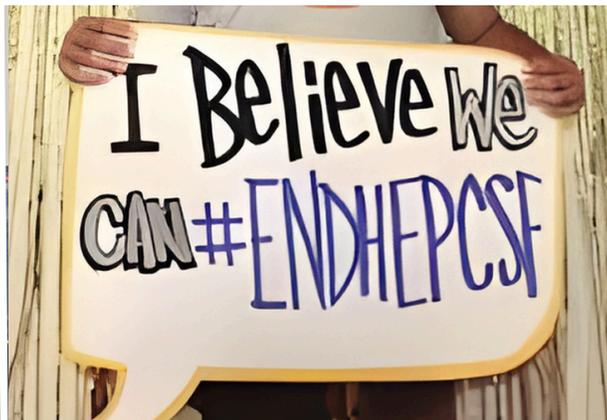




Strategic Plan 2026-2028



EHCSF loves and remembers Shade, the best outreach dog to have graced the streets of SF.

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December 15, 2025

Dear Partners,

This moment calls for clarity, collaboration, and sustained commitment. It has been nearly a decade since End Hep C SF (EHCSF) was founded. This period has been marked by incredible progress toward hepatitis C (HCV) elimination and by urgent challenges that necessitated adaptation and renewed focus.

The EHCSF collective impact initiative launched when direct-acting antiviral treatments for HCV brought the possibility of elimination within reach. HCV champions across San Francisco successfully advocated to remove insurance-related barriers to treatment and built provider capacity for care. The resilience and creativity of our community continue to anchor San Francisco's progress. Clinical providers, navigators, researchers, and people with lived and living experience of HCV have adapted to shifting conditions, piloted new solutions, advocated to improve access to care, and shared strategies learned. We still have a long way to go, but we have demonstrated what is possible when the community leads.

In 2025, EHCSF's 150+ members and their organizations faced profound challenges—to our work, the evidence-based interventions we helped validate, and, to our rights and very existence. Our public health workforce and the critical infrastructure we support are under significant pressure, while stigma and criminalization continue to threaten access to care. EHCSF stands with the community and in support of public health institutions. As we look ahead, we do so with an understanding of the challenges and opportunities before us.

This strategic plan builds upon our foundation and re-affirms our commitment to increasing low-barrier care, fostering interagency collaboration, using data to address HCV-related disparities, and partnering with communities disproportionately impacted by HCV. This strategic plan is an invitation to align our efforts, lift up leadership within our communities, strengthen partnerships, catalyze collaborations, and drive systems-level change grounded in equity and lived experience. There are real challenges ahead, but so is our momentum. We continue to be stronger together.

In solidarity,



Jordan Akerley, Strategic Director, End Hep C SF

In this 2026-2029 strategic plan, we emphasize three priorities for EHCSF's work:

-  Build and maintain a responsive and well-supported HCV service infrastructure.
-  Advance innovative models of HCV treatment access.
-  Elevate community leadership and advance systems level advocacy.

What Guides EHCSF

Our Mission

To support all San Franciscans living with, and at risk for, hepatitis C to maximize their health and wellness. We achieve this through prevention, education, testing, treatment, and linkage to reduce morbidity, mortality, and stigma related to hepatitis C.



Our Vision

End Hep C SF envisions a San Francisco where hepatitis C is no longer a public health threat, and hepatitis C related health inequities have been eliminated.



Our Values

We believe that:

- All people living with HCV deserve access to HCV treatment.
- Everyone living with or at risk for HCV should have equal access to prevention and care regardless of individual characteristics.
- Our work is most effective when people who have lived experience with HCV are involved in planning and implementation.
- We must draw on the wisdom of service providers, activists, people who use drugs, and others in the community who have been most impacted and engaged in the fight against HCV over many years.
- Housing is healthcare. We must support housing advocacy efforts, while employing creative strategies in the absence of stable housing.

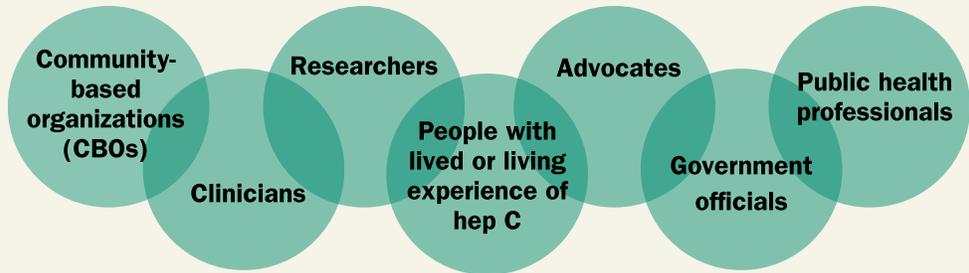


We are committed to working together to:

- Provide interventions that are evidence based and guided by local data.
- End stigma about HCV and people living with HCV.
- Maximize the health and wellness of people who use drugs by treating them with respect, ensuring access to appropriate services, and empowering them to reduce harm and make choices to improve their health.
- Continue to invest in populations that have frequently been characterized as "difficult to engage," as they often have the highest unmet need.

How EHCSF is Eliminating Hepatitis C in San Francisco

As a collective impact initiative, we gather diverse, multi-sector partners to collaboratively guide hep C elimination in SF...



Which strengthens the landscape for hep C prevention and treatment...



Data-Driven Planning

We strategically use data to ensure that resources for hep C prevention and treatment are tailored for the populations most impacted.



Community Collaboration

We invest in, convene, and support partners to build community, exchange expertise, and co-create culturally responsive, impactful, and sustainable hep C initiatives.



Education & Advocacy

We educate CBOs, clinicians, and the wider community about hep C. We advocate for policy change to increase hep C testing and treatment.

So that hep C services are implemented as impactfully as possible...



We test and diagnose people living with hep C who don't know it.



We treat people who would otherwise not been reached by hep C services.



We engage leaders with lived experience of hep C in co-creating impactful interventions.



We create visibility around hep C to foster cross-sector partnerships and investment.

To ultimately...



Prevent new hep C infections



Reduce hep C-related illness and death



Maximize the number of hep C cures

...and eliminate hep C as a public health threat in San Francisco

Core Strategies

EHCSF will employ three core strategies to further HCV elimination in San Francisco from 2026 to 2029:



Build and maintain a responsive and well-supported HCV service infrastructure.

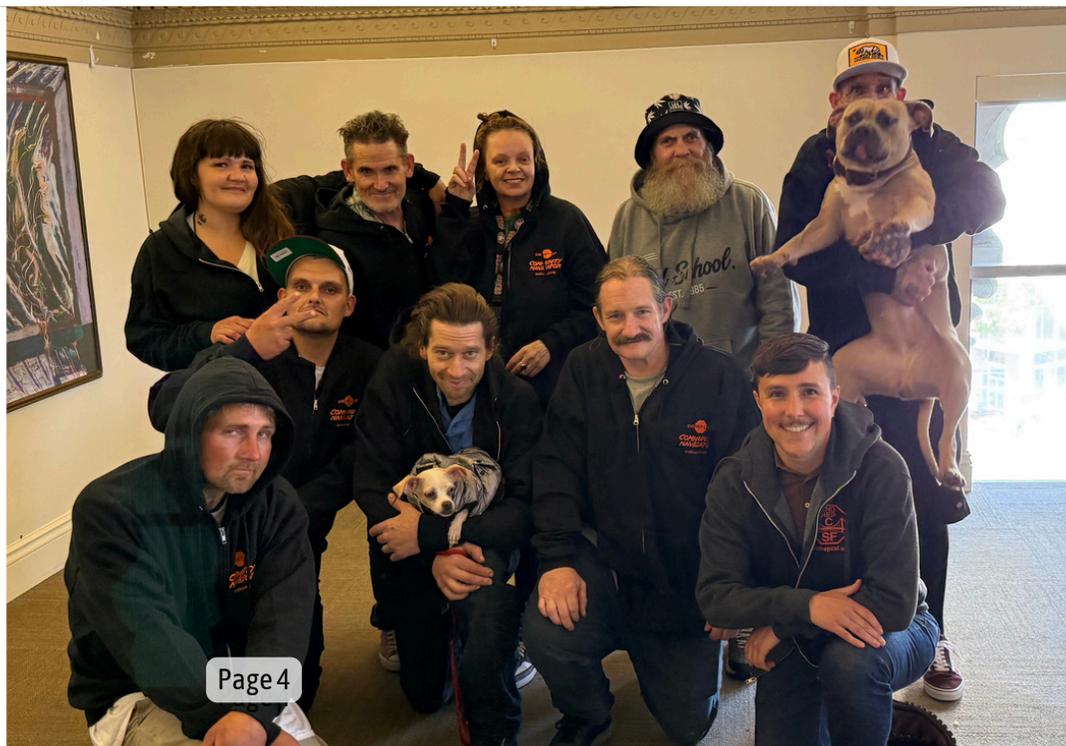
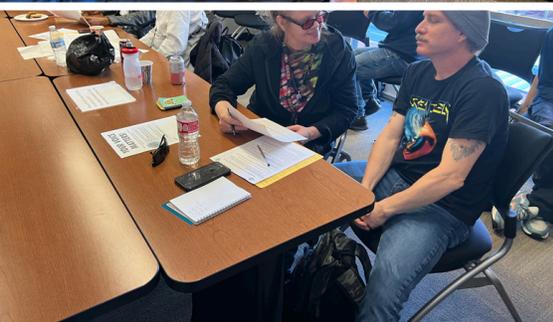
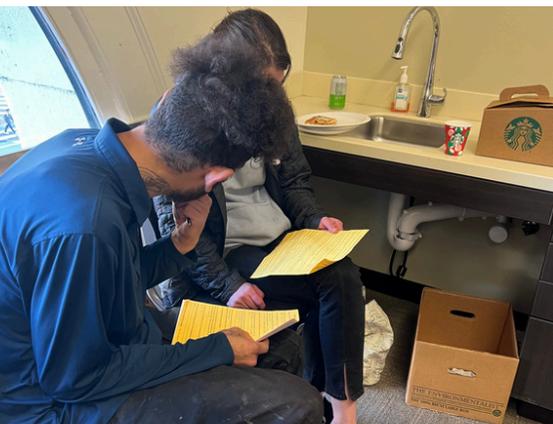


Advance innovative models of HCV treatment access.



Elevate community leadership and advance systems-level advocacy.

Each strategy is detailed on the following pages.



CORE STRATEGY #1



Build and maintain a responsive and well-supported HCV service infrastructure.

- 1.1** Advocate with key partners, including SFDPH, to ensure sufficient HCV training and technical assistance within low-barrier settings to improve diagnosis, linkage, and treatment.
- 1.2** Utilize data and research findings to advocate for service improvements and resource allocation in settings with high HCV burden and disparities.
- 1.3** Provide mini-grants to organizations in high-need areas to support diagnosis, linkage, and treatment services for priority populations.

CORE STRATEGY #2



Advance innovative models of HCV treatment access.

- 2.1 Expand innovative models and partnerships with low-barrier, high-prevalence care settings throughout the city to increase integration of HCV “test and treat” approaches.
- 2.2 Develop and disseminate provider-facing resources—such as educational materials and electronic medical record tools—so that providers are more likely to identify and treat people with HCV.
- 2.3 Promote and implement strategies effective in reaching priority populations, such as integrated, point-of-care RNA testing and Data-to-Care approaches.

CORE STRATEGY #3



Elevate community leadership and advance systems level advocacy.

- 3.1** Build leadership of navigators and community members to drive EHCSF decision-making and community involvement.
- 3.2** Strengthen EHCSF's presence in state and city-wide coalitions to impact policy change and resource allocation.
- 3.3** Promote EHCSF priorities through regular communications channels to enhance the visibility of HCV elimination work.

Evaluating Our Impact

Results-Based Accountability

We use Results-Based Accountability (RBA), a trademarked evaluation system, because it holds us accountable for making a difference in the lives of people affected by hepatitis C while allowing us to learn, improve, and tell our story along the way.

We believe in continuously evaluating the work of End Hep C SF to determine if we are making an impact and where we could do better. Using the RBA framework, we update a series of performance measures on a quarterly basis, then discuss within workgroups about whether the “curves” of these measures are trending in the right direction, and if not, what we want to do differently to turn the curve.

Learn more about our evaluation process, our progress to-date, and End Hep C SF in general by visiting the [End Hep C SF Evaluation Dashboard](#).



Acknowledgements

Our work is driven by the leadership of our Coordinating Committee. We are grateful for the vision and commitment of these HCV elimination champions:

- Andrew Reynolds
- Annie Luetkemeyer
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- David Leiva
- Jennifer Price
- Jordan Akerley
- Meghan Morris
- Pauli Gray
- Rachel Grinstein
- Shelley Facente

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Community Partners

To date, 40 organizations and more than 150 individuals have officially signed onto the End Hep C SF initiative. **People with lived experience, advocates and others who work on HCV-related issues are encouraged to sign on as community partners.** These partners sign a simple document confirming that they share the vision of HCV elimination in San Francisco, and will offer time and expertise to support the work of End Hep C SF. Participation from representatives of these various organizations per the Collective Impact framework keeps us steadily moving toward HCV elimination in our city. More information can be found [on our website](#).





<https://endhepcsf.org/>