

MEMORANDUM

DATE: August 8, 2024

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

FROM: Abbie Yant, RN, MA Executive Director SFHSS

RE: August 8, 2024, Director's Report

Final Approval of Rates and Benefits at the SF BOS

On Tuesday, July 30, 2024, the San Francisco Board of Supervisors approved the Rates and Benefits Package for Plan Year 2025. Today, on the agenda is the joint Health Service System and Blue Shield of California presentation that outlines the plan for transitioning members to the Blue Shield Plans.

EQUITY AND INCLUSION UPDATE

On August 1, Mayor London Breed raised the light blue, pink, and white transgender flag over City Hall with leaders and activists celebrating San Francisco's third annual [Transgender History Month](#). This long-standing symbol of pride was created in 1999 by Monica Helms, a transgender woman and Navy veteran. The flag has two light blue and pink stripes to represent the traditional color for boys and girls and a white stripe in the middle for members who are transitioning, gender-neutral, or intersex.

The raising of this flag stems back to the beginning of transgender activism in San Francisco when the Compton Cafeteria Riots took place in August 1966. These riots occurred in the Tenderloin district and were recorded as the first LGBTQ uprising in U.S. history. The Tenderloin is now home to the world's first [legally recognized district](#) dedicated to the transgender, nonbinary, and intersex community. Trans activism has been imprinted on San Francisco's history with efforts to recognize the strength and resilience of LGBTQ community leaders like Honey Mahogany.

Mayor London Breed recently announced the [appointment of Honey Mahogany](#) as the new Director of the Office of Transgender Initiatives. Her appointment was made effective on May 6, 2024. Mahogany brings over 20 years of experience in government, the nonprofit sector, social justice community engagement, and a unique perspective as an LGBTQ+ artist and small business owner. The [Office of Transgender Initiatives \(OTI\)](#), over which Mahogany will preside, advocates and uplifts the voices and needs of transgender, gender non-conforming, intersex, and 2-spirit (TGNCI2S) San Franciscans by acting as a bridge between communities and local government in the pursuit of equity.

"Right now, across the country, our Transgender and LGBTQ+ culture and community is under attack, but in San Francisco, we continue to embrace and celebrate the amazing individuals and organizations who, through their advocacy and art, have contributed to our history around social justice and equity," said Mayor Breed. "Honey Mahogany is a proven champion and, in her new role, will work to advance San Francisco's values of inclusion that will inspire future

generations and communities everywhere. I look forward to partnering with Honey to ensure that our City continues to be a place of acceptance, fairness, and opportunities for all.”

The Office of Transgender Initiatives (OTI) and the Department of Human Resources (DHR) also joined forces to develop a “[Transgender 101: Strengthen Your Commitment to Inclusion](#)” training that is available to all City and County employees. This module introduces transgender and non-binary identities, a critical analysis of the gender binary, best practices around gender pronouns, and an overview of [DHR’s Gender Inclusion Policy and Tools](#). The Office of the Mayor is encouraging participation to learn concepts and skills necessary to make our City services and workplaces affirming of trans and non-binary residents and colleagues. SFHSS invites Commissioners to participate in this [online module](#) as a self-study Board education activity.

SFHSS LEASE AGREEMENT

The lease renewal agreement for HSS office space at 1145 Market Street has been executed. The 2nd floor of 1145 is being prepared for Well-Being and EAP to move from a temporary location on the 3rd floor in August 2024

HEALTHCARE AFFORDABILITY BOARD AND ADVISORY COMMITTEE

The Health Care Affordability Board is a decision-making body charged with setting statewide and sector-specific spending targets, appointing a Health Care Affordability Advisory Committee, and approving key benchmarks, such as alternative payment model adoption and the share of spending dedicated to primary care and behavioral health, among other responsibilities. Board members may not receive compensation from healthcare entities. Board Next Meeting: September 26, 2024; Advisory Committee Next Meeting October 30, 2024

At their June 2024 meeting, the HCAB approved the Proposed Alternative Payment Model (APM) Standards and Adoption Goals., as well as Primary Care Definition and Investment Strategies.

<https://hcai.ca.gov/affordability/ohca/health-care-affordability-board/>

SAN FRANCISCO HEALTH SERVICE SYSTEM DIVISION REPORTS: AUGUST 2024

HUMAN RESOURCES:

Resignation/Retirements:

- 1632 Senior Account Clerk - My Vong: Promotion to City Attorney’s Office effective 7/6/2024

Recruitments:

- 2595 Sr. EAP Counselor – Eligible list adopted. Interviews are in early August.
- 1632 Sr. Account Clerk – Finalist identified—employment verification in progress. Target hiring date is late August.

**SAN FRANCISCO
HEALTH SERVICE SYSTEM**

Affordable, Quality Benefits & Well-Being

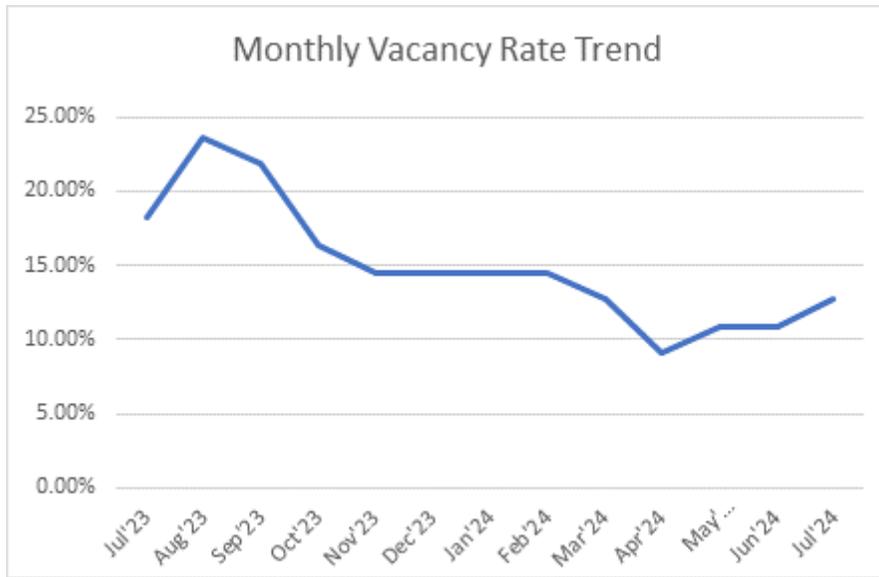
- 1209 Benefits Technician (Temp 18 months) – Position request to be made by mid-August. Target hiring date is September 2024.
- 1052 IS Business Analyst – Preparing recruitment for future vacancy.

Turnover Rate:

- 2022 Average: 28.40
- 2023 Average: 20.34
- 2024 Average so far: 6.21

Monthly Vacancy Rate*:

Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23	Jan'24	Feb'24	Mar'24	Apr'24	May'24	Jun'24	Jul'24
18.18%	23.64%	21.82%	16.36%	14.55%	14.55%	14.55%	14.55%	12.73%	9.09%	10.91%	10.91%	12.73%



* Vacancy rates include three positions on hold and not currently being filled. There are four active vacant positions.

OPERATIONS:

- Dependent Eligibility Verification Audit (DEVA) is complete, the appeal period for terminated dependents ends on 8/6/2024.
- Provided SFUSD data for their Other Post Employment Benefits (OPEB) audit.
- Completed HSS IT audit submissions for interim and follow-up periods – pending audit findings
- As part of our Strategic Goals commitment to track and improve Member Satisfaction, Operations issued a Member Survey to Active Employees, Early Retirees, and Medicare Retirees on June 26, 2024, to understand our baseline and areas of opportunity.
 - 2,454 Members responded to the survey, and we have achieved a 95% confidence level in the results with a 2% margin of error. We needed 2,330 respondents.

SAN FRANCISCO HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

- We have a Net Promoter Score of 26 and an average score of 7.8 on a scale of 1 to 10.

COMMUNICATIONS:

- Implementing multichannel communications outreach to educate Medicare PPO members about the change in the carrier to Blue Shield of California.

FINANCE AND BUDGET:

- Prepared summary rates for 2025 open enrollment
- Fiscal Year End close in process
- Annual Benefit Trust Audit in process

CONTRACTS:

- Executed first amendment to the agreement with CCS Global Tech (SFHSS Drupal website services).
- Executed agreement with Kaiser Permanente for HMO Benefits.
- Completed annual compliance submissions, including Civil Service Commission Annual Report for Professional Service Contracts (PSCs) with Continuing Approval, Board of Supervisors Sole Source Letter, and San Francisco Ethics Commission reporting (SFEC-126 forms).
- Finalized negotiations for 2025 Performance Guarantees for Kaiser Permanente.
- Reviewed, accepted, and confirmed the posting of all updated employer-paid life insurance certificates.
- Ongoing support for PY2025 Medicare implementation including execution of data sharing/non-disclosure agreement (NDA).

WELL-BEING:

- Executed a Well-Being@Work Key Player training that provided an overview of the program and key roles and responsibilities. 65 people were in attendance.
- 15.87% increase in engagement during the Mental Health Awareness Campaign in 2024 compared to the prior year.
- The number of cases that result from a call rose by 6.7% in May 2024 compared to April 2024.

Attachments:

- June Operations Dashboard
- July Operations Dashboard
- Well-Being Monthly Report

Operations Dashboard for the Month of June 2024

Call Center Support

Call Volume



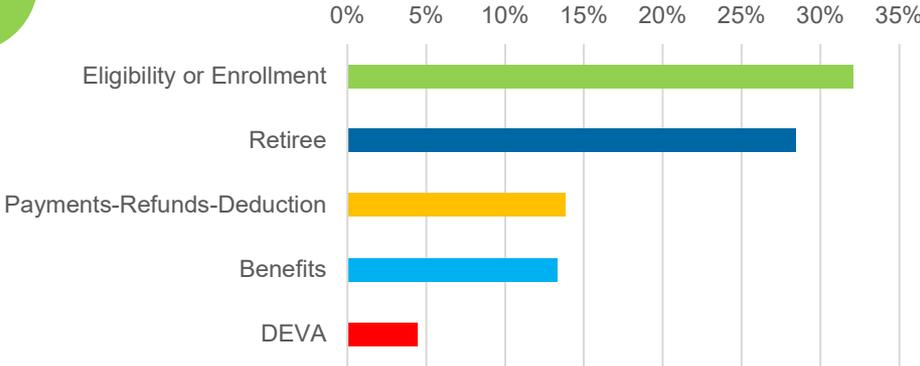
3,505
calls handled
June 2023

3,106
calls handled
June 2024

Call Drivers Metrics



% Calls Handled



Average Speed to Answer Goal: <180 secs



402 secs
June 2023

252 secs
June 2024

Abandonment Rate Goal: <10%



16.64%
June 2023

9.59%
June 2024

Average Handle Time Goal: <10 min



12.5 min
June 2023

12.23 min
June 2024

First Contact Resolution Goal: >75%



65%
June 2023

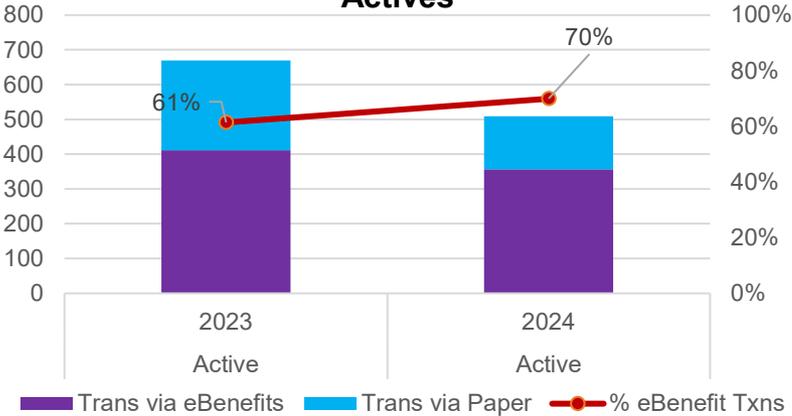
65%
June 2024

Operations Dashboard for the Month of June 2024

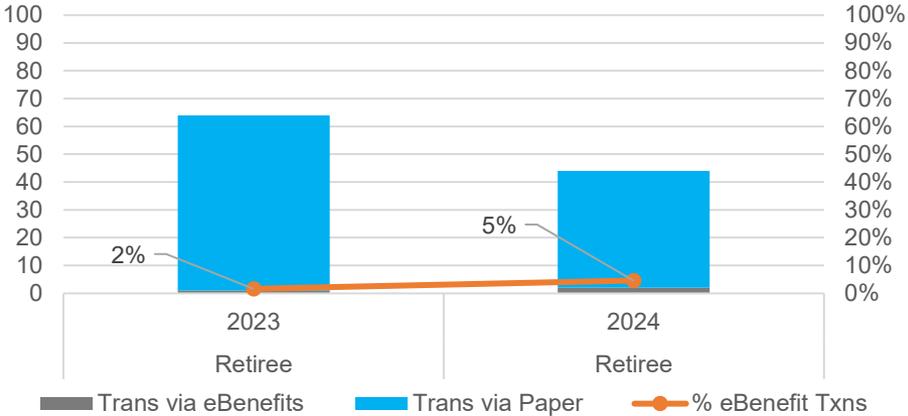
Transactions



Transactions Eligible for eBenefits - Actives



Transactions Eligible for eBenefits - Retirees

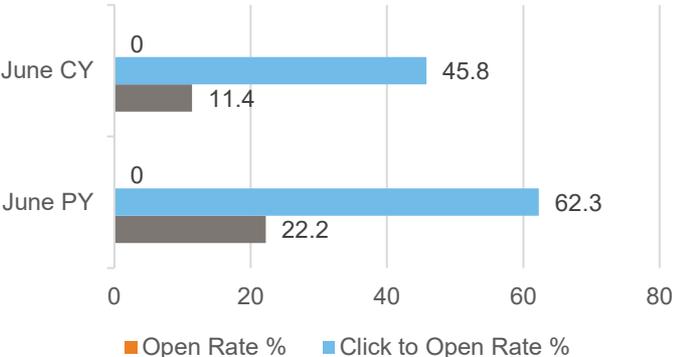


Communications Dashboard for the Month of June 2024

Member Engagement

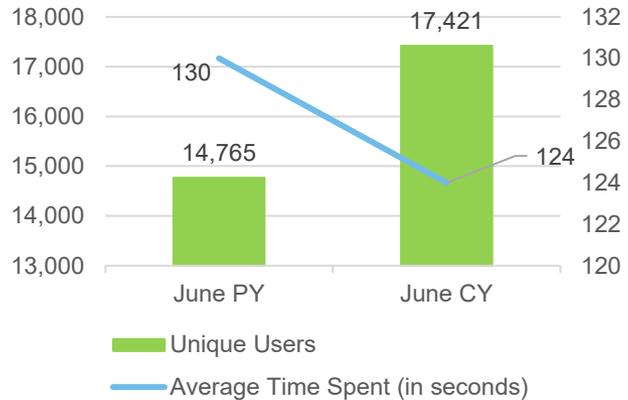
eNews Engagement

Goal: >50% Subscribers and 50% Open Rate



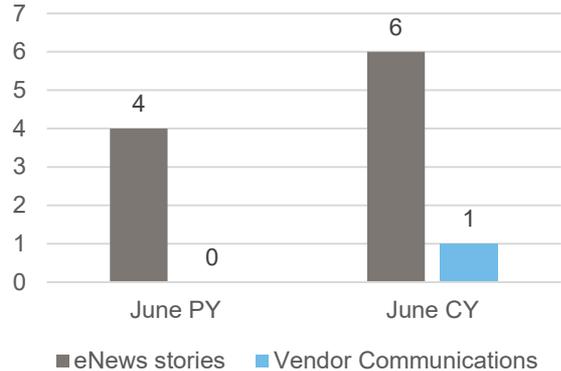
SFHSS Website Engagement

Goal: >100 seconds



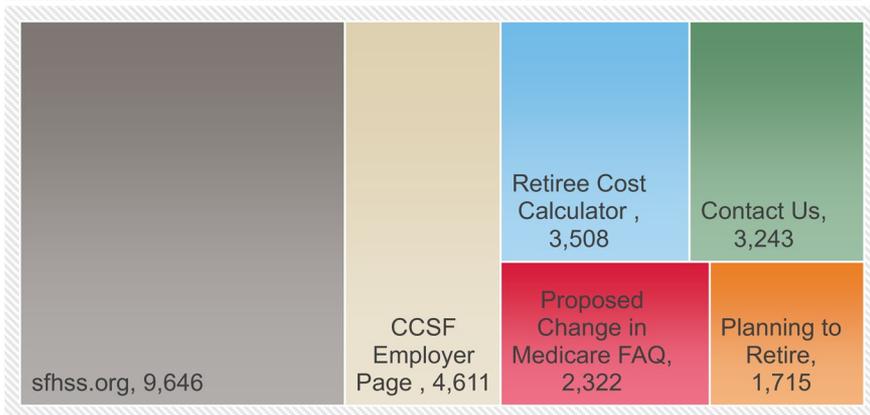
Preventive Care Communications

Goal: > 3



Top Visited Pages on sfhss.org

Goal: Move *Contact Us* out of Top 5



Operations Dashboard for the Month of July 2024

Call Center Support

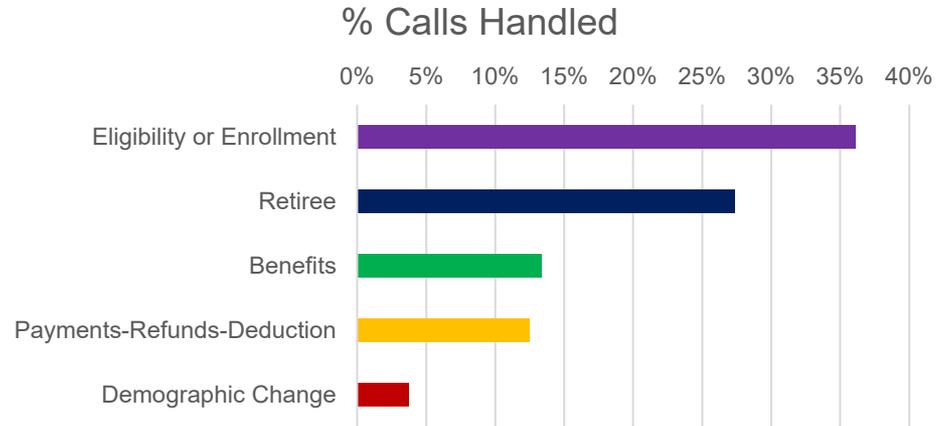
Call Volume



3,590
calls handled
July 2023

3,219
calls handled
July 2024

Call Drivers Metrics



Average Speed to Answer Goal: <180 secs



395 secs
July 2023

254 secs
July 2024

Abandonment Rate Goal: <10%



12.5%
July 2023

8.57%
July 2024

Average Handle Time Goal: <10 min



11.8 min
July 2023

12.7 min
July 2024

First Contact Resolution Goal: >75%



71%
July 2023

66%
July 2024

Operations Dashboard for the Month of July 2024

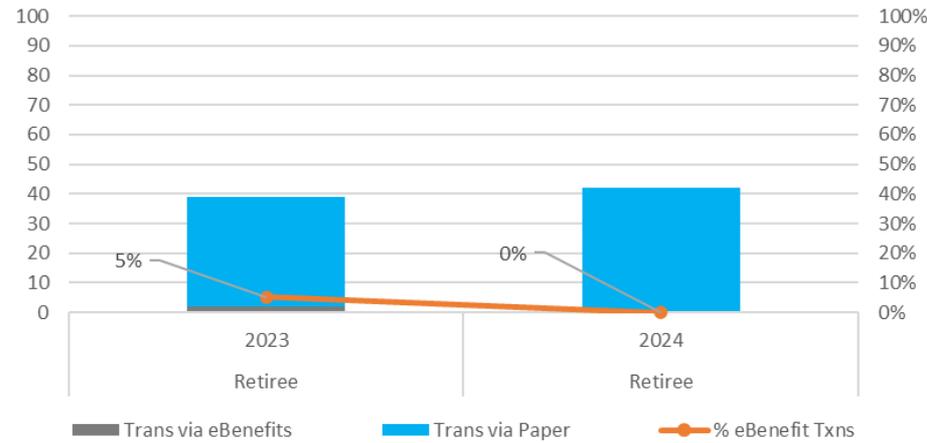
Transactions



Transactions Eligible for eBenefits - Actives



Transactions Eligible for eBenefits - Retirees

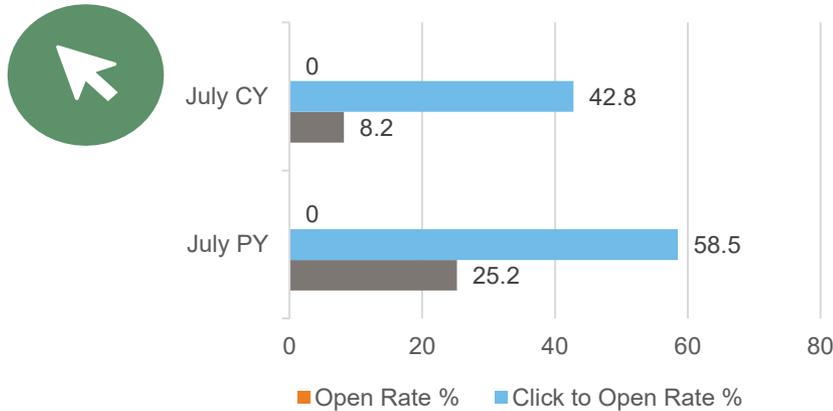


Communications Dashboard for the Month of July 2024

Member Engagement

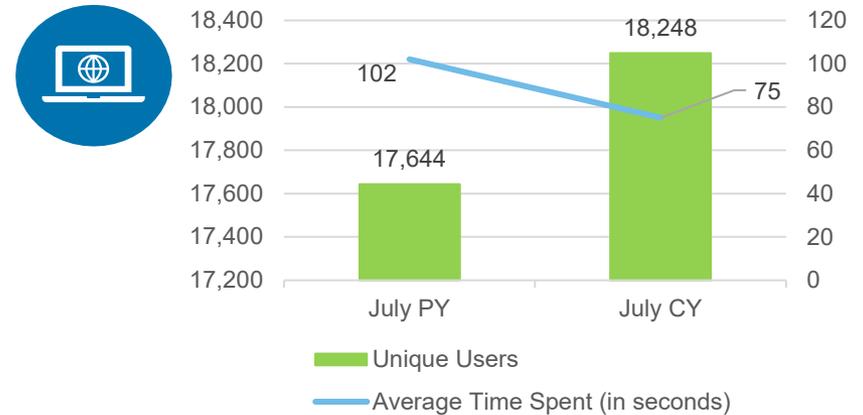
eNews Engagement

Goal: >50% Subscribers and 50% Open Rate



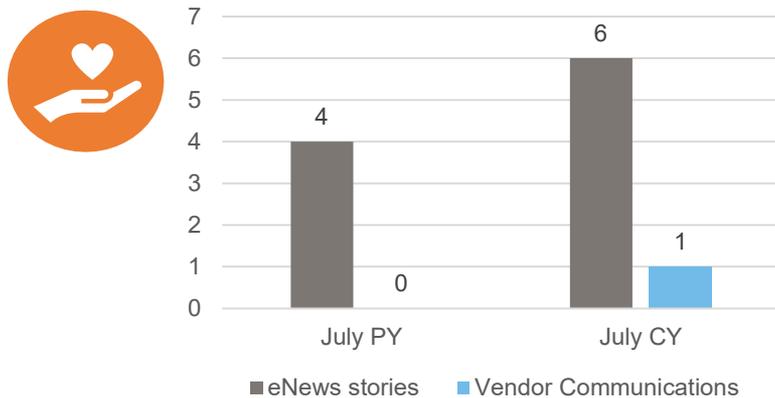
SFHSS Website Engagement

Goal: >100 seconds



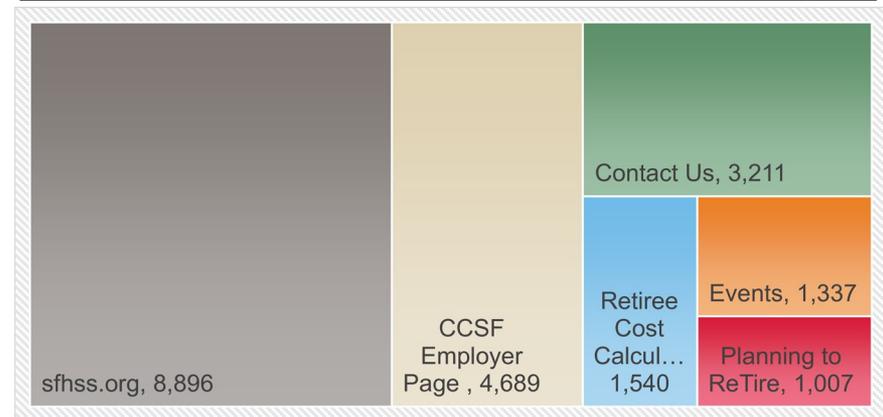
Preventive Care Communications

Goal: > 3



Top Visited Pages on sfhss.org

Goal: Move *Contact Us* out of Top 5



Well-Being Monthly Report

Health Service Board Meeting | August 8, 2024



Mental Health Awareness Month

Dates:

- ✓ May 1, 2024 – May 31, 2024

Key Messages:

- ✓ Don't Wait
- ✓ We're Here for You

Goal:

- ✓ Increase utilization by 5% from prior year

Campaign Overview:

- ✓ Three (3) dedicated email communications
- ✓ Dedicated [We're Here for You webpage](#)
- ✓ Partnered with 13 department head/directors/leaders to create a video message
- ✓ Offered workshops, webinars/seminars, group exercise classes, and a Working While Black Healing Circle series
- ✓ Well-Being Key Players Training

Mental Health Awareness Month – Emails

Highlights:

- ✓ 27,396 – average number of total emails sent
- ✓ 41% of those who received the email opened it
- ✓ 49,335 total clicks

Top 5 Clicks:

- ✓ 8,927 - Expect the Unexpected (Webinar)
- ✓ 8,914 - Mindfulness / Meditation (Group Exercise)
- ✓ 8,913 - Counseling & Therapy (Webinar)
- ✓ 8,866 – BlueShield Health App (Health Plan Resource)
- ✓ 8,853 - SFHSS Well-Being Main Webpage (Website)



Don't Wait - Reach Out!

Watch the video and hear from our San Francisco city leaders on how to seek support.



Mental Health In The Workplace

"Taking care of your mental health is an act of self-love."

- Unknown

*"Taking care of your mental health is a act of self-love."
- Unknown*

Mental Health Awareness Month – Emails

Email Topics:

- ✓ Email 1: Mental Health in the Workplace
- ✓ Email 2: Kindness in the Workplace
- ✓ Email 3: Self-Care

	Email 1	Email 2	Email 3
Email Score	10/10	7.9/10	7.9/10
Total number of email recipients	27,334	27,358	27,495
Total number of people who opened the email	52% (14,202)	36% (9,877)	36% (9,948)
Total percentage of people who clicked on something	64%	6%	6%
Total number of clicks within the newsletter	46,224	1,644	1,467

Mental Health Awareness Month – Don't Wait Video

Highlights:

- ✓ Partnered with **13 city departments heads/leaders** to create a video
- ✓ **1,014 video views**

Key Messages:

- ✓ Don't Wait
- ✓ We're Here For You
- ✓ Reach Out

Goal:

- ✓ Increase utilization of resources and services.
- ✓ Support the national movement by reducing stigma, educating our members, and providing support.



[Don't Wait – Video Link](#)

Mental Health Awareness Month – Workshops & Webinars

Highlights:

- ✓ Three (3) workshops offered
 - **38 - Total Participation**
 - **13 - Average Participation**
 - **100%** of those who participated in the Mental Health First Aid training indicated the training was valuable to them both personally and professionally.
- ✓ Twelve (12) webinars offered
 - **454 - Total Participation**
 - **32 - Average Participation**

Workshops:

- ✓ Mental Health First Aid
- ✓ Stress First Aid

Webinars:

- ✓ Addressing Employee Performance Issues in a supportive Way
- ✓ Creating Psychological Safety in the Workplace
- ✓ Mental Health awareness for Leaders
- ✓ Expecting the Unexpected: How to Think About Potential Crisis
- ✓ Finding Joy in Good Works
- ✓ Building a Mindset of Mental Fitness in the Workplace
- ✓ Civility in the Workplace
- ✓ Preventing Employee Burnout
- ✓ Counseling & Therapy, Demystified
- ✓ Emotional Intelligence
- ✓ The impact of attitude on Work and Life
- ✓ Strengthening Your Ability to Emphasize

Mental Health Awareness Month – Additional Resources

Highlights:

- ✓ **1220** mental health awareness ribbons and 940 flashlights were distributed to 28 depts.
- ✓ **131** engaged in group exercise classes
- ✓ **861** sessions/visits on the CredibleMind website
- ✓ **114** unique individuals took an online mental health assessment

Group Exercise

- ✓ Mindfulness Meditation
- ✓ Yoga

Additional Support Tools:

- ✓ Credible Mind
- ✓ Health Plan Resources

Visual Reminders:

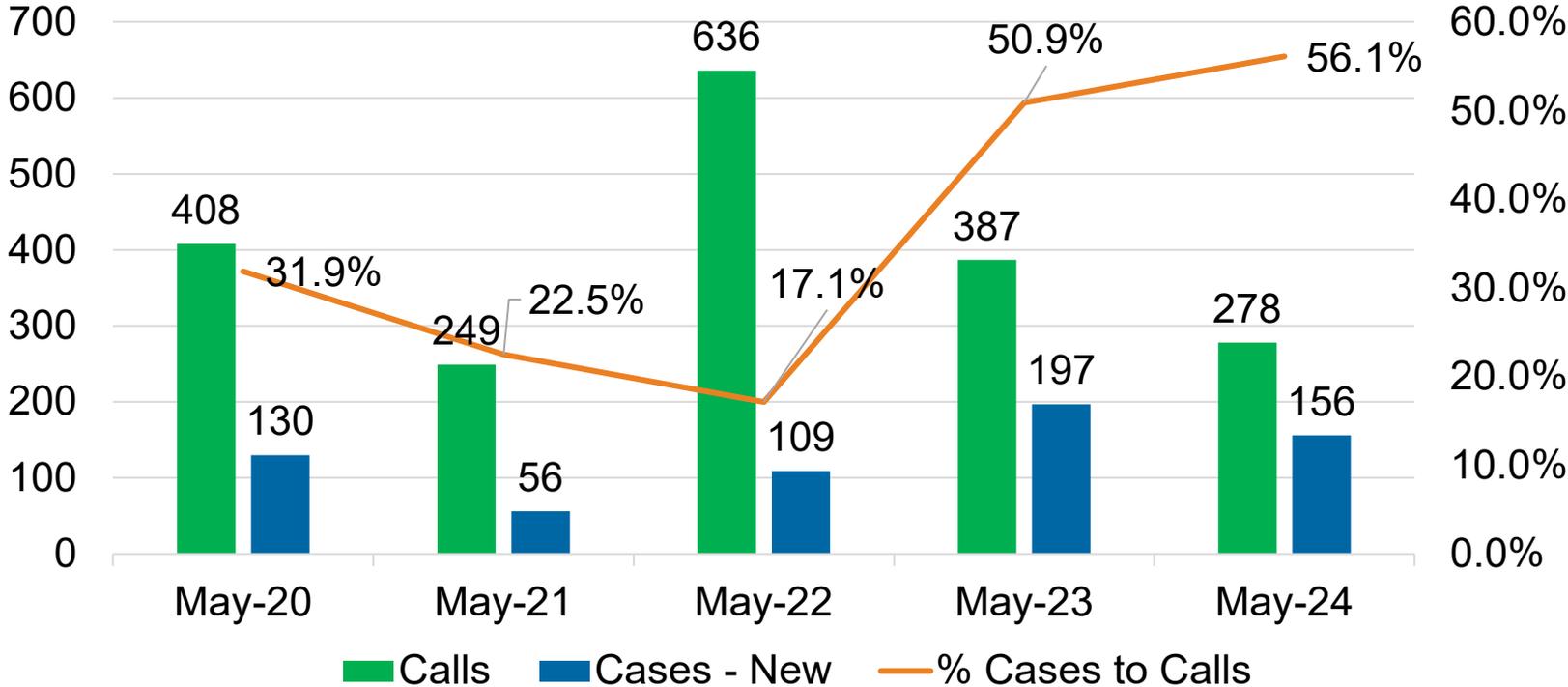
- ✓ Ribbons and flashlights



Mental Health Awareness Month – EAP

- ✓ Decrease in call volume and cases when comparing May 2024 to May 2023
- ✓ Although calls and cases are down, there is an increase of 6% in higher number of calls to cases in May 2024 compared to May of 2023

Comparisons: Calls and Cases Year over Year (May)



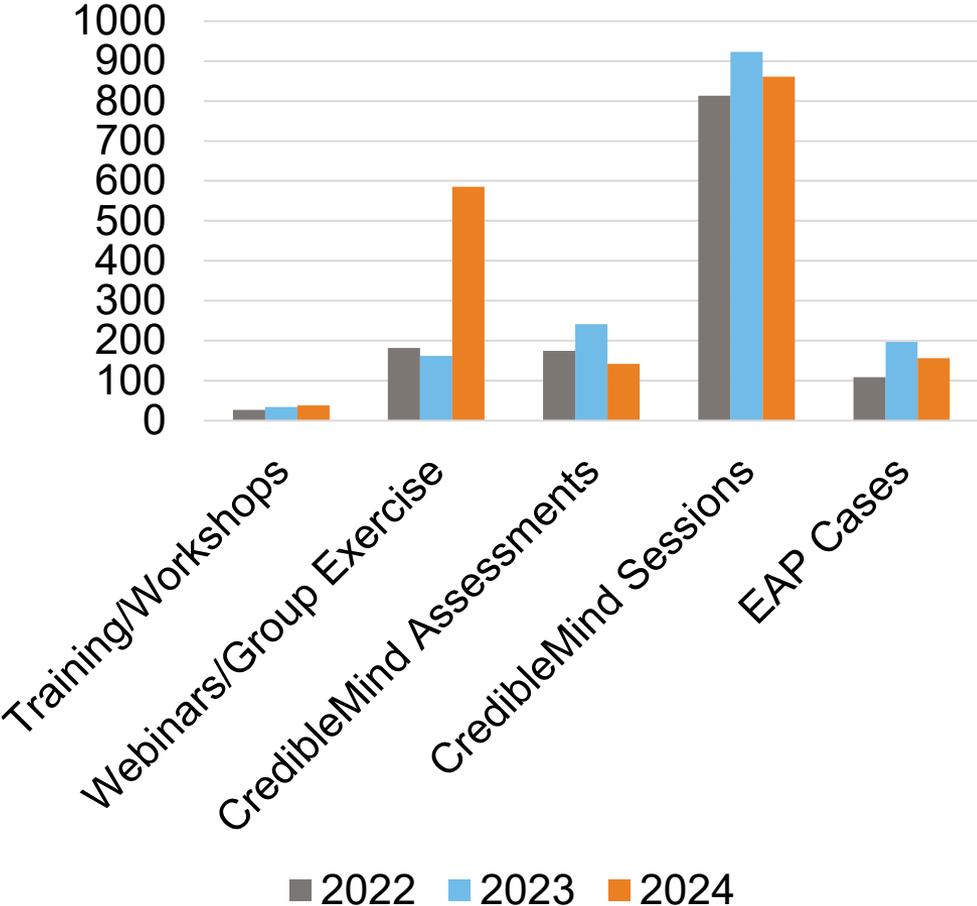
Mental Health Awareness Month – Data

15.87% increase in engagement during the Mental Health Awareness Campaign in 2024 compared to prior year.

Highlights (2024 vs 2023):

- ✓ 261% increase in the number of individuals who attended webinars this year
- ✓ 11% increase in the number of individuals that attended a training or workshop
- ✓ -41% decrease in CredibleMind Assessment
- ✓ -21% decrease in EAP cases

Year Over Year: Participation for Mental Health Awareness Month Resources



Well-Being@Work

Key Player Training: Well-Being@Work Overview

- July 16, 2024, 11:00am-12:00pm

Training Description:

The training was focused on a comprehensive overview of the SFHSS Well-Being@Work program.

Training Objectives:

- Learn Well-Being Key Player's roles and responsibilities.
- Review the three key focus areas including: Raising Awareness, Offering Programs, and Creating a Culture.
- Provide a detailed overview of program offerings, toolkits, and resources to support departments implementing well-being at their workplace.
- Report results from the 2023 city-wide Well-Being Survey.
- Present recommended well-being focus areas for departments that have a well-being annual plan in place.

Attendance: 65

