and annual sticker all at one time at no additional cost. Mayor Lurie held a press conference at the event along with DPH Director, Dan Tsai, PHD Director Susan Philip, and SFPD Deputy Chief Chad

Law. The mayor emphasized his support for DPH's efforts to create a customer-centric process that was a great model of efficiency. During this year's event, approximately 150 Mobile Food Trucks received their inspection and permit.

CENTRAL ADMINISTRATION

OFFICE OF HEALTH EQUITY - SF VOICES:

OHE launched its SF Voices pilot, a community Engagement initiative to center community in data collection efforts. The pilot focused on populations traditionally not captured by survey methods or outreach efforts and assist with providing a more comprehensive snapshot of health disparities for the City's Community Health Assessment report (CHA). A total of **103 participants** from the Transgender, Samoan, Native American, Latin American Indigenous participated. Although a small sample, qualitative feedback was included in the CHA. The pilot learnings provided insight for future planning efforts to further scale the initiative for quantitative data collection.



EMBEDDING EQUITY IN WORKPLACE CULTURE AND LEADERSHIP: RESPECT IN THE WORKPLACE CAMPAIGN

The Office of Health Equity (OHE), HR, and Laguna Honda Hospital collaborated to promote a respectful, inclusive workplace culture campaign. The campaign reached **829 staff**, including frontline workers at LHH and ZSFG, through micro trainings and workshops. Over **1,600 staff** received equity-centered training, and 300+ managers were equipped with tools for inclusive leadership. Career advancement programs supported diverse staff, with over 20% of participants moving into higher-paid roles. These efforts strengthened accountability, trust, and racial equity across the department.

HUMAN RESOURCES

In FY 2024–25, SFDPH Human Resources continued to make significant progress toward fully staffing the department by strategically focusing on employee experience and operational efficiency. These efforts contributed to a sustained reduction in the department's vacancy rate, which closed the fiscal year at 2.15% when accounting for attrition (12% without considering attrition) and a strong retention rate of 93.2%.

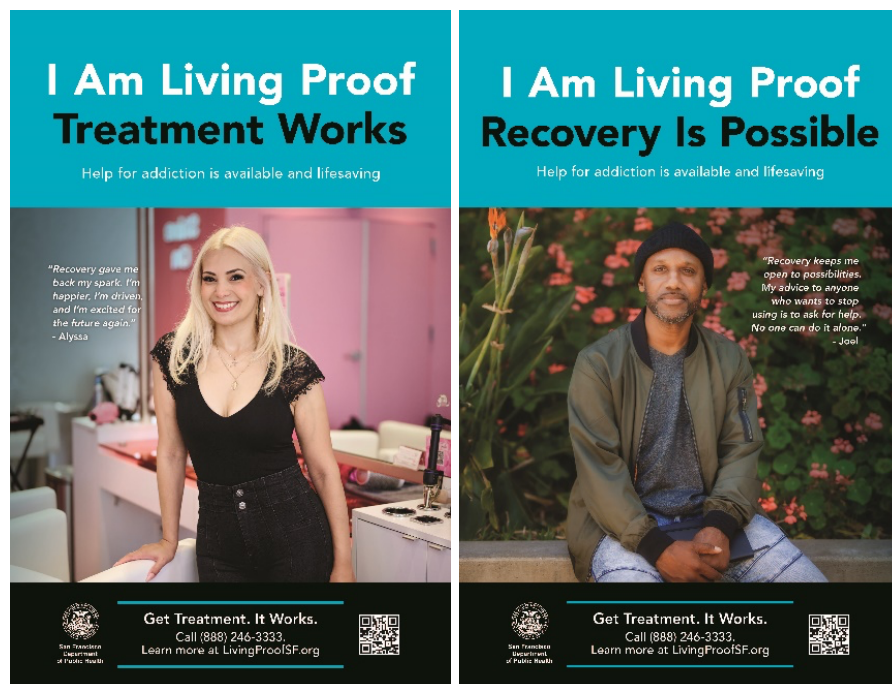
A notable achievement was maintaining a **0% vacancy rate for Registered Nurses** when accounting for attrition (4.71% vacancy rate without considering attrition) for the second consecutive year—an important milestone in ensuring continuity of care. Additionally, the department achieved an 85% reduction in the Behavioral Health Clinician vacancy rate when accounting for attrition (50% reduction without considering attrition), reflecting targeted recruitment and retention strategies in critical service areas. These staffing improvements directly support SFDPH's ability to deliver timely, high-quality services to all San Franciscans. HR also deepened its commitment to enhancing the employee experience through expanded professional development opportunities and enhanced partnerships with the unions that represent our staff. Looking ahead, SFDPH Human Resources remains dedicated to attracting and retaining a highly committed workforce that reflects the communities we serve.

INFORMATION TECHNOLOGY (IT)

The Metrics, Analytics, and Data Integration (MADI) group within DPH IT successfully partnered with Ambulatory Care to deliver reporting metrics for the Quality Incentive Pool (QIP) program, enabling DPH to secure the **maximum allowable reimbursement of \$68 million** from the State's Medi-Cal program. The QIP program provides incentive payments to managed care organizations like DPH for meeting or exceeding specific healthcare quality benchmarks, such as diabetes management and cancer screening. Program performance is evaluated across 40 metrics—20 required priority metrics and 20 elective metrics—all of which are supported by the IT MADI team. To meet QIP requirements, data must be collected on the front end, aggregated, and validated from multiple sources to produce unified, measurable indicators. Importantly, DPH can only receive payments after passing a rigorous audit that verifies the accuracy and completeness of the reported data.

This year, to help maximize reimbursement, the **MADI team developed two new behavioral health metrics** and updated 45 existing QIP metrics to align with revised standards. In partnership with the strong performance of our clinical programs, the IT MADI group continues to play a critical role in the ongoing success of the QIP initiative and in support of DPH's financial health.

PUBLIC AFFAIRS & COMMUNICATIONS



This past year, the Public Affairs and Communications Team significantly expanded its reach and impact, advancing its mission through innovative storytelling, strategic outreach, and strengthened internal engagement. The team successfully launched Phase 2 of the Living Proof campaign, amplifying real stories of recovery and resilience. To elevate transparency and public awareness, staff hosted monthly overdose media availabilities, spotlighting DPH programs, policies, and progress to reduce overdose deaths. The team also completed the successful migration of web content to the new SF.gov platform, ensuring a more accessible and user-friendly experience for the public.

The Communications team also introduced the Hear from a Doctor video series—short, expert-led segments on critical health topics such as heart disease, lead poisoning, and naloxone use—designed for social media to reach and educate broader audiences. Internally, the team deepened support for communication across DPH divisions by launching a tailored newsletter for the San Francisco Health Network (SFHN), produced regular Director's Messages, and facilitated division-wide town halls.

The DPH media team handled on average **65 media requests per month** and throughout the year staffed more than **125 interviews** and hosted more than **20 press conferences** and events. On social media, across all platforms, the public was engaged through more than **4,000 posts**.

The public records team ensured Department transparency, responding to nearly 2,200 public records requests. Due to improved processes and rigorous diligence, Sunshine Task Forces complaints fell by more than 75% during the past two years. Together, these efforts reflect the department's commitment to clear, compassionate, and impactful communication that supports health equity and community trust.

SPOTLIGHT ON THE EMMY-NOMINATED LIVING PROOF CAMPAIGN

In FY 24-25, the Public Affairs & Communication led the launch of the second phase of Living Proof, a campaign to promote the effectiveness and availability of substance use treatment and recovery services using role modeling. Through personal stories of recovery from drug addiction, Living Proof makes clear to people who use opioids and other substances that recovery is possible, treatment works, and that SFDPH is here to support every step in the journey from addiction to sustained recovery and stability.

SFDPH first launched Living Proof in November 2024, highlighting 9 stories of hope, resilience and long-term recovery – and success in SFDPH substance use treatment programs. The campaign was developed through a data-focused process and precedents from other successful opioid use reduction campaigns in cities across the country. Phase one of the campaign included:

- Videos shot by San Francisco Government TV, which were nominated for a NorCal Emmy in the Public Service category this year.
- 100+ billboards and bus shelters citywide, a Civic Center BART station ad takeover, and 1,600+ 11 x 17" posters distributed to community organizations.
- Paid and organic social media that led to 3+ million impressions, and digital ads that led to 10+ million impressions.
- In total, the 2024 multi-media campaign had an estimated 72 million impressions.

- Polling suggested that more than 1/5 San Franciscans saw the Living Proof campaign, 71% of polled San Franciscans understood that the ads were about drug treatment, and nearly two in five San Franciscans said they were likely to take action after seeing the campaign (visit website, call toll free number, share with family or friends).

In 2025, the team built upon the success of the 2024 campaign, and relaunched Living Proof with two new people — Alyssa and Joel — to coincide with Overdose Awareness Day and Recovery Month. Outreach in phase two of Living Proof was directed by feedback from focus groups conducted with those most impacted by the overdose crisis, including 18 billboards, 100+ transit shelters, MUNI ads on side of buses, 1K+ MUNI PSA ads inside buses, digital ads in local print media, and radio ads and radio PSA's.

FY 24-25 BY THE NUMBERS

Fiscal year 24-25 unless noted * | All numbers are approximate

21%
REDUCTION

in overdoses
FY 24-25 over
FY 23-24



2,630

unique clients using telehealth
to receive on-demand medications
for substance use disorder



12,090

prescriptions filled at
the BHS Pharmacy
to treat substance use disorder



68,720

Emergency
Department
visits



282,140

Primary Care client visits



104,600

patients served at ZSFG



3,650 Permit Center
customers helped



10,140
dental visits



1,240
babies delivered
@ ZSFG

23,490 Inspections
Environmental Health



156 Investigations
infectious disease outbreaks



6,250

number of clients
receiving services through
programs funded by
HIV Health Services (HHS)



270
new residents
at Laguna
Honda Hospital

31,200
home health visits

10,260
patients served by
Jail Health Services

10,870

unique patients served by the
Whole Person Integrated Care team

11,500+
connections through
Street Care*



* Calendar year 2025

MAJOR DEPARTMENT INVESTMENTS

In FY 2024-25, SFDPH's budget was \$3,231,869,228, which was an increase of \$41,777,226 over the FY 2023-24 Budget. The General Fund subsidy from the City and County was \$829,541,620 which represents 26% of the total budget.

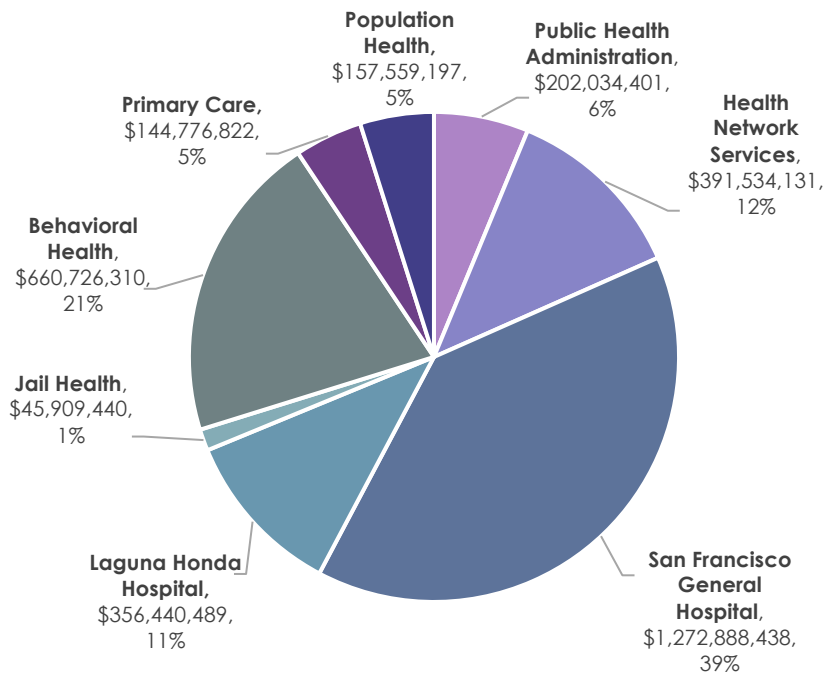
\$21.5 million in grant funding for phase two of the build-out and additional improvements of the Outpatient Care Center at Zuckerberg San Francisco General Hospital and Trauma Center.

\$14.2 million for 47 full-time equivalent nursing positions, primarily at ZSFG.

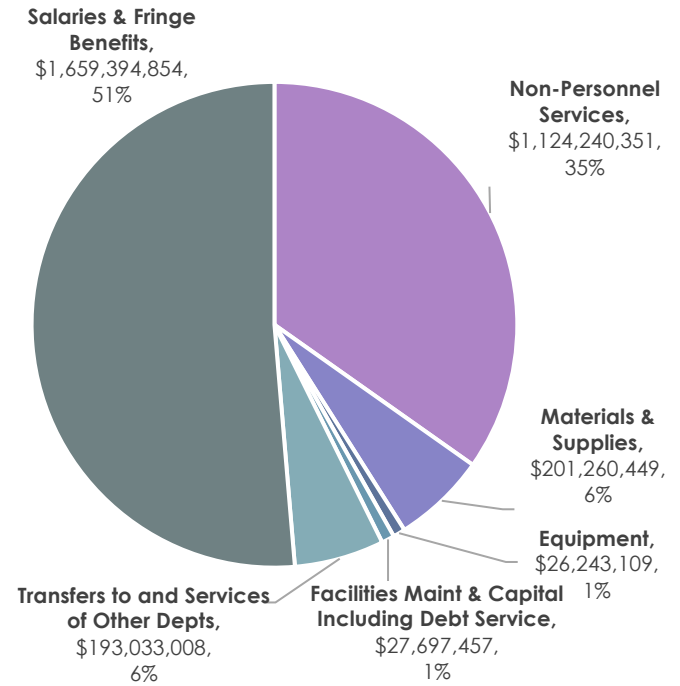
\$13.8 million in Prop C funds for the purchase and sales agreement for 624 Laguna. Site will expand the number of assisted living beds in San Francisco that are accessible to DPH's senior and adult clients with behavioral health needs who require support with daily tasks.

\$4.5 million for increasing operating room capacity at ZSFG, providing additional perioperative and procedural capacity. Investments will generate a net revenue of **\$5 million** a year.

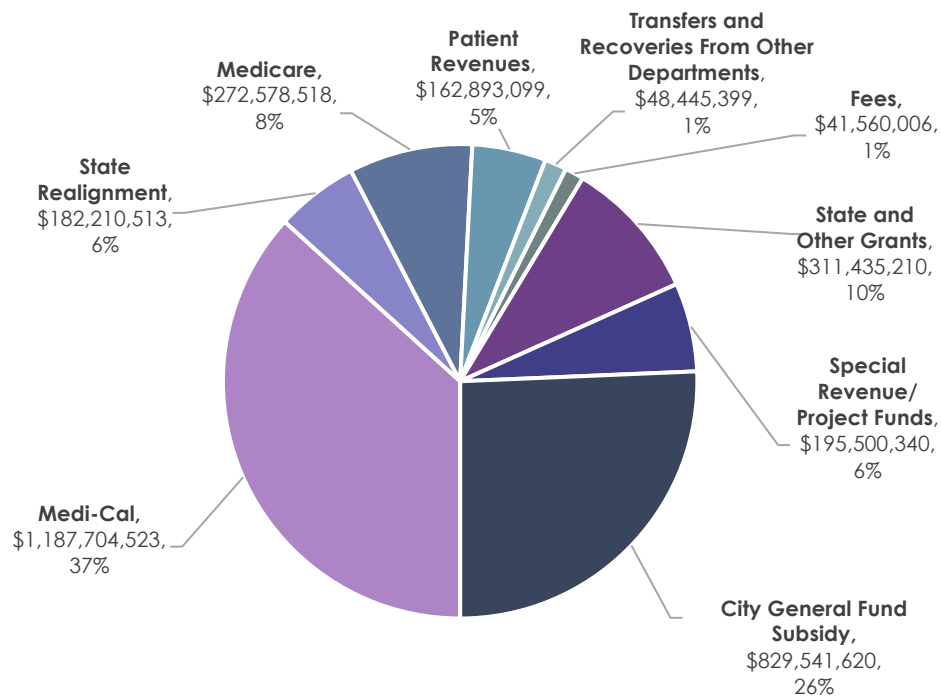
EXPENDITURES BY PROGRAM



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 31-32 for descriptions of the services below.

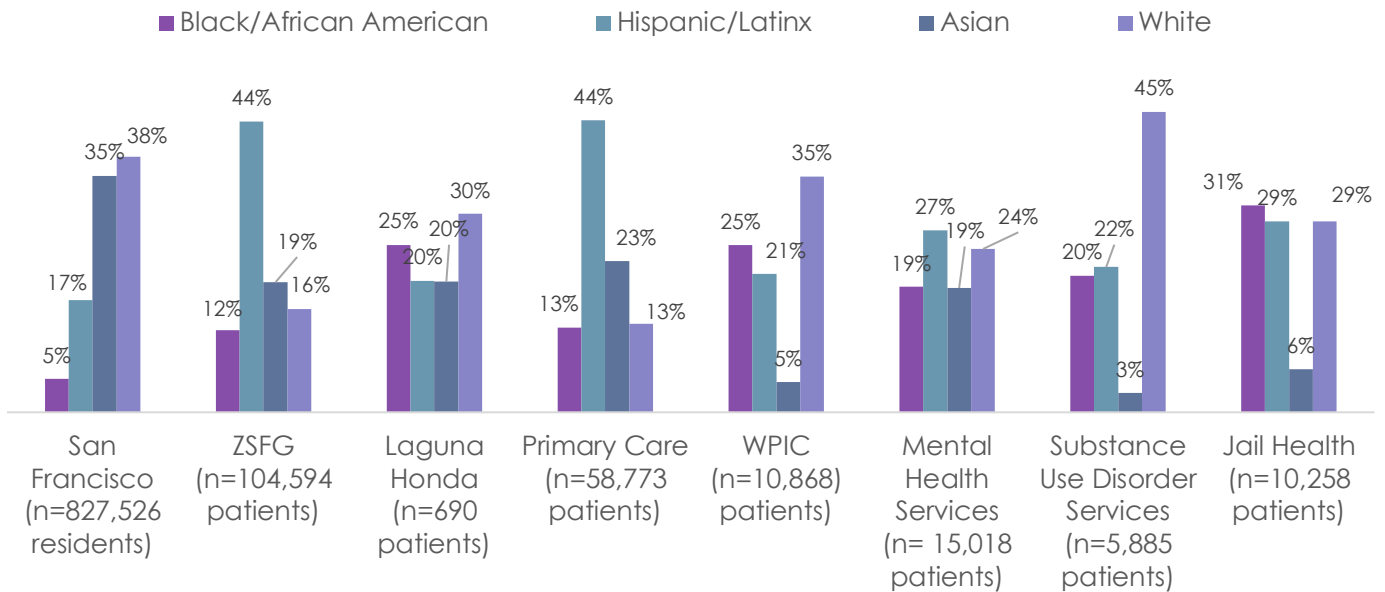
LEVEL OF CARE	TYPE	UNIQUE PATIENTS		ENCOUNTERS	
		FY23-24	FY24-25	FY23-24	FY24-25
PRIMARY CARE		59,350	58,673	293,500	282,139
BEHAVIORAL HEALTH SERVICES	Mental Health Services	15,582	15,018		
	Substance Use Disorder Services	4,979	5,885		
WHOLE PERSON INTEGRATED CARE		10,285	10,868	60,263	64,127
JAIL HEALTH SERVICES		9,830	10,258	14,276	15,093
DENTAL CARE		5,052	4,850	10,629	10,141
HOME HEALTH		1,048	1,174	27,456	31,201
EMERGENCY	Medical Percent Admitted	41,800	43,179	65,130 19%	68,726 18%
	Psychiatric Percent Admitted	1,187	2,137	4,143 8%	4,565 11%
	Trauma Center Activation	2,188	2,188	2,203	2,210
SPECIALTY CARE		39,826	40,349	183,388	186,268
URGENT CARE		31,152	34,028	48,394	51,584
DIAGNOSTIC & ANCILLARY		46,425	52,062	188,987	218,313

Behavioral Health Services: Data shown are for specialty behavioral health services, which include outpatient care (including intensive case management); outreach; linkage; most residential treatment; some inpatient treatment; most withdrawal management (detox); and the mental health private provider network. In FY24-25, 15,018 individuals with a mental health diagnosis and 5,885 individuals with a substance use diagnosis received at least one service across the SFHN, including Ambulatory Care clinics and programs (Primary Care, Jail Health, and Whole-Person Integrated Care). All behavioral health service data may not include: mental health respite and most services in residential care facilities; prevention; vocational; peer-based and community-based mental health promotion programs; some withdrawal management and substance use residential programs; and low-barrier engagement and street-based services, due to alternative reporting methods. *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 FY23-24, there were 23,819 medical respite days and in FY24-25, there were 28,419 days.

HOSPITAL – INPATIENT METRICS

HOSPITAL	LEVEL OF CARE	UNIQUE PATIENTS		PATIENT DAYS		AVG STAY (DAYS) ²	
		FY23-24	FY24-25	FY23-24	FY24-25	FY23-24	FY24-25
ZUCKERBERG SF GENERAL (ZSFG)	Acute Inpatient			109,117	107,624		
	Medical	11,985	11,587	91,247	89,927		
	Psychiatric	464	577	17,870	17,679		
	Skilled Nursing	303	69	9,646	1,678	31	33
LAGUNA HONDA HOSPITAL (LHH)	Acute Inpatient	104	128	833	1,118	4.76	5.45
	Skilled Nursing	467	631	150,360	148,284	1,415	2,313

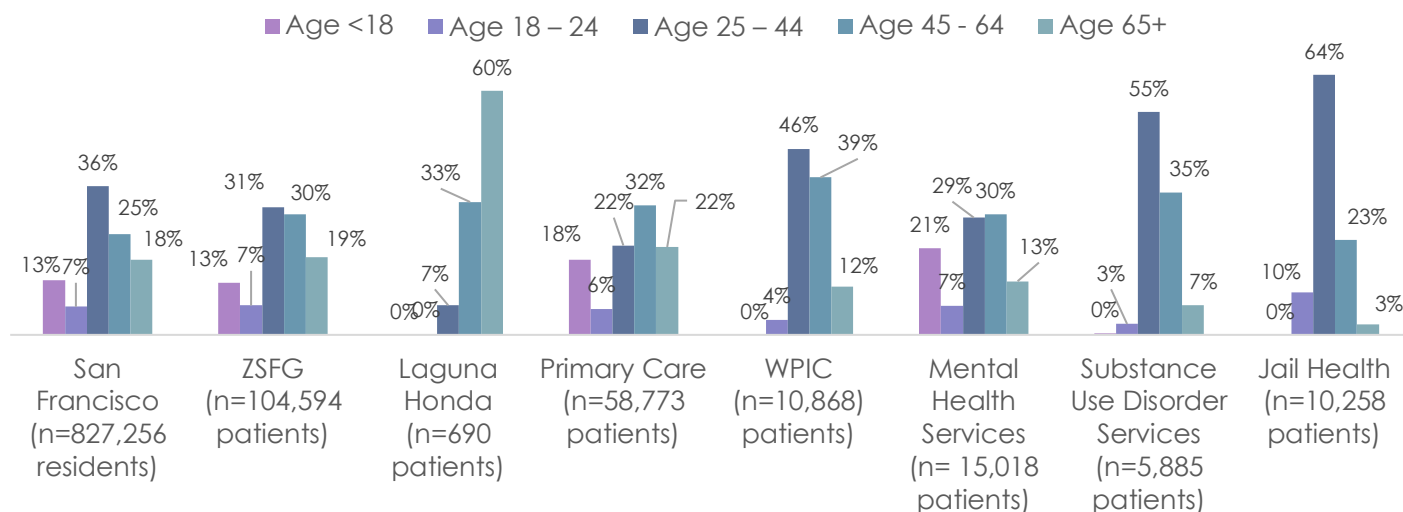
PATIENTS BY RACE/ETHNICITY³



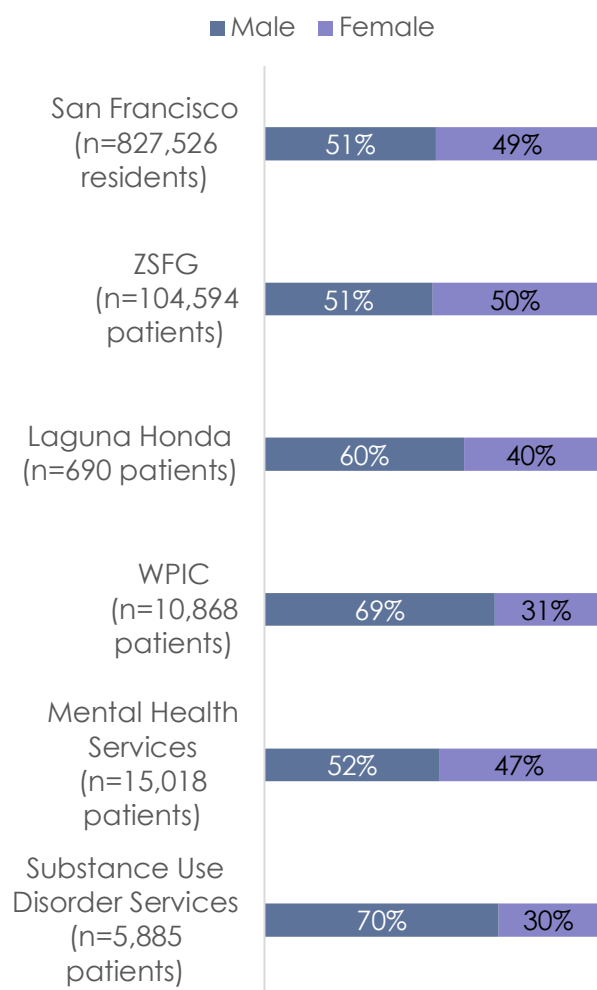
² Average stay days are for patients who have been discharged.

³ 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 0-6% of patients served.

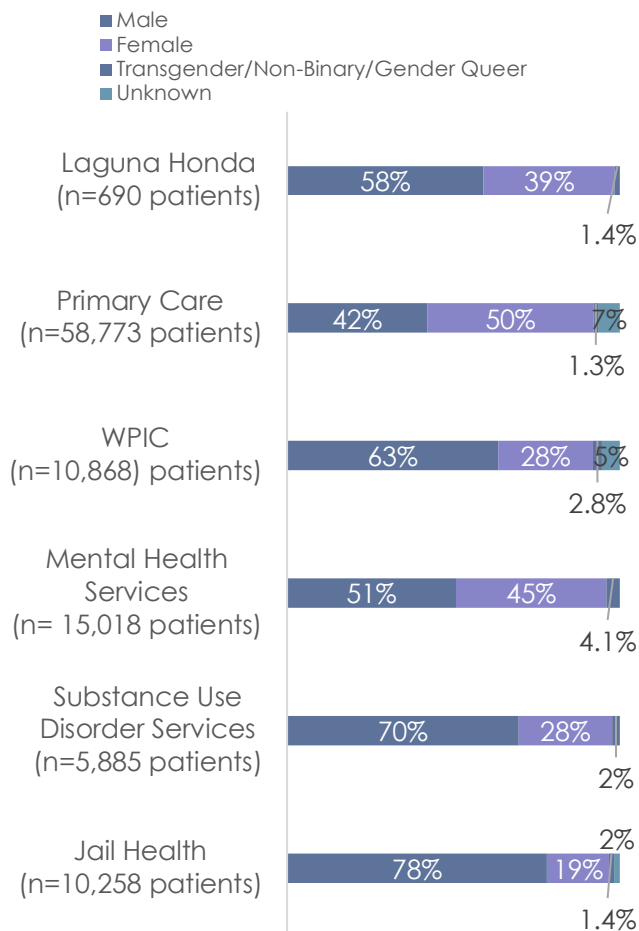
PATIENTS BY AGE



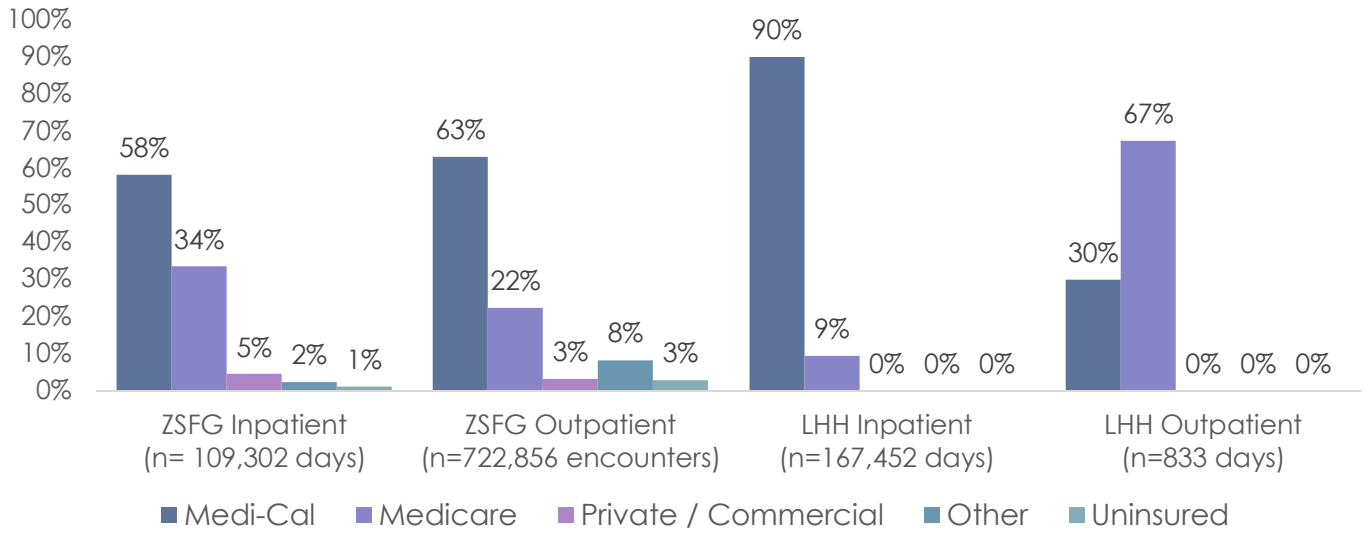
PATIENTS BY SEX



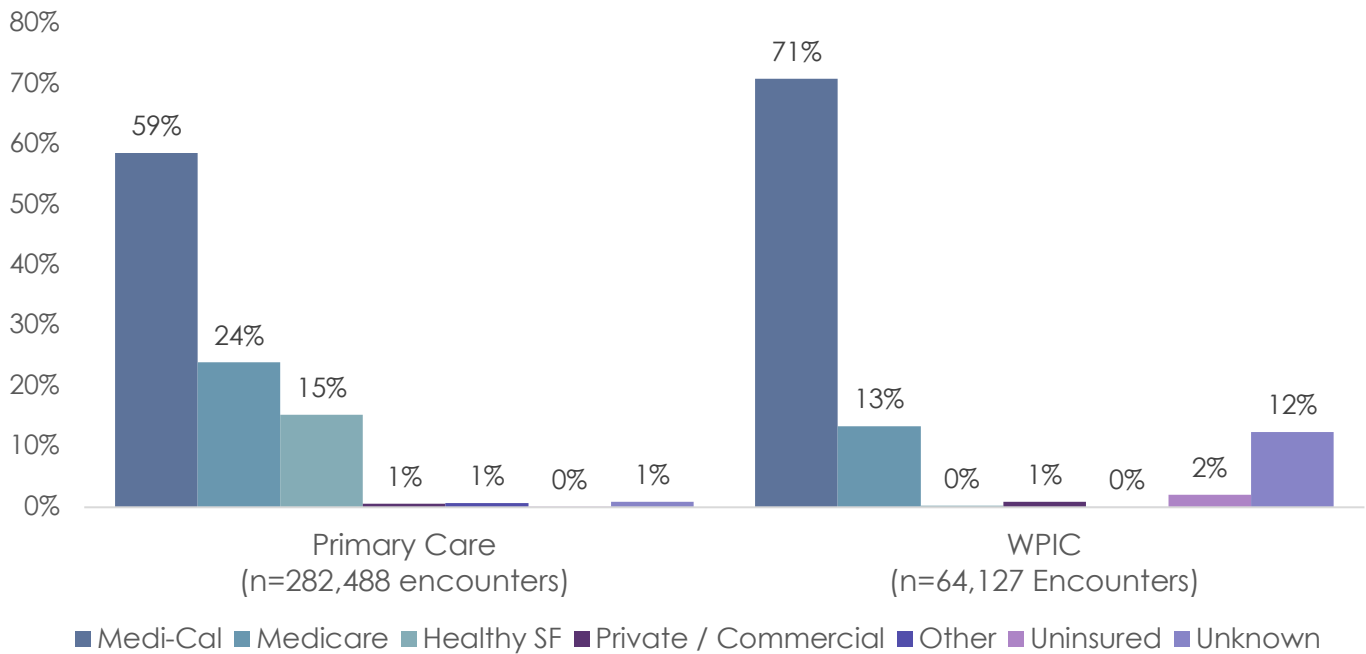
PATIENTS BY GENDER



SFHN PAYOR SOURCES



PRIMARY CARE AND WPIC PAYOR SOURCES



SAN FRANCISCO HEALTH NETWORK SERVICES

This section provides descriptions of SFHN's services that are presented in the SFHN metric table on page 27.

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 embedded 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 Medical 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 SAN FRANCISCO 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

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

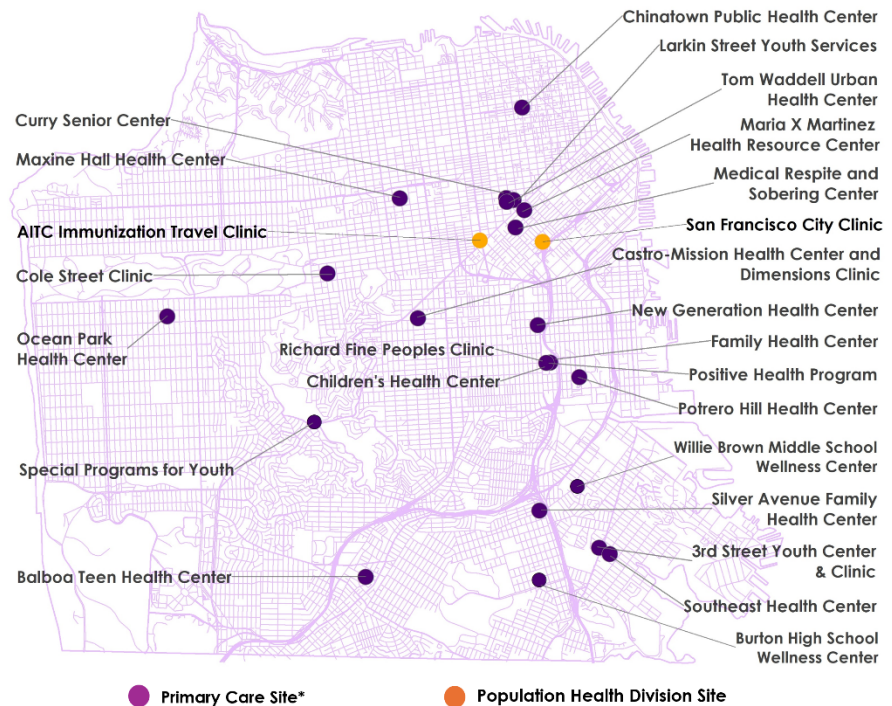
ZSFG provides evaluation and treatment to patients with non-emergent conditions.

DIAGNOSTIC & ANCILLARY

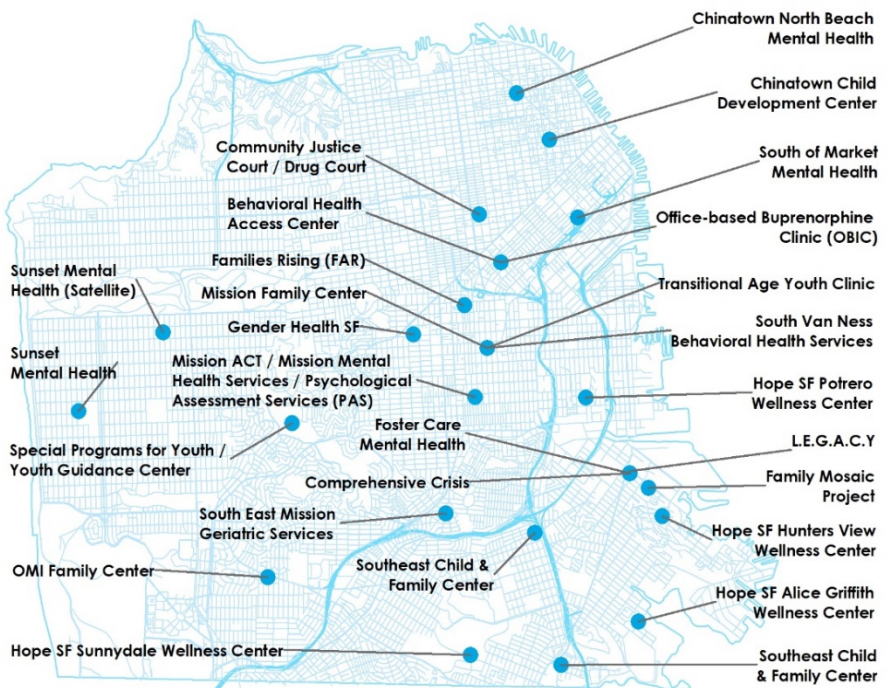
High-volume diagnostic and therapeutic services at ZSFG include laboratory, pathology, radiology, rehabilitation, and wellness.

SFDPH SERVICE SITES

PRIMARY CARE & POPULATION HEALTH DIVISION SERVICES SITES⁴



SPECIALTY BEHAVIORAL HEALTH SERVICES SITES⁵



⁴ Maria X Martinez Health Resource Center and the Medical Respite and Sobering Center are Whole Person Integrated Care Sites.

⁵ DPH-run Specialty Behavioral Health Services Sites.

SFDPH CONTRACTORS

COMMUNITY-BASED ORGANIZATIONS (NON-PROFITS)

18 Reasons
3rd Street Youth Center & Clinic 510 Media, LLC
A Better Way
AGUILAS, Inc.
AIDS Legal Referral Panel of the San Francisco Bay Area
Alternative Family Services, Inc.
American Indian Cultural Center
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 (CARECEN)
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, dba HomeRise
Community Music Center of San Francisco
Community Youth Center San Francisco
Conard House
Curry Senior Center
Dental Robin Hood
Dignity Health/ St. Mary's Medical Center/St. Francis
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 Mission, Inc.
Friendship House Association of American Indians of San Francisco
FUSE Corps
Glide Foundation (Board of Trustees of the Glide Foundation)
The Gubbio Project, Inc.
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
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
National Harm Reduction Coalition (formerly known as Harm Reduction Coalition)
NICOS Chinese Health Coalition
North East Medical Services (NEMS) 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 African American Faith Based Coalition
San Francisco AIDS Foundation
San Francisco Community Clinic Consortium
San Francisco Community Health Authority

San Francisco Community Health Center (aka Asian and Pacific Islander Wellness Center)
 San Francisco Food Bank
 San Francisco Lesbian Gay Bisexual Transgender Community Center
 San Francisco Public Health Foundation
 San Francisco Study Center
 Seneca Center
 Shanti Project
 Sierra Vista Hospital
 SisterWeb
 Special Services for Groups
 Southeast Asian Development Center
 St. Vincent de Paul Society
 Swords to Plowshares
 Support for Families of Children with Disabilities
 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

2024

- 24-07** Resolution to Recommend the BOS Authorize the DPH to Accept and Expend a Gift of \$382,578.93 from the SF Public Health Foundation
- 24-08** Resolution to Recommend the BOS Authorize the DPH to Accept and Expend a Gift of \$57,263.40 from the SF Public Health Foundation
- 24-09** Resolution to Recommend the BOS Authorize the DPH to Accept and Expend a Gift of \$367,180 from the SF Public Health Foundation
- 24-10** Resolution to Recommend the BOS Authorize the DPH to Accept and Expend a Gift of \$368,000 from the SF Public Health Foundation
- 24-11** Amending the Healthcare Accountability Ordinance Minimum Standards
- 24-12** Recommend to the BOS to Authorize DPH to Accept and Expend Gifts from CDPH
- 24-13** Resolution to Recommend to BOS to Authorize the DPH to Accept and Expend a Gift of \$10,000 from CDPH
- 24-14** Resolution to Recommend to BOS to Authorize the DPH to Accept and Expend Gifts of \$490,692, \$280,588.14, \$83,255.04, \$21,983.13, \$262,800, \$44,570.88 and \$166,984.60 from CDPH
- 24-15** Honoring Baljeet Sangha MPH FACHE
- 24-16** Health Commission Findings that the Permanent Closure of Labor and Delivery Services (Including Antepartum Testing and Obstetric Triage) at CPMC Mission Bernal Campus Will Not Have a Detrimental Impact on Health Care Services in the Community
- 24-17** Honoring Barry Zevin, MD

2025

- 25-01** Resolution to Recommend the BOS Authorize the DPH to Accept and Expend a Gift of \$1,744,131 from SFPHF
- 25-02** Honoring Grant Colfax MD
- 25-03** Resolution to Recommend the BOS Authorize the DPH to Accept and Expend a Gift of \$37,000 from Epic Systems Corporation
- 25-04** Resolution to Authorize DPH to Accept and Expend Gifts of \$70,696, \$110,000, \$11,949.38, \$72,000, \$10,500, \$37,000, \$110,000, and \$20,290.68 from the Epic Systems Corporation

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 FLU, RSV, COVID-19 RESOURCES

CCSF COVID-19, Flu, and RSV Resources	Find out more information about SFDPH's resources for COVID-19, flu, and RSV, including vaccinations, testing, and treatment.
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ACCESS TO COVERAGE & CARE

Get Covered San Francisco! Healthy San Francisco	Learn more about the various health care options under the Affordable Care Act.
	Learn about the Healthy San Francisco program, including information on eligibility and enrollment.
Behavioral Health Services (BHS)	Learn more about the mental health and substance use care.