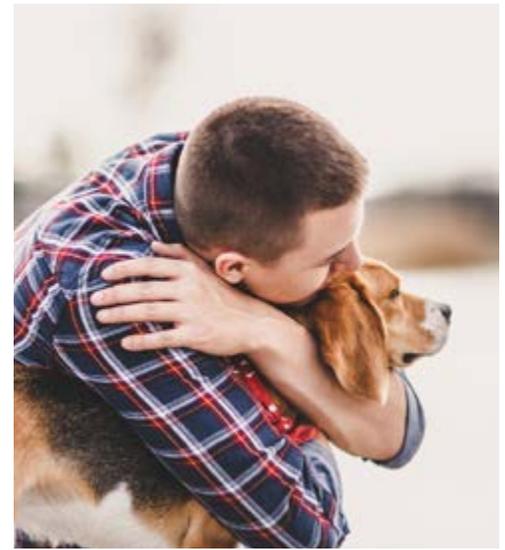




CITY AND COUNTY OF SAN FRANCISCO  
Health Service System  
Executive Director



The San Francisco Health Service Board (Board) is recruiting for an Executive Director (Director) of the San Francisco Health Service System (“SFHSS” or “HSS” or “System”). SFHSS negotiates and administers benefits approved by the Health Service Board for the over 116,000 employees, retirees, and their dependents of 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. SFHSS executes all process phases related to benefit operations and administration. SFHSS has a benefits budget of over \$800 million, and an administrative/operations budget of \$11 million. Both budgets must be approved by the San Francisco Board of Supervisors. This position is the key executive and management leader of SFHSS, and reports to the HSS Board of seven members, who are both elected and appointed, which meets 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 Data Analytics and Well-Being Program. The Director regularly reviews medical and pharmacy utilization and the performance of the System’s 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 also responsible for strategic planning and direction of HSS.

## Responsibilities of the Position

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. Additionally, the Director is responsible for the overall smooth functioning and management of all five divisions within HSS: Administration, Finance, Operations, Enterprise Systems & Analytics, and Well-Being.

Other additional responsibilities of the Director include:

- 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 Charter. The Director adheres to the budget and is focused on prudent fiscal management and accountability.
- Establishing 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. 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.
- 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.
- Ensuring 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.
- Assuming overall responsibility for organization-wide excellent customer service, and for resolving member complaints, grievances, and appeals in a timely manner. The Director communicates with and makes presentations of policies, rules, and regulations to boards, administrative officials, representative groups, and members of the Health Service System. The Director is also responsible for the accuracy and appearance of all HSS materials produced and distributed including electronic and social media materials.
- Providing analysis and well-supported advice on policy initiatives including any legislative issues as they relate to the administration of various benefit programs that may impact HSS.

# The Ideal Candidate

Top candidates for this executive-level position will have a successful and verifiable career history with demonstrated skills, experience, and personal attributes in the following various areas:

## 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 the System's 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.

## 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 the City and County of San Francisco Charter provisions and the Health System's 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 ensures 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.

## 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.

## 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.

## 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.

Additionally, the successful candidate will have:

- Highly analytical healthcare and/or health insurance experience with in-depth knowledge of health benefits policy and design;
- Ability to acquire expertise and working knowledge of City and County of San Francisco Charter provisions as applicable to SFHSS;
- 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 with key constituencies at all levels 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

**Education** – Possession of a baccalaureate degree from an accredited college or university in Human Resources, Business, Health Administration, or other related discipline; and

**Experience** – 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

**Education** – Possession of an advanced degree such as a MBA or a Master’s degree in another related discipline.

**Professional Certification** – Possession of a Professional Certification such as CEBS from the International Foundation of Employee Benefit Plans, SPHR from the Human Resources Certification Institute, and/or SHRM-SCP from the Society for Human Resource Management.

## Substitution Criteria

Candidates requesting the following substitution of education and/or experience should clearly state this request in their cover letter and are advised to discuss the substitution with the Search Firm. Substitution criteria is as follows:

**Experience** – Significant management experience is required complemented by a career history of verifiable success with transferable skills in a comparable organization. Experience may be drawn from a public sector organization, private sector, or an employee or benefit trust.

Applicants may substitute up to two years of the required management-level experience with a Master’s in Human Resources Management, Health Administration, Health Economics, or a related discipline on a year-for-year basis.

**Full Discretion of the Board of Commissioners** – The Board of Commissioners reserves and maintains the full right to evaluate the education, experience, and overall career history of candidates to advance individuals for an interview or further consideration in the process.

## Compensation and Benefits

This at-will executive level appointment will be compensated at the annual salary range of \$165,698 to \$211,458. Per the City’s Charter, the SFHSS Board will have sole responsibility for this selection and has the authority to set the salary for this position within the stated range of Job Class 0963 (Department Head III). Appointments above the maximum of the normal range may be considered based on documented and substantiated recruitment and retention issues or exceptional skills.

In addition to a competitive salary, the City offers flexible benefit plans with pre-tax elections that include: medical and dental insurance; San Francisco Employee Retirement System (mySFERS.org); deferred compensation plan; long-term disability plan; life insurance; paid management training program; 11 paid holidays per year; 5 floating holidays; 10 to 20 vacation days per year depending on years of service; and 5 days of paid executive leave

per year. The SFHSS Board may include moving and relocation expense reimbursement for the selected candidate.

Candidates should be aware that this position is represented by a collective bargaining agreement for the Municipal Executive Association (MEA).

## Application and Selection Process

Candidates should **apply immediately** by submitting a compelling cover letter, comprehensive resume, and current salary via email to [apply@ralphandersen.com](mailto:apply@ralphandersen.com). Candidates should be aware that this is a confidential process and references will not be contacted until mutual interest is established. Interviews **will not** be done in a public forum to protect the confidentiality and integrity of the process.

Resumes will be screened in relation to the criteria outlined in this brochure. All resumes will be presented to the SFHSS Board and grouped based on overall match with this recruitment brochure. Initial review of qualifications will be done by Ralph Andersen & Associates and will be based on the individual’s submittal material. Preliminary interviews may be done by Ralph Andersen & Associates, as directed by the Board. Only the most highly qualified candidates will be invited to interview with the SFHSS Board in a closed (executive) session. Board Interviews (Round #1) will be scheduled during late October or early November (date pending). Backgrounds and reference checks on top candidates will be done prior to final selection. The Board will conduct a second round or follow-up interviews for a select group of finalist candidates. Final selection may include supplemental written responses and a mock board presentation.

It is a strong desire of the SFHSS Board that the Executive Director of the Health Services System join the organization as soon as possible, ideally before the end of September or if needed in early October. With that said, every effort will be made to accommodate the starting date and timing for transition for the top candidate. Interested candidates should be prepared to discuss their unique timing needs with the Search Firm early in the process. Confidential inquiries are welcomed to Heather Renschler at 916.630.4900.

***The City and County of San Francisco encourages women, minorities, and persons with disabilities to apply. Applicants will be considered regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, sexual orientation, medical condition, or pregnancy.***