


HEALTH SERVICE SYSTEM  
CITY & COUNTY OF SAN FRANCISCO

**Memorandum**

DATE: February 12, 2015  
TO: Randy Scott, President and Members of the Health Service Board  
FROM: Pamela Levin, Chief Financial Officer   
RE: Health Service System FY 2015-16 and FY 2016-17 Budget for the Healthcare Sustainability Fund

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The Health Service System (HSS) is pleased to present the FY 2015-16 and FY 2016-17 Healthcare Sustainability Fund Budget (\$2.05 Budget) for approval by the Health Service Board (Board). This year, the \$2.05 budget was developed at the same time as the General Fund Administrative Budget to provide more transparency and ensure coordination between the two budgets.

**Development of the \$2.05 Budget**

Three overarching principals were considered by HSS in developing the \$2.05 Budget.

1) Adherence to the San Francisco City Charter Limitation on Uses of the \$2.05

The use of the \$2.05 budget is governed by the San Francisco City Charter section A8.423. The Charter language is as follows:

“The Health Service Board shall have the responsibility to obtain and disseminate information to its members with regard to plan benefits and costs thereof. All expenses in connection with obtaining and disseminating said information, the investment of such fund or funds as may be established, including travel and transportation costs, member wellness programs, actuarial expenses and expenses incurred to reduce health care costs, shall be borne by the system from reserves in the health service fund but only upon adoption of a resolution by the Health Service Board approving such expenses.”

The summary of the \$2.05 initiatives are organized into 3 categorizes: Communications, Wellness and Initiatives to Reduce Healthcare costs.



## 2) Ensure the \$2.05 Budget is Consistent with the 2015-2017 Strategic Plan

The Board approved the 2015-2017 Strategic Plan, at the January 14, 2016 Health Service Board meeting, which guides the decisions on how best to apply available financial and human resources.

Four Strategic Goals were outlined:

1. Department Operational Excellence
  - Excellence in member interactions and exceed industry standards.
  - Maintain high accounting standards.
  - Maximize staff effectiveness.
  - eServices: online enrollment via PeopleSoft 9.2.
  - Develop and implement internal reporting environment.
  - Improve member records access and retention.
2. Affordable Quality Healthcare
  - Effectively prepare Health Service Board for mandated annual rates and benefits review.
  - Manage contracted health plans to improve care and reduce cost.
  - Monitor and advocate for effective Accountable Care Organizations (ACO's).
  - Enhance dashboard reporting and informatics.
  - Implement an All Payer Claims Database (APCD).
3. Informed, Transparent, Effective Governance
  - Enable Health Service Board effectiveness.
  - Heighten members' awareness of Board activities and fiduciary responsibility.
  - Effectively respond to public information and media requests about HSS and health Service Board business.
  - Continue enhancing web-based digital communication of Board activities.
4. HSS Members
  - Ensure consistency and accuracy of employee and retiree health benefits communications.
  - Engage members in making well-being a priority.
  - Upgrade HSS website.
  - Increase digital communications with members.
  - Engage departments in creating a culture of wellness.

The request for funding from the \$2.05 support at least one of the strategic goals.

## 3) Employ Best Practices in Budgeting

The \$2.05 revenue is a per-member-per-month charge to the four employers: 1) City and County of San Francisco, 2) Superior Court, 3) San Francisco City College and 4) the San Francisco Unified School District. On an annual basis, \$1,555,310 is projected to be collected from both the employees with the employer paying the majority of the \$2.05 per member per month.

According to best practices, the annual revenue should be used for ongoing expenses and the use of the fund balance should be limited to one-time expenditures. HSS has followed best practices in the development of the \$2.05 Budget. The carryforward from FY 2014-15 that funds the FY 2015-16 onetime projects is \$1.48 million.

### FY 2014-15 Projection, FY 2015-16 Request and FY 2016-17 Request

A high level summary of the \$2.05 budget revenues and expenditures by category and by year as follows:

	FY2015-16 PROJECTION	FY2016-17 REQUEST	FY2017-18 REQUEST
<b>ONGOING</b>			
<b>ONGOING REVENUES</b>	1,555,310	1,619,295	1,684,067
<b>ONGOING EXPENDITURES</b>			
PERSONNEL	393,745	487,734	511,484
COMMUNICATIONS	500,906	607,281	600,190
WELLNESS	213,726	30,000	35,000
INITIATIVES TO REDUCE HEALTH CARE COSTS	338,090	380,500	436,245
SFGTV	11,056	11,056	11,056
CONTINGENCY FOR UNFORESEEN ISSUES	77,786	102,724	90,092
<b>GRAND TOTAL ONGOING</b>	<b>1,535,310</b>	<b>1,619,295</b>	<b>1,684,067</b>
<b>ONE-TIME</b>			
<b>ONE-TIME REVENUES</b>	1,484,935	976,263	276,263
<b>ONE-TIME EXPENDITURES</b>			
COMMUNICATIONS	428,672	665,000	121,000
INITIATIVES TO REDUCE HEALTH CARE COSTS	30,000	35,000	15,000
<b>GRAND TOTAL ONE-TIME EXPENDITURES</b>	<b>508,672</b>	<b>700,000</b>	<b>136,000</b>
<b>BALANCE</b>	<b>976,263</b>	<b>276,263</b>	<b>140,263</b>

A detailed summary is found on pages 5-8. Notes are provided for the existing expenditures and separate write-ups follow the summary for the new initiatives.

A detailed summary is found on pages 5-8. Notes are provided for the existing expenditures and separate write-ups (pages 5-25) follow the summary for the new initiatives.

### **Next Steps**

There are many ongoing requirements that cannot be met within the revenue that comes from the \$2.05 per member per month incorporated into the premiums. They include additional funding for Wellness activities associated with the loss of support from vendors, additional operation audits for Operations and communications. HSS is recommending increasing the \$2.05 to \$3.00 in FY 2017 which will yield an additional \$671,415.

It is important to note that while it is significant for HSS to have a budget plan with many new initiatives in place, the execution and launching of the new initiatives may be affected by various factors. Many of the new initiatives involve procurement of professional services. Based on past experience, the procurement process can be lengthy to ensure adherence to existing City policies and procedures and compliance with City's requirements. In addition, hiring an additional Wellness Engagement Communications staff has been difficult.

**\$2.05 FY 2016-17 AND FY 2017-18 BUDGET SUMMARY**

	FY2016-17 REQUEST	FY2017-18 REQUEST	Notes
<b>ONGOING</b>			
<b>ONGOING REVENUES</b>	<b>1,619,295</b>	<b>1,684,067</b>	
<b>ONGOING EXPENDITURES</b>			
<b>PERSONNEL</b>			
EXISTING PERSONNEL	479,479	503,229	FUNDS EXISTING POSITIONS - COMMUNICATIONS MANAGER. HEALTH PROMOTION AND WELLNESS COORDINATOR AND WELLNESS ENGAGEMENT, AND COMMUNICATIONS STAFF
PROJECT MANAGER	8,255	8,255	FUND EXISTING INHOUSE PROJECT MANAGER FOR OPEN ENROLLMENT AND OTHER TRUST PROJECTS
<b>TOTAL PERSONNEL</b>	<b>487,734</b>	<b>511,484</b>	
<b>COMMUNICATIONS</b>			
<b>OPEN ENROLLMENT COMMUNICATIONS</b>			
CITY & COUNTY PAPER GUIDE	8,000	8,000	
RETIREES PAPER GUIDE	25,000	25,000	
RETIREES PAPER GUIDE REPRINT	9,015	9,466	
SAN FRANCISCO SCHOOL DISTRICT PAPER GUIDE	1,590	1,669	
SAN FRANCISCO COMMUNITY COLLEGE PAPER GUIDE	795	835	
MUNICIPAL EXECUTIVE ASSOCIATION PAPER GUIDE	-	-	
CITY & COUNTY BOOKLET MAILER	11,510	12,086	
RETIREES NO MEDICARE BOOKLET MAILER	2,436	2,558	
SAN FRANCISCO SCHOOL DISTRICT BOOKLET MAILER	3,898	4,092	
SAN FRANCISCO COMMUNITY COLLEGE BOOKLET MAILER	974	1,023	
MUNICIPAL EXECUTIVE ASSOCIATION BOOKLET MAILER	609	639	
OPEN ENROLLMENT ENVELOPE 6X9 ENVELOPE	6,363	6,681	
OPEN ENROLLMENT ENVELOPE 9X12 ENVELOPE	7,144	7,501	
CITY & COUNTY OPEN ENROLLMENT ENROLL FORM	547	574	
RETIREES WITH MEDICARE OPEN ENROLLMENT ENROLL 2 PART FORM	656	689	
RETIREES NO MEDICARE OPEN ENROLLMENT ENROLL 2 PART FORM	329	345	
SAN FRANCISCO UNIFIED SCHOOL DISTRICT OPEN ENROLLMENT ENROLL 2 PART FORM	218	229	
SAN FRANCISCO COMMUNITY DISTRICT OPEN ENROLLMENT ENROLL 2 PART FORM	218	229	
CITY & COUNTY OPEN ENROLLMENT ENROLL 1 PART FORM	2,183	2,292	FUNDS EXISTING COMMUNICATIONS, MATERIALS AND ACTIVITIES ASSOCIATED WITH OPEN ENROLLMENT.
RETIREES WITH MEDICARE OPEN ENROLLMENT ENROLL FORM 1 PART FORM	1,474	1,548	
RETIREES NO MEDICARE OPEN ENROLLMENT ENROLL FORM 1 PART FORM	347	364	
SAN FRANCISCO UNIFIED SCHOOL DISTRICT OPEN ENROLLMENT ENROLL 1 PART FORM	554	582	
SAN FRANCISCO COMMUNITY DISTRICT OPEN ENROLLMENT ENROLL 1 PART FORM	139	146	
MUNICIPAL EXECUTIVE ASSOCIATION OPEN ENROLLMENT ENROLL 1 PART FORM	87	92	
OPEN ENROLLMENT INSERTS	2,016	2,117	
ADDITIONAL OPEN ENROLLMENT INSERT	3,000	3,150	
OPEN ENROLLMENT LETTER PRINTING	10,290	10,805	
COLLATING AND MAIL SERVICES OPEN ENROLLMENT PACKETS	15,964	16,762	
OPEN ENROLLMENT PACKET POSTAGE	99,798	104,788	
OPEN ENROLLMENT WAIVED LETTERS PRINTING AND MAIL SERVICES	778	817	
OPEN ENROLLMENT WAIVED LETTERS POSTAGE	2,290	2,405	
PRINTING AND MAIL SERVICES OPEN ENROLLMENT CONFIRMATIONS	18,298	19,213	
OPEN ENROLLMENT CONFIRMATION MAIL SERVICES	7,071	7,424	
OPEN ENROLLMENT CONFIRMATION ENVELOPES	2,645	2,777	
CONFIRMATION LETTER POSTAGE	26,586	27,915	
OPEN ENROLLMENT SIGNAGE	2,294	2,409	
OPEN ENROLLMENT TAKE A NUMBER SUPPLIES	50	53	
OPEN ENROLLMENT VIDEO	5,000	5,000	
<b>SUBTOTAL OPEN ENROLLMENT COMMUNICATIONS</b>	<b>280,168</b>	<b>292,276</b>	

**\$2.05 FY 2016-17 AND FY 2017-18 BUDGET SUMMARY**

	<b>FY2016-17 REQUEST</b>	<b>FY2017-18 REQUEST</b>	<b>Notes</b>
<b>OPERATIONS COMMUNICATIONS</b>			
DELINQUENCY 1 AND 4 LETTERS INSERT AND MAIL	3,600	3,600	ON A MONTHLY BASIS, HSS SENDS OUT DELINQUENCY LETTERS TO MEMBERS THAT HAVE NOT PAID THEIR PREMIUMS BY PRESCRIBED DEADLINES
DOMESTIC PARTNER YEAR END CERTIFICATIONS	1,500	1,500	ON AN ANNUAL BASIS, MEMBER WITH DEPENDENT DOMESTIC PARTNERS MUST PROVIDE ELIGIBILITY CERTIFICATIONS
MAINTAIN VIDEO LIBRARY	20,000	20,000	ONGOING 1
HSS# 10 WINDOW ENVELOPES	2,500	2,500	BASED ON USAGE FOR COMMUNICATIONS
REFRESH BENEFIT BROCHURES	7,500	7,500	ON AN ANNUAL BASIS, BENEFIT BROCHURES ARE UPDATED AND REPRINTED IN ORDER TO PROVIDE THE MOST RECENT INFORMATION
ANNUAL HOLDOVER CERTIFICATION	2,500	2,500	FORMER EMPLOYEES WHO REMAIN ON THE HOLDOVER LISTS CAN OBTAIN HEALTH BENEFITS THROUGH HSS. IN ORDER TO ENSURE ELIGIBILITY, THE FORMER EMPLOYEES PROVIDE PROOF OF ELIGIBILITY
MAILING ADDRESS VALIDATION AUDIT	6,000	6,000	ONGOING 2
CONSENT FOR ELECTRONIC DELIVERY COMMUNICATIONS/EMAIL VALIDATION	10,000	10,000	ONGOING 3
MEMBER WEBINARS	20,000	20,000	ONGOING 4
MINIMAL ESSENTIAL COVERAGE- ENVELOPE AND INSERT PRINTING	5,241	5,503	UNDER THE AFFORDABLE CARE ACT MOST AMERICANS MUST OBTAIN AND MAINTAIN HEALTH INSURANCE. THE LAW ALSO MANDATES THAT THE EMPLOYER OFFERS HEALTH INSURANCE TO FULL-TIME EMPLOYEES AND DEPENDENTS. NEW TAX FORM 1095-C SHOWS THESE REQUIREMENTS ARE BEING MET.
MINIMAL ESSENTIAL COVERAGE 1095-C PRINTING AND MAIL SERVICES	9,083	9,537	
MINIMAL ESSENTIAL COVERAGE - POSTAGE	10,000	10,000	
<b>SUBTOTAL OPERATIONS COMMUNICATIONS</b>	<b>97,923</b>	<b>98,639</b>	
<b>WELLNESS COMMUNICATIONS</b>			
RETIREE QUARTERLY WELLNESS MAILINGS	60,000	60,000	THIS QUARTERLY DIRECT MAIL CAMPAIGN WILL RAISE RETIREE AWARENESS OF THE HEALTH AND WELLNESS ISSUES RAISED IN THE NEEDS ASSESSMENT
ANNUAL WELLNESS CAMPAIGN: PHYSICAL ACTIVITY	20,000	20,000	ONGOING 5
ANNUAL WELLNESS CAMPAIGN: NUTRITION	20,000	15,000	
ANNUAL WELLNESS CAMPAIGN: FLU	15,165	15,000	
STOCK PHOTOGRAPHY AND ILLUSTRATION	3,000	3,000	EXISTING LICENSING OF ROYALTY FREE PHOTOGRAPHY AND ILLUSTRATION TO SUPPORT WELLNESS AND BENEFITS COMMUNICATIONS
CHAMPION WEB PAGES		5,250	ONGOING 6
ANNUAL WELLNESS SERVICE PROMOTION (WELL BEING BENEFIT) -COMBINED WITH CONFIRMATION LETTERS	75,000	75,000	ONGOING 7
E-MAIL TEMPLATES CODING	5,000		THE GOAL IS TO ENHANCE THE EFFECTIVENESS OF HSS MONTHLY NEWS LETTER AND OTHER MEMBER EMAIL COMMUNICATIONS BY ENGINEERING RESPONSIVE-STYLE TEMPLATES THAT CAN BE EASILY READ ACROSS A VARIETY OF PLATFORMS AND DEVICES.
MISC WELLNESS PRINTING (FLU SHOT CAMPAIGN, NUTRITION CHALLENGE, SHAPE UP)	5,000	5,000	THIS COVERS THE COST OF PRINTING OF WELLNESS COLLATERIAL MATERIALS
<b>SUBTOTAL WELLNESS COMMUNICATIONS</b>	<b>203,165</b>	<b>198,250</b>	
<b>OTHER COMMUNICATIONS</b>			
BUSINESS ANALYTICS DASHBOARD SOFTWARE CONSULTING (INTERNAL REPORTING	15,000	-	ONGOING 8

**\$2.05 FY 2016-17 AND FY 2017-18 BUDGET SUMMARY**

	<b>FY2016-17 REQUEST</b>	<b>FY2017-18 REQUEST</b>	<b>Notes</b>
ONLINE SURVEY TOOL (SURVEY MONKEY)	200	200	LICENSES FOR EXISTING COMMUNICATION PROGRAMS
WEB HOSTING SERVICE (FIRESPRING)	500	500	
CROSS BROWSER TESTING	325	325	
ADOBE CREATIVE/ACROBAT			
CLICK MAIL	10,000	10,000	EXISTING CLOUD-BASED SERVICE THAT ENABLES SENDING TARGETED MONTHLY EMAIL NEWS LETTERS TO HSS MEMBERS AND RETIREES
SOFTWARE LICENSES			
<b>SUBTOTAL OTHER COMMUNICATIONS</b>	<b>26,025</b>	<b>11,025</b>	
<b>GRAND TOTAL COMMUNICATIONS</b>	<b>607,281</b>	<b>600,190</b>	
<b>WELLNESS</b>			
WELLNESS CHALLENGE PLATFORM	30,000	30,000	ONGOING 9
SHAPE UP WALKING CHALLENGE WEBSITE	-	5,000	ONGOING 9
<b>TOTAL WELLNESS</b>	<b>30,000</b>	<b>35,000</b>	
<b>INITIATIVES TO REDUCE HEALTH CARE COSTS</b>			
PBGH (PACIFIC BUSINESS GROUP ON HEALTH)	50,000	50,000	FUNDS EXISTING ANNUAL MEMBERSHIP
HEALTH SERVICE BOARD/HSS EXECUTIVE FIDUCIARY EDUCATION	15,000	15,000	THIS FUNDS FIDUCIARY RELATED EDUCATION FOR THE HEALTH SERVICE BOARD AND HSS EXECUTIVES
ALL PAYERS CLAIMS DATABASE (TRUVEN HEALTH)	185,500	187,792	THIS FUNDS THE IMPLMENTTION OF THE DATABASE TO DELIVER ON ENHANCED REPORTING AND HEALTH INFORMATICS. THE AMOUNT IS BASED ON THE EXISTING CONTRACT
ALL PAYERS CLAIMS DATABASE (ANALYTICAL CONSULTING)	22,500	22,500	ONGOING 10
APCD TRAINING/CONFERENCE	7,500	5,000	ONGOING 11
SMART PATIENT COMMUNICATIONS CAMPAIGN	100,000	155,953	THIS PROVIDES FUNDING FOR INIATATIVES SUCH AS PROGRAM DEVELOPED BY THE GALLUP POLL CALLED CHOOSING WISELY INCREASE COST TRANSPARANCY FOR MEDICAL PROCEDURES, CONDITION MANAGEMENT AND WHERE TO SEEK MEDICAL HEALTH OUTSIDE OF THE HOSPITAL OR EMERGENCY DEPARTMENTS
<b>TOTAL INITIATIVES TO REDUCE HEALTH CARE COSTS</b>	<b>380,500</b>	<b>436,245</b>	
<b>SFGTV</b>	<b>11,056</b>	<b>11,056</b>	
<b>CONTINGENCY FOR UNFORESEEN ISSUES</b>	<b>102,724</b>	<b>90,092</b>	
<b>GRAND TOTAL ONGOING</b>	<b>1,619,295</b>	<b>1,684,067</b>	0

**\$2.05 FY 2016-17 AND FY 2017-18 BUDGET SUMMARY**

	FY2016-17 REQUEST	FY2017-18 REQUEST	Notes
<b>ONE-TIME</b>			
<b>ONE-TIME REVENUES</b>	<b>976,263</b>	<b>276,263</b>	
<b>ONE-TIME EXPENDITURES</b>			
<b>COMMUNICATIONS</b>			
CCSF VOLUNTARY BENEFITS SURVEY	15,000		IN 2017, HSS PLANS TO PROVIDE ADDITIONAL VOLUNTARY BENEFITS. IN ORDER TO FACILITATE THE APPROPRIATE VOLUNARY BENEFITS TO OFFER, HSS WILL ADMINISTER A SURVEY TO CCSF MEMBERS DETERMINE INTEREST IN VARIOUS PRODUCTS
HEALTH BENEFITS VIDEO LIBRARY	40,000	10,000	BY CREATING A SERIES OF ONLINE VIDEO PRESENTATION CAN EFFECTIVELY EDUCATED MEMBERS ABOUT HEALTH BENEFITS. THIS MAKES THE INFORMATION ACCESSABLE TO EMPLOYEES AS NEEDED AND REDUCES STAFF TIME REQUIRED TO EXPLAIN FUNDAMENTAL CONCEPTS
CUSTOMER RELATIONSHIP MANAGEMENT INTEGRATION WITH PEOPLESOFT	50,000		ONETIME 1
PEOPLESOFT EBENEFITS GRAPHICAL USER INTERFACE	100,000		ONETIME 2
EBENEFITS LOBBY	70,000	31,000	ONETIME 3
EBENEFITS KIOSKS & SOFTWARE	50,000	30,000	ONETIME 3
SUBTOTAL OPERATIONS COMMUNICATIONS	325,000	71,000	
<b>WELLNESS COMMUNICATIONS</b>			
WELLNESS BRANDING AND TEMPLATES	25,000		
WELLNESS BRANDED MATERIALS (TABLECLOTHS, SWEATSHIRTS, GIVEAWAYS)	5,000		THIS WILL INCREASE THE EFFICIENCY OF THE HSS WELLNESS TEAM BY CREATING A PROGRAM IDENTITY (BRAND) THAT HELPS FOCUS HSS MEMBER'S ATTENTION ON WELLNESS AND PROMOTES PROGRAM PARTICIPATION
WELLBEING BRAND CAMPAIGN	25,000		
WELLNESS DATA DASHBOARD	25,000	-	THE CREATION OF AN INTERACTIVE ANALYTICS DASHBOARD FOCUSED ON WELLNESS WILL TRACK AND REPORT ON THE IMPACT AND EFFECTIVENESS OF WELLNESS PROGRAMS BEING DELIVERED TO EMPLOYEES AND RETIREES
OFFICE - ORIGINAL PHOTOGRAPHY	10,000		IN ORDER TO MAKE WELLNESS ACTIVIES MORE PERSONAL, HSS WILL USE ACTUAL PICTURES OF MEMBERS PARTICIPATING IN WELLNESS ACTIVIES AND USE THEM IN EDUCATIONAL AND COLLATERAL MATERIALS
<b>SUBTOTAL WELLNESS COMMUNICATIONS</b>	<b>90,000</b>	<b>-</b>	
<b>OTHER COMMUNICATIONS</b>			
WEBSITE REDESIGN 3.0	250,000	50,000	ONETIME 4
SUBTOTAL OTHER COMMUNICATIONS	250,000	50,000	
<b>TOTAL COMMUNICATIONS</b>	<b>665,000</b>	<b>121,000</b>	



**\$2.05 FY 2016-17 AND FY 2017-18 BUDGET SUMMARY**

	<b>FY2016-17 REQUEST</b>	<b>FY2017-18 REQUEST</b>	<b>Notes</b>
<b>INITIATIVES TO REDUCE HEALTH CARE COSTS</b>			
APCD DATA FEED FOR NPPO AND SUTTER	35,000	15,000	ONETIME 5
BSC			
TRAINING			
<b>TOTAL INITIATIVES TO REDUCE HEALTH CARE COSTS</b>	<b>35,000</b>	<b>15,000</b>	
<b>GRAND TOTAL ONE-TIME EXPENDITURES</b>	<b>700,000</b>	<b>136,000</b>	
<b>BALANCE</b>	<b>276,263</b>	<b>140,263</b>	

**Health Service System Budget Request Form - \$2.05**

ONGOING 1



**Health Service System**  
CITY & COUNTY OF SAN FRANCISCO

<b>Request Title</b>	<b>MAINTAIN VIDEO LIBRARY</b>	
<b>Date of Request</b>	<b>01/26/16</b>	<b>Requestor</b> Mitchell Griggs
<b>Health Service System Division</b>	Communications	

<p><b>Description of the Goal(s) with Anticipated Outcome(s):</b> how fulfilling the request will assist in meeting Departmental, Mayoral, City goals and objectives. Indicate the business need, justification, and metric(s) documenting the existing state and change if the request is approved.</p>	<p>Members of the Health Service System have requested education on benefit issues. This often manifests itself in additional phone calls. With the implementation of eBenefits, the Customer Relationship Management System and the Electronic Content Management System, the staff is extremely busy. Every effort is being made to use alternative ways to furnish information that has been provided via the phone in the past.</p> <p>The Health Service System will produce animated videos for member benefit issues. This medium has proven to be very successful in providing online instructions for self-service benefits, enrollment rules, and explaining qualifying events. Several videos will be used during the online benefits enrollment experience and videos will be employer specific.</p>
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<p><b>Supporting Factors (one or more must be met)</b></p>	<p><input checked="" type="checkbox"/> Obtaining and Dissemination Information to Members on Plan Benefits and Costs</p> <p><input type="checkbox"/> Member Wellness Programs</p> <p><input type="checkbox"/> Actuarial Expenses</p> <p><input type="checkbox"/> Expenses Incurred to Reduce Health Care Costs</p>
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Fiscal Year Budget	Fiscal Year 2016-17			Fiscal Year 2017-18		
	Request Type	Description	Dollar Amount	Request Type	Description	Dollar Amount
	Professional Services	Video Production	\$20,000	Professional Services	Video Production	\$20,000
	<b>Total</b>	<b>\$ 20,000.00</b>	<b>Total</b>	<b>\$ 20,000.00</b>		

<p><b>Which Strategic Goal(s) does it support/meet?</b></p>	<p><input type="checkbox"/> Department Operational Excellence</p> <p><input type="checkbox"/> Affordable, Quality Healthcare</p> <p><input type="checkbox"/> Informed, Transparent,</p> <p><input checked="" type="checkbox"/> Educated and Empowered HSS</p>
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<p><b>Strategic Plan measure(s) and title</b></p>	<p>4C - Upgrade HSS website; 4C1 - Develop web-accessible video library on member informational topics</p>
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**Health Service System Budget Request Form - \$2.05**

ONGOING 3



**HEALTH SERVICE SYSTEM**  
CITY & COUNTY OF SAN FRANCISCO

<b>Request Title</b>	<b>CONSENT FOR ELECTRONIC DELIVERY COMMUNICATIONS/EMAIL VALIDATION</b>
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<b>Date of Request</b>	<b>01/27/16</b>
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<b>Requestor</b>	Rosemary Passantino
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<b>Health Service System Division</b>	Communications
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<b>Description of the Goal(s) with Anticipated Outcome(s):</b> how fulfilling the request will assist in meeting Departmental, Mayoral, City goals and objectives. Indicate the business need, justification, and metric(s) documenting the existing state and change if the request is approved.	Under Employee Retirement Income Security Act ("ERISA") law and related regulations, employee consent must be given in order for employees to receive electronic communications about their benefits. The Health Service System (HSS) is not subject to ERISA but as a large employer will likely look to ERISA guidance for best practices. As HSS moves to eBenefits, funding for employee consent will allow HSS to create the forms and materials required to notify employees and their obtain consent for electronic delivery.
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<b>Supporting Factors (one or more must be met)</b>	<input checked="" type="checkbox"/> Obtaining and Dissemination Information to Members on Plan Benefits and Costs <input type="checkbox"/> Member Wellness Programs <input type="checkbox"/> Actuarial Expenses <input type="checkbox"/> Expenses Incurred to Reduce Health Care Costs
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Fiscal Year Budget	Fiscal Year 2016-17			Fiscal Year 2017-18		
	FY 16-17			FY 17-18		
	Request Type	Description	Dollar Amount	Request Type	Description	Dollar Amount
	Professional Services	printing; digital dev	\$ 10,000.00	Professional Services	printing; digital dev	\$ 10,000.00
	<b>Total</b>		<b>\$ 10,000.00</b>	<b>Total</b>		<b>\$ 10,000.00</b>

<b>Which Strategic Goal(s) does it support/meet?</b>	<input checked="" type="checkbox"/> Department Operational Excellence <input type="checkbox"/> Affordable, Quality Healthcare <input type="checkbox"/> Informed, Transparent, <input checked="" type="checkbox"/> Educated and Empowered HSS
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<b>Strategic Plan measure(s) and title</b>	1E - Automate benefits administration via PeopleSoft 9.2; 1E5 - Develop and implement HIPAA compliant member self-service eBenefits 4A - Ensure consistency and accuracy of employee and retiree health benefits communication; 4A3 - Comply with federal and state regulations pertaining to employee/retiree communications about health benefits and wellness
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**Health Service System Budget Request Form - \$2.05**

ONGOING 8



**HEALTH SERVICE SYSTEM**  
CITY & COUNTY OF SAN FRANCISCO

<b>Request Title</b>	<b>BUSINESS ANALYTICS DASHBOARD SOFTWARE CONSULTING (INTERNAL REPORTING)</b>
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<b>Date of Request</b>	<b>01/27/16</b>
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<b>Requestor</b>	Rosemary Passantino
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<b>Health Service System Division</b>	Communications
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<b>Description of the Goal(s) with Anticipated Outcome(s):</b> how fulfilling the request will assist in meeting Departmental, Mayoral, City goals and objectives. Indicate the business need, justification, and metric(s) documenting the existing state and change if the request is approved.	This project will allow the Health Service System ("HSS") to create viewer-friendly data dashboards for HSS management, the Health Service Board, and HSS members. It will summarize and visualize data drawn from a variety of sources such as PeopleSoft, Salesforce and Truven. This will extend HSS's use of Tableau (a business intelligence software used by many department throughout the City) while maintaining the data privacy required at HSS by the Health Insurance Portability and Accountability of Act.
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<b>Supporting Factors (one or more must be met)</b>	<input checked="" type="checkbox"/> Obtaining and Dissemination Information to Members on Plan Benefits and Costs <input type="checkbox"/> Member Wellness Programs <input type="checkbox"/> Actuarial Expenses <input checked="" type="checkbox"/> Expenses Incurred to Reduce Health Care Costs
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Fiscal Year Budget	Fiscal Year 2016-17			Fiscal Year 2017-18		
	Request Type	Description	Dollar Amount	Request Type	Description	Dollar Amount
		Equipment	Tableau Server	\$ 10,000.00		
	Professional Services	Dashboard Dev	\$ 5,000.00			
	<b>Total</b>		<b>\$ 15,000.00</b>	<b>Total</b>		<b>\$ -</b>

<b>Which Strategic Goal(s) does it support/meet?</b>	<input type="checkbox"/> Department Operational Excellence <input checked="" type="checkbox"/> Affordable, Quality Healthcare <input type="checkbox"/> Informed, Transparent, <input type="checkbox"/> Educated and Empowered HSS
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<b>Strategic Plan measure(s) and title</b>	STRATEGIC GOAL 2: Affordable, Quality Healthcare Measure 3: 2C - Enhance dashboard reporting and informatics: 2C2 - Make presentation of dashboard data more flexible, informative and actionable
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**Health Service System Budget Request Form - \$2.05**

One Time 1



**Health Service System**  
CITY & COUNTY OF SAN FRANCISCO

<b>Request Title</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT PEOPLESFT INTEGRATION</b>
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<b>Date of Request</b>	<b>12/15/15</b>
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<b>Requestor</b>	Marina Coleridge
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<b>Health Service System Division</b>	Data Analytics
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**Description of the Goal(s) with Anticipated Outcome(s):** how fulfilling the request will assist in meeting Departmental, Mayoral, City goals and objectives. Indicate the business need, justification, and metric(s) documenting the existing state and change if the request is approved.

HSS has implemented a Customer Relationship Management System which will improve service to members and assist in the timely dissemination of information. The end-state solution requires integration with PeopleSoft for the benefit comments to be aligned with the members record in the CRM. In the CRM, there is greater flexibility to search and associate comments to particular incidents and their resolution which empower HSS staff to provide better service.

**Supporting Factors (one or more must be met)**

- Obtaining and Dissemination Information to Members on Plan Benefits and Costs
- Member Wellness Programs
- Actuarial Expenses
- Expenses Incurred to Reduce Health Care Costs

Fiscal Year Budget	Fiscal Year 2016-17			Fiscal Year 2017-18		
	Request Type	Description	Dollar Amount	Request Type	Description	Dollar Amount
	Professional Services	CRM psoft intergration	\$ 50,000.00			
	<b>Total</b>		<b>\$ 50,000.00</b>	<b>Total</b>		<b>\$ -</b>

**Which Strategic Goal(s) does it support/meet?**

- Department Operational Excellence
- Affordable, Quality Healthcare
- Informed, Transparent,
- Educated and Empowered HSS

**Strategic Plan measure(s) and title**

1A - Strive for excellence in member interactions and exceed industry standards; 1A3 - Average lobby wait time 90% < 10 minutes, 1A6 - Ensure quality and accuracy of in-person member support, 1A7 - 99% resolution of member appeals within 60 days, 1C - Maximize staff effectiveness; 1C9 - provide annual training of staff on open enrollment information and plan year changes, 1G - Develop and implement internal reporting environment (HSSDATA); 1G3 - Develop intranet portal, 1G4 - create accessible repository of internal procedures, forms, workflows, materials and other information to facilitate member service





**Health Service System Budget Request Form - \$2.05**

One Time 4



**HEALTH SERVICE SYSTEM**  
CITY & COUNTY OF SAN FRANCISCO

<b>Request Title</b>	<b>WEBSITE REDESIGN 3.0</b>		
<b>Date of Request</b>	<b>01/27/16</b>	<b>Requestor</b>	Rosemary Passantino
<b>Health Service System Division</b>	Communications		

**Description of the Goal(s) with Anticipated Outcome(s):** how fulfilling the request will assist in meeting Departmental, Mayoral, City goals and objectives. Indicate the business need, justification, and metric(s) documenting the existing state and change if the request is approved.

Visits to the website myhss.org have been increasing steadily year over year, with a 51% increase in site visitors from 2014 to 2015, and they are expected to continue growing with the introduction of eBenefits. 20% of visits are now via tablet or smartphone. This project will allow the Health Service System ("HSS") to redesign the user experience of myhss.org using agile best practices being advocated by the Department of Technology ("DT") and the Mayor's Office. It will allow for recoding of the HSS website on the Drupal Content Management System platform that DT has stated they be supporting for all sfgov websites in the future.

**Supporting Factors (one or more must be met)**

- Obtaining and Dissemination Information to Members on Plan Benefits and Costs
- Member Wellness Programs
- Actuarial Expenses
- Expenses Incurred to Reduce Health Care Costs

Fiscal Year Budget	Fiscal Year 2016-17			Fiscal Year 2017-18		
	FY 16-17			FY 17-18		
	Request Type	Description	Dollar Amount	Request Type	Description	Dollar Amount
	Professional Services	(3.0) Design/ Development	\$ 250,000.00	Professional Services	(3.0) Design/ Development	\$ 50,000.00
	<b>Total</b>		<b>\$ 250,000.00</b>	<b>Total</b>		<b>\$ 50,000.00</b>

**Which Strategic Goal(s) does it support/meet?**

Department Operational Excellence     
  Affordable, Quality Healthcare     
  Informed, Transparent,     
  Educated and Empowered HSS

**Strategic Plan measure(s) and title**

4A - Ensure consistency and accuracy of employee and retiree health benefits communication; 4A4 - Routinely update website myhss.org



