

**SAN FRANCISCO
HEALTH SERVICE SYSTEM**

Affordable, Quality Benefits & Well-Being

MEMORANDUM

DATE: January 8, 2026

TO: Mary Hao, President, and Members of the Health Service Board

FROM: Rey Guillen, SFHSS Executive Director

RE: January 8, 2026, Director's Report

SAN FRANCISCO HEALTH SERVICE SYSTEM (SFHSS) RELEASED REQUEST FOR PROPOSAL (RFP) FOR DENTAL PPO PLAN FOR ACTIVE MEMBERS

SFHSS released an RFP for the Dental PPO Plan for active members on December 9, 2025. Multiple dental plans have expressed interest and signed the non-disclosure agreements with intent to proceed.

EMPLOYEE ASSISTANCE PROGRAM (EAP) SUPPORT FOR STAFF IMPACTED BY INCIDENT AT WARD 86

The SFHSS EAP team responded to a high-profile critical incident that occurred at Zuckerberg San Francisco General (ZSFG) Hospital on December 4, 2025. The EAP response started the day of the incident to several weeks after and included over 14 consultations with leadership and Human Resources (HR), two meetings with Department of Public Health staff to inform them about EAP services and resources to support them during this time. EAP also provided one group session to 24 individuals after a town hall and provided individual counseling and services to those who have sought support.

BLACK-OUT PERIODS CONTINUE (see attachment)

1. Black-Out Period notification to the Health Service Board began on August 14, 2025, and extends through both:
 - The completion of the San Francisco Health Service System (“SFHSS”) formal request for proposal for COBRA, Healthcare Flexible Spending Account (FSA), Dependent Care Spending Account (DCSA), and AB 528 administration, and the presentation of the results of this 2026-2027 COBRA, FSA, DCSA & AB 528 RFP to the Board, and
 - The completion of the SFHSS Annual Rates and Benefits process for the 2027 plan year.During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with the 2026-2027 COBRA, FSA, DCSA & AB 528 RFP through the annual SFHSS Rates and Benefits process for plan year 2027.
2. Black-Out Period notification to the Health Service Board began November 13, 2025, and extend through both:
 - The completion of the San Francisco Health Service System (“SFHSS”) formal request for proposal for the Active (non-Retiree) Administrative Services Only PPO (ASO-PPO) Dental plan administration beginning Plan Year 2027 (the “Active ASO-PPO Dental RFP”) and the presentation of the results and SFHSS recommendation to the Board, and
 - The completion of the SFHSS Annual Rates and Benefits process for the 2027

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plan year.

During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with Active ASO-PPO Dental RFP and the SFHSS Annual Rates and Benefits Process.

FINAL BLUE SHIELD MEDICARE ADVANTAGE PPO DASHBOARD

SFHSS has worked closely with Blue Shield to monitor the plan transition this first year and the trend we are seeing is on par with all SFHSS health plans' normal operations. This means that while there are still issues and appeals, they are at the same level as all our plans. Therefore, the December 2025 Blue Shield Medicare PPO Transition Dashboard will be the final one for the Medicare PPO transition.

**SAN FRANCISCO HEALTH SERVICE SYSTEM
DIVISION REPORTS: January 2026**

PERSONNEL UPDATES (see attachment)

Retirements:

- 2820 Senior Health Program Planner - Sharmini Bhatnagar retired on 1/3/2026.

Recruitments:

Information Systems Division:

- 0931 Information Systems Manager – The Training and Experience assessment scores will be uploaded by 5:00 p.m. on 12/31/2025. Applicants have 5 days to request a review of the score calculations (excluding holidays and weekends), 1/8/2025 by 5:00 p.m. Certification and adoption of eligible list on 1/9/2026 and interviews will be scheduled the week of 1/12/2026.

Member Services Division:

- 1209 Benefits Technician Position - Temporary Exempt position - Interviews scheduled for 1/14/2026.
- 1813 Senior Benefits Analyst Position - Permanent Civil Service (PCS) recent vacancy of Sonali Shenoy. Supervisory Test Battery (STB) administered on 12/31/2025. DHR exams administers STB. Results shared by 1/16/2025. Next step is supplemental questionnaire administered to applicants who have passed Supervisory Test Battery (STB). Deadline to submit supplemental questionnaire is 1/30/2026 by 5:00 p.m. Raters will then score the exam.

OPERATIONS: (see attachments)

FINANCE AND BUDGET:

- FY26-27 and FY 27-28 budget cycle in progress.

CONTRACTS

- Ongoing administration of RFP for Flexible Spending Account (FSA), Dependent Care Spending Account, COBRA, and AB528 Administration for Plan Year 2027 (RFPQHSS2025.B1)

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- Issuance and ongoing administration of RFP for Active Dental PPO Plan (ASO-PPO) for Plan Year 2027 (RFPQHSS2025.B2)
- Executed Business Associate Agreement (BAA) with Foster & Foster, Inc. in support of the San Francisco Community College District's completion of their GASB 74/75 requirements.

WELL-BEING:

- No report for this month

ATTACHMENTS:

- Blackout Notice through June 2026 - COBRA, FSA, DCSA & AB528
- Blackout Notice through June 2026 RFP Dental
- Personnel - SFHSS Org Chart
- Operations Monthly Dashboards for December
- Blue Shield Medicare Advantage PPO Transition Dashboard for December

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MEMORANDUM

DATE: August 14, 2025
TO: Mary Hao, President, and Members of the Health Service Board
FROM: Rey Guillen, Executive Director, SFHSS
RE: Black-Out Period Notice, August 14, 2025 through June 2026

This memorandum shall serve as the Black-Out Period notification to the Health Service Board (“Board”) that will begin today, August 14, 2025, and extend through the completion of the San Francisco Health Service System (“SFHSS”) formal request for proposal for COBRA, Healthcare Flexible Spending Account (FSA), Dependent Care Spending Account (DCSA) and AB 528 administration and the presentation of the results of this 2026-2027 COBRA, FSA, DCSA & AB 528 RFP to the Board.

During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with the 2026-2027 COBRA, FSA, DCSA & AB 528 RFP.

Pursuant to the [Board's Policies](#) (page p. 46 “External Communications – Service Providers”, p. 48 “Black-Out Periods”, p. 49 “Contracts”), the Board must be notified of the start of this Black-Out Period prior to the release of any solicitation for the selection of a primary service provider, as well as prior to the beginning of the annual SFHSS Rates and Benefits process. Such notice is now given.

During this Black-Out Period, Board members are prohibited from any communications or activities with current or potential future service providers or their representatives, agents, employees, or officers on matters relating to SFHSS competitive bid processes for the selection of the service providers for life and disability benefits, including, but not limited to, COBRA, Healthcare Flexible Spending Account (FSA), Dependent Care Spending Account (DCSA) and AB 528 administration and/or the 2026-2027 COBRA, FSA, DCSA & AB 528 RFP (collectively, “Unauthorized RFP Communications and Other Prohibited Activities”), except for communications related to SFHSS matters occurring during public meetings of the Board, the Board of Supervisors, or committees thereof.

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

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

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

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

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2. the completion of the SFHSS Annual Rates and Benefits process for the 2027 plan year.

During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with Active ASO-PPO Dental RFP and the SFHSS Annual Rates and Benefits Process.

Pursuant to the [Board's Policies](#) (Governance Policies and Terms of Reference, p. 46 "External Communications – Service Providers", p. 48 "Black-Out Periods", p. 49 "Contracts" and section 207: SFHSS Service Provider and Vendor Selection Policy), the Board must be notified of the start of this Black-Out Period prior to the release of any solicitation for the selection of a primary service provider, as well as prior to the beginning of the annual SFHSS Rates and Benefits process. Such notice is now given.

During this Black-Out Period, Board members are prohibited from any communications or activities with current or potential future service providers or their representatives, agents, employees, or officers on matters relating to SFHSS competitive bid processes for the selection of the service providers for plan year 2027 benefits, including, but not limited to, the Active ASO-PPO Dental RFP (collectively, "Unauthorized RFP Communications and Other Prohibited Activities"), except for communications conducted in the ordinary course of business related to SFHSS matters during public meetings of the Board, the Board of Supervisors, or committees thereof.

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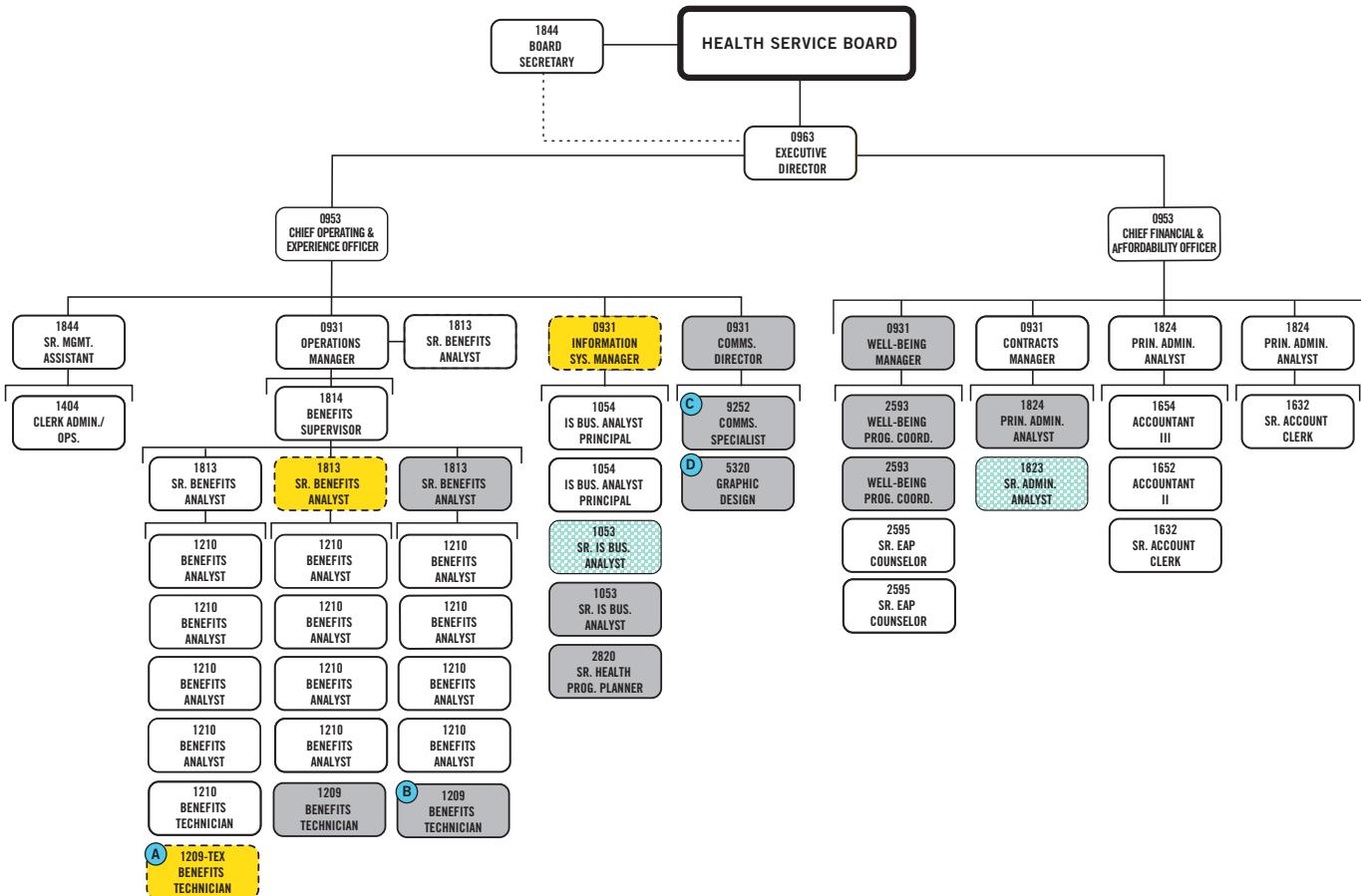
CC: Members, Health Service Board

1145 Market Street, 3rd Floor, San Francisco, CA 94103 | (415) 554-1750 or (800) 541-2266 Fax: (415) 554-1721 | sfhss.org

Members, San Francisco Board of Supervisors
Jennifer Donnellan, City Attorney

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Organizational Chart – Recruitable Budgeted Positions



LEGEND



1.2.2026
SFHSS.ORG

BUDGETED POSITIONS FILLED BY DIFFERENT WORKING CLASS

- A** 1210 Benefits Analysts filled by 1209-TEX Benefits Technician
- B** 1210 Benefits Analyst filled by 1209 Benefits Technician
- C** 0923 Manager II filled by 9252 Communications Specialist
- D** 2822 Health Educator filled by 5320 Graphic Designer

Operations Dashboard

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Reporting: December 2025

Operations Dashboard for the Month of December 2025

Call Center Support

Call Volume



5797
calls handled
December 2024

3572
calls handled
December 2025

Average Speed to Answer
Goal: <3 minutes



6 min 16 secs
December 2024

4 min 14 secs
December 2025

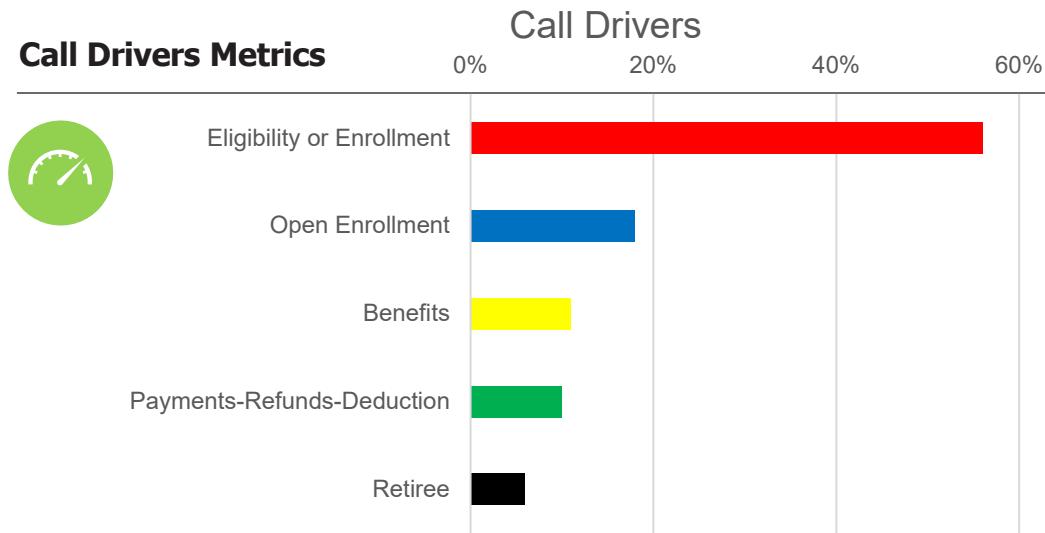
Abandonment Rate
Goal: <10%



11.44%
December 2024

9.71%
December 2025

Call Drivers



Average Handle Time
Goal: <10 min



12 min 20 secs
December 2024

9 min 34 secs
December 2025

First Contact Resolution
Goal: >75%



67%
December 2024

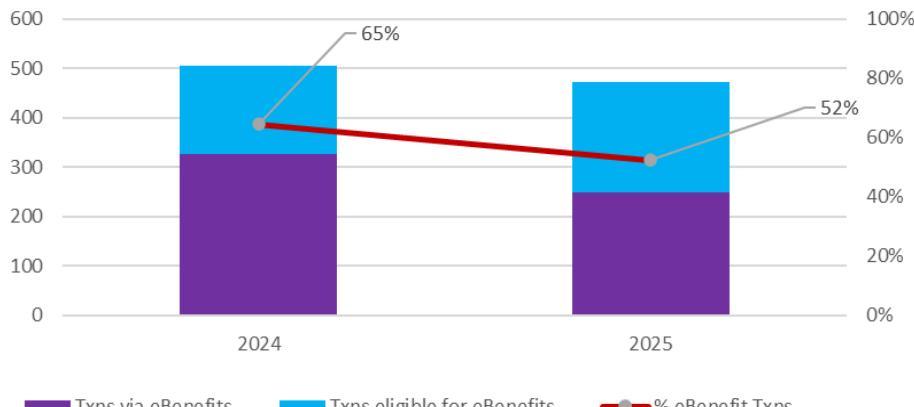
60%
December 2025

Operations Dashboard for the Month of December 2025

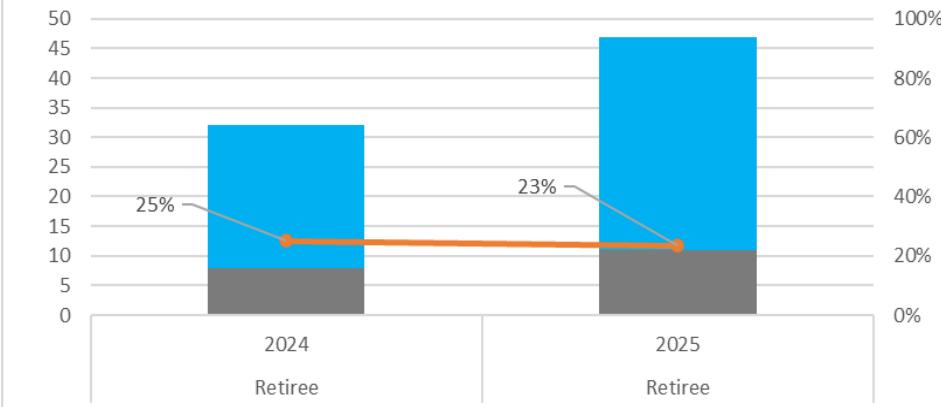
Transactions



eBenefits Transactions Actives



eBenefits Transactions Retirees

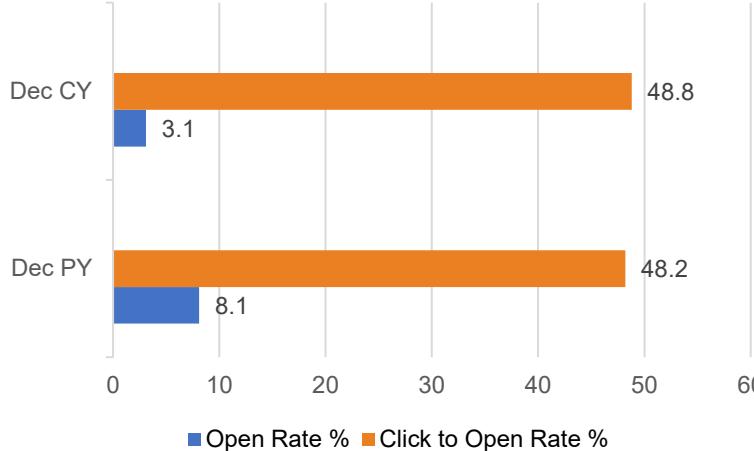


Communications Dashboard for the Month of December 2025

Member Engagement

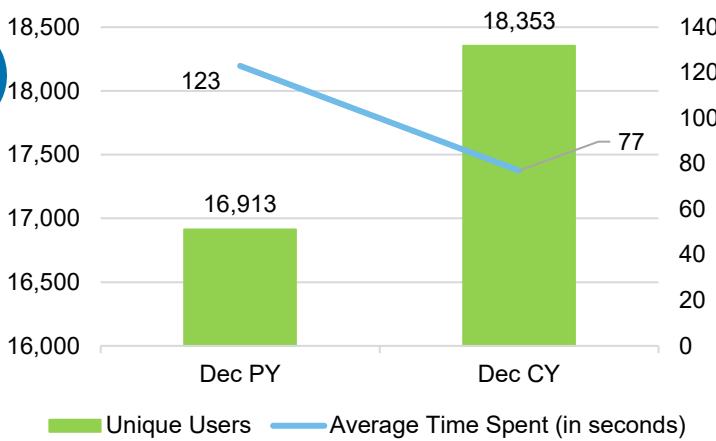
Newsletter Engagement

Goal: >50% Subscribers and 50% Open Rate

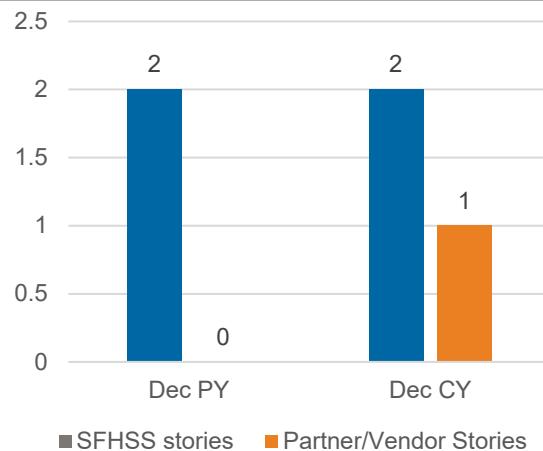


SFHSS Website Engagement

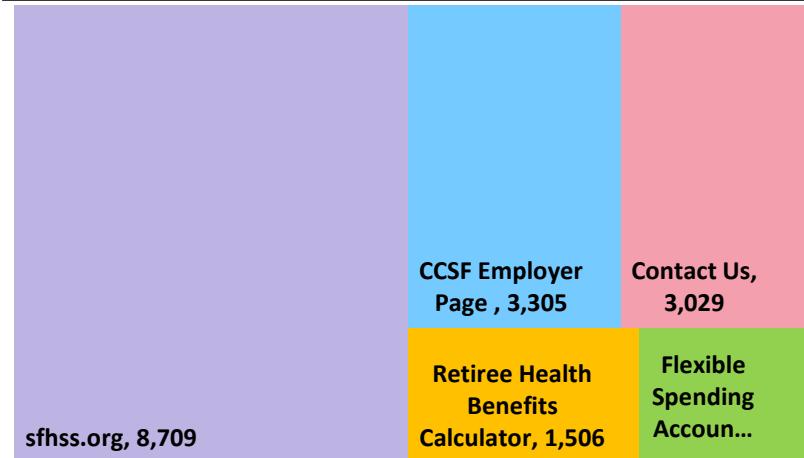
Goal: >100 seconds



Preventive Care Communications **Goal: > 3**



Top Visited Pages on sfhss.org



Blue Shield Medicare Advantage PPO Transition Dashboard

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Health Service System Call Metrics – December 2025

BSC Transition Calls Handled



December – 66

Calls handled

BSC Transition In-Person Interactions



December – 9

Number of in-person interactions

HSS to BSC Calls



December – 137

Members Connecting with BSC through the HSS Phone System

Average Speed to Answer*

Goal: <3 mins



**December – 7 min 53
secs**

Average Handle Time*

Goal: <10 mins



**December – 9 mins 37
secs**

First Contact Resolution

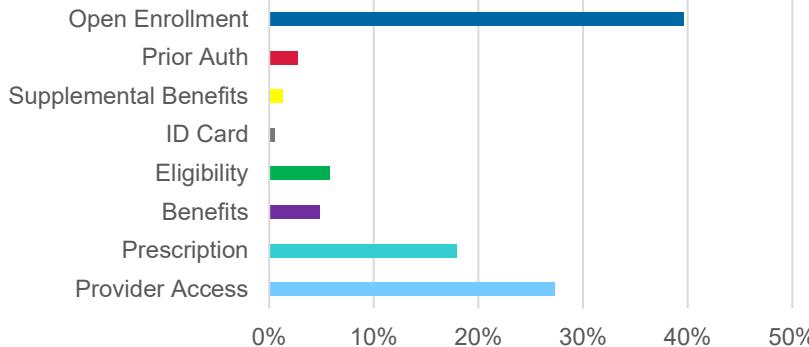
Goal: >75%



December – 92%

Blue Shield Call Metrics – December 2025

Support Drivers Metrics – December



Call Volume



December – 3,599

Average Speed to Answer

Goal: <3 mins



**December – 58
secs**

Abandonment Rate

Goal: <3%



December – 2%

BSC to HSS Calls



December – 209

Members connecting with HSS through BSC phone system

Average Handle Time

Average Handle Time

Goal: As Long as Required



**December – 18
mins**

First Contact Resolution

Goal: >75%



December – 94%