

# 2022 ANNUAL REPORT



# 2020-2022 Strategic Plan

## 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.

## Reduce Complexity and Fragmentation

We believe in moving toward an integrated delivery system, focusing on primary care and prevention through targeted personalized care.

## Engage and Support

We aim to activate programs, services, and resources that address the entire cycle of health, elevating engagement, and strengthening member knowledge and confidence in accessing and using health and benefit plans.

## Choice and Flexibility

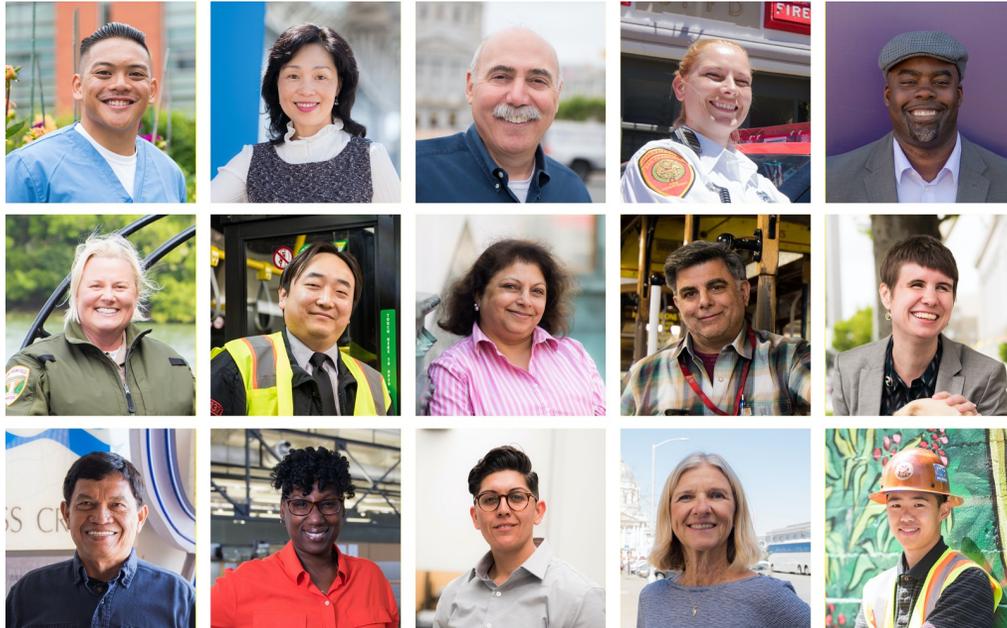
We believe in offering a spectrum of designs, costs and services and collaborating with our stakeholder organizations, agencies, and departments to deliver on the whole person perspective.

## Whole Person Health and Well-Being

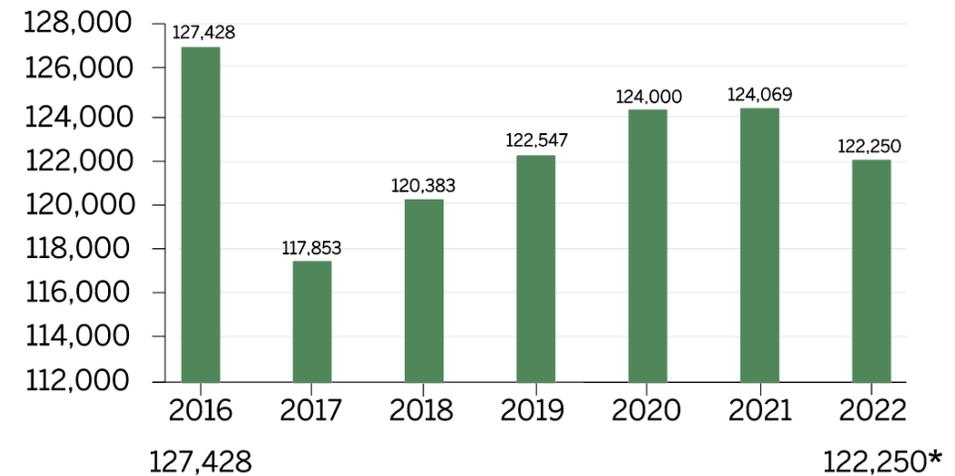
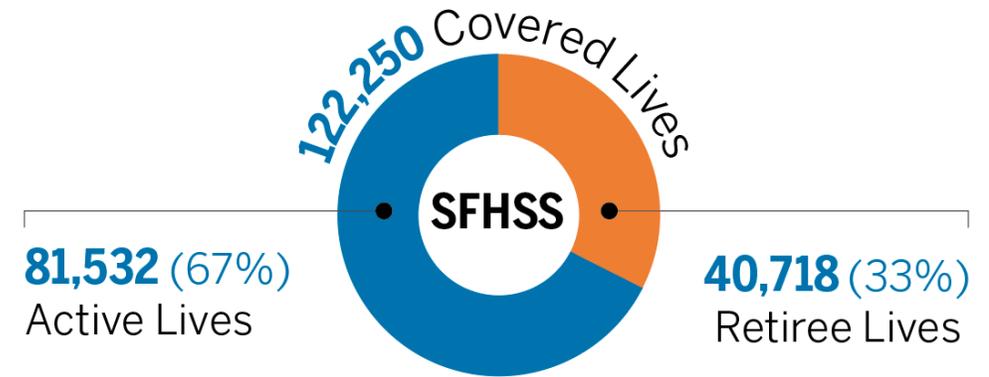
We believe an organization that values and holistically supports members and their families' lives and that fosters an environment and culture of well-being will have a happier, healthier, and more engaged population.



# Who We Serve



Governed by the Health Service Board, the San Francisco Health Service System designs quality health benefits for employees, retirees, and their families, works to contain premium costs, and encourages employees and retirees to maintain a healthy life.



\*Drop in membership reflects employees who left City employment.

# Organizational Excellence

## Call Center Support in 2022



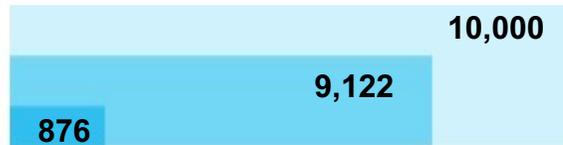
<b>Total Calls</b>	41,602
<b>Calls Handled</b>	35,176
<b>Abandoned Calls</b>	6,426



## First Contact Resolution in 2022



<b>Members Who Called</b>	10,000
<b>6 Calls or Less</b>	9,122
<b>7 Calls or More</b>	878



## Abandonment Rate in 2022



**13.7%**  
Abandon Rate

## Presentations in 2022



**11**  
**In-Person New Hire Orientations**  
in partnership with Department of Human Resources and Human Services Agency.

## Average Speed of Answer in 2022 \*



**10 min 27**  
**Seconds**

\*Staffing levels and a new Webex Contact Center implementation impacted our speed to answer.

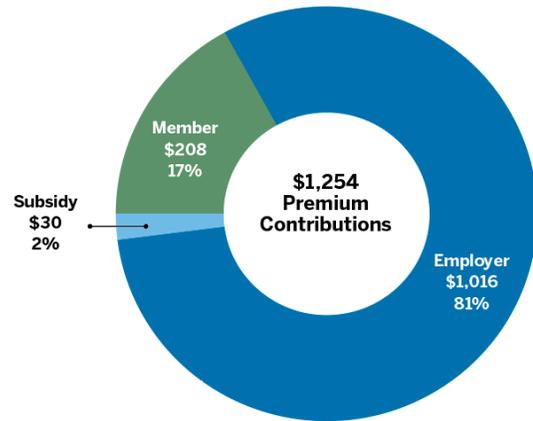


**6**  
**Virtual Pre-Retirement Seminars**

# Organizational Excellence

## AHEAD OF INDUSTRY BENCHMARKS

### Employer and Member Premiums

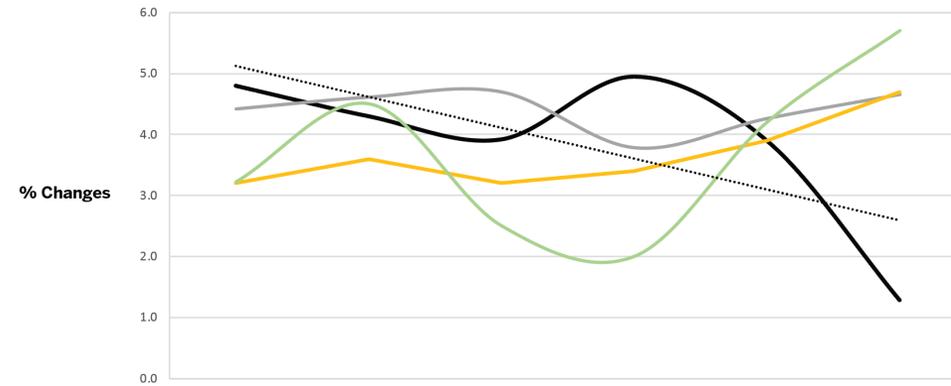


### COST TRENDS

Combined Contributions (in millions)	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
	\$ 903	\$944	\$986	\$1,023	\$1,037
	+7%	+5%	+4%	+4%	+1%

Data includes total premium costs for Medical, Dental, Vision, Long-Term Disability Insurance, and Voluntary Benefits, as well as Flex Credits and Flexible Spending Accounts (FSAs).

### SFHSS Medical Rates Trend vs Benchmarks, Calendar Year-Over-Year



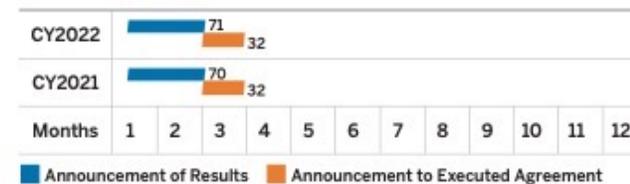
	2017	2018	2019	2020	2021	2022
■ HSS Health Premium Charges	4.8	4.3	3.9	5.0	3.9	1.3
■ CA 10 County Premium Charges	4.4	4.6	4.7	3.8	4.3	4.7
■ Mercer National	3.2	3.6	3.2	3.4	3.9	4.7
■ CPI - Urban San Francisco Area*	3.2	4.5	2.5	2.0	4.2	5.7

●●● Linear (HSS Health Premium Charges)

Comparison of SFHSS Change in Medical Rates to National Average and CPI. The rising cost of healthcare has outpaced inflation in most years and affects the economy at the local, state, and national level. SFHSS oversight has resulted in lower increases than the national average and inflation for four of the last five years.

\*US Bureau of Statistics

### CONTRACTS KPIs - Average Number of Days from RFP Issuance



# Focus on Achieving Strategic Goals

## Affordable & Sustainable

The pandemic created almost two years of suppression of health benefits utilization. Our teams focused on process efficiency and providing transparent and accountable reporting, so we can prepare and manage costs in the future.

## Reduce Complexity & Fragmentation

Closing gaps to care, streamlining services and expanding in-network access to care for our membership continues to be a top priority for SFHSS.

## Engage & Support

SFHSS had a plan to increase self-service options for our members, but the pandemic expedited the need to expand self-service options ahead of schedule.

## Choice & Flexibility

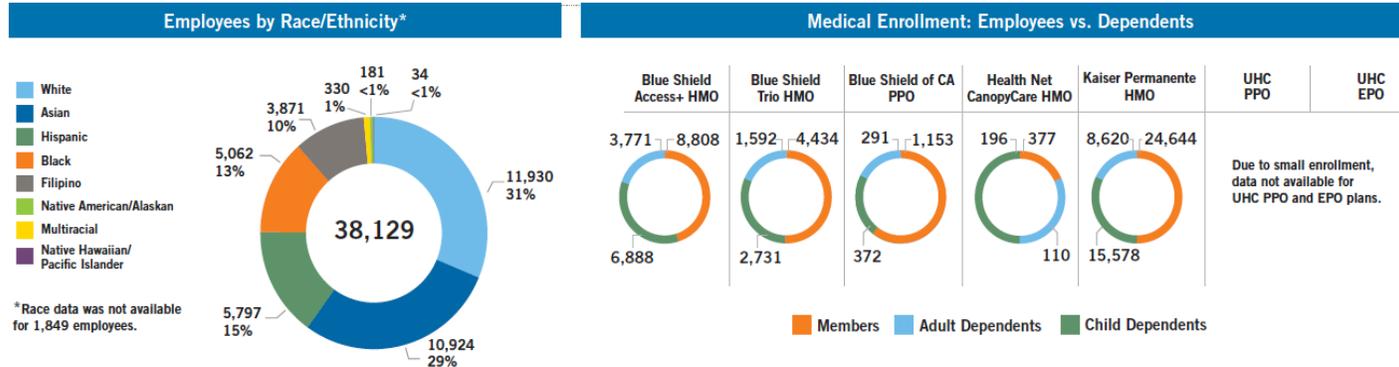
We always strive to strike a balance between offering comprehensive options that are also affordable for our members. Our split Medicare family plans had previously required two carriers to administer the benefit. We were able to consolidate the options under UnitedHealthcare by adding two new Exclusive Provider Organization (EPO) plans that closely mirror our Health Maintenance Organization (HMO) plan designs.

## Whole Person Health & Well-Being

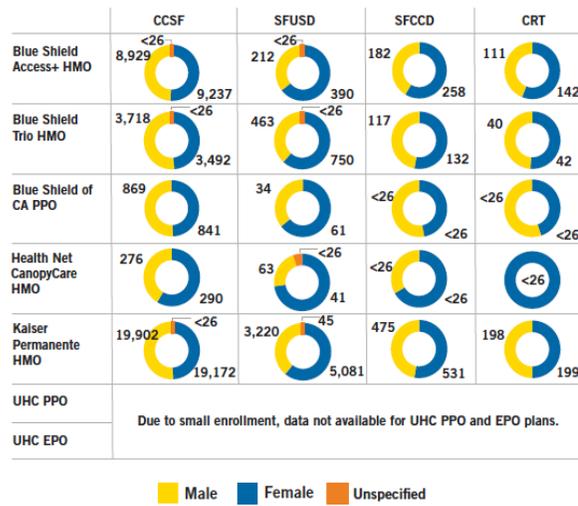
Coming out of the pandemic, SFHSS focused on expanding mental health services for our members and developing dedicated resources for First Responders who have been working on the frontlines ensuring the safety of our community.

# Tracking Population to Improve Racial Equity

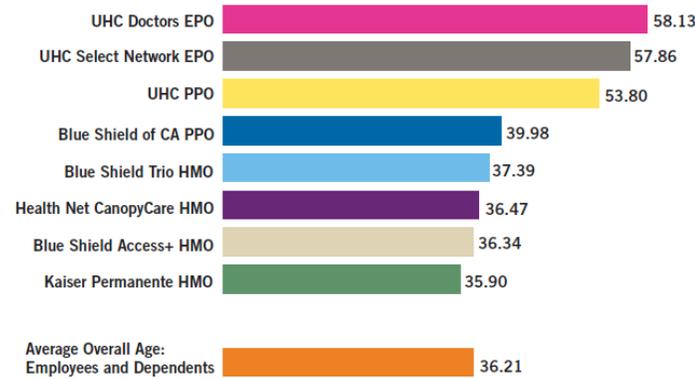
Employee Members and Dependents – Dashboard Visual by Race/Ethnicity, Members vs. Dependents, and Average Age



### Medical Enrollment by Gender: Employees and Dependents



### Average Age by Medical Plan: Employees and Dependents



## Summary of Accomplishments

2022 was a year of changes for SFHSS. We consolidated our split Medicare family plans under one administrator, UnitedHealthcare.

We expanded a dedicated Employee Assistance Program to include Fire and Sheriff's departments in addition to Police.

As part of our fiduciary duty to our members, we completed a Dependent Eligibility Verification Audit with a 97% success rate.

