



2023-2025 Strategic Plan Closeout Summary and 2026 Strategic Plan Gap Year Summary



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Agenda

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Generative AI was used throughout this presentation to check for spelling, grammar, flow and clarity. All content was reviewed by SFHSS staff for accuracy.

Strategic Plan Requirement

SEC. 4.102. Boards And Commissions – Powers And Duties

Unless otherwise provided in this Charter, each appointive board, commission or other unit of government of the executive branch of the City and County shall:

1. Formulate, evaluate and approve goals, objectives, plans and programs and set policies consistent with the overall objectives of the City and County, as established by the Mayor and the Board of Supervisors through the adoption of City legislation

Health Service Board Governance Policy 208

Like every complex organization, SFHSS continually faces new challenges and opportunities and has limited resources with which to address them.

Organizational success requires that SFHSS have an effective planning process to set SFHSS' strategic direction, identify specific business priorities, effectively allocate resources to such priorities, and plan for their successful completion. The Board has established this Strategic Planning Policy to provide guidance to the SFHSS's planning process.



2023-2025



STRATEGIC PLAN REPORT



2023-2025 Strategic Plan Goals



Goal 1: Foster **equity** through intentional organizational culture, accessibility, inclusion, and belonging.



Goal 2: Advance **primary care practice** and member engagement to ensure the right care, at the right time and place.



Goal 3: Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.



Goal 4: Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.



Goal 5: **Optimize service** to maintain and advance exceptional member engagement.



Goal 1: Foster **equity** through intentional organizational culture, accessibility, inclusion, and belonging.

SFHSS advanced equity by following guidance from the San Francisco Office of Racial Equity (ORE).

- Launched department-wide training on belonging, equitable development, and inclusive performance reviews.
- Improved physical accessibility with braille and raised-letter signage.
- Introduced an anonymous feedback channel to amplify all voices.
- Implemented SMART goal training to support collaborative performance planning.

Through this journey, SFHSS affirmed that equity is not a one-time initiative—it's a continuous, evolving practice.



Goal 2: Advance **primary care practice** and member engagement to ensure the right care, at the right time and place.

Facing three years of rising medical plan premiums, SFHSS launched an Advanced Primary Care (APC) pilot to explore how coordinated, whole-person care could improve outcomes and reduce long-term costs.

- Partnering with PBGH, Altais, and Blue Shield of California, the pilot engaged 1.5% of members through ten Brown & Toland clinics.
- Early results were promising, but expansion was limited by the lack of willing provider networks in Northern California.
- While partners plan to grow APC efforts in Southern California, SFHSS has minimal membership there.

As a result, SFHSS will maintain its current APC arrangement but pause further expansion. The initiative underscored the challenges of transforming care delivery and the importance of aligning innovation with network readiness.



Goal 3: Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.

Over the past three years, SFHSS has shifted from a cost-focused model to a value-based approach to care.

- SFHSS successfully aligned healthcare spending with broader trends.
- The Medicare PPO RFP for Plan Year 2025
 - Secured \$67 million in savings over three years—highlighting the power of value-based decision-making and collaborative leadership.
- Revenue projections for the Health Sustainability Fund fell short.
- Price transparency data was underutilized.
- Enhanced fiduciary awareness and governance capacity through Board education.

These efforts underscore that sustainable funding and affordable healthcare depend on proactive planning, strategic vendor partnerships, and strong, informed governance.



Goal 4: Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.

- SFHSS has made significant progress in supporting member mental health by reducing stigma and improving access to care.
- The 2022 Mental Health Forum brought together health plans, city partners, and leaders to identify system challenges.
- Annual awareness campaigns boosted engagement in 2023 and 2024
- First Responder EAP Advisory Group created a focused channel for addressing access issues.
 - Expanding this model proved difficult and revealed the need for tailored approaches.
- Digital tools and 24/7 support are now available, such as the wellness app for first responders.
- While a proposed Healthy Aging Program didn't move forward, it clarified retiree priorities and gaps.
- These efforts highlight that building mental health pathways requires collaboration, honest evaluation, and adaptability. Most importantly, empowering members through awareness, navigation tools, and specialized support remains central to promoting well-being across all life stages.



Goal 5: Optimize service to maintain and advance exceptional member engagement.

To strengthen member engagement, SFHSS enhanced service delivery through standardized procedures, improved quality assurance, and consistent communications—resulting in more reliable member experiences.

These efforts led to a:

- Rise in member satisfaction from 58% to 61%
- Significant increase in First Call Resolution from 62% to 70%
- Staff readiness improved from 56% in 2023 to 100% in 2025 of survey respondents reporting they felt supported and equipped to assist members

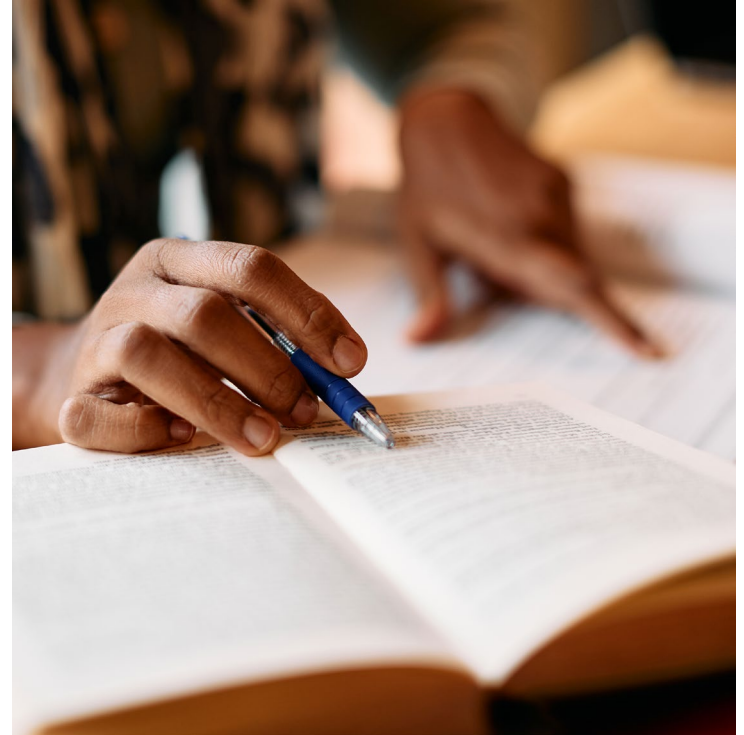
Compared to three years ago, SFHSS now operates with stronger feedback loops, clearer performance standards, and more structured training resources. While some initiatives were delayed due to staffing constraints, the experience emphasized the importance of maintaining adequate capacity, tracking performance consistently, and engaging staff meaningfully. These lessons continue to inform ongoing operational improvements and targeted investments to meet the evolving needs of both members and employees.

Summary of Lessons Learned

Following a thorough reflection, SFHSS leadership believes that the largest lesson learned from its 2023-2025 Strategic Plan was that it lacked a clear destination. A "strategic plan with no destination" is a plan that lacks clear, defined goals and a future vision, making it a set of actions without a clear outcome.

Although SFHSS' plan started with the required components of a vision and mission, these lacked clear definition of their terms. Such clarity is needed to guide actions and ensure resources are focused on achieving a particular future state.

Going forward, SFHSS will ensure the strategic plans are designed with a clear end goal or destination to ensure our work is connected to the desired outcome.





2026



STRATEGIC PLAN GAP YEAR

2026 Strategic Plan Gap Year Goals



Goal 1: Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.



Goal 2: Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.



Goal 3: Optimize service to maintain and advance exceptional member engagement.



Goal 1: Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.

- The San Francisco Health Service System (SFHSS) is sharpening its strategic focus to prioritize member health and ensure long-term financial sustainability. Efforts will center on three key areas: Metabolic Health, Screening & Prevention, and Behavioral Health/Substance Use Disorder.
- SFHSS will collaborate closely with health plans to enhance care delivery and accountability by consolidating clinical performance guarantees to align with our three key focus areas for health improvement.
- Financially, SFHSS will actively manage its General Fund Budget, Trust Fund, and Health Sustainability Fund. The latter supports communications, wellness programs, actuarial services, and cost-reduction efforts.
- A five-year projection tool will guide proactive planning, identify financial risks, and support Health Service Board decisions in line with the Charter.



Goal 2: Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.

- In response to rising mental health needs, SFHSS launched a 24/7 external Employee Assistance Program (EAP) in 2020. Both internal and external EAPs have maintained a steady 3% utilization rate. In 2026, SFHSS aims to increase EAP utilization by 1%. The increased visibility and promotion of EAP services has helped reduce stigma and encouraged more employees to seek support.
- Blood pressure management is central to whole-person health, closely tied to lifestyle behaviors like healthy eating and physical activity. 50% of all Well-Being programs in 2026 will support preventing hypertension. Empowering employees to engage in screenings and preventative well-being programs to support long-term health.



Goal 3: Optimize service to maintain and advance exceptional member engagement.

The Member Services Division supports 136,000 members by delivering accurate, timely assistance across all stages of the benefits journey. The team processes thousands of monthly transactions, including new hire and retiree enrollments, life event changes, and eligibility reconciliations. They also lead new employee orientations and retirement seminars.

To enhance service quality, SFHSS is implementing several strategies including leveraging customer service technologies, streamlining operations and automating outdated processes, and standardizing training. Progress will be monitored through:

- An annual member satisfaction survey
- First contact resolution to ensure members receive effective support without unnecessary follow-up
- Research to uncover what's causing the increase in abandonment rates

What's Ahead in 2026

- The 2026 Strategic Plan will guide SFHSS activities from January through December 2026 as SFHSS works to develop the next multi-year strategic plan to present to the Health Service Board.
- The implementation report will include measurable targets for each goal, expressed through OKRs, ensuring accountability and alignment with evolving member and organizational needs.
- Progress will be tracked through an annual implementation plan built on foundational Objectives and Key Results (OKRs).
- Executive Leadership will review this plan quarterly and present updates annually to the Health Service Board.

Discussion