

**MEMORANDUM**

**DATE:** August 14, 2025

**TO:** Mary Hao, President, and Members of the Health Service Board

**FROM:** Rey Guillen, SFHSS Executive Director

**RE:** August 14, 2025, Director's Report

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**2025 SFHSS MEMBER SATISFACTION SURVEY RESULTS**

One of the main pillars of the current SFHSS Strategic Plan is to “Optimize service to maintain and advance exceptional member engagement.” The tool designed to ascertain whether staff is achieving this objective is an annual Member Satisfaction Survey gathering direct feedback on the quality, accessibility, and effectiveness of the assistance provided by SFHSS Member Services. The first annual survey conducted in the summer of 2024 served as a benchmark and a goal of improving member satisfaction by 2% year-over-year was set.

SFHSS' second annual Member Satisfaction Survey was conducted in June 2025 and we are proud to announce that staff have exceeded the goal set by improving member satisfaction by 3% year-over-year.

**AON STAFF TRANSITION**

Aon is making some changes to the service team that supports the Health Service Board (HSB) and the San Francisco Health Service System (SFHSS) effective August 15, 2025.

First, Aon has appointed a new Northern California Market Leader for Health, Jeff Hermosillo, who will provide strategic support and service. Jeff spent his entire career in the Bay Area holding several senior health leadership roles at Blue Shield of California, Collective Health, and most recently, Aetna as the West Region President.

Second, Aon is replacing Anne Thompson, who has served the HSB and SFHSS as the senior account executive for over a decade, with Chris Riffel, who is based in Aon's San Francisco office. Chris brings over 15 years of experience in health and welfare consulting, including 10 years in the San Francisco market. Prior to joining Aon in 2020, Chris held strategic client leadership roles with NFP, Zenefits, and Paychex. He will provide overall account planning and project execution for SFHSS.

Anne will remain with Aon and be available as a historical resource to the team, and we thank her for the terrific service to the HSB and SFHSS for the past decade. Mike Clarke continues as Aon's lead actuary for services delivered to the HSB and SFHSS.

**RATES AND BENEFITS FINAL APPROVAL**

On Tuesday, July 29, 2025, the San Francisco Board of Supervisors provided final approval for the Rates and Benefits Package for Plan Year 2026. SFHSS will proceed with incorporating the approved programs and rates for plan year 2026.

### **COMMISSION STREAMLINING TASK FORCE UPDATE**

San Francisco voters approved Proposition E in November 2024, creating the Commission Streamlining Task Force to review the City's appointive boards, commissions, and other public bodies. The Task Force is charged with making recommendations to the Mayor and Board of Supervisors about ways to modify, eliminate, or combine the City's appointive boards and commissions to improve the administration of government. Its final recommendations are due by February 1, 2026.

The Task Force has begun its review and evaluation of City's 140+ governance, advisory, and regulatory commissions and bodies. SFHSS staff have responded to questions from the Task Force related to its costs spent in support of the Health Service Board and the actions and activities undertaken by the HSB throughout the year.

**The Commission Streamlining Task Force will review the Health Service Board at its meeting on November 5, 2025.** Additional information and updates are available on the Task Force's work on the [Commission Streamlining Task Force page](#) on sf.gov. The Task Force's recommendations will be published [online](#) and shared at least two weeks in advance.

### **BLUE SHIELD OF CALIFORNIA CONTRACT SETTLEMENT WITH UC HEALTH SYSTEM**

Blue Shield of California and UC Health reached an agreement on July 8, 2025. Under the new agreement, UC Health will extend their contracts pending the completion of formal contract renewal documents and necessary Department of Managed Health Care approvals. This means SFHSS' members can continue to access UC Health providers and UC Health providers will accept Blue Shield members as in-network.

Any Southern California Blue Shield members who were assigned a new PCP during the negotiations will automatically transition back to their UC Health primary care providers, effective July 10, 2025. Those members will not need to call Blue Shield to keep their UC Health primary care providers.

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**SAN FRANCISCO HEALTH SERVICE SYSTEM  
DIVISION REPORTS: August 2025**

**PERSONNEL UPDATES** (see attachment)

#### **COXO Hiring Complete**

After competitive recruitment for the Chief Operating and Experience Officer (COXO) position, I am pleased to announce the promotion of Rin Coleridge from Enterprise Systems and Analytics Director to COXO. I have full confidence that Rin has the experience, knowledge, and skills to lead and modernize our operations and improve the member experience.

Rin joined the Health Service System (HSS) in 2013 as the Enterprise Systems and Analytics Manager and HIPAA Privacy and Security Officer. During Rin's tenure, HSS has greatly

benefited from Rin's problem-solving approach and analytical mind. Rin has repeatedly demonstrated the ability to bring innovative solutions to the forefront.

### **CFAO Recruitment Underway**

SFHSS' Chief Financial and Affordability Officer, Iftikhar Hussain, has announced that his last day with SFHSS will be August 15, 2025. Iftikhar will be joining a medical center in Monterey County. Over the last 3.5 years, Iftikhar's experience as an innovative leader in the full continuum of care, including hospitals, physician practices, clinics, mental health, and home health services was a tremendous asset to SFHSS.

I am working with DHR to launch a recruitment for the Chief Financial and Affordability Officer role as soon as possible.

### **Recruitments**

Finance & Vendor Management:

- 0953 Chief Financial and Affordability Officer - Job description in review phase.

Enterprise Systems & Analytics:

- 0932 Enterprise Systems and Analytics (ESA) Director - Job description in review phase.
- 1053 Senior IS Business Analyst Permanent Civil Service (PCS) - Requisition is with the Mayor's Budget Office for approval.

Member Services division:

- 1209 Benefits Technician PCS - Back fill for Stephanie Recinos's PCS vacancy from her promotion. Raters are scoring the exams and will return score grids by 9/5/2025.

### **OPERATIONS:** (see attachments)

- The Civil Service Commission approved the continued utilization of an off-site call center to provide additional support during Open Enrollment has been received from the Civil Service Commission. The off-site call center will provide supplemental Customer Service Representatives (CSRs) to assist alongside the in-house Member Services team to improve response times from the higher call volume.
- 2025's busy retirement season has come to a close. Through proactive communication, pre-retirement seminars with key departments, clear process guidance, and personalized support, the Member Services team has helped ensure retirees transition seamlessly from active coverage to retiree benefits, an essential aspect of member experience and operational excellence.

### **FINANCE AND BUDGET:**

- 2026 detailed rates for benefits management system in final phase.
- Fiscal year end close tasks to be completed by August 8, 2025
- Support for annual MGO external audit in process.

### **CONTRACTS:**

- Executed fourth amendment to the agreement with K&H Printers Lithographers, Inc. for print, mail and Open Enrollment communications services.

**SAN FRANCISCO**  
**HEALTH SERVICE SYSTEM**

Affordable, Quality Benefits & Well-Being

- Executed 2025 Agreement with Kaiser Permanente (HMO, KPSA, KPMR).
- Executed 2025 Agreement with Blue Shield (MAPD, ASO-PPO, Access+ and Trio HMOs)
- Ongoing administration of basic (group) life, supplemental life, supplemental AD&D, long-term disability and voluntary short-term disability benefits implementation for PY2026 as a result of the Life and Disability Benefits RFP.

**WELL-BEING:** (see attachment)

- SFHSS Well-Being executed the first Employee Resource Fair with 17 internal departments and external partners present, serving 208 city employees.
- SFHSS EAP provided 286 services in June.

**ATTACHMENTS:**

- Personnel - SFHSS Org Chart
- Operations Monthly Dashboard
- Blue Shield Medicare Advantage PPO Transition Dashboard
- Well-Being Monthly Dashboard



# Operations Dashboard

Health Service Board Meeting • August 14, 2025

Reporting: June and July 2025

# Operations Dashboard for the Month of June 2025

## Call Center Support

### Call Volume



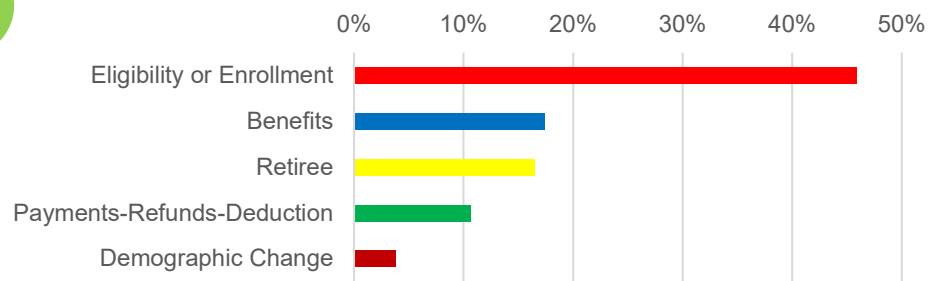
**3106**  
calls handled  
June 2024

**2467**  
calls handled  
June 2025

### Call Drivers Metrics



Call Drivers



### Average Speed to Answer

**Goal: <3 minutes**



**4 min 12 secs**  
June 2024

**7 min 13 secs**  
June 2025

### Abandonment Rate

**Goal: <10%**



**9.59%**  
June 2024

**18.07%**  
June 2025

### Average Handle Time

**Goal: <10 min**



**12 min 14 secs**  
June 2024

**6 min 30 secs**  
June 2025

### First Contact Resolution

**Goal: >75%**



**65%**  
June 2024

**71%**  
June 2025

# Operations Dashboard for the Month of July 2025

## Call Center Support

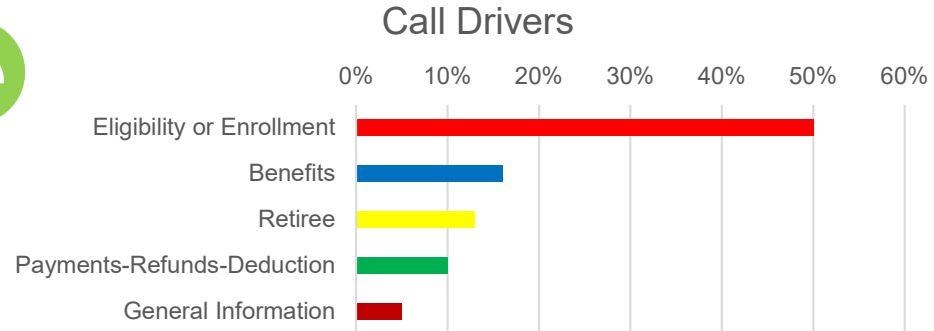
### Call Volume



**3219**  
calls handled  
July 2024

**2713**  
calls handled  
July 2025

### Call Drivers Metrics



### Average Speed to Answer

**Goal: <3 minutes**



**4 min 18 secs**  
July 2024

**4 min 32 secs**  
July 2025

### Abandonment Rate

**Goal: <10%**



**8.57%**  
July 2024

**10.67%**  
July 2025

### Average Handle Time

**Goal: <10 min**



**12 min 44 secs**  
July 2024

**6 min 54 secs**  
July 2025

### First Contact Resolution

**Goal: >75%**



**66%**  
July 2024

**70%**  
July 2025

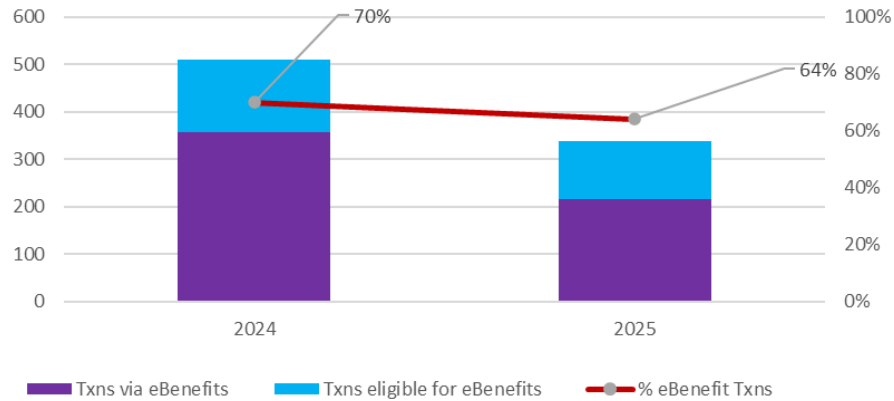


# Operations Dashboard for the Month of June 2025

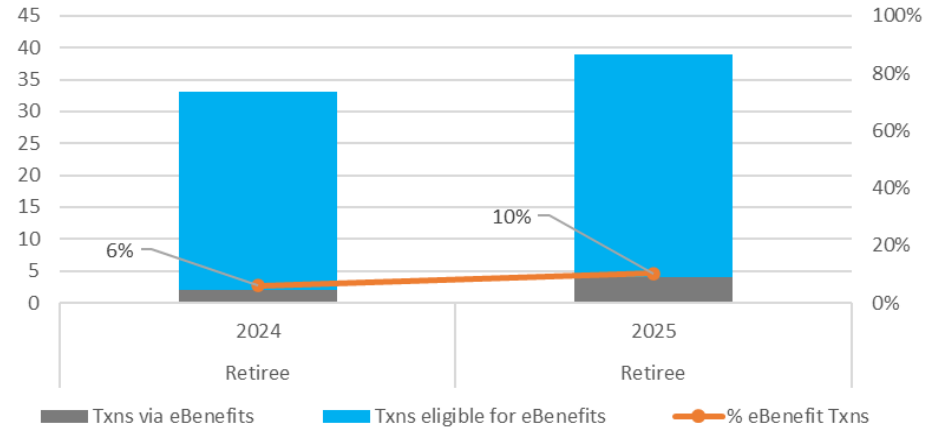
## Transactions



**eBenefits Transactions Actives**



**eBenefits Transactions Retirees**

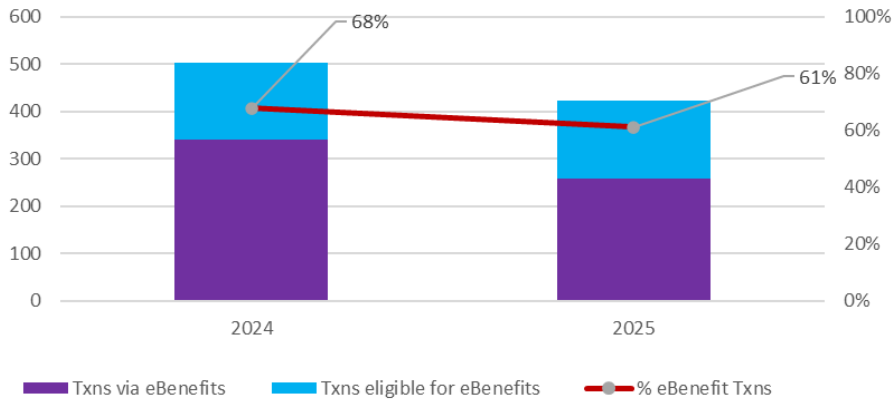


# Operations Dashboard for the Month of July 2025

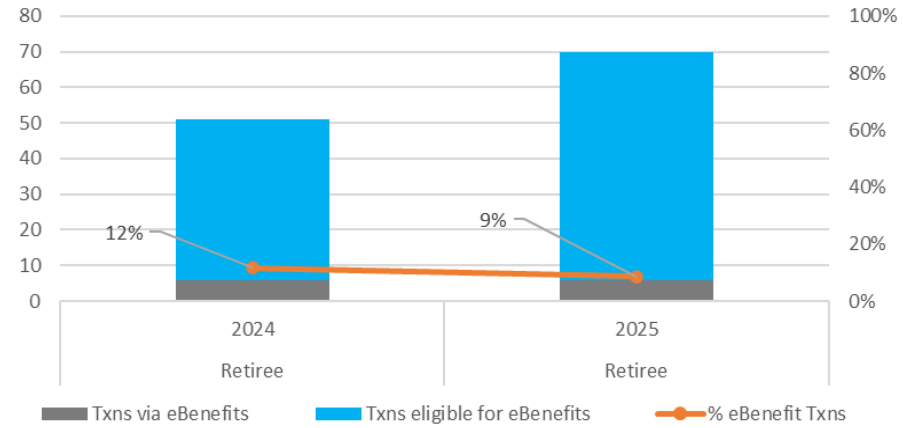
## Transactions



**eBenefits Transactions Actives**



**eBenefits Transactions Retirees**

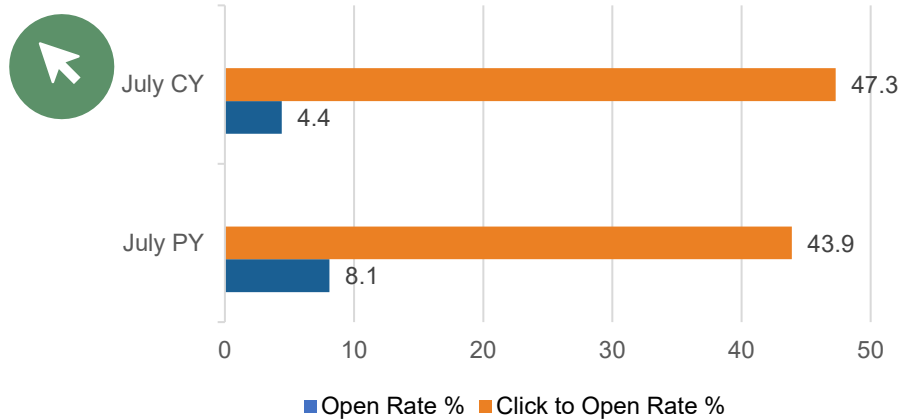


# Communications Dashboard for the Month of June 2025

## Member Engagement

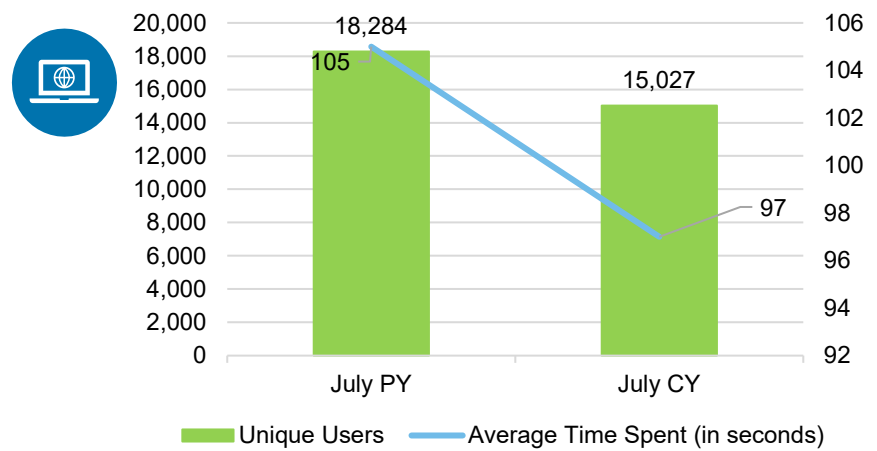
### Newsletter Engagement

**Goal: >50% Subscribers and 50% Open Rate**

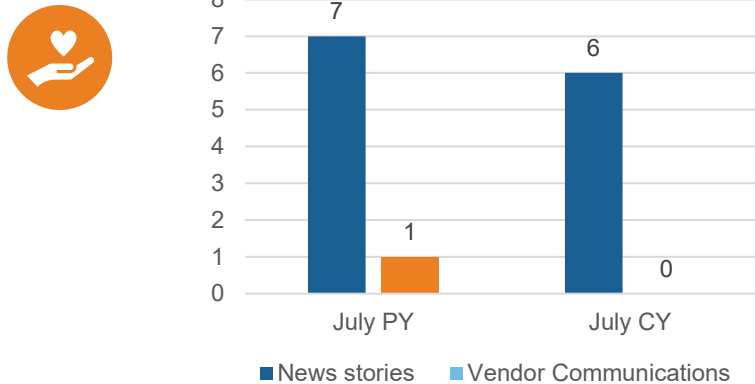


### SFHSS Website Engagement

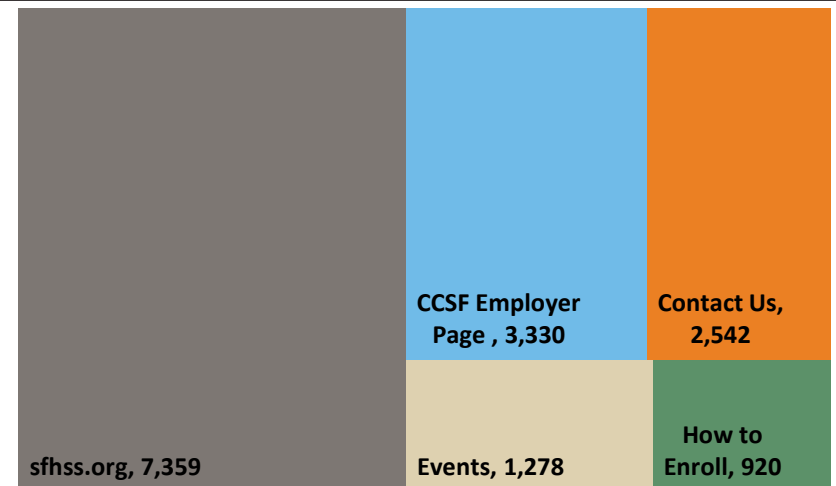
**Goal: >100 seconds**



### Preventive Care Communications **Goal: > 3**



### Top Visited Pages on sfhss.org

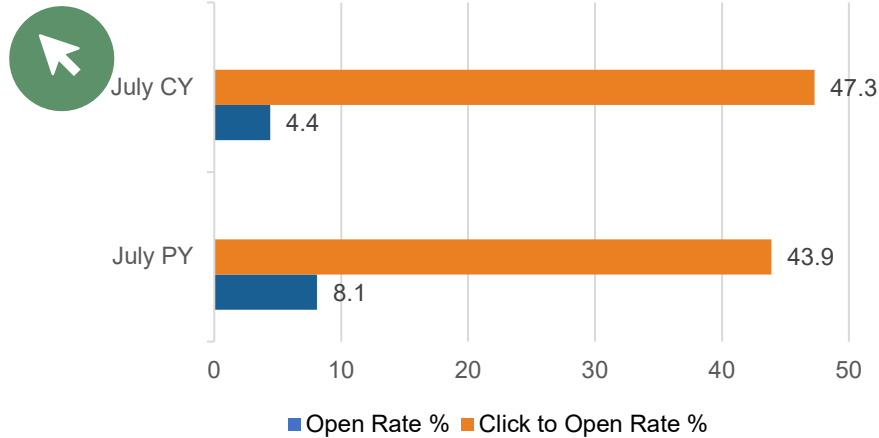


# Communications Dashboard for the Month of July 2025

## Member Engagement

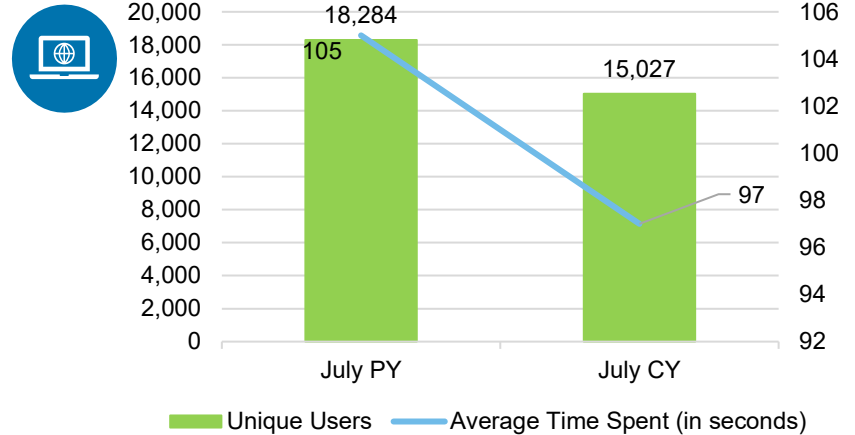
### Newsletter Engagement

**Goal: >50% Subscribers and 50% Open Rate**

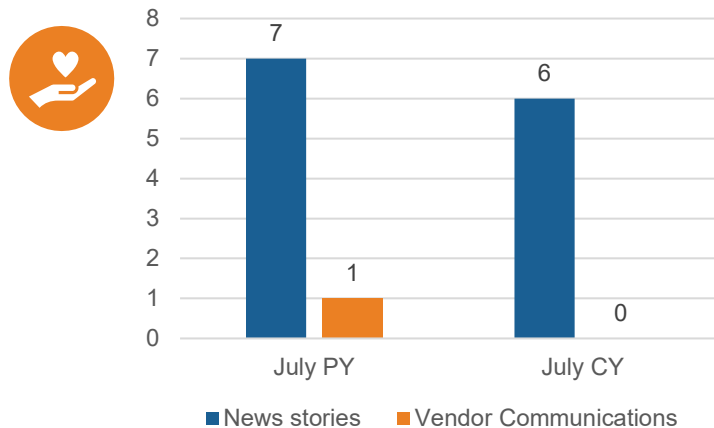


### SFHSS Website Engagement

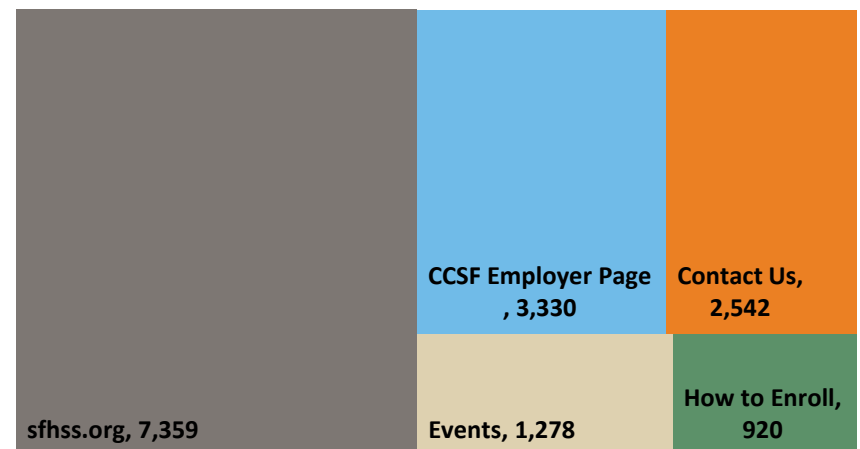
**Goal: >100 seconds**



### Preventive Care Communications **Goal: > 3**



### Top Visited Pages on sfhss.org



# Blue Shield Medicare Advantage PPO Transition Dashboard

Health Service Board Meeting • August 14, 2025

# Health Service System Call Metrics – June & July 2025

## BSC Transition Calls Handled

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**June – 141**  
**July – 73**  
Calls handled

## BSC Transition In-Person Interactions

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**June – 15**  
**July – 7**  
Number of in-person interactions

## HSS to BSC Calls

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**June – 109**  
**July – 45**  
Members Connecting with BSC through the HSS Phone System

## Average Speed to Answer\*

**Goal: <3 mins**



**June – 7mins24 secs**  
**July – 4mins 29 secs**

## Average Handle Time\*

**Goal: <10 mins**



**June – 6 mins 51 secs**  
**July – 7 mins 08 secs**

## First Contact Resolution

**Goal: >75%**



**June – 94%**  
**July – 91%**

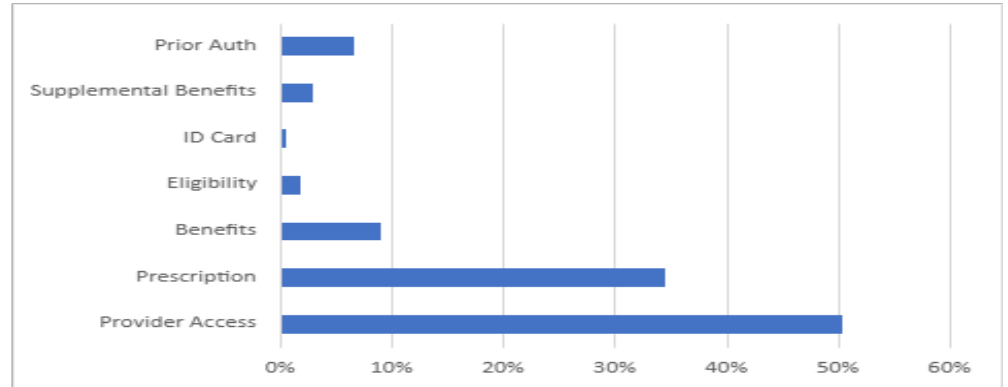
# Blue Shield Call Metrics – June & July 2025

## Call Volume



4,802 – June  
4,300 – July

## Support Drivers Metrics - July



## Abandonment Rate

Goal: <3%



June – 2%  
July – 2%

## BSC to HSS Calls



June – 198  
July – 78

Members connecting with HSS through BSC phone system

## Average Speed to Answer

Goal: <3 mins



June – 49 sec  
July – 40 sec

## Average Handle Time

Goal: As Long as Required



June – 15 mins  
July – 17 mins

## First Contact Resolution

Goal: >75%



June – 94%  
July – 90%

# Well-Being Dashboard

Health Service Board Meeting – August 14, 2025

*(Reporting: June – July 2025)*



# Well-Being

## SFHSS Employee Well-being Resource Fair

June 24, 2025, 11:30 a.m.-1:30 p.m.



### Event Description:

SFHSS hosted its first Employee Well-Being Resource Fair, bringing together internal departments and external partners to support employee well-being and professional growth. The event provided access to a wide range of resources, including health services, financial well-being tools, and career development opportunities. Employees engaged directly with vendors and explored City-sponsored benefits, helping to strengthen cross-departmental connections and overall workforce engagement.

### Event Objectives:

1. **Enhance Employee Well-Being** - provide resources and support to improve employees' physical, mental, and emotional health.
2. **Promote Awareness of City and Community Resources** - increase understanding and utilization of available benefits, services, and programs.
3. **Support Professional and Career Development** - connect employees with tools, trainings, and opportunities to grow in their careers.
4. **Foster Cross-Departmental and Community Engagement** - strengthen relationships among employees, internal departments, and external partners.

# Well-Being

## SFHSS Employee Well-being Resource Fair

### Event Outcomes and Participation Feedback:

- ✓ **17 vendors** hosted resource tables.
- ✓ **208 employees** attended the 2-hour event.
- ✓ **143 participants** completed the event passport by visiting 10+ tables.
- ✓ **43% (89)** completed the post-event feedback survey.
- ✓ **96%** of respondents reported being very satisfied or satisfied with the event.
- ✓ **91%** strongly agreed or agreed that they now have a better understanding of the services and resources available to them.
- ✓ **78%** indicated they plan to seek out Well-Being services, programs, or activities in the future.



# SFHSS Employee Assistance Program (EAP)

## JUNE Highlights:

- ✓ 286 services provided.
- ✓ 212 individual consultations.
- ✓ 29 leadership consultations provided.
- ✓ 6 trainings were offered serving a total of 110 people.
- ✓ 2 critical incident responses.

# JUNE: Calls/Cases - Internal & External EAP

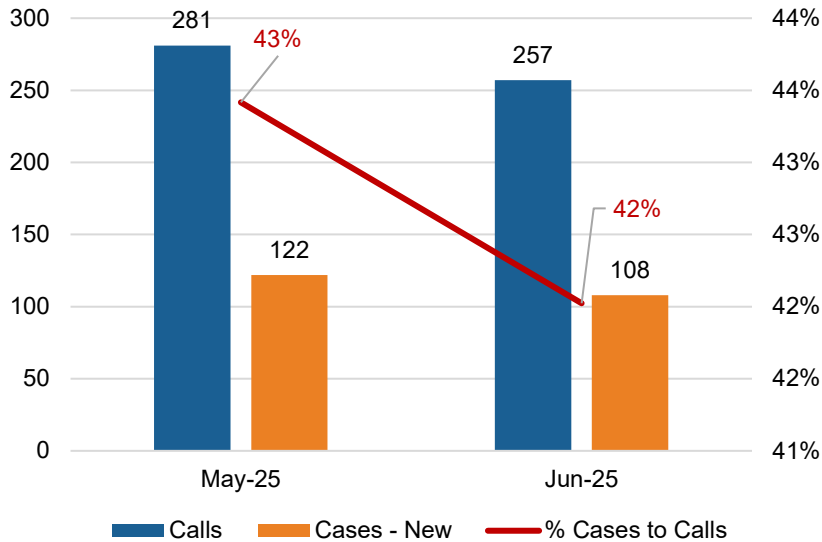
## Highlights 2025

- ✓ 8.5% decrease in calls and 11% decrease in cases June compared to May.

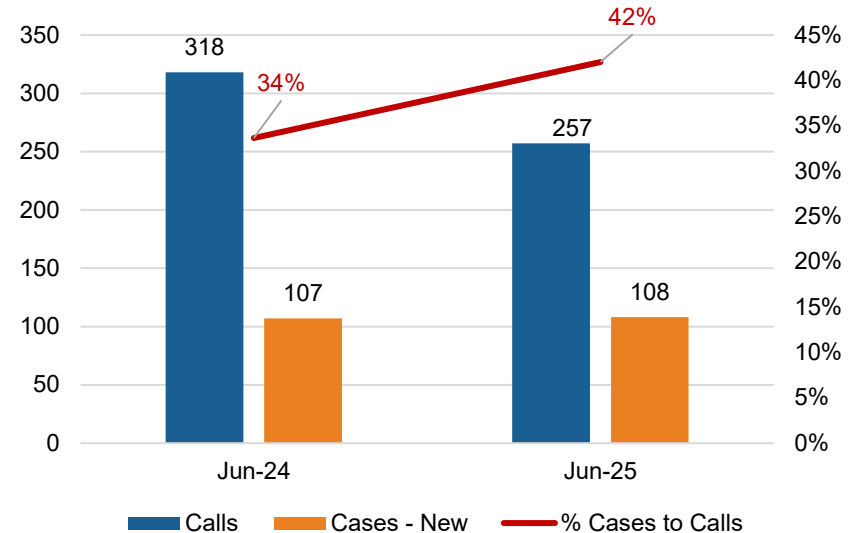
## Highlights Year Over Year

- ✓ 19% decrease in calls in June compared to the same month, prior year.
- ✓ 1% increase in cases in June compared to the same month, prior year.

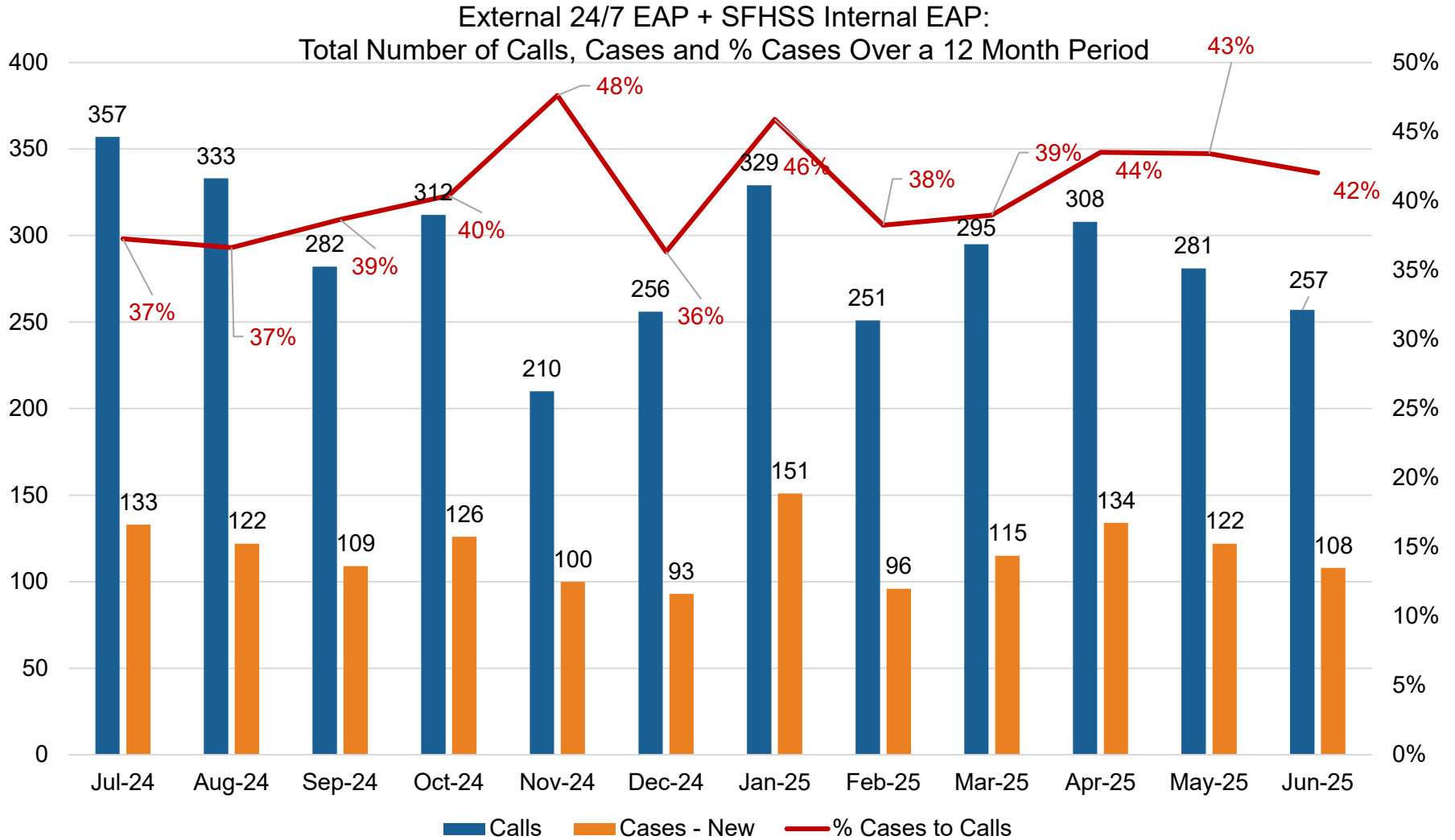
June 2025 Compared to May 2025:  
Calls, Cases, and % of Calls that Led to a Case



June 2025 Compared to June 2024:  
Calls, Cases, and % of Calls that Led to a Case

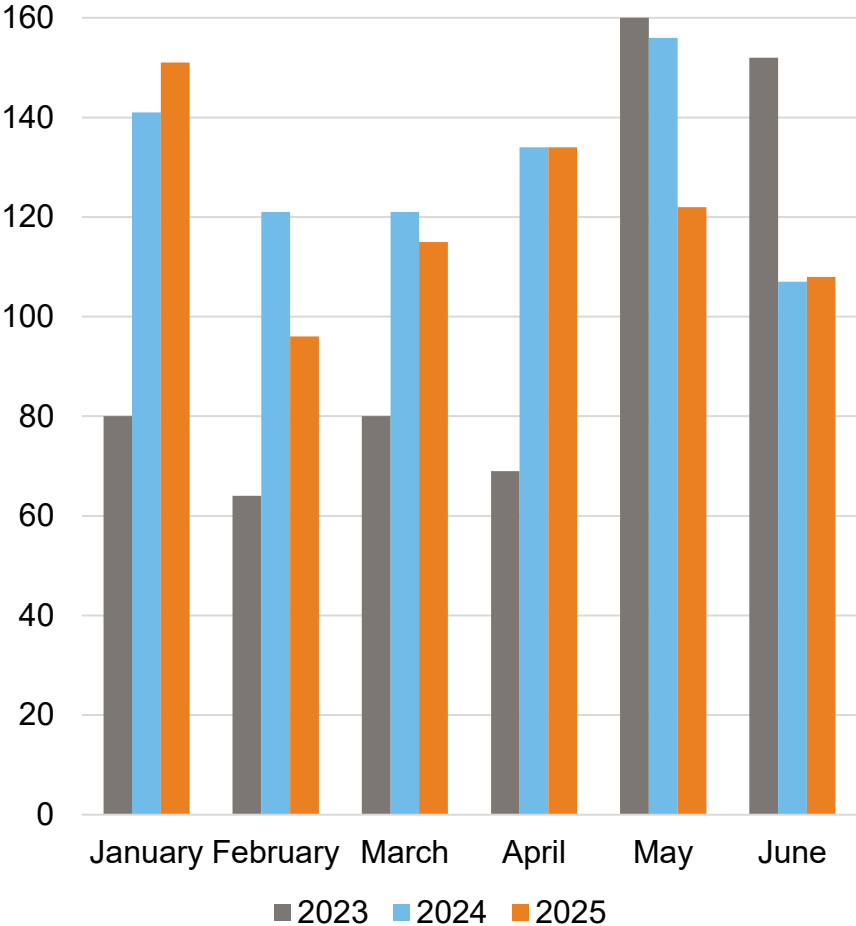


# Calls/Cases: 12-Month Period - Internal & External EAP



# Calls/Cases: Year Over Year - Internal & External EAP

New Cases



Call Volume

