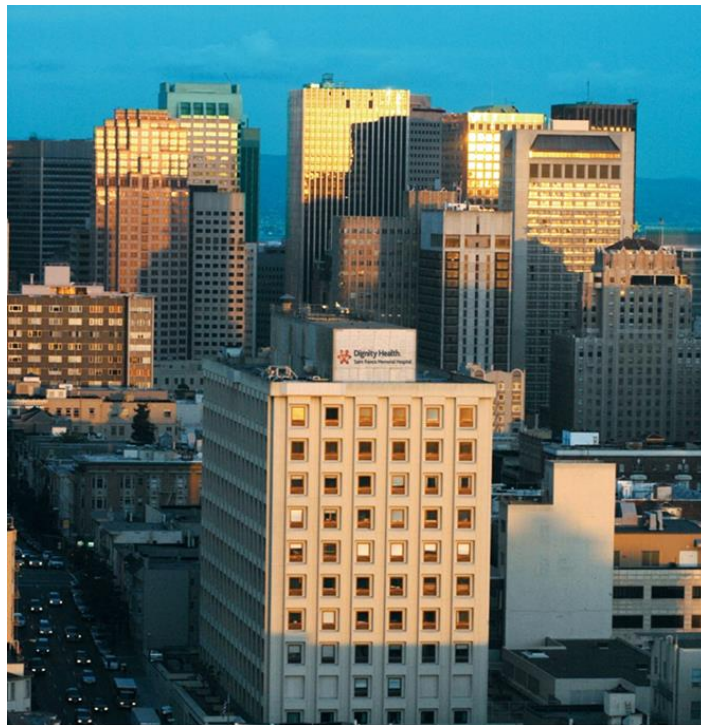


Saint Francis Memorial Hospital

Community Health 2022 Implementation Strategy

Adopted October 2022



Dignity Health.
Saint Francis Memorial Hospital

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At-a-Glance Summary

<p>Community Served</p> 	<p>Saint Francis Memorial Hospital is the only downtown hospital in San Francisco and is located in the Nob Hill neighborhood, north of the Tenderloin - one of San Francisco’s lowest income neighborhoods. Over half of the City’s homeless population lives in the Tenderloin and South of Market neighborhoods. Saint Francis receives the largest number of behavioral health transports in the City of San Francisco and is the busiest non-city hospital in San Francisco.</p>
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"> ● Access to welcoming healthcare ● Behavioral Health and Substance Use ● Economic Opportunity
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take several actions and dedicate resources to these needs, including:</p> <p>Access to Welcoming Healthcare Work with care partners to support patient’s access to Cal-AIM benefits Street-Based Medicine Outreach Serious Illness Program for Chinese Seniors Community Grants Program Patient Financial Assistance Delancey Street Foundation</p> <p>Behavioral Health and Substance Use Convening with SFPD, DPH, SFFD on Care for Patients Under 5150 Holds Cal-AIM Rally Family Services Medication Assisted Treatment and Substance Use Navigator San Francisco Health Improvement Partnership</p> <p>Economic Opportunity Cal-AIM Health Professions Education Tenderloin Health Improvement Partnership</p>
<p>Anticipated Impact</p>	<p>The anticipated impact of these strategies and programs include:</p> <ul style="list-style-type: none"> ● Increased access to health care and reduced barriers to care. ● Improved coordination of services for persons experiencing homelessness. ● Increased availability of mental health services in community settings.



- Increased access to needed services and resources through collaboration with community partners.

Planned Collaboration



Key community partners include (partial listing):

- Community health centers
- Housing and homeless services
- City and County of San Francisco, including public health
- Insurers
- Senior centers and service agencies
- Behavioral Health and substance use service providers

This document, the most recent Community Health Needs Assessment and Community Benefit Report is publicly available online at the hospital's website here:

<https://www.dignityhealth.org/bayarea/locations/saintfrancis/about-us/community-benefits>

Written comments on this report can be submitted to the hospital's Community Health Office, 900 Hyde Street, San Francisco, CA 94109 or emailed to Alexander.Mitra@DignityHealth.org.

Our Hospital and the Community Served

About the Hospital

Saint Francis Memorial Hospital is a member of Dignity Health, which is a part of CommonSpirit Health. Saint Francis Memorial Hospital (SFMH) has been meeting the health needs of San Francisco for over 100 years. Founded in 1905 by a group of five physicians, SFMH continues to carry out its mission: “dedicate our resources to: delivering compassionate, high-quality, affordable health services for our sisters and brothers who are poor and disenfranchised; and partnering with others in the community to improve the quality of life.” Today, SFMH remains a thriving center of healing and innovation in medicine as well as a spiritual anchor to its community.

SFMH is located on Nob Hill, and maintains 293 beds, with a staff of over 1,000 employees and 200 active physicians. About 59% of the patients are residents of San Francisco. Among the hospital’s inpatient population, there are 43% Caucasian, 20% Asian, 14% African Americans, 9% Hispanics, 3% Multiracial, 1% Native American and 10% Other. The hospital also has a number of specialized programs that draw patients from all over Northern California and beyond. The Bothin Burn Center is the only verified burn center in San Francisco and one of only three centers in Northern California. SFMH has a state of the art emergency department and has nine operating suites in the surgery department. SFMH also offers inpatient psychiatric services, acute rehabilitation, and hyperbaric services. The Saint Francis Orthopedic and Sports Institute offers a full spectrum of orthopedic services.

Our Mission

As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient’s financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital’s website.

Description of the Community Served

San Francisco is the cultural and commercial center of the Bay Area and is the only consolidated city and county jurisdiction in California. At roughly 47 square miles, it is the smallest county in the state, but is the most densely populated large city in California (with a population density of 18,595 residents per square mile) and the second most densely populated major city in the US, after New York City.

San Francisco has a 2020 population of 873,965. It has grown by 8.5% since 2010. Of note, the City and County of San Francisco experienced a change in population in 2020 due to the COVID pandemic. Despite an average household income of \$160,396, there remain significant pockets of poverty (as evidenced in the Community Needs Index which follows) particularly in the African American and Hispanic/Latino communities.



	San Francisco
Total Population	873,965
Race	
White - Non-Hispanic	40.2%
Black/African American - Non-Hispanic	5.6%
Hispanic or Latino	15.2%
Asian/Pacific Islander	36.0%
All Others	3.0%
Total Hispanic & Race	100.0%
% Below Poverty	10.0%
Unemployment	2.2%*
No High School Diploma	11.4%
Medicaid/Public Insurance (% of households)	30%+
Uninsured (% of households)	5.2%

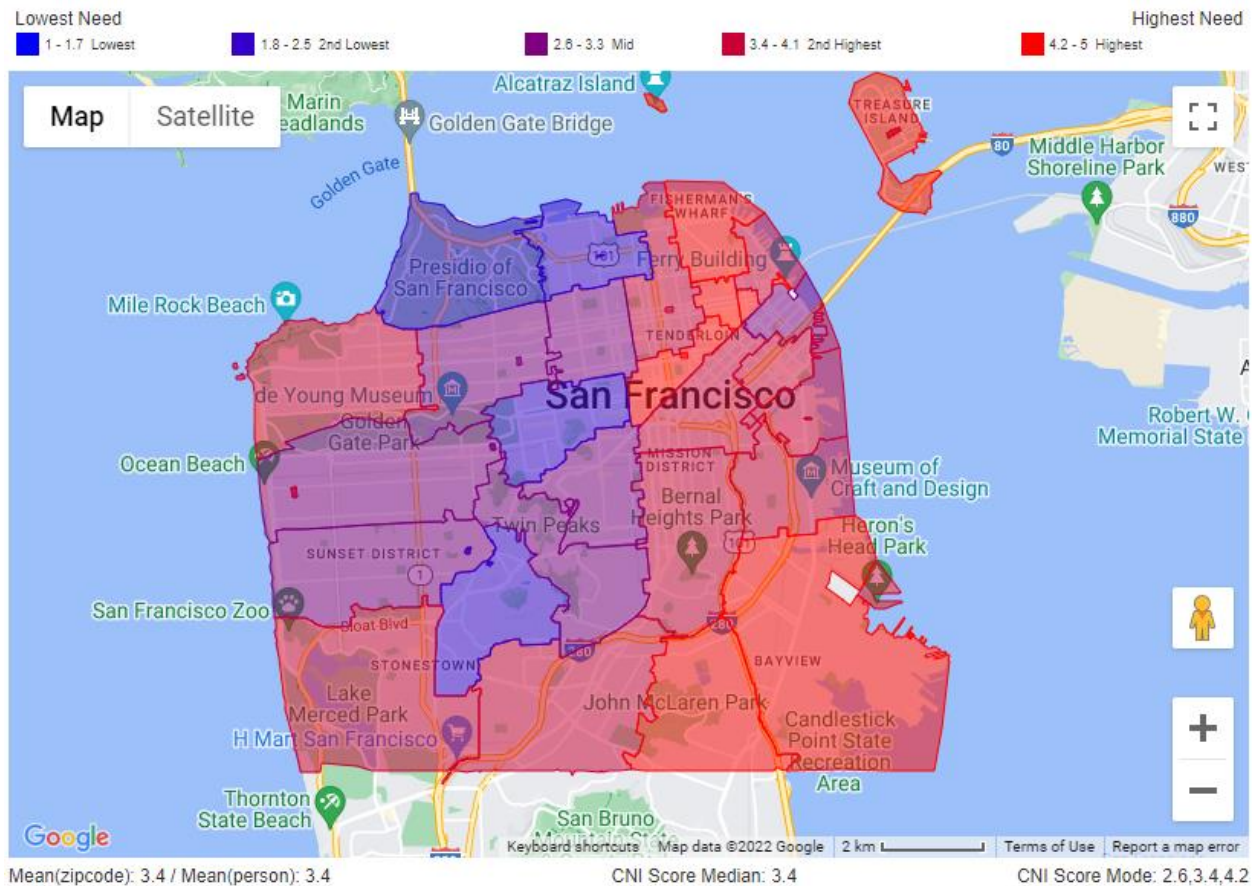
Source: Census Bureau, 2020 Census.

*Employment Development Department, May 2022

+ American Community Survey, 2015-2019

Community Needs Index

One tool used to assess health need is the Community Need Index (CNI). The CNI analyzes data at the zip code level on five factors known to contribute or be barriers to health care access: income, culture/language, educate, housing status, and insurance coverage. Scores from 1.0 (lowest barriers) to 5.0 (highest barriers) for each factor are averaged to calculate a CNI score for each zip code in the community. Research has shown that communities with the highest CNI scores experience twice the rate of hospital admissions for ambulatory care sensitive conditions as those with the lowest scores.



List of San Francisco zip codes and Community Health Needs score for each Zip Code

Zip Code	CNI Score	Population	City	County	State
94102	4.4	37485	San Francisco	San Francisco	California
94103	4	35895	San Francisco	San Francisco	California
94104	4.2	434	San Francisco	San Francisco	California
94105	2.6	11802	San Francisco	San Francisco	California
94107	3.4	34441	San Francisco	San Francisco	California
94108	4.6	13717	San Francisco	San Francisco	California
94109	3.6	58196	San Francisco	San Francisco	California
94110	3.4	74270	San Francisco	San Francisco	California
94111	3.8	5337	San Francisco	San Francisco	California
94112	3.6	85036	San Francisco	San Francisco	California
94114	2.6	32501	San Francisco	San Francisco	California
94115	3.2	34756	San Francisco	San Francisco	California
94116	2.8	45656	San Francisco	San Francisco	California
94117	2.4	40715	San Francisco	San Francisco	California
94118	3.2	40156	San Francisco	San Francisco	California
94121	3.6	43420	San Francisco	San Francisco	California
94122	3	58819	San Francisco	San Francisco	California
94123	2.4	26194	San Francisco	San Francisco	California
94124	4.6	40035	San Francisco	San Francisco	California
94127	2	19612	San Francisco	San Francisco	California
94128	4.4	69	San Francisco	San Mateo	California
94129	2.4	4279	San Francisco	San Francisco	California
94130	4.2	3400	San Francisco	San Francisco	California
94131	2.6	28622	San Francisco	San Francisco	California
94132	3.4	31045	San Francisco	San Francisco	California
94133	4.2	28086	San Francisco	San Francisco	California
94134	4.2	44657	San Francisco	San Francisco	California
94143	2.6	394	San Francisco	San Francisco	California
94158	3.4	9434	San Francisco	San Francisco	California

Community Assessment and Significant Needs

The health issues that form the basis of the hospital’s community health Implementation Strategy and programs were identified in the most recent CHNA report, which was adopted in June 2022. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital
- Description of assessment processes and methods
- Presentation of data, information and findings, including significant community health needs
- Community resources potentially available to help address identified needs
- Discussion of impacts of actions taken by the hospital since the preceding CHNA

Additional details about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital’s website or upon request from the hospital, using the contact information in the At-a-Glance Summary (page 4).

Significant Health Needs

The CHNA identified the significant community needs, which are briefly described in the table below. The table also indicates which needs the hospital intends to address in its Implementation Strategy. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Access to welcoming health care	Access to Welcoming Healthcare refers to the right to accessible and affordable, culturally grounded, relevant, and competent acute and preventative healthcare. Welcoming care is delivered in local neighborhoods, by healthcare professionals who are from the communities they are serving, are grounded in anti-racism and interpersonal bias, have knowledge of the community's historic relationship with (and harm done by) the healthcare system, and are equitably compensated for their work.	X
Behavioral health and substance use	Behavioral Health and Substance Use refers to access, stigma, availability, and affordability of behavioral and mental health professionals and services. Substance use refers to substance access, use, and availability of support for substance misuse. Behavioral Health also refers to the freedom from external and environmental trauma. Community violence decreases the real and perceived safety of a neighborhood disrupting social networks by inhibiting social interactions, causing chronic	X

Significant Health Need	Description	Intend to Address?
	stress among residents who are worried about their safety, and acting as a disincentive to engage in social interactions.	
Economic Opportunity	Economic opportunity refers to the financial and socioeconomic conditions which allow for an individual and community to effectively afford the tangible and intangible materials and resources necessary to thrive. These materials and resources intertwine with various social determinants of health located in a community, and they take into account the systemic conditions which perpetuate unequal access economic outcomes among historically and/or systematically under-resourced populations such as undocumented, LGBTQIA+, and BIPOC communities.	X

Significant Needs the Hospital Does Not Intend to Address

Saint Francis Memorial Hospital intends to address all three community health needs.

2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.



The following criteria were used by the hospital to determine the significant health needs Saint Francis Memorial Hospital will address in the Implementation Strategy:

- Existing Infrastructure: There are programs, systems, staff and support resources in place to address the issue.
- Established Relationships: There are established relationships with community partners to address the issue.
- Ongoing Investment: Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.
- Focus Area: The hospital has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

Saint Francis Memorial Hospital engaged hospital leaders to examine the identified health needs according to these criteria. Hospital and health system participants included Care Coordination, Emergency Department, Nursing, Graduate Medical Education, Surgery, Business Development, Mission, and Palliative Care. Department leaders were asked about their staff and patient needs, connection to community resources, and department goals. Staff shared that valuable insights such as need to break down silos in the organization, support patients with services pre- and post- hospitalization, access city services and increase safety for staff in the Emergency Department.

Community input or contributions to this implementation strategy included the Tenderloin Health Improvement Partnership, sitting as the Hospital’s Community Advisory Committee, and San Francisco Health Improvement Partnership. Through the Tenderloin Health Improvement Partnership, attendees provided valuable input on the needs of the community for case management and other community supports, housing, substance use treatment and an environment free of danger.

The CHNA served as the resource document for the review of health needs as it provided statistical data on the severity of issues and also included community input on the health needs.

As a result of the review of needs and application of the above criteria, Saint Francis Memorial Hospital chose to focus on: Access to Welcoming Healthcare, Behavioral Health and Substance Use, and Economic Opportunity.

For each health need the hospital plans to address, the Implementation Strategy describes: actions the hospital intends to take, including programs and resources it plans to commit, anticipated impacts of these actions, and planned collaboration between the hospital and other organizations. In most cases, the strategies identified to address the selected needs are based on existing programs that have evidence of success. For some strategies, Saint Francis Memorial Hospital is part of a larger collaborative initiative.

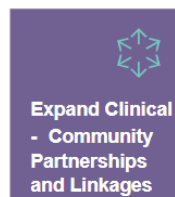
Community Health Strategic Objectives

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities address strategic aims while meeting locally-identified needs.



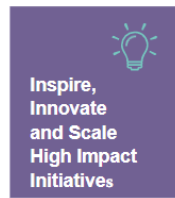
Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.




Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.



Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.

Strategies and Program Activities by Health Need

 Health Need: Access to Welcoming Healthcare					
Anticipated Impact (Goal)	The hospital’s initiatives to address Access to Welcoming Health Care are anticipated to result in: increased identification and treatment of chronic disease, and increased compliance with chronic disease prevention and management recommendations.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Street-Based Medicine Pilot for Homeless Individuals	The Saint Francis Foundation and Saint Francis Memorial Hospital engaged with the San Francisco Community Health Clinic to begin the Street-Based Medicine Outreach program to provide primary care and labs work to homeless individuals in the Tenderloin. The program increased the days that the outreach team is out in the field and also provided a connection to the Saint Francis Memorial Hospital by enabling staff to refer patients that reside in the TL for follow up by the outreach team.	X	X		
Serious Illness Program for Chinese Seniors: Stupski Grant	Develop a comprehensive serious illness program that starts well in advance of end-of-life issues. Includes Advance Care Directives training, case management work to connect referred patients to services, use CCHCA’s insurer’s database with predictive modeling tools to proactively outreach to seniors.	X	X	X	X
Cal-AIM: California	Cal-AIM is a transformational project to better serve patient in	X	X	X	X




Health Need: Access to Welcoming Healthcare

<p>Advancing and Innovating Medi-Cal</p>	<p>Medi-Cal managed care plans by investing in upstream factors including housing, nutrition, case management and behavioral health services. The hospital plans to work with SFHP to identify and refer Cal-AIM eligible patients to Enhanced Case Management and Community Supports to start and engage with the entity to ensure patients can receive the full benefits they are eligible for.</p>				
<p>Planned Resources</p>	<p>The hospital will provide health care subject matter experts, project management support, case managers, philanthropic cash grants, outreach communications, and program management support for these initiatives.</p>				
<p>Planned Collaborators</p>	<p>Key partners include: community clinics, insurers, clinical non-profits, San Francisco Department of Public Health, non-profits serving seniors, API community.</p>				



Health Need: Behavioral Health and Substance Use


Anticipated Impact (Goal)	The hospital’s initiatives to address Behavioral Health and Substance Use hope to increase connection and referrals to behavioral health and substance use services.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Street-Based Medicine Pilot	The Saint Francis Foundation and Saint Francis Memorial Hospital engaged with the San Francisco Community Health Clinic to begin the Street-Based Medicine Outreach program to provide primary care and labs work to homeless individuals in the Tenderloin. The program increased the days that the outreach team is out in the field and also provided a connection to the Saint Francis Memorial Hospital by enabling staff to refer patients that reside in the TL for follow up by the outreach team.	X	X	X	
Medically Assisted Treatment and Substance Use Navigator	SFMH’s ability to identify and provide onsite medication assisted treatment (buprenorphine, methadone, suboxone) and community-based support to patients with alcohol/substance use disorders.	X	X		
Cal-AIM	Cal-AIM is a transformational project to better serve patient in Medi-Cal managed care plans by investing in upstream factors including housing, nutrition, case management and behavioral health services. The hospital plans to work with SFHP to identify and refer Cal-AIM eligible patients to Enhanced Case	X	X	X	X

 Health Need: Behavioral Health and Substance Use	
	<p>Management and Community Supports to start and engage with the entity to ensure patients can receive the full benefits they are eligible for.</p>
Planned Resources	<p>The hospital will provide health care subject matter experts, project management support, case managers, philanthropic cash grants, outreach communications, and program management support for these initiatives.</p>
Planned Collaborators	<p>Key partners include: community clinics, community-based organizations, public health and city agencies, and mental health and substance use treatment providers.</p>



Health Need: Economic Opportunity

Anticipated Impact (Goal)	Support patients of the hospital to receive support pre- and post- discharge for social determinants of health and train the next generation of health care leaders.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Community grants program	Offers grants to nonprofit community organizations to create linkages for patients to pre- and post- discharge support.			X	
Tenderloin Health Improvement Partnership	Continue the work to find a community backbone to support the Tenderloin Health Improvement Partnership as it seeks to address community inequities by fostering multi-sector alignment, building common agenda, investing in and supporting mutually reinforcing activities, building measurement and evaluation capacity, and providing backbone support	X	X	X	X
Health Professions Education	In partnership with local colleges and universities, SFMH’s Health Professions Education is designed to provide hands on experience for students to gain the tools and skills to be the next generation of health care leaders. Saint Francis provides Health Professions Education in Nursing, Clinical Pastoral Education, Dietetic, and Burn.		X	X	
Cal-AIM	Cal-AIM is a transformational project to better serve patient in Medi-Cal managed care plans by investing in upstream factors	X	X	X	X

 Health Need: Economic Opportunity	
	<p>including housing, nutrition, case management and behavioral health services. The hospital plans to work with SFHP to identify and refer Cal-AIM eligible patients to Enhanced Case Management and Community Supports to start and engage with the entity to ensure patients can receive the full benefits they are eligible for.</p>
Planned Resources	The hospital will provide project management support, case managers, philanthropic cash grants, outreach communications, and program management support for these initiatives.
Planned Collaborators	Key partners include: city and county agencies, funders, faith community, community clinics, community-based organizations, and housing agencies.

Program Highlights

California Advancing and Innovating Medi-Cal

Cal-AIM is a re-imagining of the Medi-Cal system to create investments into upstream determinants of health. Saint Francis and St. Mary's are looking to ensure staff know how to refer patients to program perks like case management, medically tailored meals and housing navigation.

Tenderloin Health Improvement Partnership

Continue the work to find a community backbone to support the Tenderloin Health Improvement Partnership as it seeks to address community inequities by fostering multi-sector alignment, building common agenda, investing in and supporting mutually reinforcing activities, building measurement and evaluation capacity, and providing backbone support.

San Francisco Health Improvement Partnership

SFMH staff are active in the SFHIP leadership and steering committees. SFHIP is motivated by a common vision, values, and community-identified health priorities and as such SFHIP will drive community health improvement efforts in San Francisco. The SFMH community health plan and strategy is designed to align with SFHIP priorities.

Advocacy

SFMH staff advocate for local and state health policy. SFMH staff engages with elected and appointed officials at the local, state and federal level as well as a diversity of healthcare thought leaders from the public and private sector in support of SFMH and TLHIP strategic objectives.

Convening on Care for Patients under 5150 Holds

With the support of Saint Francis Emergency Department leadership, the hospital began convening meetings with SFPD: CIT, SFDPH: Comprehensive Crisis Services around coordinating care for patients under 5150 holds. The meetings have grown to encompass SFFD: SCRT and SFDPH: AOT, and have been helpful in creating clearer connections between the various partners worked