

# Plan Years 2020–2022

San Francisco Health Service System

Strategic Plan

*September 13, 2018*



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**SAN FRANCISCO  
HEALTH SERVICE SYSTEM**

# Discussion

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▶ **Vision, Mission and Core Values**

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▶ **Strategic Framework**

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▶ **Strategic Goals, Objectives and Business Plan Initiatives**

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▶ **Strategic Plan At-A-Glance**

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▶ **Supporting Details by Strategic Goals**

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▶ **Next Steps**

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# Our Vision, Mission and Core Values

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To achieve this, we always keep **OUR VISION** in focus, which is to respect the whole person's well-being in offering supportive programs and services to enable positive engagement and health experience.

We are guided to do this by **OUR MISSION**, which is dedicated to preserving and improving sustainable, quality health benefits and to enhancing the well-being of members and their families.

What drives us are **OUR CORE VALUES**, which are enduring, and the unwavering guide to fulfilling our goals and objectives.

## **Our Vision**

Respects the whole person's well-being in offering supportive programs and services to enable positive engagement and health experience

## **Our Mission**

Dedicated to preserving and improving sustainable, quality health benefits and to enhancing the well-being of members and their families

## **Our Core Values**

Respect  
Excellence  
Stewardship  
Inclusivity  
Collaboration

# Strategic Plan Framework

This Strategic Plan Framework illustrates our 2020–2022 goals along with our Vision, Mission, Core Values, and Organizational Excellence.



## Our Vision

Respects the whole person's well-being in offering supportive programs and services to enable positive engagement and health experience

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## Our Mission

Dedicated to preserving and improving sustainable, quality health benefits and to enhancing the well-being of members and their families

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## Our Core Values

- Respect
- Excellence
- Stewardship
- Inclusivity
- Collaboration

# Plan Years 2020–2022 | Strategic Goals



## Affordable and Sustainable

*We aspire to transform health care purchasing and care delivery to provide quality, affordable and sustainable health care for our current and future members through value driven decisions, programs, designs, and services.*

- ▶ Design a transparent health ecosystem that results in higher quality, better outcomes, and eliminates waste and inefficiencies



## Reduce Complexity and Fragmentation

*We believe in moving toward an integrated delivery system, focusing on primary care and prevention, and targeting and personalizing care.*

- ▶ Offer programs that address the entire health cycle—well, at-risk, episodic, and chronic care
- ▶ Streamline operations, processes, and procedures to deliver a cohesive and seamless experience



## Engage and Support

*We want to ensure that programs, services, and resources address the entire cycle of health, elevates engagement, and strengthens member knowledge and confidence in accessing and using health and benefit plans.*

- ▶ Partner with members, and collaborate with stakeholders to advance health literacy and enhance engagement
- ▶ Provide resources, tools, and services to support informed decisions and actions



## Choice and Flexibility

*We believe in offering a spectrum of designs, costs and services and collaborating with our stakeholder organizations, agencies, and departments to deliver on the whole person perspective.*

- ▶ Provide tailored, individualized, and personalized health choices and experiences that meet the needs of the population, in response to varying values, preferences, and needs
- ▶ Support an inclusive environment that values diversity, respecting the broad demographics, including generational, gender, ethnicity / culture, income and life stage characteristics



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## Whole Person Health and Well-being

*We believe an organization that values and supports members and their families' lives holistically and fosters an environment and culture of well-being will have a happier, healthier, and more engaged population.*

- ▶ Support the well-being of the whole person with programs, services, and resources
- ▶ Cultivate and foster collaboration with stakeholders to advance positive organizational culture and environment of well-being

# Guiding Principles

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San Francisco Health Service System's (SFHSS) goals and objectives are guided by the following principles. These fundamental assumptions are intended to serve as guard rails and guidance in how SFHSS solves for issues that exist today as well as response to future changes.

The core tenets of the guiding principles are:

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## Affordability and Sustainability

- ▶ a) Maintain fiscal discipline and stewardship when considering changes, modifications, enhancements, and additions of programs and services, and b) maximize value without compromising outcomes

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## Collaboration

- ▶ a) Partner with members and with City Departments, DHR, employers, and b) with health plans, service providers, and purchasers to advance goals and objectives

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## Data Driven Insights

- ▶ a) Leverage data for insights to identify, modify, design, and offer programs and services, and b) measure and evaluate effectiveness of the programs and services

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## Engagement

- ▶ a) Enhance literacy and self-efficacy of members to make informed choices, decisions, and actions, and b) partner with key stakeholders to foster overall well-being of the whole person

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## Shared Understanding

- ▶ a) Recognize and consider changing needs of the demographics, life-stages, and a broad set of social determinants in designing programs and offering services, and b) consider health policy impact on benefit plans

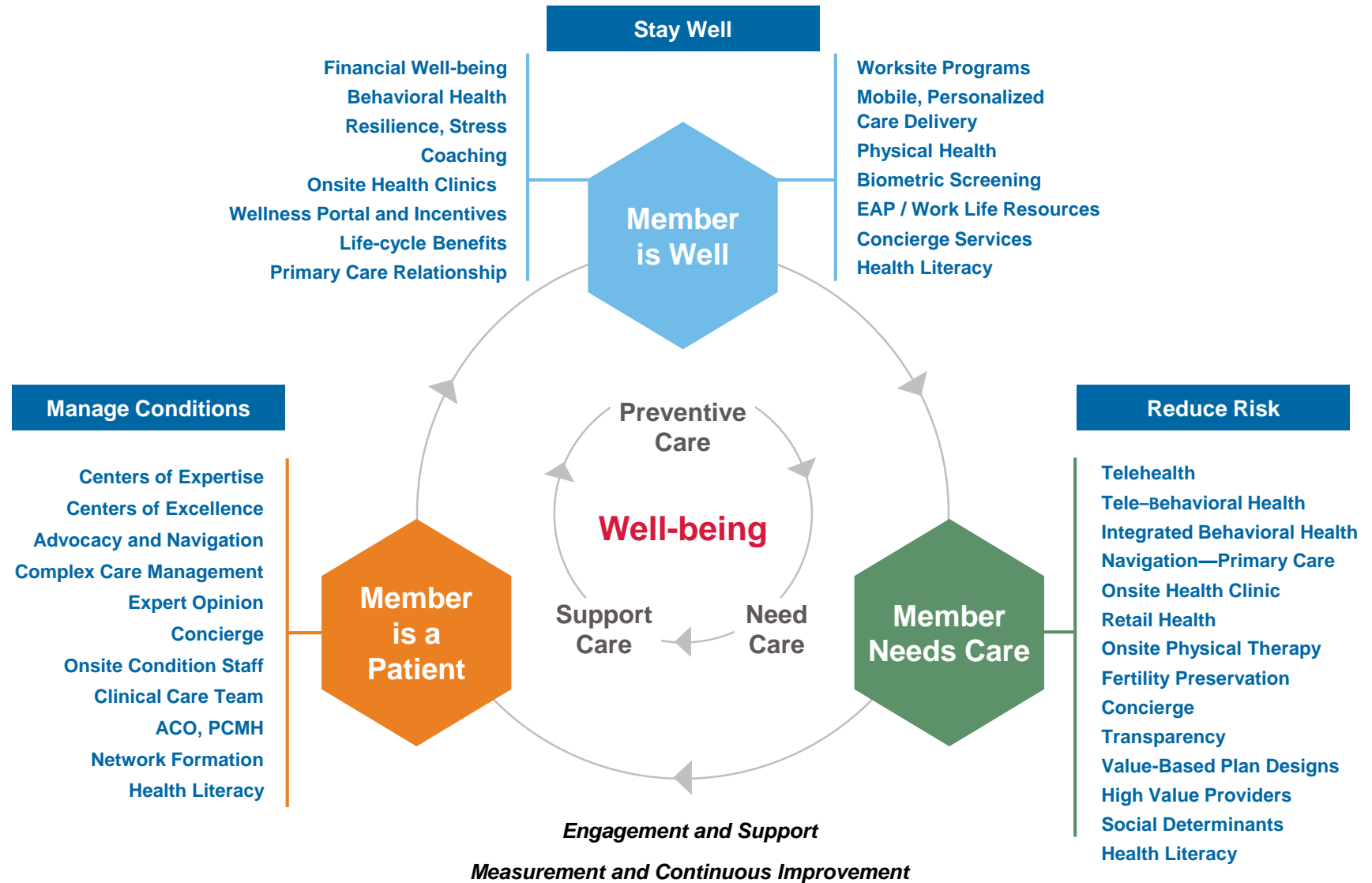
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## Transparency

- ▶ a) Ensure transparency in decision making process, and b) transparency with health plans and with members on quality and cost indicators of providers and hospitals
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# Member Health Experience Cycle

## Framework of Health Programs and Services





# Strategic Plan At-A-Glance

# Strategic Plan and Organizational Excellence At-A-Glance—Plan Year 2020

	Affordable and Sustainable	Reduce Complexity and Fragmentation	Engage and Support	Choice and Flexibility	Whole Person Health and Well-being
<b>Strategic Goals</b>	<ul style="list-style-type: none"> <li>▶ Design a transparent health ecosystem that results in higher quality, better outcomes, and eliminates waste and inefficiencies</li> </ul>	<ul style="list-style-type: none"> <li>▶ Offer programs that address the entire health cycle—well, at-risk, episodic, and chronic care</li> <li>▶ Streamline operations, processes, and procedures to deliver a cohesive and seamless experience</li> </ul>	<ul style="list-style-type: none"> <li>▶ Partner with members, and collaborate with stakeholders to advance health literacy and enhance engagement</li> <li>▶ Provide resources, tools, and services to support informed decisions and actions</li> </ul>	<ul style="list-style-type: none"> <li>▶ Provide tailored, individualized, and personalized health choices and experiences that meet the needs of the population, in response to varying values, preferences, and needs</li> <li>▶ Support an inclusive environment that values diversity, respecting the broad demographics, including generational, gender, ethnicity / culture, income and life stage characteristics</li> </ul>	<ul style="list-style-type: none"> <li>▶ Support the well-being of the whole person with programs, services, and resources</li> <li>▶ Cultivate and foster collaboration with stakeholders to advance positive organizational culture and environment of well-being</li> </ul>
<b>Strategic Objectives</b>	<ul style="list-style-type: none"> <li>▶ Leverage various financial arrangements, manage cost, minimize financial volatility and risks through alternative financing mechanisms</li> <li>▶ Invest in an integrated delivery model—Accountable Care Organization (ACO) and/or Patient Centered Medical Home (PCMH)—that aligns appropriate provider payment structures, improves outcomes, and effectively manages cost</li> <li>▶ Support usage of high value providers (quality and cost) through value-based designs, resources, and decision support tools for members</li> <li>▶ Support the development of high quality and cost-efficient providers through centers of expertise or centers of excellence models for certain services</li> <li>▶ Consider and review new and emerging provider payment / pay for value initiatives that may be applicable for the SFHSS population</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engage and guide members with care management programs with value-based designs, tools, and resources</li> <li>▶ Support / implement specialized programs to help members with high cost, complex and/or chronic care needs</li> <li>▶ Understand the impact of social determinants of health (SDOH) for high impact / high value conditions</li> <li>▶ Leverage onsite / near site clinic(s) with primary care, well-being, preventive, and acute and chronic care services</li> <li>▶ Ensure predictive analytics, proactive identification, evidence-based medicine, and gaps in care best practices approaches are effectively deployed</li> <li>▶ Streamline operations, processes, and procedures to deliver a cohesive and seamless experience</li> </ul>	<ul style="list-style-type: none"> <li>▶ Guide members in selecting health coverage that best meets their needs at enrollment</li> <li>▶ Supplement with supportive resources to guide members with navigation and advocacy</li> <li>▶ Support members to stay well and get well with well-being programs, communication, and engagement vehicles</li> <li>▶ Ensure programs, services, and service providers are integrated—ensure resources are easy to understand, and simple to use</li> <li>▶ Evaluate and improve engagement and health literacy of members on a continual basis</li> </ul>	<ul style="list-style-type: none"> <li>▶ Allow flexibility with health choices that recognize varying needs of members and their families</li> <li>▶ Deploy multi-modal engagement and communication strategies and tactics that reflect member communication preferences</li> <li>▶ Offer relevant programs, services, and resources that are tailored, personalized, and understand member's care preferences, health risks, and conditions</li> <li>▶ Offer convenience and accessibility to alternative care sites (e.g., concierge physician, retail, mobile mammography, pop-up dental or vision)</li> <li>▶ Engage with key stakeholders for a shared understanding of needs, values, and preferences of the SFHSS population today and into the future to ensure health programs reflect those changing needs</li> </ul>	<ul style="list-style-type: none"> <li>▶ Expand well-being programs to incorporate factors that impact life (e.g., stressors including emotional, social, financial, social determinants, work / life balance, child and elder care, commutes, etc.)</li> <li>▶ Develop and execute on a well-being plan for the retired population</li> <li>▶ Implement multi-modal resources, programs, and services that support the whole person health and well-being</li> <li>▶ Promote and support employer's initiatives to foster a culture and environment of well-being</li> </ul>
<b>2020 Business Plan Initiatives</b>	<ul style="list-style-type: none"> <li>▶ Evaluate alternative risk pooling and self-insurance models for health, pharmacy, stop loss and ACO / PCMH programs <b>[ACTION]</b></li> <li>▶ Request (in-conjunction with ACO / PCMH RFP below) self-insurance quotes from health plans <b>[ACTION]</b></li> <li>▶ Conduct RFP for expert opinion services <b>[ACTION]</b></li> <li>▶ Design an optimal ACO / PCMH model and conduct an RFP—the RFP will include medical, ACO, pharmacy, and behavioral programs <b>[ACTION]</b></li> <li>▶ Assess health plan and/or with specialty vendor resources to identify high value providers <b>[PILOT]</b></li> <li>▶ Review quality and cost decision tools available by the health plan or a specialty vendor <b>[PILOT]</b></li> <li>▶ Consider plan designs that incent desired actions (e.g., reduced copays or deductibles) <b>[PILOT]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Review care management programs for evidence-based and best practice approaches <b>[ACTION]</b></li> <li>▶ Design value-based plans (e.g., waive copay, deductible) to encourage desired actions <b>[ACTION]</b></li> <li>▶ Coordinate the myriad of program offerings, resources, and tools currently available and implement an operating governance structure with service providers <b>[ACTION]</b></li> <li>▶ Review and consider customer service functions, tools, and navigation to guide members to appropriate care settings <b>[ACTION]</b></li> <li>▶ Review and analyze data to identify opportunities to consider SDOH in overall health and devise a plan to incorporate into programs and services <b>[DISCOVERY]</b></li> <li>▶ Identify collaboration partners for SDOH (e.g., community, health plan, stakeholders, etc.) <b>[DISCOVERY]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Consider additive, replacement, or modification of current customer service resources to offer navigation and concierge services <b>[ACTION]</b></li> <li>▶ Identify top categories of high value services that benefit from navigation (e.g., point of service care, serious care needs) <b>[ACTION]</b></li> <li>▶ Enhance, expand, and integrate well-being programs with health care programs / services that provides a seamless “hand-off” between service providers <b>[ACTION]</b></li> <li>▶ Design plans to encourage desired behaviors through incentives, communication, education, advocacy, technology, and SDOH <b>[DISCOVERY]</b></li> <li>▶ Implement a comprehensive and ongoing communication and engagement campaigns to create awareness and usage of available plans and services <b>[ACTION]</b></li> <li>▶ Devise a plan to continually monitor and enhance understanding and usage of programs <b>[ACTION]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Survey population to gain insights on needs and preferences of health choices <b>[ACTION]</b></li> <li>▶ Understand population's preferences with engagement approaches and communication (e.g., print, electronic, mobile, etc.) <b>[ACTION]</b></li> <li>▶ Understand how current resources are used and valued <b>[ACTION]</b></li> <li>▶ Develop and implement a comprehensive engagement and communication plan in collaboration with health plans / vendors, SFHSS, DHR, employers, and other stakeholders <b>[ACTION]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Conduct root cause analysis of stressors <b>[ACTION]</b></li> <li>▶ Expand and enhance well-being programs to incorporate dimensions beyond physical health including emotional (e.g., stress, sleep, resiliency, mindfulness) and mental / behavioral health <b>[ACTION]</b></li> <li>▶ Integrate well-being, health and benefits programs, and service providers to optimize impact and support members across the full health continuum <b>[ACTION]</b></li> <li>▶ Provide education, programs and tools to support and promote retiree well-being <b>[ACTION]</b></li> <li>▶ Incorporate retiree survey data in designing and implementing well-being programs for the retired population <b>[ACTION]</b></li> <li>▶ Expand current and future well-being programs that are relevant to the retirees <b>[ACTION]</b></li> <li>▶ Explore partnership with retiree groups and other City departments (e.g., RPD, DAAS) <b>[ACTION]</b></li> <li>▶ Develop and execute on a comprehensive engagement and communication plan leveraging resources across SFHSS, service providers, and key stakeholders <b>[ACTION]</b></li> </ul>

# Strategic Plan and Organizational Excellence At-A-Glance—Plan Year 2020

	Affordable and Sustainable	Reduce Complexity and Fragmentation	Engage and Support	Choice and Flexibility	Whole Person Health and Well-being
<b>Organizational Excellence</b> <ul style="list-style-type: none"> <li>▶ Maximize staff effectiveness</li> <li>▶ Promote culture of well-being for internal employees</li> <li>▶ Improve customer service</li> </ul>	<ul style="list-style-type: none"> <li>▶ Design a transparent health ecosystem</li> <li>▶ Increase cost-effective decision making</li> <li>▶ Identify opportunities to support health policy improvements</li> </ul>	<ul style="list-style-type: none"> <li>▶ Support integrated delivery system by streamlining operations</li> <li>▶ Enhance measurement and evaluation strategy to ensure continuous quality improvement of benefits administration</li> <li>▶ Develop and strengthen strategic partnerships to enhance primary care, wellness, preventative, acute, and chronic care</li> </ul>	<ul style="list-style-type: none"> <li>▶ Guide members in selecting coverage that addresses their needs along the cycle of health</li> <li>▶ Improve member engagement and support services</li> <li>▶ Leverage strategic partnerships internally and externally</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop short-term and long-term health communication strategy</li> <li>▶ Provide dynamic healthcare</li> </ul>	<ul style="list-style-type: none"> <li>▶ Target social determinants of health (SDOH) through integrative resources, programs, and services</li> <li>▶ Target whole person well-being to optimize impact and member support</li> <li>▶ Execute well-being plan that supports active and retiree membership</li> </ul>

# Supporting Details by Strategic Goals



# Affordable and Sustainable

## Goals, Objectives, and Business Plan Initiatives

### Affordable and Sustainable

- ▶ Design a transparent health ecosystem that results in higher quality, better outcomes, and eliminates waste and inefficiencies

#### Objectives

- ▶ Leverage various financial arrangements, manage cost, minimize financial volatility and risks through alternative financing mechanisms
- ▶ Invest in an integrated delivery model—Accountable Care Organization (ACO) and/or Patient Centered Medical Home (PCMH)—that aligns appropriate provider payment structures, improves outcomes, and effectively manages cost
- ▶ Support usage of high value providers (quality and cost) through value-based designs, resources, and decision support tools for members
- ▶ Support the development of high quality and cost-efficient providers through centers of expertise or centers of excellence models for certain services
- ▶ Consider and review emerging provider payment / pay for value initiatives that may be applicable for the SFHSS population

#### Business Plan Initiatives

- ▶ Evaluate alternative risk pooling and self-insurance models for health, pharmacy, stop loss, and ACO / PCMH programs
- ▶ Request (in-conjunction with ACO / PCMH RFP below) self-insurance quotes from health plans
- ▶ Design an optimal ACO / PCMH model and conduct an RFP—the RFP will include medical, ACO, pharmacy, and behavioral programs
- ▶ Assess health plan and/or with specialty vendor resources to identify high value providers
- ▶ Review quality and cost decision tools available by the health plan or a specialty vendor
- ▶ Consider plan designs that incent desired actions (e.g., reduced copays or deductibles)
- ▶ Conduct RFP for expert opinion services
- ▶ Analyze health data and identify 1–2 services that will benefit from a COE model
- ▶ Assess the most appropriate service provider(s) for this model that is locally based (e.g., health plan, specialty vendor, or partnership with an existing programs)
- ▶ Review alternative payment models
- ▶ Evaluate network configurations with direct contracting
- ▶ Consider leveraging existing or creating purchaser groups



# Affordable and Sustainable Business Plan Initiatives by Plan Year

## Business Plan Initiatives by Plan Year

2020	2021	2022
<ul style="list-style-type: none"><li>▶ Evaluate alternative risk pooling and self-insurance models for health, pharmacy, stop loss, and ACO / PCMH programs <b>[ACTION]</b></li><li>▶ Request (in-conjunction with ACO / PCMH RFP below) self-insurance quotes from health plans <b>[ACTION]</b></li><li>▶ Conduct RFP for expert opinion services <b>[ACTION]</b></li><li>▶ Design an optimal ACO / PCMH model and conduct an RFP—the RFP will include medical, ACO, pharmacy, and behavioral programs <b>[ACTION]</b></li><li>▶ Assess health plan and/or with specialty vendor resources to identify high value providers <b>[PILOT]</b></li><li>▶ Review quality and cost decision tools available by the health plan or a specialty vendor <b>[PILOT]</b></li><li>▶ Consider plan designs that incent desired actions (e.g., reduced copays or deductibles) <b>[PILOT]</b></li></ul>	<ul style="list-style-type: none"><li>▶ Analyze health data and identify 1–2 services that will benefit from a COE model <b>[DISCOVERY]</b></li><li>▶ Assess the most appropriate service provider(s) for this model that is locally based (e.g., health plan, specialty vendor, or partnership with an existing program) <b>[DISCOVERY]</b></li></ul>	<ul style="list-style-type: none"><li>▶ Review alternative payment models <b>[DISCOVERY]</b></li><li>▶ Evaluate network configurations with direct contracting <b>[DISCOVERY]</b></li><li>▶ Consider leveraging existing or creating purchaser groups <b>[DISCOVERY]</b></li></ul>
<b>Measurements</b>	<b>Organizational Excellence</b>	



# Reduce Complexity and Fragmentation

## Goals, Objectives, and Business Plan Initiatives

### Reduce Complexity and Fragmentation

- ▶ Offer programs that address the entire health cycle—well, at-risk, episodic, and chronic care
- ▶ Streamline operations, processes, and procedures to deliver a cohesive and seamless experience

Objectives	Business Plan Initiatives
<ul style="list-style-type: none"> <li>▶ Engage and guide members with care management programs with value-based designs, tools, and resources</li> </ul>	<ul style="list-style-type: none"> <li>▶ Review care management programs for evidence-based and best practice approaches</li> <li>▶ Design value-based plans (e.g., waive copay, deductible) to encourage desired actions</li> <li>▶ Coordinate the myriad of program offerings, resources, and tools currently available and implement an operating governance structure with service providers</li> <li>▶ Review and consider customer service functions, tools, and navigation to guide members to appropriate care settings</li> </ul>
<ul style="list-style-type: none"> <li>▶ Support / implement specialized programs to help members with high cost, complex and/or chronic care needs</li> </ul>	<ul style="list-style-type: none"> <li>▶ Validate musculoskeletal, joint, behavioral health, and maternity care are the conditions to support</li> <li>▶ Review and evaluate a service provider to deliver these services (e.g., a health plan or a specialty vendor)</li> </ul>
<ul style="list-style-type: none"> <li>▶ Understand the impact of social determinants of health (SDOH) for high impact / high value conditions</li> </ul>	<ul style="list-style-type: none"> <li>▶ Review and analyze data to identify opportunities to consider SDOH in overall health and devise a plan to incorporate into programs and services</li> <li>▶ Identify collaboration partners for SDOH (e.g., community, health plan, stakeholders, etc.)</li> </ul>
<ul style="list-style-type: none"> <li>▶ Leverage onsite / near site clinic(s) with primary care, well-being, preventive, acute and chronic care services</li> </ul>	<ul style="list-style-type: none"> <li>▶ Evaluate need, then consider opportunities to partner with local health systems, existing clinics workers' compensation, and other relevant departments</li> </ul>
<ul style="list-style-type: none"> <li>▶ Ensure predictive analytics, proactive identification, evidence-based medicine, and gaps in care best practices approaches are effectively deployed</li> </ul>	<ul style="list-style-type: none"> <li>▶ Align expectations with health plans; and monitor and measure progress</li> <li>▶ Consider data analytic capabilities within All Payer Claims Database / Truven</li> </ul>
<ul style="list-style-type: none"> <li>▶ Streamline operations, processes, and procedures to deliver a cohesive and seamless experience</li> </ul>	<ul style="list-style-type: none"> <li>▶ Consider emerging customer service, care, and clinical models that includes telephonic care coordinators and advocates married with technological support that effectively guides a member through their health experience</li> </ul>



# Reduce Complexity and Fragmentation

## Business Plan Initiatives by Plan Year

### Business Plan Initiatives by Plan Year

2020	2021	2022
<ul style="list-style-type: none"> <li>▶ Review care management programs for evidence-based and best practice approaches <b>[ACTION]</b></li> <li>▶ Design value-based plans (e.g., waive copay, deductible) to encourage desired actions <b>[ACTION]</b></li> <li>▶ Coordinate the myriad of program offerings, resources, and tools currently available and implement an operating governance structure with service providers <b>[ACTION]</b></li> <li>▶ Review and consider customer service functions, tools, and navigation to guide members to appropriate care settings <b>[ACTION]</b></li> <li>▶ Review and analyze data to identify opportunities to consider SDOH in overall health and devise a plan to incorporate into programs and services <b>[DISCOVERY]</b></li> <li>▶ Identify collaboration partners for SDOH (e.g., community, health plan, stakeholders, etc.) <b>[DISCOVERY]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Evaluate need of onsite / near site clinics, then consider opportunities to partner with local health systems, existing clinics and workers' compensation <b>[DISCOVERY]</b></li> <li>▶ Validate musculoskeletal, joint, behavioral health, and maternity care are the conditions to support <b>[ACTION]</b></li> <li>▶ Review and evaluate a service provider to deliver specialized services, e.g. a health plan or a specialty vendor <b>[ACTION]</b></li> <li>▶ Align data analytic expectations with health plans; and monitor and measure progress <b>[ACTION]</b></li> <li>▶ Consider data analytic capabilities within APCD / Truven <b>[DISCOVERY]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Consider emerging customer service, care, and clinical models that includes telephonic care coordinators and advocates married with technological support that effectively guides a member through their health experience <b>[DISCOVERY]</b></li> </ul>
<b>Measurements</b>	<b>Organizational Excellence</b>	





# Engage and Support

## Goals, Objectives, and Business Plan Initiatives

### Engage and Support

- ▶ Partner with members, and collaborate with stakeholders to advance health literacy and enhance engagement
- ▶ Provide resources, tools, and services to support informed decisions and actions

#### Objectives

- ▶ Guide members in selecting health coverage that best meets their needs at enrollment
- ▶ Supplement with supportive resources to guide members with navigation and advocacy
- ▶ Support members to stay well and get well with well-being programs, communication, and engagement vehicles
- ▶ Ensure programs, services, and service providers are integrated—ensure resources are easy to understand, and simple to use
- ▶ Evaluate and improve engagement and health literacy of members on a continual basis

#### Business Plan Initiatives

- ▶ Assess currently available tools and identify and select preferred modeling tool / technology solutions
- ▶ Integrate and incorporate health usage data, provider networks, cost, preferences, and predictive analytics to help inform options
- ▶ Consider additive, replacement, or modification of current customer service resources to offer navigation and concierge services
- ▶ Identify top categories of high value services that benefit from navigation (e.g., point of service care, serious care needs)
- ▶ Review capability of health plans, specialty vendors or technology that supports ease of use and adoption of these resources
- ▶ Identify a desired care management / customer service model that supports the goals of reducing inefficiency, enhancing outcomes, simplifying access, and experience through the health care system
- ▶ Enhance, expand, and integrate well-being programs with health care programs / services that provides a seamless “hand-off” between service providers
- ▶ Design plans to encourage desired behaviors through incentives, communication, education, advocacy, technology, and SDOH
- ▶ Implement a comprehensive and ongoing communication and engagement campaign to create awareness and usage of available plans and services
- ▶ Collaborate with DHR and employers to support culture of well-being in the work environment
- ▶ Conduct a vendor summit for a shared understanding of SFHSS goals and objectives; develop an operating governance model among vendors; and link processes, integrate information, and coordinate hand-offs
- ▶ Devise a plan to continually monitor and enhance understanding and usage of programs



# Engage and Support

## Business Plan Initiatives by Plan Year

### Business Plan Initiatives By Year

2020	2021	2022
<ul style="list-style-type: none"> <li>▶ Consider additive, replacement, or modification of current customer service resources to offer navigation and concierge services <b>[ACTION]</b></li> <li>▶ Identify top categories of high value services that benefit from navigation (e.g., point of service care, serious care needs) <b>[ACTION]</b></li> <li>▶ Enhance, expand, and integrate well-being programs with health care programs / services that provides a seamless “hand-off” between service providers <b>[ACTION]</b></li> <li>▶ Design plans to encourage desired behaviors through incentives, communication, education, advocacy, technology, and SDOH <b>[DISCOVERY]</b></li> <li>▶ Implement a comprehensive and ongoing communication and engagement campaign to create awareness and usage of available plans and services <b>[ACTION]</b></li> <li>▶ Devise a plan to continually monitor and enhance understanding and usage of programs <b>[ACTION]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Conduct a vendor summit for a shared understanding of SFHSS goals and objectives; develop an operating governance model among vendors; and link processes, integrate information, and coordinate hand-offs <b>[ACTION]</b></li> <li>▶ Review capability of health plans, specialty vendors or technology that supports ease of use and adoption of these resources <b>[ACTION]</b></li> <li>▶ Collaborate with DHR and employers to support culture of well-being in the work environment <b>[ACTION]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Assess currently available tools and identify and select preferred modeling tool / technology solutions <b>[ACTION]</b></li> <li>▶ Integrate and incorporate health usage data, provider networks, cost, preferences, and predictive analytics to help inform options <b>[ACTION]</b></li> <li>▶ Identify a desired care management / customer service model that supports the goals of reducing inefficiency, enhancing outcomes, simplifying access, and improving experience through the health care system <b>[DISCOVERY]</b></li> </ul>
<b>Measurements</b>	<b>Organizational Excellence</b>	



# Choice and Flexibility

## Goals, Objectives, and Business Plan Initiatives

### Choice and Flexibility

- ▶ Provide tailored, individualized, and personalized health choices and experiences that meet the needs of the population, in response to varying values, preferences, and needs
- ▶ Support an inclusive environment that values diversity, respecting the broad demographics, including generational, gender, ethnicity / culture, income and life stage characteristics

### Objectives

- ▶ Allow flexibility with health choices that recognize varying needs of members and their families
- ▶ Deploy multi-modal engagement and communication strategies and tactics that reflect member communication preferences
- ▶ Offer relevant programs, services, and resources that are tailored, personalized, and recognizes member's care preferences, health risks, and conditions
- ▶ Offer convenience and accessibility to alternative care sites (e.g., concierge physician, retail, mobile mammography, pop-up dental or vision)
- ▶ Engage with key stakeholders for a shared understanding of needs, values, and preferences of the SFHSS population today and into the future to ensure health programs reflect those changing needs

### Business Plan Initiatives

- ▶ Explore design constructs that offer choices in plan design, network configuration, cost, and savings features (e.g., HMO, EPO, PPO, PPO with an account feature, ACO)
- ▶ Consider expanding elective benefits and other ancillary benefits (e.g., student loan, personal finance, education)
- ▶ Survey population to gain insights on needs and preferences
- ▶ Understand population's preferences with engagement and communication (e.g., print, electronic, mobile, etc.) methods
- ▶ Understand how current resources are used and valued
- ▶ Develop and implement a comprehensive engagement and communication plan in collaboration with health plans / vendors, SFHSS, DHR, employers, and other stakeholders
- ▶ Collaborate with health plans and specialty vendors to integrate data and information to deliver on personalized solutions
- ▶ Coordinate and integrate customer service functions, navigation, and advocacy services for improved health experience
- ▶ Evaluate need, then consider opportunities to partner with local health systems, existing clinics and services providers
- ▶ Gain insights into DHR and employers workforce planning and attraction and retention goals and how best to support efforts



# Choice and Flexibility

## Business Plan Initiatives by Plan Year

### Business Plan Initiatives By Year

2020	2021	2022
<ul style="list-style-type: none"> <li>▶ Survey population to gain insights on needs and preferences of health choices <b>[ACTION]</b></li> <li>▶ Understand population’s preferences with engagement approaches and communication (e.g., print, electronic, mobile, etc.) <b>[ACTION]</b></li> <li>▶ Understand how current resources are used and valued <b>[ACTION]</b></li> <li>▶ Develop and implement a comprehensive engagement and communication plan in collaboration with health plans / vendors, SFHSS, DHR, employers, and other stakeholders <b>[ACTION]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Explore design constructs that offer choices in plan design, network configuration, cost, and saving features (e.g., HMO, EPO, PPO, PPO with savings feature, ACO) <b>[ACTION]</b></li> <li>▶ Consider expanding elective benefits and other ancillary benefits (e.g., student loan, personal finance, education) <b>[ACTION]</b></li> <li>▶ Collaborate with health plans and specialty vendors to integrate data and information to deliver on personalized solutions <b>[ACTION]</b></li> <li>▶ Coordinate and integrate customer service functions, navigation, and advocacy services for improved health experience <b>[ACTION]</b></li> <li>▶ Evaluate need for convenience/alterative care sites, then consider opportunities to partner with local health systems, existing clinics and services providers <b>[DISCOVERY]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Gain insights into DHR and employers workforce planning and attraction and retention goals and how best to support efforts <b>[DISCOVERY]</b></li> </ul>
<b>Measurements</b>		<b>Organizational Excellence</b>



# Whole Person Health and Well-being

## Goals, Objectives, and Business Plan Initiatives

- Whole Person Health and Well-being**
- ▶ Support the well-being of the whole person with programs, services, and resources
  - ▶ Cultivate and foster collaboration with stakeholders to advance positive organizational culture and environment of well-being

### Objectives

- ▶ Expand well-being programs to incorporate factors that impact life (e.g., stressors including emotional, social, financial, social determinants, work / life balance, child and elder care, commutes, etc.)
- ▶ Develop and execute on a well-being plan for the retired population
- ▶ Implement multi-modal resources, programs, and services that support the whole person health and well-being
- ▶ Promote and support employer's initiatives to foster a culture and environment of well-being

### Business Plan Initiatives

- ▶ Conduct root cause analysis of stressors
- ▶ Expand and enhance well-being programs to incorporate dimensions beyond physical health including emotional (e.g., stress, sleep, resiliency, mindfulness) and mental / behavioral health
- ▶ Integrate well-being, health and benefits programs, and service providers to optimize impact and support members across the full health continuum
- ▶ Connect, collaborate, and devise a plan with appropriate departments on addressing well-being outside health benefits arena (e.g., financial well-being, work / life, leave policies, etc.)
- ▶ Provide education, programs and tools to support and promote retiree well-being
- ▶ Incorporate retiree survey data in designing and implementing well-being programs for the retired population
- ▶ Expand current and future well-being programs that are relevant to the retirees
- ▶ Explore partnership with retiree groups and other City departments (e.g., RPD, DAAS)
- ▶ Develop and execute on a comprehensive engagement and communication plan leveraging resources across SFHSS, service providers, and key stakeholders
- ▶ Consider additional service providers and pursue relationships
- ▶ Identify, understand, and incorporate goals, objectives, and priorities of organizational culture and environmental well-being
- ▶ Integrate benefit delivery with broader work / life programs and communication of benefits and total rewards
- ▶ Support a total rewards perspective to support attraction and retention priorities of DHR and employers
- ▶ Offer total rewards statement



# Whole Person Health and Well-being

## Business Plan Initiatives by Plan Year

### Business Plan Initiatives by Plan Year

2020	2021	2022
<ul style="list-style-type: none"> <li>▶ Conduct root cause analysis of stressors <b>[ACTION]</b></li> <li>▶ Expand and enhance well-being programs to incorporate dimensions beyond physical health including emotional (e.g., stress, sleep, resiliency, mindfulness) and mental / behavioral health <b>[ACTION]</b></li> <li>▶ Integrate well-being, health and benefits programs, and service providers to optimize impact and support members across the full health continuum <b>[ACTION]</b></li> <li>▶ Provide education, programs and tools to support and promote retiree well-being <b>[ACTION]</b></li> <li>▶ Incorporate retiree survey data in designing and implementing well-being programs for the retired population <b>[ACTION]</b></li> <li>▶ Expand current and future well-being programs that are relevant to the retirees <b>[ACTION]</b></li> <li>▶ Explore partnership with retiree groups and other City departments (e.g., RPD, DAAS) <b>[ACTION]</b></li> <li>▶ Develop and execute on a comprehensive engagement and communication plan leveraging resources across SFHSS, service providers, and key stakeholders <b>[ACTION]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Connect, collaborate, and devise a plan with appropriate departments on addressing well-being outside health benefits arena (e.g., financial well-being, work / life, leave policies, etc.) <b>[DISCOVERY]</b></li> <li>▶ Consider additional service providers and pursue relationships <b>[ACTION]</b></li> <li>▶ Identify, understand, and incorporate goals, objectives, and priorities of organizational culture and environmental well-being <b>[DISCOVERY]</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ Integrate benefit delivery with broader work / life programs and communication of benefits and total rewards <b>[PILOT]</b></li> <li>▶ Support a total rewards perspective to support attraction and retention priorities of DHR and employers <b>[DISCOVERY]</b></li> <li>▶ Offer total rewards statement <b>[DISCOVERY]</b></li> </ul>
<b>Measurements</b>	<b>Organizational Excellence</b>	

## Next Steps

# Next Steps

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▶ **Gain Health Service Board feedback**

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▶ **Gain stakeholder feedback**

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▶ **Complete draft of Strategic Plan including:**

- ▶ Full details of business plan, measurement strategy, and organizational excellence plan
  - ▶ Project / execution plan
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