

Extract of Goals, Objectives and Strategies in DPH 2004 Update to Strategic Plan That Relate to the Changing Mission of Laguna Honda Hospital

B. Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

As part of the strategic planning process, Department staff undertook “Strengths, Weaknesses, Opportunities, and Threats Analysis,” better known as “SWOT Analysis” both within the Office of Policy and Planning and the Director’s Cabinet, which served as the internal advisory body for the revision. ... The SWOT analysis for the Department revealed: (page 6.6 – 6.7)

...

4. Threats – External

...

- Changing city demographics (aging, ethnicity, disability)

...

- Nearly 18 percent of San Francisco residents are over age 60 compared with 14 percent in California and 16 percent nationally. Seniors are the fastest growing age group and will comprise an increasingly larger share of San Francisco’s population. (page 6.7).

...

- Currently, 18 percent of non-institutionalized San Franciscans age 16 to 64 are disabled. It is expected that the total number of adults with disabilities in San Francisco will increase, with older adults comprising an increasing share of the disabled population. (page 6.8)

F. Addition of Focus Areas from 2000 Strategic Plan

A number of focus areas have been added or emphasized from the 2000 document. They include increased emphasis on cultural competence, emphasis on patient flow and the continuum of care, assurance of the quality of pre-hospital medical services, explicit integration of prevention into program planning across the Department, inclusion of urban planning and land use policy as a public health issue, explicit inclusion of the Department’s emergency and disaster preparedness responsibilities, inclusion of behavioral health prevention, assurance of the public health infrastructure, emphasis on outcomes-based evaluation, and inclusion of the business community as a partner in public health. These new objectives are included in section G, below, The Revised Strategic Plan, in bold typeface so that they can be easily referenced. New or significantly revised strategies are also in bold typeface for easy reference. These additions to the 2000 plan came about through a number of factors including response to community, staff, and contractor input; response to Health Commission recommendations; response to the September 11, 2001 terrorist attacks and recognition of the role the Department plays as a first responder; changes in fiscal and budgetary constraints; and changes in the health field and medical practice. (page 6.13)

G. The Revised Strategic Plan

Goal 1: San Franciscans have access to the health services they need.

Objectives		Strategies	
1	Improve health outcomes among San Francisco residents. a Provide core public health services to all.	b	... Vulnerable populations within the Department’s target population include (in alphabetical order): ... ▪ Frail Elderly. (page 6.14)
		c	Prioritize San Francisco residents for direct patient care. (page 6.15)
4	Provide a comprehensive array of quality and	e	Ensure access to Behavioral Health services

Objectives		Strategies	
	culturally competent services.		(including substance abuse and mental health services, parenting skills, and domestic violence programs). (page 6.16)
Note: Objectives 5 through 7 for Goal 1 are missing from the DPH PDF file (page 6.16)			
8	Provide continuity of care for recipients of Department services.	a	Ensure that a single standard of care is provided to all clients regardless of eligibility, income, or documentation status, including recipients of Jail Health Services. (page 6.16)
10	Improve integration of services.	b	Integrate Primary Care and Community Behavioral Health Services. (page 6.16)
11	Improve patient flow and standardize record keeping, in order to improve continuity of care and reduce decertified days. The continuum of care should include acute care (SFGH), skilled nursing (LHH), residential care, intermediate care, and community-based care.	a	Ensure patients are transferred to the appropriate level of care within the continuum of services provided by or contracted by the Department. (page 6.16)
		b	Define the role of discharge planning and develop alternative placement options for LHH, SFGH, our community partners and inmates being released from the criminal justice system. (page 6.16)

Goal 2: Disease and injury are prevented.

Objectives		Strategies	
1	Increase attention to social and economic factors that affect health status (e.g., wages, employment, child care, housing, social safety net, transportation, education), especially for low-income, uninsured, under-insured, and homeless populations.	c	Develop more housing options for non-ambulatory, substance abuse, and mental health discharges. (page 6.19) ...

Goal 3: Services, programs, and facilities are cost effective, and resources are maximized.

Objectives		Strategies	
3	Ensure the public health infrastructure.	d	Complete the Laguna Honda Hospital rebuild on schedule and on budget. (page 6.22)
4	Maximize external funding sources (e.g., grants, fees, federal financial participation).	i	Ensure provider UPIN for billing Medi-Cal and Medicare. (page 6.23)