



Well-Being@Work Overview

FY 2020-21

COVID-19 Department Resources

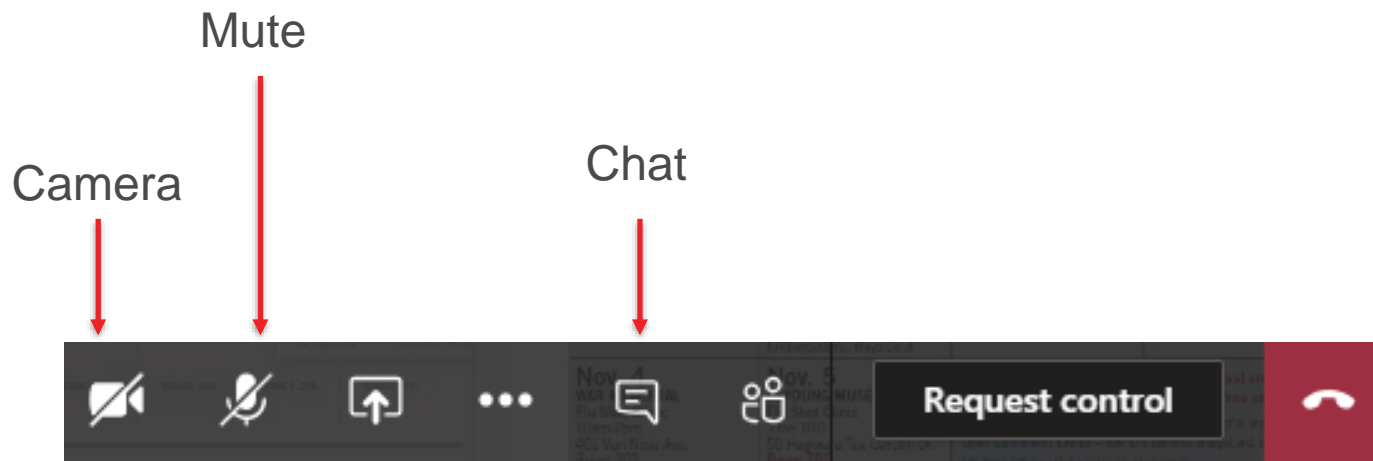
Irene Umipig & Lisa Ocampo
Well-Being Program Coordinators

Ground Rules

- Identify yourself when speaking (first name & department)
- Everyone will be on mute
- Unmute for discussions (Joined by phone? Press *6)
- Q&A - Use the chat section to type questions & leave comments
- This overview is being RECORDED.

How to use Teams

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Today's Agenda

WELL-BEING@WORK

1. Well-Being@Work Framework
2. Well-Being@Work during COVID-19
3. Key Player Supports
4. Next Steps

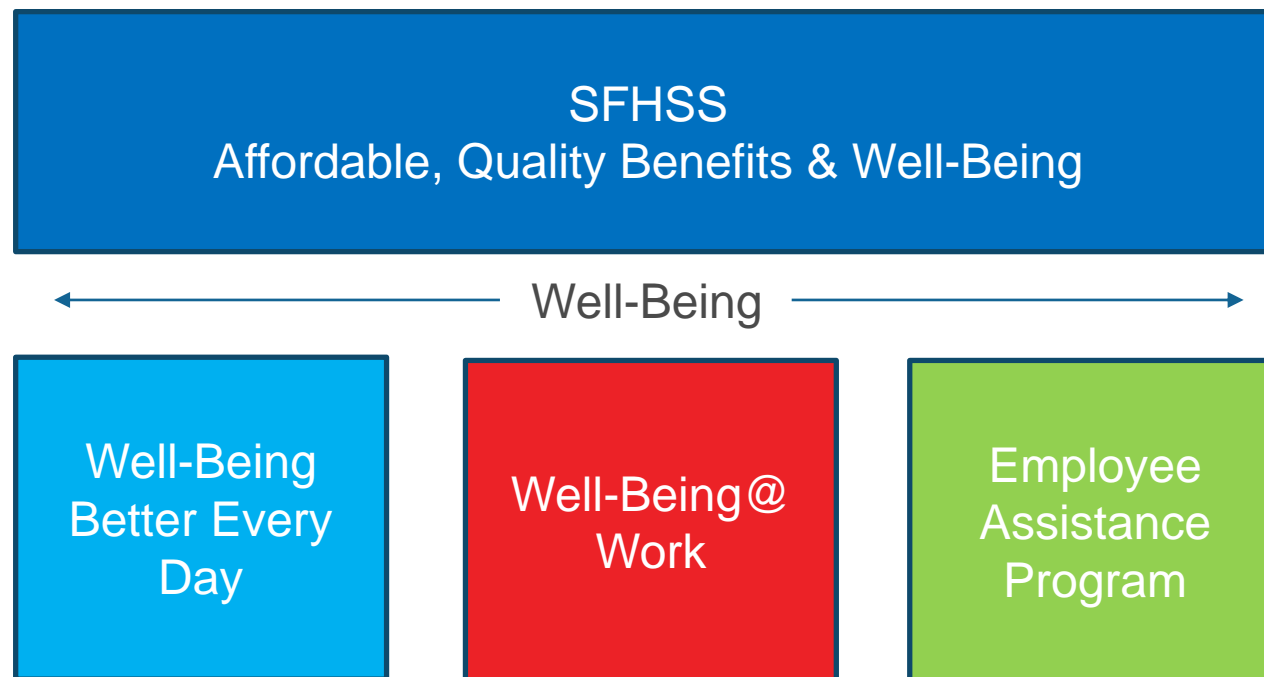
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Well-Being@Work FRAMEWORK

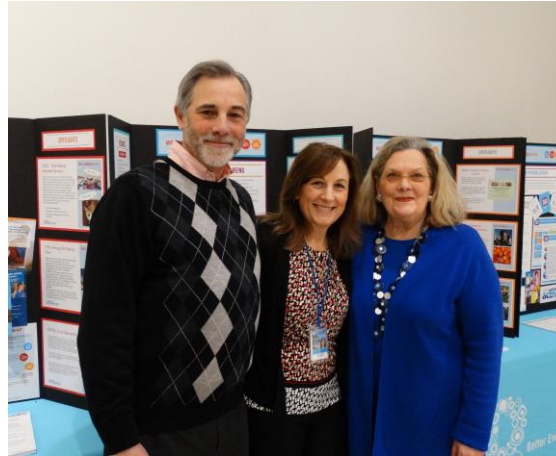
SFHSS Well-Being

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Well-Being Team

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Well-Being Brands

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Member Facing
(citywide initiatives)

sfhss.org/well-being

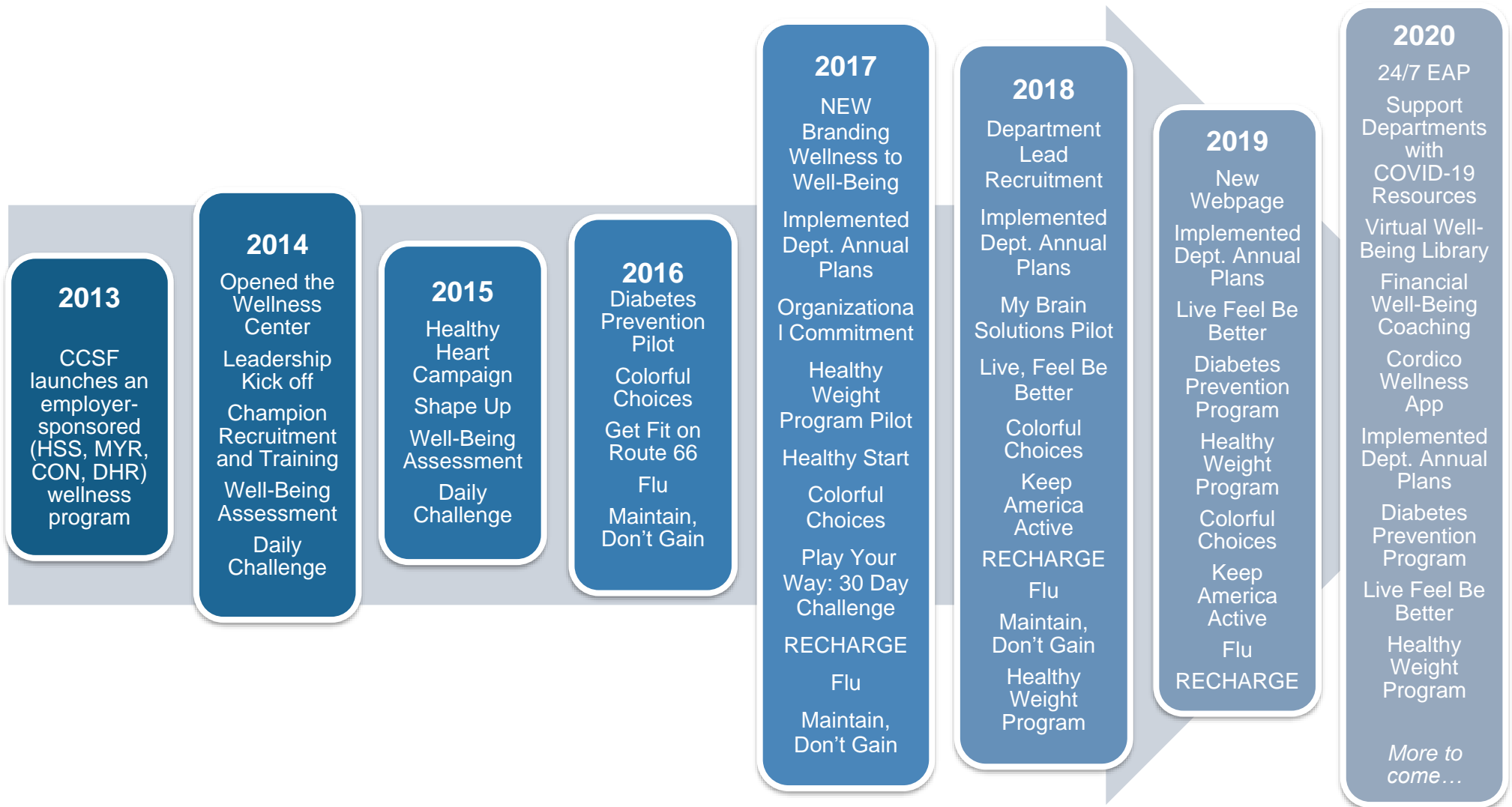


Behind the Scenes
(department specific)

sfhss.org/well-beingatwork

Evolution of Well-Being

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Why Well-Being@Work?

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Well-Being@Work makes it easier for Departments to communicate their commitment to facilitate well-being in the workplace.

Well-Being@Work provides
Leaders and Champions:

- Resources
- Recognition



Well-Being @ Work

Department Key Players

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W@W Key Players:

1. Department Lead
2. Champions
3. SFHSS Well-Being Team

Key Player Responsibilities:

- Promote well-being
- Coordinate activities for employees
- Attend trainings, appreciation event, and end-of-year award celebration
- Participate quarterly meetings with SFHSS

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Identifying Key Players for Well-Being @ Work: A Guide for Departments

WHY WELL-BEING @ WORK?

- A higher well-being score is associated with fewer missed work days.
- All areas of well-being increase when people perceive the organization cares about well-being
- Higher well-being scores are associated with greater productivity.

KEY PLAYER #1: DEPARTMENT LEAD

Characteristics	Role / Responsibilities
<ul style="list-style-type: none"> • Department head or other member of the leadership team • Represents department's vision for well-being in the workplace • Interested in well-being and employee engagement • Ability to coach and support Champions • Time commitment – minimum of 15 hours per year (will vary based on department size and desired involvement) 	<ol style="list-style-type: none"> 1. Meet at least 2x/year with San Francisco Health Service System (SFHSS) Well-Being Coordinator to discuss department's annual plan 2. Serve as the point of contact for Champions who need leadership support, including support with Grants 3. Assist in executing on well-being activities and programs at work 4. Coordinates consistent department well-being communications 5. Addresses well-being policies in the workplace

KEY PLAYER #2: CHAMPIONS

Characteristics	Role / Responsibilities
<ul style="list-style-type: none"> • Interested in promoting well-being • Approachable by all levels of employees in your department • Organized in handling multiple tasks • Respected as a team player • Influential and inclusive of all colleagues within the department • Time commitment – standard 2-8 hours per month (will vary based on department size and desired involvement) 	<ol style="list-style-type: none"> 1. Participate in Key Player trainings and well-being meetings 2. Walk the talk by engaging in well-being activities 3. Communicate and support well-being initiatives at the worksite 4. Celebrate and recognize employee participation in well-being activities 5. Provide feedback and progress updates to the SFHSS Well-Being Team

KEY PLAYER #3: "AWARD LEAD" CHAMPION

Characteristics	Role / Responsibilities
<ul style="list-style-type: none"> • Time commitment - approximately 2-4 hours more per year in addition to the standard Champion commitment 	<ol style="list-style-type: none"> 1. Participate in meeting with SFHSS Well-Being Coordinator and Department Lead for well-being to discuss departments annual plan 2. Serve as the point of contact for SFHSS on any matters relating to the Awards

For more information contact Well-Being@sfgov.org or call 415-554-0643

Champion Role

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A Well-Being Champion is an employee who is passionate about well-being and promotes well-being in the workplace.

Champions help to:

- Make well-being fun and relevant for department
- increase awareness and visibility of resources
- increase accessibility of various city – wide and department tailored well-being programs and activities



Department Lead Role

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A Well-Being Department Lead is a leader who is passionate about well-being and creating engagement opportunities that promote healthy behaviors at the workplace.

Department Leads help to:

- Identifies opportunities to reinforce well-being as a department priority
- Develop and facilitate the department's vision and priorities for well-being
- Support and motivate Champion efforts
- Obtains buy-in from executive leaders and management



SFHSS Support

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DEPARTMENT
CHECK-IN
MEETINGS



ONGOING
SUPPORT (AS-
NEEDED)



TOOLKITS



TRAININGS



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Well-Being@Work During COVID-19

Annual Plan Timeline

- 19-20 Annual plans extended through 21 (2-fiscal year plan)

Focus on Well-Being Supports During COVID-19

- Raise Awareness- communication
- Offer Programs- engagement
- Create a Culture- leadership support

Trainings and Webinars

- W@W Trainings (skill-based) related to overcoming health promotion challenges
- Challenge Webinars will be offered as optional 1 month prior to launch

Grants FY20-21

- Due to COVID-19 budget limitations, grants will not be available in 2020-21

Stress Management

during COVID-19

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Promoting social-emotional health, self-care and taking breaks helps support staff well-being through the pandemic.

Stress Management resources can support:

- ✓ Improved sleep
- ✓ Renewed focus
- ✓ Increases productivity and employee morale
- ✓ Boost energy and increases motivation
- ✓ Improves self-compassion

Focus: Promote EAP Services, self-care, taking breaks from the news, mindfulness activities (yoga, meditation – Virtual GEX)

Physical Activity

during COVID-19

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Help staff to add physical activity to their workday to help them relieve stress during the transitions of a pandemic.

Physical Activity can help to:

- ✓ Improve employee job satisfaction in the quality of their work
- ✓ Promote stress management
- ✓ Increase productivity
- ✓ Reduce absenteeism
- ✓ Maintain a healthier workforce

Focus: Promote active breaks while physical distancing and establish movement resources appropriate for the “workplace”

Healthy Eating

during COVID-19

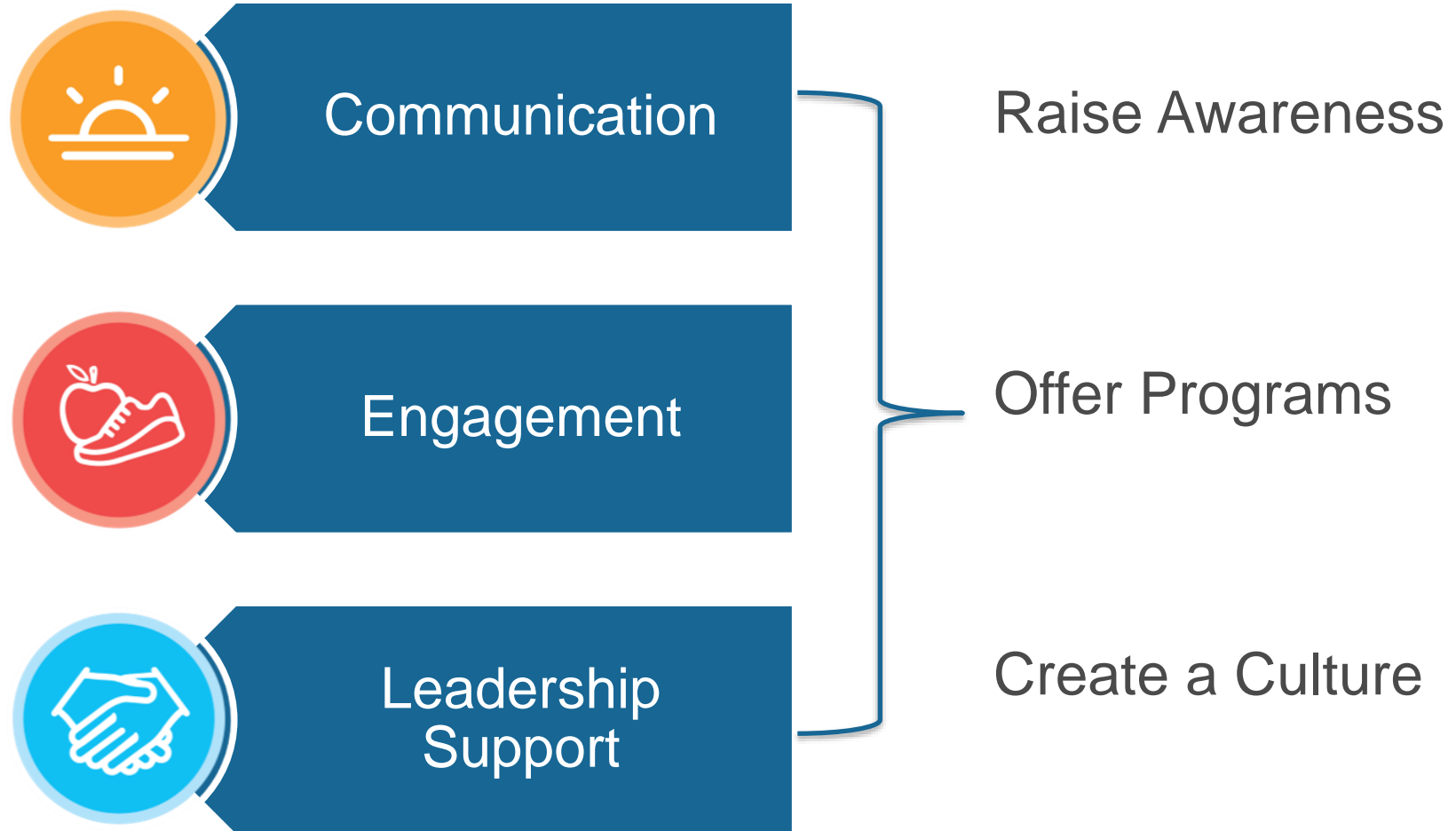
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Keep healthy eating top of mind to help people stay focused and feel good as a form of coping and resiliency.

Eating more fruits and vegetables have been shown to:

- ✓ Reduce the risk of chronic diseases, including heart disease, cancer, diabetes and obesity
- ✓ Enhance mood and memory
- ✓ Increase energy and productivity
- ✓ Promotes creativity and happiness
- ✓ Increases immune support


Focus: Promote healthy eating habits and resources such as health coaching, diabetes prevention program, and the healthy weight program.



2020-21 Checklist

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Use this document as a guide to set goals around your priorities for well-being during COVID-19

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**2020-21 Well-Being@Work
Annual Plan Checklist**

Department Name: _____

The Annual Plan for Well-Being@Work allows departments to create a strategic plan that supports a culture of well-being that supports employees. This checklist will help department Key Players (Champions, Department Leads for Well-Being) to establish priorities and discuss challenges specific to a fiscal year. It includes best practices and challenges to consider for *communication, engagement, and leadership support*.

Start Your 2020-21 Plan for Well-Being@Work Today!

1. Review the Checklist:
 - a. Review best practices
 - b. Discuss challenges and set realistic goals
 - c. Select resources
2. Schedule a planning meeting with the Department Lead for Well-Being, Champion(s), and your SFHSS Well-Being Coordinator.
3. Review the plan quarterly and update progress.

Well-Being Department Team		
Champion/Department Lead Contact Information:	Champion	Department Lead
Name (First, Last)		
Work Location/Address (street, state, zip code)		
Work Phone		
Work Email		

Number of Employees in the Department: _____

Number of Managers/Supervisors in the Department: _____

Name of Department as it would appear on your Award: _____

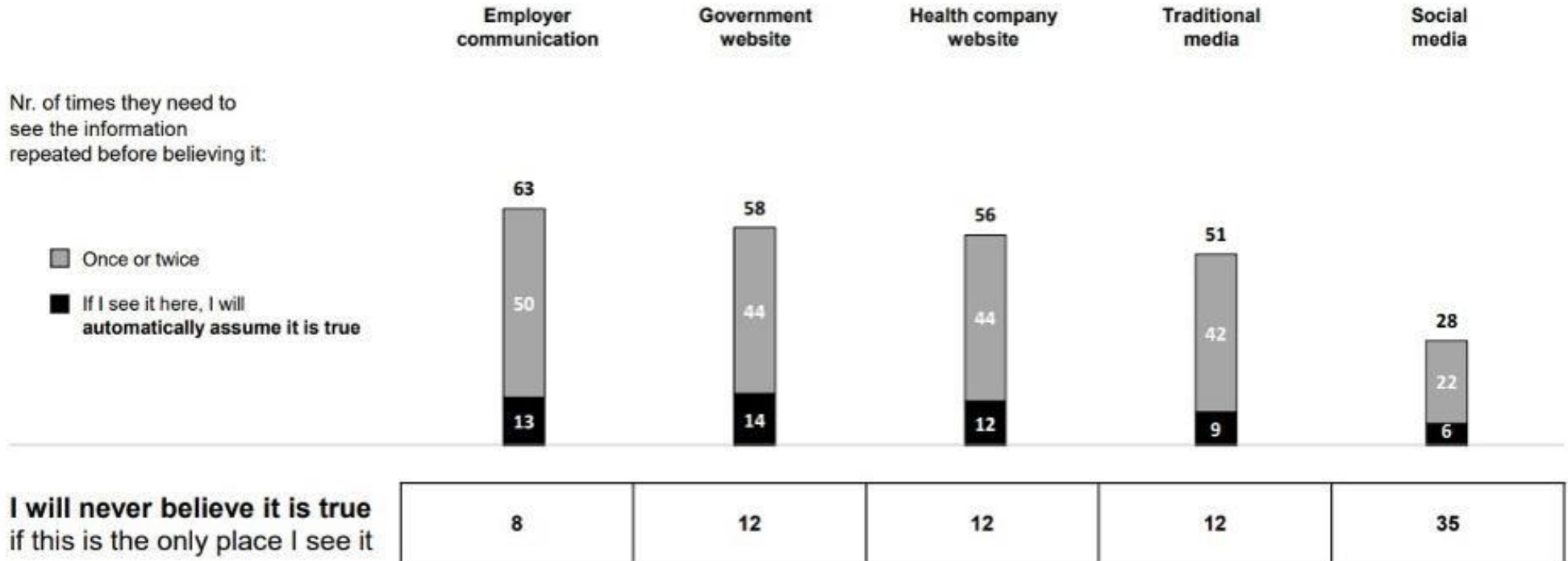
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Communication: Employees Trust You

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EMPLOYERS BELIEVED MOST READILY

Percent who report they believe coronavirus information from each source



Raise Awareness Communication

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Well-Being@Work COMMUNICATION Best Practices

1. Ensure you are using communications platform(s) that are accessible to ALL employees
2. Promote well-being using a variety of resources and messages that resonate with employees
3. Create a consistent frequency for dedicated well-being messaging

COMMUNICATING WITH PURPOSE

Current state of department:

Which of the following job descriptions make-up your workforce?

- Essential department- reporting to normal duties at work location
- Telecommuting- working from home
- DSW activated- reporting to EOC/DOC or other
- Furloughed, administrative leave or using federal/accrued sick and vacation time
- Other: _____

Challenges to consider:

1. Information can get lost when using department-wide communications/platforms that include other department updates and resources.
2. Not knowing if people are reading the emails can leave question to the efficacy of your messaging. Consider using a click tracker or open rate mechanism, if available.
3. Employees may ask to unsubscribe in receiving well-being resources.
4. Staff may not have access to virtual platforms and may not report to a worksite to receive information.

Webpages

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The screenshot shows the top navigation bar with the San Francisco Health Service System logo and links for About Us, FAQ, Board, Calendar, Signup for eNews, and Contact Us. Below the navigation is a secondary menu with links for Your Benefit Plans, Enrolling & Making Changes, Using Your Benefits, Employee Assistance Program, and Well-Being. The main content area features a large image of a person wearing a face mask, with the heading "COVID-19 Well-Being Resources". Below the image is a paragraph of text explaining the challenges of the pandemic and the resources available. A dark blue call-to-action box highlights "Priority Testing for First Responders & Health Care Workers" with a "Click here for details" button. At the bottom, there is a section titled "Emotional & Mental Health" with an image of a man looking at his phone and a paragraph of text.

<https://sfhss.org/covid-19-well-being-resources>

The screenshot shows the top navigation bar with the San Francisco Health Service System logo and links for About Us, FAQ, Board, Calendar, Signup for eNews, and Contact Us. Below the navigation is a secondary menu with links for Your Benefit Plans, Enrolling & Making Changes, Using Your Benefits, Employee Assistance Program, and Well-Being. The main content area features a large image of a person's face partially visible, with the heading "We're Here for You". Below the image is a paragraph of text explaining the importance of recognizing emotions and feelings. A dark blue call-to-action box highlights "Check-in With Your Mental Health" with a "Take An Assessment" button. At the bottom, there is a section titled "Don't Wait - Get Help" with two call-to-action boxes: "EAP - FREE Tele-Counseling 24/7" and "National Suicide Prevention".

<https://sfhss.org/were-here-for-you>

Newsletters & Emails

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Weekly Newsletter

COVID-19 Edition

Dear Lisa,

With the regional Stay Home Order extended through May, you may be experiencing restlessness and anxiety. If so, I encourage you to take advantage of our expanded [Employee Assistance Program \(EAP\)](#) services, available to all City employees. Your health and welfare is a top priority.

The City is continually expanding testing for COVID-19. As of May 4, testing is now available to all essential or frontline workers, regardless of symptoms or exposure. Robust testing is a key element of our overall recovery. However, we must continue to follow the Stay Home Order to keep ourselves and our community safe.

While a few departments may soon begin to open certain limited operations, they will do so only to the extent it is safe for our employees and the public we serve. We are still involved in a major fight against COVID-19. Our work as Disaster Service Workers (DSW) will continue. Remember you cannot refuse a DSW assignment when your department contacts you for an assignment. Please refer to the [Employee Notice – COVID-19 Disaster Service Worker Assignments and Employee Leave](#) for more information.

Thank you again to all of you who have stepped forward in this time of great need.

Get Tested, San Francisco!
Stop the spread of COVID-19. Schedule your appointment today.
✓ Testing is free.

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Affordable, Quality Benefits & Well-Being

Message from the Executive Director

Last week, we held our first virtual staff meeting. We hosted 54 persons on a video conference call. It was a different experience for us who are accustomed to face-to-face meetings. Our team of committed staff are helping us navigate this new world, so we can maintain enrollment for members, keep enrolling new members and transitioning those that are retiring.

This new normal of "sheltering in place" and telecommuting has given me a greater appreciation for the benefits of technology. As a nurse, I'm acutely aware that technology cannot replace the direct in person frontline work our health care workers and first responders do every day. That is why we continue to work with our health plans and City Public Health Officials to **prioritize healthcare workers and first responders for testing** if they are symptomatic or may otherwise meet criteria that is continuously being reevaluated as more tests are available.

We are all doing our part by staying home to help flatten the curve, so our hospitals and health care providers can better manage the outbreak. For many of us, staying-in is hard. Perhaps you're trying to work while your kids demand to be entertained. Just as you're cleaning up after one meal, you need plan and cook the next one.

WE'RE HERE For You
MENTAL HEALTH AWARENESS MONTH

One in five American adults suffer from mental illness in any given year. There are many ways you or someone you know could be impacted by a mental health issue. In honor of Mental Health Awareness Month, SFHSS Well-Being is elevating the conversation on mental health. Each week during the month of May we will focus on one area of mental health and provide resources and tools, help you recognize the signs of mental illness, and identify how you can get help for yourself or someone you love. For more information, click [HERE](#).

Worry & Anxiety

It's natural to be concerned about having to shelter in place, your workplace closing, your children staying home from school or how you or someone you love might get sick. While this reality is scary to think about, being proactive can help relieve, at least, some of the anxiety. Anxiety disorders are **highly treatable**, yet only 36.9% of those suffering receive treatment.

What does it mean to worry or be anxious?

CATHERINE DODD WELLNESS CENTER

MENTAL HEALTH AWARENESS MONTH

1 in 5 American adults* will experience a mental illness in a given year. Yet there continues to be stigma around mental health. According to RAND**, nearly 9 out of 10 Californians with a mental health challenge report experiencing discrimination, which **may** prevent people from reaching out for support.

Everyone faces challenges in life that can impact their mental health. Let's work to remove the stigma as **May** is Mental Health Awareness month. SFHSS is providing a dedicated [website](#) and weekly emails throughout the month to provide insights and information around specific mental health conditions, how you can get help for yourself or recognize the signs and get help for those you love.

We're Here For You in your journey to learn, get help or support for you or your loved ones.
* https://www.rand.org/pubs/working_papers/2014/04/WP2645.html
** https://www.rand.org/pubs/working_papers/2014/04/WP2645.html

We're Going Virtual!

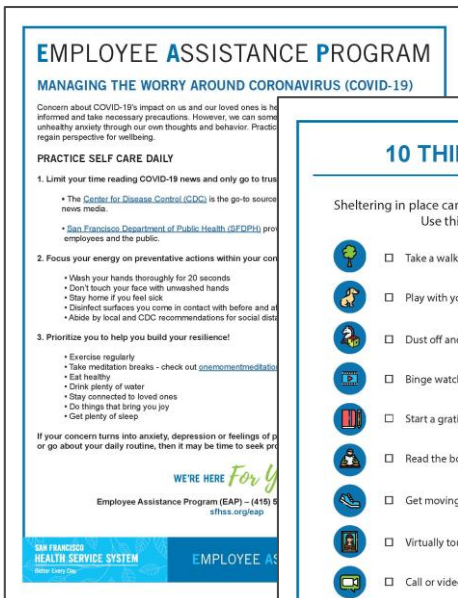
There are several online "Live" classes and seminars you can participate in.

ZSFG Zoom Classes: Our online calendar will host Weekly Virtual Group Exercise classes sponsored by the ZSFG [Wellness Center](#). Check out the [SFHSS Events Calendar](#) for access links for strength training, line dancing, yoga, meditation and more!

Handouts & Guides

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- [EAP Manage Your Worry Around COVID-19 & Self Care](#)
- [Working From Home](#)
- [Take a Movement Break](#), [Exercise Circuit Cards](#)



EMPLOYEE ASSISTANCE PROGRAM
MANAGING THE WORRY AROUND CORONAVIRUS (COVID-19)

Concern about COVID-19's impact on us and our loved ones is being informed and take necessary precautions. However, we can some unhealthy anxiety through our own thoughts and behavior. Practical region perspective for wellbeing.

PRACTICE SELF CARE DAILY

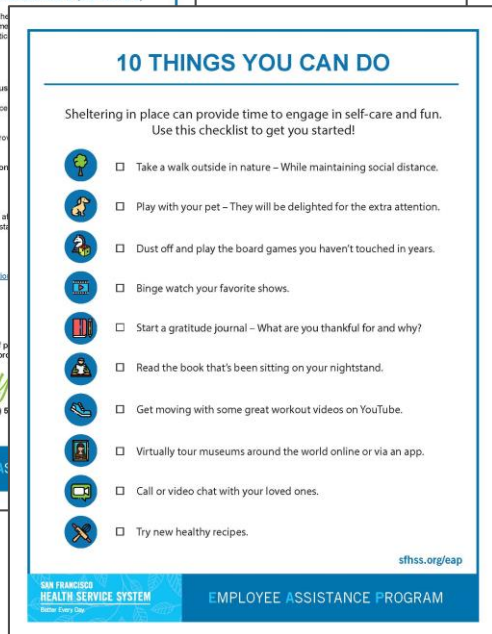
1. Limit your time reading COVID-19 news and only go to trusted news media.
 - The [Center for Disease Control \(CDC\)](#) is the go-to source for reliable information.
 - [San Francisco Department of Public Health \(SFPDH\)](#) provides updates on the virus and the public.
2. Focus your energy on preventative actions within your control.
 - Wash your hands thoroughly for 20 seconds
 - Don't touch your face with unwashed hands
 - Stay home if you feel sick
 - Disinfect surfaces you come in contact with before and after use
 - Abide by local and CDC recommendations for social distancing
3. Prioritize ways to help you build your resilience!
 - Exercise regularly
 - Take meditation breaks - check out [possementroddigital.com](#)
 - Eat healthy
 - Drink plenty of water
 - Stay connected to loved ones
 - Do things that bring you joy
 - Get plenty of sleep

If your concern turns into anxiety, depression or feelings of helplessness, or go about your daily routine, then it may be time to seek professional help.

WE'RE HERE For You
Employee Assistance Program (EAP) - (415) 553-3800
sfhss.org/eap

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EST. 1997

EMPLOYEE ASSISTANCE PROGRAM



10 THINGS YOU CAN DO

Sheltering in place can provide time to engage in self-care and fun. Use this checklist to get you started!

- Take a walk outside in nature - While maintaining social distance.
- Play with your pet - They will be delighted for the extra attention.
- Dust off and play the board games you haven't touched in years.
- Binge watch your favorite shows.
- Start a gratitude journal - What are you thankful for and why?
- Read the book that's been sitting on your nightstand.
- Get moving with some great workout videos on YouTube.
- Virtually tour museums around the world online or via an app.
- Call or video chat with your loved ones.
- Try new healthy recipes.

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Better Every Day

EMPLOYEE ASSISTANCE PROGRAM
sfhss.org/eap



PLAY YOUR WAY **Take a Movement Break**
Get up and move more as part of your everyday routine!
Try these exercises anywhere, any time with little equipment needed. Complete a set each day or try one exercise at a time. Do what feels best for you!

■ Heart Healthy Exercises ■ Lower Body Exercises ■ Upper Body Exercises

Set 1

- 30 Stretches of Standing Feet
- 10 Squats
- 1 min Side Plank
- 1 min High Kicks
- 10 Calf raises
- 10 Arm Circles

Set 2

- 1 min Arm Circles
- 10 Jump Squats
- 10 Arm Circles

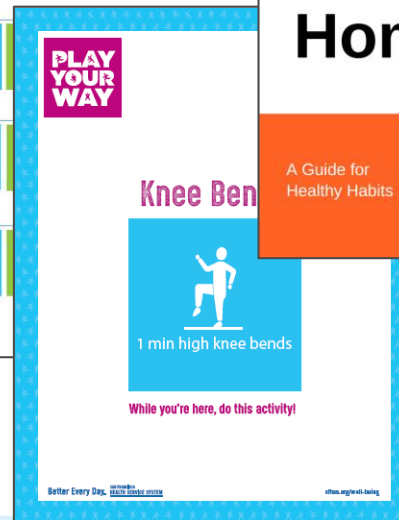
Set 3

- 1 min High Kicks
- 10 Side Leg Lifts
- 10 Wall Sit

Set 4

- 1 min Side Plank
- 10 Squat Leg Raises
- 10 Shoulder Shrugs

Better Every Day. **SAN FRANCISCO HEALTH SERVICE SYSTEM**



PLAY YOUR WAY

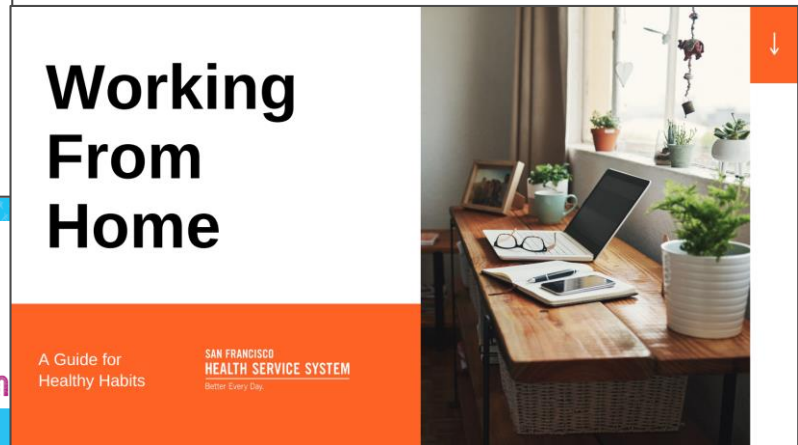
Knee Bends

1 min high knee bends

While you're here, do this activity!

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www.sfhss.org


sfhss.org/well-being



Working From Home

A Guide for Healthy Habits

SAN FRANCISCO HEALTH SERVICE SYSTEM
Better Every Day



Bookmark
our SFHSS
well-being blogs

Blog

Categories

- Ergonomics & Movement
- Healthy Eating
- Healthy Weight
- Mental Well-Being
- Negative Blog Topic
- Physical Activity
- Preventive Care
- Stress Management

Apply



STRESS MANAGEMENT

June 19, 2020

WebEX: Sleep Your Way to Better Health

Review sleep cycle, sleep hygiene and practice relaxation skills.

- Learn about healthy sleep and the consequences of poor sleep.
- Review the sleep cycle.
- Determine how to



HEALTHY WEIGHT

June 18, 2020

WebEX: Healthy Habits

Learn how to make healthy habits stick, from eating well to being more active to managing stress, and more. Develop goals and an action plan for



PREVENTIVE CARE

June 24, 2020

SUMMER SAFETY!

As this pandemic continues to impact our lives, summer plans will look differently than what we had planned. That said, there are still many different ways to be



HEALTHY EATING

June 16, 2020

WebEX: Building Healthy Meals

Uncover how to manage your meals from creative ideas, prep, planning, and organizing your family meals for the week.

- Learn about portion sizes
- Explore portion distortion
- Understand



STRESS MANAGEMENT

May 28, 2020

WebEX: Stress Busters

Stress Busters: Practice Skills to De-Stress Your Life
Explore sources of stress and introduces coping skills.

- Understand stress response and its effects.
- Differentiate between chronic and



STRESS MANAGEMENT

May 28, 2020

WebEX: Power of Meditation

Power of Meditation-
Practice meditation skills to aid with stress management

- Learn about the benefits of meditation.
- Identify and define key meditation concepts.
- Practice body posture



MENTAL WELL-BEING

June 17, 2020

HAPPY PRIDE MONTH 2020!

COVID-19 Spotlights

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MTA: Wellness Wednesday Minute Messages

The SFMTA Wellness Program has instituted weekly Wellness Wednesday Minute Messages. The All-Staff emails have covered the areas of physical fitness, nutrition and mental well-being. Topics included:

- Managing Coronavirus Anxiety
- Keep Informed for Peace of Mind
- Take a Minute to Recharge
- Ergonomic Tips for Laptop Users
- Emotions Need Motion
- Social Distancing, Not Emotional Distancing
- Mental Health Awareness Month
- Self Help
- Find Awe & Beauty at Home
- Body Weight Exercises
- Be Active as a Family
- Immune System Boosting Foods

With many employees working from home, the weekly messages provide opportunities to reach out to agency staff by providing information that is appropriate and timely, especially for those sheltering in place.

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AIR: Airport Director's Livestreams

The SFO Communication and Marketing Team have produced Livestreams of our Airport Director, Ivar C. Satero, since March 2020.

Livestreams support Airport employees by providing updates on how SFO is responding to COVID-19. They also provide a forum for open communication with Airport employees, who submit questions and have them answered during the Livestream. In addition, all the Livestreams are recorded and posted on SFO Connect so that employees can view them later.

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WELL-BEING@WORK



San Francisco
International
Airport

Set a Goal Communications

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1. What communication platforms will allow you to message department-wide?
2. What communication resources will be most meaningful to employees?
3. What is a realistic goal for communications?

Your Department's Resources

What communication platforms can you use to message well-being department-wide?

- Shared folders (Teams, [Sharepoint](#), OneDrive)
- Department wide emails
- Intranet / Staff portal
- Newsletter
- Social media (private group)
- Virtual/In-Person All-Staff Meetings
- Dedicated well-being bulletin board/resource table
- New employee orientations
- Digital display boards

Resources to promote:

- Well-Being COVID-19 website
- We're Here for You: Mental health website
- Employee Assistance Program website
- Work [From](#) Home Guide
- EOC/DOC Resources
- Resiliency and Coping Resource Visuals
- Well-Being@Work Training Resources
- SFHSS Wellness Center/[eNews](#) Emails
- SFHSS Blogs

Set a Well-Being@ Work Communications Goal-

Employee Engagement

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When employees are engaged, they are happier, healthier, and more productive.

What is employee engagement?

- ✓ Staying connected
- ✓ Feeling appreciated
- ✓ Personal and professional development

Well-Being can help to keep employees engaged.

Offer Programs Engagement

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Well-Being@Work ENGAGEMENT Best Practices

1. Promote, attend and role model healthy behaviors at the workplace
2. Help employees to easily access a variety of programs, activities and services
3. Create a consistent frequency for well-being programming

CREATE OPPORTUNITIES TO CONNECT AND ENGAGE

Physical Distancing Guidelines:

- ✓ Offer virtual options for activities when possible
- ✓ Require registration to limit participation #s
- ✓ Avoid congregating before and after class
- ✓ Limit participation based on size of facility to ensure at least 6 feet of separation
- ✓ Use clearly marked visual cues/partitions to ensure physical distancing of at least 6 feet between individuals
- ✓ Display signage and message the requirement to wear face coverings and to not attend if feeling ill

Challenges to consider for *virtual activities*:

1. Being inclusive to your entire population to ensure that those who are reporting to work and those telecommuting have access to resources.
2. Participants join virtual group activities without video camera on

Challenges to consider for *in-person activities*:

1. Create a "shared" (appropriate) language to enforce adhere to physical distancing guidelines
2. Maintaining the integrity of visual cues
3. Budgeting hand sanitizers and disinfecting wipes for participants to use
4. Establish a "bring your own equipment" policy
5. Limit time in enclosed spaces for activities may hinder the participant experience and consider timing transitioning between activities to prevent crowds

Virtual Activities

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- [YMCA HEAL Seminars](#)
- [Virtual Group Exercise Classes](#)
- [DHR Webinar: Working from Home - Strategies to Navigate Uncertainty](#)
- [Office Ergonomics Awareness Training](#)
- **NEW!** [Citywide Stretch Breaks](#)

The screenshot shows the San Francisco Health Service System Events calendar for May 2020. The calendar is organized by day of the week, with columns for Sunday through Saturday. Each day contains a list of virtual activities with their titles, times, and platforms (Zoom or ZSFQ).

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
25 Hatha Yoga- ZSFQ (Zoom) 2:00pm - 3:30pm Zoom- ZSFQ	26 Strength Training- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Soul Line Dancing- ZSFQ (Zoom) 4:00pm - 4:30pm Zoom- ZSFQ	27 Yoga- ZSFQ (Zoom) 10:00am - 10:30am Zoom- ZSFQ Circuit & Core- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Belly Dancing- ZSFQ (Zoom) 10:00pm - 10:30pm Zoom- ZSFQ	28 Feldenkrais- ZSFQ (Zoom) 10:00am - 10:30am Zoom- ZSFQ Yoga- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Chair Stretch & Boogie- ZSFQ (Zoom) 3:30pm - 4:00pm Zoom- ZSFQ	29 Belly Dancing- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Qi Gong & Meditation- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Hatha Yoga- ZSFQ (Zoom) 10:00pm - 10:30pm Zoom- ZSFQ	30 Zumba- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ	31 Family Zumba- ZSFQ (Zoom) 10:30am - 11:00am Zoom- ZSFQ
1 Hatha Yoga- ZSFQ (Zoom) 2:00pm - 3:30pm Zoom- ZSFQ	2 Strength Training- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Soul Line Dancing- ZSFQ (Zoom) 4:00pm - 4:30pm Zoom- ZSFQ	3 Yoga- ZSFQ (Zoom) 10:00am - 10:30am Zoom- ZSFQ Circuit & Core- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Belly Dancing- ZSFQ (Zoom) 10:00pm - 10:30pm Zoom- ZSFQ	4 Feldenkrais- ZSFQ (Zoom) 10:00am - 10:30am Zoom- ZSFQ Webinar: Power of Meditation 12:00pm - 1:00pm KP Webinar Yoga- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Chair Stretch & Boogie- ZSFQ (Zoom) 3:30pm - 4:00pm Zoom- ZSFQ	5 Belly Dancing- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Qi Gong & Meditation- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ Hatha Yoga- ZSFQ (Zoom) 10:00pm - 10:30pm Zoom- ZSFQ	6 Zumba- ZSFQ (Zoom) 12:00pm - 12:30pm Zoom- ZSFQ	7 Family Zumba- ZSFQ (Zoom) 10:30am - 11:00am Zoom- ZSFQ

Diabetes Prevention Program (Virtual)

WELL-BEING@WORK

NEW! September Cohorts (begins week of September 14)

- Tuesdays 3-4 pm
- Thursdays 4-5 pm

DIABETES PREVENTION PROGRAM

Cohorts Begin **September 2020**



Tuesdays from 3-4pm
Thursdays from 4-5pm

AVAILABLE VIRTUALLY:
Zoom access information will be provided once enrolled along with the option for a Zoom orientation.

To participate you must be an active employee and at high risk for developing type-2 diabetes.

Get Started by Contacting:
Rachelle Price
(415) 767-2035
rprice@ymcasf.org

Change is tough—we can help.
If you're at risk for type 2 diabetes, you can make small, measurable changes to reduce your risk and help you live a happier, healthier life.

PROGRAM FEATURES

- 25 sessions delivered over 12 months
- A small group offering motivation and support
- Led by a trained Lifestyle Coach

Sign Up Today!

Better Every Day. SAN FRANCISCO HEALTH SERVICE SYSTEM sfhss.org/well-being

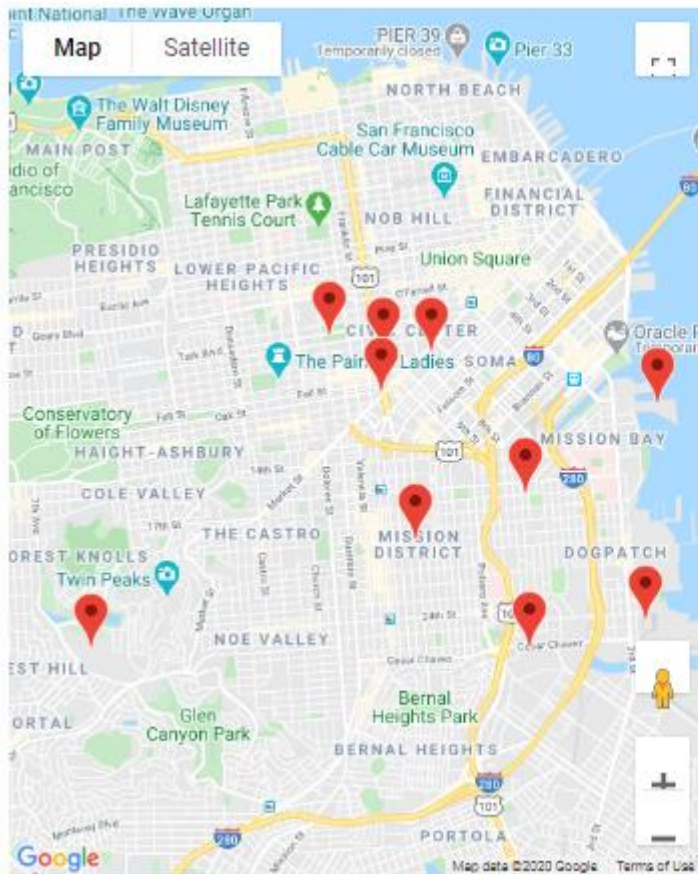
Campaigns & Challenges

WELL-BEING@WORK



Accessible Preventative Health

WELL-BEING@WORK



FIND A LOCATION:

- Blood Pressure Machine
- BMI Machine

311* ●
BP: 1 South Van Ness, 2nd Floor

CON ●
BMI: City Hall, Telephone Room (125A)

DEM* ●●
BP, BMI: 1011 Turk Street

FIR Division of Training* ●
BMI: 2300 Folsom Street

HSS Wellness Center ●●
BP, BMI: 1145 Market Street, Suite 100

Laguna Honda Hospital ●
BMI: 375 Laguna Honda Boulevard

14 BMI machines across the City

HEALTH BENEFITS OPEN ENROLLMENT
OCTOBER 1-31, 2019

SAN FRANCISCO HEALTH SERVICE SYSTEM AT
CITY HALL BENEFITS FAIR*
OCTOBER 24, 2019 • 9AM-3:30PM
1 Dr. Carlton B. Goodlett Place, South Light Court

Don't let the flu bring you down.
*High Dose Flu Vaccines available at this location.

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Know Your Numbers
Health Screening
February 03, 2020 | 10:00am – 2:00pm

LOCATION:
30 Van Ness Avenue
3rd Floor

QUESTIONS? CONTACT:
Derek Chan
derek.h.chan@sfdpw.org

Knowing your numbers and what they mean is an important first step in taking care of your health. Take time to learn your numbers by attending a health screening. The health screening takes approximately 20 minutes to measure your glucose, blood pressure, body mass index and body fat percentage. Fasting is not required for this screening. A health professional will review your results with you so these numbers can help motivate you to make healthy choices. Limited availability and RSVP required. Reserve your spot today!
https://dow_advbioscreening.eventbrite.com

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Financial Support

WELL-BEING@WORK

A certified financial coach can help you address financial challenges and goals, including reducing debt, establishing and improving your credit score, and navigating uncertainty of finances through COVID-19.

[Smart Money Coaching](#) provides free, confidential, one-on-one, personalized financial guidance.

Blue Shield Members have access to [LifeReferral 24/7](#) for a free consultation and discounted rates for follow-up services.



24/7 Employee Assistance Program

WELL-BEING@WORK

EAP is now available 24 hours a day 7 days a week

The team speaks multiple languages including Spanish, Chinese (both Mandarin and Cantonese), Tagalog, and Arabic. Translation services are also available.

We're Here For You!



New 24/7 EMPLOYEE ASSISTANCE PROGRAM (EAP)

EAP Counselors Are Now Available 24/7 to Support All Active City and County of San Francisco Employees with Confidential Tele-Counseling As We All Shelter in Place.

Your emotional health is just as important as your physical health during this COVID-19 pandemic. Call an EAP counselor anytime!

Available 24/7 at (628) 652-4600 or (800) 795-2351.

EAP Counselors can provide a quick stress relief consultation, counseling, or management consultation.

Visit EAP online at sfhss.org/eap for more resources including your mental health benefits from your health plan.

WE'RE HERE *For You*

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sfhss.org/eap

COVID-19 Spotlights

WELL-BEING@WORK

HSS: Morning Meet-ups

April – May 2020

With everyone under lockdown and practicing physical distancing because of COVID19, the SFHSS Wellness Champions and Coordinators came up with a novel idea of arranging a virtual weekly “water-cooler” meet-up where all at work could join in and indulge in small chat.

We meet on Microsoft Teams. The participants feel a sense of belonging with this frequent check-ins on video and there is a general sense of well-being among them. The photograph is from the day we decided to do a silly make-up morning meet.

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WELL-BEING@WORK



PRT: Port Runners SIP Challenge

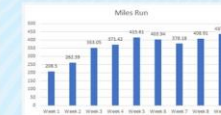
Weekly Challenge online (via email) to log miles ran or walked

The Shelter-in-Place Challenge for the Port Runners, championed by Boris Delepine and Randy Quezada, encouraged people to report miles walked or ran weekly with photos now that we are apart. By week 9, we broke the all-time single miles in a week record by running/walking **437 miles!** The total miles completed after nine weeks – **3,260.** Amazing.

The challenge has promoted exercise for stress relief, and it helps people feel connected. The weekly challenge included total miles per week, mileage by individual and by Division as a fun “competition. The photos were a highlight.

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CPC: Neighborhood Bingo

Spring 2020

One of our “Motivational Monday” emails during Shelter in Place included a Neighborhood Bingo. We shared the Bingo card to promote socially distanced physical activity, AND also promote mental health by getting fresh air.

Participants were encouraged to submit their completed Bingo cards or photos of their neighborhood walk finds to the Wellness Team for a chance to win a prize once we are back in the office.

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WELL-BEING@WORK



CPC: Racial & Social Equity Brown Bag

June 4, 2020

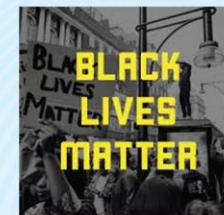
In light of the tragic death of George Floyd, our Director hosted a virtual Brown Bag where CPC employees were given a welcoming and safe space to discuss #blacklivesmatter. Staff members were able to share their concerns, feelings and emotions about systematic racism, and how it affects our work and the communities we serve.

Joining the discussions were Planning Commissioners Milicent Johnson and Deland Chan.

With well over 90% of the Department attending, it was a great event that demonstrated Planning’s progress and commitment to overall wellness: by facilitating the time and space for employees to express themselves without fear of judgment or backlash.

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WELL-BEING@WORK



Set a Goal Offer Programs

WELL-BEING@WORK

1. What engagement platforms are available for well-being?
2. What engagement resources will be most meaningful to employees?
3. What is a realistic goal for offering programs?

Your Department's Resources

What engagement platforms can you use to facilitate well-being activities for your department?

Resources to consider:

- Virtual GEX, Seminars, Stretch Breaks
- Setup & Go – ergonomics campaign
- DHR Ergonomics Assessment
- DHR Working [From](#) Home Webinar
- Healthy Weight Program (7-weeks)
- Diabetes Prevention Program (1-year)
- EAP Workshops
- SFHSS Engagement Toolkits (coming soon!)

Set a Well-Being@ Work Engagement Goal-

Create a Culture Leadership Support

WELL-BEING@WORK

Creating a culture of well-being depends on your organization's willingness - demonstrated through attitude, words and action - to support physical and emotional well-being for your employees.

This includes:

- Leaders providing long-term energy and support to employees' well-being
- Champions initiating well-being opportunities in their workplace

Policies

Staff recognition

Employee engagement

Professional development

Dedicated well-being spaces (exercise area, quiet/mediation rooms)

Engagement surveys

Reoccurring well-being activities/services

Create a Culture Leadership Support

WELL-BEING@WORK

Well-Being@Work LEADERSHIP SUPPORT Best Practices

1. Identify policies that support well-being for all employees
2. Establish environmental supports that encourage well-being at work and remotely
3. Recognize employees and leaders that support healthy choices for all employees

Well-Being@Work Key Players Responsibilities:

- Promote Well-Being for COVID-19 Employee Survey and review results with Well-Being Coordinator
- Attend quarterly check-in meetings and workshops for Champions and Department Leads

ESTABLISH A DEPARTMENT CULTURE OF WELL-BEING

What forums can be used to motivate/encourage leaders to engage in well-being for the department?

- ✓ All Staff Meetings
- ✓ Executive Team Meetings
- ✓ 1:1 Meetings with Leadership
- ✓ Well-Being Council/Committee
- ✓ Health and Safety Teams
- ✓ Human Resources Teams
- ✓ Return to Work Transition Team/Committee

Challenges to consider:

1. Well-Being may not be a department priority with all the transitions occurring during COVID-19
2. There is no one-size fits all policy—each policy needs to be reviewed and supported by department to properly enforce department-wide
3. Some leaders will be more ready to reinforce well-being than others
4. Creating an environment that empowers employees to reinforce policies (face coverings and working from home when sick)

Leadership Resources

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EMPLOYEE ASSISTANCE PROGRAM



Briefing Soundbytes – EOC/DOC's

1. There is much we cannot control during this time, so it can control. One of those things is our breathing.
 - If you feel comfortable, close your eyes. Let's take breaths. (Breathe with the team)
 - Please engage in this easy self-care throughout
2. Take a micro break, a minute to walk down the hall and walking away from a task or problem for a minute helps you some aha moments today as we engage in self-care.
3. To help you manage your stress, be sure to take short inward and breathe.... Take a moment to walk outside
4. When we are overwhelmed with external events, our difficult to feel hopeful and positive. Please focus on what have accomplished. Take good care of yourself here at

EMPLOYEE ASSISTANCE PROGRAM

WE'RE HERE *For You*

A *Quick Tip* for Instant Stress Relief:

Do a one minute meditation.

Take 5 deep breaths.
Inhale 1, 2, 3, 4...
Exhale 1, 2, 3, 4...


Repeat as needed.

Call EAP for Tele-Counseling:
(628) 652-4600 or
(800) 795-2351

Check out our website for resources and operational updates: sfhss.org/eap

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End Of Shift Self-Reflection



You continue to provide critical services while under the added stress of the COVID-19 pandemic. It is normal to experience a myriad of feelings - Anxiety, irritation, fear, frustration, sadness, anger, and fatigue, among others. Each person reacts differently. These feelings are a normal response to a very abnormal situation and require us to take care of ourselves. Self-care is essential and a way to ensure we are utilizing healthy coping strategies for the resiliency that is so critical to our health and well-being going forward.

Here are a few things to reflect on to help you check in with yourself about how you are dealing with the stress of COVID-19 and to establish a self-care routine.

- How have you been decompressing when you leave work and move into your personal life?
- What do you need to transition from the EOC to your regular job and/or personal life?
- How are you feeling? What do you need to help you with any difficult feelings?
- What is your plan for long-term self-care? Consider the following and check the resources on the back of this handout.

Share your thoughts and feelings with someone you trust
Take breaks throughout the day – even a moment to take some deep breaths
Eat regular meals and healthy snacks to keep you energized
Get plenty of sleep
Exercise - even a short walk can bring peace of mind
Do things you enjoy to recharge emotionally

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EMPLOYEE ASSISTANCE PROGRAM



Breathe

The SFFD Wellness App

This program is brought to you by the San Francisco Health Service System as part of HealsF



SAN FRANCISCO HEALTH SERVICE SYSTEM
Affordable, Quality Benefits & Well-Being

Practice Self-Care:

De-stress through movement

Take a quick walk or do a simple stretch

Learn more on sfhss.org/well-being



COVID-19 Spotlights

WELL-BEING@WORK

RPD: Well-Being Check-in Calls

Covid-19 has affected our communities, and RPD, in a variety of ways. As a geographically-dispersed professional family that holds relationships as one of our core values, we needed to stay connected and make sure we were all doing okay. A late April survey by SAP and Qualtrics found nearly 40% of people said their employer had not even asked them how they were doing since the pandemic began, and that's just wrong, period. Led by GM Phil Ginsburg, on May 11th, RPD started Well-Being Check-in Calls, which have now been extended through August 3rd.

122 Executives, Managers, and Analysts are given a list of 6-8 RPD staff members every two weeks and are required to call and check-in on those folks. The program started with a Teams coffee chat with the GM and from there the callers were equipped with guidelines that give them talking points, a sample script, a template for voicemails/emails, and a list of resources to tell staff about. Through two rounds of calls, RPD has made approximately 1,000 points of contact, and sent additional resources to 26 staff that requested them.

The program has connected folks in RPD that otherwise may not have come into contact with each other, increased awareness of new resources, and gave everyone some much-needed personal contact. Ironically, although this program is aimed at increasing the well-being of those being called, those *making the calls* have consistently reported that the program has left them feeling more upbeat and energetic themselves! 😊

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WELL-BEING@WORK

Well-Being Check-ins
Update from our Professional Family

has affected our communities in a variety of ways, and as a professional family that holds relationships as one of our core values, we needed to stay connected and make sure we were all doing okay. Work has changed, and we are off on special assignments, so we can't meet as often and have to distance when they do meet, and we don't run into our colleagues in the office. Some folks may be dealing with stress, others may be worried about finances, and some may just be lonely.

Points to Emphasize

- The work you're doing is really important and it's helping San Franciscans through this.
- You have resources available to you: 1) SAC Fee, 2) City/Facility Free Testing, 3) HSS Free Financial Coaching, 4) Increased sick leave coverage, 5) Online Training through RPD-U, among others.
- If you have any concerns during this time, bring them up to your supervisor or manager, they are here to help.
- If you need any support, reach out to your team, supervisor, or someone you trust.

SHF: COVID-19 Wellness Support

The Sheriff's Office COVID-19 Wellness Support took place during the first two months of the State of Emergency when the shelter-in-place was in full effect and many unknowns about the disease still existed. Documents were sent to sworn staff via email.

The COVID-19 Wellness Support program provided information on addressing trauma associated with the drastic change in society, self-care, and understanding we may need to change our habits.

Sworn staff appreciated the information and support during these uncertain times. We heard that this information helped at home, too.

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WELL-BEING@WORK



PUC: Well-Being Support During COVID-19

This took place during COVID-19, since Shelter in Place order was in effect, and is still ongoing.

PUC is doing many things to support employees during this difficult time. Here are some examples:

- COMMUNICATIONS**
 - Daily Digests (informative emails) for employees, sent twice a week and as needed
 - Built webpage for employees who are unable to access SFPUC's intranet or email, so they can stay informed as well.
 - Messages from GM to SFPUC employees (email and also on webpage for employees)
 - Weekly Wave – another communication method highlighting 3 key messages from the week
 - Had one virtual All-Hands meeting for all SFPUC employees, and will continue doing so with more.
- Created COVID-19 email address specifically for COVID-19 related questions/concerns so they can be answered more efficiently.
- IT set up over half of SFPUC workforce with remote access capabilities to work remotely.
- HEALTH & SAFETY/ WELL-BEING**
 - Health & Safety division often provide Fact Sheets for employees/facilities
 - Well-Being @Work webpage updated with resources available during COVID-19, including mental health resources, EAP, professional development opportunities, etc.
- Sent a pulse survey to all SFPUC employees to obtain their feedback and help identify areas to enhance and/or improve on.
- Assembled a team to put together a Business Continuity Plan – consider it a master playbook for how SFPUC will adapt where we work, how we work and what we work on while continuing to provide reliable water, power and sewer services to our customers.

The examples above impact all of our SFPUC employees. We've received feedback from the survey and from the virtual All-Hands meeting that employees are satisfied with what SFPUC has done so far – from how we are handling the pandemic, to receiving helpful communications on a timely basis, to feeling supported, etc.

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WELL-BEING@WORK

Business Continuity Plan: Respond, Recover, Reimagine

About Us

Well-Being @Work is a COVID-19 program aimed at helping employees with the support of the 27 Health Service System (HSS) sites to create a culture of well-being in the workplace. We provide resources and offer for assistance at all the local well-being programs throughout our organization on the following website.

WELL-BEING RESOURCES AVAILABLE DURING COVID-19 SHELTER IN PLACE

As California faces the Public Health Order of sheltering in place, we are experiencing changes to the way we live. We are working to ensure that our employees have the resources they need to stay healthy and safe. We are also providing support to our employees who are unable to work from home. We are providing support to our employees who are unable to work from home. We are providing support to our employees who are unable to work from home.

Set a Goal Create a Culture

WELL-BEING@WORK

1. Who are the department leaders currently supporting well-being?
2. What create a culture resources will be most useful to leadership?
3. What is a realistic goal for creating a culture with leadership support?

Your Department's Resources	
<i>Who are the department leaders which currently support well-being? How can they help?</i>	Resources to consider: <ul style="list-style-type: none"><input type="checkbox"/> Environmental Checklist (onsite/remotely)<input type="checkbox"/> Well-Being@Work Policies: Telecommute, Time for Wellness memo<input type="checkbox"/> Leadership Resilience <u>Soundbytes</u><input type="checkbox"/> Employee Appreciation Toolkit<input type="checkbox"/> DHR COVID-19 Website, Weekly Newsletter<input type="checkbox"/> Worksite Safety Procedures
Set a Well-Being@ Work Leadership Support Goal-	

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Key Player Supports

Recognizing Key Players

WELL-BEING@WORK



Champion Appreciation Celebration

WELL-BEING@WORK

Save the Date!

November 6, 2020



Well-Being@Work Celebration

WELL-BEING@WORK

Annual Celebration
to recognize
departments!

Date TBD (after fiscal year ends)



Awards

WELL-BEING@WORK

Well-Being@Work Awards recognize departments prioritizing employee well-being through strategic efforts being implemented throughout the year.

Developing a Well-Being Annual Plan is required for a department to receive a Well-Being@Work Award.

Awards will be based upon department's engagement in:

1. Raising awareness
2. Offering programs
3. Creating a culture

Let your SFHSS Well-Being Coordinator know if you are interested in receiving an Award.

Key Player Trainings

WELL-BEING@WORK

- How to communicate effectively
- Keeping employees engaged and motivated
- Engaging leaders in well-being
- How to facilitate a virtual activity

What topics/skillsets would you be interested in learning at Key Player Trainings?

- How to communicate effectively
- Keeping employees engaged and motivated
- Engaging leaders in well-being
- How to facilitate a virtual activity

Respond in Chat or Unmute



Key Player Calendar

WELL-BEING@WORK

WELL-BEING@WORK 		
JULY W@W Check-In: Schedule meeting with Coordinator W@W Overview: Participate in Webinar	AUGUST Key Player Training: Attend W@W Webinar	SEPTEMBER Flu/OE Overview: Participate in Webinar
OCTOBER W@W Check-In: Schedule meeting with Coordinator Challenge Overview: Participate in <i>Work of Art</i> Webinar	NOVEMBER Champion Celebration: Participate in Champion Appreciation Event	DECEMBER Key Player Training: Attend W@W Webinar
JANUARY W@W Check-In: Schedule meeting with Coordinator	FEBRUARY	MARCH Key Player Training: Attend W@W Webinar Challenge Overview: Participate in <i>Coast to Coast</i> Webinar
APRIL W@W Check-In: Schedule meeting with Coordinator	MAY W@W Annual Plans: Drafts due for Coordinator Review	JUNE W@W Annual Plans: Due date TBA

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Next Steps

Establish Department Well-Being Goals

- **Identify Goals:** Quantify goals for each area based on group discussion
- **Timeline:** July

Schedule meeting with your Well-Being Coordinator

- **Complete Department Checklist**
- **Timeline:** Meet with Coordinator August/September

Download these today:

2020-21 Well-Being@Work Annual Plan Checklist

Department Name: _____

The Annual Plan for Well-Being@Work allows departments to create a strategic plan that supports a culture of well-being that supports employees. This checklist will help department Key Players (Champions, Department Leads for Well-Being) to establish practices and discuss challenges specific to a fiscal year. It includes best practices and challenges to consider for communication, engagement, and leadership support.

Start Your 2020-21 Plan for Well-Being@Work Today!

1. Review the Checklist:
 - a. Review best practices
 - b. Identify challenges and set realistic goals
 - c. Select resources
2. Schedule a strategy meeting with the Department Lead for Well-Being, Champion(s), and your SPHSS Well-Being Coordinator
3. Review the plan quarterly and update progress.

Well-Being@Work Team		
Champion/Department Lead (Must be an employee)	Champion	Department Lead
Name (First, Last)		
Work e-mail address (Must add job code)		
Work Phone		
Work Email		

Number of Employees in the Department: _____
Number of Manager/Champions in the Department: _____
Name of Department as it will appear on your Asset: _____

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Well-Being Environmental Inventory

This environmental inventory provides direction for departments to identify the environmental supports/resources that exist within the current structure and organization. Review and complete the worksheet(s) before preparing a worksheet need to the appropriate response for each question. Discuss this with all key players in your department to create your annual plan!

Area	Yes	Probably	No
Physical Environment			
Do you communicate email, newsletter, social, staff encouragement and other messaging internally and externally on an ongoing basis?			
Do you actively communicate environmental well-being resources such as SAF Employee Assistance Program (EAP) or an ongoing basis?			
Do you promote SPHSS workplace health and safety to employees? (Safety, Fire Drills, Injury Management, Healthy Eating, Fitness Resources, Mental Health, Substance Use)			
Do you highlight COVID-19 resources and information how (Social, Web, In-person, etc.)?			
Does your department keep employees informed about what is going on in the organization (e.g. updates in the context of COVID-19)?			
Does your department provide mental and stress support (resources) to employees to practice for stress management?			
Are there other resources that help with stress management?			

Accession to Provide to Employees:

<input type="checkbox"/> Well-Being COVID-19 website	<input type="checkbox"/> COVID-19 Resources
<input type="checkbox"/> Employee Assistance Program and We're Here for You Mental Health resources website	<input type="checkbox"/> Resilience and Coping Resource Visuals
<input type="checkbox"/> Work Safe Home Resources (SPHSSHHS)	<input type="checkbox"/> SPHSS In-person Community Events
	<input type="checkbox"/> SPHSS Staff and Calendar Events

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JULY	AUGUST	SEPTEMBER
WGW Check-In: Schedule meeting with Coordinator Participate in Webinar	Key Player Training: Attend WGW Webinar	Public Overview: Participate in Webinar
WGW Overview: Participate in Webinar	WGW Overview: Participate in Webinar	WGW Overview: Participate in Webinar
CHALLENGE OVERVIEW: Participate in Work of Art Webinar	CHALLENGE OVERVIEW: Participate in Champion Appreciation Event	CHALLENGE OVERVIEW: Participate in Key Player Webinar
JANUARY WGW Check-In: Schedule meeting with Coordinator	FEBRUARY WGW Annual Plans: Drafts due for Coordinator Review	MARCH Key Player Training: Attend WGW Webinar CHALLENGE OVERVIEW: Participate in Coast to Coast Webinar
APRIL WGW Check-In: Schedule meeting with Coordinator	MAY WGW Annual Plans: Drafts due for Coordinator Review	JUNE WGW Annual Plans: Drafts due for Coordinator Review

San Francisco Health Service System