

MEMORANDUM

DATE: March 14, 2024
TO: Randy Scott, HSB President, and Members of the Health Service Board
FROM: Abbie Yant, RN, MA Executive Director SFHSS
RE: March 14, 2024, Director's Report

BLACKOUT PERIOD NOTICE NOVEMBER 9, 2023, THROUGH JUNE 2024 (see attachment)

Blackout Period notification to the Health Service Board ("Board") that began on November 9, 2023, and extends through both:

- the completion of the San Francisco Health Service System ("SFHSS") formal request for proposal for a Medicare Advantage PPO plan for the 2025 plan year ("2025 MA PPO RFP") and the presentation of the results of the 2025 MA PPO RFP to the Health Service Board, and
- the completion of the SFHSS Annual Rates and Benefits process for the 2025 plan year.

MEDICARE RFP UPDATE

SFHSS received non-financial proposals on Friday, February 9, 2024. Following receipt, SFHSS confirmed the Minimum Qualifications to Bid (MQs). Oral Interviews with all responsive bidders are scheduled for the week of March 18. Financial proposals are due on Tuesday, April 9, 2024, at 12:00 p.m. (Pacific). Evaluation of the non-financial proposals by the Evaluation Panel will continue throughout March and into April. The financial proposals will be evaluated in April following a review and analysis by our actuarial team at Aon.

SFHSS FACILITY LEASE

SFHSS' lease at 1145 Market Street expired in November 2023, coinciding with other City leases nearby. Given budget constraints and evolving office dynamics due to the COVID-19 Pandemic, the City's Real Estate Division engaged SFHSS and other affected departments to optimize space usage. After extensive discussions, a proposal emerged that will maintain SFHSS's third-floor offices but relocate its operations from the first to the second floor to facilitate allocating our vacated first-floor space to another City department requiring direct exterior access. The resulting new lease will yield a \$400,000 annual rent reduction.

The relocation would include the operations of SFHSS' Employee Assistance Program (EAP), Well-Being, and the Catherine Dodd Wellness Center. Prior to the Pandemic, the Catherine Dodd Wellness Center hosted group exercise classes, workshops, coaching, and other in-person activities for SFHSS members and retirees. The Wellness Center was named for Catherine Dodd, PhD, RN, FAAN, who served as SFHSS' Director from January 2009 through March 2017. The name of the Wellness Center in her honor was in recognition of her time with SFHSS and the entirety of her career devoted to ensuring equal access to quality person-centered care.

In response to the Pandemic, the SFHSS Wellness Center closed on March 17, 2020, shifting most in-person activities to online. With the ease of restrictions, there has been a rise in demand for smaller classes at departmental worksites for in-person activities. SFHSS expanded services to various city workplaces, enhancing employee convenience and extending its reach. In partnership with the San Francisco Recreation and Parks Department, SFHSS facilitated group exercise classes in the newly renovated skate park and outdoor fitness court across from the Wellness Center. The SFHSS Well-Being division recently gained approval to offer one group exercise class at SF City Hall, with additional classes expected.

As SFHSS strategizes for its members' present and future well-being programs, SFHSS is undergoing a significant transformation. The wellness center is evolving from a gymnasium-centric space to one prioritizing innovation and collaboration among Well-Being staff and other City departments. This shift aims to bolster operational capacity and cultivate a culture of synergy and innovation. The newly established "Catherine Dodd Well-Being and Innovation Hub" will maintain Catherine's legacy by prioritizing comprehensive well-being. Aligned with the strategic direction, it symbolizes forward-thinking in health and well-being.

We expect the lease approval by the BOS in April 2024. Followed by temporary relocation of Well Being and EXP with final occupancy and use of Catherine Dodd Well-Being and Innovation Hub in the Summer of 2024.

HEALTH SERVICE BOARD 2024 ELECTION (see attachment)

A Health Service Board election for two member seats will occur in May 2024. The nomination period closed on February 16, 2024, at 5 p.m. The election process is underway in collaboration with the Department of Elections. The Election schedule is available on the [Board's Election webpage](#). The Department of Elections will send ballots to all active employees, retired employees, qualifying surviving spouses, and qualified surviving domestic partners. Voting takes place from May 17 through May 31, 2024. If you have questions, please contact Holly Lopez, the Health Service Board secretary, by calling (628) 652-4646 or at holly.lopez@sfgov.org.

2024 DEPENDENT ELIGIBILITY VERIFICATION AUDIT (DEVA) PILOT UPDATE

This Spring, SFHSS will conduct a second DEVA pilot, building upon lessons learned from an initial pilot undertaken in 2022 for dependents of retired HSS members. The DEVA pilot for 2023 will focus on auditing the dependents of 1,000 active HSS members by mail. The initial notification will be mailed on March 26, and the audited individuals will be asked to reply by mail, fax, or eBenefits by April 30 with the required documents or by dropping ineligible dependents. Three dedicated Benefit Analysts will review and process the documents submitted by the members from April 1 to May 23. The coverage for those dependents for whom acceptable documentation is not received by the April 30 deadline will be terminated on June 7.

EQUITY AND INCLUSION CELEBRATIONS

March is a month of new beginnings. From Daylight Savings to the first day of Spring, it is a time full of change and celebrations, including Women’s History Month, International Women’s Day, and Employee Appreciation Day.

This month, get inspired by [HERstory](#), the San Francisco Public Library’s celebration to honor and acknowledge the contributions of women and the experience of being female today. Hear author talks and panel discussions, see what exhibits are on view, participate in book clubs, watch films, engage in interactive programs, and build strength and solidarity. Themes center around women as groundbreakers, feminism, the women’s movement, and much more. Also, tap into the [IWD 2024 Planning Toolkit](#) for guidance and resources to help celebrate women’s achievements, raise awareness about gender inequities, and increase support for women worldwide.

Employee Appreciation Day reminds managers everywhere of the importance of thanking their employees when they do good work. As employees strive to balance personal and professional lives, we encourage our citywide family to tap into [diverse activities](#) offered through SFHSS Well-Being. Topics of focus include healthy lifestyle recommendations, tactics to boost joy through movement, and the power of meditation to support our most valuable asset, our staff, in appreciation of their service to our community.

ARTIFICIAL INTELLIGENCE

At the Mayor’s request, the Office of the City Administrator has initiated an effort to create guidelines governing City staff usage of Generative AI. Generative AI – a type of artificial intelligence (AI) that mimics human creativity by generating new text, images, video, or audio (e.g., ChatGPT) – is now widely available online with free applications. Generative AI tools offer exciting opportunities to improve service delivery and pose potential risks that staff must consider. The Committee on Information Technology (COIT) recently reviewed these interim guidelines and requested assistance sharing them with City staff.

As a starting point, the guidelines focus on responsible and equitable use while embracing innovation. They apply to all City employees, contractors, consultants, volunteers, and vendors. You can access the guidelines here: [San Francisco Generative AI Guidelines | San Francisco \(sf.gov\)](#).

The three most important actions to remember when using Generative AI technology are:

1. **Always** fact-check AI-generated content before using it,
2. **Always** disclose the usage of Generative AI in your output,
3. **Never** enter sensitive information into public Generative AI tools like Chat GPT. The information you enter can be viewed by the companies that make the tools and, in some cases, members of the public.

Next steps include cataloging use cases, establishing an ethical use framework, staff training, and developing procurement processes. As AI tools continue to evolve, legislation and regulation at all levels of government are also evolving. The City Attorney’s Office is expected to update the guidelines over time and will communicate with us about any changes.

HEALTHCARE AFFORDABILITY BOARD AND ADVISORY COMMITTEE

The Health Care Affordability Board is a decision-making body charged with setting statewide and sector-specific spending targets, appointing a Health Care Affordability Advisory Committee, and approving key benchmarks, such as alternative payment model adoption and the share of spending dedicated to primary care and behavioral health, among other responsibilities. Board members may not receive compensation from healthcare entities.

Topics from the February Meeting

1. Spending Target Methodology and Statewide Spending Target Value
2. Examples of Cost-Reducing Strategies Employed
3. Alternative Payment Model Standards and Adoption Goal
4. Consumer Stories on Affordability
5. Measuring Consumer Affordability
6. Measuring Out-of-Plan Spend

SAN FRANCISCO HEALTH SERVICE SYSTEM DIVISION REPORTS: MARCH 2024

HUMAN RESOURCES:

Welcome:

- 1814 Benefits Supervisor: John Trotman: Confirmed to start on 3/18/2024.
- 1209 Benefits Technician: Stephanie Recinos: Confirmed to begin on 3/18/2024.

Appointment Change:

- 1813 Sr. Benefits Analyst: Raphaelle Calvin-Hudson: From current provisional appointment to permanent appointment effective 3/11/2024.

Resignation/Retirements:

- Retirement: Marie Chan (1210 Benefits Analyst): effective 3/1/2024

Recruitments:

- 1210 Benefits Analyst – Interviews scheduled on 3/25/2024.
- 1813 Sr. Benefits Analyst – Expected interviews in March.
- 2595 Sr. EAP Counselor – The job announcement will close on 3/7/2024, and the exam will be in March.

Turnover Rate:

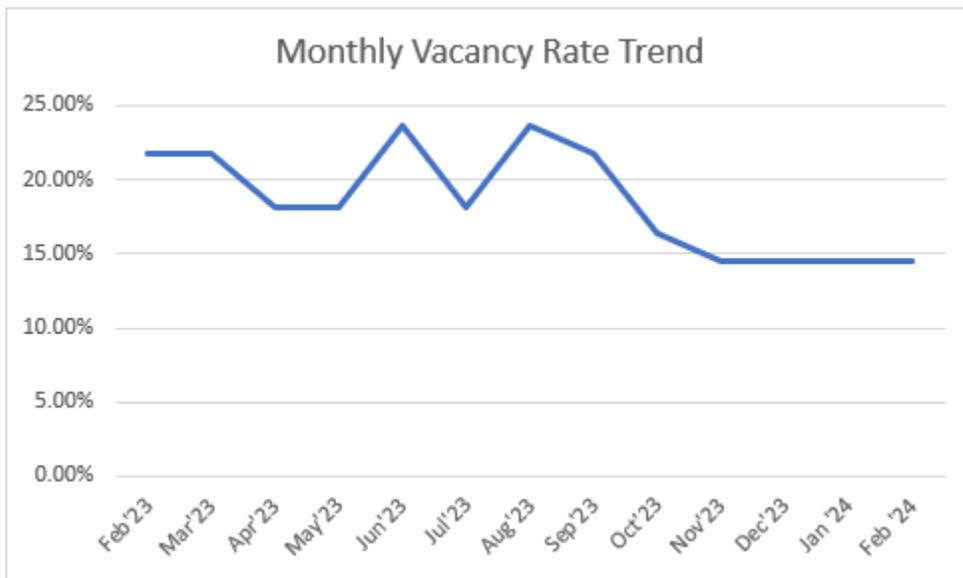
- 2022 Average: 28.40
- 2023 Average: 20.34
- 2024 Average so far: 0.00

SAN FRANCISCO HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

Monthly Vacancy Rate*:

Feb '23	Mar '23	Apr '23	May '23	Jun '23	Jul '23	Aug '23	Sep '23	Oct '23	Nov '23	Dec '23	Jan '24	Feb '24
21.82%	21.82%	18.18%	18.18%	23.64%	18.18%	23.64%	21.82%	16.36%	14.55%	14.55%	14.55%	14.55%



* Vacancy rates include three positions that are on hold and not currently being filled. There are six active vacant positions to fill.

OPERATIONS:

Call Center Support

Call Volume

4,067
calls handled
Feb. 2023

3,271
calls handled
Feb. 2024

Call Drivers Metrics

% Calls Handled

Average Wait Time*

Goal: <180 secs

363 secs
Feb. 2023

144 secs
Feb. 2024

Abandonment Rate*

Goal: <10%

12.8 %
Feb. 2023

9.14 %
Feb. 2024

Average Length of Call*

Goal: <10 min

10.18 min
Feb. 2023

12.31 min
Feb. 2024

First Contact Resolution**

Goal: >75%

70%
Feb. 2023

62%
Feb. 2024

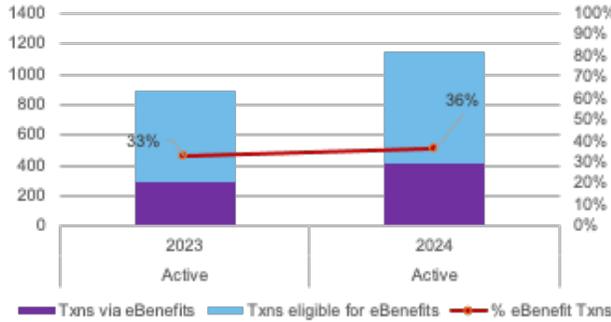
SAN FRANCISCO HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

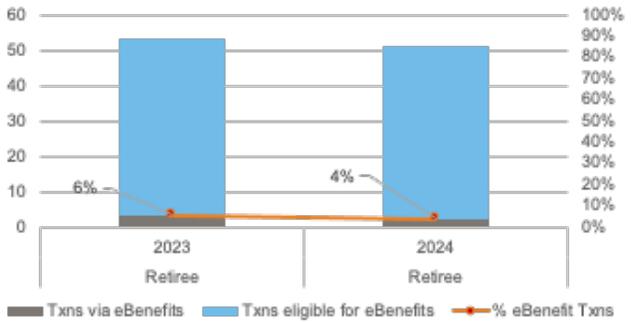
Transactions



eBenefits Transactions Actives



eBenefits Transactions Retirees

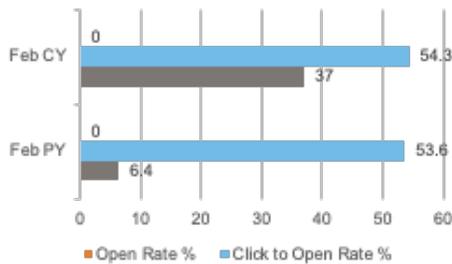


COMMUNICATIONS:

Member Engagement

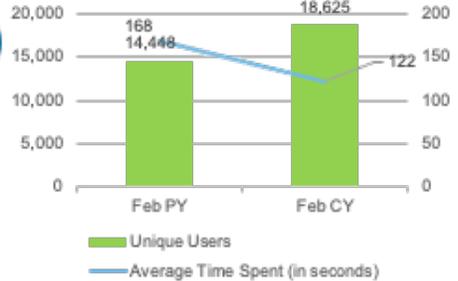
eNews Engagement

Goal: >50% Subscribers and 50% Open Rate



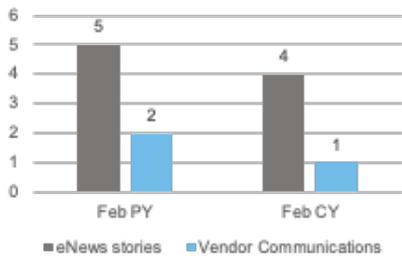
SFHSS Website Engagement

Goal: >100 seconds



Preventive Care Communications

Goal: > 3



Top Visited Pages on sfhss.org

Goal: Move *Contact Us* out of Top 5



ENTERPRISE SYSTEM AND ANALYTICS:

- Upgrade for Enterprise Content Management System (ECM) completed 2/29/2024.
- Conversion to new EAP clinical software EAP Expert completed 3/4/24.
- IRS 1095-C filing completed for individuals and electronically with the IRS.

**SAN FRANCISCO
HEALTH SERVICE SYSTEM**

Affordable, Quality Benefits & Well-Being

FINANCE AND BUDGET:

- Submitted FYE 2025 and 2026 Budgets to the Controller and MBO
- Validation and testing of detailed rates SQL system
- Response and support for the Controller's annual internal controls audit
- Completed 10 County Survey for 2025 Plan Year Rates

CONTRACTS:

- Executed amendment to the agreement with e-Image for member-facing benefits, open enrollment, new hire, and well-being videos through the fiscal year 2024-2025.
- Executed impartiality and confidentiality statements with members of the MAPD RFP evaluation panel.
- Ongoing administration of the 2025 Plan year Medicare (MAPD PPO) RFP.

WELL-BEING: (see attachment)

- Offered a 4-week challenge called Renew to help participants reinvigorate the mind and body, clarify purpose, and strengthen relationships. February 4 – March 3.
- Executed a Well-Being Key Player Training – Sleep for Better Health, supporting the Sleep campaign launched in March.

Attachments:

- Blackout Notice
- Health Service Board Election Schedule
- Well-Being Slides

MEMORANDUM

DATE: November 9, 2023
TO: Randy Scott President, and Members of the Health Service Board
FROM: Abbie Yant, RN, MA Executive Director SFHSS
RE: Black-Out Period Notice, November 9, 2023 through June 2024

This memorandum shall serve as the Black-Out Period notification to the Health Service Board (“Board”) that will begin today, November 9, 2023, and extend through both:

- the completion of the San Francisco Health Service System (“SFHSS”) formal request for proposal for a Medicare Advantage PPO plan for the 2025 plan year (“2025 MA PPO RFP”) and the presentation of the results of the 2025 MA PPO RFP to the Board, and
- the completion of the SFHSS Annual Rates and Benefits process for the 2025 plan year.

During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with the 2025 MA PPO RFP and the SFHSS Annual Rates and Benefits process for the 2025 plan year.

Pursuant to the Board’s Service Provider 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 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 or officers, on matters relating to SFHSS competitive bid processes for the selection of the primary service provider for medical plans, including, but not limited to the 2025 MA PPO 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

**SAN FRANCISCO
HEALTH SERVICE SYSTEM**

Affordable, Quality Benefits & Well-Being

Schedule for May 2024 Health Service Board Election

The following Health Service Board Election procedures comply with Administrative Code Sections 16.550 – 16.565

SCHEDULE DATE	PROCEDURES BY HEALTH SERVICE BOARD AND DEPARTMENT OF ELECTIONS	ORDINANCE DEADLINES
Thursday, January 11, 2024	Health Service Board declares vacancy of two seats with term expiration dates effective May 15 and May 16, 2024. The Health Service Board adopts a resolution authorizing election for two seats and specific dates during which ballots may be marked and when the election is to be held.	
Thursday, January 11, 2024	Health Service Board notifies the Department of Elections that an election will be held, specifying the first and last dates for voting.	Admin Code §16.554 At least 120 days prior to the first day of voting
Friday, January 12, 2024 thru Friday, Feb. 16, 2024 (5 Weeks)	Nomination period for Health Service Board candidates. Health Service Board notifies members of the reason for the election, procedures for nomination and selection of candidates, and voting dates.	Admin Code §16.553 Not less than 31 days
Feb. 16, 2024	Department of Elections requests that Department Heads designate departmental Election Officers.	Admin Code §16.555 At least 90 days prior to the first day of voting
Feb. 23, 2024	Deadline for San Francisco Health Service System (SFHSS) to provide completed nomination forms to the Department of Elections by 5 p.m.	
Friday, March 1, 2024	Candidates' Orientation Session conducted by the Department of Elections and Deputy City Attorney at the offices of the Department of Elections.	2:00 p.m. - 4:00 p.m.
Monday, March 18, 2024	Department Heads notify the Department of Elections of departmental Election Officers.	Admin Code §16.555 60 days prior to the first day of voting
Thursday, April 11, 2024	Deadline for Candidates' Statements to be filed with the Department of Elections and Candidates' Statements of Economic Interest (Form 700) provided to SFHSS for filing with the Ethics Commission.	Admin Code §16.553-1 and 2 No later than 12:00 p.m.
Friday, April 12, 2024	SFHSS provides the Department of Elections with the names of eligible nominees. SFHSS voter file containing active and retired members' names and addresses to be sent to the Department of Elections in the requested format.	Admin Code §16.557 35 days prior to the first day of voting

**SAN FRANCISCO
HEALTH SERVICE SYSTEM**

Affordable, Quality Benefits & Well-Being

Friday, April 12, 2024	Department of Elections allows Candidates to review and correct typeset Statements.	No later than 5:00 p.m.
Monday, April 15, 2024	Department of Elections selects the order of Candidates' names on the ballot by random drawing.	12:00 p.m.
Friday, April 26, 2024	The Department of Elections sends written instructions to departments to Election Officer informing such office of dates on which ballots will be distributed and collected and the procedure to be followed for their distribution and collection.	Admin Code §16.556 At least 21 days prior to the first day of voting
Tuesday, May 7, 2024	Department of Elections will mail ballots to all eligible active and retired voter members.	Admin Code §16.560 At least 10 days prior to the first day of voting
May 14, 2024	SFHSS provides a supplemental list to the Department of Elections or Contractor within two days of the First Voting Day, which list shall provide the names of eligible voters not included on the original list.	Admin Code §16.557 Within 2 days of the first Voting Day
Friday, May 17, 2024 thru May 31, 2024	Official election dates (set by the Health Service Board). The date is chosen for filling following the current HSB Commissioner's term or to hold a special election.	Thursday, May 15, 2024, is the first day of voting.
Tuesday, June 4, 2024	Department of Elections to count votes and announce results. By this date, the Department of Elections counts all ballots that are properly marked, signed, and delivered, and certifies the name of the persons receiving the largest number of voters.	Admin Code §16.563
Thursday, June 13, 2024	Elected members are sworn after election results within the week following the announcement of the results. Elected members take their seat on the Health Service Board June 13, 2024 meeting for a full five-year term ending June 2029	13 days after the close of voting

Well-Being Monthly Report

Health Service Board Meeting March 14, 2024

Renew challenge focuses on reinvigorating the mind and body, clarifying purpose, and strengthening relationships. It offers strategies for all aspects of well-being — physical, mental, social, and emotional.

Department Support:

- ✓ Departments were provided with goals and objectives for the challenge and details related to their roles and responsibilities.
- ✓ All communications and promotional materials were developed and provided by the SFHSS Well-Being Team.
- ✓ January 10, 2024: Key Player Training for the 22 departments that participated with 57 Key Players in attendance.
- ✓ Departments participation include:
 - ACC, ASR, CAT, CON, CSS, DBI, DHR, DPH-Castro Mission, DPH-Maxine Hall, DPH-PHD, DPH-WPIC, ECN, FAM, HSS, MTA, POL, PUC, RED, SFPW, SHF, TTX, USD-SNS.

Challenge Details:

- ✓ February 5th to March 3rd.
 - Participants choose their interest area: Create Calm, Boost Happiness, Increase Energy, or Sharen Focus.
 - The goal is to reveal a new scene each week by completing the daily activities.
- ✓ Departments could opt-in to participate.



Well-Being@Work Key Players Training: Sleep for Better Health

February 13, 2024, 11:00am-12:00pm

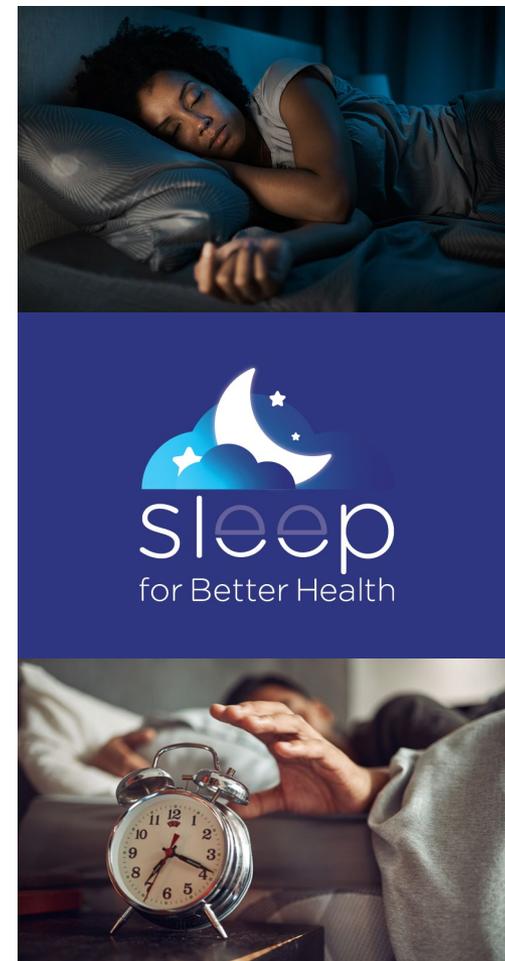
Training Description:

Q3'FY23-24 Key Player training focused on the upcoming citywide campaign, Sleep for Better Health.

Training Objectives:

- Learn about what is healthy sleep, ways to get your best sleep and resources & tools.
- Introduce Sleep for Beter Health Campaign
- Promote the citywide Sleep for Better Health Campaign

Attendance: 60





Sleep for Better Health Campaign

Sleep for Better Health Campaign helps support members to take steps to improve their quality of sleep by learning about the importance of good sleep hygiene, joining a support program, and creating a routine that works for you.

3 Steps to improve your sleep:

1. **Get Informed:** Learn about the science of sleep and take an assessment to find out your sleep quality.
2. **Get support:** Join a healthy sleep program or access support through your benefits.
3. **Practice Makes Progress:** Consistently practicing good sleep hygiene can make a difference.

Objective:

- Provide a campaign that focuses on building healthy sleep habits to improve overall well-being– including Mental Health.
- Encourage members to engage in each step of healthy sleep hygiene.
- Increase member awareness of their well-being benefits available through their health provider and SFHSS.

Target Audience: All members

Campaign Website: <https://sfhss.org/sleep-campaign>

Sleep for Better Health Campaign Program Support

Healthy Habits Program

- Learn how bedtime habits and thinking patterns affect sleep, and how to change them.

Healthy Sleep Coaching Sessions

- Discuss and set goals to support good sleep hygiene, a positive work-life balance, or managing stress.

Resources and Tools

- [Employee Assistance Program](#) – Mental and emotional health can affect how well you sleep; contact EAP for support.
- [CredibleMind](#) – Curated list of strategies and resources that help support better sleep.
- [Sleep Hygiene Tips](#) – A Helpful Sleep Hygiene Tool to support your sleep journey.
- [Event Calendar](#) - Webinars and workshops to learn about tools, strategies, and resources to support your sleep hygiene.
- [Sleep Fact Sheet](#): Are you getting enough sleep?

Health Plan Benefits

- Access resources and programs that can help support your journey for better sleep.

