

SAN FRANCISCO HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

San Francisco Health Service System Executive Director

The San Francisco Health Service Board is recruiting for an Executive Director (Director) of the San Francisco Health Service System (SFHSS). The San Francisco Health Service System negotiates and administers benefits approved by the Health Service Board for the over 116,000 employees and retirees of the City and County of San Francisco, the SF Unified School District, the Community College of San Francisco and the SF Superior Court, and their dependents. SFHSS executes all process phases related to benefit operations and administration. SFHSS has a benefits budget of over 800 million dollars, and an administrative/operations budget of eleven million dollars. Both budgets must be approved by the San Francisco Board of Supervisors. The position is the key executive and management leader of SFHSS, and reports to the HSS Board of seven members (Board), who are both elected and appointed, which meets on a monthly basis. The rates and benefits are designed, negotiated and approved by the Board. SFHSS conducts routine requests for proposals and currently contracts with three main medical vendors with both fully-insured and self-insured plans. In addition, SFHSS provides dental and voluntary benefits. SFHSS has also launched a robust Well-being and a Data Analytics program. The Director regularly reviews medical and pharmacy utilization and the performance of SFHSS' Accountable Care Organizations. The Director is expected to analyze health benefit proposals, and to identify opportunities to control healthcare costs, while preserving and enhancing quality. The Director is responsible for the success of these programs and all other operations within the department. With input from the Board, the Director is responsible for strategic planning and direction of HSS.

Successful candidates must possess demonstrated skills and experience in the following:

In the area of **Leadership and Vision**, the Director is expected to envision future possibilities and articulate a clear and compelling vision that inspires the staff to achieve strategic goals and organizational results. The Director also identifies and capitalizes on strategic and operational opportunities consistent with SFHSS' mission, vision and goals. The Director models integrity, leadership and management behaviors. The Director also demonstrates an executive-level knowledge and understanding of the technical and professional aspects of SFHSS operations, e.g., legal, actuarial, benefits, technology, City dynamics, etc., and works to maintain such knowledge over time.

In the area of **Resource Management and Governance**, the Director, working with staff and the Board, defines ambitious yet realistic long-term and annual goals and objectives in a manner consistent with SFHSS' mission. The Director demonstrates accountability, discretion and sound judgment when using and managing SFHSS resources – operational, financial and human. Given political constraints and circumstances, the Director is effective in obtaining/maintaining necessary resources. The Director manages

risk and compliance appropriately, and assures that staff exercises accountability for managing risk and compliance. The Director is expected to provide sound, well-supported policy analysis and recommendations to the Board as appropriate.

In the area of **Management of People**, the Director is expected to foster an environment of individual growth and professional development. The Director recognizes and utilizes the skills of others through delegation and by clearly outlining performance expectations. The Director provides timely performance feedback and recognizes superior performance. The Director recruits, retains, mentors and effectively coaches a talented and diverse staff. The Director maximizes organizational results and individual effectiveness by defining measures of success.

In the area of **Collaboration and Communication**, the Director collaborates with key constituents to successfully achieve organizational goals. The Director proactively establishes relationships with employees, system members, partners, the City, and the community. The Director understands the needs of these individuals and shares information and knowledge to meet SFHSS objectives. The Director develops relationships that are built on confidence and trust. The Director seeks perspectives and opinions from others to ensure sound decision-making that leads to understanding the strategic and operational direction of SFHSS. The Director clearly expresses ideas, orally and in writing, and demonstrates skill in actively listening and interacting with others. The Director adapts to varying and unexpected situations, and is flexible in the approach to resolving organizational challenges. The Director ensures the Board is provided with all necessary and timely information, and is kept abreast of all important health policy trends and developments.

In the area of **Client Service Focus**, the Director demonstrates a commitment to client service and works to create a culture of service quality within SFHSS. The Director identifies and communicates service needs and objectives and establishes ongoing communication processes that are both proactive and responsive. The Director is expected to resolve service problems promptly and professionally. The Director seeks to continually assess the quality of member service. The Director values and delivers high quality, responsive and innovative service to all HSS members.

Duties

- Subject to the policy determinations of the Health Service Board, the Director is responsible to, and works with, the Board in developing, negotiating and implementing employee benefit programs including those required by the Charter, provided for in Memoranda of Understandings and Voluntary benefits, for the City and County of San Francisco, the San Francisco Unified School District, the Community College of San Francisco and the San Francisco Superior Court, employees, retirees and their dependents. The Director is responsible for the overall smooth functioning and management of all divisions within HSS: Administration, Finance, Operations, Data Analytics and Well-being.

- The Director is responsible for establishing and updating the operating budget and the Healthcare Sustainability Fund as defined in the Charter with the approval of the Health Service Board. The Director also works to obtain Board of Supervisors approval of rates and benefits on an annual basis, as defined in the City Charter. The Director adheres to the budget, is focused on prudent fiscal management and accountability.
- The Director establishes a meaningful and realistic vision for the future of the System by developing, with HSS Board participation, a multi-year strategy for health benefits programs for employees and retirees (such as health insurance, wellness programming, long term disability, and/or voluntary health benefits). The Director sets appropriate priorities, anticipates and prepares for future requirements and develops contingencies and realistic short and long range plans to meet System objectives and carries out the System's mission.
- The Director is responsible for cultivating key relationships between the City and County of San Francisco elected officials, key departments and the three other HSS participating employers as well as with other public entities and strategic entities outside the organization.
- The Director assures compliance with all local, state and federal laws, including HIPAA, COBRA and the ACA, and anticipates the need to change strategies in a changing legislative and regulatory environment. The Director ensures compliance with City contracting processes in end-to-end administration. The Director is responsible for directing the preparation, review, approval and maintenance of important records and reports affecting SFHSS and ensures accurate financial reporting and unqualified external audits.
- The Director is responsible for ensuring excellent customer service, and for resolving member complaints, grievances and appeals in a timely manner. The Director communicates and makes presentations of policies, rules and regulations with boards, administrative officials, representative groups and members of the Health Service System. The Director is responsible for the accuracy and appearance of all HSS materials produced and distributed including electronic and social media materials.
- The Director is responsible for providing analysis and well-supported advice on policy initiatives including any legislative issues as they relate to the administration of various benefit programs which may impact HSS.

The Successful Applicant will have

- Highly analytical healthcare experience and/or health insurance experience with in-depth knowledge of health benefits policy and design;
- Political and business acumen with strong leadership skills and proven ability to deliver results;
- Hands on experience in day-to-day administration of employee and retiree health benefits, including legal compliance (ACA, HIPAA, COBRA, IRS Section 125, tax reporting, and California State insurance laws);
- Ability to foster and maintain relationships at all levels and with key constituencies using excellent oral and written communication skills to generate consensus;
- Knowledge of benefit systems and experience with Microsoft Office Suite, PeopleSoft and Salesforce Customer Relationship management programs;
- Proven experience in healthcare/claims data analysis and monitoring of plan performance via performance guarantees, quality care metrics and financial metrics; and
- Demonstrated experience in working with or serving on a voluntary governing board in a leadership capacity.

Minimum Qualifications

- Possession of a baccalaureate degree from an accredited college or university in Human Resources, Business, Health Administration or other related discipline; AND
- Increasing levels of responsibility in employee health benefits policy, design and administration, with a minimum of 5 years of management-level employee benefits/health plan administrative experience and a minimum of 3 years of senior management/executive level employee benefits/health plan administrative experience.

Desirable Qualifications

- Possession of an advanced degree such as a MBA or a Masters' Degree in another related discipline.
- Possession of a Professional Certification such as CEBS (International Foundation of Employee Benefit Plans), SPHR (Human Resources Certification Institute) or SHRM-SPC (Society for Human Resource Management).

Substitution

- Applicants may substitute up to two (2) years of the required education with a current Certified Employee Benefits Specialist (CEBS) certification plus additional qualifying experience in employee benefits/health plan administration at the senior management/executive level. One year (2000 hours) of additional qualifying experience will be considered equivalent to 30 semester units/45 quarter units.
- Applicants may substitute up to two years of the required management-level experience with a Masters in Human Resources Management, Health Administration, Health Economics or a related discipline, on a year for year basis.

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Request for Proposal San Francisco Health Service System Executive Director

The San Francisco Health Service System (SFHSS) is soliciting proposals to assist the Health Service Board in selecting an Executive Director.

Background

SFHSS is dedicated to preserving and improving sustainable, quality health benefits and enhancing the well-being of employees, retirees and their families. SFHSS administers health benefits for nearly 116,000 employees, retirees and their eligible family members. Participating employers include the City & County of San Francisco, the San Francisco Unified School District, the San Francisco Community College District, and San Francisco Superior Court. The Executive Director position is responsible for managing an \$11M administrative budget with staff of 56 employees and a Healthcare Sustainability Trust Fund that receives and disburses employee and employer contributions totaling over \$800M annually in payment for a range of Health and Welfare Benefits comprised of fully-insured and self-insured programs. The position reports to a seven-member Health Service Board.

SFHSS is seeking a highly qualified and dynamic leader for the position of Executive Director. The ideal candidate would have a minimum of 5 years of management-level employee benefits/health plan operations and administration experience, with three years' experience at the executive level in a public entity in Employee Benefit policy and design. The ideal candidate would be familiar with the challenges and changes in healthcare delivery systems in the community, state, and nation and have experience in public contracting; a proven track record in leadership and department management; experience and knowledge of fiscal and budgetary stewardship; a history of innovation and improving existing services and developing new ones; a proven record of client focus; and a demonstrated record of collaboration and problem solving with a variety of individuals at all levels and responsible parties both inside government and in the community. The ideal candidate possesses a Baccalaureate, or advanced degree from an accredited college or university, in Human Resources, Business, Health Administration or other related discipline.

Additional information on SFHSS can be found online at <http://www.myhss.org/>.

Substitution

1. Applicants may substitute up to two (2) years of the required education with a current Certified Employee Benefits Specialist (CEBS) certification plus additional qualifying experience in employee benefits/health plan administration at the senior management/executive level. One year (2000 hours) of additional qualifying experience will be considered equivalent to 30 semester units/45 quarter units.
2. Applicants may substitute up to two years of the required management-level experience with a Masters in Human Resources Management, Health Administration, Health Economics or a related discipline, on a year for year basis.

Proposal

The proposal should include the following services:

1. Conducting a national search for highly qualified candidates;
2. Developing a recruitment brochure;
3. Outreach and consultation with designated SFHSS member constituent groups;
4. Facilitating up to three (3) public meetings to gather input regarding the preferred characteristics of the new Executive Director;
5. Screening candidates;
6. Developing a screened candidate short list, with recommendations on top candidates;
7. Providing assistance to the Health Service Board during the interview process; and
8. Other marketing and consultation services as needed and determined by the Health Service Board.

Submission Deadline

Please submit your proposal via email to Christina Brusaca at Christina.brusaca@sfgov.org by Friday, April 28, 2017, 12:00 p.m. PST.

Evaluation

Proposals will be evaluated based on the following criteria:

1. Demonstrated experience in recruitment of similar positions;
2. Examples of recent successful recruitments in Human Resources and/or Employee Benefits;
3. Understanding of challenges associated with the selection of an Executive Director in a municipal government structure such as San Francisco;
4. Experience and expertise of the firm's team that will be involved in the recruitment process; and
5. Schedule and cost proposal.

Contact

Questions on the proposal must be submitted via email to Christina Brusaca at christina.brusaca@sfgov.org by Friday, March 31, 2017 12:00 p.m. PST.

Communications

Interested parties are directed NOT to contact any employees or officials of SFHSS other than those specifically designated in this proposal. Unauthorized contact may be cause for rejection of proposals at SFHSS' sole and absolute discretion.