

Departmental Racial Equity Progress Report

Annual Report for 2021

Part A

Department name: San Francisco Health Service System

Reflections from Department Leadership

What specific racial inequities and disparities within your department are you focused on addressing in 2022?

SFHSS serves as the City's subject matter expert in the area of health benefit administration. As Phase II of the Racial Equity Action Plan takes shape our organization is leveraging stakeholder engagement experiences at the membership, interdivisional, board, and staff levels. SFHSS will continue to engage our health plan partners and serve as a conduit for the specific whole person health and well-being needs of our membership, including those that identify as Black, Indigenous, and People of Color (BIPOC) and that face disproportionate health inequities.

Our department recognizes that Race and the Social Determinants of Health (SDoH) – conditions in which people are born, live, learn, work, play, worship, and age – play a significant role in wellness. SFHSS' work with SDOH extends into Member Services (Benefits Navigation), Contracts & Finance (Value-Based Payment Models & Aligning Performance Goals), Communications (Education & Awareness), and Well-Being (Health Promotion and Disease Prevention) to advance equity in the services provided to our membership.

SFHSS has been at the table with our plan partners, designing reports and tracking activities that have the potential to impact health outcomes. SFHSS is seeking to identify actionable data and support partnerships to establish a focused, effective, and operational framework to addressing health inequities among our membership. In alignment with regulatory and purchaser groups/ coalitions we have requested that all of our health plan partners submit a subset of National Committee for Quality Assurance (NCQA) Healthcare Effectiveness Data and Information Set (HEDIS) measures for the SFHSS membership. Understanding the baseline and strengthening data partnerships through health plan report auditing formalizes processes for identifying and addressing health disparities that disproportionately affect communities of color.

These partnerships manifest in health plan pilot programs centering the Social Determinants of Health and partnerships with national purchasers and stakeholders including the Integrated

Healthcare Association Health Equity Committee and Pacific Business Group on Health Advanced Primary Care Pilot. Finally, SFHSS is leveraging the analysis of member engagement data from city-wide focus groups attended by 34 unique departments, that can help quantify demographics related to social determinants of health and health inequities faced by our membership. Our membership has varying and deeply personal lived experiences with racial equity and inequity; their voice is critical as we advance this work. These perspectives will help us to effectively manage change, pivot, and respond to dynamic member needs in alignment with organizational capacity and partnership capabilities.

Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?

As Executive Director, I am a member of the Racial Equity Advisory working group. This workgroup met monthly in 2021 and was postponed in Q1-Q2 of 2022 to allocate planning resources to the SFHSS 2023-2025 Strategic Plan design. The timing of the SFHSS Strategic Plan refresh and mandated Racial Equity Action Plan refresh have aligned to draw forth key principles of diversity and inclusion that resonate in benefits administration and population health work. SFHSS is scanning the field of subject matter experts to converge on innovative and evidenced based practices that address disproportional health inequities faced by Black, Indigenous and People of Color (BIPOC). After this environmental scan is completed the workgroup will reconvene in Q3 of 2022.

Acknowledged by

Abbie Yant RN, MA
Executive Director
San Francisco Health Service System

DocuSigned by:
Abbie Yant RN, MA 5/9/2022
237210E11644489...

1. Hiring and Recruitment

Goals

- Invest in a diverse and equitable talent pool
- Commit to standardized, transparent, and participatory recruiting and onboarding.

Changes implemented over the 2021 calendar year

Include action numbers from the RE Action Plan.

- 1.3.2. Invest in a diverse and equitable talent pool by securing professional internship/departmental summer placement alongside employee mentor.
 - The Well-Being division hosted a 2021 summer intern from San Jose State University. This intern was seeking to enhance leadership, interpersonal

communication, and technical skills in the field of Public Health and Health Services Administration and was matched with an appropriate employee mentor. With internship support, the Well-Being division completed an environmental scan of employee recognition and appreciation programs from diverse jurisdictions and thought leaders in the field to inform training development. Well-Being Program Coordinators then partnered with the SFHSS Racial Equity Lead to train 50 city-wide Well-Being Champions in exploring effective employee recognition and appreciation strategies. COVID-19 recovery and diversity, equity and inclusion considerations were prioritized through coping mechanisms and resiliency tools that help boost employee morale. The mentee returned for a second summer internship and is currently working on an environmental scan of best practices to foster racial equity and inclusion in employee well-being programming.

- 1.4.2. Ensure a diverse hiring panel for each interview.
 - SFHSS ensured diverse demographic composition of hiring panelist participating in interviews for Member Services and Finance positions throughout 2021. The Member Services division provides front-line support to members, including offering in-person consultations, answering in-bound calls, enrollment support at benefits events across the City, and presenting year-round new hire and pre-retirement seminars. The Finance division manages claims processing and payments for vendor contracts, purchasing for SFHSS, annual budgets for the general fund and trust, and overseeing internal and external audits. New hires/appointments between the months of January-December included the following classifications:
 - 1654 Accountant III
 - 1210 Benefits Analyst
 - 0931 Member Services Manager
 - TEX 1209 Benefits Technician – 5 appointments
- 1.4.3. Train staff involved in the interview process to focus on implicit bias and equity.
 - The SF Department of Human Resources hosted a closed Managing Implicit Bias training in March 2021 specifically for the SFHSS Leadership Team and SFHSS Racial Equity Advisory members. In this interactive Zoom training participants learned about the effects of bias on decision-making and garnered tools to continue creating inclusion in support of their colleagues and the membership they serve.
- 1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision.
 - Throughout the pandemic, HSS employees have been performing a mix of duties in a variety of locations, including but not limited to essential HSS work both in the office and remotely and Disaster Service Assignments at various locations. As such the hiring processes for all of the positions noted above were expedited to ensure that members experienced no disruption to service provision.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

SFHSS Hiring and Recruitment priority actions have been refined to parcel out goals governed by the Department of Human Resources.

- 1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ ethnicity when Workforce Dashboard data becomes available.

2. Retention and Promotion

Goals

- Create paths to promotion that are transparent and that work to advance equity
- Acknowledge service of frontline DSW workers during the COVID-19 pandemic
- Identify opportunities to improve retention and engagement through exit interviews

Changes implemented over the 2021 calendar year

Include action numbers from the RE Action Plan.

- 2.3.1. Determine standard factors considered for raises and promotions.
- 8 promotions were granted to employees of the Member Services and Enterprise Systems and Analytics divisions. The Member Services division provides front-line support to members, including offering in-person consultations, answering in-bound calls, enrollment support at benefits events across the City, and presenting year-round new hire and pre-retirement seminars. Enterprise Systems & Analytics (ESA) provides the comprehensive technical infrastructure for SFHSS including systems configuration and development, IT support for staff, maintaining cybersecurity safeguards and training, and managing data, rates, and benefits.

All job postings were circulated internally to encourage pathways to promotion. In analyzing standard factors to be considered for raises and promotion, different criteria surfaced for each division. For Member Services, promotional consideration reflected the ability to learn SFHSS systems and benefits efficiently and to solve member problems independently. For Enterprise Systems and Analytics, promotional consideration reflected high-level technical skills and data expertise. This criterion yielded the following:

- 2 internal promotions to 1813 Senior Benefit Analyst
- 2 internal promotions to 1210 Benefit Analysts
- 2 internal promotions to 1210 Benefits Analysts (TEX)
- 1 internal promotion to 1054 Is Business Analyst Principal
- 1 internal promotion to 0932 Director of Enterprise Systems and Analytics

- 2.4.1. Additional Department Specific Goal: Celebrate the accomplishments of staff who served their Disaster Service Worker assignments
 - SFHSS celebrated the accomplishments of staff who served their Disaster Service Worker assignments through the *Better Together 2021 Celebration*. The shared narratives and photos of DSW workers were featured on the electronic signage board in the SFHSS front reception area to honor each unique service contribution.
- 2.4.1. Additional Department Specific Goal: Develop a standardized process and protocol for administering department exit interviews.
 - The new exit interview protocol will be used to assess overall experience within the organization and to identify opportunities to improve retention and engagement. The goal of consistency and standardization will help to foster positive relationships with both departing staff and new hires while seeking to better understand the connection between employee feedback, behavior, and organizational trends in discipline and separation.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- 2.1.2. Conduct internal budget analysis with racial equity lens to inform current and future staffing needs, including an assessment of employee turnover.
- 2.4.1. Additional Department Specific Goal: Implementation of standardized process and protocol for administering department exit interviews.

3. Discipline and Separation

Goal

- Create a clear, equitable, and accountable protocol for disciplinary actions.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

N/A - Workforce Dashboard data (currently awaiting access)

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

SFHSS Discipline and Separation priority actions will be refined as a reflection of the Workforce Dashboard data (currently awaiting access).

- 3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.
- 3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.
 - The budget for Q1 2024 includes allocation for the *DHR Managing with an Equity Mindset Workshop*. SFHSS must first complete a full suite of pre-requisite DHR trainings for Leadership that culminates with the *Managing with an Equity Mindset Workshop*. The goal of this training is to ensure that manager and leader leverage equity as a constant pillar and lens by which they lead. In this four-hour training, those that govern discipline and separation engage with other managers to solidify equity as a constant practice. This includes assessing and evaluating individual needs to create equitable support strategies to actively direct and support staff.

4. Diverse and Equitable Leadership

Goal

- Maintain commitment to developing diverse and equitable leadership that will foster a culture of inclusion and belonging.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- 4.1.2. Commit to ongoing racial equity training and development for leadership.
 - SFHSS Racial Equity Lead continues to recommend annual leadership trainings using relevant social context and foundational concepts from the SF Office of Racial Equity, SF Department of Human Resources, Government Alliance on Race and Equity and other thought leaders in the field. Trainings are accompanied by debriefs to assess content utility, levels of understanding, and open-ended reflections of staff voice. Please reference *Evaluation Snapshot* on page 7.

Completed 2021

- DHR Managing Implicit Bias Training Sessions Q1 2021 (Managers & Supervisors)

Planned 2022

- Racial Equity Foundations Training (for new Managers & Supervisors)
- DHR Managing Implicit Bias Training Session (for new Managers & Supervisors)
- Ongoing health plan/provider education about health disparities, intersectionality, and institutional racism (Managers & Supervisors)

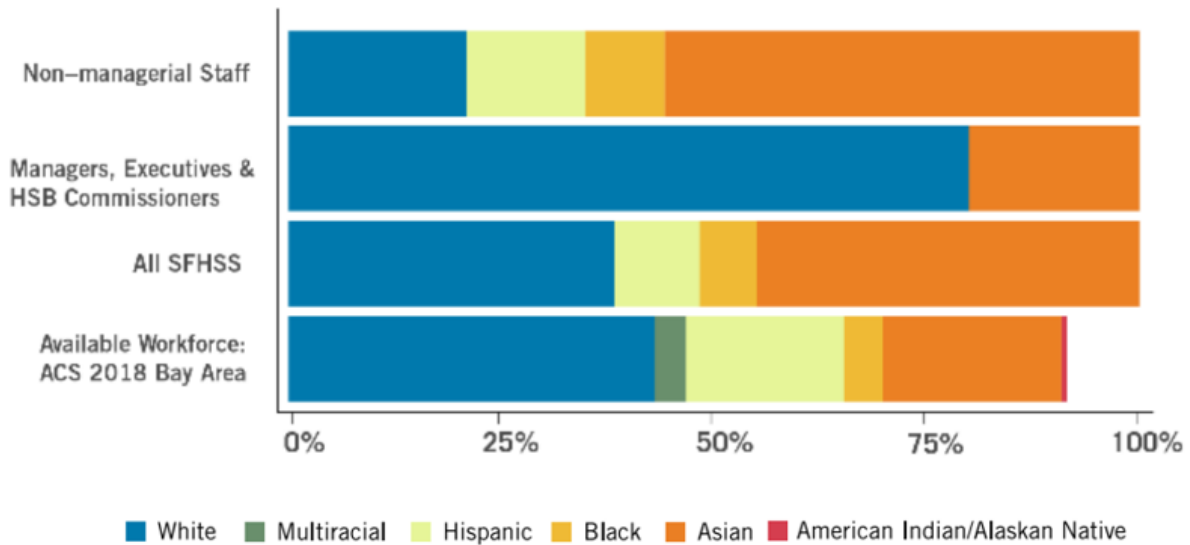
DHR Implicit Bias Evaluation Snapshot

Evaluation Questionnaire: Program Design, Utility, Practicality	Rating Scale: 1=Strong Disagree, 5=Strongly Agree
The presentation style of the facilitator helped me learn.	Agree (4), Strongly Agree (29)
The program held my interest.	Neutral (1), Agree (4), Strongly Agree (28)
The materials and/or online modules helped my understanding of in class learning.	Neutral (1) Agree (5), Strongly Agree (27)
I took responsibility for being fully involved during the program.	Agree (4), Strongly Agree (29)

Evaluation Questionnaire: Awareness and Strategy	Rating Scale: Level of Understanding or Agreement
Defining bias, diversity, equity, inclusion and understanding these may influence decision-making	Understand (12), High Level of Understanding (20)
Reflecting on your own identities and experiences to create awareness	Understand (12), High Level of Understanding (20)
Learning strategies to address bias and create a more inclusive environment	Understand (16), High Level of Understanding (16)
I feel confident about applying what I learned to my job.	No (1) Yes (32)

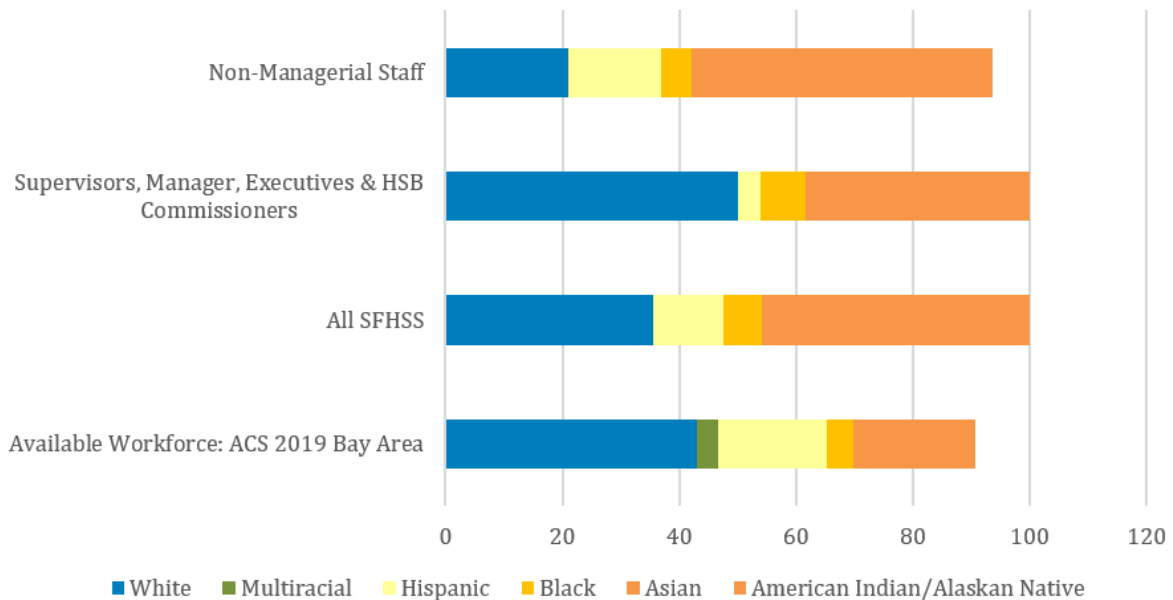
- 4.1.3. Incorporate senior leadership demographics in the department annual report.
 - In alignment with our core value of inclusivity, the SFHSS Leadership Team expanded in 2022 to include Supervisors, each bringing diverse divisional perspectives in addition to their unique lived experiences as a part of our membership.
 - When initially stratifying the SFHSS workforce by race and seniority in 2020, racial disparities were revealed (Figure 1). In 2020, “senior leadership” demographics included SFHSS Management, Executives, and Board Commissioners. In 2020, SFHSS Management, Executives, and Board Commissioners were represented exclusively by Asian and White employee groups. In 2021, “senior leadership” demographics expanded to include SFHSS Supervisors, Management, Executives, and Board Commissioners. In 2021, SFHSS Supervisors, Managers, Executives, and Board Commissioners reflected representation from White, Hispanic, Black, and Asian employee groups (Figure 2). The majority representation of White employees in senior leadership has declined from 80 to 50 percent between 2020 to 2021.

Figure 1: SFHSS Race & Seniority Distribution 2020



Footnotes: 1 – Filipino was coded to Asian for comparability with race groups available in the 2018 American Community Survey (ACS).
 2 - In 2020, senior leadership demographics included SFHSS Management, Executives, and Board Commissioners.

Figure 2: SFHSS Race & Seniority Distribution 2021



Footnotes: 1 – Filipino was coded to Asian for comparability with race groups available in the 2019 American Community Survey (ACS).
 2 - In 2021, senior leadership demographics expanded to include SFHSS Supervisors, Management, Executives, and Board Commissioners.

- 4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.
 - The bi-annual Racial Equity Climate Survey is conducted anonymously and provides multiple open-ended questions through which staff can provide input to senior leadership. Inaugural 2020 survey themes included staff familiarity with racial equity, personal culture and sharing preferences, awareness of racial equity statements, experiences with interpersonal and institutional racism, and approaching and ending racial inequities. Survey results and analysis are incorporated into the ongoing development of SFHSS' Racial Equity Action Plan initiatives.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- 4.1.2. Commit to ongoing racial equity training and development for leadership.
- 4.1.3. Incorporate senior leadership demographics in the department annual report.

5. Mobility and Professional Development

Goal

- Offer professional and skill development opportunities that center individual goals first, then organizational needs.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- 5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments
 - SFHSS sponsored staff members on our Racial Equity Advisory to attend the 2021 Government Alliance for Race Equity (GARE) Annual Conference. This convening featured promising practices in the field of diversity, equity, and inclusion from visionary racial justice leaders across the nation. These insights help to shape SFHSS' racial equity work to improve staff programs, policy, and culture. Guidelines for reimbursement were clearly laid out ahead of event registration.
- 5.1.3. Offer opportunities for continual and extended learning included in the annual budget.
 - SFHSS Racial Equity Lead continues to adapt monthly updates and quarterly trainings using relevant social context and foundational concepts from the SF Office of Racial Equity, SF Department of Human Resources, Government Alliance

on Race and Equity and other thought leaders in the field. Trainings are accompanied by evaluation surveys that assess content utility, levels of understanding, and open-ended reflections of staff voice. Trainings are repeated to accommodate staff scheduling and orientation of new hires.

Completed 2020-2021

- Racial Equity Foundations Training Q3 2020 – survey results published in 2020 REAP
- Early Experiences with Race Discussion Q3 2020
- Vision for an Equitable SFHSS Discussion Q4 2020
- DHR Managing Implicit Bias Training Sessions Q1 & Q2 2021 (see previous *Evaluation Snapshot* on Page 7)

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- 5.1.3. Offer opportunities for continual and extended learning included in the annual budget.

The SFHSS Finance Division ensures that future budget allocations reflect equitable opportunities and considerations for staff at all levels.

Budgeted 2022-2023

- DHR Managing Implicit Bias Training Session (for new staff)
- DHR Effects of Privilege on Equity (for all staff)
- DHR Communicating Across Cultures (for all staff)
- DHR Growing Your Career (optional all staff)
- Skill building resources to supplement professional development planning (all staff)

6. Organizational Culture of Belonging and Inclusion

Goals

- Foster intentional organizational culture that is committed to inclusion and belonging.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- 6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.
 - As a reflection of the learnings that have taken place throughout the course of the REAP Phase I process, a new committee charter will be developed for the SFHSS Racial Equity Advisory Team. This charter will help to cement roles, responsibilities,

purpose, and expectations for the future in anticipation of the release of the REAP Phase II framework.

- 6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.
 - The SFHSS REAP webpage was debuted in Q4 2020 and has a total of 796 page views. 297 members navigated to the REAP webpage directly from the SFHSS Strategic Plan webpage. 117 members navigated to the REAP webpage directly from the SFHSS Newsletter.

- 6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates
 - In December of 2020, SFHSS presented an educational introduction to the Social Determinants of Health (SDoH) – conditions in which people are born, live, learn, work, play, worship, and age. This presentation highlighted an overview of health disparities from the national, county and SFHSS membership perspective. This SDOH presentation served as precursor to the REAP presentation, elevating racial equity as a City-wide priority and an important lens amongst others (e.g. gender identity, job type, etc.) to examining health outcomes. That same month, SFHSS presented Phase I of the SFHSS Racial Equity Action Plan focused on building empowering workplace environments through organizational transformation.
 - In December of 2021, SFHSS provided an annual overview of progress since the Health Service Board endorsement of the REAP with the aim of seeking ongoing collaborative input. Commissioners and members of the public had access to the posted Racial Equity Action Plan Business Initiative Report: a listing of 2020-2022 business initiatives associated with each departmental goal. This report measured our department’s success in the form of indicators and highlighted completion timelines along with commentary on progress. These Health Service Board materials are linked for reference on page 14 of this document.

- 6.3.5 Encourage individual forms of identity expression.
 - Pau Crego, Deputy Director & Director of Policy, and Programs at the Office of Transgender Initiatives visited SFHSS to present a live Transgender 101 Training. SFHSS partnered with OTI to incorporate language and pronoun considerations into the department signature template to strengthen our commitment to inclusion. SFHSS staff will participate in the newest version of the Transgender 101 Training online training module to refresh our learnings around these diversity, equity, and inclusion principles and invited Commissioners to participate as a self-study Board education activity as well.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- 6.1.2. Expand Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.
- 6.1.7. Conduct bi-annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.

7. Boards and Commissions

Goal

- Ensure a diverse and equitable board and commission members

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- 7.1.2. Collect current board and/or commission demographic data and include in the department annual report.
 - Please reference page 8 of this progress report for *2020-2021 SFHSS Race & Seniority Distribution* which includes Health Service Board Commissioners.
- 7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.
 - SFHSS Leadership seeks to provide diverse educational opportunities that support the Commissioners in acquiring the knowledge they need to effectively carry out their duties in alignment with the Racial Equity Action Plan. Annual board education training topics leverage relevant social context and foundational concepts from the SF Office of Racial Equity, SF Department of Human Resources, Government Alliance on Race and Equity and other thought leaders in the field.

Completed 2020-2021

- Racial Equity Action Plan Health Service Board Presentation (Q4 2020)
- REAP Health Service Board Endorsement Approved (Q1 2021)
- DHR Managing Implicit Bias Q1 2021 (2 Commissioners attended)
- Racial Equity Action Plan Health Service Board Annual Update (Q4 2021)

Planned 2022

- All-Staff Race, Equity, Diversity, Inclusion Updates (ongoing monthly updates)
- DHR Managing Implicit Bias Training Sessions (optional invitation)
- SF Online Learning Module Transgender 101 (optional self-study)

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- 7.1.2. Collect current board and/or commission demographic data and include in the department annual report.
- 7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.

Department Resourcing for Phase 1 RE Action Plan

Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021. Organizational chart included on page 15.

Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- *Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work) N/A*
- *Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)*
 - Leticia Harris, Senior Health Program Planner & Racial Equity Lead
 - Derrick Tsoi, Senior Health Program Planner (departed HSS)
- *Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)*

Racial Equity Advisory

 - Carrie Beshears, Well-Being Manager
 - Irene Umipig, Well-Being Coordinator (*departed HSS*)
 - Jessica Shih, Communications Director
 - Julisa Nunez, Assistant Health Educator
 - Rin Coleridge, Enterprise Systems and Analytics Director
- *Consultants/vendors (including firm name and contract number, if applicable) N/A*

What changes, if any, do you plan for 2022?

As a reflection of the learnings that have taken place throughout the course of the REAP Phase I process, a new committee charter will be developed for the SFHSS Racial Equity Advisory Team. This charter will help to cement roles, responsibilities, purpose, and expectations for the future in anticipation of the release of the REAP Phase II framework. This charter will also be used as a recruitment tool to onboard new advisory members.

Attachments

Workforce and board/ commission demographic data

Include relevant data on status of racial equity within department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.

Please reference page 8 of this progress report for *2020-2021 SFHSS Race & Seniority Distribution*

SFHSS Gender Distribution

<i>2020</i>	<i>2021</i>
<i>Female 71%</i>	<i>Female 59%</i>
<i>Male 29%</i>	<i>Male 41%</i>

Please note that race/ ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year will be analyzed once Workforce Dashboard data access is made available. Appropriate documentation has been provided to the Office of Racial Equity.

Racial Equity Action Plan

Link to or attach current version of department Racial Equity Action Plan

<https://sfhss.org/reap> - *2020 SFHSS Racial Equity Action Plan & Appendix*

December 9, 2021, REAP Business Initiative Report provided to Health Service Board

[https://sfhss.org/sites/default/files/2021-](https://sfhss.org/sites/default/files/2021-12/December%209%2C%202021%20REAP%20Business%20Initiative%20Report.pdf)

[12/December%209%2C%202021%20REAP%20Business%20Initiative%20Report.pdf](https://sfhss.org/sites/default/files/2021-12/December%209%2C%202021%20REAP%20Business%20Initiative%20Report.pdf)

December 9, 2021, REAP Annual Update presentation provided to Health Service Board

[https://sfhss.org/sites/default/files/2021-](https://sfhss.org/sites/default/files/2021-12/December%209%2C%202021%20REAP%20Annual%20Update%20Presentation.pdf)

[12/December%209%2C%202021%20REAP%20Annual%20Update%20Presentation.pdf](https://sfhss.org/sites/default/files/2021-12/December%209%2C%202021%20REAP%20Annual%20Update%20Presentation.pdf)

**SAN FRANCISCO
HEALTH SERVICE SYSTEM
ORGANIZATION CHART**

