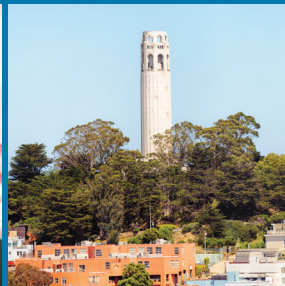


ANNUAL REPORT 2021



MISSION STATEMENT

The San Francisco Health Service System is dedicated to preserving and improving sustainable, quality health benefits and to enhancing the well-being of employees, retirees, and their families.



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MESSAGE FROM THE EXECUTIVE DIRECTOR

While the pandemic continued to disrupt the lives of our members in 2021, the San Francisco Health Service System staff worked furiously to achieve our strategic goals and guide our members to access COVID-19 vaccines and testing services.

2021 Strategic Accomplishments:

■ Affordable and Sustainable

With the addition of two new health plans, Health Net CanopyCare HMO and Blue Shield of California PPO-Accolade plans, SFHSS increased competition amongst health plan providers to drive more affordable and sustainable health benefits.

■ Engage and Support

Configured eBenefits experience for City College and Retirees, thereby expanding access to self-service to all members. SFHSS developed multi-channel member support with benefit education webinars, health plan office hours, and a comprehensive website during Open Enrollment, which increased *eBenefits* utilization by 25% and decreased call volume to Member Services by 1% during a year of plan changes. For members who needed more support, SFHSS conducted 354 virtual member consultations.

■ Reduce Complexity and Fragmentation

SFHSS participated in a University of California, Berkeley conjoint analysis study on the efficacy of our Accountable Care Organizations (ACO) validating our ACO's provide improved care by reducing complexity and fragmentation.

■ Choice and Flexibility

SFHSS brought more choice and flexibility with new and enhanced health plans for our members.

The new Health Net CanopyCare HMO allows members to access specialists outside of their primary care physician's medical group through the CanopyCare Alliance Referral Program and members now have access to the Zuckerberg San Francisco General Family Birth Center.

The Blue Shield of CA PPO-Accolade plan provides members with enhanced service guiding them through issues both big and small.

■ Whole Person Health and Well-Being

SFHSS continued to focus on mental health and well-being to support members as we recover from the pandemic. HSS launched Stress First Aid and Mental Health First Aid offering 60 workshops to 19 departments, and our dedicated app for First Responders had 4,288 downloads. We conducted 23 worksite flu clinics administering 2,123 vaccines.

As we look ahead, SFHSS is revising the strategic plan by reviewing our accomplishments and assessing the evolving member needs to better understand how we can help our members live healthier and longer lives over the coming years. I am excited for what lies ahead and look forward to taking our goals to new heights.

Abbie Yant, RN, MA

Executive Director
San Francisco Health Service System



OUR PRIORITIES

SFHSS provides health benefits for employees of the City and County of San Francisco, San Francisco Unified School District, City College of San Francisco, San Francisco Superior Court, Retirees and their dependents.

The Executive team (Executive Director, Chief Financial Officer, and Chief Operating Officer), work with SFHSS' actuarial consultants to develop and recommend planning and implementation strategies to the Health Service Board.

SFHSS' Strategic Plan encompasses the entire framework as a reflection of the internal standards and processes to deliver services to all our members and their dependents. Our strategic goals are aimed at providing benefits and services that:

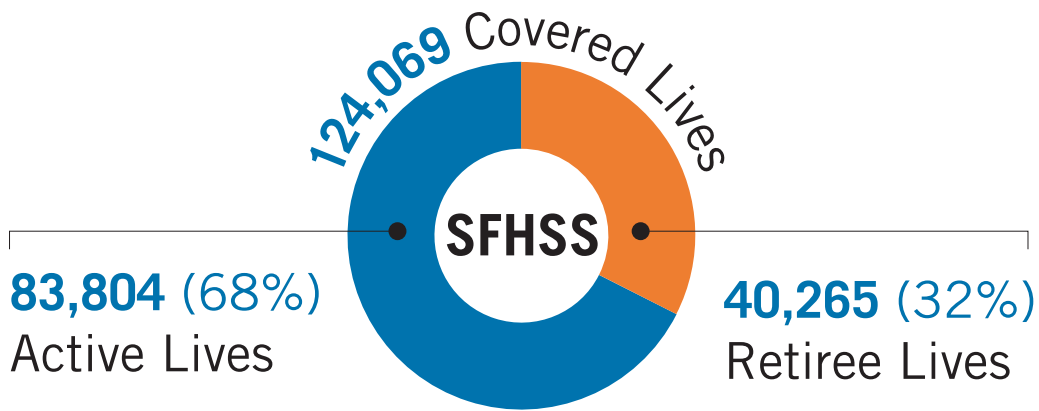
- Are Affordable and Sustainable
- Reduce Complexity and Fragmentation
- Engage and Support
- Provide Choice and Flexibility
- Support Whole Person Health and Well-Being

SFHSS offers:

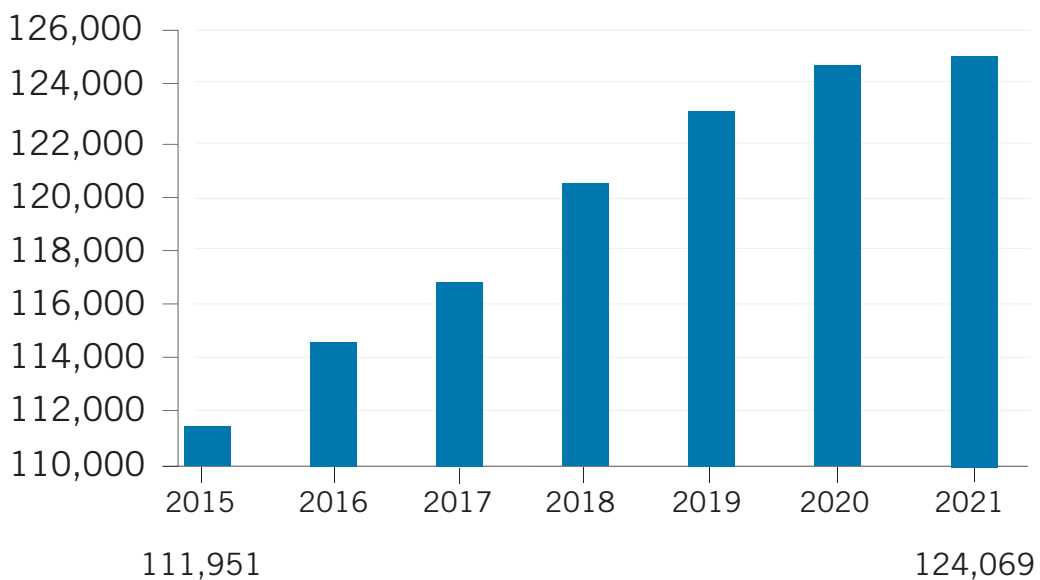
- Medical Plans
- Dental Plans
- Vision Plans
- Flexible Spending Accounts
- Long-Term Disability Insurance
- Group Life Insurance
- Voluntary Benefits
- Municipal Executive Flex Credits
- Well-Being Programs
- Employee Assistance Program
- COBRA

OUR IMPACT

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 choose healthy lifestyles.



Year-Over-Year Covered Lives



eBENEFITS ONLINE ENROLLMENT

eBenefits is an integral part of SFHSS' strategic goal to engage and support members by providing them online access to their health benefits in a secure, fast, and convenient way. Members can make elections and changes using a computer, tablet, mobile device, or smart phone, 24/7.

- Expanded **eBenefits** to include 2,703 City College of San Francisco employees, thereby extending **eBenefits** to all members in 2021.
- Produced and hosted nine webinars during Open Enrollment to increase account registrations and enrollments using **eBenefits**.
- Implemented modifications to **eBenefits** to improve user experience.
- Provided Help Desk support for Retiree password resets and conducted internal trainings on access and use of **eBenefits**.

↑ **77,024**

Total member population (44,028 Actives and 32,996 Retirees) with access to **eBenefits** during Open Enrollment (up from 70,464 in 2020).

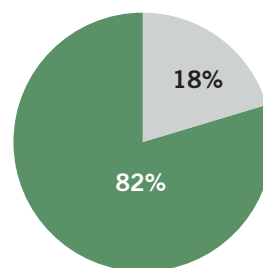
↑ **10,539**

Members made benefit elections or changes during Open Enrollment using **eBenefits**, representing a 25% increase from 2020.

↑ In 2021, SFHSS received 11,551 Open Enrollment submissions, of which 91% were via **eBenefits** (an increase from the previous of 10,358 Open Enrollment submissions, of which 81% were submitted via **eBenefits**).

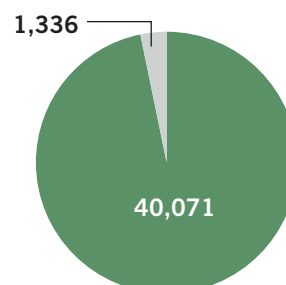
eBenefits Adoption Rate - Open Enrollment Submissions using eBenefits

Online Submission	82%
Form Submission	18%
Total	100%



Employees Using Online vs Paper Submissions

eBenefits	40,071
Paper Submission	1,336
Total	41,407



MEDICAL PLAN ENROLLMENT

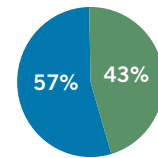
As of January 2021, 124,069 lives were enrolled in SFHSS-administered medical plans. SFHSS provides benefits for City and County of San Francisco, San Francisco Superior Court, San Francisco Unified School District, and City College of San Francisco employees, Retirees, and their dependents.

124,069

Member and dependent lives including Actives and Retirees covered on the SFHSS medical plans.

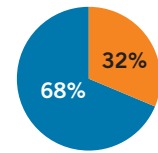
Medical Plans

Employee Lives—Medical	2020	2021	Change
Kaiser Permanente HMO	51,493	51,324	-169
Blue Shield Access+ HMO	20,959	20,527	-432
Blue Shield Trio HMO	10,565	10,164	-401
UHC PPO	1,783	1,766	-17
UHC Medicare Advantage PPO	<26	<26	3
Total Employee Lives	84,800	83,804	(1,016)
Retirees Lives—Medical	2020	2021	Change
Kaiser Permanente HMO	4,631	3,848	-783
Blue Shield Access+ HMO	2,314	2,292	-22
Blue Shield Trio HMO	1,488	1,435	-53
UHC PPO	1,219	1,077	-142
KP Senior Advantage HMO	13,463	14,544	1,081
UHC Medicare Advantage PPO	16,296	17,069	773
Total Retiree Lives	39,411	40,265	854
Total Lives	124,231	124,069	(-162)



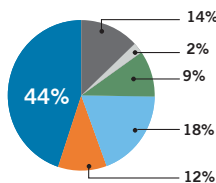
Total Enrolled Lives Member vs. Dependent

Category	Count	Percentage
Member	70,805	57%
Dependent	53,24	43%
Total	124,069	100%



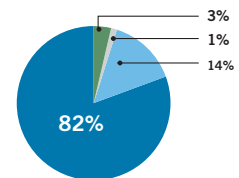
Total Enrolled Lives Active vs. Retiree

Category	Count	Percentage
Active	83,804	68%
Retiree	40,265	32%
Total	124,069	100%



Total Enrolled Lives by Medical Plan

Medical Plan	Count	Percentage
Kaiser Permanente HMO	55,172	44%
KP Senior Advantage HMO	14,544	12%
Blue Shield Access+ HMO	22,819	18%
Blue Shield Trio HMO	11,599	9%
UHC PPO (City Plan)	2,843	2%
UHC Medicare Advantage PPO	17,092	14%
Total	124,069	100%



Total Enrolled Lives by Employer

Employer	Count	Percentage
CCSF	101,235	82%
SFUSD	17,382	14%
CCD	4,060	3%
CRT	1,392	1%
Total	124,069	100%

DENTAL PLAN ENROLLMENT

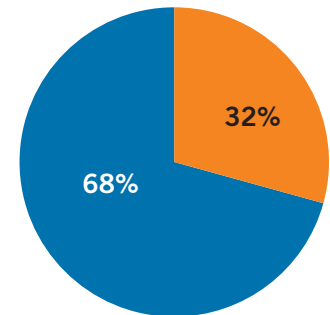
SFHSS administered dental benefits for employees and dependents of the City and County of San Francisco, the San Francisco Superior Court, and Retirees. The San Francisco Unified School District, and City College of San Francisco administer their own dental benefit programs for their active employees. The City makes a significant contribution to employee dental premiums. Retiree dental plans are not subsidized by the employer.

Dental Plans

EMPLOYEES			
City and County of San Francisco Employee Lives by Dental Plan	2020	2021	Change
Delta Dental PPO	71,962	70,487	(1,475)
DeltaCare USA DHMO	1,257	1,295	38
UHC Dental DHMO	940	895	(45)
Total Lives	74,159	72,677	(1,482)
Superior Court of San Francisco Employees Lives by Dental Plan			
2020	2021	Change	
Delta Dental PPO	854	814	-40
DeltaCare USA DHMO	<26	<26	0
UHC Dental DHMO	<26	<26	-1
Total Lives	854	814	-41
RETIREES			
Retirees Lives by Dental Plans	2020	2021	Change
Delta Dental PPO	30,493	31,175	682
DeltaCare USA DHMO	1,412	1,274	-138
UHC Dental DHMO	1,071	1,099	28
Total Lives	32,976	33,548	572

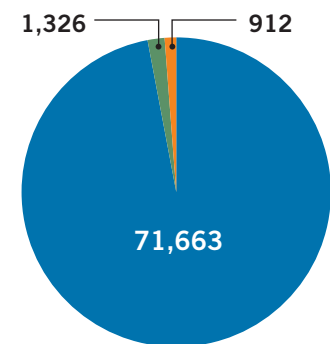
108,090

Member and dependent lives were covered on SFHSS dental plans in 2021.



Dental Plans: Total Enrolled Lives Active vs. Retiree

Active	73,901	68%
Retiree	34,189	32%
Total	108,090	100%



Employee Enrolled Lives By Dental Plan

Delta Dental PPO	71,663
DeltaCare USA DHMO	1,326
UHC Dental DHMO	912
Total	73,901

VOLUNTARY BENEFITS AND FSA ENROLLMENT

Voluntary benefits offered by SFHSS to City and County of San Francisco and Superior Court of San Francisco employees provide quality coverage at group discounted rates. Premiums for voluntary benefits are 100% paid for by the employee through automatic paycheck deductions.

In May, SFHSS and Workterra offered a special mid-year voluntary benefits enrollment, which featured guarantee-issue accident, critical illness, supplemental term life, and short-term disability insurance policies providing added financial protection for eligible members and their families.

Voluntary Benefits Enrollment

	2021
K.C. Life Abacus Short-Term Disability Insurance	987
The Hartford Supplemental-Term Life Insurance	4,360
LegalShield	1,839
Allstate ID Protection (formally LifeLock)	746
Pets Best Insurance	413
MetLife Accident Insurance (formerly VOYA)	2,525
MetLife Critical Illness Insurance (formerly VOYA)	2,026
Total	12,896

A Flexible Spending Account (FSA) is a tax-favored benefit that allows City and County of San Francisco employees to pay for certain dependent care assistance and healthcare expenses pre-tax. SFHSS members are required to renew their FSA enrollment elections on an annual basis.

In June, SFHSS offered CCSF members earning \$130,000 or less the opportunity to increase pre-tax Child Care Dependent Care contributions to \$10,500 per household providing additional dependent care relief during the pandemic.

Flexible Spending Account (FSAs) Enrollment

	2020	2021	Change
Healthcare FSA	6,425	6,005	-420
Dependent Care Assistance FSA	1,503	893	-610
Total	7,928	6,898	-1,030



MEMBER SERVICES

Member Services provides front line customer support to all SFHSS members. Customer support includes eligibility and enrollment, answering inbound calls, virtual consultations, and presenting year-round new hire and pre-retiree benefits seminars.

In 2021, virtual consultations were added to support New Hires, Retirees, and Active members with Qualifying Life Events.

Member Services Highlights:

- Began offering virtual one-on-one member consultations through Bookings (MS Teams) for Retirees in June and for New Hires and members with Life Event changes in September.
- Provided 591 new hire phone consultations and 3,536 pre-retirement phone consultations.
- Completed 354 member consultations, including 300 consultations for Retirees, 50 New Hire consultations, and five Life Event consultations.
- Provided customer service support for the introduction and implementation of the new HealthNet Canopy Care HMO health plan and member transition to Blue Shield of California PPO-Accolade.
- Assisted 201 members through 4 virtual pre-retirement group webinars.
- Supported the processing of increased FSA Dependent Care Assistance contribution enrollments for members making under \$130K/per year.



Member Services
Team Members

Key Achievements in 2021

↑ **57,735**

Annual member in-take calls (increased from 55,018 in 2020) following a year of suppressed call volume due to the pandemic.

↑ **10,539**

Self-Service (*eBenefits*) submissions received (25% increase from 2020).

↓ **1,263**

Paper applications processed (34% decrease from 2020).

ENTERPRISE SYSTEMS & ANALYTICS

Enterprise Systems & Analytics (ESA) has two key priorities. ESA ensures the availability of the comprehensive technical infrastructure necessary to SFHSS' essential services and fulfills annual operational and regulatory reporting requirements. ESA conducts extensive member population analysis to evaluate quality of care, trend cost and utilization, plan design, and population health.



Enterprise Systems & Analytics Team Members

ESA Highlights:

- Configured the Benefits Administration system and developed enrollment and payment files for two new medical plans: Health Net CanopyCare HMO and Blue Shield of CA PPO-Accolade.
- Achieved a High Maturity Rating in City Cybersecurity Maturity Assessment (highest level) indicating information security processes are constantly being improved and monitored to serve SFHSS' cybersecurity needs.
- Delivered 11 process improvements including automating the address change process, simplifying annual 1095 code updates, creating new escalations, alerts, and mailing workflow in Salesforce.
- Participated in the design of two pilots related to social health equity: Healthcare Reimagined, and area deprivation and communications.
- Crafted standard measurement plan for SFHSS population and provided plan to all medical plan vendors.
- Configured and designed **eBenefits** experience for City College thereby expanding access to self-service to all Active Employees and Retirees.
- Delivered audit data for key Governmental Accounting Standards Board audits to all four employers as well as delivered other regulatory reports.
- Automated the transfer of documents uploaded by SFHSS members from PeopleSoft to their digital file in the Enterprise Content Management System.
- Deployed eBenefits and self-service account registration for City College.
- Continued to enable virtual operations for SFHSS.

Medical Plan Enrollment as of January 1, 2021

56%
69,716

Kaiser Permanente HMO Enrollees

28%
34,418

Blue Shield of CA HMO Enrollees

16%
19,935

UnitedHealthcare PPO Enrollees

COMMUNICATIONS DEPARTMENT

The Communications Department provides members with comprehensive, healthcare, and benefits information during Open Enrollment and throughout the year. Our focus is to educate members so they can make informed decisions to elect benefits that best meet their needs.



Communications Team Members

Communications Highlights:

- Promoted two new medical plans, Health Net CanopyCare PPO and Blue Shield of California PPO-Accolade with series of emails, webinars, advertising inserts, and postcard mailer.
- Hosted 23 Open Enrollment webinars in October featuring vendor plan presentations and live Q&A sessions.
- Drove members to online resources and educational tools through weekly Open Enrollment emails and website to help members make informed benefit elections.
- Revamped New Retiree enrollment process with three educational videos providing actionable steps for Retirees to prepare for retirement.
- Preempted PPO member concerns for a change in plan administrator from UnitedHealthcare to Blue Shield of CA PPO-Accolade: timed postcard mailer, email, and courtesy calls.
- Increased benefits elections through nine dedicated Registering & Navigating **eBenefits** webinars.
- Promoted special mid-year Voluntary Benefits enrollment highlighting new insurance plans and BenefitHub offering discounted home and auto insurance rates.
- Designed five Open Enrollment booklets, 12 customized letters, and targeted inserts for 76,355 mailed member packets.

Key Achievements in 2021

↑ **42%**

Increase in outreach to engage members in their benefits through emails from 2020.

↑ **12,896**

15% increase in Voluntary Benefits enrollees with addition of a special mid-year Voluntary Benefits enrollment.

↓ **9,948**

Inbound calls received by Member Services during Open Enrollment (decrease in call volume by 1% from 2020).

↑ **18%**

Increase in total number of page views (639,697) on sfhss.org from 543,560 pageviews in 2019.



Launched social media engagement plan and grew Facebook followers by 38% and Twitter followers by 52% in year one.

WELL-BEING

Well-Being provides support to members to feel, live and be Better Every Day. Well-Being has several core functions: Employee Assistance Program (EAP), Well-Being@Work, retiree services, healthy behavior campaigns, targeted interventions, and virtual programs.

Supporting members to feel, live, and be Better Every Day, Well-Being raises awareness of programs and services that promote well-being.

Well-Being Highlights:

- Issued an RFP for EAP to include enhanced services for our first responder departments.
- Implemented a Reintegration to Work Guide for leaders and employees.
- Partnered with DHR to develop Bridge to Care, a formal referral process for employees waiting for PTSD and Stress claims through Workers Comp to get mental health services through EAP.
- Executed the Well-Being@Work Award celebration for the first time in two years featuring Mayor London Breed as keynote speaker.
- 57% of City departments created a Well-Being Annual Plan.
- Launched Social Connectedness website pages for retirees focusing on themes of Connections & Empowerment and Well-Being & Community.
- Partnered with San Francisco Fire Department to support the launch of their 30 In/30 Out campaign by providing 14 biometric screenings.
- Partnered with DPH to host Working While Black Healing Circle cohorts.
- Partnered with DHR to provide a citywide Mental Health Panel event during Mental Health Awareness Month.
- Launched Stress First Aid and Mental Health First Aid offering 60 workshops to 19 different departments.



Well-Being & EAP
Team Members

Key Achievements in 2021

6,527

Individuals provided feedback in the Beyond COVID-19 Well-Being Survey representing 63 departments.

2,149

Calls to ComPsych yielding 835 cases and 1,133 calls to the Employee Assistance Program (EAP) yielding 101 cases.

2,066

Employees participated in a Stress First Aid and/or Mental Health First Aid workshop.

707

Individuals engaged in the SFFD Worksite Advanced Health Screening.

↑307

Programs, activities, and events offered (up from 301 in 2020).

↑240

Well-Being Champions and Leaders of Well-Being (up from 206 in 2020) representing 49 City departments (86% of City departments).

1,062

Management and individual consultations provided by EAP.

FINANCE DIVISION

SFHSS Finance manages the administration of contracts for benefits and performs renewal calculations, pays invoices to both operations and health plan vendors. Benefits administered by SFHSS cost \$1.01 billion in fiscal year 2020-2021, an increase of \$48.79 million over the previous fiscal year. Total Trust Fund contribution was \$1.02 billion. The administration budget increased by \$0.01 million to \$12.10 million.

Finance Division Highlights:

- Processed 217 Operating budget payments to vendors totaling \$2.10M.
- Continued to comply with the City's prompt payment policy with an average turnaround time of 15 days.
- Made 2,630 payments from the Health Service System Trust Fund, which included 10 Health Plan vendors, with an average turnaround time of seven days.
- Performed 3,657 premium rate calculations for Open Enrollment, encompassing all employees in over 100 bargaining units.
- Implemented City-Wide online invoicing system for technology vendors in compliance with City's prompt payment policy.
- Conducted vendor audits to comply with City's updated vendor compliance requirements.
- Administered multi-departmental RFP in support of first responders and improved employee assistance and mental health support.
- Administered the 2020 Health Plan RFP for the 2022 Plan Year resulting in \$16M projected overall cost savings for 2022-24 and providing new health plan options for members.
- Implemented use of the City Procurement Card (P-Card) to make processing high priority and time-sensitive procurements more efficient.
- Issued a Request for Information (RFI) for Medicare health plans to understand current market opportunities driven by SFHSS' strategic goals and objectives.
- Completed fiscal year 2020-2021 with a clean opinion from Macias, Gini, and O'Connell finding no deficiencies in internal controls during annual external audit.



Finance Team Members

Key Achievements in 2021

↑ \$988.97M
Benefits premiums paid in 2020-2021.

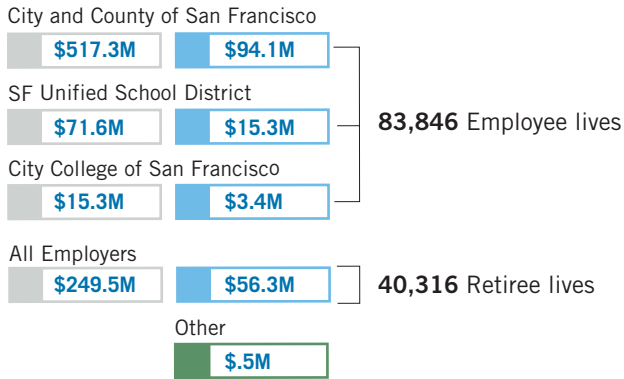
↓ 47
Purchase orders generated.

↑ 31
Contracts with 25 vendors administered.

↑ 9
Competitive bids (Request for Proposals) completed.

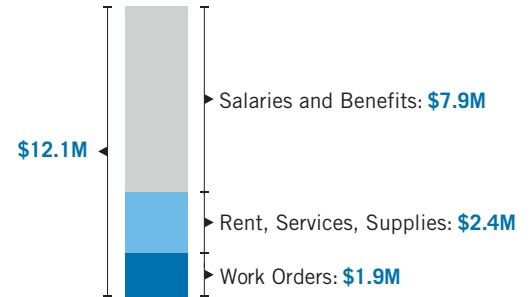
FUNDING AND GOVERNANCE

TRUST FUND CONTRIBUTIONS FY 20-21



- Employer Contributions
- Employee/Retiree Member Contributions
- Performance Guarantees, Federal Reimbursements, Interest

ADMINISTRATIVE BUDGET FY 20-21



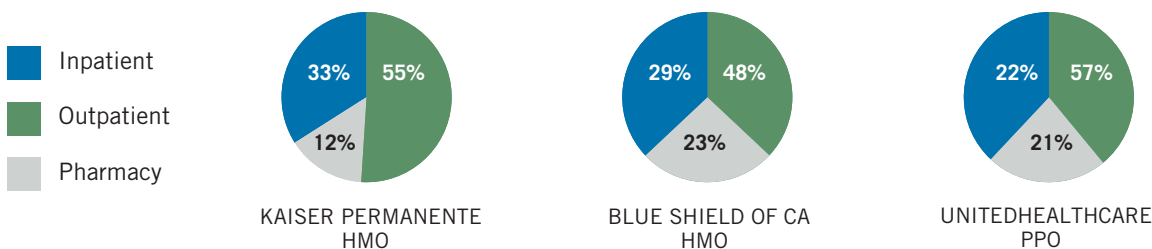
HEALTH PREMIUM COSTS BY VENDOR FY 20-21

Medical Total Spend Kaiser Permanente HMO: \$463.2M Blue Shield of CA HMO: \$323.2M UnitedHealthcare PPO: \$126.5M	Dental and Vision Total Spend Delta Dental PPO: \$64.3M UHC Dental DHMO: \$.4M VSP Vision Service Plans: \$8.9M
Other P&A Group (FSA): \$13.7M AETNA Long-Term Disability Insurance (LTD): \$6.4M AETNA Group Life Insurance: \$1.6M WORKTERRA (Flex Credits): \$3.4M	

38 PLANS FROM 10 VENDORS

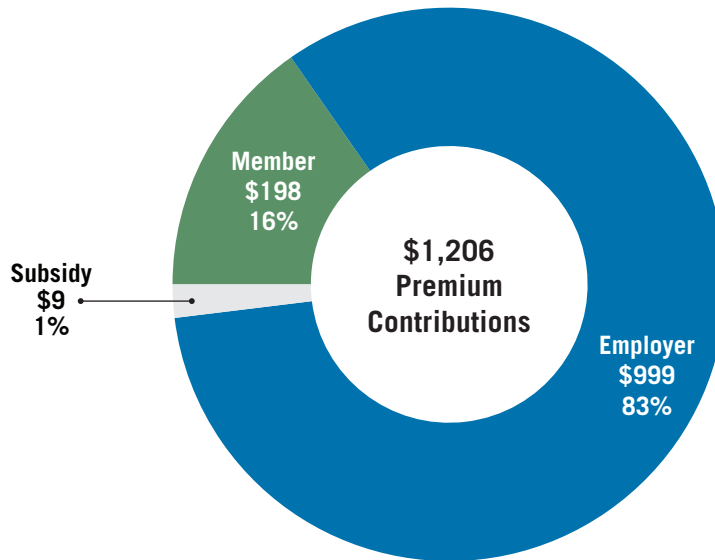
Medical: 11 HMO; 7 PPO
Dental: 3 DHMO; 2 DPPO
Vision: 2
FSA: 2
Group Life Insurance: 5
Long-Term Disability Insurance: 5
COBRA: 1

Non-Medicare Spend by Category



PREMIUM TRENDS

Employer and Member Premiums



Year-over-year aggregate average employer contributions to premiums remained at 83%. Overall member contributions were 16% year-over-year.

Average Monthly Premium Contributions	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Member	\$ 158	\$ 158	\$163	\$173	\$184	\$191	\$198
Employer	\$ 861	\$ 854	\$877	\$914	\$944	\$961	\$999
Trust Fund Subsidy	\$ 17	\$ 20	\$15	\$11	\$8	\$7	\$9
Total Premium	\$1,036	\$1,032	\$1,055	\$1,098	\$1,136	\$1,159	\$1,206

Data based on total contribution for FY20-21 divided by total members on January 1, 2021.

COST TRENDS

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY 20-21
Combined Contributions (in millions)	\$ 777 +2%	\$ 799 +3%	\$ 846 +6%	\$ 903 +7%	\$944 +5%	\$986 +4%	\$1,023 +4%

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).

STATEMENTS OF NET POSITION AVAILABLE FOR HEALTH BENEFITS

June 30, 2020 and 2021

	2020	2021
Assets:		
Cash and investments held with City and County Treasurer	\$126,771,648	\$137,038,017
Contributions receivable from:		
Employer	20,825,970	21,657,271
Employees	4,447,225	4,564,445
Interest receivable	382,273	90,312
Other assets	2,602,306	2,868,884
Total assets	\$155,029,422	\$166,218,929
Liabilities:		
Reserves for claims – medical, prescription drugs and dental	27,025,266	28,108,140
Health Maintenance Organization, dental, and disability premiums payable	8,711,084	9,010,428
Unearned contributions	3,178,815	3,198,854
Total liabilities	38,915,165	40,317,422
Net assets available for health benefits	\$116,114,257	\$125,901,507

STATEMENTS OF CHANGES IN NET POSITION AVAILABLE FOR HEALTH BENEFITS

June 30, 2020 and 2021

	2020	2021
Additions:		
Employee and Retiree contributions	\$163,084,586	\$169,194,818
Employer contributions for:		
Active Employees	584,176,969	604,229,864
Retired Employees	238,356,966	249,535,071
Total contributions	\$985,618,521	\$1,022,959,753
Plan providers penalties and forfeitures	318,747	319,270
Investment earnings:		
Net increase (decrease) in fair value of investments	604,625	(891,065)
Interest income	2,266,367	1,039,179
Total investment earnings	\$2,870,992	\$148,114
Total additions	\$988,808,260	\$1,023,427,137
Deductions:		
City Health Plan health benefits	117,234,187	126,475,828
Health Maintenance Organization health benefits	762,137,480	788,827,757
Vision benefits	8,334,377	8,934,779
Dental benefits	54,324,380	64,728,348
Disability and Flexible benefits	22,822,110	24,673,175
Total deductions	\$964,852,534	\$1,013,639,887
Change in net assets available for health benefits	\$23,955,726	\$9,787,250
Net position:		
Beginning of year	92,158,531	116,114,257
End of year	\$116,114,257	\$125,901,507

To see the accompanying notes, which are an integral part of these financial statements, please visit sfhss.org.

HEALTH SERVICE BOARD

2021 Health Service Board Commissioners

As President, I speak for each Board Member to congratulate the leadership and staff of HSS for meeting the challenges of 2021 and continuing the hard work to fulfill our mission. We join everyone in the stress and loss experienced as the COVID-19 pandemic continues. Each Commissioner appreciates and carefully considers the opinions of enrollees expressed during our meetings and forwarded by e-mail. Each HSS employee focuses on the challenges that remain: 1. To ensure access to quality care, with accountability, in disease prevention and response to health problems; and 2. To preserve and improve the entire well-being of each enrollee. The Health Service Board continues to focus on multiple issues, including access to quality mental health care, dental care, and substance abuse counseling and treatment. Additionally, the work undertaken on health equity and social determinants of health will improve all lives. Progress in the five components of the 2020-2022 Strategic Plan is data and analytics driven. The Board will be engaging with the Health Service System staff in determining and implementing a new strategic plan for 2023-2025. We thank each HSS member and HSS employee for their valuable contributions to these shared goals. We wish sustained and joyful well-being to all.

Stephen Follansbee, MD, HSB President



Stephen Follansbee, MD, President

Mayoral Appointee
Current Term:
May 2020–May 2025

Retired Physician



Chris Canning, Vice President

Elected Commissioner
Current Term:
May 2019–May 2024

*SFPD Captain
San Francisco Police Department*



Randy Scott

City Controller Appointee
Current Term:
May 2020–May 2025

*Chief Human Resources Officer
Institute on Aging*



Karen Breslin

Elected Commissioner
Current Term:
May 2019–May 2024

*Retired Adult Probation Officer
City and County of San Francisco*



Claire Zvanski

Elected Commissioner
Current Term:
May 2020–May 2025

*Retired
Municipal Transportation Authority
City and County of San Francisco*



Mary Hao

Mayoral Appointee
Current Term:
May 2019–May 2024

*Director of Human Resources
County of Marin*



Connie Chan

Board of Supervisors Appointee
Current Term:
May 2021–May 2025

*District 1 Supervisor
San Francisco Board of Supervisors*



ABOUT US

SFHSS Member Services

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SFHSS Well-Being

Well-Being:

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well-being@sfgov.org

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Visit us online at sfhss.org/contact-us.

SFHSS Executive Team

Abbie Yant, *RN, MA*
Executive Director

Mitchell Griggs
Chief Operating Officer

Iftikhar Hussain
Chief Financial Officer

Holly Lopez
Health Service Board Executive Secretary



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