



San Francisco
Department of Public Health

Office of Health Equity (OHE)

San Francisco Health Commission

June 16, 2025

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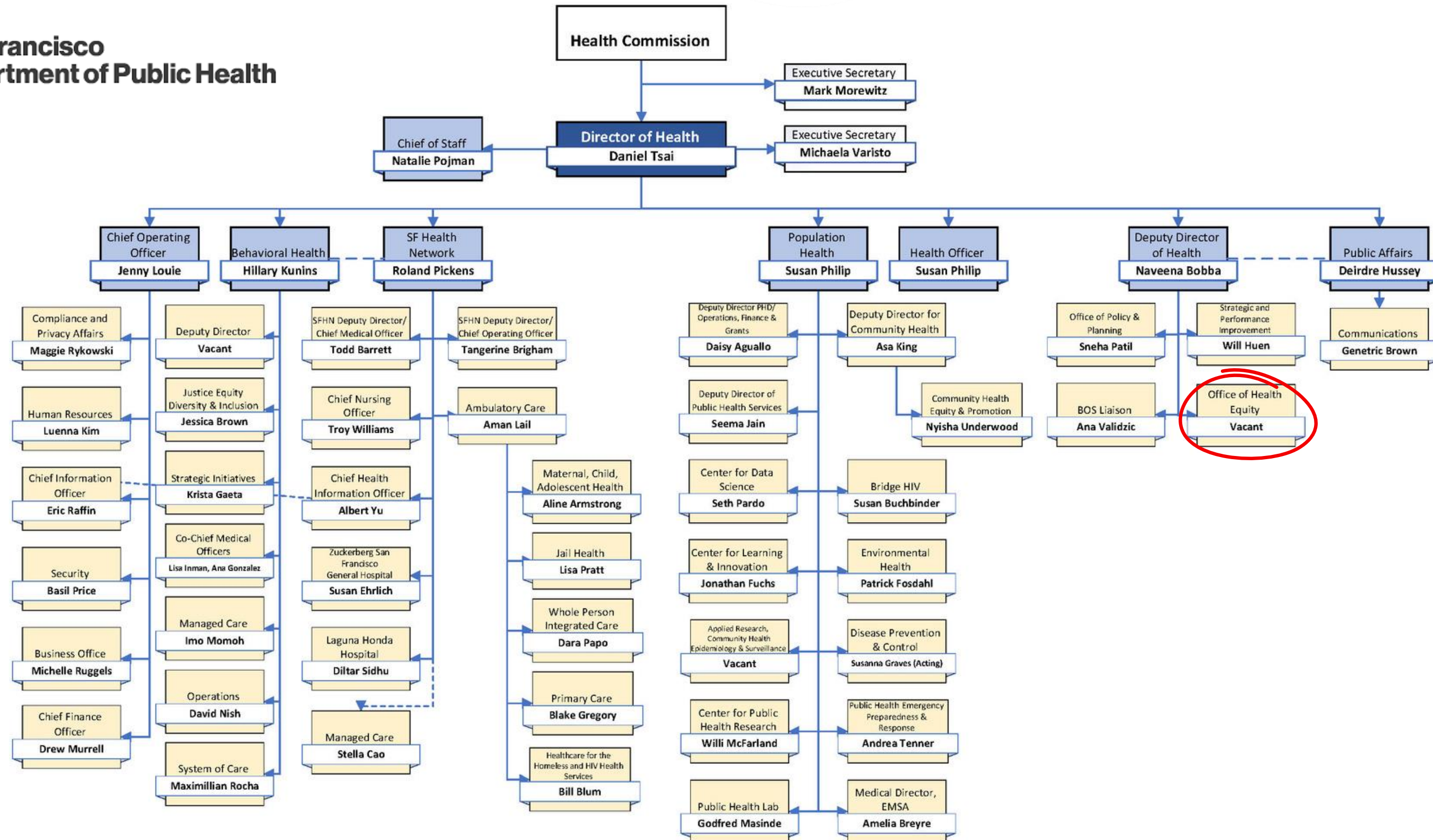
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DPH Org Chart

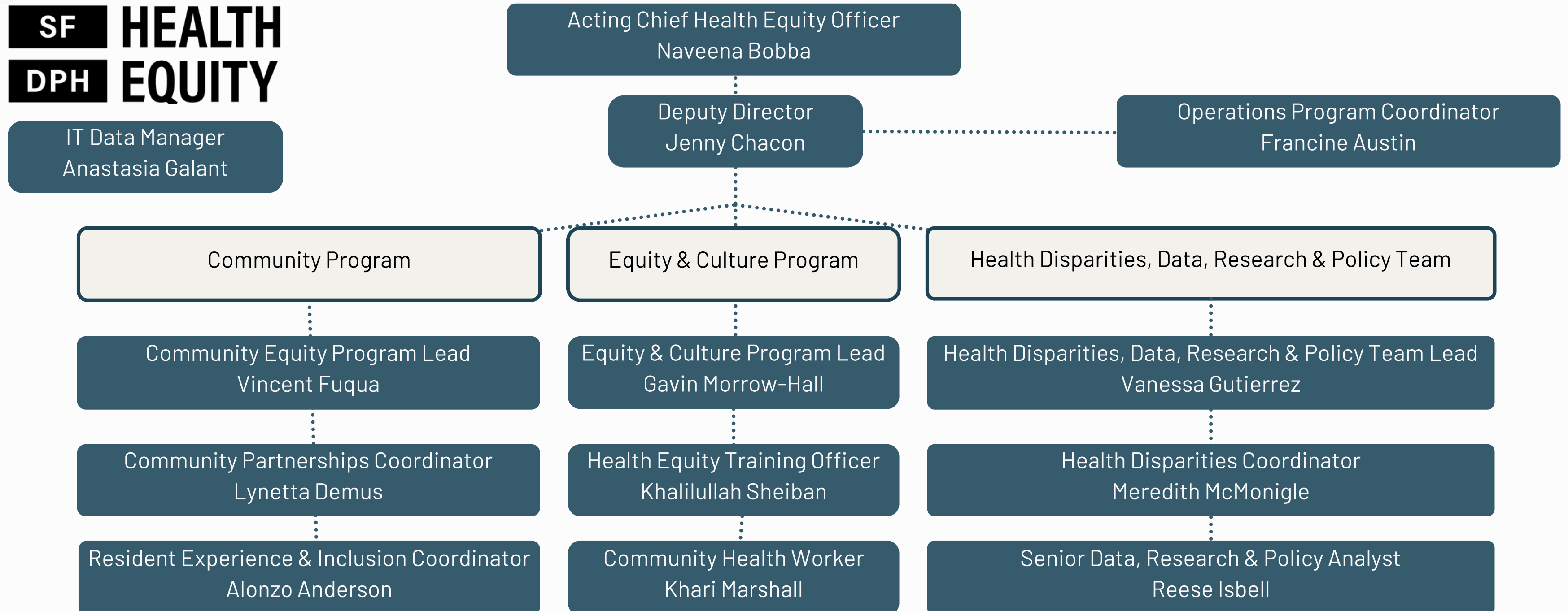


San Francisco Department of Public Health



OHE Org Chart

SF HEALTH DPH EQUITY

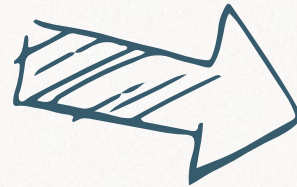


2024 Reprioritization Process Update

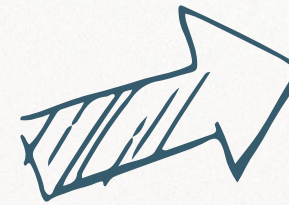


CURRENT STATE ANALYSIS

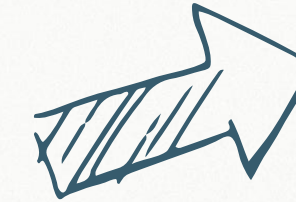
Internal and external analysis
(Winter/Spring 2024)



**ROLE &
STRATEGIC VISION**
Clarified OHE's Mission,
Vision, and Role within the
SFDPH Ecosystem.
(Summer 2024)



**STRATEGIC PRIORITIES
IDENTIFIED**
Landscape Analysis Summary
Recommendations Completed
(Summer 2024)



STAKEHOLDERS REVIEW & FEEDBACK

Report back sessions were
held to inform all stakeholders
of the findings and
recommendations.
(Fall 2024-Winter 2024)



Top Recommendations



1

Clarify Role and Strategic Vision

2

Strengthen Coordination Between OHE
and DPH Divisions

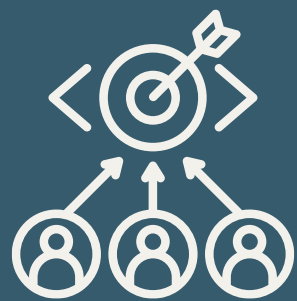
3

Enhance Communication and Transparency

4

Develop and Deploy Targeted Training
Programs

Updated Vision, Mission & Values



OUR VISION

San Francisco Office of Health Equity advances the SFDPH vision of San Francisco becoming the healthiest place on earth, by supporting SFDPH to address health disparities & health inequities to protect and promote equitable health for all San Franciscans.



OUR MISSION

We advance health equity and transform systems by mobilizing community power through collaborative leadership, data-driven decision-making, capacity building, and continuous improvement.



OUR VALUES

- Racial and Social Equity
- Community Power
- Accountability



Our Approach to Advancing Health Equity

Work collaboratively with internal and external partners to address the root causes of health disparities and inequities.

Facilitate racial and social equity goal setting and monitor progress to support the organization's work to address health disparities and health inequities.

Create equity tools to embed health equity considerations into SFDPH decision-making processes.

Develop, implement and provide guidance on trainings, tools, practices, and policies within SFDPH to advance health equity.

Operationalizing Reprioritization

A3 ALIGNMENT AND INTEGRATION:

- Reprioritization informed by feedback from 60 DPH Equity focused staff members across all levels
- DPH-wide True North
- Community Health Assessment (CHA)
- Quality Incentive Program (QIP)
- REAP Phase II
- Ongoing changes at local, state and federal level



OHE 2025-2026 EQUITY A3 METRICS:

Health Disparities

Outcome-focused metrics related to chronic disease and/or substance use disorder (SUD).

Community Engagement

Increase Collaborative and Shared Leadership partnerships among community and DPH.

Patient Experience

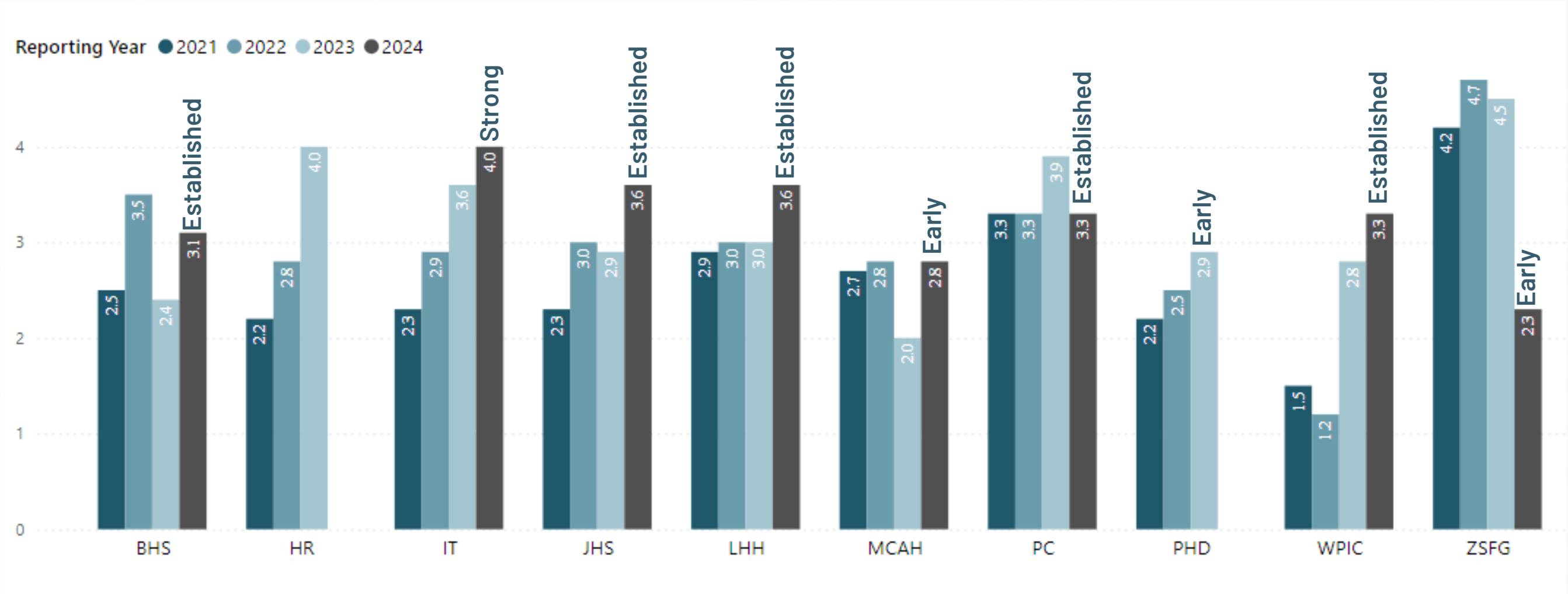
Identify and address disparities in patient responses regarding being "treated with courtesy and respect."

Equity & Culture

- Decrease disparities of employees who report "not treated with respect" by Managers & Supervisors.
- Enhance staff capacity to identify and reduce health disparities.

Infrastructure: 2024 DPH Divisions Annual Organizational Self-Assessment

DPH Division by Average Score & Reporting Year



Assessment Scale Score: Early (1=Planning; 2=Begun); Established (3=Working); Strong (4=Achieved; 5=Sustained)

Note: Data collection dates are not displayed on the graph for visualization purposes (2019-2020).

Assessment reflects activities based on the calendar year.

HR data for 2024 is still pending.

****VISUALIZE (NEW FOR 2025-2026)

- Focused on leading with a shared vision centered on equitable outcomes for all of San Francisco’s communities
- Utilizes new vision and mission

NORMALIZE

- Normalize discussions about health disparities
- Create organizational culture that centers health equity

ORGANIZE

- Build core equity team
- Identify data infrastructure and resource needs

OPERATIONALIZE

- Collect, analyze, disaggregate and report
- Advance equitable policies, practices, & procedures

SF Voices Pilot Summary



BACKGROUND



OHE launched SF Voices, a community engagement initiative to involve San Franciscans in data collection in continuous improvement and policy prioritization efforts.



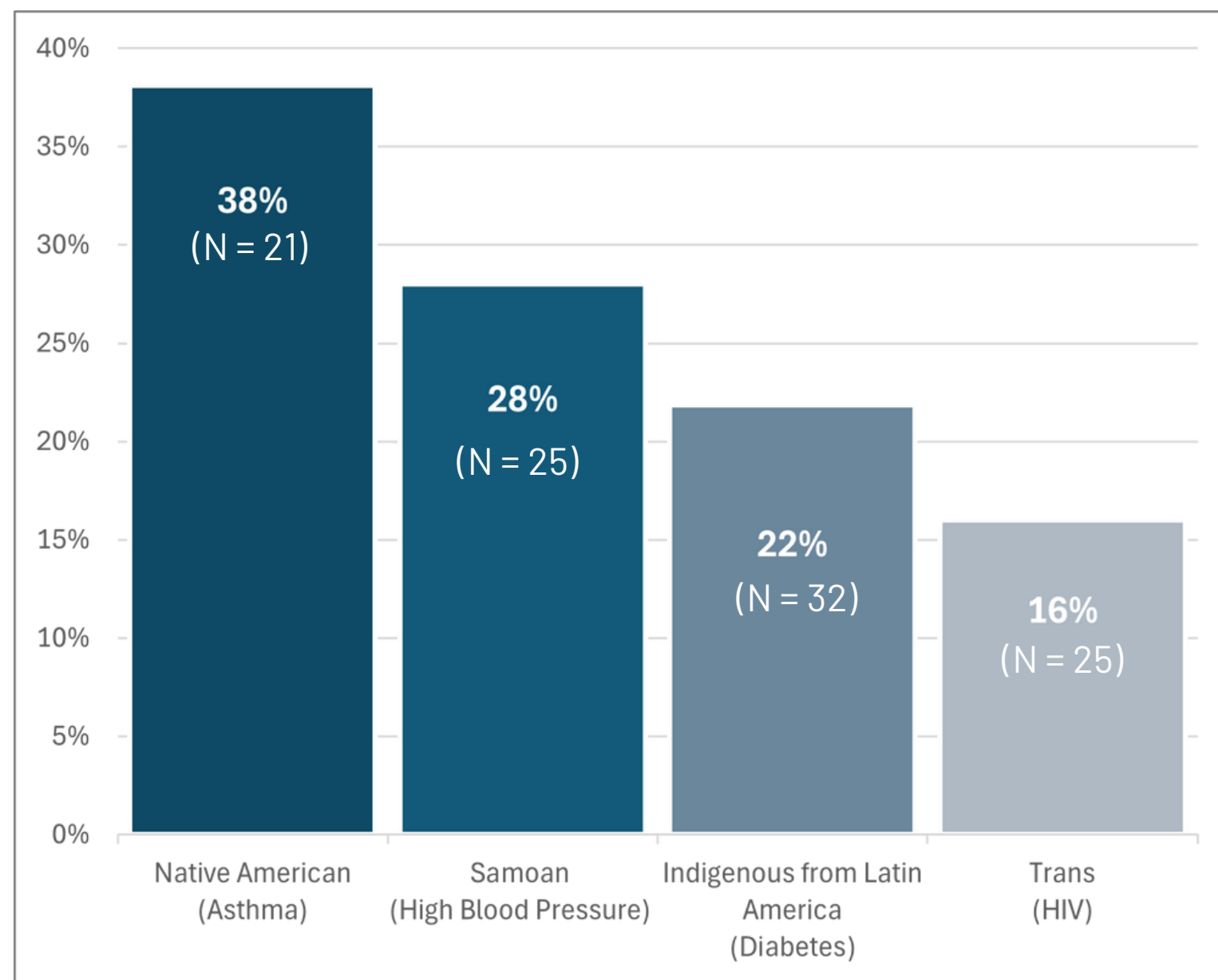
In Phase 1, OHE conducted a pilot program to engage and identify populations typically not captured by traditional survey methods and support Community Health Assessment (CHA) efforts.



In FY 2024-2025, feedback was collected from **103 community members** across four city subpopulations.

SF Voices Top Insights

Top Health Diagnoses by Surveyed Group



TOTAL UNIQUE PARTICIPANTS: N=103

FOUR KEY FINDINGS IDENTIFIED:

Significant rates of housing insecurity and unemployment

- 33% of individuals lack permanent housing
- 37% are currently unemployed

Barriers to healthcare access are widespread

- 58% of respondents needed a doctor in the past year but didn't go due to cost, clinic hours, or other obstacles.

Trans community experiences significant health disparities

- 60% needed medical care but did not seek it
- 21 repeated hospitalizations, with 10% due to suicide attempts

Emergency services more frequently used than preventive care

- 51 hospitalizations reported, primarily due to asthma, depression, high blood pressure, heart failure, and overdose



“I value our community’s ability to unite and collaborate effectively while staying deeply connected to our cultural roots. Sharing our culture enhances and strengthens the relationships among diverse communities.”

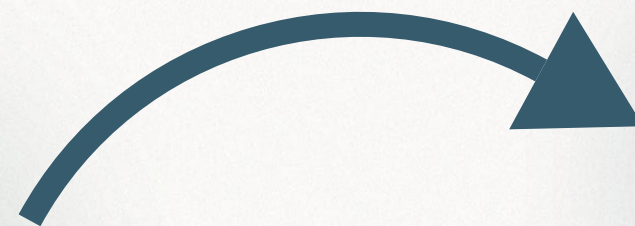
SAMOAN COMMUNITY SURVEY RESPONDENT

SF Voices Phase II: Next Steps



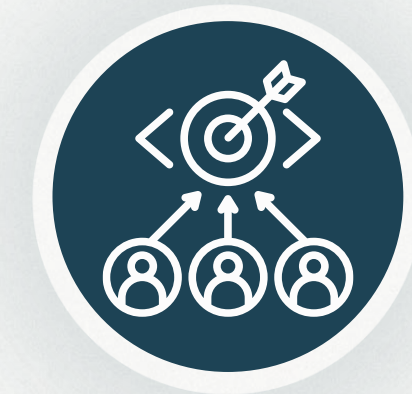
OHE/PHD COMMUNITY REPORT BACK

SF Voices & Community
Health Assessment (CHA)
report back



INNOVATE COMMUNITY ENGAGEMENT PROCESS

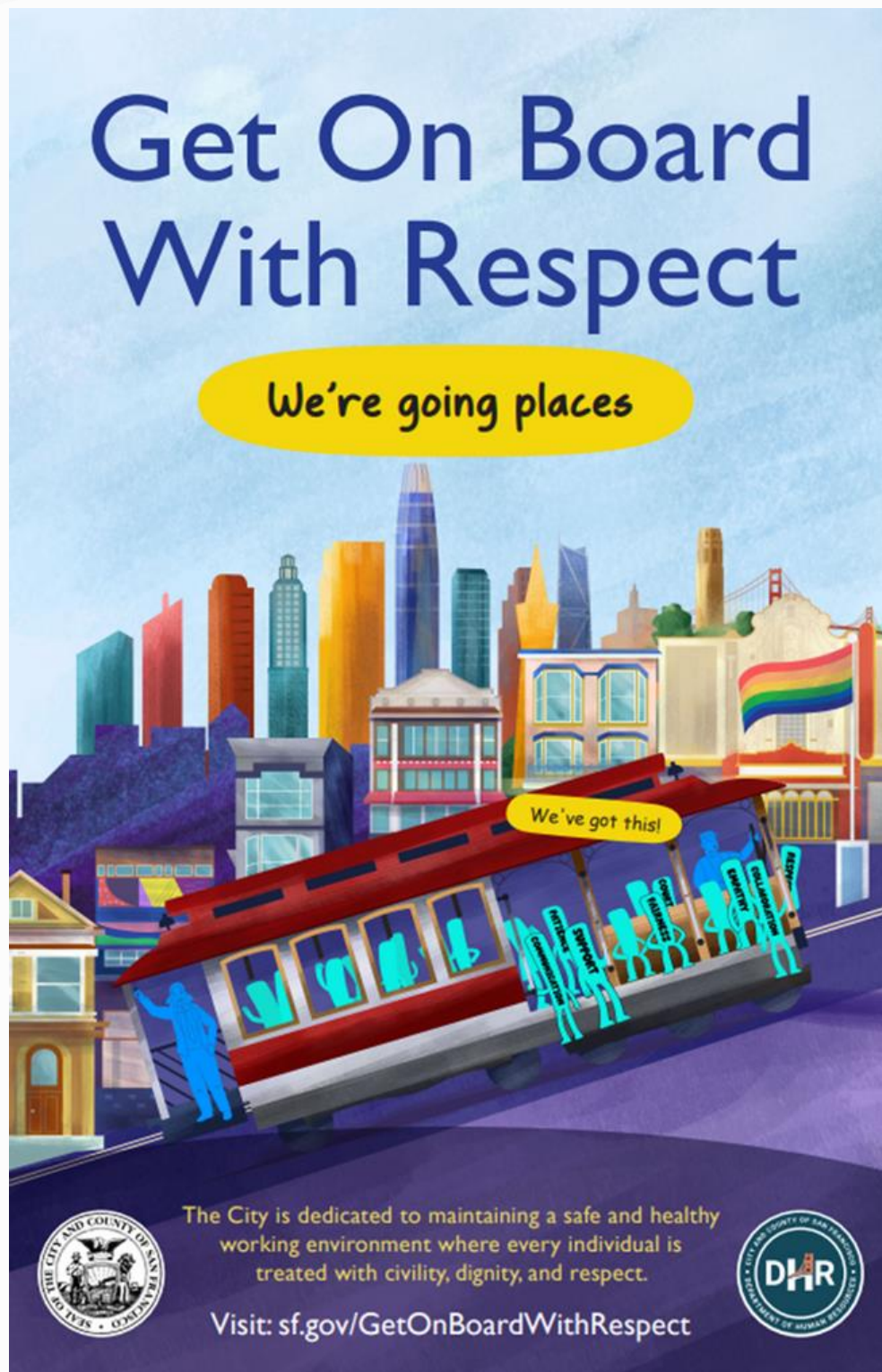
Utilize pilot learnings to
broaden participant responses



CONTINUOUS SF COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP) PROCESS

Utilize CHIP Process to create
continous feedback loop with
community/residents

Racial Equity Action Plan (REAP) Updates & Next Steps



FY 2024-2025 PHASE I UPDATES:

PRIORITY #1: OHE/HR/LHH RESPECT AT WORK CAMPAIGN PARTNERSHIP

- 829 EMPLOYEES REACHED

PRIORITY #2: DEVELOP EQUITABLE, INCLUSIVE AND RESPONSIVE LEADERS

- 65 webinar sessions reaching 1612 total webinar participants

2025 EMPLOYEE ENGAGEMENT SURVEY

- Executive Sponsorship, Dr. Naveena Bobba
- Launched May 1st, 2025 and closes June 16th
- 55% PARTICIPATION RATE TO DATE

FY 2025-2026 PHASE II NEXT STEPS:

Phase I Closeout: Estimated for Fall 2025

Phase II timeline: Tentatively planned for Winter 2025-2026

Focus areas:

- Internal/External Programs and Policies
- Community Engagement
- Workforce Development



**San Francisco
Department of Public Health**

**SF HEALTH
DPH EQUITY**

Thank You!

