

SAN FRANCISCO
HEALTH SERVICE SYSTEM



2023-2025     
STRATEGIC PLAN REPORT



Strategic Planning 2023-2025 Final Draft Presentation to Health Service Board

November 10, 2022

Agenda

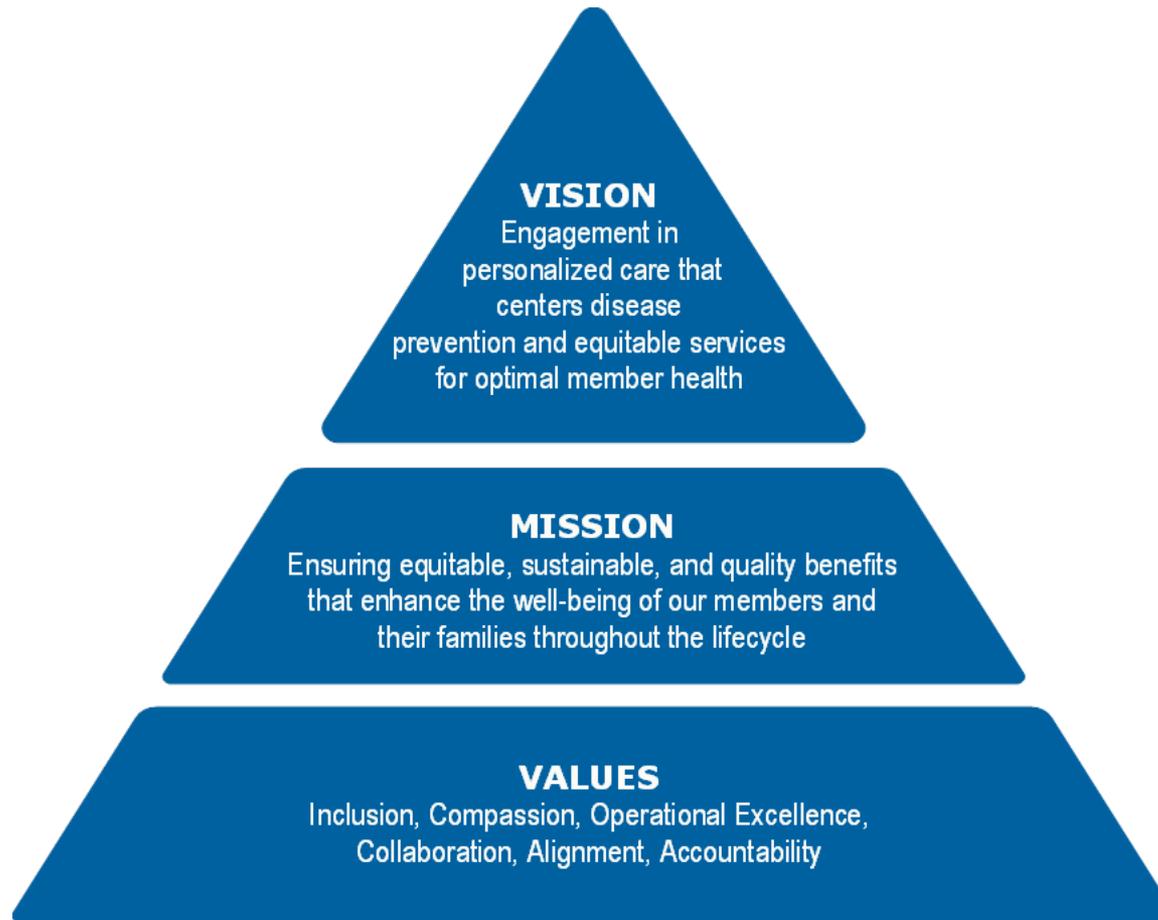
- *Strategic Planning Framework Overview*
- *Mission, Vision, Values, Strategic Goals, Objectives*
- *Lead with Equity Approach*
- *Foundations of Implementation Planning*
- *Lessons Learned*

Presentation Aim

- *Provide overview of strategic plan final draft in narrative form*
- *Seek ongoing collaborative input and approval to support 2023-2025 implementation*

Strategic Plan

Framework Overview



Strategic Plan

Framework Overview



Goal 1: Foster **equity** through intentional organizational culture, accessibility, inclusion, and belonging.

- Objective: Apply health equity lens to our customer service approach
- Objective: Apply equity lens to our workforce environment



Goal 2: Advance **primary care practice** and member engagement to ensure the right care, at the right time and place.

- Objective: Improve primary care and well-being services
- Objective: Advance equity in the delivery of primary care services



Goal 3: Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.

- Objective: Monitor sustainable funding
- Objective: Maintain Board Education

Strategic Plan

Framework Overview



Goal 4: Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.

- Objective: Provide easily accessible pathways to mental health and substance use disorder services through increased member awareness
- Objective: Enhance programs to support early retiree and retiree well-being



Goal 5: **Optimize service** to maintain and advance exceptional member engagement.

- Objective: Enhance member education and support services
- Objective: Improve staff training and professional development
- Objective: Implement quality improvement review processes

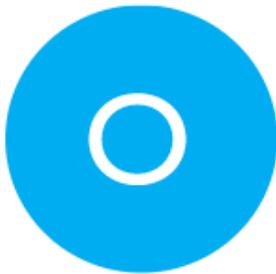
- A health system that examines the link between cost, quality, and health equity contributes to greater **affordability and sustainability**.
- There are concrete practice policy-level actions that **primary care** stakeholders can pursue to reduce health inequities.
- Fostering **equity** is a positive catalyst to organizational culture, accessibility, inclusion, and belonging for our membership.
- Risk factors tied to **mental health and well-being** are heavily associated with social determinants and inequalities among marginalized groups.
- **Optimizing service** through member engagement and outreach can be a vehicle for reducing health disparities and advancing health equity.

LEAD WITH EQUITY



Foundations of Implementation Planning

By Strategic Goal Area



OBJECTIVES

Provides direction and inspire - the *'what'* you want to achieve.

————— | OUTCOME | —————



KEY RESULTS

The *'measure'* and *'targets'* that describe what success looks like.



INITIATIVES

The *'how'* you and your colleagues are going to achieve your OKRs.

— | OUTPUT | —

Lessons Learned Over the Last Planning Cycle

1. Transforming the health-care delivery system into one that is more patient-centered is essential to improving patient and population health.
2. An integral part of delivering high quality healthcare is understanding the social determinants of health.
3. Health is so much more than the healthcare delivery system and health insurance can solve alone.

