

MEMORANDUM

DATE: May 9, 2024

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

FROM: Abbie Yant, RN, MA Executive Director SFHSS

RE: May 9, 2024, Director's Report

HONORING HEALTH SERVICE BOARD PRESIDENT RANDY SCOTT

With a heavy heart, I share the sad news of the unexpected passing of our Health Service Board President, Randolph "Randy" Scott (April 7, 1944- April 24, 2024). He served on the Health Service Board from 2013 – 2024 and was appointed by Ben Rosenfeld, the former Controller of the City and County of San Francisco. President Scott was a relentless champion for the San Francisco Health Service System and our members. While we are deeply saddened to lose our Health Service Board President, we know his spirit of service and kindness have left their mark and will endure. For more information on forthcoming recognitions, honors, or services, please contact Board Secretary Holly Lopez at health.service.board@sfgov.org.

**CALIFORNIA DEPARTMENT OF HEALTHCARE ACCESS AND INFORMATION (HCAI)
(see attachment)**

On April 24, the Department of Health Care Access and Information (HCAI) announced that the Office of Health Care Affordability's Board had approved a statewide healthcare spending target of 3 percent. The spending target will be phased in over time, initially starting at 3.5 percent for 2025 and 2026; the target will be lowered to 3.2 percent for 2027 and 2028 before ultimately reaching 3 percent for 2029 and beyond.

- [Statewide Health Care Spending Target Approval](#)

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.

Agenda for the [HCAB Advisory Committee May 14 Meeting](#)

- Executive Updates
- Update on Draft Alternative Payment Model Standards and Adoption Goal
- Update on Draft Workforce Stability Standards
- Examples of Cost-Reducing Strategies Employed by Blue Shield of California
- Update on Draft Primary Care Definition and Investment Benchmark
- Measuring Consumer Affordability
- Measuring Out-of-Plan Spend
- Care Program, UC Berkeley Labor Center Item
- Measuring Out-of-Plan Spend

MAY IS MENTAL HEALTH AWARENESS MONTH

During Mental Health Awareness Month this May, SFHSS supports this national movement by reducing stigma, educating our members, and providing support. There has been a dramatic shift over the past four years in the state of workplace mental health, which has only been accelerated by a global pandemic, racial justice, and workplace stress and burnout. Work stress is often unavoidable, but we can learn healthy ways to manage our stress and mental health at work.

In May, SFHSS is launching a citywide campaign called Mental Health Awareness, [Don't Wait—Reach Out](#). Your mental health journey starts with a single moment, and it's okay to ask for help. Hear from our city leaders in these two videos about where you can begin.

- [Mental Health Awareness Month. "Don't Wait" - General Video](#)
- [Mental Health Awareness Month. "Don't Wait" - First Responders Video](#)

A great place to find support for mental health wellness is your [mental health benefits through your health plan](#). Explore well-being resources, tools, and programs that can help support your journey. No matter where you are on your mental health journey, we encourage you to seek out many of the free tools and resources available to support your mental health and well-being.

SFHSS LEASE AGREEMENT

The lease for HSS office space at 1145 Market Street is tentatively scheduled to be heard at the Board of Supervisors Budget and Finance Committee on Wednesday, May 8, 2004

EQUITY AND INCLUSION UPDATE

May pays tribute to the generations of Asian and Pacific Islanders who have enriched America's history, with AAPI encompassing many countries, ethnicities, nationalities, and identities. The month of May was chosen to memorialize the arrival of the first known Japanese immigrant to the U.S. on May 7, 1843, and to honor the completion of the transcontinental railroad built by as many as 20,000 Chinese workers on May 10, 1869. SFHSS is uplifting heritage events hosted by our City partners including [Weaving Stories](#), the San Francisco Public Libraries' celebration of Asian American, Native Hawaiian, and Pacific Islander Heritage, which features music, dance, film, and written word. The [Asian Art Museum](#) also honors AAPI Heritage Month through talks, performances, cooking demonstrations, and activities for the whole family.

These events highlight ways to offer support to the AAPI community, including stopping anti-Asian hate and building equity and inclusion for all. In recognition of both observances, SFHSS Communications designed MS Teams virtual backgrounds to raise awareness about mental health and show pride and support for our AAPI colleagues and communities.

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:

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- 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.

WELCOMING NEW STAFF

- 1813 Senior Benefits Analyst
 - Yan Qing (Elizabeth) Li – Started on 4/29/2024
- 1210 Benefits Analyst
 - Maricela Sistos– Started on 4/29/2024

HEALTH SERVICE BOARD 2024 ELECTION (see attachments)

A Health Service Board election for two member seats takes place this month. 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. Ballots will be mailed on May 7, 2024. 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

The 2024 Dependent Eligibility Verification Audit (DEVA) pilot ran April 1 – 30, 2024. The dependents audited during this pilot included active employee members of the City and County of San Francisco, SF City College, and the SF Superior Court. The dependent groups included spouses, registered domestic partners, and children. A total of 2,127 dependents of 985 members were part of the audit.

As of May 1, 2024, the compliance for members is as follows:

- Of the 2,127 dependents audited, 1,700 are in compliance, and no additional action is required.
- 157 dependents still have an outstanding review of their documents.
- 270 dependents are set for benefits termination for failure to comply. This group of dependents will be provided a notice of termination, which was communicated to members at the start of the audit. The termination will be effective 6/7/2024.

Staff will continue to assist members in becoming compliant until May 27, 2024, when the notices of termination are scheduled to be mailed.

ALL-STAFF RETREAT

On April 18, 2024, SFHSS hosted its second annual All Staff Retreat at the County Fair Building in Golden Gate Park. We aimed to step outside our comfort zone to build stronger teams and boost our communication and critical thinking skills. As part of our strategic goal to Optimize Service for our organization, we are committed to ongoing training and education for our staff. We also took the opportunity to express appreciation to the staff for their hard work. We achieved all of our goals based on the positive feedback from our post-retreat survey.

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DHR led a half-day Customer-Focused Communication in the Public Sector training during the retreat. We appreciate DHR for keeping us engaged and challenging us to work through scenarios that will help us better serve our members and internal customers. Many of our staff have never visited the San Francisco Botanical Gardens and enjoyed spending a little time outdoors getting to know their coworkers better. We are grateful to the Recreation and Parks Department for hosting us in their wonderful space.

**SAN FRANCISCO HEALTH SERVICE SYSTEM
DIVISION REPORTS: MAY 2024**

HUMAN RESOURCES:

Welcome:

- 1813 Senior Benefits Analyst
 - Yan Qing (Elizabeth) Li: Started on 4/29/2024.
- 1210 Benefits Analyst
 - Maricela Sistos: Started on 4/29/2024.

Recruitments:

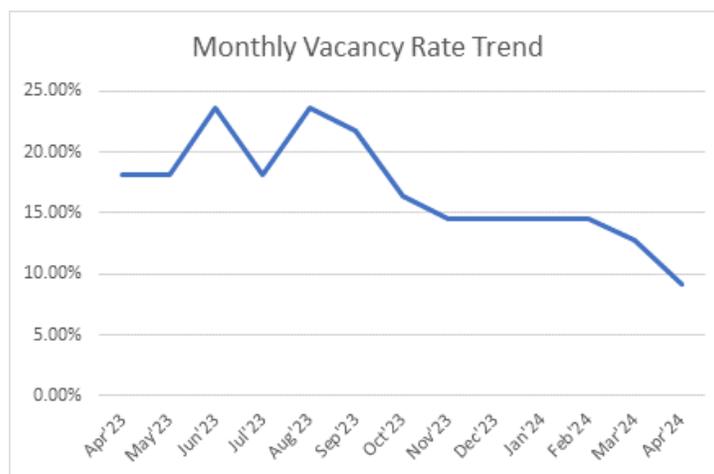
- 1210 Benefits Analyst – A Request to fill a position has been submitted as a vacancy is expected to occur in May and is pending Mayor’s Office approval.
- 2595 Sr. EAP Counselor – Job ad reposted to expand the applicant pool.

Turnover Rate:

- 2022 Average: 28.40
- 2023 Average: 20.34
- 2024 Average so far: 2.08

Monthly Vacancy Rate*:

Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23	Jan'24	Feb'24	Mar'24	Apr'24
18.18%	18.18%	23.64%	18.18%	23.64%	21.82%	16.36%	14.55%	14.55%	14.55%	14.55%	12.73%	9.09%



* Vacancy rates include 3 positions that are on hold and not currently being filled. The number of active vacant positions to be filled is 2.

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OPERATIONS:

Operations Dashboard for the Month of April 2024*

Call Center Support

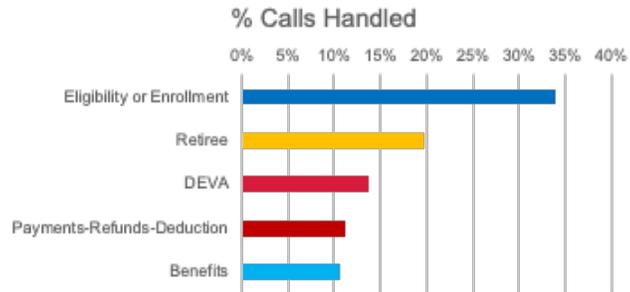
Call Volume



3,319
calls handled
April 2023

3,036
calls handled
April 2024

Call Drivers Metrics



Average Speed to Answer
Goal: <180 secs



461 secs
April 2023

95 secs
April 2024

Abandonment Rate
Goal: <10%



16.15%
April 2023

8.72%
April 2024

Average Length of Call
Goal: <10 min



12.32 min
April 2023

11.86 min
April 2024

First Contact Resolution
Goal: >75%



52%
April 2023

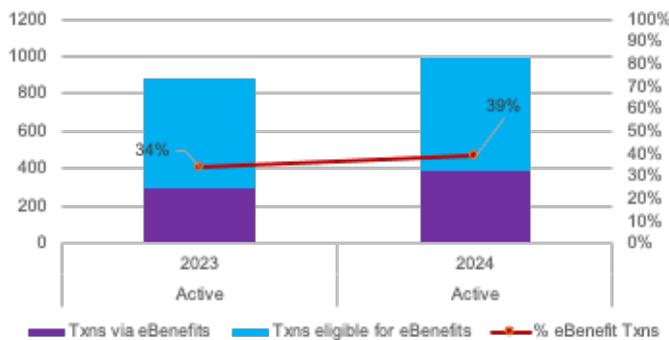
55%
April 2024

*4/1—5/15 VSA is assisting with Call Center phone support, due to an anticipated increase in calls from DEVA audit.

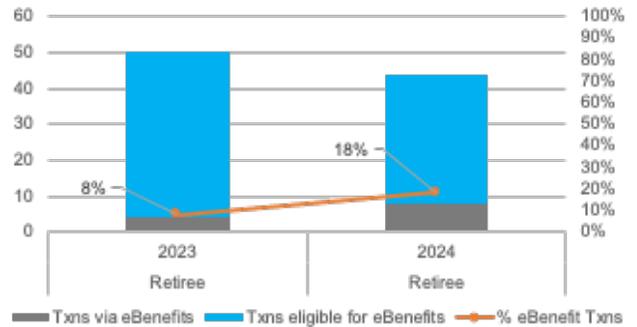
Transactions



eBenefits Transactions Actives



eBenefits Transactions Retirees



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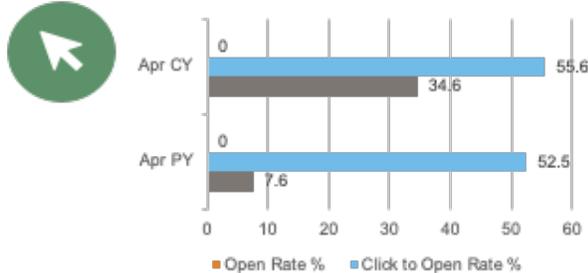
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COMMUNICATIONS:

Member Engagement

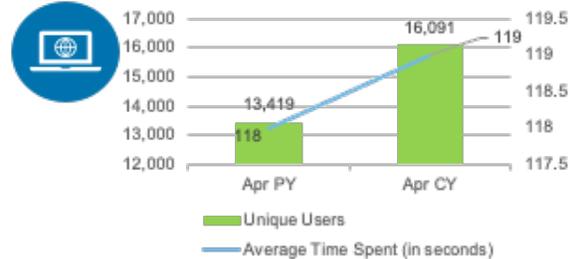
eNews Engagement

Goal: >50% Subscribers and 50% Open Rate



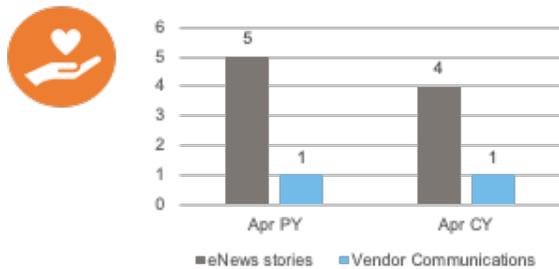
SFHSS Website Engagement

Goal: >100 seconds



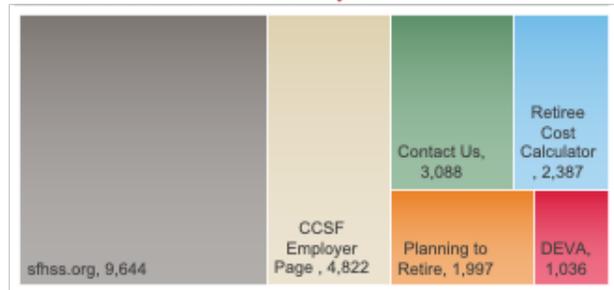
Preventive Care Communications

Goal: > 3



Top Visited Pages on sfhss.org

Goal: Move *Contact Us* out of Top 5



FINANCE AND BUDGET:

- Preliminary work for FYE 2024 Health Benefit Trust Audit in process
- Continuing to build detailed rates in SQL tool in preparation for the plan year 2025 renewals
- Prepared FYE 2024 9-month forecast

CONTRACTS:

- Executed Second Amendment to 2022-Blue Shield PPO Agreement
- Executed 2024 Blue Shield HMO Agreement (Access+ and Trio)
- Executed 2024 Health Net of California Agreement (CanopyCare HMO)
- Successfully completed the 2024 Kaiser California compliance audit of enrollment applications and web portal language

WELL-BEING:

- Successfully executed the closure of the 1st Floor Wellness Center and Office Space as of 5/8.
- Launched the SFHSS Annual Mental Health Awareness Campaign 2024.
- Rallied 13 Department Directors/Leaders to participate in a video for Mental health Awareness Month with the key message of “Don’t Wait – We’re Here for You.”
- Executed the quarterly Well-Being Key Player Training that focused on supporting employee mental health, with 46 in attendance.

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- Four (4) critical incidents in March that led to 13 leadership consultations and 15 debriefings in partnership with EAP and the first responder departments.

Attachments:

- Proposed Statewide Healthcare Spending Target
- Blackout Notice November 9, 2023, through June 2024
- Health Service Board Election Schedule May 9, 2024

SAN FRANCISCO HEALTH SERVICE SYSTEM

April 19, 2024

Mark Ghaly, MD
Chair, Health Care Affordability Board
1215 O Street
Sacramento, CA 95814

Subject:

Submitted via email to Megan Brubaker, OHCA@HCAI.ca.gov

Dear Dr. Ghaly:

The San Francisco Health Services System is pleased to support and comment on the statewide health care spending target as proposed by the Office of Health Care Affordability.

The San Francisco Health Service System purchases Health Insurance for over 120,000 persons; active and retired employees and their dependents employed by one of four public employers: the City and County of San Francisco, SF Unified School District, City College of San Francisco, and the Superior Court of San Francisco. The skyrocketing costs of healthcare directly increased the costs of benefit paid to these loyal government employees and their families.

SF Health Service System Employers are extremely concerned about the health care affordability crisis. Last year, the overall increase in the rates for health benefits of our members was 9.5%, double what was projected. All our employers testified at the February 2024 Meeting of the Health Service Board and spoke passionately about the current budget situation and that the rising cost of healthcare resulted in the increase in the costs of health benefits for their employees to the detriment of other services and programs. Our annual spend is rapidly approaching \$1Billion dollars per year.

Also, the data presented at the Health Care Affordability Board has shown healthcare costs are too high and are increasing too rapidly. As government employers the rising cost of healthcare directly impacts the programs and services which the public needs and expects. SFHSS rates in place for the 2024 plan year are a full 9.5% higher than the prior year. We are currently awaiting proposed rates from our insurance carriers. We expect these costs to continue to rise because today there is no effective means to control the rising cost of healthcare.

SFHSS Recommendations

- The annual growth target should be no greater than 3%. Please note that ANY increase is on top of the high costs in place today and next year.
- Prospective exemptions to the target are premature and will only delay the implementation of the mandate. While it is true that the base year is quickly upon us (2025), in many ways it cannot come soon enough.
- There should be no delays or phase-in of the targets. As stated above, the rates are already too high and delaying the implementation will allow the ongoing rise in the cost of healthcare.

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Thank you for your continued consideration of the government purchaser voice in this initiative.

Sincerely,

DocuSigned by:
Abbie Yant RN, MA
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Abbie Yant, RN, MA
Member Healthcare Advisory Board Advisory Committee
Executive Director
San Francisco Health Service System

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

Election Schedule

- May 7 - Ballots Mailed to eligible members
 - All active employees, retired employees, qualifying surviving spouses, and qualified surviving domestic partners
- May 17 - May 31-Voting
- June 4 - The Department of Elections counts votes and announces results
- June 5-12 - Elected Members sworn in
- June 13 - Elected Members attend the Health Service Board meeting