

MEMORANDUM

DATE: December 14, 2023

TO: Randy Scott, HSB President, and Members of the Health Service Board

FROM: Abbie Yant, RN, MA Executive Director SFHSS

RE: December 14, 2023, Director's Report

WELCOMING NEW STAFF

Joleen Russo 1210 Benefits Analyst – started on 11/13/23

WELL-BEING CHAMPION EVENT

Please join me in congratulating Carrie Beshears, Well-Being Manager, and the entire Well-Being Team on a highly successful Well-Being@Work Award Ceremony held at the Koret Auditorium on November 29th, 2023. There were 140 attendees of which 16 were Director/Executive Leaders, and 28 departments received an award. Kudos to Lisa Ocampo, Well-Being Coordinator for leading this event!

BOARD OF SUPERVISORS BUDGET AND FINANCE COMMITTEE MEETING

SFHSS presented to the San Francisco Board of Supervisors Budget and Finance Committee on November 15, 2023, Abbie Yant Executive Director SFHSS presented information regarding health insurance rate trends and its impact on the rates the City will pay on behalf of its employees in advance and consideration of the City's Budget process. The information provided was pulled from presentations done in August and September 2023 to the Health Service Board.

UNITED HEALTHCARE AND UCSF MEDICAL GROUP SITUATION

At this writing, United Healthcare and UCSF Medical Group have not reached an agreement for UCSF to be an in-network provider for the UHC MAPD PPO Plan. We are NOT aware of any new cases where any of our members have not been able to get their desired appointment with a UCSF Medical Group physician.

MEDICARE RFP UPDATE

At this writing, SFHSS staff are targeting a mid-December release date for the Medicare Request for Proposal (RFP.) We will notify members of the Health Service Board when the RFP is released. Members of the public may check the [SFHSS RFP webpage](#) for this and all other RFP postings.

BLACKOUT PERIOD NOTICE NOVEMBER 9, 2023, THROUGH JUNE 2024 (see attachment)

Black-Out Period notification to the Health Service Board ("Board") that began on November 9, 2023, and extends through both:

- the completion of the San Francisco Health Service System ("SFHSS") formal request for proposal for a Medicare Advantage PPO plan for the 2025 plan year

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(“2025 MA PPO RFP”) and the presentation of the results of the 2025 MA PPO RFP to the Health Service Board, and

- the completion of the SFHSS Annual Rates and Benefits process for the 2025 plan year.

CALPELRA CONFERENCE PRESENTATION- November 17, 2023

The San Francisco Health Service System was honored to be invited to present at the 2023 California Public Employers Labor Relations Association (CalPELRA) conference: A Season For Gratitude And Resilience. The conference was held over three days in Monterrey, California, and included presentations from a wide variety of employers and consulting partners on labor relations, employment law, and human resources. Executive Director Yant, Chief Financial Officer Hussain, and Aon Lead Actuary Clarke presented on Driving Financial Sustainability in Times of High Inflation. The session was moderated by Health Service Board Commissioner Hao who is also on the CalPELRA Board of Directors. Other City & County of San Francisco presentations were given by Carol Isen, Human Resources Director, and Ardis Graham, Employee Relations Director.

DATA BREACH REPORTED

SFHSS partners with the San Francisco Department of Technology Cyber Security team to develop and implement best practices and training to protect data housed at SFHSS. SFHSS also has policies and procedures in place to address data breaches when they occur. Our Enterprise, Analytics, and Systems team along with the Communications Team are creating a webpage where our members will be able to check to see if a breach has been reported to our office as required.

Breach :

<https://www.sfchronicle.com/health/article/hackers-stole-confidential-data-california-blue-18527505.php> This is part of that MoveIT breach that continues to have repercussions. Blue Shield reported this to HSS on 11/1/2023. The Business Associate was MES vision and there were 248 San Francisco Health Service System FI HMO members impacted. Letters were mailed to these individuals on 11/10/2023.

MESVision (“MES”) is a contracted vendor for Blue Shield that provides vision benefits. MES receives eligibility information from Blue Shield of California, as its contracted vendor for vision benefits. MES stores member information on behalf of Blue Shield of California so that MES can communicate with the member, or the individual the member has authorized to receive information on the member’s behalf, to provide information on vision benefit services. Additionally, MES receives information related to member eligibility, authorized third parties, and vision claims processing.

This breach and others that have occurred are NOT stemming from SFHSS or our vendor partners. They have to date stemmed from 3rd or 4th party vendors.

HEALTH SERVICE BOARD 2024 ELECTION

A Health Service Board election will take place during May 2024. The Department of Elections (DOE) will conduct the election. The Board Secretary is collaborating with the City Attorney's Office and DOE. The 2024 election will include two elected member seats elected by the active and retired members of the SFHSS for the term from June 2024 - May 2029. Under the Charter Section 12.200 and San Francisco Administrative Code Sections 16.550 – 16.554, whenever the term of office of an elected member expires, an election must be held to fill the vacancy. The election practices begin on January 11, 2024, when the election resolution, notices, nominee forms, and the election fact sheet are available for all SFHSS members to download from our website or pick up in our offices. Election updates will be shared throughout the process.

SFUSD UPDATE

SFUSD Superintendent Dr. Matt Wayne declared a payroll state of emergency related to the troubled implementation of EMPowerSF, the district's system for payroll, time and attendance, and other human resources functions in November 2022. Many of the issues with EMPowerSF caused a variety of eligibility issues for SFHSS's school district members impacting SFHSS staff work to diagnose and resolve these issues.

SFUSD management is in the final stages of analysis and is considering replacing EMPowerSF with a new Enterprise Resource Planning system. SFUSD staff continues to try to stabilize the EMPowerSF system because it would take a considerable amount of time to transition systems if they do decide to replace EMPowerSF. As SFUSD HR staff works to stabilize the system many routine assignments, such as responding to SFHSS communications, are delayed.

Last month, SFUSD staff notified us of an issue where up to 188 USD employees may be enrolled incorrectly for several months, causing many of them to be charged a higher premium contribution than they should, based on their bargaining unit. SFHSS continues to monitor and work with SFUSD.

SOCIAL DETERMINANTS & EQUITY ACTION PLANNING

The [SFHSS Strategic Plan 2023-2025](#) represents a shift from the provision of benefit services to a deeper understanding of the health of our population. Delivery system transformation aimed at achieving better health outcomes requires care models that integrate a broad array of services to address physical, behavioral, and social needs. Our Health Service Board recognizes that [Social Determinants of Health \(SDOH\)](#) play a significant role in the whole person's health and well-being. Having a job and health benefits isn't enough. Members also need support in navigating the social and clinical challenges that stand in the way of their health and well-being.

In the Medicare and Medicaid world, Social Determinants are more understood and evident but because our population has insurance and a job, the system makes assumptions about the commercially insured populations. The [U.S. Department of Health and Human Services](#) has led the way in innovating and incentivizing Medicare and Medicaid organizations to understand and address SDOH within their populations. While not currently required by regulation,

employers have an opportunity to incorporate similar strategies among their employee populations.

SFHSS has entered the conversation to dispel the myths about the commercially insured population and to establish our position as a trusted ally to our membership. SFHSS Senior Health Program Planner and Racial Equity Lead Leticia Harris, M.S., CHES has been invited to speak at a webinar titled [“Employer Insights: The Role of Social Determinants”](#) to be hosted by the Society of Actuaries on January 19th, 2024, at 9 AM Pacific. Leticia will share why the San Francisco Health Service System has committed time and resources to address social determinants and why employers should consider investing in strategies and solutions that address the core drivers of inequity.

In this subject matter expert session, Consulting Actuary Shelley Moss, FSA, MAAA of Milliman, Principal Actuary Rebecca Owen, FSA, MAAA of Oregon Coast Actuarial, and Chief Actuary Sara Teppema, FSA, MAAA, FCA of Wildflower Health will also explore innovative payment and care delivery models to understand and address SDOH from an employer lens.

SDOH is also resonant at the national level with this month’s publication of the first-ever [U.S. Playbook to Address Social Determinants of Health](#). To accompany this, the Department of Health and Human Services is releasing a [Call to Action to Address Health-Related Social Needs](#), and a [Medicaid and CHIP Health-Related Social Needs Framework](#). This builds on the Administration’s work to advance health equity by acknowledging that peoples’ social and economic conditions play an important role in their health and well-being.

INTEGRATED HEALTHCARE ASSOCIATION- November 7, 2023

SFHSS Executive Director Abbie Yant sits on the Board of the Integrated Healthcare Association.

“At Integrated Healthcare Association (IHA), we bring the healthcare community together to overcome barriers to high-value, equitable care. For the past 25+ years, we’ve championed a more integrated care system that improves quality and affordability for patients in California and beyond. As a 501c6 business league, we’re funded by the healthcare industry to take on big, systemic challenges that stand in everyone’s way. Because we envision a future where providers can focus on patients, health plans can better serve their customers, purchasers can get the most value for their money and consumers can get quality, equitable care at an affordable price.”

<https://www.ihc.org/wp-content/uploads/2021/04/IHA-Brochure.pdf>

INTRODUCTION TO OFFICE OF HEALTH CARE AFFORDABILITY (OHCA)

SFHSS Executive Director Abbie Yant sits on the Healthcare Affordability Board Advisory Committee

Established in 2022, the Office of Health Care Affordability (OHCA) recognizes that it is in the public interest that all Californians receive health care that is accessible, affordable, equitable, high-quality, and universal.

OHCA has three primary responsibilities:

- slow health care spending growth
- promote high-value system performance, and

- assess market consolidation.

OHCA will collect, analyze, and publicly report data on total health care expenditures, and enforce spending targets set by OHCA's Health Care Affordability Board. To ensure a balanced approach to slow spending growth, OHCA will promote high-value system performance by measuring quality, equity, adoption of alternative payment models, investment in primary care and behavioral health, and workforce stability. Through cost and market impact reviews, OHCA will analyze transactions that are likely to significantly impact market competition, and the state's ability to meet targets or affordability for consumers and purchasers. Based on the results of the review, OHCA will then coordinate with other state agencies to address consolidation as appropriate.

HEALTH CARE AFFORDABILITY BOARD-next meeting on December 29, 2023

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 for 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.

HEALTHCARE AFFORDABILITY BOARD ADVISORY COMMITTEE

Met on November 30, 2023, and will meet on January 23, 2024

The Health Care Affordability Advisory Committee provides input on a range of topics, including a statewide healthcare spending target and specific targets by healthcare sector and geographic region; the methodology for setting spending targets and adjustment factors to modify targets when appropriate; definitions of healthcare sectors; benchmarks for primary care and behavioral health spending; statewide goals for the adoption of alternative payment models and standards; quality and equity metric

**SAN FRANCISCO HEALTH SERVICE SYSTEM
DIVISION REPORTS: DECEMBER 2023**

HUMAN RESOURCES:

Welcome:

- 1210 Benefits Analyst: Joleen Russo – started on 11/13/23

Recruitments:

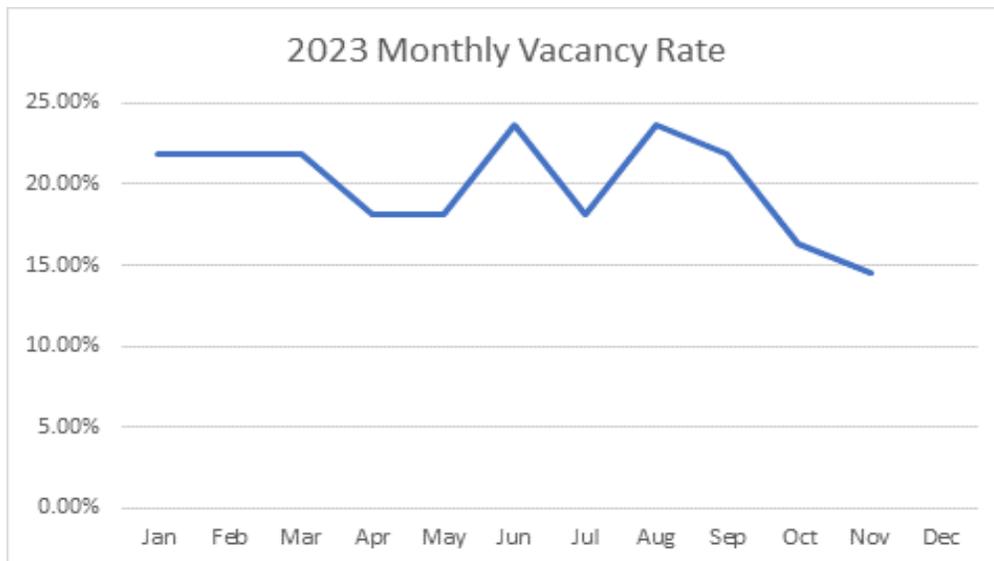
- 1209 Benefits Technician – recruitment underway
- 1210 Benefit Analyst - recruitment underway
- 1813 Sr. Benefits Analyst – recruitment underway
- 1814 Benefits Supervisor – recruitment underway
- 2594 EAP Counselor – Cancelled due to mid-year budget cut. New recruitment is to start after the end of FY 23/24.
- 2595 Sr. EAP Counselor – recruitment underway

Turnover Rate by November:

- 2022 Average: 28.40
- 2023 Average: 20.45

2023 Monthly Vacancy Rate:

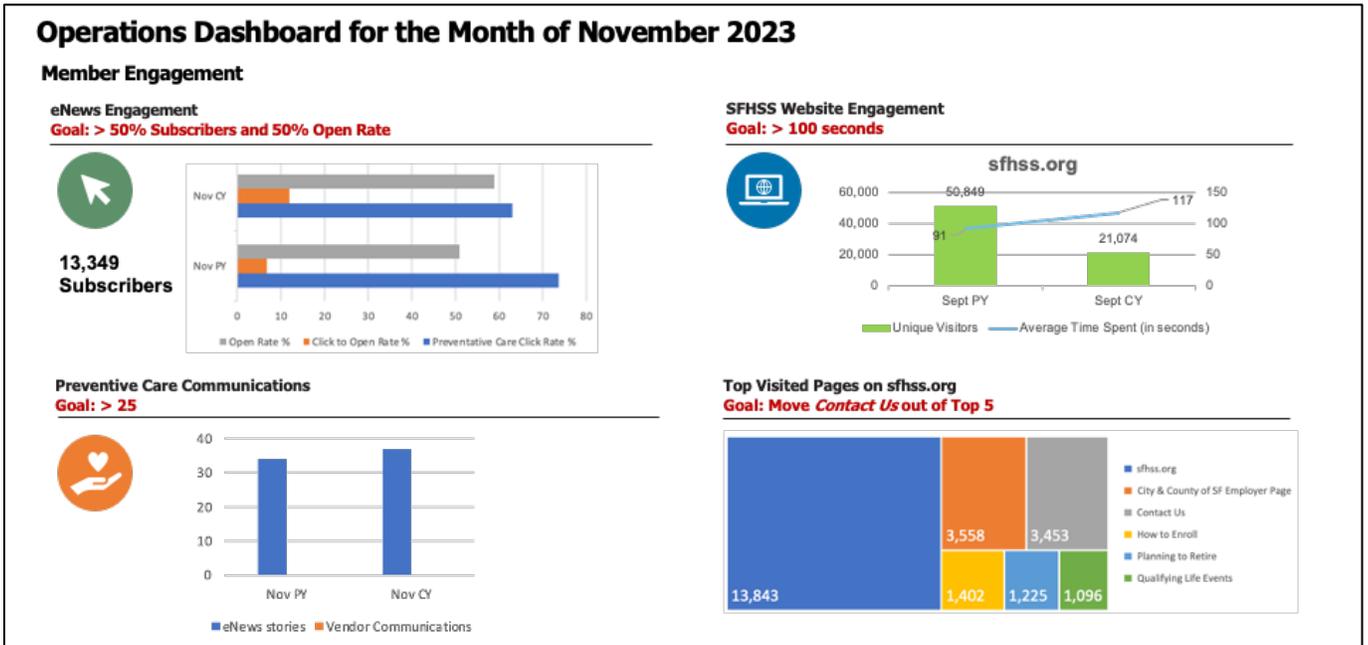
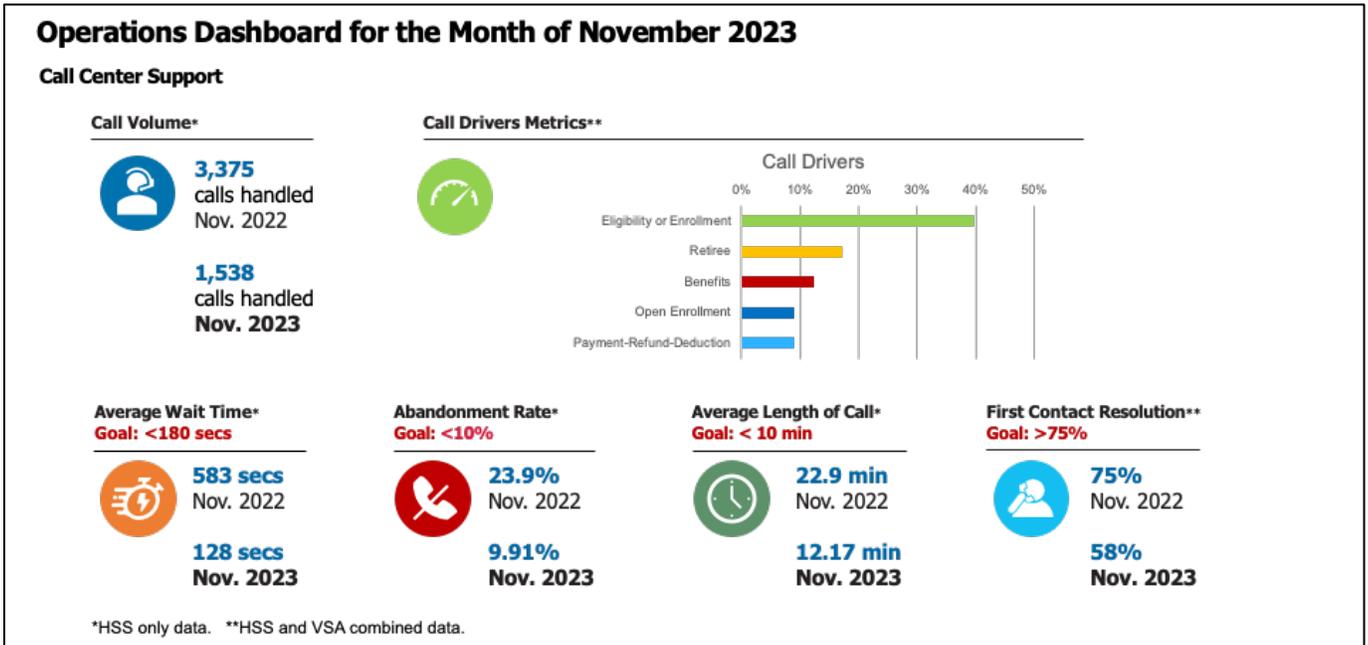
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
21.82 %	21.82 %	21.82 %	18.18 %	18.18 %	23.64 %	18.18 %	23.64 %	21.82 %	16.36 %	14.55 %



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OPERATIONS:



ENTERPRISE SYSTEM AND ANALYTICS:

- Provided Census data for audit of Single-Employer Defined Benefit Other Postemployment Benefit (OPEB) Plan (OPEB Plan)

FINANCE AND BUDGET:

- Completed mid-year budget plan with the Mayor's budget office. The plan achieves FYE 2024 savings of \$228K and ongoing savings of \$130K by increasing attrition by one vacant Benefits Tech position and delayed recruitment of one EAP counselor position.
- The Mayor's budget office provided preliminary budget cost reduction targets for the FYE 2025 and FYE 2026 budget. The cost reduction plans are in response to continuing budget deficit projections. The HSS targets are as follows:
 - Ongoing reductions of \$430K. The mid-year cuts described above count towards this target.
 - Provide a contingency plan of an additional \$215K savings. This plan may be implemented after the financial projection update in March 2025.
- Ongoing testing of a new system for calculating detailed benefit rates.

CONTRACTS:

- Executed first amendment to 2023 agreement with UnitedHealthcare (UHC) for the MAPD (Medicare Advantage Prescription Drug) PPO plan.
- Executed first amendment to the 2023 agreement with UHC for the ASO PPO and EPO plans.
- Executed amendment to the agreement with ComPsych to extend first responder Employee Assistance Program (EAP) and first responder critical incident response services to the Department of Emergency Management (DEM) and for the Office of Racial Equity (ORE) Healing Circles partnership.
- Completed annual account management review for Kaiser Permanente and Kaiser account management team for plan year 2023.

WELL-BEING: (see attachment)

- Completed all worksite flu clinics for the season.
- Executed a biennial Well-Being@Work Award Ceremony with 140 attendees of which 16 were Director/Executive Leaders, with 28 departments receiving an award.
- 32% increase in calls and 9% increase in cases for EAP services from September to October 2023.

Attachments:

- Blackout Period Notice November 9, 2023 through June 2024
- Well-Being Monthly Report

MEMORANDUM

DATE: November 9, 2023
TO: Randy Scott President, and Members of the Health Service Board
FROM: Abbie Yant, RN, MA Executive Director SFHSS
RE: Black-Out Period Notice, November 9, 2023 through June 2024

This memorandum shall serve as the Black-Out Period notification to the Health Service Board (“Board”) that will begin today, November 9, 2023, and extend through both:

- the completion of the San Francisco Health Service System (“SFHSS”) formal request for proposal for a Medicare Advantage PPO plan for the 2025 plan year (“2025 MA PPO RFP”) and the presentation of the results of the 2025 MA PPO RFP to the Board, and
- the completion of the SFHSS Annual Rates and Benefits process for the 2025 plan year.

During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with the 2025 MA PPO RFP and the SFHSS Annual Rates and Benefits process for the 2025 plan year.

Pursuant to the Board’s Service Provider Selection Policy, the Board must be notified of the start of this Black-Out Period prior to the release of any solicitation for the selection of a primary service provider, as well as prior to the beginning of the annual SFHSS Rates and Benefits process. Such notice is given.

During this Black-Out Period, Board members are prohibited from any communications or activities, with current or potential future service providers, or their representatives, agents or officers, on matters relating to SFHSS competitive bid processes for the selection of the primary service provider for medical plans, including, but not limited to the 2025 MA PPO RFP (collectively, “Unauthorized RFP Communications and Other Prohibited Activities”), except for communications related to SFHSS matters occurring during public meetings of the Board, the Board of Supervisors, or committees thereof.

Unauthorized RFP Communications and Other Prohibited Activities include communications and activities prohibited by state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III (Conduct of Government Officials and Employees), Chapter 2 (Conflict of Interest and Other Prohibited Activities) of City’s Campaign and Governmental Conduct Code, Section 1.126 of the San Francisco Campaign and Governmental Conduct Code (Campaign Reform Ordinance), and Section 87100 *et seq.* and Section 1090 *et seq.* of the Government Code of the State of California.

Communications and activities include face-to-face conversations, conversations through one or more third parties or intermediaries, telephone conversations, emails, text messages, letters, faxes, or any other social media, written or electronic communications.

Any communications with current or potential future service providers for reasons unrelated to SFHSS during this period must be immediately disclosed in writing to the Executive Director and the Board.

CC: Members, Health Service Board
Members, San Francisco Board of Supervisors
Jennifer Donnellan, City Attorney

Well-Being Monthly Report

Health Service Board Meeting December 14, 2023

Well-Being@Work Updates

Well-Being@Work Award Ceremony – *Embracing Possibilities* Highlights:

- Koret Auditorium, Main Public Library – 100 Larkin Street
- November 29th, from 1pm-3pm
- Opening Remarks and Panel Discussion - led by SFHSS Executive Director, Abbie Yant
- Panel Discussion – included guest speakers:
 - ✓ Kelly Dearman, DAS Executive Director
 - ✓ DiJaida Duren, SFPW Deputy Director
 - ✓ David Chiu, SF City Attorney
- Presenters:
 - ✓ Lisa Ocampo, Well-Being Coordinator, SFHSS
 - ✓ Carrie Beshears, Well-Being Manager, SFHSS
- Support Staff:
 - ✓ Jeannette Longtin, Sr. EAP Counselor, SFHSS
 - ✓ Brian Rodriguez, Project Manager & IS Administrator, SFHSS
 - ✓ Patrick Chang, Principal Administrative Analyst, SFHSS



Well-Being@Work Updates

Well-Being@Work Award Ceremony – *Embracing Possibilities* Highlights:

- 28 departments received an award
 - 8 Bronze (ADM, CSS, DEM, DHR, ECN, SHF, TTX, USD)
 - 4 Silver (DPH-PHD, ENV, HSH, RED)
 - 13 Gold (ACC, 311, ASR, CON, DAS, DBI, HSA, HSS, MTA, POL, PRT, PUC, RPD)
 - 3 Platinum (AIR, CPC, SFPW)
- 140 Attendees
 - 17 Directors / Executive Leaders Attended
 - 95 Well-Being Key Players Attended
 - 28 Employees supporting their departments

■ [View Award Ceremony Photos](#)



Calls/Cases: Internal & External EAP

October 2023 Highlights:

- +9% increase in cases compared to prior month
- +32% increase in calls compared to prior month

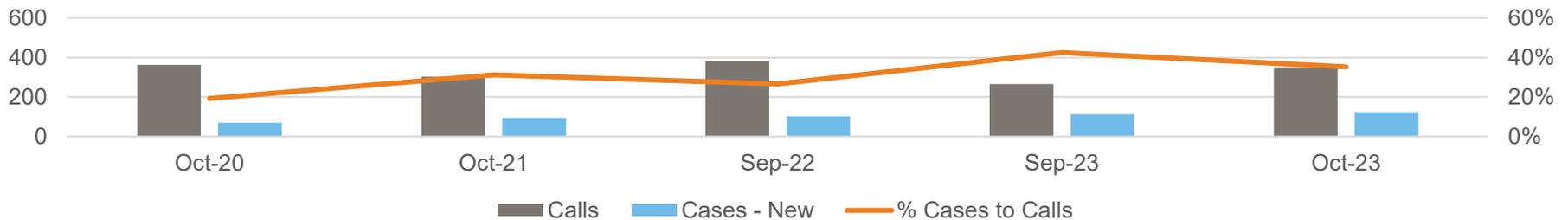
October 2023 Compared to September 2023: Calls, Cases, and % of Calls that Led to a Case



October Year Over Year Highlights:

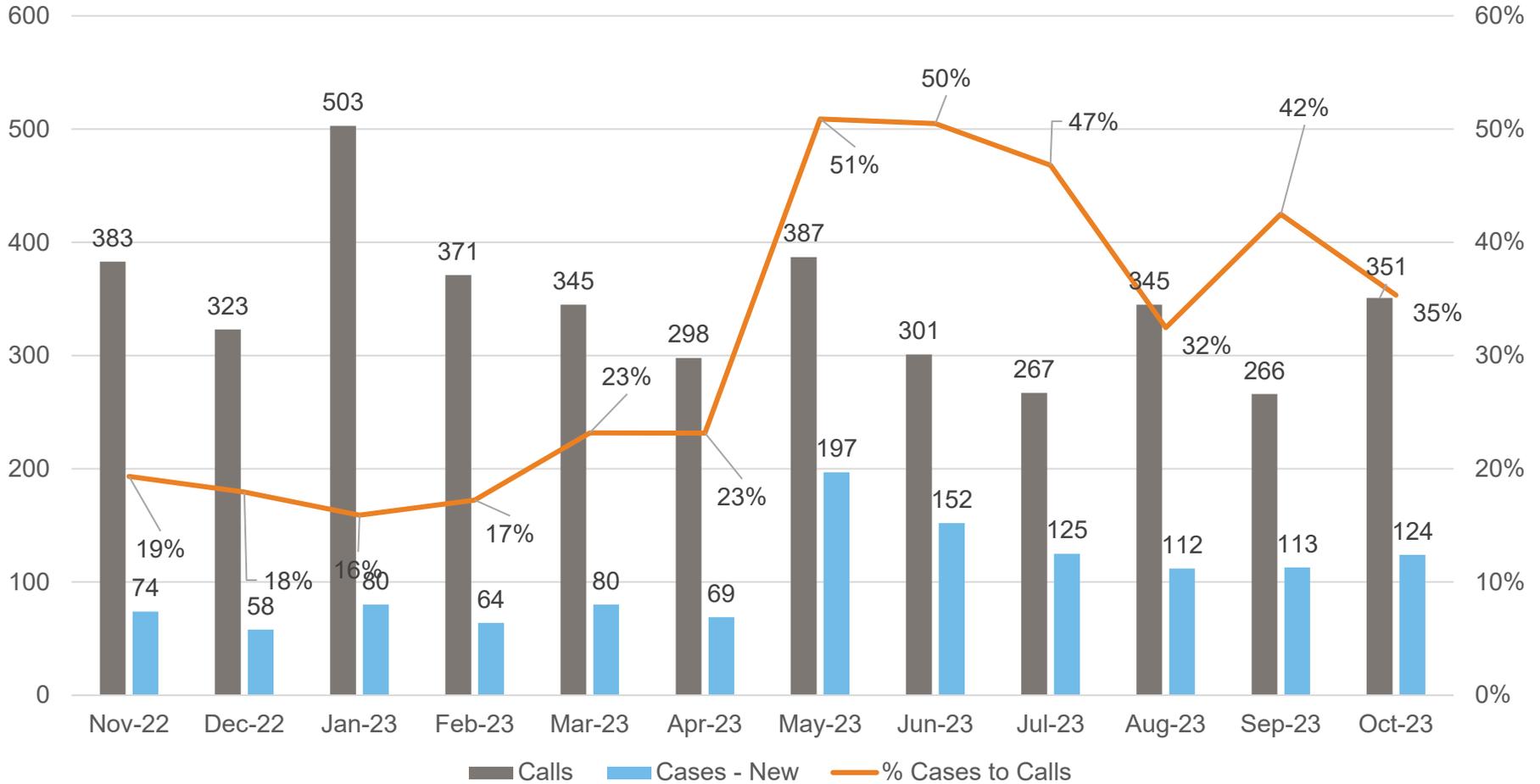
- +32.3% increase in cases compared to prior year 2022
- -36.4% decrease in call volume compared to prior year 2022 (this is most likely due to changes to the phone system and staffing)

October 2023 Compared to October 2022: Calls, Cases, and % of Calls that Led to a Case



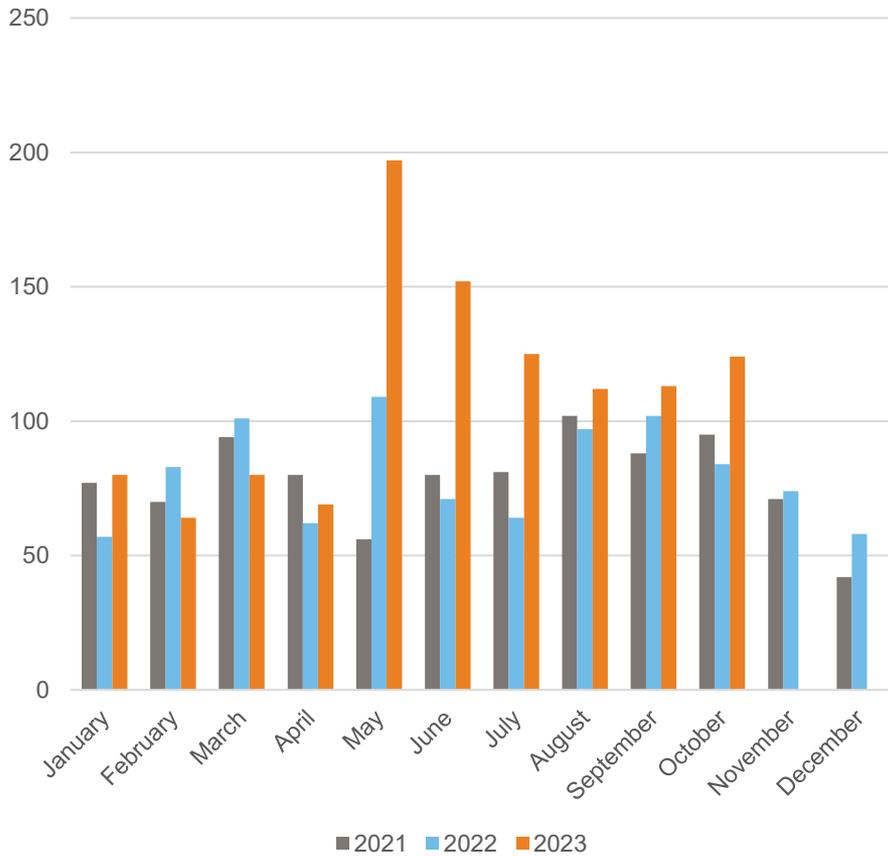
Calls/Cases: Internal & External EAP

External 24/7 EAP + SFHSS Internal EAP:
Total Number of Calls, Cases and % Cases Over a 12 Month Period



SFHSS EAP (Internal and External): Year Over Year

Year Over Year: New Cases



Year Over Year: Call Volume

