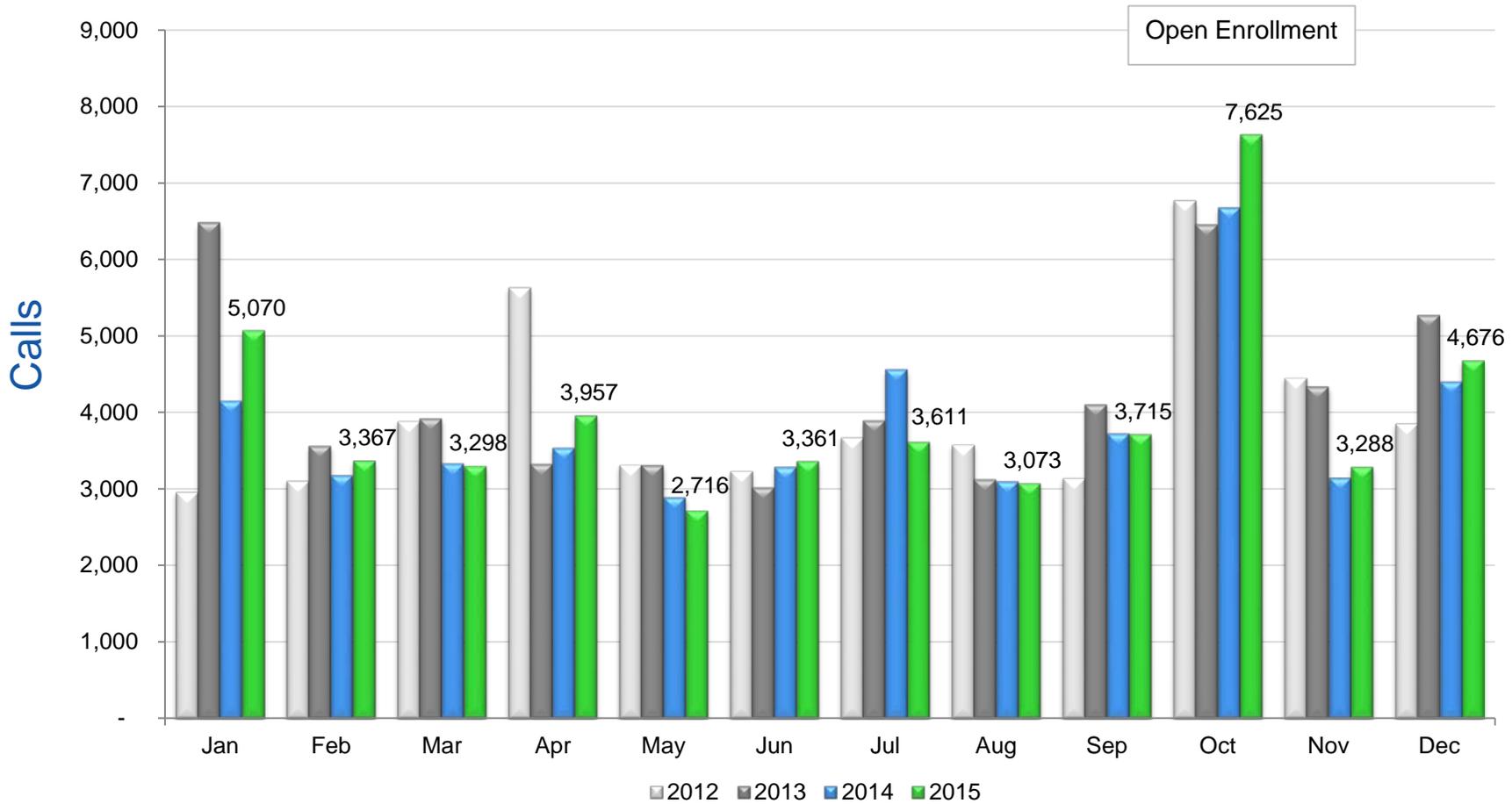


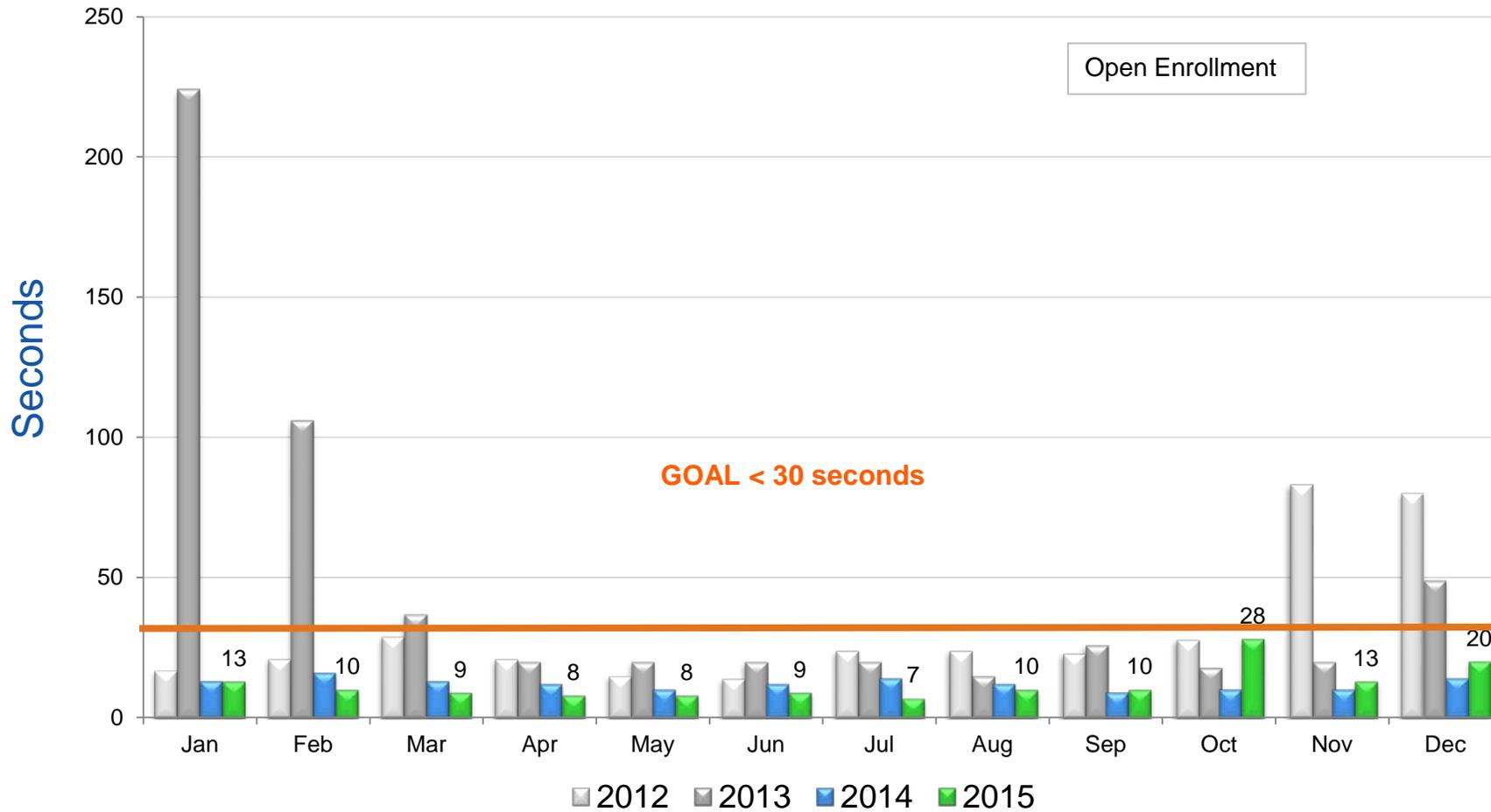
Calls and Office Visits: December 2015

- Calls and In-person Assistance total:
 - Inbound calls: 4,676 answered calls (6.2% ↑ from 2014)
 - Speed of answer: 20 seconds (42.9% ↑ from 2014)
 - Abandonment rate: 1.1% (52 calls)
 - In-person assistance: 1,188 members (2% ↑ from 2014)

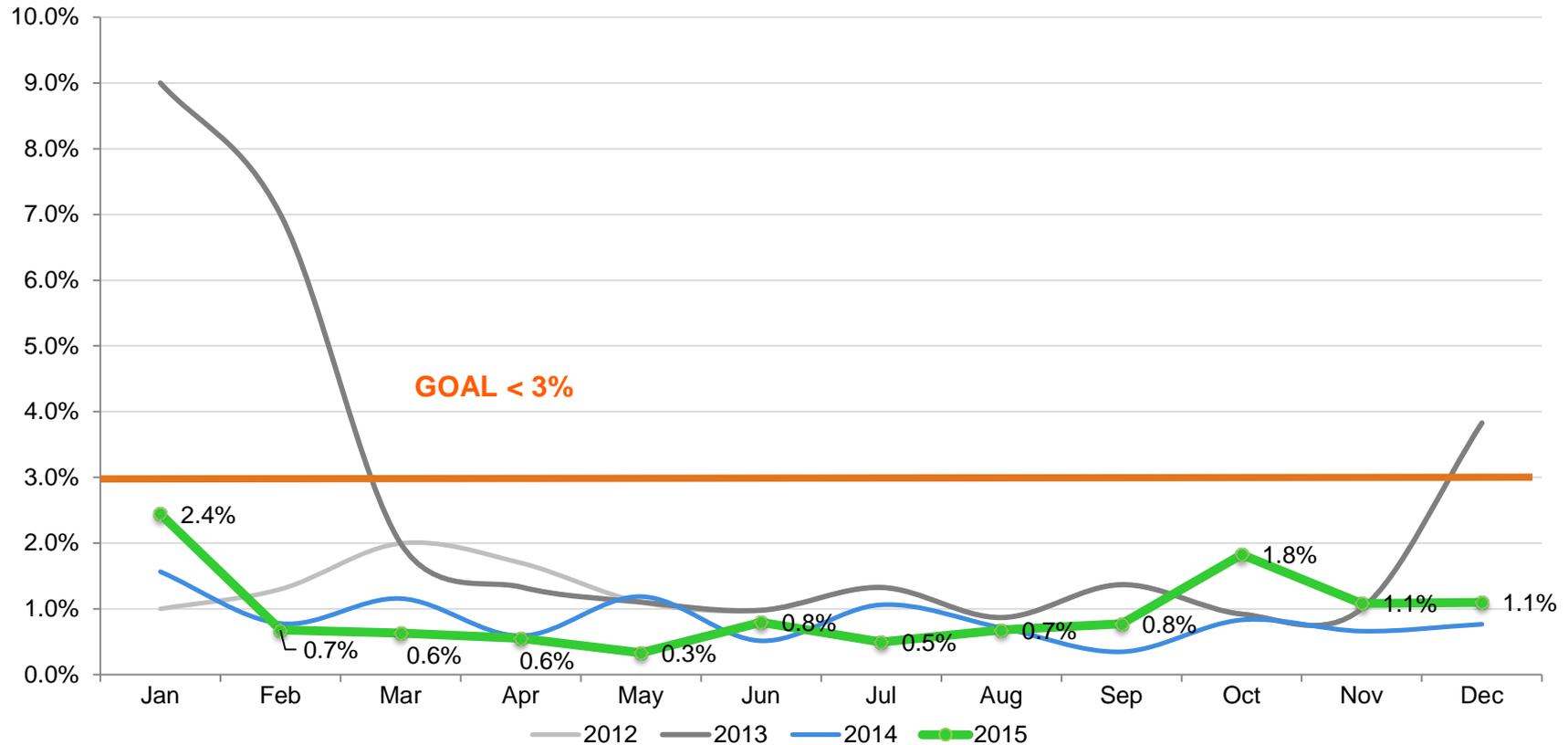
Inbound Calls: December 2015



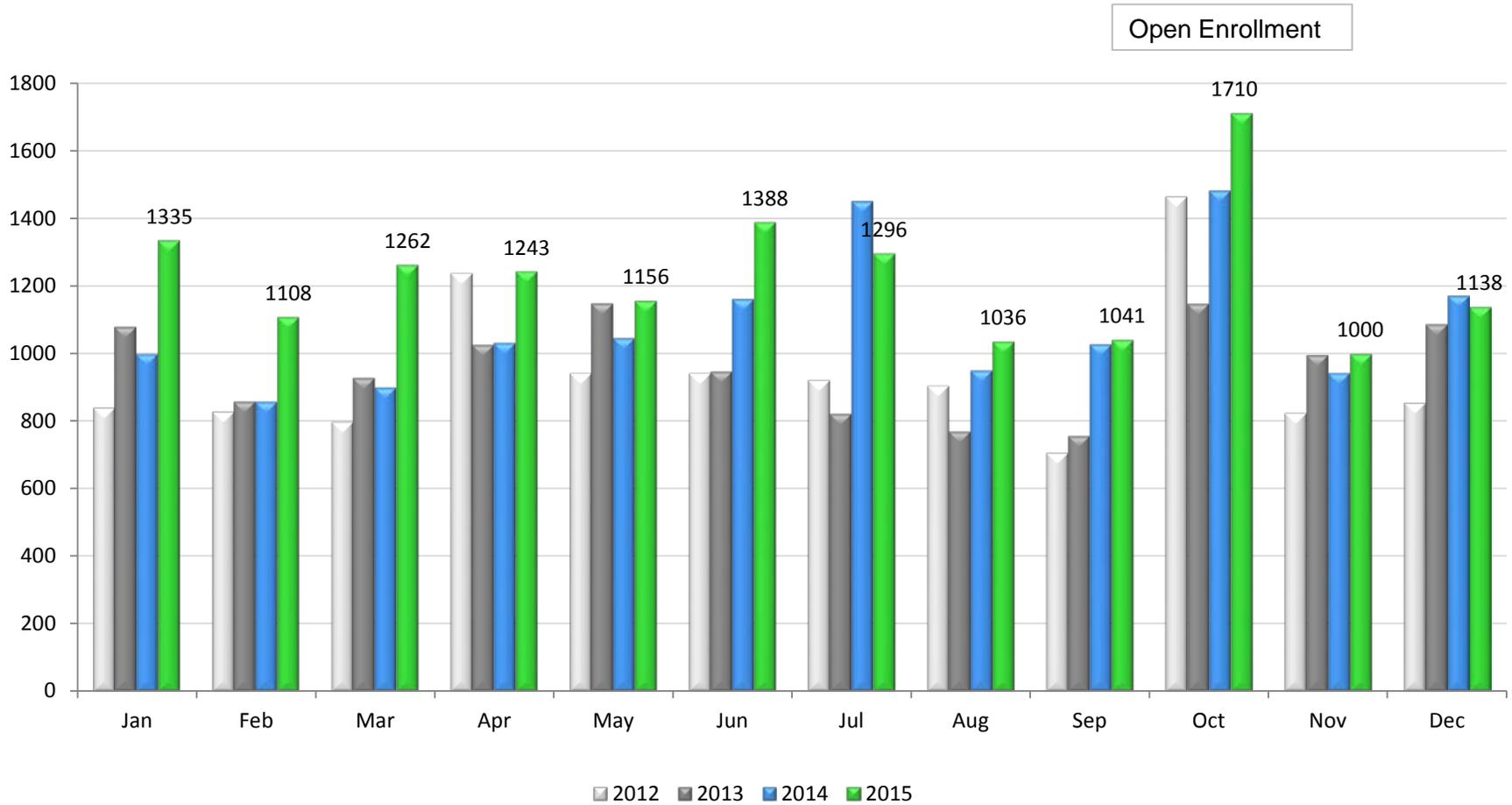
Call Speed of Answer: December 2015



Abandonment Rate: December 2015



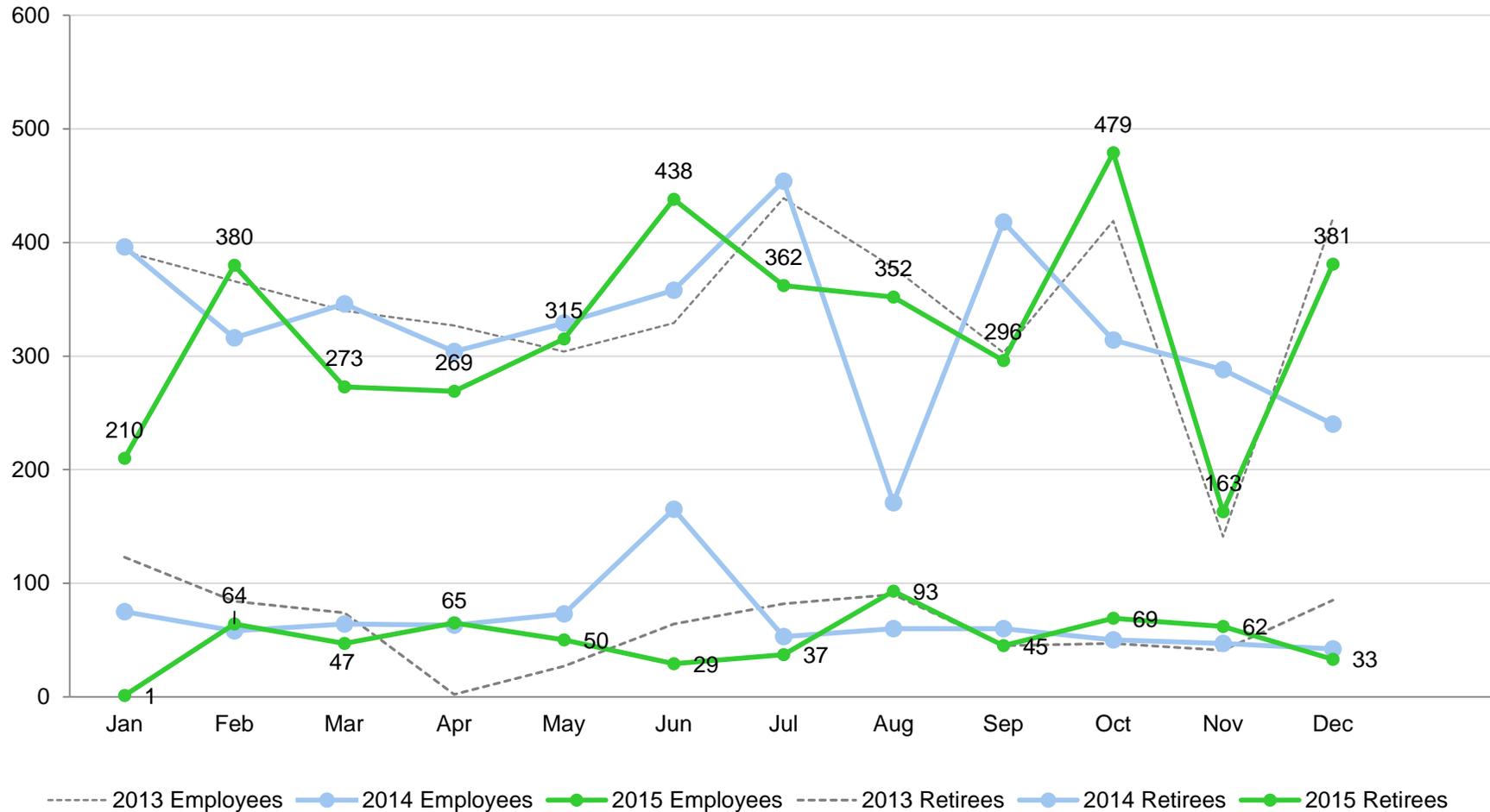
In-person Assistance: December 2015



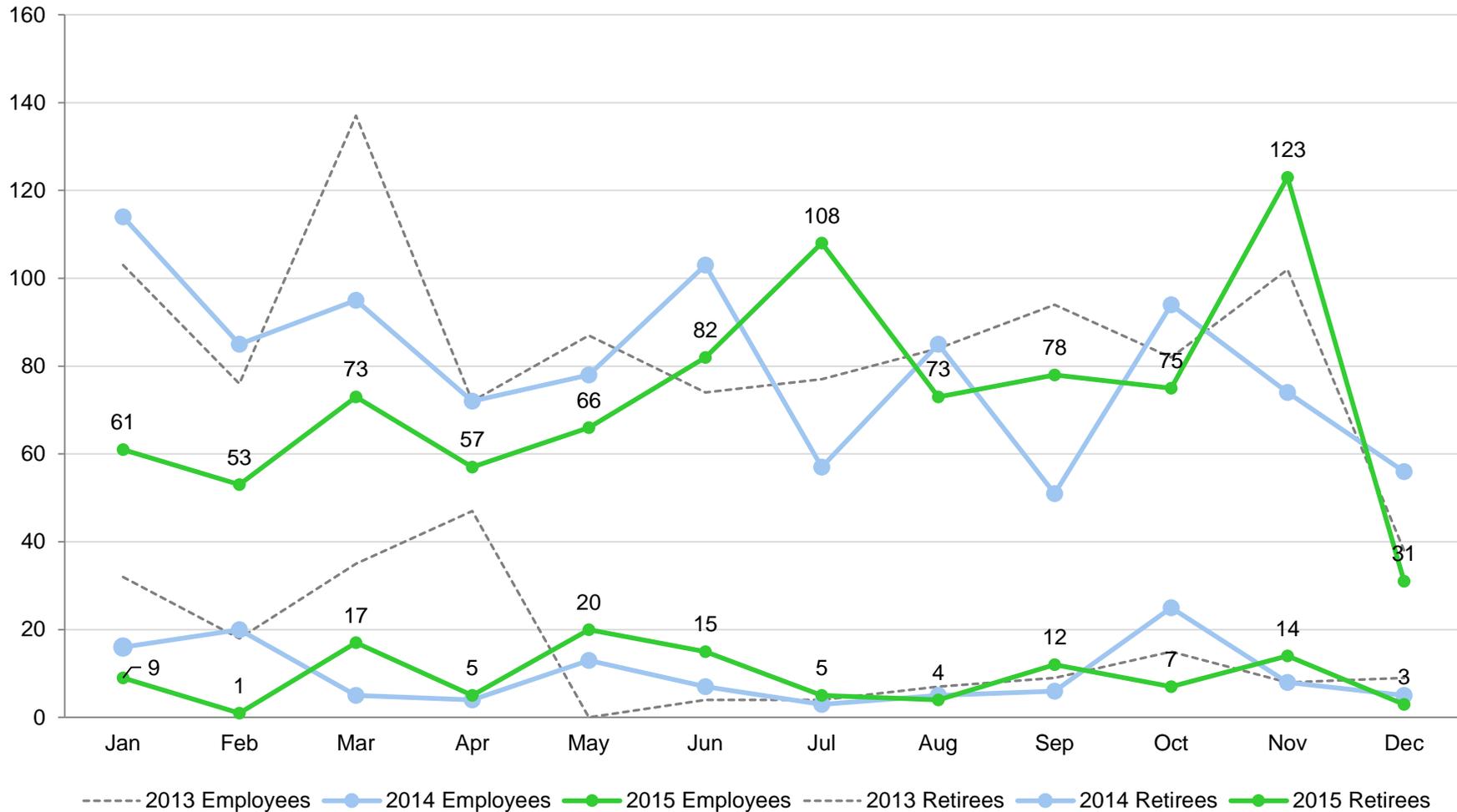
Delinquencies & Terminations: December 2015

- Delinquency Notices Sent
 - Employees: 381
 - Retirees: 33
- Termination Notices Sent
 - Employees: 31
 - Retirees: 3

Delinquency Notices: December 2015



Termination Notices: December 2015



Website Visits: December 2015



December 2015 : 8,348 website visitors

Most Visited Website Pages: December 2015

Home Page	5,741
City & County Employee Benefits	3,311
Retiree Benefits	1,416
Member Services Top Ten Topics	921
Search	825
Flexible Spending Accounts	722
Wellness Center Monthly Events Calendar	704
Blue Shield	512
Delta Dental	447
Kaiser	408

Top Website Downloads: December 2015

2016 City & County Employee Benefits Guide	627
2016 City & County Employee Premium Rates	355
2016 Retiree Benefits Guide	249
2016 City & County Retiree Premium Rates	213
2016 City & County Employee Enrollment Form	195
2016 Blue Shield Summary of Benefits	140
2016 Delta Dental Summary of Benefits	119
2016 Kaiser Summary of Benefits	106
2016 SFUSD Benefits Guide	106
2016 VSP Vision Summary of Benefits	105

eNews December 2015

Subject Line: Happy, Healthy Holidays

Total Delivered	15,759	
Opened	5,232	33.3%
Clicked Links	971	6.2%

December 2015 Communication Highlights

- 63,000 Open Enrollment confirmation letters – mailing completed.
- Collaborated with Operations on communications for 1095C tax form mailing. (Proof of health insurance required by Obamacare.)
- Collaborated with Finance, Ops and Wellness on \$2.05 budget documentation and projected budget requests for FY16-17 and 17-18.

December 2015 Communication Highlights

- Re-coded eNews template and conducted testing on early stage responsive templates.
- Worked with Blue Shield on ACO welcome kit mailer to go out to all Blue Shield enrollees in Brown & Toland and Hill Physicians medical groups.
- Sent notices for 2016 Domestic Partner tax certifications.
- Created new HSS icon for Employee Gateway.

December 2015 Communication Highlights

- Participated in Open Enrollment debriefing – process improvement session.
- Completed free basic Drupal 7 training in anticipation of City conversion of all websites to Drupal platform.
- Completed mandatory sexual harassment training.

CALENDER YEAR END:

- Identified FSA's that required reconciliation
- Identified members for whom Domestic Partner tax recertification is required
- Completed IRS form W-2 Box 12DD activities which included audits and clean-up of data, data generation and data validation for all four employers
- Completed IRS form 1099 activities which included audits and clean-up of data, data generation and data validation for City & County of SF
- Completed two additional rounds of testing for IRS form 1095

BENEFITS ADMINISTRATION SYSTEM SUPPORT:

- Completed conversion to Blue Shield Facets eligibility file format
- Completed eligibility file configuration and programming for new UHC offering

IT INITIATIVES:

- Completed configuration and installation of 21 new computers for staff
- Completed initiative to convert to digital distribution of Health Service Board (HSB) materials
- Trained all HSB members on aspects of working with digital content
- Conducted an additional three rounds of user acceptance testing for customer relationship management (CRM) system load files
- Prepared IT related budget requests
- Provided additional clarification on scope of work for enterprise system management (ECM) procurement
- Trained 8 staff members (“Train the Trainers”) for CRM rollout

DATA ANALYTICS:

- Conducted extensive validation and data mapping between All Payer Claims Database and various health plan vendor reports
- Prepared Q2 2015 HSS Health Plans Dashboard
- Provided detail information regarding Blue Shield enrollment to support remediation efforts

OTHER:

- Attended Committee on Information Technology (COIT) budget and performance meeting on January 8, 2016
- Achieved department goal for 100% of staff to complete security awareness training by December 31, 2015

Finance and Accounting

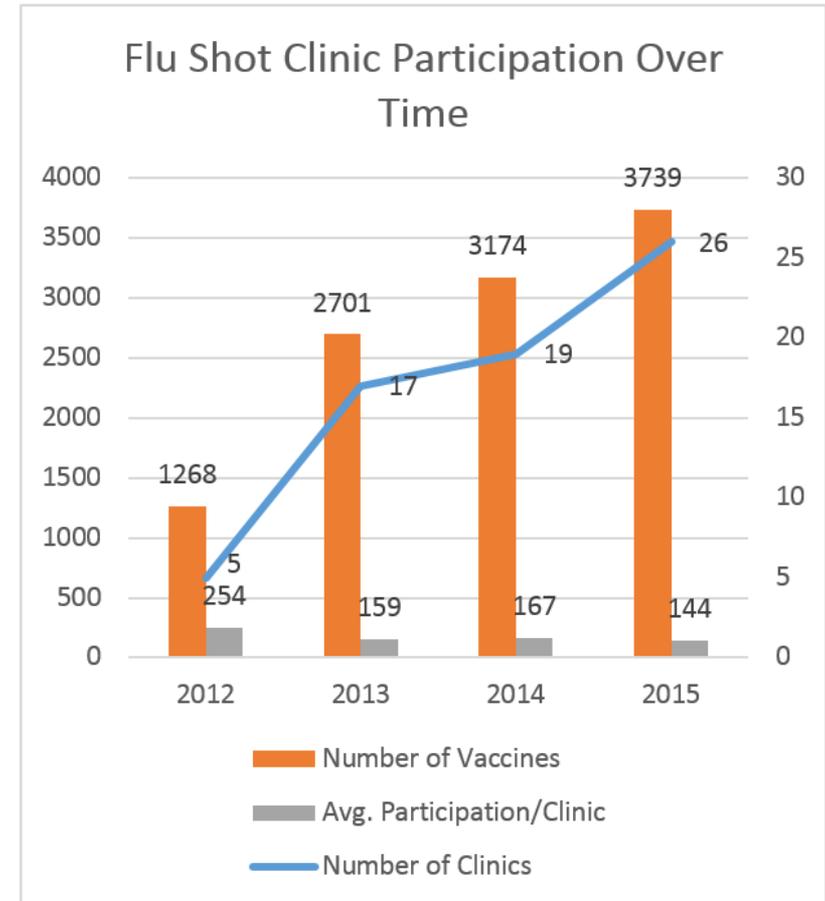
- FY 2016-2017 and FY 2017-2018 Budget preparation
- HSS Internal Control review in preparation for the internal audit conducted by the Controller's Office
- Conversion of Flexible Spending Accounts (FSA) benefits from WageWorks to P&A Group effective January 1, 2016
- UHC MAPD NPPO initiated effective January 1, 2016
- Participation in the on-going project to replace citywide financial system

Contracting and Vendor Management

- San Francisco Unified School District
- Fully executed agreements with WageWorks (2nd Amendment) for Run-Out Processing Services for Flexible Spending Account Claims
- Fully executed Business Associates Agreement with Pin Presort
- Completed Lexmark contract negotiations for software licenses and professional services associated with Enterprise Content Management systems

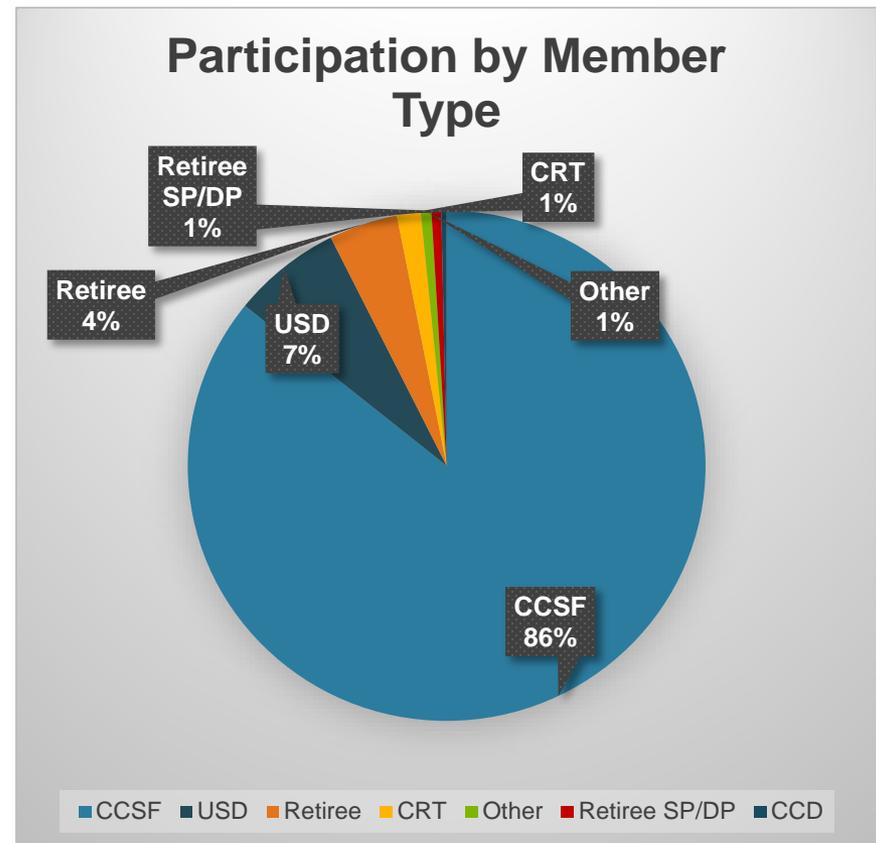
2015 Flu Shot Program

- 3739 vaccinations
- 26 clinics (9 new, 17 repeat)
- 18% increase from 2014 to 2015



2015 Flu Shot Program

- First time member type was captured
- 86% CCSF employees
- 4% retirees



2015 Flu Shot Program

- Member services attended 9 clinics
- KP sent a postcard to all members' homes speaking to the importance of getting a flu shot and specifically promoted the onsite clinics
- BSC sent a postcard to employees' homes about the importance of getting a flu shot
- KP, BSC, and UHC sponsored the flu shots at clinics for their membership
- KP coordinated and implemented all 26 clinics

2015 Special Retiree Well-being Report

- 2015 Highlights
 - Collaboration with RECCSF
 - HSS Vendor-Partner Meetings
 - Enhanced data collection at flu clinics
 - First retiree Shape Up team

2015 Special Retiree Well-being Report

- 2016 Priorities
 - Advisory group
 - Needs assessment
 - Catalog health plan resources
 - Expand online wellness challenges to include retirees

2015 FLU SHOT PROGRAM

EXECUTIVE SUMMARY

The 2015 flu shot program consisted of two parts:

- 1) Worksite and health fair flu clinics.
- 2) Campaign about the importance of getting a flu shot and how to access them.

Clinic Highlights

- Exceeded the goal of 3500 shots by 7%.
- 3739 vaccinations were administered at 26 worksite clinics: This represented an 18% increase in the number of HSS members vaccinated at a worksite compared 2014.

New in 2015

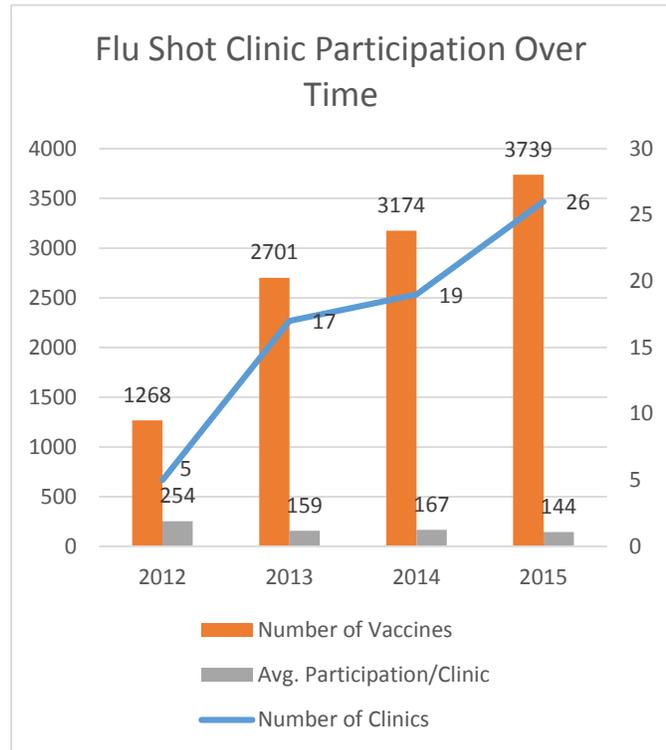
- 9 new clinics provided 861 vaccinations for an average of 96 shots/clinic.
- Leveraging the Champion network substantially increased the reach of the flu shot clinic program.
- Capturing member type (employee vs. retiree, employer group) provided insight into who is participating in clinics. 92% of participants are employees and 86% of those are employed by CCSF.
- Operations attended 9 clinics to answer questions about Open Enrollment and collect applications.

Campaign Highlights

The campaign included a variety of promotional strategies and the messages were more tailored to the audience.

New in 2015

- Champion-spearheaded worksite communications effectively spread the word about worksite clinics to employees.
- This year's home mailing as part of Open Enrollment was limited to Medicare-eligible retirees. The mailer was tailored to retirees and emphasized how to get a flu shot through the health plan.
- Kaiser Permanente mailed a postcard to all members highlighting the importance of getting a flu shot, how to get a shot through KP, and the worksite clinics.
- Blue Shield mailed a postcard to employee members highlighting the importance of getting a flu shot.



Goals for 2016 Flu Shot Clinics

1. Increase overall participation by 10%.
2. Increase retiree participation by 10%.
3. Increase CCD, USD, and CRT employee participation by 10%.
4. All repeat clinics will reach or exceed 80% of estimated participation.
5. Continue a more tailored approach to flu shot communications.

Recommendations for 2016 Flu Shot Clinics

1. Analyze the clinic data to determine:
 - Which locations/times should become standard clinics annually
 - Which clinics should be eliminated (if any)
 - Possible explanations for low or high participation
 - Better participation estimates to reduce waste and clinics running out of shots.
2. Review participation by different groups to determine new clinic locations.
 - Consider more clinics for groups like retirees, USD, CCD, and CRT.
 - Explore offering clinics at Union meetings.
3. When planning clinic dates, consider spacing clinics in a way to maximize HSS Wellness Team attendance, while also offering many clinics during October to facilitate cross promotion with Open Enrollment.
4. Where possible, combine flu shots with other events to maximize participation.
 - Consider multiple flu shot clinics at the HSS Wellness Center during Open Enrollment. Prepare for larger attendance.
5. Streamline the data collection process.
 - Consider replacing the collection of department information with one yes/no question: Do you work in this building?
 - Consider implementing an alternative format for data collection, like a brief registration survey.
6. Use hosting Champion survey feedback to improve the experience for Champions.

Recommendations for 2016 Flu Shot Promotional Materials

1. Expand the promotional network to include not only the Champion network, but also HSS staff, Human Resource professionals, Labor leaders, and retiree organizations.
 - Help non-hosting Champions identify the exact clinics they will promote.
 - Probe non-hosting Champions to see if employees expressed any barriers that may provide insight into locations for future clinics or enhanced communications.
2. Review participation by different groups to determine more effective communication strategies.
 - Consider a home mailing to retirees in the San Francisco area about local clinics.
 - Continue to emphasize how to access free flu shots through the health plans to retirees.
3. Work with the health plans to communicate the importance of flu shots to their membership and explore reporting possibilities.
4. Review specific clinics to see if employees from nearby locations attended to determine the effectiveness of non-hosting Champion efforts to promote nearby clinics.
5. Increase convenience for members by creating a “one-stop shop” where they can receive a flu shot, ask questions about Open Enrollment, and drop off applications. Use this cross promotion to draw more attendance for both purposes.

HSS would like to thank Kaiser Permanente, Blue Shield, and United Healthcare for their support of the flu shot clinics. We'd also like to extend a special thanks to the Kaiser Permanente team that coordinated and implemented 26 clinics in less than two months.

Find the complete report: http://myhss.org/downloads/wellness/2015_Flu_Report.pdf

December 31, 2015

Special Report:

2015 Retiree Well-being Activities

EXECUTIVE SUMMARY

2015 was a year of exploration and relationship building that provided valuable insights for moving forward with a retiree needs assessment and wellness activity engagement in 2016.

2015 Highlights

- Collaboration with RECCSF provided insights into communicating with retirees and retiree needs. HSS presented at six RECCSF meetings.
- Working with the health plans through the new HSS Vendor-Partner Meetings, HSS was able to effectively catalog retiree fitness memberships and discounts which are the subject of many retiree inquiries.
- Data collection revealed retiree engagement in flu shots. Retirees and their spouses/domestic partners represented 5% of flu shot clinic participants.
- The first-ever retiree Shape Up Walking Challenge team was formed.

2016 Priorities

The purpose of the 2016 priorities is to have the insight necessary to formulate a multi-phased retiree wellness strategy.

1. Create a Retiree Wellness Advisory Group to provide input in the planning of retiree wellness initiatives.
2. Conduct a retiree needs assessment (retiree wellness survey, review of data, review of literature).
3. Continue to participate in RECCSF meetings. Provide education on wellness topics, promote Wellness Center activities and other wellness services, and solicit retiree feedback on needs and interests.
4. Create a streamlined annual process to catalog existing retiree wellness resources and translate them into member communications.
5. Actively pursue relationships with additional retiree groups, such as the United Educators of San Francisco.
6. Actively promote two wellness challenges to retirees to assess retiree engagement in online wellness challenges.
7. Actively promote the Wellness Center and local resources to retirees residing in San Francisco.
8. Consider how interactions with Member Services may be a valuable communication channel.

The complete report can be found: http://myhss.org/downloads/wellness/2015_Retiree_Report.pdf