

ANNUAL REPORT 2019



MISSION STATEMENT

The San Francisco Health Service System is dedicated to preserving and improving sustainable, quality health benefits and to enhancing the well-being of employees, retirees and their families.



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MESSAGE FROM THE EXECUTIVE DIRECTOR

San Francisco Health Service System (SFHSS) focused on the implementation of the Strategic Plan this year. Working towards our goal of providing **affordable and sustainable** health care for our members, we completed a robust Health Plan Market Assessment in 2019. Completed in two phases, Part I included an analysis of health system models, industry trends, major players, and contracting strategies to define opportunities in the health care ecosystem. The spectrum of health benefit design was discussed within the context of our *Strategic Plan Goals* at the July 2019 Health Service Board Special Meeting.

Part II of the Health Plan Market Assessment included a series of SFHSS member focus groups titled - *Your Health Plan Options: 2021 & Beyond*. These focus groups provided deep insight into member experiences with the current health care delivery model and discussed alternative models to explore **choice and flexibility** options for our membership. Member feedback represented 34 unique city-wide departments and contributed to the inclusive strategic planning process. Focus group findings indicated a range of health service priorities that accentuate our need to focus on **whole person health and well-being**.

Data drives our evaluation of quality, cost, and utilization of care to support health plan design, population health considerations and strategic plan initiatives. SFHSS is modernizing the benefit enrollment process through *eBenefits*, the City's online self-service enrollment system. *eBenefits* represents SFHSS' commitment to **engage and support** our members in a secure and convenient way with 42,533 employees and retirees having access year-round.

Well Being partnered with each health plan to **reduce complexity and fragmentation** to support enhanced integration of EAP with mental health providers.

Building on these experiences, SFHSS has embraced a refreshed *Strategic Plan* in partnership with our health plans, community stakeholders, and dedicated staff to influence the delivery of care.

Abbie Yant, RN, MA
Executive Director
San Francisco Health Service System





OUR PRIORITIES

SFHSS provides health benefits for the following employers: City and County of San Francisco, San Francisco Unified School District, City College of San Francisco, and the Superior Court San Francisco.

The Executive team (Executive Director, Chief Operating Officer and Chief Financial Officer), work diligently with SFHSS' actuarial consultants to develop and recommend effective planning and implementation strategies to the Health Service Board.

SFHSS' mission is to:

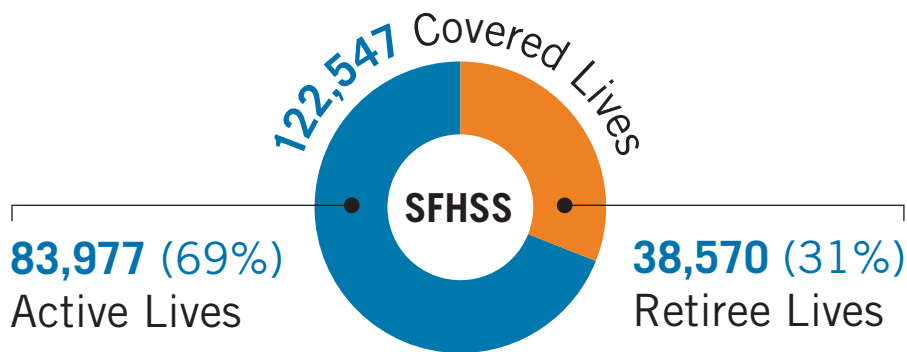
- Maintain legal compliance
- Ensure access to quality healthcare
- Establish annual premium rates and benefits
- Provide easy-to-access health and well-being benefits
- Provide efficient and accurate benefits administration
- Maintain accurate financial and demographic records
- Negotiate and manage cost-effective health vendor contracts
- Educate members on healthier choices to maintain good health

SFHSS offers:

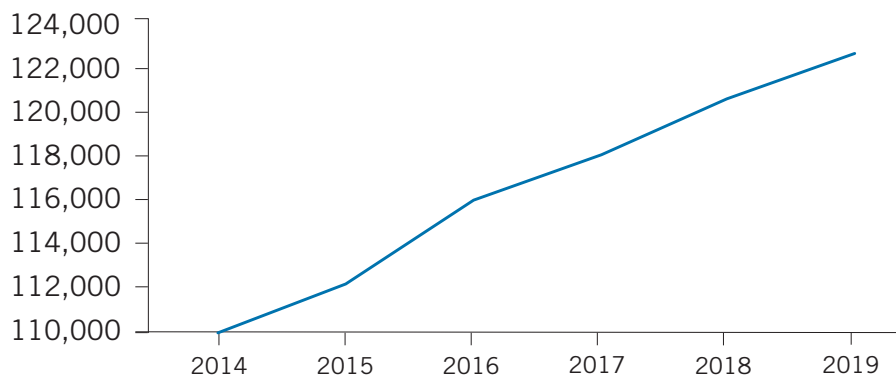
- Medical Plans
- Dental Plans
- Vision Plans
- Flexible Spending Accounts
- Long-Term Disability Insurance
- Group Life Insurance
- Voluntary Benefits
- Municipal Executive Flex Credits
- Well-Being programs
- Employee Assistance Program
- COBRA

OUR IMPACT

Governed by the Health Service Board, the San Francisco Health Service System designs quality health benefits plans for employees, retirees, and their families, works to contain premium costs, and encourages employees and retirees to choose healthy lifestyles.



YEAR-OVER-YEAR COVERED LIVES





MEMBER SERVICES

Member Services provides front-line support to members, including offering in-person consultations, answering in-bound calls, enrollment support at benefits events across the City, and presenting year-round new hire and pre-retirement seminars.

Member Services:

- Plays a significant role in benefits administration and customer service strategy including leading the Open Enrollment process annually.
- Provides new hire orientations to 1,475 employees and pre-retirement seminars to 613 employees preparing for retirement.
- Understands the important role of customer service and prides itself on being available to members by meeting them at worksites at Open Enrollment events across the City.
- Provided 2,158 members sought on-site consultations (up 26% from 2018).
- Participates in the City-wide LEAN Process Improvement Initiative, with a focus on enhancing member experience.
- Assisted 1,775 members at 21 off-site enrollment events, health fairs and flu clinics.



Member Services team members.

Key Achievements in 2019

54,650

Annual member in-take calls.

14,225

Annual in-person consultations.

10,904

Open Enrollment calls answered in October 2019.

4,990

In-bound Open Enrollment application forms processed by November 2019.

3,933

In-person consultations provided during Open Enrollment.

ENTERPRISE SYSTEMS & ANALYTICS

Enterprise Systems & Analytics (ESA) provides the comprehensive technical infrastructure for SFHSS including systems configuration and development, IT support for 53 staff, maintaining cybersecurity safeguards and training, managing data, rates and benefits.

- Launched redesigned mobile-friendly sfhss.org website in February 2019.
- Annually oversees the configuration of system modifications required to administer benefits.
- Manages healthcare and benefits-related data from Finance, Operations, employers and external partners.
- Oversees financial, benefit plan and enrollment components.
- Uses *All Payer Claims Database (APCD)* to conduct analyses of member population.
- Plays integral role in evaluating *quality of care* and *trend cost and utilization* data, supporting health plan design, population health considerations and strategic plan initiatives.
- Provides data for rate setting, budgeting, internal and external audits.



Enterprise Systems & Analytics team members.

Key Achievements in 2019

53,535

IRS forms calculated and distributed.

1,255

Service requests resolved.

4

SFHSS business applications upgraded.

Medical Plan Enrollment as of January 1, 2019:

56%

68,179



Kaiser Permanente HMO
Enrollees

29%

35,646



Blue Shield of CA HMO
Enrollees

15%

18,722



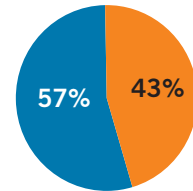
UnitedHealthcare PPO
Enrollees

MEDICAL PLAN ENROLLMENT

In 2019, 122,547 lives were enrolled in SFHSS-administered medical plans. SFHSS provides benefits for City and County of San Francisco, San Francisco Superior Court, San Francisco Unified School District and City College of San Francisco employees, retirees and their dependents.

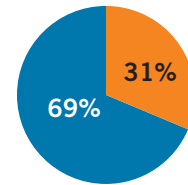
122,547

Member and dependent lives were covered by SFHSS medical plans in 2019.



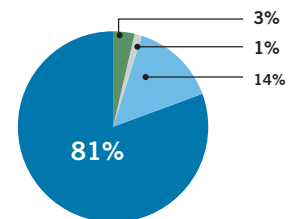
Total Enrolled Lives Member vs. Dependent

Member	70,134	57%
Dependent	52,413	43%
Total	122,547	100%



Total Enrolled Lives Active vs. Retiree

Active	83,977	69%
Retiree	38,570	31%
Total	122,547	100%



Total Enrolled Lives by Employer

CCSF	99,588	81%
SFUSD	17,246	14%
CCD	4,270	3%
CRT	1,443	1%
Total	122,547	100%

Medical Plans

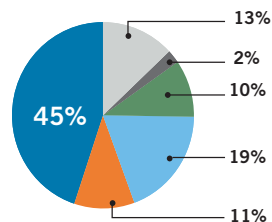
Employee Lives—Medical	2018	2019	Change
Kaiser Permanente HMO	48,899	50,398	1,499
Blue Shield Access+ HMO	19,796	21,206	1,230
Blue Shield Trio HMO	12,267	10,711	(1,556)
UHC PPO (City Plan)	1,716	1,823	107
UHC Medicare Advantage PPO	23	19	(4)
Total Employee Lives	82,701	83,977	1,276

Retirees Lives—Medical	2018	2019	Change
Kaiser Permanente HMO	4,628	4,624	(4)
Blue Shield Access+ HMO	2,086	2,393	307
Blue Shield Trio HMO	1,801	1,516	(285)
UHC PPO (City Plan)	1,003	1,013	10
Kaiser Permanente Senior Advantage HMO	12,808	13,157	349
UHC Medicare Advantage PPO	15,356	15,867	511
Total Retiree Lives	37,682	38,570	888

TOTAL LIVES	2018	2019	Change
	120,383	122,547	2,164

Total Enrolled Lives by Medical Plan

Kaiser Permanente HMO	54,996	45%
KP Senior Advantage HMO	13,183	11%
Blue Shield Access+ HMO	23,419	19%
Blue Shield Trio HMO	12,227	10%
UHC PPO (City Plan)	15,886	13%
UHC Medicare Advantage PPO	2,836	2%
Total	122,547	100%

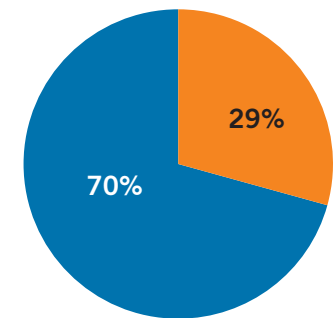


DENTAL PLAN ENROLLMENT

SFHSS administers dental plans for employees and retirees of the City and County of San Francisco and the Superior Court of San Francisco.

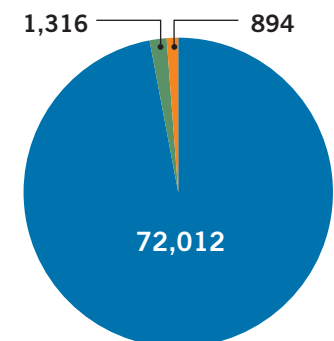
105,889

Member and dependent lives were covered by SFHSS dental plans in 2019.



Dental Plans: Total Enrolled Lives
Active vs. Retiree

Active	74,222	70%
Retiree	30,421	30%
Total	105,889	100%



Employee Enrolled Lives
By Dental Plan

Delta Dental PPO	72,012
DeltaCare USA DHMO	1,316
UHC Dental DHMO	894
Total	74,222

Dental Plans

EMPLOYEES			
City and County of San Francisco Employees Lives by Dental Plan	2018	2019	Change
Delta Dental PPO	70,545	71,097	552
DeltaCare USA DHMO	1,337	1,298	(39)
UHC Dental DHMO	752	881	129
Total Lives	72,634	73,276	642

Superior Court of San Francisco Employees Lives by Dental Plan	2018	2019	Change
Delta Dental PPO	940	915	(25)
DeltaCare USA DHMO	23	18	(5)
UHC Dental DHMO	10	13	3
Total Lives	973	946	(27)

RETIREES

Retiree Lives by Dental Plans	2018	2019	Change
Delta Dental PPO	27,855	29,116	1,006
DeltaCare USA DHMO	1,542	1,527	(100)
UHC Dental DHMO	1,024	1,024	0
Total Lives	30,421	31,667	1,246

Retiree Members by Dental Plan	2018	2018	Change
Delta Dental PPO	19,391	19,391	771
DeltaCare USA DHMO	1,119	1,119	(75)
UHC Dental DHMO	766	766	(3)
Total Lives	21,276	21,276	693

VOLUNTARY BENEFITS AND FSA ENROLLMENT

Voluntary Benefits are available to City and County of San Francisco and Superior Court of San Francisco employees and provide quality coverage at group discounted rates.

Voluntary Benefits Enrollment

	2019
The Hartford Supplemental-Term Life Insurance	1,932
Voya Financial Accident Insurance	886
Abacus Short-Term Disability Insurance	750
LegalShield Legal Plan	684
Voya Financial Critical Illness Insurance	663
LifeLock Identity Theft Protection	420
Pets Best Pet Insurance	275
TOTAL	5,610

Flexible Spending Accounts (FSA) are tax-favored benefits that allow City and County of San Francisco and Superior Court of San Francisco employees to pay for certain healthcare expenses and childcare and dependent care expenses with pre-tax dollars.

Flexible Spending Account (FSAs) Enrollment

	2018	2019	Change
Healthcare FSA	5,213	5,715	502
Childcare Dependent Care FSA	1,355	1,420	65
TOTAL	6,568	7,135	567

eBENEFITS ONLINE ENROLLMENT

- Launched as a pilot in 2017, **eBenefits** is now the City's online self-service enrollment system.
- Designed and managed by ESA, **eBenefits** is located on the City's Employee Portal and represents a close partnership with the Department of Technology and the Controller's Office.
- **eBenefits** represents SFHSS' commitment to providing a secure, fast and convenient method for members to make their benefit elections and changes online using a computer, tablet, mobile device or smart phone.
- Six computer kiosks were installed in the reception area to support online enrollment.
- ESA made efforts to ensure a smooth adoption of **eBenefits** sending trained team members to 14 off-site Open Enrollment events in October to help members enroll online.
- Provided detailed, *how-to* video was made available on sfhss.org and dedicated website pages featuring 27 *how-to* documents and QR codes for members to scan using their mobile devices.
- 8,710 employee members made benefit elections or changes during Open Enrollment using **eBenefits**, representing 77% of all active employees enrolling.

42,533

Total member population with year-round access to **eBenefits** (34,834 employees and 7,699 retirees).



34,834

Active employees provided access to **eBenefits** during Open Enrollment (up from 7,902 in 2018).

7,699

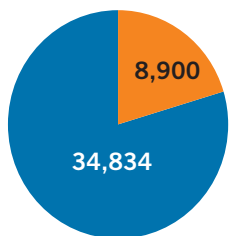
Retirees provided access to **eBenefits** during Open Enrollment (up from 4,878 in 2018).

4,500

Retirees on-boarded to *Identity Access Manager* on City's Employee Portal before Open Enrollment.

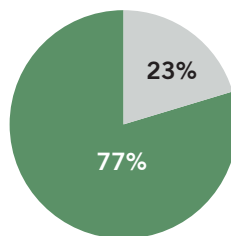
14

Offsite events with Enterprise System & Analytics team members on-site helping members enroll with **eBenefits**.



Employees with Online vs. Paper Access

■ eBenefits	34,834
■ Paper Forms	8,900
Total	43,734



eBenefits Adoption Rate - Open Enrollment Submissions using eBenefits

■ Online Submission	77%
■ Form Submission	23%
Total	100%

COMMUNICATIONS DEPARTMENT

The Communications Department provides members with comprehensive, healthcare and benefits information during Open Enrollment and throughout the year.

- Communications writes, designs and produces original content and artwork supporting annual Open Enrollment, strategic plan, business initiatives, annual Well-Being and engagement campaigns and member communications.
- Supports Well-Being, ESA, Finance and Member Services, customizing deliverables to meet the needs of clients and members alike.
- Provides design, creative consultation and supervision over all publications, website content and design, digital assets, and membership collateral ensuring materials are accurate, attractive, cost-effective and adhere to brand.
- Oversees video production, scripting, and promotional materials. Clients include employers and health plan vendors.
- Produces robust, complex Open Enrollment health benefits campaign, which included dozens of communications pieces, direct mailings, publications, and campaign materials including for *eBenefits* roll out.
- Partnered with vendor WORKTERRA on a successful special Voluntary Benefits Spring Enrollment in May 2019 resulting in an increase in overall Voluntary Benefits enrollment from 5,610 to 9,274 (out of 32,504 eligible employees), an increase of 3,664 enrollees or 65%.



Communications team members.

Key Achievements in 2019

543,560

Total sfhss.org unique page views in 2019.

116,769

Unique website page views during Open Enrollment (October 2019).

26,553

Unique website visitors during Open Enrollment (October 2019).

76,010

Open Enrollment custom packets mailed.

76,613

Confirmation Letters mailed to members.

WELL-BEING

The Well-Being division provides services to employees, retirees, and dependents and have several core functions: the Employee Assistance Program (EAP), *Well-Being@Work*, retiree services, healthy behavior campaigns, challenges, targeted interventions, group exercise classes and management of the Wellness Center.

Supporting members to feel, live, and be *Better Every Day*, Well-Being raises awareness by providing programs and services to support individual well-being.

2019 Highlights:

- Well-Being championed 4 campaigns, 3 challenges, hosted onsite flu clinics and provided extensive EAP services.
- Expanded reach by partnering with 44 City departments and agencies.
- 50% of City departments created a Well-Being Annual Plan for FY19-20.
- The CDC *Diabetes Prevention Program (DPP)* rolled out at 7 worksites averaging 12 participants per site.
- Well-Being@Work* Grants provided to 25 departments.
- 70 Spotlights were awarded to 28 City departments.
- Partnered with the Department of Recreation and Parks to sponsor an average of 125 group exercise classes per month at 24 worksites.
- EAP responded to 54 critical incidents serving 1,043 people and provided 1,071 individual counseling sessions.
- EAP provided 142 organizational department consultations and served a total of 3,270 people.



Well-Being & EAP team members.

Key Achievements in 2019

8,143

Wellness Center visits in 2019 (1,216 unique individuals visiting an average of 211 visits/mo).

4,482

Flu Shots administered at 27 work site and flu shot clinics.

4,341

Total employees served by EAP.

4,286

Member participation in the three challenges, *Keep America Active*, *Colorful Choices* and *Take time to RECHARGE*.

1,864

Member participation in onsite workplace activities including seminars, health screenings, health coaching, and healthy weight programs.

217

Well-Being Champions representing 28 City departments (80% of all City departments).

FINANCE DIVISION

The benefits administered by SFHSS cost \$944 million in fiscal year 2018-2019, an increase of \$41 million over the previous fiscal year. The total Trust Fund contribution was \$947 million. The administration budget increased by \$0.44 million to \$11.6 million, or .05% of annual benefits costs.

In 2019, 278 operating budget payments, worth \$1.6 million, were processed including 1,500 payments from the Health Service System Trust Fund, 2,500 over-the-counter premium payments received and 4,070 premium rate calculations.

The Finance team:

- **Manages** the Charter-mandated 10-County Survey of public employer contributions to employee health premiums.
- **Participates** in annual external Trust Fund audit, providing information for the City Comprehensive Annual Financial Report (CAFR).
- **Administers** a vendor oversight program with performance guarantees tied to penalties, oversees annual contract renewals and facilitates vendor Request for Proposal (RFP) processes.
- **Interfaces** with the Centers for Medicare & Medicaid Services (CMS) regarding eligible membership and claims, overseeing receipt of federal government reimbursements.
- **Coordinates** with employers and City departments, providing financial analyses pertaining to SFHSS benefits.
- SFHSS ended fiscal-year 2018-19 with an unqualified opinion from KPMG finding no deficiencies in internal controls.



Finance team members.

Key Achievements in 2019

\$950M

Worth of all contracts (including non-benefits contracts) administered in 2019 representing 29 contracts with 27 vendors.

\$944M

Benefits administration costs in the fiscal year.

\$909M

Paid for health premiums in 2019.

\$11.63M

Operating budget managed in 2019.

\$1.93M

Worth of inter-departmental work orders maintained across 36 departments.

139

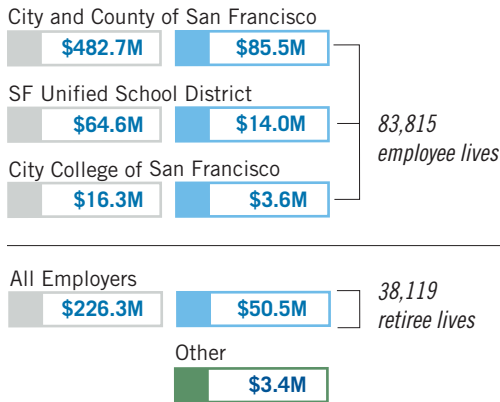
Purchase orders generated.

7

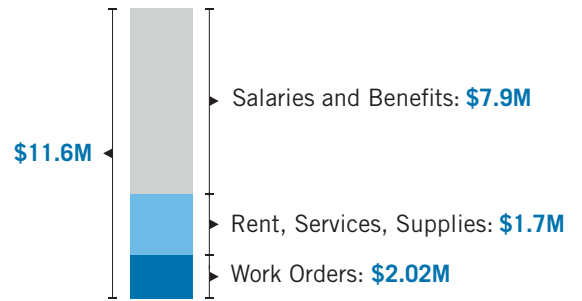
Request for Proposals (RFPs) issued.

FUNDING AND GOVERNANCE

\$947M TRUST FUND CONTRIBUTIONS FY18-19



ADMINISTRATIVE BUDGET FY18-19



- Employer Contributions
- Employee/Retiree Member Contributions
- Performance Guarantees, Federal Reimbursements, Interest

HEALTH PREMIUM COSTS BY VENDOR FY 18-19

Medical Total Spend

Kaiser Permanente HMO: **\$420.6M**
 Blue Shield of CA HMO: **\$306.0M**
 UnitedHealthcare PPO: **\$109.0M**

Other

P&A Group (FSA): **\$13.2M**
 AETNA Long-Term Disability Insurance (LTD): **\$7.6M**
 AETNA Group Life Insurance: **\$1.1M**
 WORKTERRA (Flex Credits): **\$2.6M**

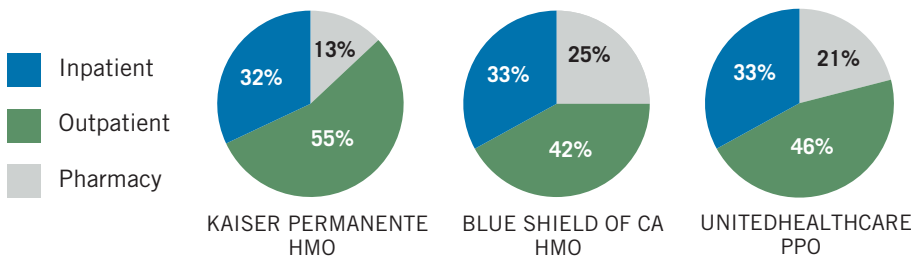
Dental and Vision Total Spend

Delta Dental PPO: **\$61.3M**
 UHC Dental DHMO: **\$0.4M**
 VSP Vision Service Plans: **\$7.6M**

37 PLANS FROM 10 VENDORS

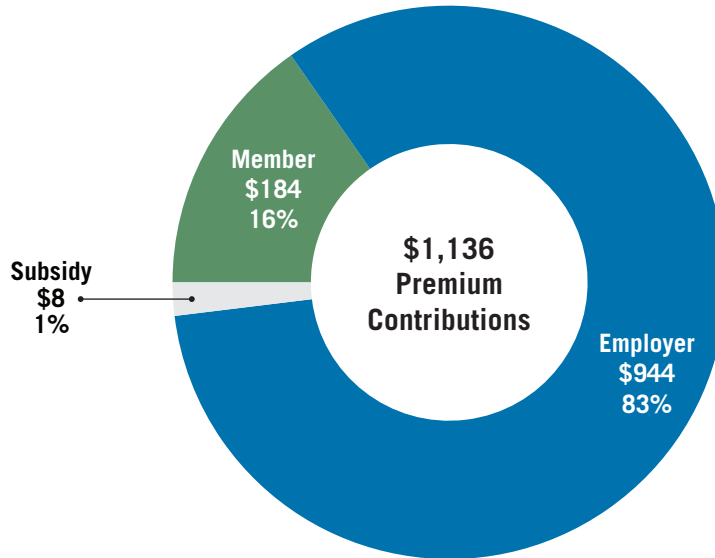
Medical: **11** HMO; **7** PPO
 Dental: **3** DHMO; **2** DPPO
 Vision: **2**
 FSA: **2**
 Group Life Insurance: **5**
 Long-Term Disability Insurance: **5**
 COBRA: **1**
 Expert Medical Review: **1**

Non-Medicare Spend by Category



PREMIUM TRENDS

Employer and Member Premiums



Year-over-year aggregate average employer contributions to premiums remained at 83%. Overall member contributions were 16% year-over-year.

Average Monthly Premium Contributions	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Average Monthly Member Premium Contribution	\$ 131	\$ 159	\$ 158	\$ 158	\$163	\$173	\$184
Average Monthly Employer Premium Contribution	\$ 791	\$ 866	\$ 861	\$ 854	\$877	\$914	\$944
Monthly Trust Fund Premium Subsidy Contribution	\$11	\$10	\$ 17	\$ 20	\$15	\$11	\$ 8
Average Monthly Total Premium Contribution	\$ 933	\$ 1,035	\$ 1,036	\$ 1,032	\$1,055	\$1,098	\$1,136

Data based on total contribution for FY18-19 divided by total members on January 1, 2019.

COST TRENDS

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Combined Contributions (in millions)	\$ 748 +4%	\$ 763 +2%	\$ 777 +2%	\$ 799 +3%	\$ 846 +6%	\$ 903 +7%	\$944 +5%

Data includes total premium costs for Medical, Dental, Vision, Long-Term Disability Insurance, and Voluntary Benefits, as well as Flex Credits and Flexible Spending Accounts (FSAs).

STATEMENTS OF NET POSITION AVAILABLE FOR HEALTH BENEFITS June 30, 2019 and 2018

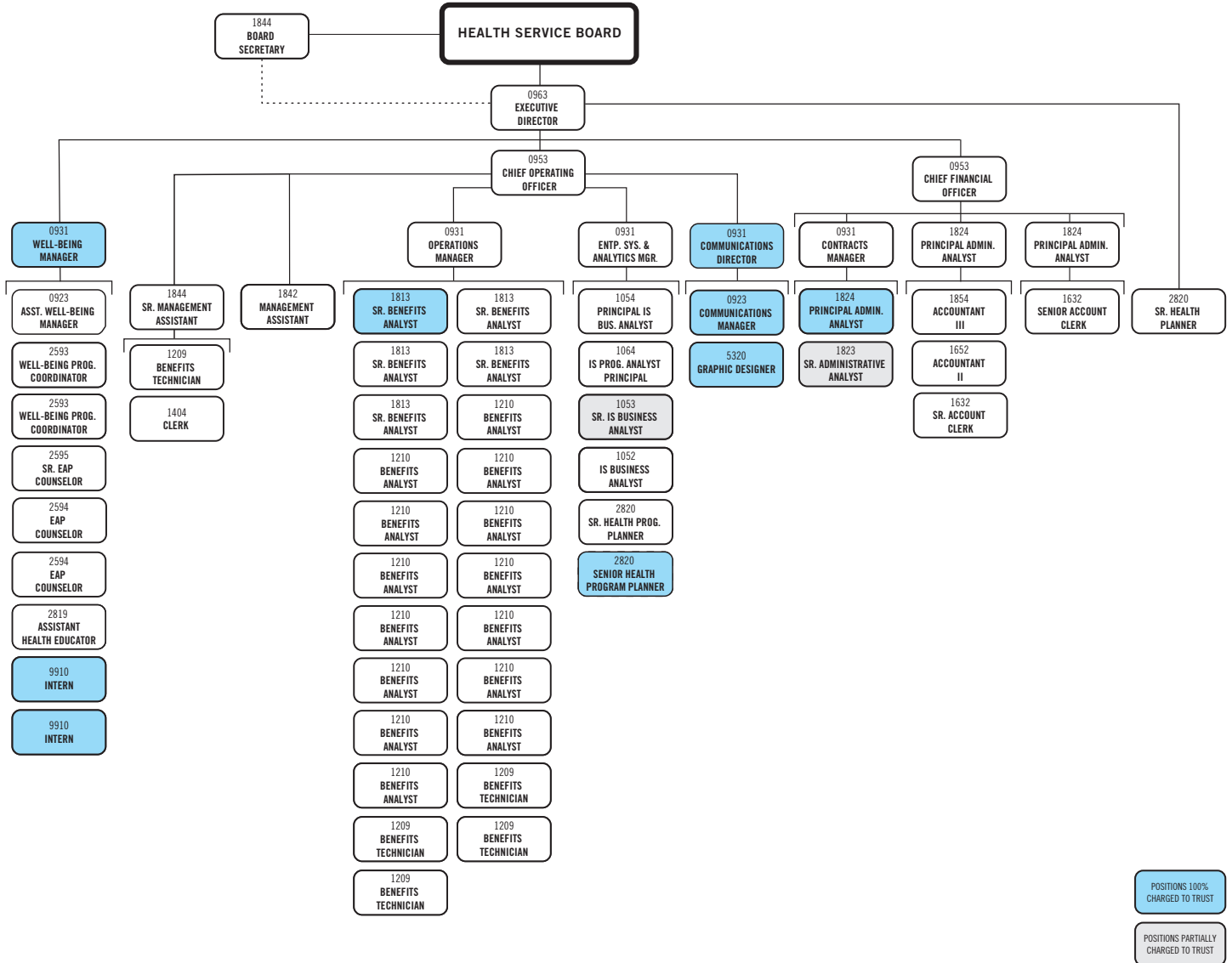
	2019	2018
Assets:		
Cash and investments held with City and County Treasurer	\$102,303,863	\$86,994,405
Contributions receivable from:		
Employer	20,258,176	18,973,554
Employees	4,153,646	4,334,167
Interest receivable	649,246	295,784
Prepaid and other assets:		
Prepayments to health plans	—	33,110
Other assets	3,065,803	2,454,792
Total prepaid and other assets	3,065,803	2,487,902
Total assets	\$130,430,734	\$113,085,812
Liabilities:		
Reserves for claims – medical, prescription drugs and dental	27,899,063	27,824,832
Health Maintenance Organization, dental, and disability premiums payable	7,280,981	4,871,229
Unearned contributions	3,092,159	2,940,928
Total liabilities	38,272,203	35,636,989
Total net position	\$92,158,531	\$77,448,823

STATEMENTS OF CHANGES IN NET POSITION AVAILABLE FOR HEALTH BENEFITS June 30, 2019 and 2018

	2019	2018
Additions:		
Employee and retiree contributions	\$153,689,075	\$143,907,158
Employer contributions for:		
Active employees	563,558,237	541,163,186
Retired employees	226,277,970	217,619,350
Total contributions	\$943,525,282	\$902,689,694
Plan providers penalties and forfeitures	510,701	107,541
Investment earnings:		
Net increase (decrease) in fair value of investments	887,475	(474,067)
Interest income	2,030,885	1,190,759
Total investment earnings	2,918,360	716,692
Total additions	\$946,954,343	\$903,513,927
Deductions:		
City Health Plan health benefits	108,978,325	100,978,374
Health Maintenance Organization health benefits	729,838,369	709,437,783
Vision benefits	7,563,412	6,123,424
Dental benefits	62,568,494	61,231,760
Disability and Flexible benefits	23,296,035	20,819,844
Total deductions	\$932,244,635	\$898,591,185
Change in net assets available for health benefits	14,709,708	4,922,742
Net position:		
Beginning of year	77,448,823	72,526,081
End of year	\$92,158,531	\$77,448,823

To see the accompanying notes, which are an integral part of these financial statements, please visit sfhss.org.

ORGANIZATION CHART



POSITIONS 100% CHARGED TO TRUST

POSITIONS PARTIALLY CHARGED TO TRUST

HEALTH SERVICE BOARD

2019 Health Service Board Commissioners

Per the San Francisco City Charter, the Health Service Board is responsible for conducting an annual review of health benefit costs, ensures benefits are applied without favor or privilege, and administers the business of SFHSS.

Three elected members serve a five-year term. Of the other four commissioners, one is a member of the Board of Supervisors, two are appointed by the Mayor and one is appointed by the City Controller.

Members of the Board are fiduciaries of a substantial financial trust fund, and the principal negotiators of health vendor contracts totaling \$909 million in health premiums in 2019.



Karen Breslin, President

Elected Commissioner
Current Term:
May 2019–May 2024

*Retired Adult Probation Officer
City and County of San Francisco*



Stephen Follansbee, MD, Vice-President

Mayoral Appointee
Current Term:
August 2015–May 2020

Retired Physician



Chris Canning

Elected Commissioner
Current Term:
May 2019–May 2024

*SFPD Lieutenant
San Francisco Police Department*



Mary Hao

Mayoral Appointee
Current Term:
May 2019–May 2024

*Director of Human Resources
County of Marin*



Wilfredo Lim

Elected Commissioner
Current Term:
June 2015–May 2020

*Accounting Manager
San Francisco General Hospital*



Dean Preston

Board of Supervisors Appointee
Current Term:
January 2020–May 2020

*District 5 Supervisor
San Francisco Board of Supervisors*



Randy Scott

City Controller Appointee
Current Term:
May 2015–May 2020

*Chief Human Resources Officer
Institute on Aging*



ABOUT US

SFHSS Member Services

Call Center:

Main: (415) 554-1750
Toll-free: (800) 541-2266

The Call Center is open 8:00am to 5:00pm on Mondays, Tuesdays, Wednesdays and Fridays, and on Thursdays from 10:00am to 5:00pm.

Office Drop-in:

1145 Market Street, 3rd Floor
San Francisco, CA 94103

Drop-in hours are 8:00am to 5:00pm on Mondays, Tuesdays, Wednesdays and Fridays, and on Thursdays from 10:00am to 5:00pm. No appointment necessary.

SFHSS Well-Being

Well-Being:

Main: (415) 554-0643
well-being@sfgov.org

Employee Assistance Program (EAP):

Main: (415) 554-0610
Toll-free: (800) 795-2351
Call to schedule an appointment.

Catherine Dodd Wellness Center:

Well-Being & EAP Offices
1145 Market Street, Suite 100
San Francisco, CA 94103

Visit us online at sfhss.org/contact-us.

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