



# HEALTH SERVICE BOARD

## CITY & COUNTY OF SAN FRANCISCO

**Randy Scott**  
President

**Mary Hao**  
Vice President

**Karen Breslin**  
Commissioner

**Chris Canning**  
Commissioner

**Stephen Follansbee, M.D**  
Commissioner

**Claire Zvanski**  
Commissioner

**Abbie Yant, MA, RN**  
Executive Director  
Health Service System

**Holly Lopez**  
Executive Secretary

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<http://www.sfhss.org/>

### HEALTH SERVICE BOARD

### REGULAR MEETING MINUTES **DRAFT**

Thursday, December 8, 2022, 1:00 pm  
City Hall, Room 416  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

and

VIRTUAL PRESENTATION BY SFGOV TV and Webex

## Remote Meeting Access

**Watch** at 1:00 pm on December 8, 2022 (via [SFGovTV schedule](#))

**Click the link to join the meeting** - <https://bit.ly/3ECN1Pe>

**Public Comment Call-In:** 415-655-0001 / **Access Code:** 2495 635 5266

### Providing Public Comment:

Dial **415-655-0001** and then enter access code **2495 635 5266** then #

1. **Press #** again to enter the meeting as an ATTENDEE
2. You will hear a beep when you join the meeting as a participant.
  - a. Stop and LISTEN
  - b. Wait for Public Comment to be announced.
3. When Public Comment is called, dial \* then **3** to be added to the speaker line.
4. You will then hear “You have raised your hand to ask a question, please wait to speak until the host calls on you.” Callers will hear silence when waiting for their turn to speak.
5. To withdraw your question, press \* then **3**. – you will hear: “You have lowered your hand.”
6. When the system message says “Your line has been unmuted” - **THIS IS YOUR TIME TO SPEAK.**
7. When the President or Commission Secretary states “Welcome Caller,” you are encouraged to state your name clearly. As soon as you speak, you will have **3 minutes** to provide your comments.
8. Once your 3 minutes have expired, you will be moved out of the speaker line and back as a participant in the meeting. You will hear “Your line has been muted.”
9. Participants who wish to speak on other public comment periods can stay on the meeting line and listen for the next public comment opportunity.

### Best Practices when calling in for Public Comment:

- Call from a quiet location
- Speak slowly and clearly
- Turn down any televisions or radios around you
- Address the Commission as a whole, do not address individual Commissioners

### Written Public Comment

Persons unable to attend the meeting may submit written public comments regarding an agenda item. These comments will be made part of the official public record and shall be brought to the attention of the Health Service Board. Written public comments expected to be part of the official record should be submitted to the Board email, [health.service.board@sfgov.org](mailto:health.service.board@sfgov.org), and **received by 5 pm on Wednesday, December 7<sup>th</sup>** before the meeting. Members can also call 628-652-4646 with any questions.

All comments received by the deadline will be forwarded to Board members, summarized and read aloud by the Board Secretary during the specific agenda item, and included in the meeting minutes. In the body of your email, indicate the meeting date and the specific agenda item number. If you do not specify an agenda item, your emailed public comment will be read under general comment.

The Health Service Board recording is available on [December 8, 2022, HSB Regular meeting webpage](#), and visit the [SFGovTV webpage](#) for a full record of Regular Board meeting archives.

1. **CALL TO ORDER:** 1:04 pm

2. **ROLL CALL:**

President Randy Scott- Present  
Vice President Mary Hao-Excused  
Commissioner Karen Breslin-Present  
Commissioner Chris Canning- Present  
Commissioner Stephen Follansbee, M.D-Present (Virtual)  
Commissioner Claire Zvanski-Present (Virtual)

3. **RESOLUTION ALLOWING TELECONFERENCED MEETINGS UNDER CALIFORNIA GOVERNMENT CODE SECTION 54953(e): (Action)**

The Health Service Board Resolution Findings to Allow Teleconference Meetings Under California Government Code Section 549539(e) is available on the SFHSS webpage <https://bit.ly/3YFX0vj>.

Commissioner Canning moved to approve the Health Service Board Resolution Findings to Allow Teleconferenced Meetings Under Government Code Section 549539(e). Commissioner Breslin seconded the motion.

PUBLIC COMMENT: None

VOTE:

Aye: Breslin, Canning, Follansbee, Scott, and Zvanski  
Noes: None  
Excused: Hao

**ACTION: The Health Service Board unanimously approved the Health Service Board Resolution Findings to Allow Teleconference Meetings Under California Government Code Section 54953(e).**

4. **GENERAL PUBLIC COMMENT – An opportunity for members of the public to comment on any matter within the Board’s jurisdiction that is not on the agenda, including requesting that the Board place a matter on a future agenda.**

PUBLIC COMMENT:

Richard Rothman, Retiree: Requested an integrated system so doctors can upload member prescriptions from the VSP database. The member also noted he left a message for Member Services during open enrollment and he was never called back.

5. **APPROVAL (with possible modifications) OF THE MINUTES OF THE MEETINGS SET FORTH BELOW: (Action)**

November 10, 2022, HSB Regular Meeting Minutes are available on the SFHSS webpage <https://bit.ly/3FtNW3X>

President Scott corrected his comment for Item number 7 to read “President Scott commended the staff for their continuing efforts and improvements each year like eBenefits.”

Commissioner Breslin moved to approve the November 10, 2022, HSB Regular Meeting Meetings. Commissioner Canning seconded the motion.

PUBLIC COMMENT: None

VOTE:

Aye: Breslin, Canning, Follansbee, Scott, and Zvanski

Noes: None

Excused: Hao

**ACTION: The Health Service Board unanimously approved the November 10, 2022, HSB Regular Meeting Meetings.**

**6. PRESIDENT'S REPORT: (Discussion)**

President Scott reminded Health Service Board members to complete the annual Board Self-evaluation by the December 21, 2022 deadline.

PUBLIC COMMENT: None

**7. DIRECTOR'S REPORT: (Discussion)**

December 8, 2022, Director's Report is available on the SFHSS webpage <https://bit.ly/3Wp4qkO>

Abbie Yant, SFHSS Executive Director presented the following items:

- San Francisco COVID-19 Update
- Mental Health Forum
- Racial Equity Action Planning
- Administrative Updates
  - Delta Dental Quarterly Reports
- Divisional Reports
  - Personnel
  - Operations Updates (Enterprise System & Analytics/Communications)
  - Finance and Budget
  - Contracts
  - Well-Being

Executive Director Abbie Yant said the San Francisco Unified School District (SFUSD) declared a state of emergency due to the payroll issues that have a significant impact on benefits enrollment for members and their dependents. The Health Service System is in conversation with the SFUSD Superintendent and Mayor's Office Education liaison and meeting weekly to identify members whose benefits may be impacted by the payroll issue. Executive Director Yant encouraged anyone experiencing an issue to call Member Services. President Scott asked when the payroll issue began. Executive Director Yant said the new payroll system was implemented in May, but the new system does not communicate the data to the Health Service System so it's hard to know which members are affected. President Scott asked if SFUSD and SFHSS have a joint working plan outlined. Executive Director Yant said both departments are meeting weekly because the plan is changing as we learn more. Commissioner Follansbee asked if a member's benefits are disrupted by the system can the member seek and receive care, such as emergency or urgent care? Executive Director Yant said in an emergency all people are covered by the [Emergency Medical Treatment and Labor Act \(EMTALA\)](#) laws. The Health Service System advises SFUSD members to contact Member Services so the Health Service System can expeditiously check

benefit enrollment and correct any issues. President Scott asked if the issue is being addressed person by person or if there are common issues to correct. Executive Director Yant said SFUSD and SFHSS are working on both the overall system and individual issues. As of now, there are a couple of hundred members impacted by the issue. Executive Director Yant said the health plans have been extremely helpful and responsive to any corrections.

President Scott thanked all Health Service System employees who retired from their work and wished them well. President Scott asked if vacant positions are classified competitively and/or are the compensation structures are being evaluated as well. Executive Director Yant said she is in conversation with the Department of Human Resources (DHR) and compensation division to review the classifications series, such as the 1200 series, which are core staffing for our department and are used in other City Departments. The 1200 series and other series offer promotional opportunities for staff. Executive Director Yant said there are significant hiring barriers within the Civil Service System and Carol Isen, Director of Human Resources, has outlined several initiatives to remove challenges and enhance the hiring process, that will need to be reviewed and approved by the Civil Service Commission. Commissioner Zvanski was pleased to hear the Health Service System is in conversation with DHR to review and suggest job opportunities for members.

Commissioner Follansbee asked Executive Director Yant to comment on the morale of the staff. Executive Director Yant said next week the leadership team has planned a holiday party for the staff and acknowledged all the work staff does for members. The staff work very hard and want to do the right thing, and without a full staff, it's challenging to keep up with the work, knowing real people are waiting in a queue seeking our assistance. The department is pulling together and supporting each other as best we can during this challenging time. Commissioner Follansbee thanked the staff for their critical role in the healthcare system. Commissioner Zvanski commended the staff for a phenomenal job during open enrollment, especially e-benefits, given the staff shortage.

Commissioner Follansbee was impressed with the number of members who have received the primary COVID vaccine, including booster shots, and congratulated the health plan partners for their collaboration in this ongoing effort. He reminded members that oral therapies are available, and the boosters help to modify and minimize symptoms. Commissioner Follansbee reminded everyone that COVID, Influenza, and RSV are active viruses right now and encouraged everyone to be vigilant in masking, testing, and self-screening as we enter the holidays and contemplate gathering with family and friends.

PUBLIC COMMENT: None

#### **8. SFHSS FINANCIAL REPORT AS OF OCTOBER 31, 2022: (Discussion)**

The SFHSS Financial Reporting as of October 31, 2022, Memo and Presentation are available on the SFHSS webpages <https://bit.ly/3PGgiwp> and <https://bit.ly/3PAWEC5>.

Iftikhar Hussain, SFHSS Chief Financial Officer presented the following items:

- SFHSS Financial Report Highlights
  - Employee Benefit Trust Fund
  - Health Sustainability Fund
  - General Fund Administrative Budget

No discussion for this agenda item.

PUBLIC COMMENT: None

**9. REPORT OF OPEN ENROLLMENT ACTIVITIES FOR PLAN YEAR 2023: (Discussion)**

Report of Open Enrollment Activities for Plan Year 2023 is available on the SFHSS webpage <https://bit.ly/3Yy4uQR>

Rey Guillen, SFHSS Chief Operations Officer, Rin Coleridge, Director of Enterprise System and Analytics, Jessica Shih, Communications Director, Brian Rodriguez, Project Manager & IS Administrator, and Carrie Beshears, Well-Being Manager presented the following items:

- Purpose of Open Enrollment/Who We Serve
- Open Enrollment Highlights
- Project Plan
- Communications
- Enterprise Systems & Analytics
- Member Services § Outcome of Key Initiatives
- Health Fairs & Flu Clinics
- Results

Commissioner Scott asked what is “bounce rate” is. Jessica Shih, SFHSS Communications Director, said a bounce rate is the amount of time a member comes to the page and leaves the page.

Commissioner Scott asked what benchmark will be used to measure Open Enrollment call volume and call times. Guillen said in October board categories were used like open enrollment inquiries, with a high number of calls labeled as eligibility and some calls related to health plans. Going forward the team will compare the top call reason and be trained to specify call reasons categories. Commissioner Scott asked if the call metric wait times will be compared to an external benchmark. Rey Guillen said there is no industry standard in terms of employee benefits call center, however, the Health Service System does compare itself to targets of our carrier partners, which is sometimes measured in seconds instead of minutes; this year the health service system is off the mark from those call centers of Blue Shield of California or United Healthcare but is committed to significantly reducing call times. Commissioner Scott requested research to be done on external benchmarks for customer service call centers, whether it's healthcare or other industries, so we can mark where we are and where we are going while knowing the goal is related to staffing. Rey Guillen said the team will look into external benchmarks. Rey Guillen also noted the number of calls and transactions drastically increased each week as the open enrollment emails were sent from the Communications team and the calls and transactions spiked as the end of open enrollment period drew to a close.

Rey Guillen said data will be analyzed to see if there are ways to adjust the open enrollment schedule that might better the distribution of the number of calls and transactions more evenly over the open enrollment period. Rey Guillen said one option would be to have shorter open enrollment periods based on different segments. Commissioner Zvanski expressed concern about changing the open enrollment timeframe since so many retirees are used to the entire month of October. Commissioner Zvanski suggested a retiree member survey or questionnaire to gather more information on time period changes. Rey Guillen appreciated the feedback and reiterated there are no changes as of now.

Rey Guillen noted a typographical error on slide 35, the bottom bar chart “The plan Year 2023” should read “24,521 (+90)”. The bar chart is attempting to show is the number of current members in each of the plans, the number of members that are enrolled in the plan beginning in 2023, and

the number that either increased or decreased and so the first blue bar shows Kaiser Permanente and the second number in parenthesis should be an increase of 90 instead of equaling 90. So our Kaiser membership increased by 90 members.

Commissioner Zvanski asked for information on retirees' ability to transition to e-benefits and plans to use less paper in the future. Commissioner Zvanski noted the increase in VSP premier plans and also wondered if there were any observations on Delta Dental enrollment. Rey Guillen said there is a portion of the retiree population that is not ready to transition to e-benefits but there was a concerted effort to train and provide educational opportunities for retirees and the team was pleasantly surprised that 73% of retirees completed their benefit elections via e-benefits. Rey Guillen said the team will take a fresh look at open enrollment materials for the plan year 2024 to make sure we are environmentally friendly, economical, and still provide member education for e-benefits. Commissioner Follansbee complimented the staff for the clarity of the open enrollment packets and appreciated the continued evolution and improvement each year. Commissioner Follansbee recognized the legal practice restrictions between optometrists and ophthalmologists which would prevent sharing information. Commissioner Follansbee wondered if prescriptions could be emailed to members rather than members having to scan their hard copy prescriptions and thanked staff who are working to unify medical record access across health plans.

PUBLIC COMMENT: None

**BREAK: ~2:48 pm- 3:00 pm**

**10. NOTICE OF INTENT FOR SFHSS TO RELEASE ACTUARIAL SERVICES AND CONSULTING SERVICES REQUEST FOR PROPOSAL (RFP) FOR SERVICES IN JANUARY 2023 FOR SERVICES BEGINNING JULY 1, 2023: (Discussion)**

Notice of Intent to Release SFHSS Actuarial Services Request for Proposal (RFP) for Services Beginning July 1, 2023, presentation is available on the SFHSS webpage <https://bit.ly/3BN7dw6>

Abbie Yant SFHSS Executive Director and Michael Visconti, SFHSS Contracts Manager presented the following items:

- Introduction
- Scope of Services
- Schedule
- Notice

Executive Director Yant said the current relationship with Aon actuarial services ends in June 2023. The contracts team has outlined the Request for Proposal (RFP) scope of services and timeline. President Scott was pleased to see the expansion of the enumerated services included in the formal request. President Scott thanked Michael Visconti for his leadership and his team for their work and looks forward to the result in May 2023.

PUBLIC COMMENT: None

**11. NOTICE OF THE BLACKOUT PERIOD: (Action)**

Notice of the Black-Out Periods presentation is available on the SFHSS webpage <https://bit.ly/3YDCzPu>

Abbie Yant, Executive Director SFHSS presented the following items:

- Prohibited Communications

- Blackout Period Timeframe
  - The Blackout Period Competitive bid process for actuarial services and associated health benefit consulting services will commence on December 8, 2022 and conclude after the Health Service Board's final approval in June 2023.
  - The Blackout Period Annual Rates and Benefits for the 2024 plan year will commence on December 8, 2022 and will conclude after the Board of Supervisors' final approval of the health plan rates and benefits in July 2023.

No discussion for this agenda item.

Commissioner Canning moved to approve the Notice of the Blackout Period. Commissioner Breslin seconded the motion.

PUBLIC COMMENT: None

VOTE:

Aye: Breslin, Canning, Follansbee, Scott, and Zvanski

Noes: None

Excused: Hao

**ACTION: The Health Service Board unanimously approved the Notice of the Blackout Period.**

## **12. SFHSS DATA: WHAT WE MEASURE: STANDARDS AND EXPRESS DASHBOARD:**

### **(Discussion)**

The SFHSS Measurement Plan: Standards and Express Dashboard presentation is available on the SFHSS webpage <https://bit.ly/3WYhe8v>

Rin Coleridge, Director of Enterprise System and Analytics, Michael Visconti, SFHSS Contracts Manager, and Patrick Chang, SFHSS Principal Administrative Analyst presented the following items:

- SFHSS Data Story
- Defining Population Health
- SFHSS Measurement Plan, Process, and Timeline
- 2023-2025 Strategic Plan Alignment Support
- Next Steps
- Q3 2022 Express Dashboard

Executive Director Yant said discussions on measurement began 3 years ago during medical plan RFP knowing there is so much data that it was hard to determine where to start and what's most valuable. The Health Service System decided to take time to establish a baseline, then begin to set targets and benchmarks to measure our improvement. This was a standard request but there was not a healthcare industry- standard. Fast forward to today, many organizations like the Purchasers Business Group on Health (PBGH), the Integrated Healthcare Association (IHA), the Department of Managed Healthcare, and the Center for Medicare and Medicaid Services (CMS) are having similar measurement discussions which make it easier to work toward a shared vision and goal. Executive Director Yant said SFHSS' Strategic Plan outlines the commitment to equity which includes identifying health disparities and weak points in the system that negatively impact certain member populations; this goal begins with standardizing data to guide improvement actions. Executive Director Yant said the presentation shares the work toward developing a

common set of measures that can determine where we are today and how to get to a better future.

Rin Coleridge noted a typographical error on slide 19. The numbers in the last two rows of the “Previous Period” section were inverted and have been corrected in the posted document.

Commissioner Follansbee referred to slide 9 “Alignment with Strategic Plan Goals” and asked why primary care was not included. Michael Visconti said the list was an example set of how we will align with categories and more categories will be added. Commissioner Follansbee asked how the data sets are generated. Rin Coleridge said the express dashboard is looking at primary diagnosis for the visitor episode and HSS has ad hoc reporting tools that share detail and granularity so depending on the type of analysis and we can look at all diagnosis codes.

PUBLIC COMMENT: None

**13. BOARD EDUCATION: HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPAA) TRAINING: (Discussion)**

DOCUMENTS ATTACHED: Board Education: Health Insurance Portability and Accountability Act (HIPAA) Training presentation is available on the SFHSS webpage <https://bit.ly/3jclWKC>

President Scott called the President’s prerogative to move this agenda item to January 12, 2023, Regular Health Service Board meeting.

PUBLIC COMMENT: None

**14. REPORTS AND UPDATES FROM CONTRACTED HEALTH PLAN REPRESENTATIVES: (Discussion)**

No updates or reports from planned representatives. President Scott thanked the health plan partners for working this calendar year and wished a very pleasant holiday season to everyone.

PUBLIC COMMENT: None

**15. ADJOURNMENT: 3:57 pm**

**Health Service Board and Health Service System Website: <http://www.sfhss.org>**

**Summary of Health Service Board Rules Regarding Public Comment**

1. A member of the public has up to three (3) minutes to make pertinent public comments before action is taken on any agenda item.
2. A member may comment on any matter within the Board’s jurisdiction as designated on the agenda.
3. Members may submit their comments by email to [health.service.board@sfgov.org](mailto:health.service.board@sfgov.org) by 5 pm the day before the meeting start time. These comments will be made part of the official public record and shall be brought to the attention of the Health Service Board. All comments received by the deadline will be forwarded to Board members, summarized and read aloud by the Board Secretary during the specific agenda item, and included in the meeting minutes. In the subject line of your email, indicate the meeting date and the specific agenda item number. If you do not specify an agenda item, your emailed public comment will be read under general comment.

**Knowing Your Rights Under the Sunshine Ordinance**

Government’s duty is to serve the public, reaching its decision in full view of the public. Commissions, boards, councils, and other agencies of the City and County of San Francisco exist to conduct the people’s business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people’s review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, visit the Sunshine Ordinance Task Force website at <http://www.sfgov.org/sunshine>.

## **Summary of Health Service Board Rules Regarding Cell Phones and Pagers**

The ringing and use of cell phones, pagers, and similar sound-producing electronic devices are prohibited at Health Service Board and committee meetings. The Chair of the meeting may order the removal of any person(s) in violation of this rule from the meeting room. The Chair of the meeting may allow an expelled person to return to the meeting following an agreement to comply with this rule. The complete rules are outlined in Chapter 67A of the San Francisco Administrative Code.

## **Disability Access and Accommodation**

Regular Health Service Board meetings are held at City Hall, 1 Dr. Carlton B. Goodlett Place, in Hearing Room 416 at 1:00 PM on the second Thursday of each month. The closest accessible BART station is Civic Center, three blocks from City Hall. Accessible MUNI lines serving this location are #42 Downtown Loop and the #71 Haight/Noriega and the F Line to Market and Van Ness and the Metro stations at Van Ness and Market and Civic Center. For more information about MUNI accessible services, call (415) 923-6142. There is accessible parking in the vicinity of City Hall at Civic Center Plaza adjacent to Davies Hall and the War Memorial Complex. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. To obtain a disability-related modification or accommodation, including auxiliary aids or services, to participate in the meeting, please contact Holly Lopez, at 628-652-4646 at least 48 hours before the meeting, except for Monday meetings, for which the deadline is 4:00 pm the previous Friday.

## **Sensitivity to Chemical-based Products**

To assist the City's effort to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity, or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City accommodate these individuals.

## **Location of Materials**

If any materials related to an item on this agenda have been distributed to the Health Service Board after the distribution of the agenda packet, those materials are available for public inspection at the Health Service System during normal office hours. For more information, please contact Holly Lopez at 628-652-4646 or email [holly.lopez@sfgov.org](mailto:holly.lopez@sfgov.org). The following email has been established to contact all members of the Health Service Board: [health.service.board@sfgov.org](mailto:health.service.board@sfgov.org). Health Service Board telephone number: 628-652-4646

## **Lobbyist Registration and Reporting Requirements**

Individuals and entities influencing or attempting to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code § 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102; telephone (415) 252-3100; fax (415) 252-3112; web site [www.sfgov.org/ethics](http://www.sfgov.org/ethics).