



San Francisco Health Service System 2026 Gap Year Strategic Plan



Presented by
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January 8, 2026

Recommendation for HSB Action

Approve the proposed San Francisco Health Service System 2026 Gap Year Strategic Plan.

Agenda

- Strategic Plan Requirement
- Proposed SFHSS 2026 Gap Year Strategic Plan
 - Goals
 - What's Ahead in 2026
- Recommendation for HSB Action

Strategic Plan Requirement

SEC. 4.102. Boards And Commissions – Powers And Duties

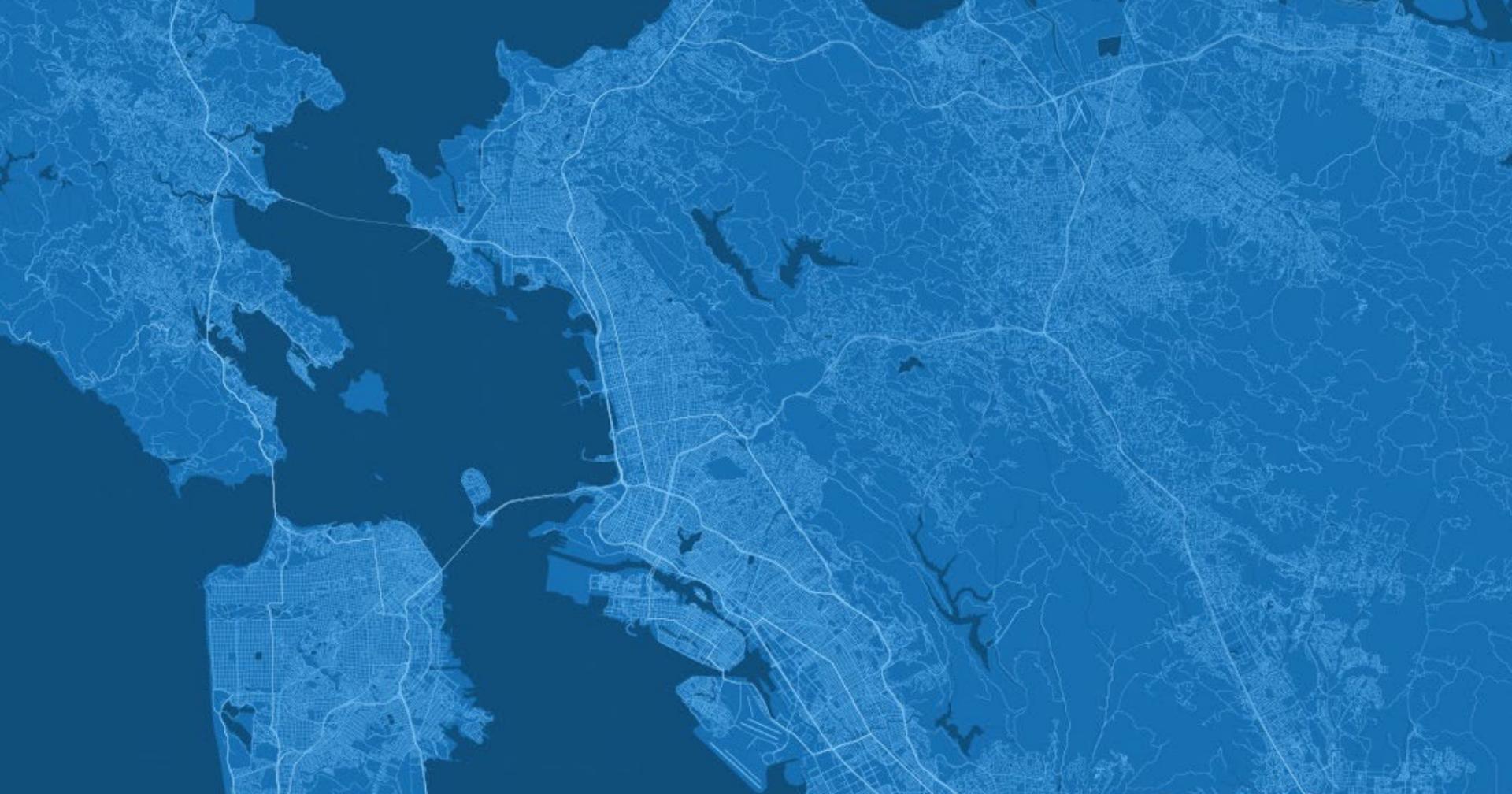
Unless otherwise provided in this Charter, each appointive board, commission or other unit of government of the executive branch of the City and County shall:

1. Formulate, evaluate and approve goals, objectives, plans and programs and set policies consistent with the overall objectives of the City and County, as established by the Mayor and the Board of Supervisors through the adoption of City legislation

Health Service Board Governance Policy 208

Like every complex organization, SFHSS continually faces new challenges and opportunities and has limited resources with which to address them.

Organizational success requires that SFHSS have an effective planning process to set SFHSS' strategic direction, identify specific business priorities, effectively allocate resources to such priorities, and plan for their successful completion. The Board has established this Strategic Planning Policy to provide guidance to the SFHSS's planning process.



2026

GAP YEAR STRATEGIC PLAN



SFHSS 2026 Gap Year Strategic Plan Goals



Goal 1: Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.



Goal 2: Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.



Goal 3: Optimize service to maintain and advance exceptional member engagement.

What's Ahead in 2026

- The SFHSS 2026 Gap Year Strategic Plan will guide SFHSS activities from January through December 2026 as SFHSS works to develop the next multi-year strategic plan to present to the Health Service Board.
- The implementation report will include measurable targets for each goal, expressed through OKRs, ensuring accountability and alignment with evolving member and organizational needs.
- Progress will be tracked through an annual implementation plan built on foundational Objectives and Key Results (OKRs).
- Executive Leadership will review this plan quarterly and present updates annually to the Health Service Board.

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