



Community Health Needs Assessment Implementation Plan 2025 – 2027

Prepared by the UCSF Center for Community Engagement
Office of Community & Government Relations
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UCSF Overview

UCSF is part of the 10-campus University of California, the world's premier public research university system, and the only of its campuses dedicated to graduate and professional education. We are dedicated exclusively to the health sciences. Driven by our public mission, we are a collection of dedicated scientists, clinicians, students and staff who strive to make the world a better place through our singular focus on health. Compassion is as critical as discovery in fulfilling our mission to make a difference for individual patients and whole populations.

UCSF is San Francisco's second-largest employer, attracting talented faculty and staff who mirror the energy and dynamism of the Bay Area. Drawing from the creative spirit of artists and entrepreneurs, and the disruptiveness of the tech industry, our ability to recruit top talent leads to a constant influx of new ideas and approaches. The most exciting part of being at UCSF is its people, who bring diverse backgrounds, experiences, and perspectives to create a vibrant community where we can redefine possible

Mission & Values

Within our overarching advancing health worldwide mission, UCSF is devoted at every level to serving the public. UCSF's commitment to public service dates to the founding of its predecessor institution, Toland Medical College, in 1864. Born out of the overcrowded and unsanitary conditions of Gold Rush-era San Francisco, Toland Medical College trained doctors to elevate the standards of public health in the burgeoning city. By 1873, the University of California acquired the college and forged a partnership with San Francisco General Hospital that continues to this day and serves as a model for delivering leading-edge care at a public safety-net hospital.

Today UCSF's public mission goes beyond San Francisco and delivers a substantial impact on a national and global level by innovating health care approaches for the world's most vulnerable populations, training the next generation of doctors, nurses, dentists, pharmacists, and scientists; supporting elementary and high school education; and translating scientific discoveries into better health for everyone.

In his 2016 State of the University Address, Chancellor Sam Hawgood announced that UCSF is embracing a common set of values to set a clear direction for all members of the UCSF community as we work together to fulfill our mission. This set of overarching values aligns with UCSF's Principles of Community and Code of Ethics. Our PRIDE values are: Professionalism, Respect, Integrity, Diversity, Excellence.

UCSF Health Overview

UCSF Health is part of UC San Francisco, one of the top universities in the nation for health sciences research and higher education. By bringing together the world's leading experts in nearly every area of health, we are able to drive advancements in treatment and technology that benefit patients everywhere. At UCSF Health, we don't just treat diseases, we treat individuals. We put our patients' priorities at the center of our care and strive to translate our cutting-edge research into therapies that improve people's lives.

UCSF Health is recognized globally for innovative treatments, advanced technology and pioneering research applied to patient care. Our team of physicians includes leading experts in virtually all specialties, including cancer, neurological disorders, immunological disorders and HIV/AIDS, as well as specialty services for women and children.

UCSF Health provides patient care at the following locations:

- **UCSF Medical Center:** Our academic medical center for adult care is a quaternary care hospital, the highest designation for facilities that can treat the most complex and specialized conditions. The medical center has three main clinical sites: Parnassus, Mount Zion and Mission Bay, and maintains numerous primary care and specialty clinics throughout San Francisco and Northern California.
- **UCSF Benioff Children's Hospitals:** UCSF Benioff Children's Hospitals in San Francisco and Oakland brings together leading experts in more than 50 pediatric specialties.
- **UCSF Dental Center:** The Dental Center provides comprehensive dental services at 22 clinics, offering routine care up to the most sophisticated oral and craniofacial services.
- **Langley Porter Psychiatric Hospital and Clinics:** The clinical arm of UCSF's Langley Porter Psychiatric Institute provides inpatient, partial hospitalization and outpatient programs for a wide range of mental health conditions, including depression, anxiety and attention deficit disorder.
- **UCSF Health Saint Francis Memorial Hospital and St. Mary's Medical Center** and associated outpatient clinics joined UCSF in August 2024. Combining community care with academic medicine makes convenient, comprehensive care easier to access for all our patients.
- **Public Health Affiliates:** UCSF has partnered with two main San Francisco health institutions: Zuckerberg San Francisco General Hospital and Trauma Center (since 1873) and San Francisco VA Medical Center (since 1968), where thousands of faculty and staff from all four UCSF schools provide patient care, conduct research and teach.

- **UCSF Health Affiliate Network:** UCSF is actively expanding and creating a network of health care providers across Northern California in order to bring you access to high-quality, cost-effective care closer to your home.

The UCSF Health Vision 2025 strategic plan, “Advancing the Health Network”, noted that achieving the objectives in the plan will allow us to advance our mission, which includes identifying the biggest unmet needs of our community and making new investments to target and meet those needs. In addition, UCSF Health will continue to support the UCSF academic and research missions and will continue to uphold our commitment to improving universal access and pursuing universal health outcomes, which is central to our values.

Introduction

This implementation strategy describes how UCSF Health plans to address the significant community health needs priorities outlined in the 2025 Community Health Needs Assessment (CHNA) report. Please note there are separate implementation strategies – one for Benioff Children’s Hospital Oakland and another for Saint Francis Memorial Hospital & St. Mary’s Medical Center

2025-2027 Community Health Needs Assessment Summary

CHNA Partners

This CHNA was guided by the San Francisco Health Improvement Partnership (SFHIP), whose mission is to improve community health and wellness through collective impact. SFHIP is comprised of mission driven anchor institutions, health equity coalitions, the San Francisco Department of Public Health (SFDPH), funders, and educational, faith based, healthcare, and other service provider networks. This year’s CHNA process was facilitated by Harder+Company Community Research (Harder+Company), an independent California-based evaluation company with expertise in community participation.

Data Collection and Analysis

To assess community strengths, health needs, and suggested solutions, we used both experiential insights and empirical data. Community insights were shared between May and September 2024, through six focus groups and 14 key informant interviews.

Numerical data was used to contextualize community input and provide background on the demographics and health of San Franciscans. These came from myriad publicly available data portals and reports, including those published by the San Francisco Department of Public Health and the City and County of San Francisco. The specific sources are cited for each data point. For all metrics, we used the most recently available data to capture the demographics and health trends of San Franciscans.

Health Need Selection

Community discussions suggested 23 health issues. Numerical data was then collected for each of these. Resulting graphs and representative quotes were then synthesized in a summary document. To identify the most significant health needs in San Francisco, SFHIP collectively reviewed the comprehensive findings over the course of several meetings. They engaged in robust discussions about the findings, coalescing through consensus around a set of needs that encompassed the most essential issues. Finally, participants voted on the health needs.

Overarching Framing

The San Francisco Community Health Needs Assessment (CHNA) is an opportunity to connect with communities and hear about their strengths, health concerns, and suggestions for how things can be done differently to improve our community's health. San Francisco is a bustling, diverse city, with a rich history. What keeps communities healthy are their cultural connections, trusted organizations, and collaborative efforts to promote well-being. The strong overall indicators of health and wealth, however, are paired with deep inequalities; communities acknowledge that continuous resilience takes its toll on vulnerable groups, highlighting the need for fair access to health to support universal health outcomes that uplift community connected interventions. In that spirit, this SFHIP CHNA report explicitly recognizes protracted patterns of health disparities and seeks to elevate community-driven solutions. Using insights from community conversations and quantitative data summarizing the health trends and disparities for San Francisco, community voice clearly coalesced around three health needs, shaped by two foundational issues.

Additionally, shifts in policy priorities pose a risk to the community connectedness that supports the health of individuals, families, neighborhoods, and our city. As resources are reallocated, the growing demand for community services and healthcare professionals will become even harder to meet. In this changing landscape, community-based organizations, advocates, and residents will play an increasingly vital role in maintaining the strength and well-being of their communities.

Foundational Issues

The CHNA identifies two issues contributing to local health needs and highlighting the context in which we want all solutions to be considered:

Equity: Health equity means ensuring everyone can achieve their best possible health, no matter their background or circumstances. It depends on both personal actions and broader policies that support fair access to health opportunities.

Community: A strong sense of community—rooted in shared history, culture, and relationships—is essential to health and resilience. Rebuilding social connections through inclusive policies and community engagement helps counter isolation and supports a healthier, more equitable San Francisco.

Priority Health Needs

The following health needs were elevated by the community through consensus and they are not ranked:

- Access to Care
- Behavioral Health
- Economic Security

2025 – 2027 UCSF Implementation Strategy

San Francisco residents emphasized that their greatest strength lies in community and connection. By centering lived and learned experiences, policies, programs, and services can be more effective, equitable, and responsive to community needs. Residents possess firsthand knowledge of the challenges they face, as well as the strengths and resources within their communities — insights that external decision-makers may overlook. Many resource limited communities navigate structural challenges that are not always fully recognized by those outside their lived reality. When their voices are valued in decision-making processes, trust and engagement grow, foster greater participation and collective ownership of solutions. Elevating lived and learned experiences ensures that diverse voices are heard, leading to more inclusive, community-driven solutions.

UCSF Health strives to uphold the intention expressed by the community in the CHNA and is proud to highlight some of the institution’s efforts to address the priority needs.

Health Priority: Access to Care

Access to healthcare includes aging, patient and family centered services, differently abled oral health, and transportation. In San Francisco, access is shaped by affordability, provider availability, transportation, and cultural responsiveness, with disparities persisting in historically neglected marginalized communities. Barriers like language access, financial hardship, and limited providers contribute to delayed or inadequate care, especially for aging populations and those with disabilities. Addressing these challenges requires collaborative solutions, including wraparound services, patient and family centered care, and expanded preventive care in underserved areas.

Strategies & Impact	Collaborators
<p>Patient ability status and accommodation needs documentation: Develop a system within the electronic health record to document patient ability status and accommodation needs, develop and provide differently abled awareness and accommodation provision training</p>	<p>Division of Health Experience Excellence, Office of Opportunity & Outreach/Disability, Access & Inclusion, Health Equity Council, various units and departments across UCSF Health</p>
<p>Roving Community Health Initiative: In response to inequities illuminated during the COVID-19 pandemic, the initiative was formed to improve access to care for communities in the Tenderloin district of San Francisco. It operates regular pop-up clinics in collaboration with community partners with on-site services complimented by mobile teams that bring care directly to people in the community, with a primary focus on unhoused and marginally housed individuals.</p>	<p>Office of Population Health, Glide, Code Tenderloin, The Gubbio Project, Black Health Initiative, Umoja Health</p>
<p>Care at Home: Provides home-based primary care to homebound adults 65 years of age or older living in San Francisco. The revised new patient enrollment practice now includes a weekly review of the waitlists and active admittance of patients in the biggest catchment areas in San Francisco.</p>	<p>UCSF Hospitals and clinics, community doctors, home care agencies, family members and adult protective services.</p>
<p>Healers at the Gate: To pursue inclusive access and universal outcomes in health care, GLIDE helped create a health care training program at UCSF Health known as "Healers at the Gate." This initial three-day immersive experience into the daily challenges and successes of those who live and serve in the Tenderloin have transitioned into a quarterly gathering where alumni check in to discuss barriers.</p>	<p>Glide and various departments including security supervisors, nurses and nursing supervisors, social workers, and other healthcare professionals from across the UCSF campus</p>
<p>Citywide Dental Program: An arm of the Citywide Case Management program designed to 1) provide healthcare to psychiatric patients who may be experiencing homelessness, and 2) support students learning about and how to provide care for this vulnerable group. Plan includes conducting a regular pop-up dental clinic. The goal is to perform urgent</p>	<p>San Francisco Department of Public Health, Department of Homelessness & Supportive Housing, Department of Rehabilitation, DISH, Adult Probation, Mental Health Services Act, SF Health Network</p>

care and build sufficient trust to get the patients to the Parnassus Dental Center or a community clinic for comprehensive dental care.	Behavioral Health Services, SF Health Network, SF Health Plan, Compass Family Services
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Health Priority: Behavioral Health

Behavioral health includes mental health and substance use and is shaped by emotional, social, and environmental factors. Access to resources, socioeconomic status, housing conditions, and trauma all impact behavioral health. In San Francisco, where the cost of living is high and access to behavioral health specialists are limited, communities face increased risks. The environments in which people live, learn, work, socialize, worship, and age influence overall health, functioning, and quality of life.

Strategies & Impact	Collaborators
Citywide Case Management: largest provider of intensive case management in San Francisco, serving nearly 2000 clients with serious mental illness. Serving a diverse population, Citywide encompasses 5 Intensive Case Management (ICM) Programs, as well as recovery supporting services, including the Employment, Peer/Milieu, and Substance Use Disorder Treatment Programs. Their ICM Programs treat adults with serious mental illness and co-occurring substance misuse in an outpatient setting, with the goal of supporting recovery and reducing hospitalizations, incarcerations, and houselessness.	San Francisco Department of Public Health, Department of Homelessness & Supportive Housing, Department of Rehabilitation, DISH, Adult Probation, Mental Health Services Act, SF Health Network Behavioral Health Services, SF Health Network, SF Health Plan, Compass Family Services
Autism Clinic: The Department of Psychiatry and Behavioral Sciences is expanding services for people with neurodiversity. The goals are to lead the way to better understanding, treatment, and promotion of well-being for people with autism spectrum disorder (ASD) and other neurodevelopmental disorders (NDDs)	Clinicians across the lifespan and researchers across UCSF and around the country.
California Child and Adolescent Mental Health Access Portal (Cal-MAP): A pediatric mental health care access program that increases access to culturally responsive, trauma-informed, evidence based mental health care throughout California's communities, including its most underserved and rural areas.	US Department of Health & Human Services, Human Resources & Services Administration, California Department of Health Care Services and powered by UCSF's

	Department of Psychiatry and Behavioral Sciences.
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Health priority: Economic Opportunity

Economic security includes education, employment, food security, housing and homelessness, and income. It is essential for accessing basic resources like food, healthcare, education, transportation, and housing. In San Francisco, the high cost of living makes it difficult for many residents to afford necessities which further exacerbates financial hardships and impacts housing, food, education and mobility.

Strategies & Impact	Collaborators
UCSF Food Equity and Food Justice Program: Food programs include Voucher Program, Culinary Medicine, Food Pharmacy, Produce Prescription Programs, Home Delivery and Teaching Kitchens for ambulatory clinics and student-run community clinics	Food As Medicine Collaborative, SF Community Clinic Consortium, Vouchers 4 Veggies/EatSF, Project Open Hand, SPUR
Family House – A nonprofit organization, in partnership with Benioff Children’s Hospitals, that provides free housing to families whose children are being treated for serious illnesses at UCSF Benioff Children’s Hospital. It serves as a refuge and safe haven for families. The calm environment and caring staff give parents a supportive place to be housed.	Healthcare Hospitality Network, Young Professionals Advisory Council, SF band Train
Patient Supportive Transportation: For patients that have low income and reaching UCSF is met with financial and/or logistical barriers, the Social Work team can arrange transportation ranging from simple rideshare/taxi, to ramp vehicle, up to non-emergency medical transportation. UCSF will pay for these resources to make reaching UCSF for medical visits, and treatments a possibility preventing missed appointments and incomplete treatment resulting in poor health outcomes.	SF Municipal Transportation Agency, Uber, Lyft, Taxi companies,
Career Pathways Initiative: As part of the Anchor Institution Mission, support partnerships with local nonprofits to train community members for well-paid roles as medical practice coordinators, medical assistants and radiology technologists at UCSF. This includes people who are unemployed, underemployed, and transitional aged youth.	Bay Area Medical Academy, Jewish Vocational Services, YMCA- Bayview, Young Community Developers, City College of SF, SF Unified School District

<p>Community Construction Outreach Program: A local hiring initiative at UCSF's Parnassus Heights campus, focused on strengthening economic opportunities, increasing local employment, and engaging local unions. It's part of the larger Comprehensive Parnassus Heights Plan, which aims to revitalize the campus through various construction projects, including a new hospital and research building</p>	<p>SF Office of Economic Workforce Development, City Build</p>
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Our Ongoing Commitment

UCSF Health remains committed to working with our partners and the communities we serve to advance community health and address the prioritized needs identified in this assessment. Through collaborative efforts, ongoing evaluation, and the dedication of our team and partners, we aim to make measurable improvements in the health and well-being of our community.

Written comments to this report can be submitted to: anchor@ucsf.edu