

A photograph of the Golden Gate Bridge in San Francisco at sunset. The sun is low on the horizon, creating a warm orange and yellow glow. The bridge's towers and suspension cables are silhouetted against the bright sky. The water below is dark, and the surrounding hills are covered in green vegetation.

San Francisco Health Service System

Strategic Planning Process Update to Health Service Board

August 9, 2018

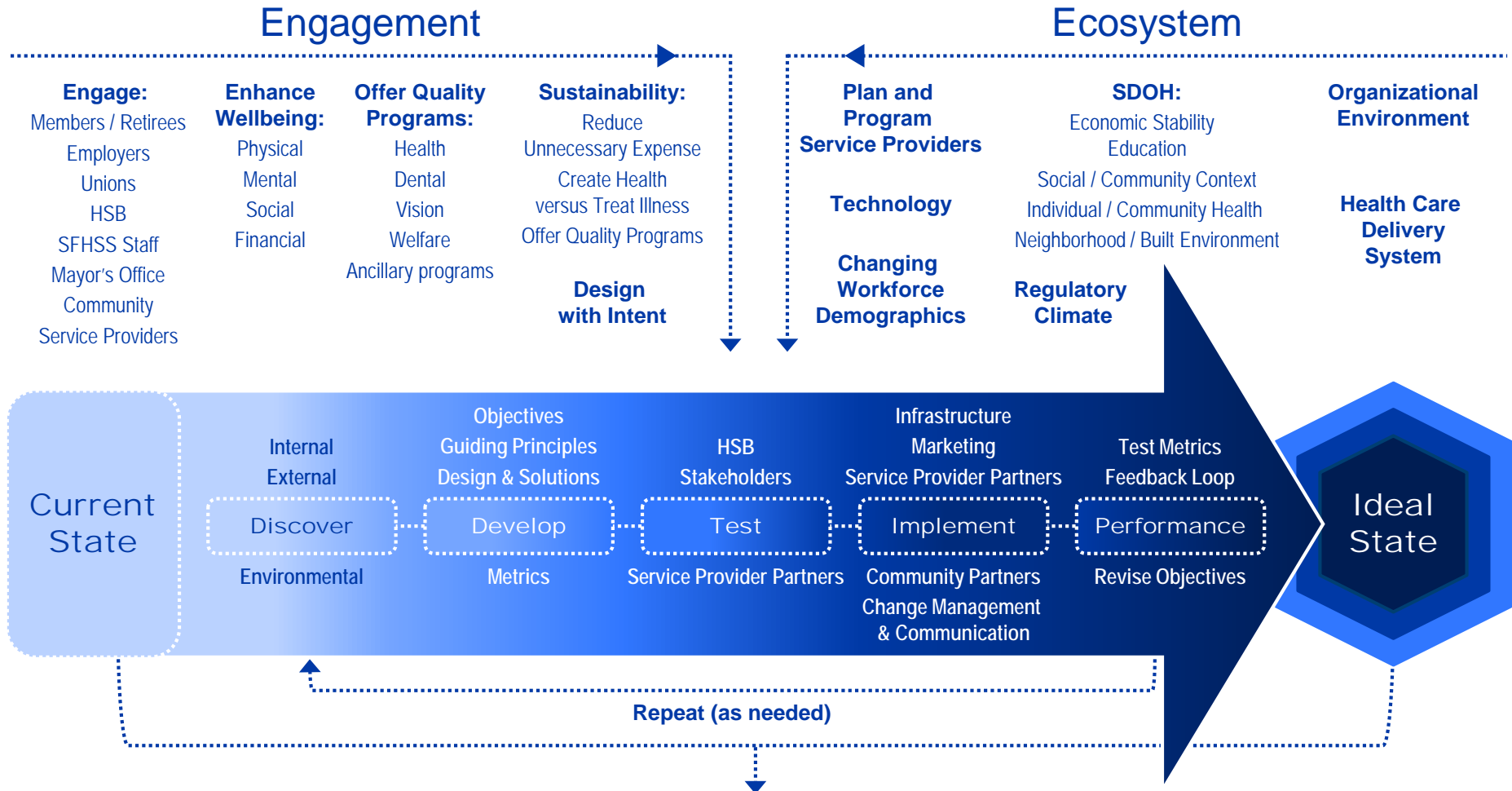
Agenda

- **Strategic Planning Process Overview and Where We are Today**
- **Benefit Philosophy & Guiding Principles: Spectrum Exercise & Feedback**
- **Next Steps**
- **Appendix**
 - Sample Spectrum Exercise Question



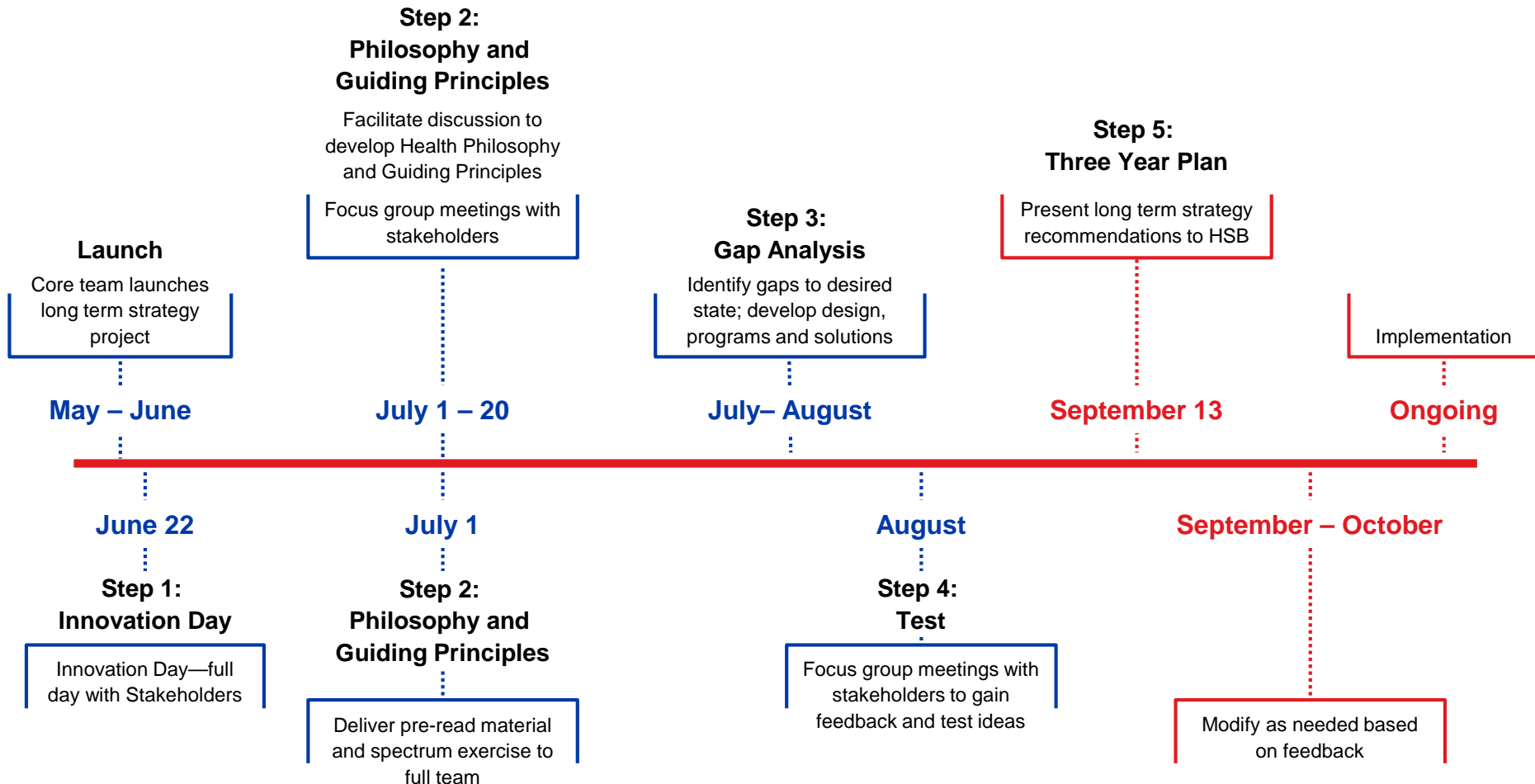
Strategic Planning Process

Overview of Strategic Planning Process



“Create physical and social environments that promote good health for all” — HP2020

Three Year Health Care Strategy Development Milestones



Where We Are in the Process

- Innovation Day – June 22, 2018: Brought together HSB, SFHSS, Employers, Retirees, Controller’s Office, SFHSS’ vendor partners, and PBGH with Aon experts for a full day of information sharing
 - Key objective of the day was to bring together broad set of thinkers and perspectives to help shape current and future programs and services to best meet the needs of population it serves
 - Also heard from 10 emerging, innovative vendors (solutions) with different approaches to care delivery and engagement
- Spectrum Exercise to Define Strategic Goals, Objectives and Guiding Principles: Month of July and beginning of August
 - Key objectives include: 1) building consensus around a framework for decision making, changes, modifications, additions etc., 2) ideas of desired state with related goals and objectives
 - Assess gaps between current and future positions
 - Draft of preliminary Strategic Plan
- Test Concepts with Key Stakeholders in Focus Group meetings: target end of August

Key Take-Aways and Considerations from Innovation Day

- Quality, outcomes and cost equation, concept of pay for value resonated with the group
- Test of relevancy will be VERY important
- Relevancy concepts: meeting members “where they are” in terms of clinical needs and advocacy/navigation
- Interest in better understanding generational differences while being careful not to make generalizations
- Supporting individuals while creating individual accountability is important
- Desire to understand social determinants of health and how to incorporate into the programs SFHSS offers. Explore what areas can be impacted by SFHSS
- Define/understand what is and is not in the scope of Trust
- Critical to engage with other spheres of influence – DHR, Employers, Departments, member stakeholders, etc.
- Address behavioral health, mental health and stress; understand root cause/stressors
- Interest in bundled payment methodologies, alternative ACO models
- Underlying all concepts was the desire to explore and understand SFHSS specific data points related to future considerations



Benefit Philosophy & Guiding Principles

Spectrum Exercise

Objectives of the Spectrum Exercise

Develop a philosophy that provides the framework for determining why you do whatever you do with respect to benefits

Establish key elements of Guiding Principles that will serve as a litmus test for benefits programs, offerings, and services

Assess the gaps between current and future positions

Objectives of the Spectrum Exercise

Multi-layered perspectives:

- Active employees, early retirees, Medicare retirees, labor, departments, families, dependents, job categories, etc.
- Consider whether responses would be different with short, mid, and longer time horizons
- Consider responses from a tenured employee or new hire perspectives as well as with age, gender, income and ethnicity filters

Categories of the Spectrum Exercise:

- Health & Benefit Strategy
- Insurance & Care Delivery
- Well-being
- Choice & Guidance

Brainstorming and Review of Alternative Designs, Programs, and Services Concepts

Directional Observations from the Spectrum Exercise

- Culture of Well-being is foundational, e.g. broader definition to encompass all aspects of a person's life. Health well-being is fully integrated with broader benefits, rewards, and human capital
- Collaborate with agencies, DHR, departments and stakeholders to positively impact and influence overall well-being and human capital priorities
- Programs and services can be local, tailored, targeted and individualized without compromising its core value of inclusivity
- Seek opportunities to impact quality and inefficiencies in the system by focusing initiatives on value, e.g. pay and reward for value, value based designs. Seek opportunities to collaborate with purchasers to influence the markets and/or create own programs
- Concept of best in class vendors/solutions resonated
- Solutions should address both supply and demand sides of the health ecosystem
- To address health delivery fragmentation – set of solutions that provide guidance to members needing & seeking care, and decision support tools & resources for informed choices and decisions
- Support health literacy and engagement in their health actions, decisions and choices
- Choice and flexibility with programs and services to meet the needs of the changing workforce

Deliverable from the Spectrum Exercise

2020 – 2023 and Beyond Strategic Plan:

- Mission, Vision and Core Values
- Guiding Principles for discussion and decision making
- Strategic Goals and Objectives
- Business Plan for each Strategy Goal with specific tactics and desired outcomes/measures
- Business Plan outlined by each rates and benefit plan year and associated implementation plan



Next Steps

Next Steps

- Summarize, review and discuss outcome of the Spectrum Exercise
- Review initial Draft of Guiding Principles and Strategic Goals
- Draft Preliminary Plan for feedback
- Schedule and gather focus group meetings to test concepts and obtain feedback
- Analyze gaps from current to future state
- Present Draft of Three Year Strategic Plan to Health Service Board in September



Appendix

Sample Spectrum Exercise Question

SAMPLE - Health and Benefit Strategy—Let's Imagine!

For each of the following items, we want to understand if you agree that the statement should be true about SFHSS' future benefits / wellbeing program. Further, we want to understand if your agreement or disagreement varies by population (active employee, early retiree, Medicare retiree) or if it's true across the entire population. Please rate each of the items below in terms of agreement by placing an X in the 1 through 5 columns with 1 equaling strongly agree, 3 equaling neutral, and 5 equaling strongly disagree.

GROUP LEGEND

AE = Active Employees
 ER = Early Retiree,
 MR = Medicare Retiree
 EP = Entire Population

RATE				
1 = Strongly Agree 3 = Neutral 5 = Strongly Disagree				
1	2	3	4	5

Question 1	Group
From the members' perspective, <u>the health benefit programs SFHSS offers should be a differentiator in attracting and retaining employees / retirees</u> (versus health benefits offered by other potential employers / publicly available options).	AE
	ER
	MR
	EP

Notes:	
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SAMPLE - Health and Benefit Strategy—Let's Imagine!

GROUP LEGEND

AE = Active Employees
 ER = Early Retiree,
 MR = Medicare Retiree
 EP = Entire Population

RATE				
1 = Strongly Agree 3 = Neutral 5 = Strongly Disagree				
1	2	3	4	5

Question 2	Group
From the members' perspective, the <u>wellbeing program SFHSS offers</u> should be a differentiator in attracting and retaining <u>employees / retirees</u> (versus health benefits offered by other potential employers / publicly available options).	AE
	ER
	MR
	EP

Notes:	
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Question 3	Group
SFHSS' <u>goal for the future</u> should be to lead the market with differentiated benefits to attract and retain employees / retirees (versus other potential employers / publicly available options).	AE
	ER
	MR
	EP

1	2	3	4	5

Notes:	
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SAMPLE - Health and Benefit Strategy—Let's Imagine!

GROUP LEGEND

AE = Active Employees
 ER = Early Retiree,
 MR = Medicare Retiree
 EP = Entire Population

RATE				
1 = Strongly Agree 3 = Neutral 5 = Strongly Disagree				
1	2	3	4	5

Question 4	Group
To get to where we want to be in the future, in terms of health benefit and wellbeing programs, <u>SFHSS will need to make significant changes.</u>	AE
	ER
	MR
	EP

Notes:	
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Question 5	Group
To get to where we want to be in the future, in terms of health benefit and wellbeing programs, <u>SFHSS will need to make changes quickly.</u>	AE
	ER
	MR
	EP

1	2	3	4	5

Notes:	
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SAMPLE - Health and Benefit Strategy—Let's Imagine!

GROUP LEGEND

AE = Active Employees
 ER = Early Retiree,
 MR = Medicare Retiree
 EP = Entire Population

RATE				
1 = Strongly Agree 3 = Neutral 5 = Strongly Disagree				
1	2	3	4	5

Question 6	Group
The future health benefit and wellbeing programs offered by SFHSS should be localized and tailored to individuals (versus offering generalized programs that are more global in nature versus addressing individual needs).	AE
	ER
	MR
	EP

Notes:	
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SAMPLE - Health and Benefit Strategy—Let's Imagine!

Through the statements above we gathered your feedback about SFHSS' future program goals. Now we want to understand the priority of these statements. For example, you may have indicated that offering health benefits as a differentiator is something SFHSS should do in the future and below you would indicate that it should be a high priority for the future strategy by marking it as a 1 or that it is not a high priority for the future strategy by marking it as low priority or a 6.

Place an X in the corresponding column to rank each of the items below in terms of priority from 1 to 6 with 1 being a top priority and 6 being a low priority.

Question	
1	The health benefit programs SFHSS offers should be a differentiator in attracting and retaining employees / retirees
2	The wellbeing program SFHSS offers should be a differentiator in attracting and retaining employees / retirees
3	SFHSS' goal for the future should be to lead the market
4	SFHSS will need to make significant changes
5	SFHSS will need to make changes quickly
6	Programs offered by SFHSS should be localized and tailored to individuals

RANK—Priority					
1 = Top Priority			6 = Low Priority		
1	2	3	4	5	6

SAMPLE - Health and Benefit Strategy—Let's Imagine!

In thinking about the statements above, below is an opportunity to provide further notes and thoughts about how these statements may look in the future, provide commentary on any ideas that are missing. Also, provide input if your answers would differ if we asked these questions about a particular group such as unions, city department, members with single coverage vs. family coverage, etc. Please provide a brief answer below each of the following questions.

What do you want this to look like in 2022?

Anything missing that is core to your health and benefit philosophy?

Would your answers be different looking at the following categories: Labor, Departments, Families, Dependents, Job Categories, etc.?
