


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

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
ONGOING			
ONGOING REVENUES	1,555,310	1,619,295	1,684,067
ONGOING EXPENDITURES			
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
GRAND TOTAL ONGOING	1,535,310	1,619,295	1,684,067
ONE-TIME			
ONE-TIME REVENUES	1,484,935	976,263	276,263
ONE-TIME EXPENDITURES			
COMMUNICATIONS	428,672	665,000	121,000
INITIATIVES TO REDUCE HEALTH CARE COSTS	30,000	35,000	15,000
GRAND TOTAL ONE-TIME EXPENDITURES	508,672	700,000	136,000
BALANCE	976,263	276,263	140,263

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
ONGOING			
ONGOING REVENUES	1,619,295	1,684,067	
ONGOING EXPENDITURES			
PERSONNEL			
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
TOTAL PERSONNEL	487,734	511,484	
COMMUNICATIONS			
OPEN ENROLLMENT COMMUNICATIONS			
CITY & COUNTY PAPER GUIDE	8,000	8,000	
RETIRES PAPER GUIDE	25,000	25,000	
RETIRES 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	
RETIRES 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	
RETIRES WITH MEDICARE OPEN ENROLLMENT ENROLL 2 PART FORM	656	689	
RETIRES 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	
RETIRES WITH MEDICARE OPEN ENROLLMENT ENROLL FORM 1 PART FORM	1,474	1,548	
RETIRES 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	
SUBTOTAL OPEN ENROLLMENT COMMUNICATIONS	280,168	292,276	

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

	FY2016-17 REQUEST	FY2017-18 REQUEST	Notes
OPERATIONS COMMUNICATIONS			
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 MEMBER WEBINARS	10,000	10,000	ONGOING 3
	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	
SUBTOTAL OPERATIONS COMMUNICATIONS	97,923	98,639	
WELLNESS COMMUNICATIONS			
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 COLLATERAL MATERIALS
SUBTOTAL WELLNESS COMMUNICATIONS	203,165	198,250	
OTHER COMMUNICATIONS			
BUSINESS ANALYTICS DASHBOARD SOFTWARE CONSULTING (INTERNAL REPORTING)	15,000		ONGOING 8

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

	FY2016-17 REQUEST	FY2017-18 REQUEST	Notes
ONLINE SURVEY TOOL (SURVEY MONKEY)	200	200	
WEB HOSTING SERVICE (FIRESPRING)	500	500	LICENSES FOR EXISTING COMMUNICATION PROGRAMS
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			
SUBTOTAL OTHER COMMUNICATIONS	26,025	11,025	
GRAND TOTAL COMMUNICATIONS	607,281	600,190	
WELLNESS			
WELLNESS CHALLENGE PLATFORM	30,000	30,000	ONGOING 9
SHAPE UP WALKING CHALLENGE WEBSITE	-	5,000	ONGOING 9
TOTAL WELLNESS	30,000	35,000	
INITIATIVES TO REDUCE HEALTH CARE COSTS			
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 IMPLEMENTION 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 INITIATIVES 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
TOTAL INITIATIVES TO REDUCE HEALTH CARE COSTS	380,500	436,245	
SFGTV	11,056	11,056	
CONTINGENCY FOR UNFORESEEN ISSUES	102,724	90,092	
GRAND TOTAL ONGOING	1,619,295	1,684,067	0

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

	FY2016-17 REQUEST	FY2017-18 REQUEST	Notes
ONE-TIME REVENUES	976,263	276,263	
ONE-TIME EXPENDITURES			
COMMUNICATIONS			
CCSF VOLUNTARY BENEFITS SURVEY	15,000		IN 2017, HSS PLANS TO PROVIDE ADDITIONAL VOLUNTARY BENEFITS. IN ORDER TO FACILITATE THE APPROPRIATE VOLUNTARY 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 ACCESSIBLE 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	
WELLNESS COMMUNICATIONS			
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 ACTIVITIES MORE PERSONAL, HSS WILL USE ACTUAL PICTURES OF MEMBERS PARTICIPATING IN WELLNESS ACTIVITIES AND USE THEM IN EDUCATIONAL AND COLLATERAL MATERIALS
SUBTOTAL WELLNESS COMMUNICATIONS	90,000	-	
OTHER COMMUNICATIONS			
WEBSITE REDESIGN 3.0	250,000	50,000	ONETIME 4
SUBTOTAL OTHER COMMUNICATIONS	250,000	50,000	
TOTAL COMMUNICATIONS	665,000	121,000	

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

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

Health Service System Budget Request Form - \$2.05

ONGOING 2



MAILING ADDRESS VALIDATION AUDIT

Requestor

Mitchell Griggs

Date of Request

01/26/16

Health Service System Division

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.

Over the course of the 2016 Benefit Year, Open Enrollment, and subsequent mailings, the Health Service System has identified a growing deficiency of correct active and retired members' mailing and home addresses. The evidence of this has been the thousands of return mail pieces. This creates various issues with member communications, wasted operational costs, Affordable Care Act compliance, Health Insurance Portability and Accountability Act compliance, etc. Over the past five years, the Health Service System has made continuous efforts to contact many of these members to gather updated address information, but it has not been able to reduce the population sufficiently. In an effort to reduce this growing deficiency, the Health Service System will be conducting a member home and mailing address audit project. Funding is requested for printing and mailing the forms that will capture the information. The design of the form will be done in-house.

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

Table with columns: Request Type, Description, Dollar Amount, Request Type, Description, Dollar Amount. Rows include Professional Services for Printing and Mailing (\$6,000) for Fiscal Year 2016-17 and Fiscal Year 2017-18, with a Total of \$6,000.00.

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

2B - Manage contracted plans to improve care and reduce costs; 2B7 - Conduct routine eligibility audits

ONGOING 3

Health Service System Budget Request Form - \$2.05



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

**CONSENT FOR ELECTRONIC DELIVERY
COMMUNICATIONS/EMAIL VALIDATION**

Request Title

Date of Request

01/27/16

Requestor
Rosemary Passantino

Health Service System Division

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.

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.

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 2016-17

Fiscal Year 2017-18

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
Total		\$ 10,000.00	Total		\$ 10,000.00

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

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



Health Service System Budget Request Form - \$2.05

Request Title
ANNUAL WELLNESS CAMPAIGNS (PHYSICAL ACTIVITY, NUTRITION AND FLU)

Date of Request
 01/26/15

Requestor
 Stephanie Fisher

Health Service System Division
 Wellness

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.

Wellness campaigns raise awareness about lifestyle modifications and their potential health benefit. They include a call to action (for example: get your flu shot, set an activity goal and track it; eat at least 5 servings of fruits and vegetables) to encourage individuals to embrace healthy lifestyle habits. Improved lifestyle habits are associated with improved quality of life, productivity, improved health outcomes, and reduced health care costs. These are the goals of the Wellness Plan.

- 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 2016-17

Fiscal Year 2017-18

Request Type	Description	Dollar Amount	Request Type	Description	Dollar Amount
Professional Services	Flu Campaign	\$ 15,165.00	Professional Services	Flu Campaign	\$ 15,000.00
Professional Services	Physical Activity Campaign	\$ 20,000.00	Professional Services	Physical Activity Campaign	\$ 20,000.00
Professional Services	Nutrition Campaign	\$ 20,000.00	Professional Services	Nutrition Campaign	\$ 15,000.00
Total		\$ 55,165.00	Total		\$ 50,000.00

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

4B Engage members in making well-being a priority. 4B6 Continue to enhance myhss.org to make it the hub for wellness information for HSS members. 4D Increase digital communications with members. 4D1 Develop a project plan for communicating with HSS members more effectively via email and social media. 4E Engage departments in creating a culture of wellness. 4E2 Provide Citywide wellness challenges.

Health Service System Budget Request Form - \$2.05

ONGOING 6

Health Service System

CITY & COUNTY OF SAN FRANCISCO

CHAMPION WEB PAGES

Request Title

Date of Request

01/26/15

Requestor

Stephanie Fisher

Health Service System Division

Wellness

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.

The Champion Program brings well-being to the workplace. This network of over 175 employees helps to bring activities to the workplace, spreads the word about programs, and brings valuable insight about the departments back to HSS to inform programming selections. Approximately four times per year, Champions are trained. The Champion website currently houses any materials referenced in training (allowing access to those who couldn't attend trainings, reducing waste, and allowing access to materials anytime to Champions). Enhancements are planned for the website in 15-16 which will add areas for Champions to share their experiences and successful programs to be showcased. Ongoing funds will keep the website relevant and engaging to Champions.

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 2016-17

Fiscal Year 2017-18

Request Type	Description	Dollar Amount	Request Type	Description	Dollar Amount
			Professional Services	Website Development	\$ 5,250.00
Total		\$ -	Total		\$ 5,250.00

Fiscal Year Budget

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

4E Engage departments in creating a culture of wellness. 4E4 - Train a network of Champions to develop a culture of wellness through the three P's (people - social interactions, place - environmental changes, policy - informal and formal policies that support wellness).

ANNUAL WELLNESS SERVICE PROMOTION (WELL BEING BENEFIT) - COMBINED WITH CONFIRMATION LETTERS

Request Title

Date of Request

01/26/15

Requestor

Stephanie Fisher

Health Service System Division

Wellness

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.

This direct mailing will educate employees about the wellness resources available to them as an HSS member as well as resources from their health plans. It will encourage them to use myhss.org for current information. It will be sent after Open Enrollment as the New Year (resolution season) approaches to help maximize interest and impact.

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 2016-17

Fiscal Year 2017-18

Request Type	Description	Dollar Amount	Request Type	Description	Dollar Amount
Professional Services	Collateral Development, Printing, Postage	\$ 75,000.00	Professional Services	Collateral Development, Printing, Postage	\$ 75,000.00
Total		\$ 75,000.00	Total		\$ 75,000.00

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

4B Engage members in making well-being a priority. 4B2 - Increase awareness and utilization of wellness benefits provided by HSS. 4B3 - Increase awareness and utilization of wellness benefits provided by HSS health. 4B6 Continue to enhance myhss.org to make it the hub for wellness information for HSS members.

Health Service System Budget Request Form - \$2.05

Ongoing 9



WELLNESS CHALLENGE PLATFORM & SHAPE UP WALKING CHALLENGE WEBSITE

Request Title

Date of Request

01/26/15

Requestor

Stephanie Fisher

Health Service System Division

Wellness

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.

Participation in a wellness challenge provides a tangible action and measurement for wellness campaigns. They support individuals embracing healthy lifestyle habits through 6-8 weeks of goal setting and tracking. Improved lifestyle habits are associated with improved quality of life, productivity, improved health outcomes, and reduced health care costs. These are the goals of the Wellness Plan.

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 2016-17

Fiscal Year 2017-18

Request Type	Description	Dollar Amount	Request Type	Description	Dollar Amount
Professional Services	Online Challenge Platform	\$ 30,000.00	Professional Services	Online Challenge Platform	\$ 30,000.00
			Professional Services	Shape Up Walking Challenge Website Maintenance	\$ 5,000.00
Total		\$ 30,000.00	Total		\$ 35,000.00

Fiscal Year Budget

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

4E Engage departments in creating a culture of wellness. 4E2 Provide Citywide wellness challenges.

Health Service System Budget Request Form - \$2.05

Ongoing 11



Health Service System
CITY & COUNTY OF SAN FRANCISCO

Request Title
APCD TRAINING/CONFERENCE

Date of Request
12/15/15

Requestor
Marina Coleridge

Health Service System Division
Data Analytics

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.

The Health Service Board approved entering a 3 year contract with Truven Health for the implementation and maintenance of an All Payer Claims Database to deliver on enhanced reporting & informatics. The APCD is a cornerstone of HSS initiatives to improving care, reducing costs, evaluating wellness programs, and evaluating the care our members receive. Yearly HSS is subject to various plan design changes which impact the source data being loaded into the APCD. For example, in 2016 HSS launched the new UHC MAPD NPPD product. HSS requires the claims data for this new product to assess care, quality and costs for all of the HSS population. These feeds have recurring maintenance costs associated with the transformation and loading of the files during our regularly scheduled updates. Additionally, HSS incurs recurring costs related to travel and training.

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
Travel	Training	\$ 2,500.00	Travel	Truven at HSS	\$ 5,000.00
Travel	Truven at HSS	\$ 5,000.00			
Total		\$ 7,500.00	Total		\$ 5,000.00

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

- 2A - Effectively prepare Health Service Board for Charter-mandated annual rates and benefits review, 2A4 - Report on innovative programs to promote health and manage disease
- 2C - Enhance dashboard reporting and informatics; 2C1 - Assess and improve data collection standards and presentation for existing dashboard, 2C3 - Benchmark comparable employers to enhance application of industry trend analysis and forecasting 2C4 - Annually monitor population risk changes
- 4F - Implement an All Payer Claims Database; 4F1 - Provide aggregate information on cost and quality of healthcare

Health Service System Budget Request Form - \$2.05

Request Title WEBSITE REDESIGN 3.0

Date of Request 01/27/16

Health Service System Division Communications

Requestor Rosemary Passantino

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			
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		
Total			Total			\$	50,000.00

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

