

**SAN FRANCISCO
HEALTH SERVICE SYSTEM**

**2023
ANNUAL REPORT**



Who We Are

The San Francisco Health Service System (SFHSS) was established in 1937 as the employee benefits administrator for municipal employees and executes all phases of health benefits administration, including medical, dental, vision, flexible spending accounts (FSA), and a wide array of voluntary benefits for the employees, retirees, and covered dependents of the City and County of San Francisco, San Francisco Unified School District, City College of San Francisco, and Superior Court of San Francisco.

SFHSS Mission

SFHSS is dedicated to ensuring equitable, sustainable, and quality benefits that enhance the whole-person health and well-being of our members and their families throughout their lifecycles.

We lead with equity to support our members in accessing the care they need when they need it, regardless of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status. We also strive to engage members in personalized care that centers on disease prevention and equitable services for optimal health.

Our Values

- Inclusion
- Compassion
- Operational Excellence
- Collaboration
- Alignment
- Accountability

2023-25 Strategic Plan



Foster Equity through intentional organizational culture, accessibility, inclusion, and belonging.



Advance Primary Care Practice and member engagement to ensure the right care, at the right time and place.



Provide Affordable and Sustainable healthcare and high-quality well-being services through value-driven decisions and program design.



Support the Mental Health and Well-Being of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.



Optimize Service to maintain and advance exceptional member engagement.

For the full SFHSS 2023-2025 Strategic Plan and Progress Report:

- <https://sfhss.org/resource/sfhss-strategic-plan-2023-2025>
- <https://sfhss.org/resource/january-11-2024-sfhss-strategic-plan-2023-2025-annual-progress-report-health-service-board>

Overview

Rolling into New 2023 – 2025 Strategic Goals

One of our top priorities for Optimizing Service was opening our office for in-person support, which was a challenge as we were recovering from the Great Resignation.

- 2023 started with a 48% vacancy rate
- City of San Francisco averaged 255 days to hire a new employee
- Members were waiting average of nine minutes and 20 seconds and had to leave multiple voicemails

By the end of 2023, we were able to reduce our vacancy rate to 26% and reduce our wait time to two minutes and 24 seconds, which is a 74% improvement. Our Mission and Values guided our approach.



1. **Aggressive hiring** – We reduced our vacancy rate from 48% to 26%.



2. **Alleviate Call Volume** – Secured as-needed call center support to help our members and protect our trained staff's time for more complex issue resolutions and enrollment processing.

Premium Rate Increase

2023 brought us an unwelcome surprise of higher than-anticipated increases in healthcare premiums of three to 15% for not only HSS, but all employers across California.



Three Main Healthcare Cost Drivers:

1. Rising general inflation
2. Aging workforce
3. Worsening health of the workforce



HSS worked diligently to align with similar government employers in California on a stakeholder education plan.



- Modified our Open Enrollment materials
- Directed members to consider lower-cost plans
- Met with stakeholders to hear their concerns and educate them on market conditions

Our strategic goals are our path to equitably maintaining **affordable and sustainable health benefits**.

- **Advancing the primary care practice**
- **Supporting the mental health and well-being**

2023 by the Numbers



Member Services & Operations

40,576

Calls efficiently handled.

27,711

Paper enrollments that require manual analyst entry. Not all transactions can be done online.

10,840

Enrollments facilitated through eBenefits online system.

74%

Improvement on Speed to Answer.



ESA

676

IT support tickets solved.



Well-Being & EAP

5,700+

Responses to employee Well-Being survey.

3,394

Calls to the Employee Assistance Program (EAP).

2,088

Flu vaccines were administered at 24 SFHSS-sponsored worksite flu clinics.

19%

Increase in Mental Health Awareness Month engagement.



Contracts

134

Executed agreements for Benefits Administration, Professional Services, and other (*NDA, LOA, BAA, MOU, DSA, etc.*)



Communications

198,659

Users visited sfhss.org in 2023.

419

SFHSS.org webpages audited for Digital Accessibility and Inclusion Standards project.

12,621

Pounds of paper waste avoided for Open Enrollment mailers.



Finance

\$1B

Premium payment collection and management from both employers and employees.

\$13.6M

Operating budget for Finance.

4,000+

Premium detailed rates calculated.



Thank You