

San Francisco

DEPARTMENT OF PUBLIC HEALTH



2025-2026 ANNUAL REPORT

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MESSAGE FROM DIRECTOR

I'm pleased to share the San Francisco Department of Public Health's Annual Report for Fiscal Year 2025-2026, which highlights the extraordinary work our teams have accomplished—often while responding to urgent public health needs and navigating complex operational challenges. This report reflects not only the impact of our programs, but also the dedication, creativity, and compassion that define our department and our shared mission to protect and promote the health of all San Franciscans.

This year, the department suffered a profound loss, when Alberto Rangel, LCSW was tragically killed on the ZSFG campus on December 6, 2025. Following this tragic incident, SFDPH completed a comprehensive assessment of safety at ZSFG and throughout the department. The activated Incident Management Team (IMT) brought together more than 100 leaders across DPH and UCSF to make immediate and long-term safety enhancements. The IMT's work is ongoing, and safety enhancements will continue to be developed as needs evolve.

Despite a uniquely difficult budget year marked by challenging local fiscal realities and significant federal reductions in healthcare support, we successfully preserved our core services and delivered outstanding care with compassion to residents and patients. The City's more than \$600 million structural deficit—alongside over \$227 million in federal Medicaid cuts—required savings across all departments. The final budget takes meaningful steps toward long-term structural stability while preserving vital services.

Our staff continued delivering extraordinary accomplishments across the department. Behavioral Health Services expanded the City's recovery-focused housing continuum with the opening of the Eleanora Fagan Center and Wells Place—adding more than 130 beds of interim and long-term recovery housing for individuals experiencing homelessness and substance use challenges. Both programs advance the goals of Mayor Lurie's Breaking the Cycle initiative and strengthen the continuum of care for people exiting homelessness.

Within the San Francisco Health Network, Jail Health Services achieved a historic milestone by becoming one of the first correctional health programs in the nation to bill Medi-Cal for pre-release reentry services under the CalAIM Justice-Involved initiative. In its first year, Jail Health screened more than 16,000 individuals, provided discharge medications to over 2,000 people, and generated \$12.49 million in new reimbursement. Most importantly, eligible individuals now leave custody with medication and a direct link to community care, marking a major step forward in continuity of care and positioning San Francisco as a national leader in correctional health transformation.

Our Population Health Division led the response to a tuberculosis outbreak at a San Francisco high school, mobilizing more than 90 staff across multiple divisions in partnership with community clinicians and the California Department of Public Health. More than 1,400 individuals were tested, eight active TB cases were treated, and 246 cases of latent TB infection were identified. The comprehensive response successfully prevented further transmission and earned commendations from both CDPH and CDC TB experts.

These accomplishments highlight a central truth: even in difficult budget years, our staff continue to deliver high-impact, compassionate, and innovative public health work. You ensure that our systems remain strong, our services accessible, and our most vulnerable community members supported. Thank you for your commitment, your resilience, and your unwavering dedication to the people of San Francisco.

With gratitude,

Dan



MESSAGE FROM THE HEALTH COMMISSION PRESIDENT

The Health Commission is deeply grateful to the more than 8,000 DPH staff members who come to work every day to protect the health and safety of San Franciscans—and of everyone who comes to our city to work or visit.

It has been an extraordinarily challenging year.

Across the San Francisco Health Network, DPH staff continue to provide excellent care in our hospitals and clinics, in the jails, in patients' homes, and on our streets, regardless of immigration status or ability to pay. At the same time, our Population Health staff do much of the work most San Franciscans never see: tracking infectious disease, inspecting restaurants, monitoring air and water quality, operating specialized laboratories, identifying emerging health threats, and preparing the City to respond to disasters, pandemics, and extreme weather.

Much of the Commission's work this year was dominated by something none of us welcomed: repeated budget reductions resulting from dramatic changes in federal funding and policy. Those reductions affect not only DPH staff and services, but also the community organizations on which our public health system depends.

We have been enormously impressed by the work of DPH's Executive and Fiscal teams to protect services wherever possible and minimize the impact of these cuts. We are particularly grateful to Director Tsai for meeting repeatedly with our community partners and listening directly to DPH staff before making extraordinarily difficult budget decisions. We also thank Mayor Lurie for providing additional funding to help care for San Franciscans who may lose Medi-Cal coverage because of changes in federal law and policy.

Unfortunately, we know this is not over. The Commission will continue to watch the effects of these reductions closely, particularly as additional budget challenges may emerge in the coming year.

This year also brought a terrible loss. In December 2025, Alberto Rangel, LCSW, a beloved and dedicated social worker, was tragically killed on the ZSFG campus. His death was devastating to his colleagues and to the entire DPH community. It also demanded action. DPH has since made significant changes in security equipment and procedures throughout its buildings and campuses, and the Commission has followed that work closely. We will continue to do so. The Commission was also proud to pass Resolution 26-04 honoring Alberto's life and memory.

Finally, we are grateful to Mayor Lurie and the Board of Supervisors for their leadership on public health, and to the many City departments and community-based organizations that work alongside DPH.

San Francisco's public health system is remarkable not because of its buildings, programs, or organizational charts. It is remarkable because of the people who show up every day to do this work—often under very difficult circumstances. The Health Commission sees that work, values it, and is profoundly thankful for it.

Laurie Green, MD

Health Commission President

ABOUT SFDPH

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

- Protecting the health of the population, which is the primary responsibility of the Population Health Division; and
- Promoting the health of our patients 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.

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.

BEHAVIORAL HEALTH SERVICES



SF Department of Public Health
Behavioral Health Services

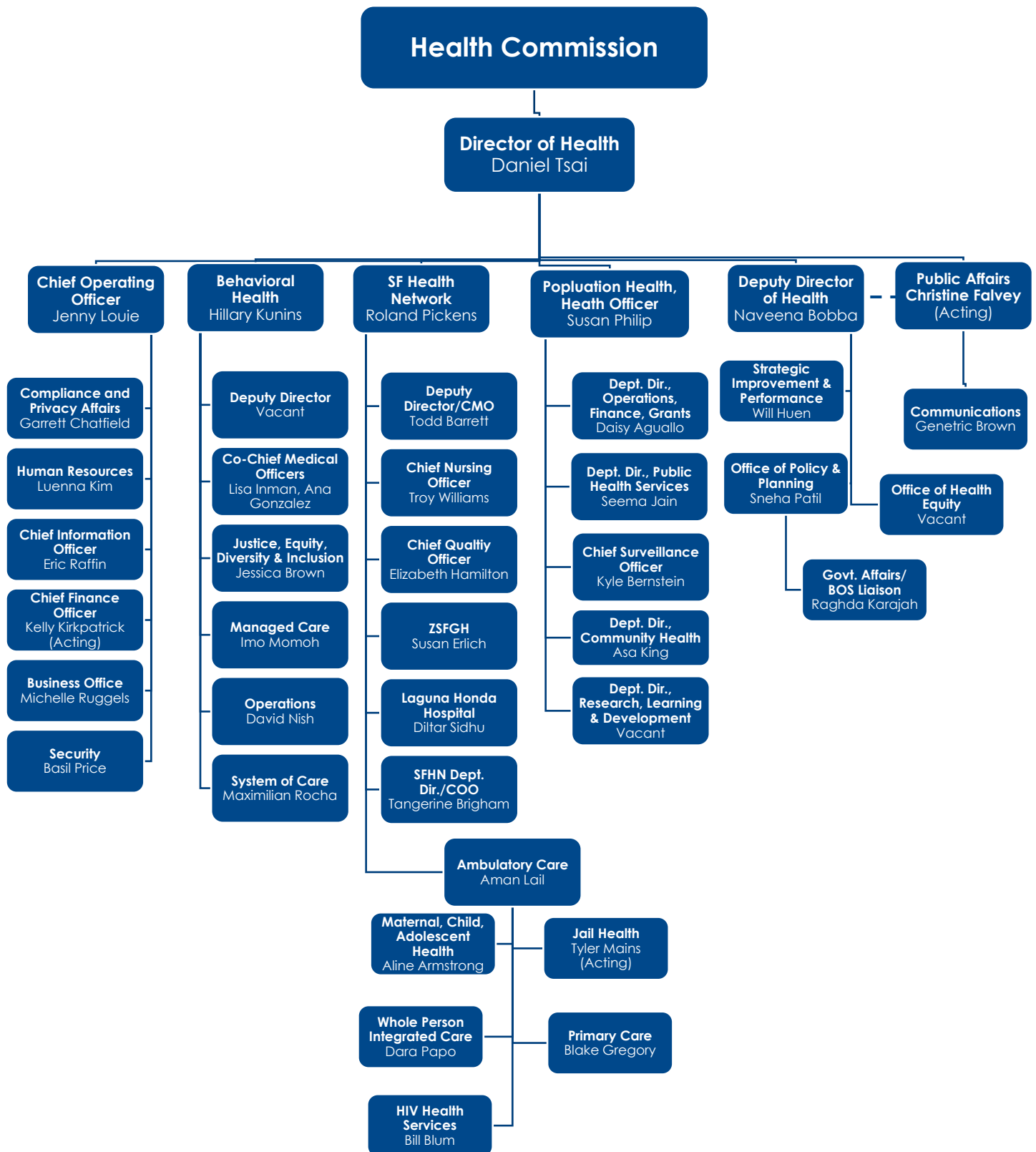
Behavioral Health Services (BHS) is the largest provider of mental health and substance use prevention, early intervention, and treatment services in the City and County of San Francisco. Through a network of more than 700 staff and 80 community-based contracted partners, BHS provides care and treatment 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 are available to meet the diverse needs of San Franciscans.

TRUE NORTH & SIX TRUE PILLARS

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

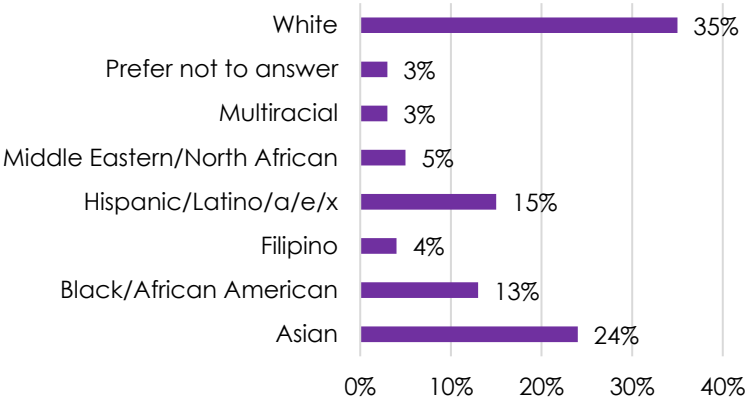


SENIOR LEADERSHIP DEMOGRAPHICS

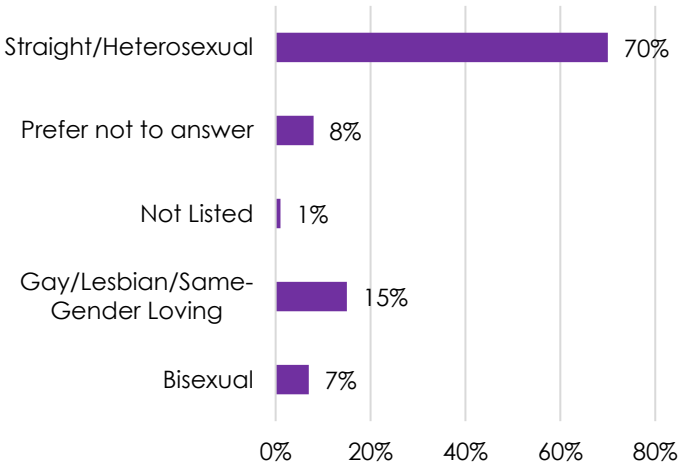
As part of the Department's Racial Equity Action Plan, demographic information for the Health Commission and the Department's senior leadership* is collected annually and included in the SFDPH Annual Report. These data are also required to be collected for every City and County of San Francisco policy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

**Defined as organizational chart leadership, MEA management, and medical and nursing directors. 124 Senior Leadership Staff were surveyed in 2026.*

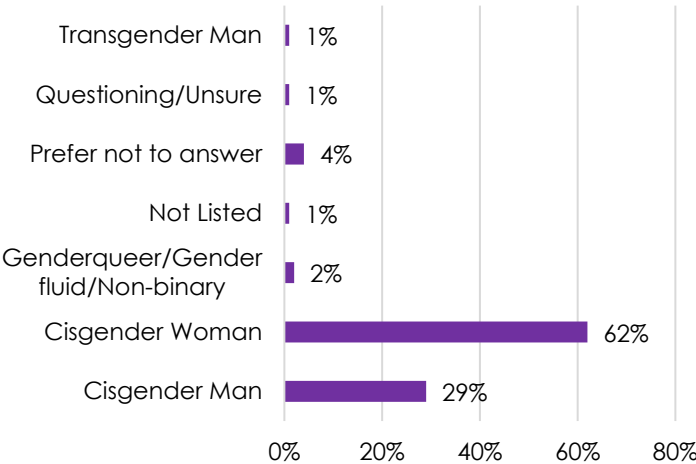
Race/Ethnicity



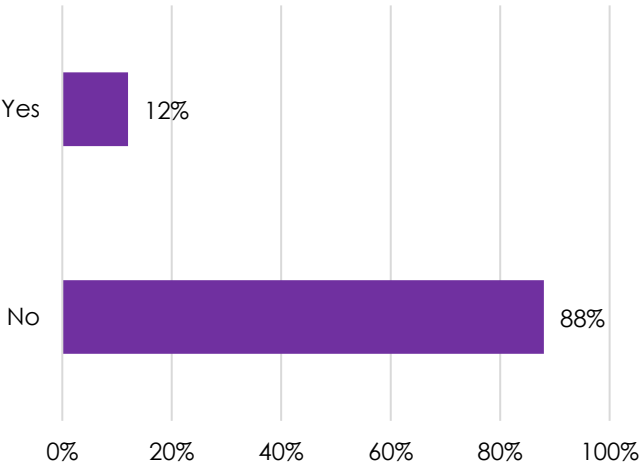
Sexual Orientation



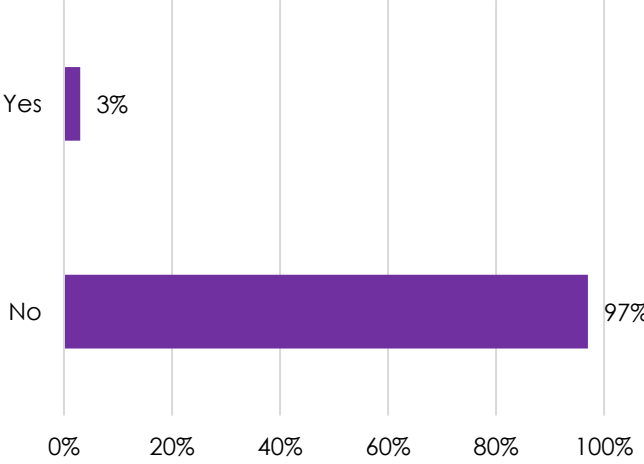
Gender Identity



Disability Status



Veteran Status



ABOUT THE 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
Middle Eastern/North African	1
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 Identity	
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	

Health Commission Members

Laurie Green, M.D., Health Commission 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.

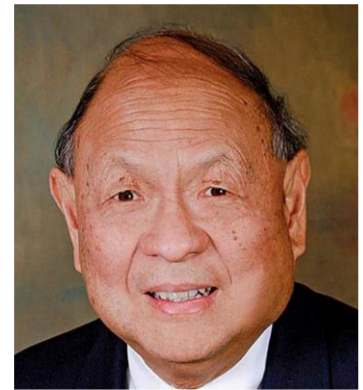
Suzanne Giraudo, Ed.D., Vice President



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. 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. Vice President Giraudo is a member of the Finance and Planning Committee and represents the Health Commission on the San Francisco General Hospital Foundation.

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 Head 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.

Tessie M. Guillermo

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



Judy Guggenhime



Commissioner Guggenhime 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 Guggenhime 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 Guggenhime 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 Guggenhime was appointed to the Health Commission in 2024 and is a member of the Community and Public Health Committee.

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 to the Health Commission in 2024 and is a member of the Community and Public Health Committee.



Mark Morewitz, MSW, Director of Health Commission Affairs

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



In Memoriam: Honoring the Life of Alberto Rangel

DPH lost a beloved member of our community on December 6, 2025, with the passing of Alberto Rangel, a social worker at Ward 86 on the ZSFG campus. His loss is felt profoundly across our entire community, and the outpouring of grief from Ward 86 and the entire DPH, UCSF, and ZSFG communities reflects the depth of his impact and how greatly he is missed.

Alberto was a cherished member of the UCSF and ZSFG teams, having spent the last five years of his 15-year career working at Ward 86. He is remembered as a warm, dedicated, and deeply compassionate social worker who devoted his career to supporting thousands of patients during their most vulnerable moments. Known for his kindness, his ability to meet people with humanity and respect, and his unwavering belief in the dignity of every person he served, Alberto touched countless lives. He offered comfort, connection, and healing to patients, families, and colleagues alike.

We are proud of our staff who work every day to carry on our mission to provide exceptional care with dignity to everyone in our community, just as Alberto modeled so beautifully. In his memory, DPH remains committed to honoring his legacy by making all of our facilities as safe as possible for our staff, patients and visitors.

Strengthening Safety Across the DPH System

In December 2025, a tragic incident at the Zuckerberg San Francisco General Hospital (ZSFG) campus resulted in the death of beloved University of California San Francisco (UCSF) social worker Alberto Rangel. In response, SFDPH launched a comprehensive, systemwide effort to strengthen workplace safety across all DPH facilities, including hospitals, clinics, health centers, administrative sites, jail health services, and field-based programs while, at the same time, making immediate safety enhancements at ZSFG and throughout the system.

SFDPH activated an Incident Management Team (IMT) bringing together more than 100 leaders from DPH and UCSF to coordinate the response. Central to this effort was listening to the concerns of frontline staff, thousands of whom contributed by identifying potential areas for improvement through emails, town halls, anonymous surveys, listening sessions, and direct outreach.



Incident Management Team meeting

Between December 2025 and April 2026, DPH conducted a comprehensive system-wide safety and security assessment identifying ten areas for targeted improvement which continues to drive the work of the department. These areas ranged from ensuring clear and timely responses to assess and manage security threats to improving facility security through environmental design.

DPH committed **\$15 million annually** and an additional **\$8.8 million in capital projects** in the FY 26-28 budget to support this strengthened and modernized approach to safety and security. These investments have resulted in meaningful upgrades in staffing, protocols, training, and physical security, strengthening protections for staff, patients, and visitors throughout the system.

Continuing the Work Ahead

DPH's safety transformation continues to be shaped by staff feedback, regulatory engagement, and ongoing operational analysis. These systemwide improvements reflect the Department's commitment to creating safer, more supportive environments for everyone who works in, receives care from, or visits DPH facilities.

While substantial progress has been made, DPH recognizes that sustaining safety improvements requires continued investment, collaboration, and accountability. The Department remains committed to advancing long-term, meaningful change and to supporting its workforce as these initiatives move forward. The efforts to improve security to date represent only a portion of the work underway, and additional enhancements will continue to be developed and implemented as needs evolve.

Systemwide Safety Improvements

Expanded Security Staffing and Response Capacity

- Increased on-site security and San Francisco Sheriff's Office presence as well as added Ambassador roles, so now all DPH-controlled facilities have on-site security coverage
- Launched a 24/7 Threat Management Team to triage and respond to non-emergency concerns
- Hired a team of four seasoned security experts to strengthen the DPH Security Team who are responsible for conducting threat and risk assessments, overseeing private security vendors operations, and manage security and safety training across DPH facilities, among other duties

Enhanced Protocols, Training, and Governance

- Implemented formal threat-escalation protocols for all staff
- Expanded a safety and security training plan, including improved coordination with UCSF, the San Francisco Sheriff's Office, and private security. Both DPH and UCSF initiated processes to ensure staff are registered for alerts and update registries, such as WarnMe and Everbridge.
- Established a new governance structure which provides a pathway for frontline staff safety concerns to be escalated up including launching Divisional Workplace Safety Committees and expanding site-based Safety Workgroups
- Launched a Department-wide safety newsletter to inform staff of progress, updates and reminders of safety protocols.

Significant Physical Safety Enhancements

- Mapped and installed additional duress devices, and added new cameras, badge readers, and safety partitions across multiple DPH facilities
- Improved lighting across the ZSFG campus
- At Buildings 80/90 on the ZSFG campus:
 - Immediately installed planned weapons detection system
 - Limited public access points
 - Added lockers and patient ambassadors to support with patient belongings
- Implemented wandering procedures at City Clinic
- Limited public access to 101 Grove Street
- Procured personal duress devices for field staff, with deployment expected to be completed by the end of 2026
- Established a working group to align and strengthen the DPH-wide emergency incident response

FY 25-26 FEATURES

BEHAVIORAL HEALTH SERVICES: Strengthening Recovery-Focused Housing Continuum

This year, Behavioral Health Services significantly expanded recovery oriented, interim housing programs designed to serve clients experiencing homelessness and substance use issues. New programs include approximately 70 beds at the Eleanora Fagan Center (formerly the Kean Hotel) and approximately 65 beds at Wells Place (formerly the Marina Inn). These programs pair interim housing with recovery and treatment services for people working to exit homelessness and rebuild healthy, stable lives. This growth is part of Mayor Daniel Lurie's Breaking the Cycle initiative, which aims to increase access to drug free living environments, integrated behavioral health care, and long-term housing opportunities for individuals transitioning from street homelessness.

Eleanora Fagan Center



Photo by Craig Lee, San Francisco Examiner

Eleanora Fagan Center, August 2025

In partnership with Westside Community Services, DPH opened a new health respite program at 1018 Mission Street with 72 beds to provide rapid connections to care for people exiting homelessness and beginning their recovery journey. The short-term (30-90 day) health respite beds provide individuals with immediate support, including access to urgent health care, behavioral health and peer supports, and treatment for mental health and substance use needs. Once stabilized, clients work with case managers to take the next steps in their recovery journey, which could mean connecting to longer-term treatment, community living, or supportive housing.

Since opening in August 2025, EFC has served 246 unduplicated clients and provided 253 care episodes. 95 percent of the care episodes resulted in clients being successfully linked to another provider or program.

The program's clinical team includes a physician, psychiatric and primary care nurse practitioners, registered nurses, licensed vocational nurses, and medical assistants. All clients receive immediate prescriber assessment upon admission, followed by individualized care plans and coordinated medical and behavioral health support. These integrated services help bridge a critical gap between street level outreach and longer term recovery housing. All EFC clients in the program are connected to San Francisco's Homelessness and Supportive Housing (HSH) Adult Coordinated Entry system to identify housing needs, and Mobile Teams also visit the program at least monthly to assess clients' housing needs.

Wells Place

In partnership with the Salvation Army, DPH opened a new, transformative two-year recovery housing facility at 3110 Octavia Street to support long-term health, stability, and independence for people in recovery. The program offers **62 beds** and provides up to 24 months of drug-free, post-treatment recovery housing for adults who have completed residential substance use disorder treatment. The program goals are to empower participants to achieve lasting recovery by providing a supportive environment that prioritizes stability, financial independence, and personal growth. Onsite supportive services include case management, permanent housing assistance, family reunification, career and workforce development, life skills, and financial education.



Wells Place, photo from NBC News Bay Area

Since opening in September 2025, Wells Place has served 94 clients and is operating at capacity. Resident outcomes demonstrate strong housing transitions: 58% resulted in placement into either permanent or transitional housing and 25% transitioned to residential treatment programs.

In FY 2026–27, Wells Place will strengthen its partnership with Adult Coordinated Entry through on site housing navigation events, expanding residents' access to assessment, placement resources, and long term housing strategies.

Together, these programs demonstrate the City's continued commitment to expanding recovery-focused, housing integrated services that promote stability, health, and independence for San Franciscans.

SAN FRANCISCO HEALTH NETWORK: One of the Firsts – Billing Medi-Cal in the County Jail

Jail Health is often the primary, and sometimes sole, provider for some of San Francisco's most complex patients: people living with serious mental illness, substance use disorders, chronic disease, and homelessness, frequently all at once. They are also the population at the heart of Breaking the Cycle, the Mayor's initiative to coordinate the City's homelessness and behavioral health response across departments and hold it to measurable results.

For decades, none of that care was reimbursable through Medicaid due to federal rules. This left jails and prisons with no funding sources beyond the local and state general funds. The result was underfunded, largely unregulated care. Some counties, San Francisco among them, invested anyway; many did not, and the cost showed up in lawsuits, poor



Jail Health staff opening a new pharmacy in County Jail 2 with Sheriff Miyamoto in April 2025

The scale: **16,163 PEOPLE** screened for Medi-Cal, of whom 12,096 already had benefits and 500 were provided with application assistance. **2,455 RECEIVED SERVICES** from a jail-based Care Coordinator. **2,052 RECEIVED DISCHARGE MEDICATIONS** in hand at release.

Overall, Jail Health Services generated **\$12.49M IN MEDI-CAL REIMBURSEMENT** in its first full year – where the federal Medicaid Inmate Exclusion Policy previously allowed none – \$7.23M from pharmacy and \$5.26M from clinical services.

outcomes, and preventable deaths. The Medicaid 1115 Reentry waivers changed that, allowing states to cover a targeted set of services in the period before release.

In January 2023, California became the first state approved to offer these services for up to 90 days prior to release in state prisons, county jails, and youth correctional facilities.

Known here as the CalAIM Justice-Involved Reentry Initiative, San Francisco launched these services on April 1, 2025, becoming **one of just seven correctional facilities in the nation** to bill Medicaid for pre-release reentry services. Reimbursement has far surpassed projections.

Getting there meant rebuilding how the jail delivers care: universal Medi-Cal and CalAIM JI eligibility screening for everyone booked into SF County Jails, a Medicaid billing system where none had existed, a revamped care coordination and release planning workflow, and a new pharmacy inside the County Jail.

The change is easiest to see at the moment of release. All eligible individuals now walk out with a 30-day supply of discharge medications in hand. That short distance, from the pharmacy inside to the sidewalk outside, is where continuity of care has always broken—and closing it is the point of the entire program.

CalAIM JI required departments that had never seen themselves as responsible for incarcerated individuals to take ownership of some aspect of their care. Longstanding silos gave way, and a more integrated system, better equipped and more accountable to the needs of the incarcerated population is being developed.

Next year, Jail Health will optimize care coordination services and expand Medi-Cal billing and reimbursement activities through the JI Initiative, including for specialty and ED/PES care provided to incarcerated individuals at ZSFG. Ultimately, CalAIM JI paired a transformative vision with the resources required to achieve ambitious goals. As a result, San Francisco Jail Health Services is proving to the state and nation what's possible.

POPULATION HEALTH DIVISION: Tuberculosis Outbreak Response



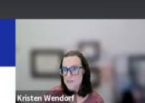
In November of 2025, a case of Tuberculosis (TB) was reported in a person at a local San Francisco private high school with 1,200 students and 200 staff hailing from San Francisco, San Mateo County and throughout the greater SF Bay Area region. Lead

by TB Controller Dr. Susannah Graves, TB Branch staff identified close contacts of the initial case. These contacts were tested on campus or through their medical providers, and a high number were found to have latent TB infection (LTBI).

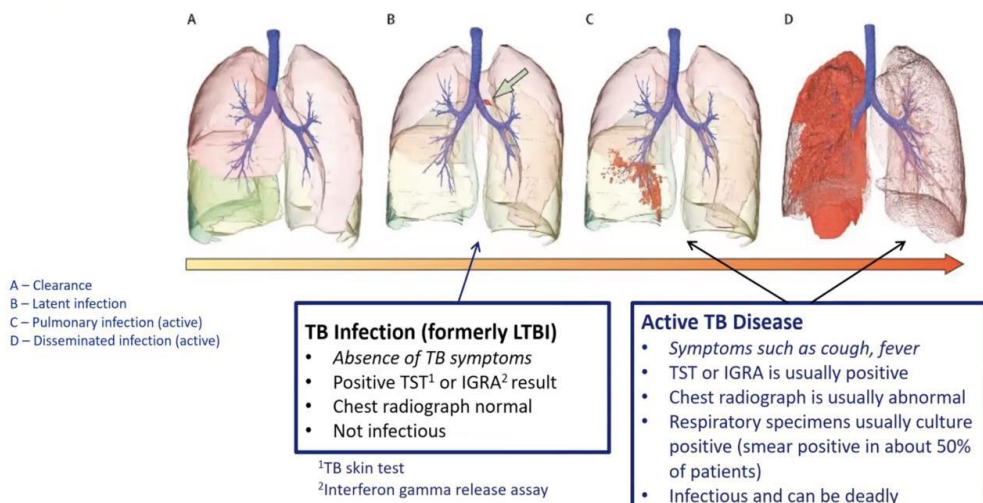
Testing was expanded campus-wide to all students and staff, with immediate testing of anyone with immune suppression. An outbreak incident management team (IMT) was mobilized to support the testing efforts. The medical community was alerted through outreach to pediatric medical leadership; and a Health Advisory with instructions for TB testing, reporting and treatment was released in January 2026. To assure the completeness of the testing initiated in January, the school held remote, and then hybrid- instruction school days to help students complete testing.

Six additional active TB cases were identified, prompting successive rounds of screening in March and May 2026. In total over 1,400 individuals were screened, 8 cases of active TB disease were diagnosed, and all initiated TB treatment. In addition, 246 cases of LTBI were identified and 95%

Pediatric LTBI Treatment for Clinicians (SFDPH)



Spectrum of TB disease



Slide from webinar hosted by SFDPH and pediatric TB experts from the California Department of Public Health, February 2026

initiated treatment. The treatment uptake rate of 95% among LTBI school and community members was well above the national average for TB contact treatment initiation rates. The few individuals with recent LTBI who did not initiate treatment are required to submit to periodic monitoring with chest x-rays to remain on the school's campus. The school required all campus members to test for TB before returning this fall.

The core TB team led over 90 staff from multiple branches of PHD and divisions of DPH who were mobilized in response to this outbreak,

- Applied Research Community Health Epidemiology and Surveillance
- Center for Data Science
- Center for Learning and Innovation
- Communicable Disease,
- DPH Office of Equity and Community Engagement
- Public Health Emergency Preparedness and Response
- Public Health Laboratory
- STI/HIV including the Reserve for Accelerated Disease Response Team
- DPH Communications,
- IT

The outbreak response was supported by the California Department of Health (CDPH) and in partnership with community clinicians and other local health jurisdictions. SFDPH's thorough response to prevent further transmission and ensure treatment in this extremely large outbreak received praise from CDPH and CDC TB experts.

FY 25-26 HIGHLIGHTS

Behavioral Health Services

Substance Use Services is Live on Epic



SFDPH Behavioral Health Services (BHS) celebrates the successful transition of Substance Use Services onto Epic, the Department's shared electronic medical record already used by mental health and physical health services. This milestone reflects years of preparation, collaboration, and hard work across the system and advances a multi-year effort to strengthen Behavioral Health Services through a unified electronic health record.

Updates to federal privacy rules under 42 CFR Part 2 aligned key confidentiality and privacy requirements for substance use treatment information with HIPAA, and made it possible to transition SUS to Epic and enable shared, secure documentation across the network. BHS was also able to successfully deploy a unified consent form and tailor Epic to SUS to support this transition.

The transition of SUS to Epic strengthens the client experience by enhancing coordination, improving access, and supporting more equitable, holistic care across the City. Going forward with SUS on Epic, BHS will focus on stabilization and workflow optimization, guided by the continued insight and partnership of staff across the system.

Clinic Improvements

In 2026, the Department of Public Health continued enhancing clinical environments to improve safety, accessibility, and client experience across key behavioral health sites.

At the **Chinatown-North Beach Mental Health Clinic**, a series of major upgrades were made to create a calmer, more secure experience for clients and staff. Safety and privacy updates include new enclosed service windows, a secure video phone entry system that allows live staff-client interaction, redesigned intake spaces, and improvements to the badge-reader access system. The clinic also welcomed two Safety Ambassadors.



The **Southeast Behavioral Health Center** completed a significant renovation to co-locate the Southeast Child Family Therapy Center and Families Rising Behavioral Health. The project modernized interior spaces, replaced aging exterior features, and improved mechanical and safety systems, all while expanding capacity for future service growth.

This year also saw the relocation and renaming of South Van Ness Adult Behavioral Health Services, now **Onondaga Adult Behavioral Health Services**. With the move came key safety upgrades, including strengthened infrastructure, guest screening, an upgraded security system, panic button, and an onsite Safety Ambassador. While the name and location have changed, the clinic remains committed to accessible, compassionate outpatient mental health care, with continued focus on clients living with HIV and Trans and Gender Expansive communities.

BEAM Program Reaches 10K Clinical Encounters Milestone



BHS staff at 1380 Howard

Bringing Expanded Access to Medications (BEAM), a low-barrier program to provide medications for opioid use disorder (MOUD) on demand, launched in March 2024 through a collaboration between Code Tenderloin's Night Navigators and DPH's Whole Person Integrated Care (WPIC) and Behavioral Health Services (BHS). Unique to San Francisco, BEAM has been effective in connecting people immediately to effective treatment by using a combination of on-demand telehealth, long-acting medication treatment, nighttime street outreach, linkage to shelter settings, and follow-up supports.

This year, this innovative program reached an exciting milestone: 10,000 clinical patient encounters. With 10 staff and dedicated partners, BEAM has answered more than 9,000 calls, served over 4,500 unique clients, and administered over 600 buprenorphine injections.

Reducing Overdose Disparities through the Bayview MOUD Navigation Program

In September 2025, the San Francisco Department of Public Health (SFDPH) Behavioral Health Services (BHS), in partnership with community-based organization Code Tenderloin, launched the Bayview Medications for Opioid Use Disorder (MOUD) Navigation Program. As part of SFDPH's Black/African American overdose prevention strategy, the program aims to reduce disparities in overdose deaths by connecting people at risk of fatal overdose in the Bayview neighborhood with substance use treatment and other supportive services.



Attendees engaging with Code Tenderloin

Code Tenderloin Navigators conduct regular street-based outreach and provide individualized support to help participants access and remain engaged in treatment. Navigators discuss treatment options, coordinate intake appointments, provide transportation, accompany participants to treatment sites, and follow up to support continued engagement and retention in care. The program also works directly with the DPH Telehealth MOUD Program, Bayview Hunters Point Foundation methadone clinic, and the Opiate Treatment Outpatient Program (OTOP) Bayview methadone van to facilitate same-day access to treatment.

From September 2025 through June 2026, the program conducted more than **8,000 outreach encounters** and made more than **600 connections** to substance use treatment services. This included more than **124 connections** to the DPH Telehealth MOUD Program and

more than **200 connections** to either the Bayview Hunters Point Foundation methadone clinic or the OTO Bayview methadone van.

Population Health Division

PHD Research

Bridge HIV researchers participated in PURPOSE 2, a study of Lenacapavir, an anti-HIV medication given as an injection every 6 months that was found to be more than 99% effective in preventing HIV acquisition in men who have sex with men (MSM) and transgender and gender diverse persons. This led to the licensure of this first in its class medication. Bridge HIV researchers are also testing a monthly PrEP pill that, if effective, could transform the ability to provide PrEP in the field. Bridge has also been participating in 5 HIV vaccine and monoclonal antibody studies as part of the HIV Vaccine Trials Network, a global network of over 80 clinical trial sites in 16 countries on different 4 continents.

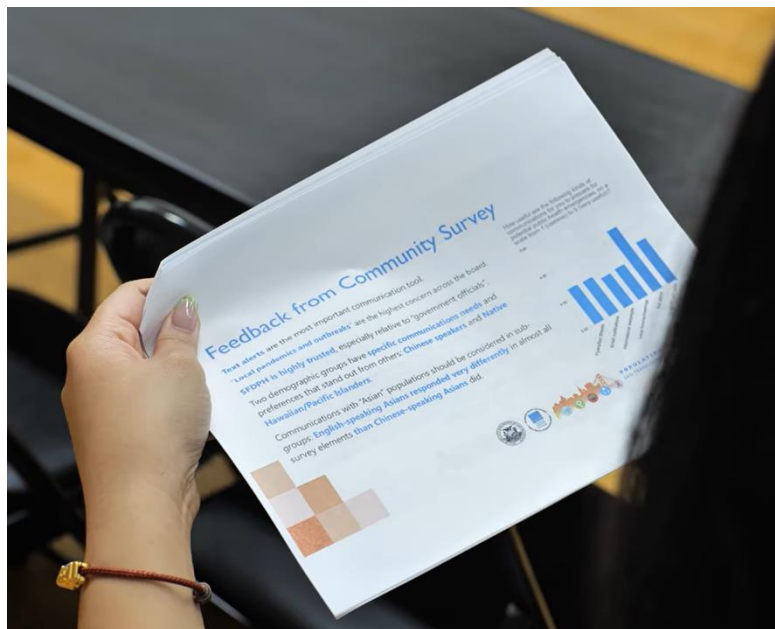
The **Center for Public Health Research (CPHR)** completed the C-POP study to estimate the number of people in San Francisco who inject illicit drugs, the number living with hepatitis C virus (HCV) infection, and the number living with HIV. The study reached 900 participants and identified 12% with active Hep-C infection requiring treatment and 3% with HIV infection.



C-POP research team

Public Health Emergency Preparedness and Response

The **Visitacion Valley and Sunnysdale (VVSD) community engagement and communication analysis project** demonstrated PHD's ability to effectively engage Community Based Organization (CBO) and Faith Based Organization (FBO) grantees in



the development of public health emergency preparedness strategic plans. The planning led to the formation of a community emergency network called Visitacion Valley and Sunnysdale Emergency Network (VVSEN). PHEPR coordinated a 14-week Incident Command System (ICS) training on the system of emergency management at the local, state and federal level for VVSEN, the first in-person participation by CBO/FBO partners in a DPH exercise. PHEPR worked in collaboration with SFGov.tv to create the video [**"Built on Trust: Shaping Community Emergency Preparedness Together"**](#) documenting the community experience in the Visitacion Valley and Sunnysdale community planning project.

The **Communicable Disease Branch** responded to two unrelated measles cases that were reported in April 2026, the first cases in San Francisco since 2019. They performed contact tracing

for approximately 300 exposed contacts to determine immunity and provide post-exposure prophylaxis. Following the response, there were no additional measles cases. In June 2026, the branch led a tabletop exercise with the San Francisco Unified School District (SFUSD) and co-led a citywide measles healthcare preparedness workshop with PHEPR.

The **Environmental Health Hazardous Materials Emergency Response Team** worked in coordination with the San Francisco Fire Department's incident command structure and partnered with federal and state agencies during the Super Bowl and World Cup events to ensure continuous monitoring of hazardous materials concerns. Staff conducted radiological monitoring, supported bioterrorism preparedness activities and participated in safety sweeps at event venues.

Communicable Disease Branch	Environmental Health Branch Highlights
• 149 communicable disease outbreaks investigated • 96% of San Francisco Kindergarten students up to date with vaccines for the 25-26 school year • 22,670 vaccines (including flu, covid, mpox) provided to safety-net providers	• >20,000 inspections conducted, including: • >200 massage establishments and 485 massage practitioners • 33 Fix Lead SF Projects to reduce lead dangers on residential properties • 1,702 customer visits for food safety permits and plans

Community Health Equity and Promotion (CHEP)

CHEP created the **Sista's Leadership for African American Youth (SLAY) Initiative** in response to data showing disproportionately high STI rates among Black/African American young women in San Francisco. The initiative led a cohort of 10 Black/African American women between the ages 15–20 years old through a nine-week curriculum from March to June 2026 where the women strengthened their STI knowledge and learned communication strategies to effectively educate their peers about STI prevention, testing, and treatment. Sessions provided STI education, promoted awareness, and addressed stigma directly. Youth co-developed social media content focused on empowerment, self-advocacy, informed decision-making, and sexual health awareness.



PHD staff with SLAY cohort

San Francisco Health Network



Advancing Maternal and Fetal Health: Excellence in Maternity Care at ZSFG

The Family Birth Center at ZSFG continues its steadfast commitment to reducing maternal and fetal morbidity and mortality, earning recognition on the Cal Hospital Compare and California Health and Human Services Maternity Care Honor Roll. ZSFG was one of just 54 hospitals statewide to achieve

"superior" status across five key obstetric outcome indicators spanning vaginal and cesarean birth outcomes for both birthing people and newborns.

Also, this year, ZSFG is celebrating 50 years of leadership from our Certified Nurse Midwifery Service, one of California's oldest 24/7 hospital-based midwifery programs. Since 2008, our midwives have supported more than 10,000 births while maintaining a C-section rate of 16%, half the national average, reflecting research-backed practices proven to reduce maternal and neonatal mortality. Through initiatives like Black Centering, which addresses disparities in Black maternal health, preliminary data show fewer preterm and low birth weight deliveries compared to traditional care models.

ZSFG Successfully Launches Beaker, SoftBank, Automation Track

In October, the San Francisco Department of Public Health laboratory information systems (ZSFG Clinical Lab, ZSFG Pathology Lab, and Public Health Lab) successfully transitioned to the Epic Beaker application. Blood Bank also transitioned to Soft Bank software.

This go-live was paired with go-live for the automated track for Chemistry and Hematology instruments. This automated track utilizes robotics and software that guide specimen tubes around the track so they can be tested by instruments at different stations and then stored in a refrigeration unit. Test results flow from the instruments into Beaker and then into Epic where providers can see results. Beaker software will increase efficiency, improve communication, allow for better management of shared specimens, and help with utilization management across all three labs. The automated track will also contribute to increased efficiency in the Clinical Lab and provide faster reporting of test results

ZSFG Recognized for Innovation and Equity

ZSFG has been honored with numerous awards this fiscal year, including the 2025 Innovation Award from the California Association of Public Hospitals and Health Systems (CAPH) and the California Health Care Safety Net Institute (SNI) for "Sustaining Change at the Front Door: A Multidisciplinary Approach to Emergency Department Triage Design," a project that reimagined how patients enter and move through ZSFG's Emergency Department to improve patient flow, responsiveness, and access to care.



ZSFG was also honored in the 2026–27 Lown Institute Hospitals Index, ranking 10th nationally for Health Equity among more than 2,700 hospitals placing in the Top 10 nationally and Top 5 in California. ZSFG additionally earned Top 5 California rankings for Community Benefit and Avoiding Overuse, along with Grade A ratings across five measures of social responsibility, including Health Equity, Pay Equity, and Inclusivity.

Laguna Honda Hospital



Expanded Capacity and Reopened South 5 Unit

Laguna Honda reopened its South 5 skilled nursing neighborhood in October, marking a significant milestone for the campus. After more than five years of extraordinary service, during which South 5 staff cared for residents with COVID-19 with exceptional skill, compassion, and resilience, the unit returned to its pre-pandemic role of attending to San Franciscans with long-term complex care needs. Their work was heroic, and Laguna Honda remains deeply grateful.

With careful planning and preparation, the hospital is now ready to care for residents without a dedicated COVID-19 unit. Staff continue to manage cases and outbreaks with expertise, supported by strong Infection Prevention and Control practices. Reopening South 5 expanded capacity to serve San Franciscans in need of skilled nursing care, allows former residents to return home, and enhances in-unit COVID-19 care across the hospital.

The reopening reflects progress, adaptability, and Laguna Honda's unwavering commitment to resident-centered care as Laguna Honda continues to welcome new residents and maintains nearly full capacity.

Laguna Honda Launched Model Neighborhood Pilot

In March, Laguna Honda launched an innovative pilot initiative on the North 3 unit called the Model Neighborhood, designed to strengthen care delivery and enhance the staff experience. This focused pilot provides a dedicated space to test new approaches that will ultimately benefit the entire hospital. The initiative reflects DPH's commitment to elevating frontline voices and creating systems that support teamwork, accountability, and continuous improvement.

Through the Pilot Neighborhood, North 3 is enhancing the use of Daily Management Systems, including more intentional huddle boards and daily in person check-ins. Staff are receiving structured support to identify challenges, test solutions using PDSA cycles, and sustain improvements. A collaborative advisory team—made up of Laguna Honda and DPH leaders—is guiding the effort, working alongside unit staff to set priorities, refine workflows, and gather data that will shape hospital-wide practices. The N3 Team chose to focus on staff engagement activities, medication simplification for residents, and improving resident appointments at Laguna Honda's outpatient clinic.

This pilot marks an important shift from reactive crisis response toward building a healthier, more sustainable workplace grounded in equity, belonging, and shared accountability. Laguna Honda is grateful for the leadership of Nurse Manager Kathleen Lisan, Nursing Director Marvin McGregor, and Dr. Meghan Jobson, and looks forward to applying lessons learned facility-wide to support staff and strengthen resident care.

WHOLE PERSON INTEGRATED CARE (WPIC) – Optimizing Wound Care at WPIC



MXM staff

Whole Person Integrated Care (WPIC) programs bring care to people experiencing homelessness and housing instability, including drop-in access at the Maria X. Martinez (MXM) clinic. People accessing our programs struggle with skin issues and wound healing due to untreated chronic health issues, inability to access care consistently, and poor blood flow related to being on their feet regularly. In 2025, wounds made up **8,764 of 64,464 WPIC visits, more than a third (3,165) at MXM**. In May 2025, MXM established a multidisciplinary wound care committee to address the growing demand for wound care.

Through FY25-26, the committee focused on staff experience and aligning clinical

practice. We developed a shared treatment protocol and a training for all MXM staff. Additionally, in collaboration with ZSFG's wound care clinic, MXM developed a wound care reference guide. Next year, the committee will implement the guide across all WPIC programs and focus on reducing wound care visit times and improving outcomes for patients: more consistent follow up, reduced infections, and reduced ED visits and hospitalizations for wound related issues.

PRIMARY CARE - Southeast Family Health Center Launches Environmental Health Clinic

In FY25-26, primary care proudly collaborated with the DPH Population Health Division (PHD) and UCSF to launch an Environmental Medicine Clinic at Southeast Family Health Center (SEFHC). The clinic treats conditions such as asthma, emphysema, mold sensitivity, and lead poisoning.

The Bayview community for years has advocated for resources to address concerns about environmental exposures. Specifically, the SEFHC Community Advisory Board lobbied DPH for a dedicated Environmental Medicine clinic. The Community Advisory Board and patients have said the exposures of concern in the Bayview include the historic Naval Shipyard, old homes with lead paint, and serpentine rock, which contains asbestos.



Southeast Family Health Center

The clinic served **14 patients** over its first five months with a typical wait time for an appointment of a few weeks. In July 2026, primary care secured permanent funding, so the collaboration can continue meeting the needs of the Bayview community.

MATERNAL, CHILD, AND ADOLESCENT HEALTH (MCAH) -



Expanding Early Childhood Health Screening through Targeted Partnerships

In FY25-26, the Child Care Health Program (CCHP) expanded access to essential health screenings for children ages 0-5 through close collaboration with the Department of Early Childhood (DEC) and the Human Services Agency (HSA). By identifying childcare sites serving low-income families, CCHP's multidisciplinary team—including public health nurses—brought screenings **directly into childcare settings**, ensuring that children who often face the greatest barriers to preventive care received timely assessment and follow-up.

Over the fiscal year, CCHP completed **5,153 screenings** (1,695 dental, 1,530 hearing, 1,163 vision, and 765 nutrition). 758 screenings resulted in a not-pass finding or identified concerns requiring follow-up. Of these, 512 were successfully referred and connected to follow-up care—a 68% connection rate—with additional cases still open, reflecting stronger coordination with families and community partners.

Equity remains central to CCHP's work. Among children with reported race or ethnicity, the largest group served was Latinx (43%), followed by Asian (23%), Multiracial (17%), Black/African American (9%), and White (7%). By aligning efforts with DEC and HSA and directing resources to childcare programs serving families with the highest needs—while ensuring culturally responsive care—CCHP strengthens early detection and supports healthier outcomes for young children across San Francisco.

STREET TEAM - The New San Francisco Street Team



Street Team consolidation, July 1 2026

In FY25-26, SFHN's Ambulatory Services prepared to take on leadership of the City's street response—now the **San Francisco Street Team**—as part of the Mayor's Breaking the Cycle initiative. The Street Team has a dual mission: bring people in crisis on our streets into care and ensure welcoming public spaces for the broader community.

The year's work was design and standup: stabilizing the merge of DPH's Street Health with behavioral health and medical staff, planning for staff transitioning from DEM and

HSB to join community-based partners under one coordinated system at DPH, and establishing a new branch within Ambulatory Services, directly linking street engagement to treatment, medication management, stabilization, and ongoing care coordination, ahead of a July 1, 2026 launch.

Operating citywide through neighborhood teams, Street Team will deploy two service arms: **Rapid Response** for immediate, on-the-street support, and **Shared Priority** for clinically focused care for

people with complex needs. Daily work will include proactive outreach; same-day follow-up to 311 and non-emergent 911 calls; street-based medical and behavioral health care, including psychiatric evaluations and 5150 assessments when appropriate; connections to shelter and transportation; and encampment-resolution outreach.

The Street Team measure success two ways: how many people are connected to ongoing care, and whether unsheltered homelessness, overdoses, and distressing street behavior decline.

HIV HEALTH SERVICES - Low-Barrier HIV Care in San Francisco

During 2025, HIV Health Services (HHS) funded a continuum of client-centered services for **5,477 HIV+ positive individuals**, the majority of whom 3,346 (61.1%) were over 50 years old and 3,336 (60.9%) 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 approximately **91% of all clients attained or maintained HIV viral suppression**, about a 1% increase from last year.

Ending the HIV Epidemic

SFDPH is now in the seventh year of augmented federal funding dedicated to HIV care through the Ending the HIV Epidemic (EHE) initiative. Since its inception in 2020, low-barrier EHE programs in San Francisco have served **2,016 clients** who were either marginally engaged or fully out of care. The HIV viral suppression rate among the 646 clients served through EHE services in the first five months of fiscal year 26/27 is **79%** which is 5% above San Francisco's population-level viral suppression rate of 74% (SFDPH 2024 HIV Epidemiology Annual Report). In the same period, **541 HIV+ patients received long-acting injectable antiretroviral treatment (LAI ART)** across DPH clinical sites and achieved an HIV viral suppression rate of 99% which is 5% higher than the rate among PWH who have had one or more viral load test in in the 2024 calendar year (94%).

Central Administration

Policy & Planning highlight

Public Affairs/Comms Highlight

Office of Health Equity: Community Based Organization (CBO) Budget Planning Process

The Office of Health Equity (OHE) convened community stakeholders to gather input on upcoming budget reductions, partnering closely with Population Health's Office of Equity & Community Engagement (OECE) and Community Health Equity & Promotion (CHEP). Together, these teams planned and hosted **eight interactive community meetings**, reinforcing SFDPH's commitment to protecting patient care, advancing equity, and strengthening public health amid shifting funding conditions.



CBO meeting, November 2025

The meetings created space for direct dialogue with SFDPH leadership, highlighting the community's desire for continued partnership and communication. More than **110 community members** participated. Participants represented the wide range of populations served by community-based organizations (CBOs)—from youth, low-income families, and seniors to LGBTQ residents and people experiencing homelessness. They also reflected the breadth of programs supporting neighborhoods across San Francisco.

These sessions were not only a venue for feedback but also a key step toward building durable community engagement structures that support ongoing, two-way communication on priority issues. Next steps include continued small-group engagement to deepen dialogue and collaborate on shared priorities moving forward.

Human Resources

In FY 2025–26, SFDPH Human Resources supported a workforce delivering care and expertise in complex, high demand environments—centering staff wellbeing while modernizing HR service delivery across the department.

DPH closed the fiscal year with a **2.5% vacancy rate¹, 95.1% retention rate, and 4.4% turnover rate** — the department's best stability metrics in a decade. This workforce stability is a critical foundation for DPH's mission to protect and promote the health of all San Franciscans and enables Human Resources to deepen investments in the employees who power our mission every day.

SFDPH Human Resources also modernized core processes to keep pace with departmental needs—**simplifying workflows, strengthening service standards, and improving access to human resources** guidance and tools. These improvements enhance consistency and responsiveness across the employee lifecycle and equip managers to deliver clear and supportive performance practices.

Looking ahead, SFDPH Human Resources will continue to improve service delivery and sustain workforce stability, ensuring every human resources touchpoint is equitable, and centered on the wellbeing and lasting contributions of the people who serve our communities.

FY 25-26 BY THE NUMBERS

BUDGET OVERVIEW

The FY 25-26 budget process centered on **protecting the healthcare safety net, safeguarding DPH jobs, and maintaining essential public health services** during one of the most challenging fiscal years in recent memory.

Despite significant pressures—including the City's more than \$600 million structural deficit and over \$227 million in federal Medicaid cuts—the department preserved core services, upheld key San Francisco public health values, made major safety and security investments across all facilities, and avoided layoffs entirely.

These outcomes were achieved through departmentwide savings, including eliminating vacant and non-core-funded positions and reassigning affected staff into critical direct-care roles, while the broader City budget helped distribute the impact of federal reductions.

MAJOR INVESTMENTS

~\$2 B for the city's safety net health system which serves 100,000+ patients a year, including ZSFG as the only Level 1 Trauma Center

~\$700 M in behavioral health treatment and services, including continued expansion of services for people with substance use disorder and mental health needs.

\$150 M annually for state-mandated, core public health functions

\$80 M in HIV treatment and prevention services

\$20 M+ to support Black maternal and infant health programs to advance health equity and improve birth outcomes.

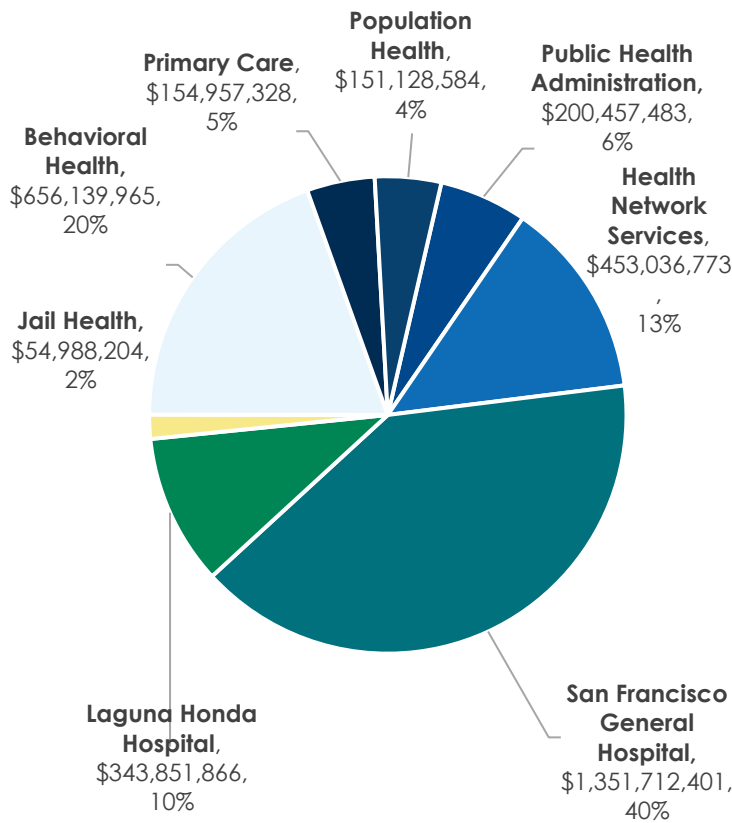
\$20 M+ to provide stabilizing medical and behavioral health care, and care coordination to the city's highest acuity people on the streets as well as enhanced on-site low barrier mental health and substance use treatment services in shelters.

\$15 M in new investments in safety and security of staff and patients

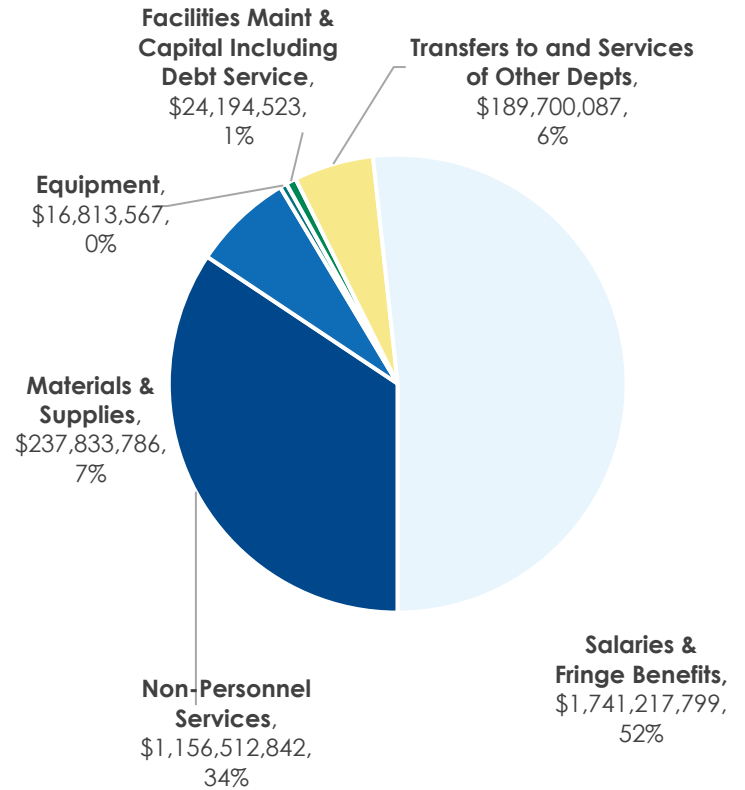
Significant continued investments in:

- Culturally congruent care and providers
- Access to sexual and reproductive care, as well as medical and other care for transgender and LGBTQIA+ populations
- Significant continued investment in rapidly-accessible services and culturally congruent services for people with mental health, substance use disorder and other psychosocial needs who are housing unstable or on the street.
- Welcoming individuals who lose Medi-Cal coverage, including those with unsatisfactory immigration status, back to Healthy San Francisco to provide continued care.

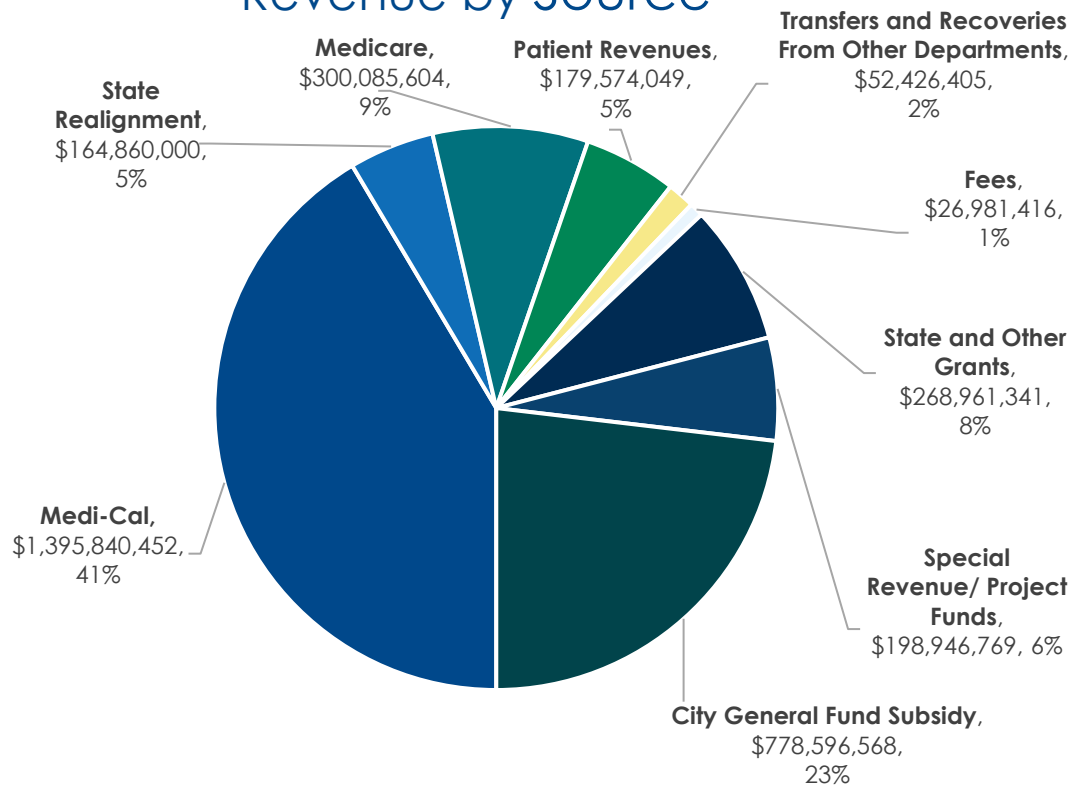
Expenditures by Program



Expenditures by Type



Revenue by Source



San Francisco Health Network Metrics

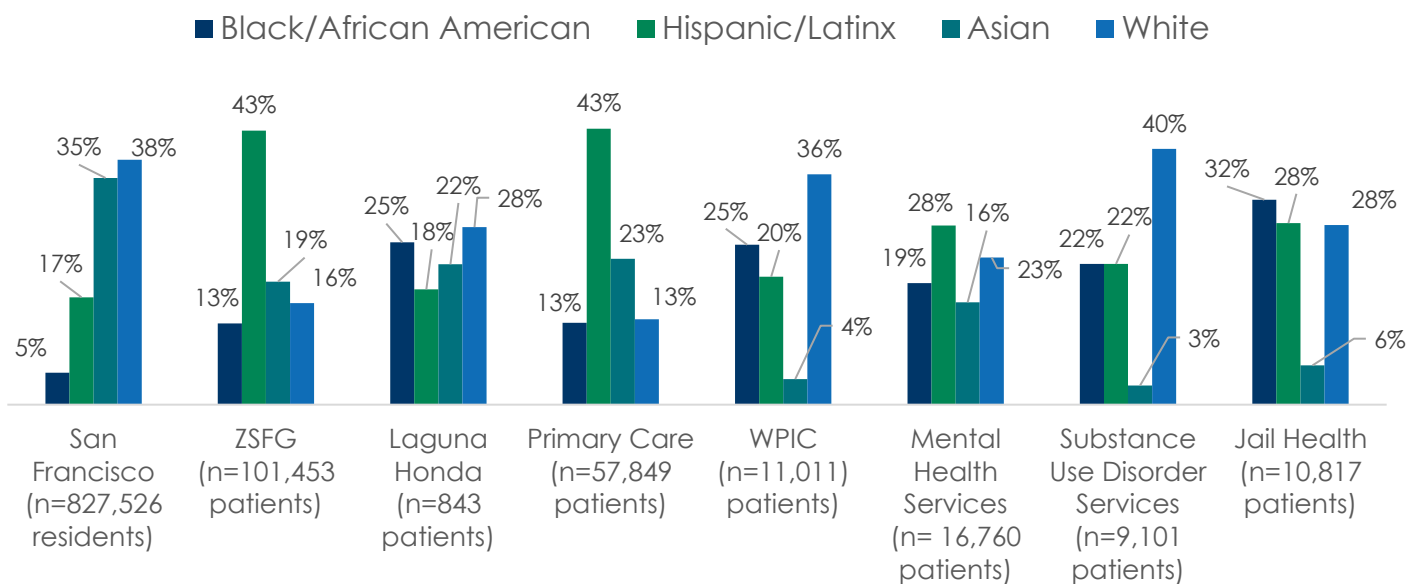
The San Francisco Health Network (SFHN) provides a wide array of services across its continuum of care. SFHN's direct service providers consist of Zuckerberg SF General (ZSFG); Laguna Honda Hospital (LHH); Primary Care (PC); Behavioral Health Services (BHS); Jail Health Services (JHS), Whole Person Integrated Care (WPIC), Home Health (HH); and Dental Care. See pages 37-38 for descriptions of the services below.

LEVEL OF CARE	TYPE	UNIQUE PATIENTS		ENCOUNTERS	
		FY24-25	FY25-26	FY24-25	FY25-26
PRIMARY CARE		58,673	57,849	282,139	294,696
BEHAVIORAL HEALTH SERVICES	Mental Health Services	15,018	16,760		
	Substance Use Disorder Services	5,885	9,101		
WHOLE PERSON INTEGRATED CARE		10,868	11,257	64,127	86,115
JAIL HEALTH SERVICES		10,258	10,817	15,093	16,852
DENTAL CARE		4,850	5,747	10,141	13,209
HOME HEALTH		1,174	1,153	31,201	30,315
EMERGENCY	Medical <i>Percent Admitted</i>	43,179	44,671	68,726 18%	73,000 18%
	Psychiatric <i>Percent Admitted</i>	2,137	2,439	4,565 11%	4,863 10%
	Trauma Center Activation	2,188	2,248	2,210	2,269
SPECIALTY CARE		40,349	41,095	186,268	199,771
URGENT CARE		34,028	26,796	51,584	41,148
DIAGNOSTIC & ANCILLARY		52,062	55,385	218,313	243,193

HOSPITAL – INPATIENT METRICS

HOSPITAL	LEVEL OF CARE	UNIQUE PATIENTS		PATIENT DAYS		AVG STAY (DAYS) ¹	
		FY24-25	FY25-26	FY24-25	FY25-26	FY24-25	FY25-26
ZUCKERBERG SF GENERAL (ZSFG)	Acute Inpatient			107,624	101,650		
	Medical	11,587	10,960	89,927	83,786		
	Psychiatric	577	545	17,679	17,864		
	Skilled Nursing	69	234	1,678	7,347	33	29
LAGUNA HONDA HOSPITAL (LHH)	Acute Inpatient	128	158	1,118	1,136	5.45	5.21
	Skilled Nursing	631	768	148,284	191,116	2,313	2,631

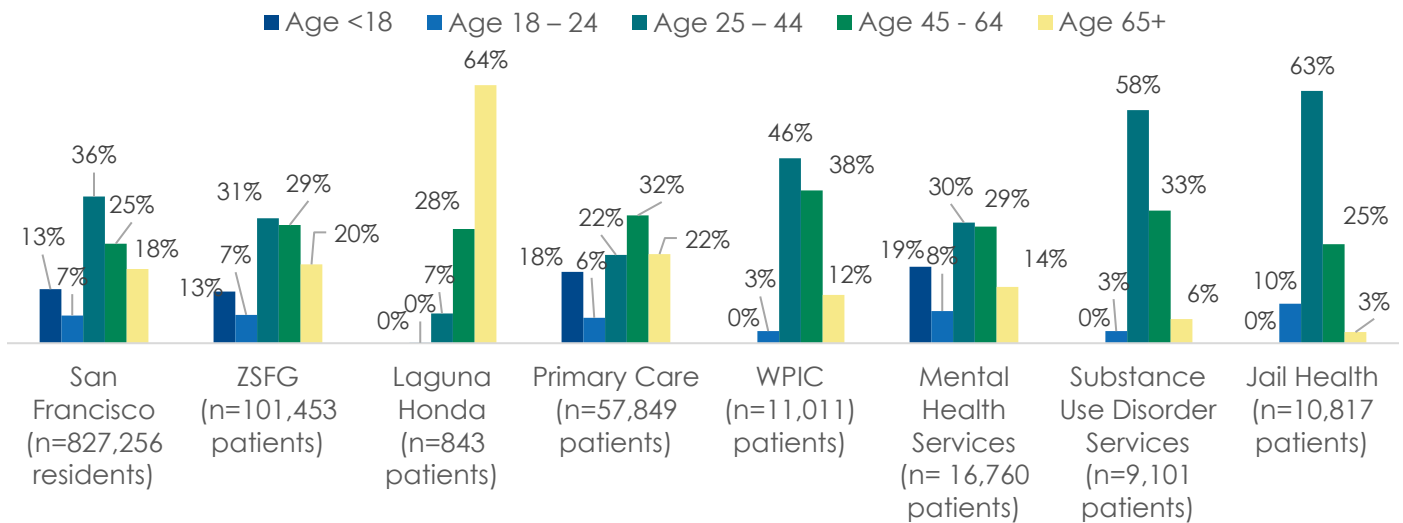
PATIENTS BY RACE/ETHNICITY²



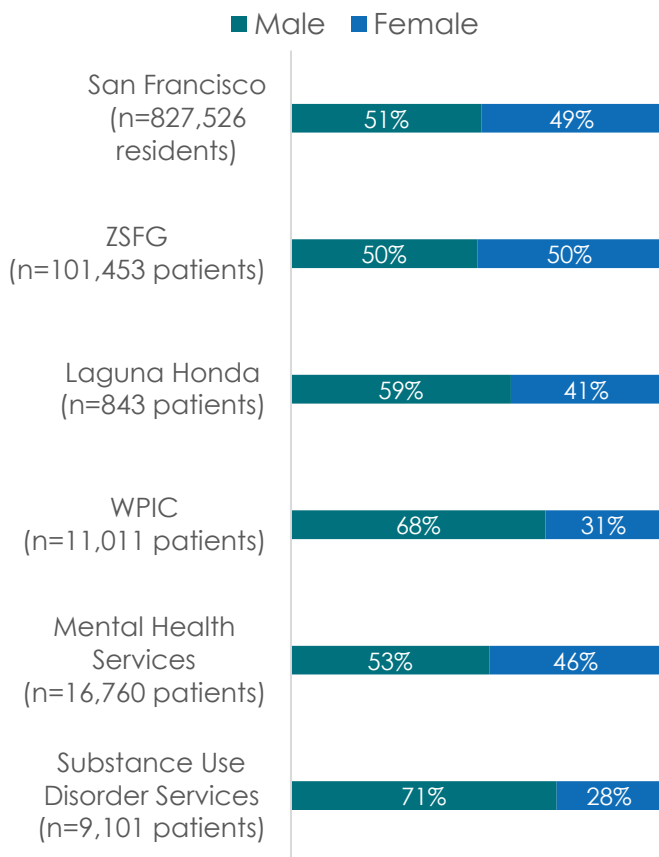
¹ Average stay days are for patients who have been discharged.

² 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 0-4% of patients served.

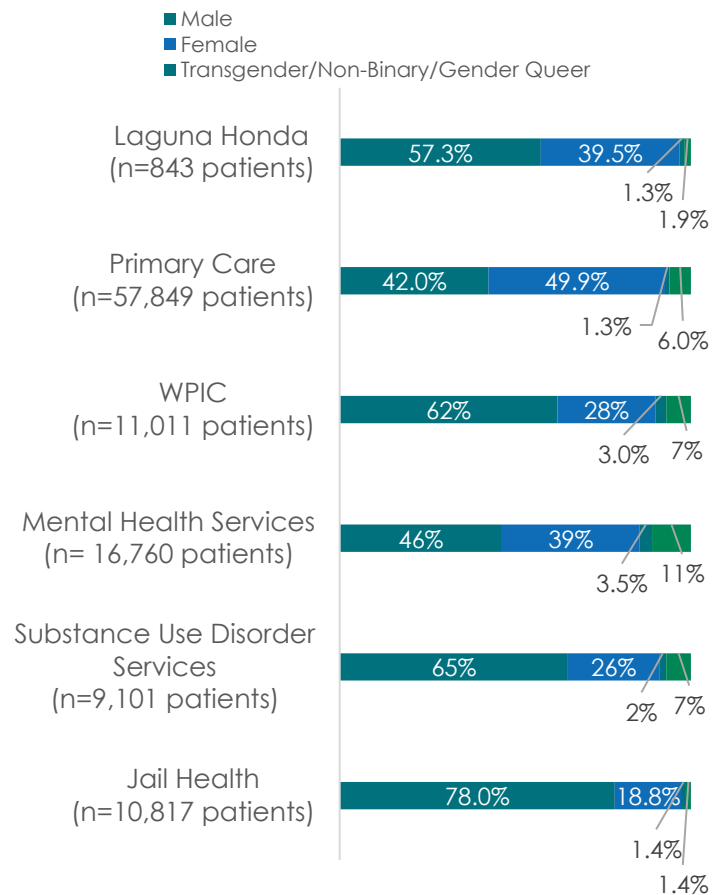
PATIENTS BY AGE



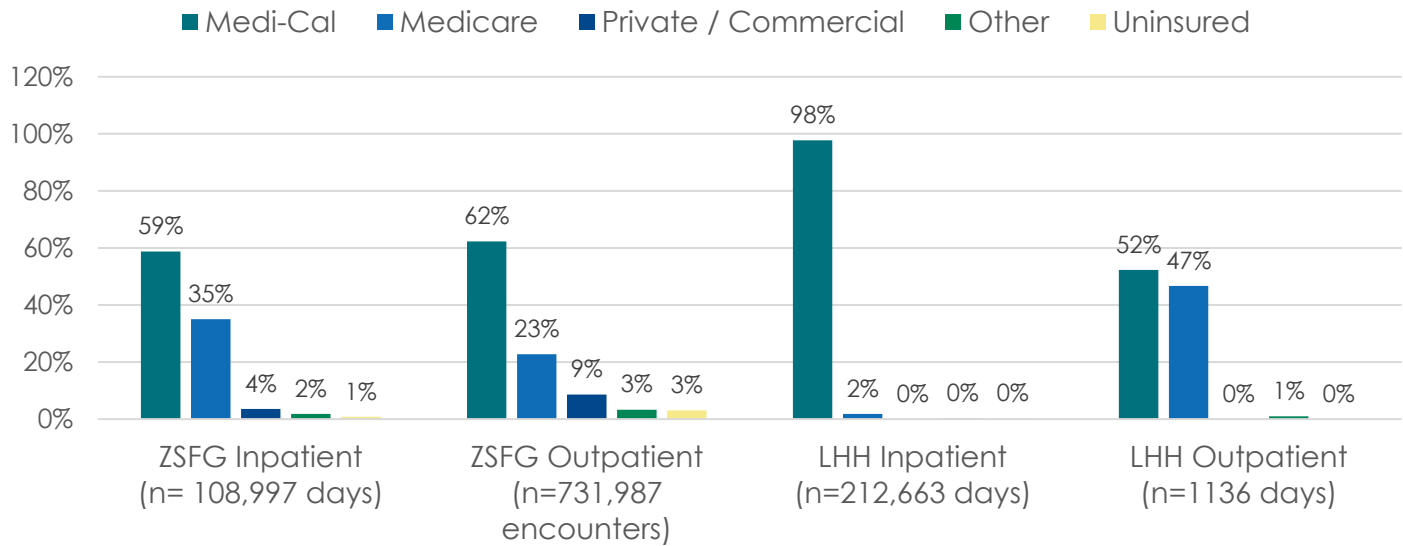
PATIENTS BY SEX



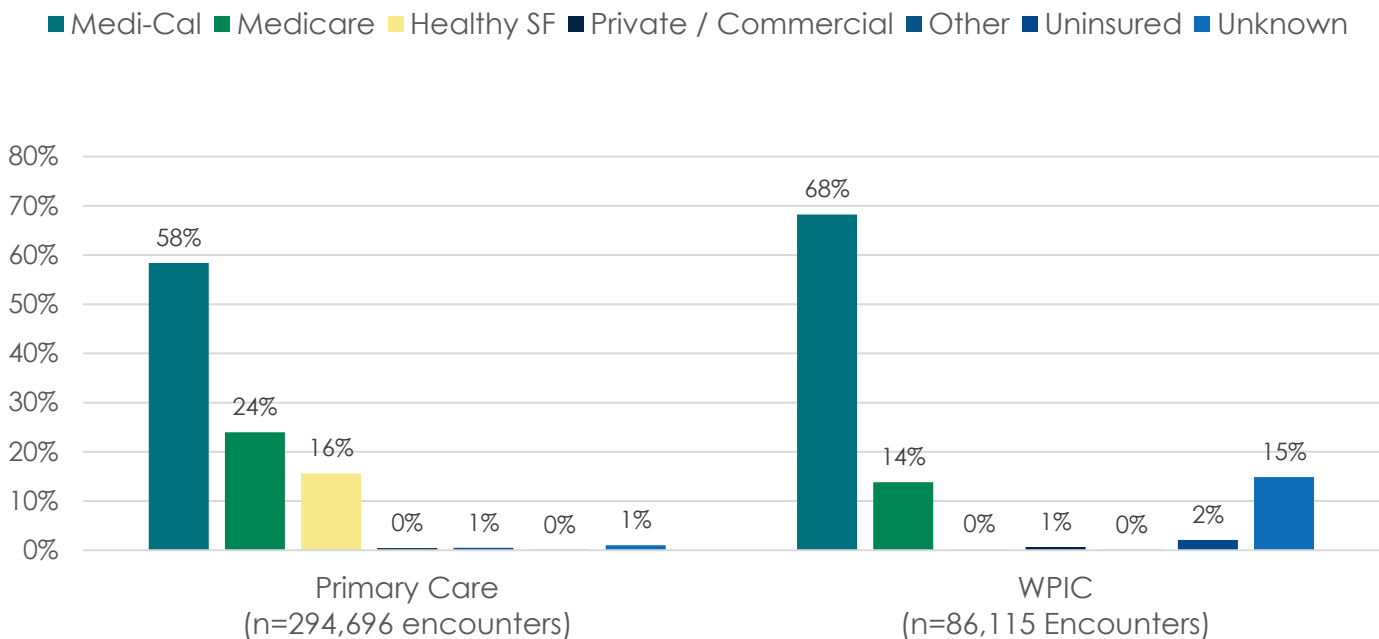
PATIENTS BY GENDER



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 33.

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 Medi-Cal beneficiaries, uninsured, and indigent residents.

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

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

WHOLE PERSON INTEGRATED CARE (WPIC)

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

JAIL HEALTH SERVICES (JHS)

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

has a unique opportunity to impact health equity for an especially vulnerable and often invisible population.

DENTAL SERVICES

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

HEALTH AT HOME (HAH)

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

LAGUNA HONDA HOSPITAL (LHH)

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

ZUCKERBERG 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

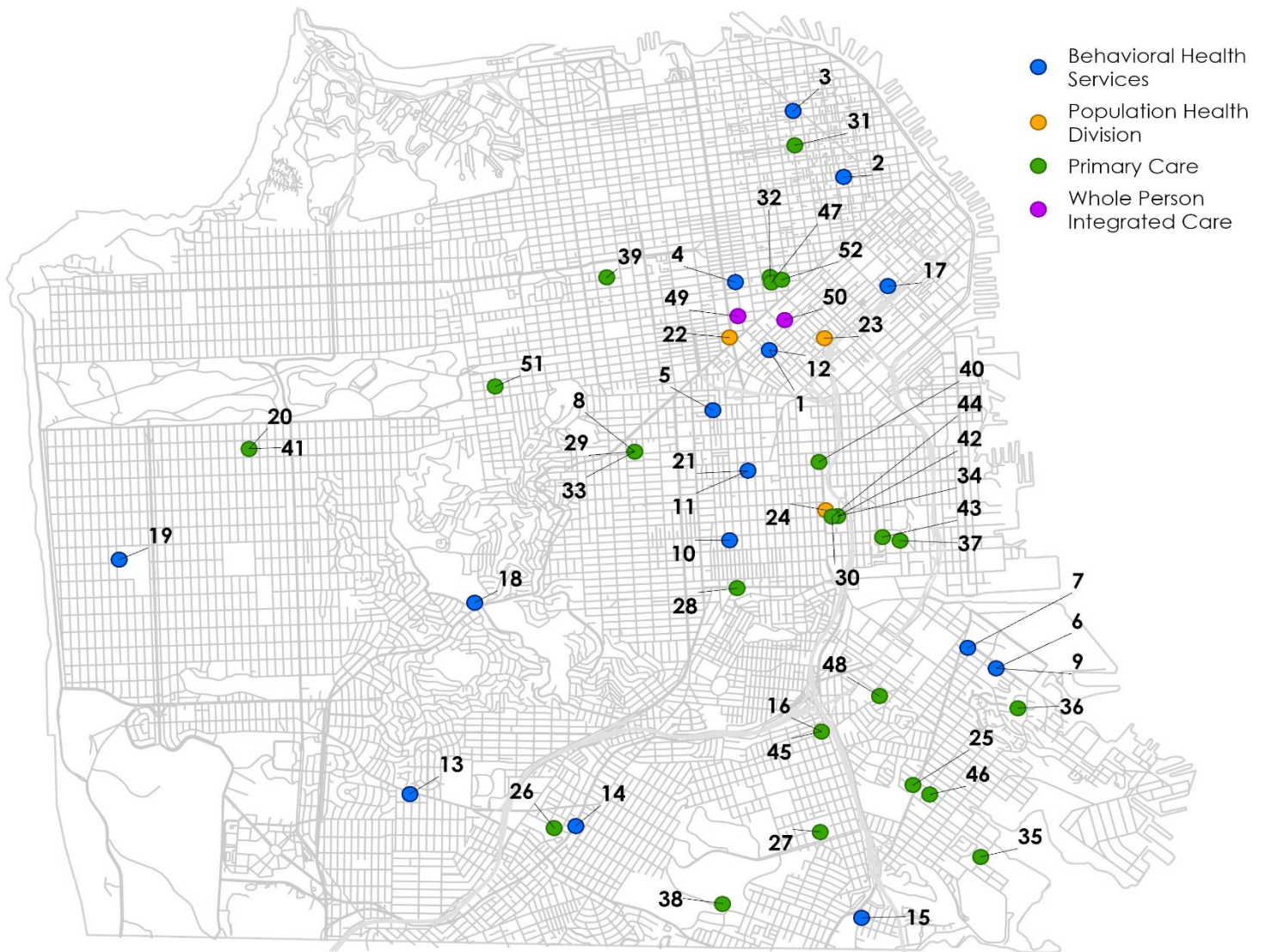
ZSFG provides evaluation and treatment to patients with non-emergent conditions.

DIAGNOSTIC & ANCILLARY

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

SFDPH SERVICE SITES

DPH owns and operates 52 civil service clinics across four service areas: Behavioral Health Services, the Population Health Division, Primary Care, and Whole Person Integrated Care.



Behavioral Health Services

1. Behavioral Health Access Center
2. Chinatown Child Development Center
3. Chinatown North Beach Mental Health
4. Community Justice Court/Drug Court
5. Families Rising Behavioral Health
6. Family Mosaic Project
7. Foster Care Mental Health/Comprehensive Crisis
8. Gender Health SF
9. L.E.G.A.C.Y/Parent Training Institute
10. Mission Family Center
11. Mission Mental Health Services
12. Office-based Buprenorphine Clinic
13. OMI Family Center
14. Onondaga Adult Behavioral Health Services
15. SE Child And Family Therapy Center Blanken
16. SE Child And Family Therapy Center Silver
17. South Of Market Mental Health Services Clinic
18. Special Programs for Youth
19. Sunset Mental Health
20. Sunset Mental Health (Satellite)
21. Transitional Age Youth Clinic

Primary Care

25. 3rd Street Youth Clinic
26. Balboa Teen Health Center
27. Burton Teen Clinic
28. CARECEN 2nd Chance Tattoo Removal Clinic
29. Castro Mission Health Center
30. Children's Health Center
31. Chinatown Public Health Center
32. Curry Senior Center
33. Dimensions Youth Clinic
34. Family Health Center
35. Hope SF Alice Griffith Wellness Center
36. Hope SF Hunters View Wellness Center
37. Hope SF Potrero Wellness Center
38. Hope SF Sunnydale Wellness Center
39. Maxine Hall Health Center
40. New Generation Health Center
41. Ocean Park Health Center
42. Positive Health Program (Ward 86)
43. Potrero Hill Health Center
44. Richard H. Fine People's Clinic
45. Silver Avenue Family Health Center
46. Southeast Family Health Center
47. Tom Waddell Urban Health Clinic
48. Willie Brown Middle School Wellness Center

Population Health Division

22. AITC Travel Clinic
23. SF City Clinic
24. TB Clinic

Whole Person Integrated Care

49. Maria X Martinez (MXM) Health Resource Center
50. Medical Respite and Sobering Center
51. Cole Street Clinic

SFDPH CONTRACTORS

CBOs & COMMUNITY CONTRACTORS

3RD Street Youth Center & Clinic

A Better Way

AIDS Legal Referral Panel of the SF Bay Area

Alternative Family Services, Inc.

American Heart Association Inc

American Medical Association

APA Family Support Services

Arup Laboratories

BAART Community Healthcare

Baker Places

Bayview Hunter's Point Foundation

Bayview Hunters Point Multipurpose Senior Services

Booker T. Washington

California Association of Health Facilities

California Association of Long-Term Care

California Invasive Plant Council

Catholic Charities

Center For New Music San Francisco Inc

Center on Juvenile and Criminal Justice

Center Point Inc

Central American Resource Center (CARECEN)

Central City Hospitality House

Children's Council of San Francisco

Chinese Hospital Association

Community Forward SF

Community Housing Partnership, dba HomeRise

Community Youth Center San Francisco

Conard House

Curry Senior Center

Dental Robin Hood

Dish SF

Edgewood Center for Children and Families

Ehealth Exchange

Eldergivers - Art With Elders

Episcopal Community Services of San Francisco

Felton Institute

Five Keys Schools and Programs

Friendship House Assn. of American Indians of SF

Glide Foundation

Harm Reduction Therapy Center

HealthRIGHT 360

Heluna Health

Homeless Children's Network

Homeless Prenatal Program

Horizons Unlimited of San Francisco

Hospital Council of Northern & Central CA

Huckleberry Youth Programs Inc

Hyde Street Community Services Inc

Instituto Familiar de la Raza, Inc.

Jamestown Community Center

Japanese Community Youth Council

Jewish Family and Children's Services

Justice & Diversity Center, Bar Association of SF

Larkin Street Youth Services

Latino Commission

Lavender Youth Recreation & Info Center

Livable City

Lutheran Social Services of Northern California

Lyon-Martin Community Health Services

Maitri Aids Hospice

Mental Health Association of SF

Mission Action Inc

Mission Council on Alcohol Abuse for the Spanish Speaking

Mission Neighborhood Health Center

Mt. St. Joseph-St. Elizabeth's

National Comprehensive Cancer Network

National Harm Reduction Coalition

Native American Health Center

NICOS Chinese Health Coalition

Nurse-Family Partnership

Planned Parenthood Northern California

Positive Resource Center (NEMS)

Progress Foundation

Project Open Hand

Public Health Institute

Pulsepoint Foundation

Rafiki Coalition For Health And Wellness

Richmond Area Multi Services (RAMS)

Safe and Sound

Samuel Merritt University

San Francisco Aids Foundation

San Francisco Community Clinic Consortium

San Francisco Community Health Center

San Francisco Food Bank

San Francisco Health Plan
 SF LGBT Community Center
 San Francisco Public Health Foundation
 San Francisco Study Center
 Seneca Center
 Shanti Project
 Sisterweb
 Southwest Community Corp
 Special Services for Groups
 St. James Infirmary
 Swords to Plowshares
The Gubbio Project, Inc.
 The Medical Clown Project
 The Salvation Army A California Corp
 Tides Center
UCSF Clinic Practice Group
 UCSF Health Community Hospitals
 UCSF Medical Center
 UCSF/SFGH Medical Group
 Unity Care Group, Inc.
 University of the Pacific, School of Dentistry
Victor Treatment Centers
West Bay Conference Center
 West Coast Children's Clinic
 Westside Community Mental Health Center
YMCA of San Francisco
 Youth Leadership Institute
Zero To Three

GOVERNMENT PARTNERS

California Department of Rehabilitation
 California Mental Health Services Authority
 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 Housing Authority
 San Francisco Superior Court
 San Mateo County Health Services
 Santa Cruz County Health Services Agency
 Sonoma County Dept. of Health and Human Services
University of California, Irvine

HEALTH COMMISSION RESOLUTIONS

2025

- 25-06** Honoring Patrick Fosdahl, MS, REHS
- 25-07** Honoring Maggie Rykowski, MS, RN
- 25-08** Honoring Albert Yu, MD, MPH, MBA
- 25-09** Resolution to Recommend to the Board of Supervisors to Authorize the Department of Public Health to Accept and Expend Gifts of \$527,664 from the California Department of Public Health
- 25-10** Resolution to Recommend to the Board of Supervisors to Authorize the Department of Public Health to Accept and Expend a gift of \$77,000 from the Epic Systems Corporation

2026

- 26-01** Resolution to Retroactively Authorize the Department of Public Health to Accept and Expend a Gift of \$480,000 from Breaking The Cycle through the Homes for the Homeless Fund LLC, a Subsidiary of the Housing Accelerator Fund
- 26-02** Resolution to Authorize The Department Of Public Health To Accept And Expend Gifts Of \$12,710.44, \$115,000, And \$37,500 From The Epic Systems Corporation
- 26-03** Resolution to Authorize the Department of Public Health to Accept and Expend a Gift of \$24,999 from Homes for the Homeless Fund LLC
- 26-04** Honoring the Life and Memory of Alberto Rangel
- 26-05** Honoring Christina Goette, MPH
- 26-06** Resolution Of Commitment to Trauma Care
- 26-07** Resolution to Recommend to the Board of Supervisors to Authorize the Department of Public Health to Accept and Expend a Gift of \$300,000 from the Food As Medicine Collaborative
- 26-08** Resolution to Designate as Sole Source a Professional Services Contract with Young Men's Christian Association of San Francisco for Intensive Supervision and Clinical Services (ISCS) for Youth
- 26-09** Resolution to Designate as Sole Source a Professional Services Contract with Institute Familiar de la Raza for Intensive Supervision and Clinical Services (ISCS) and SPARK Full Service Partnership (FSP)
- 26-10** Resolution to Designate as Sole Source a Professional Services Contract with Community Youth Center of San Francisco for Intensive Supervision and Clinical Services (ISCS) and TAY Engagement & Treatment Services
- 26-11** Resolution to Designate as Sole Source a Professional Services Contract with Homeless Children's Network for the Ma'at and Prevention Early Intervention (PEI) programs
- 26-12** Honoring Lisa Pratt, MD, MPH
- 26-13** Resolution to Designate as Sole Source a Professional Services Contract with Public Health Foundation Enterprises dba Heluna Health for Project Administration/Program Management Services
- 26-14** Resolution to Designate as Sole Source a Professional Services Contract with San Francisco AIDS Foundation for Health Access Point (MAP) Capacity Building Services
- 26-15** Honoring Eileen Loughran

- 26-16** Resolution to Authorize the Department of Public Health to Accept and Expend a Gift of \$799, 053 from the San Francisco Public Health Foundation
- 26-17** Resolution to Recommend to the Board of Supervisors to Authorize the Department of Public Health to Accept and Expend a Gift of \$87,000 from Biobot Analytics
- 26-18** Amending the Healthcare Accountability Ordinance Minimum Standards

ADDITIONAL RESOURCES

DEPARTMENT OF PUBLIC HEALTH

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

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

[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 SFPDH's resources for COVID-19, flu, and RSV, including vaccinations, testing, and treatment.

ACCESS TO COVERAGE & CARE

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

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

[Behavioral Health Services \(BHS\)](#) Learn more about the mental health and substance use care.