

SAN FRANCISCO  
HEALTH SERVICE SYSTEM



**2023-2025**



**STRATEGIC PLAN REPORT**



# Table of Contents

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EXECUTIVE DIRECTOR INTRODUCTION..... 1

HEALTH SERVICE BOARD LETTER OF ENDORSEMENT ..... 2

STRATEGIC PLAN FRAMEWORK..... 4

STRATEGIC PLAN REFRESH: EVOLUTION OF THE STRATEGIC GOALS ..... 5

STRATEGIC PLAN ENGAGEMENT TIMELINE ..... 6

STRATEGIC PLAN REFRESH ACTIVITIES: A DEEPER LOOK ..... 7

STRATEGIC GOALS & OBJECTIVES OVERVIEW ..... 9

FOUNDATIONS OF IMPLEMENTATION PLANNING..... 15

CONCLUSION..... 18

ACKNOWLEDGMENTS ..... 19

# Executive Director

## Strategic Plan Introduction: Leading with Equity in Challenging Times

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I am pleased to share our new Strategic Plan for 2023-2025, which will be our department's North star, guiding our work for the next three years. Since the 2018 inception of the previous plan, we've confronted racial inequities and civil unrest as a nation, experienced a pandemic, and seen drastic changes to our political climate. For better or worse, the COVID-19 pandemic has shed light on the consequences of the growing disparities in our society. We saw how our housing crisis contributed to the spread of the disease. We developed a greater appreciation for and understood the true definition of an "essential worker." We finally began to normalize and remove the stigma around everyone's need for mental health support.

These times have also shed light on many forms of inequity that stem from structural racism. One form this takes is the unequal distribution of and access to health care resources. SFHSS will lead with equity to support our membership in accessing the care they need when they need it, regardless of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status. As we advance this 2023-2025 Strategic Plan, SFHSS is aligning with leading health authorities to ensure that equity is engrained within the fabric of our mission, vision, values, and strategic goals.

### Leading with equity is critical because:

- a health system that examines the link between cost, quality, and health equity contributes to greater **affordability and sustainability**.
- there are concrete practice and policy-level actions that **primary care** stakeholders can pursue to reduce health inequities.
- fostering **equity** is a positive catalyst to organizational culture, accessibility, inclusion, and belonging for our membership.
- risk factors tied to **mental health and well-being** are heavily associated with social determinants and inequalities among marginalized groups.
- **optimizing service** through member engagement and outreach can be a vehicle for reducing health disparities and advancing health equity.

The Strategic Plan 2023-2025 outlines distinctive ways in which SFHSS will address these challenges. Like our earlier plans, this iteration outlines broad goals and objectives, coupled with measurable objectives and key results. These priority areas reflect the best response to current and future challenges shaped by our membership's lived experiences with health equity and inequity. This informed response to membership needs reflect our capacity to stay present, centered and grounded in dynamic times.

Abbie Yant, RN, MA  
Executive Director

# The Health Service Board

## Letter of Endorsement

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Randy Scott  
President

The Health Service Board is dedicated to making high-quality affordable, comprehensive health care benefits available to SFHSS Members and administering the Trust in accordance with the Charter. We are committed to our role as fiduciaries to assure that Benefits paid for by the Trust are available to all SFHSS members without special favor or privilege



Mary Hao  
Vice President

The *Mission, Vision and Values* of the Strategic Plan will inform and frame our efforts for the near future. This Plan as a whole will serve as a policy reference, planning guide, and communication tool, as this Board interacts with all constituencies, including but not limited to, SFHSS leadership and administrative staff, and the Offices of City Government. In acknowledgment of that understanding, the Board at its *insert Month/Date/Year* meeting approved the design and development of the Strategic Plan. As a result, the Board will be active and diligent in the implementation, assessment, and evaluation of results of the Health Service System Strategic Plan for the years 2023-2025 and beyond, as we seek, through responsible stewardship, to better serve our members.



Karen Breslin  
Commissioner



Chris Canning  
Commissioner



Connie Chang  
Supervisor



Stephen  
Follansbee, M.D.  
Commissioner

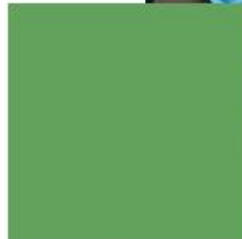


Claire Zvanski  
Commissioner

# Our Approach

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# LEAD WITH EQUITY

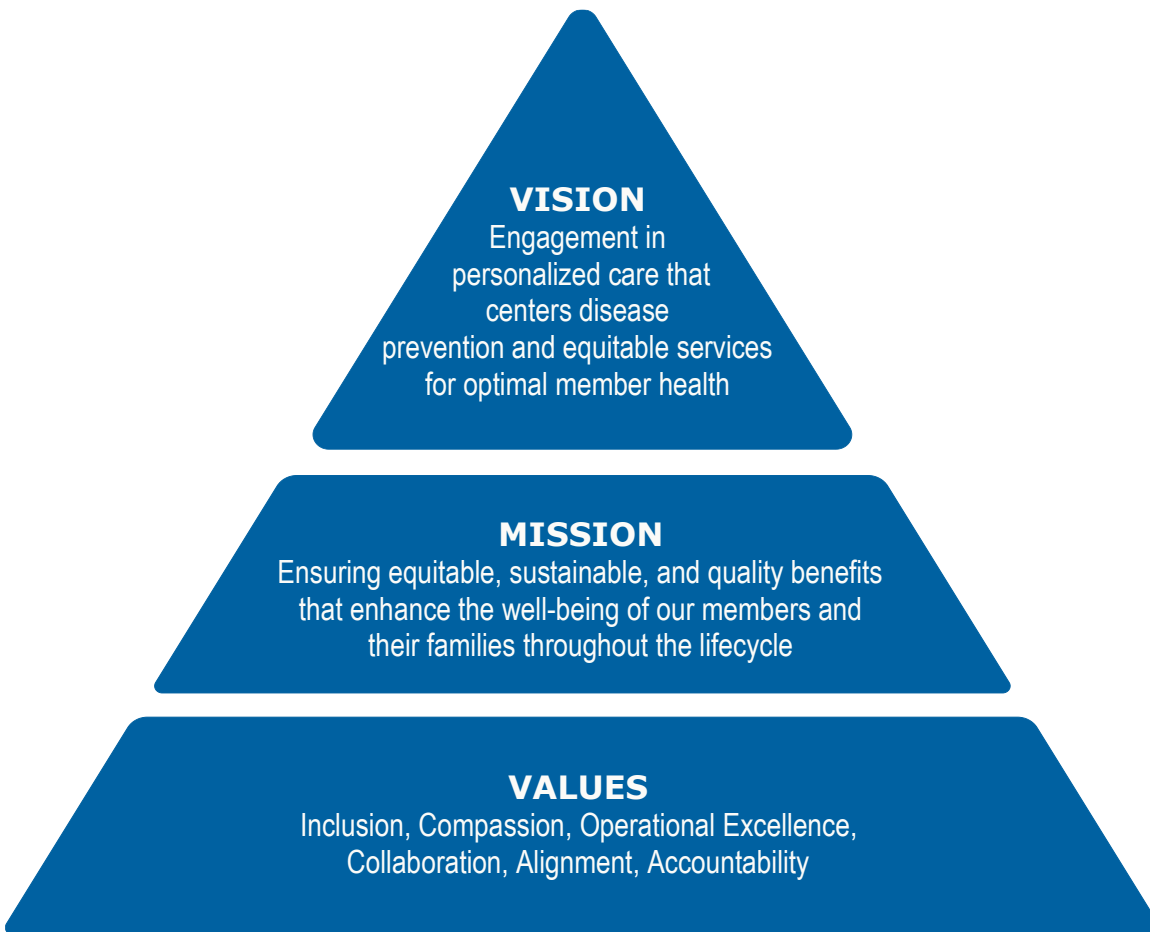


*“Of all the forms of inequality, injustice in health is the most shocking and inhumane. Public health is a powerful tool to level that playing field, to bend the arc of our country away from distrust and disparities and back towards equity and justice.” — Martin Luther King, Jr.*

# Strategic Plan

## Framework Overview

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## STRATEGIC GOALS

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Foster **equity** through intentional organizational culture, accessibility, inclusion, and belonging.



Advance **primary care practice** and member engagement to ensure the right care, at the right time and place.



Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.



Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.



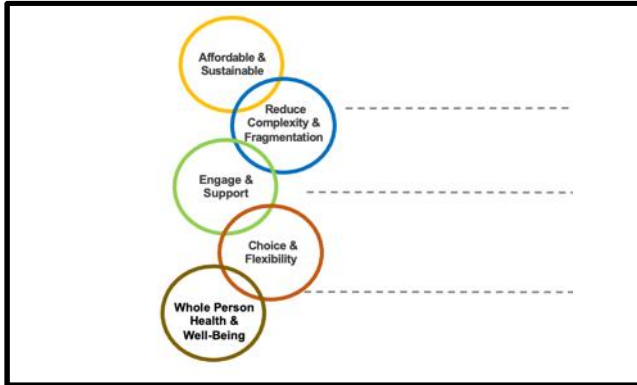
**Optimize service** to maintain and advance exceptional member engagement.

# Strategic Plan Refresh:

## Evolution of the Strategic Goals

### Where We Were

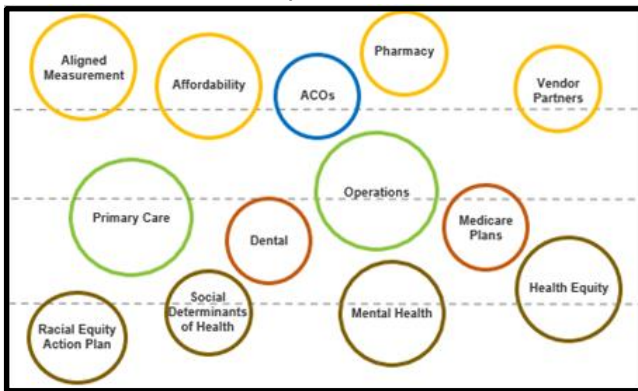
2020-2022 Original Strategic Goals



In collaboration with Aon, SFHSS analyzed the five strategic goals from the previous plan (top diagram), teased out areas of exploration within each of these goal areas (center diagram), and recategorized based on our ability to catalyst change. The bottom diagram represents the outputs of that prioritization exercise to produce the strategic goals for 2023-2025.

### What We Explored

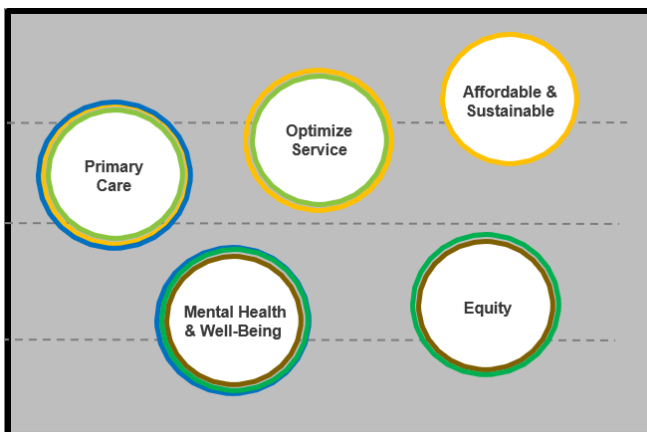
2022 Exploration Areas



The large circles represent high priority areas elevated for strategic action. Medium circles are mid-range priority areas or areas embedded within a larger priority area. Small circles are low priority with respect to our sphere of influence and control. We further narrowed focus by assessing our member's most pressing needs.

### Where We Landed

2023-2025 Draft Strategic Goals



This environmental scan factored in:

- What SFHSS was facing and thinking about when putting together the previous plan
- The learnings and discovery that has taken place since then as a part of this new planning process
- The current pieces of our reality for which we need to adjust into the future

# Strategic Plan Engagement Timeline

## Milestones



The timeline spotlights tactical approaches and refresh activities linked to the 2023-2025 planning cycle. SFHSS Leadership Team exercised its core value of inclusivity by inviting Managers and Supervisors to take part in this strategic planning process. Our staff enrich the process by contributing diverse divisional perspectives in addition to their unique lived experiences as a part of our membership. This included reflections on the current and future state of our Mission, Vision, Values, and Strategic Goals.

Internal staff workshops and discussions introduced Objectives and Key Results (OKR); a methodology used by teams to set challenging, ambitious goals with measurable results. Our environmental scan explored the current state of SFHSS benefits structure identifying core strengths, weaknesses, opportunities, and threats. This led to fresh perspectives and new ideas, elevating factors inside and outside of the organization that impact our viability.

The Health Service Board Special Meeting identified important changes in our circumstances and knowledge used to refresh our strategy in partnership with key stakeholders. Existing active and retiree input from focus groups/surveys also informed key touchpoints for future member engagement efforts and communications. To round out the engagement process, SFHSS held an inaugural All Staff retreat off-site. Members of all divisions explored how they see themselves and their work as a part of the strategic plan. Through these tactical approaches and refresh activities, SFHSS developed a big picture view of the influences that shape our work.

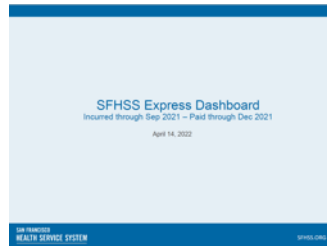
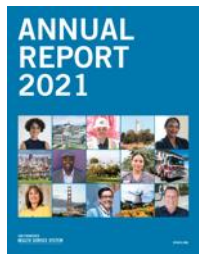


# Strategy Refresh Activities:

## A Deeper Look

### Current State Assessment Toolkit

What story is the data telling us? This suite of SFHSS reports shed light on who our members are and which health conditions directly affect cost and utilization of their covered care. As we think about opportunities to design benefits around the needs of our members, we seek to better understand the gaps between the current and future state of our offerings. These reports introduce the types of data we have reviewed to inform the next iteration of our Strategic Plan.



### Health Service Board Special Meeting

To consider factors beyond our organization, SFHSS brought together our Health Service Board, City Employees, Retirees, Department of Human Resources, Controller's Office, vendor partners, and Aon experts for a full day of information sharing. The key objective of that Special Board Meeting was to identify important changes in our circumstances and knowledge that SFHSS could use to refresh our strategy and keep it relevant. Subject matter experts spoke to core areas of focus including Population Mental Health, Primary Care, and Health Equity. The agenda also included a compelling Well-Being at Work Conversation featuring diverse membership voices and champions from a wide range of city departments. Bringing together this broad set of thinkers and perspectives has helped to shape current and future programs and services to best meet the needs of the population we serve.



# Strategy Refresh Activities:

## A Deeper Look

### Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

The diagram below is one of the summarized outputs from staff workshops and discussions. This analysis of strengths, weaknesses, opportunities, and threats is referred to by the acronym SWOT. A SWOT analysis compiles all of the internal sources (including strengths and weaknesses) and external forces (including opportunities and threats) that may have uncontrollable impacts to decision making. Key themes from this analysis were used to determine the Strategic Goal domains listed at the top of each column – Equity, Primary Care, Affordable & Sustainable, Mental Health & Well-Being, and Optimize Service.

	Equity	Primary Care	Affordability & Sustainability	Mental Health & Well-being	Optimize Service
<b>Strengths:</b> The assets, resources, or capabilities that have the greatest positive impact on SFHSS' success	<ul style="list-style-type: none"> <li>Transparency</li> <li>Member-centric focus</li> <li>Inclusive environment</li> <li>Respect and transparency</li> </ul>	<ul style="list-style-type: none"> <li>Member-centric focus</li> <li>Comprehensive benefits</li> <li>Choice</li> </ul>	<ul style="list-style-type: none"> <li>Stable trust and fiscal responsibility</li> <li>Purchasing power</li> <li>Attractive benefits and contributions</li> </ul>	<ul style="list-style-type: none"> <li>Member-centric focus</li> <li>Purchasing power</li> <li>Enabling advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Member-centric focus</li> <li>Transparency</li> <li>Inclusive</li> <li>Feedback encouraged</li> <li>Focus on review and improvement</li> </ul>
<b>Weaknesses:</b> The aspects of SFHSS that are weaknesses and that hinder goal implementation	<ul style="list-style-type: none"> <li>Confines of SFHSS structure: public, board, relationships with other departments</li> <li>Targeting interventions</li> </ul>	<ul style="list-style-type: none"> <li>Confines of SFHSS structure</li> <li>Identifying areas of control vs. influence</li> </ul>	<ul style="list-style-type: none"> <li>Prop B &amp; C</li> <li>Targeting specific claim drivers for intervention (e.g., diabetes programs)</li> </ul>	<ul style="list-style-type: none"> <li>Confines of SFHSS structure</li> <li>Culture of care / safe space</li> </ul>	<ul style="list-style-type: none"> <li>Confines of SFHSS structure</li> <li>Process and documentation is lacking</li> <li>Budget</li> <li>Turnover</li> </ul>
<b>Opportunities:</b> Factors that offer a genuine opportunity to benefit SFHSS in goal implementation	<ul style="list-style-type: none"> <li>Relationships with other departments</li> <li>Focus on targeted populations/ departments</li> </ul>	<ul style="list-style-type: none"> <li>Communication and engagement</li> <li>Vendor partnerships to accelerate initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Labor negotiations</li> <li>Savings from removing duplicate programs</li> <li>Engage waived members for outreach to enroll</li> </ul>	<ul style="list-style-type: none"> <li>Communication and engagement: OE, dependents, waived</li> <li>Promote open dialogue / leverage well-being champions</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive member engagement: website / language</li> <li>Process documentation</li> <li>Decision-making engagement</li> </ul>
<b>Threats:</b> Conditions, trends, and other forces that could potentially impact goal implementation if not addressed.	<ul style="list-style-type: none"> <li>Budget</li> <li>Lack of comprehensive data</li> </ul>	<ul style="list-style-type: none"> <li>Fragmentation of plans/benefits</li> <li>Provider shortages</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Medical and pharmacy trend</li> <li>Bay Area costs</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Fragmentation of plans/benefits</li> <li>Provider shortages</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Retirement/turnover</li> <li>Balancing tech and touch</li> </ul>

# Strategic Goals and Objectives

## High Level Overview

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**Goal 1:** Foster **equity** through intentional organizational culture, accessibility, inclusion, and belonging.

- Objective: Apply health equity lens to our customer service approach
- Objective: Apply equity lens to our workforce environment



**Goal 2:** Advance **primary care practice** and member engagement to ensure the right care, at the right time and place.

- Objective: Improve primary care and well-being services
- Objective: Advance equity in the delivery of primary care services



**Goal 3:** Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.

- Objective: Monitor sustainable funding
- Objective: Maintain Board Education



**Goal 4:** Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.

- Objective: Provide easily accessible pathways to mental health and substance use disorder services through increased member awareness
- Objective: Enhance programs to support early retiree and retiree well-being



**Goal 5:** **Optimize service** to maintain and advance exceptional member engagement.

- Objective: Enhance member education and support services
- Objective: Improve staff training and professional development
- Objective: Implement quality improvement review processes

# Equity

## Strategic Goal Overview



Foster **equity** through intentional organizational culture, accessibility, inclusion, and belonging.

### Objective: Apply Health Equity Lens to Our Customer Service Approach

- **Q4 2022:** Support organization-wide knowledge and understanding of SFHSS' role in advocating for racial and health equity on behalf of our membership, including staff, as measured through survey response.
- **Q1 2023:** Recruit staff representatives from multiple SFHSS divisions to form internal Equity Working Group.



### Objective: Apply Equity Lens to Our Workforce Environment

- **Q4 2023:** Use mixed training methods to expand collective knowledge about diversity, racial equity, and equity-related concepts.
- **Q2 2024:** Conduct bi-annual workforce demographic analysis using the Department of Human Resources Workforce Dashboard.

### Background Information

To infuse diversity, equity, inclusion, and accessibility into elements of strategic planning, SFHSS tracks progress on Racial Equity Action Plan Phase I. Phase I cultivates equitable workplace environments through internal staff programs and policies using a city-wide framework developed by the San Francisco Human Rights Commission. SFHSS is seeking high level of engagement from staff of all levels and Health Service Board Commissioners in training activities to normalize conversations about equity and operationalize new behaviors that support inclusivity and belonging. Each of our staff has varying and deeply personal lived experiences with health equity and inequity. Their voice is critical as we advance this work with participatory decision making support from our internal Equity Working Group.

Health equity in customer service also relates to our organization's external role in advancing racial and health equity for our broader membership. Phase II Racial Equity Action Plan framework will be distributed city-wide in 2023 and will focus on the delivery of external services and programs, targeting community engagement and external equity indicators to support vulnerable populations. Health equity is achieved when every person has the opportunity to attain his or her full health potential and no one is disadvantaged from achieving this potential because of social position or other socially determined circumstances. We remain committed to capturing quantitative and qualitative reflections about our membership's lived experiences with health equity and inequity through workforce data analysis, climate surveys and focus groups.

# Primary Care

## Strategic Goal Overview



Advance **Primary Care Practice** and member engagement to ensure the right care, at the right time and place.



### Objective: Improve Primary Care and Well-Being Services

- **Q2 2023:** Improve primary care effectiveness by setting baseline standard metrics and improvement targets.
- **Q4 2023:** Adapt methodology, standards, reporting requirements and goals for primary care spend and total cost of care.
- **2023-2025:** Improve population health outcomes in the measurement plan through alignment with other purchasers and healthcare providers.

### Objective: Advance Equity in the Delivery of Primary Care Services

- **Q4 2025:** Require stratification of nationally recognized equity measures to improve quality of care for underserved populations.

### Background Information

SFHSS is committed to working with our health plan partners and other key stakeholders to advance high quality systems of primary care practice. Addressing the practice of primary care promotes active member engagement in delivering the right care, at the right time and the right setting. Expanding access to high-quality, patient-centered primary care is integral to improving healthcare access and patient reported outcomes for our members and their dependents. SFHSS participates in the Purchaser Business Group on Health (PBGH) National Primary Care Payment Reform working group. This working group builds consensus for new payment models and measurement standards that support and enable advanced primary care. In alignment with working group recommendations, our health plan partners were asked to submit a subset of National Committee for Quality Assurance (NCQA) Healthcare Effectiveness Data and Information Set (HEDIS) measures. SFHSS is a member of the Department of Managed Healthcare (DMHC) Health Equity and Quality Committee and the Integrated Healthcare Association (IHA) Board of Directors to align key performance measures with other state and national benchmarking authorities. SFHSS is actively developing a baseline and strengthening data partnerships through health plan report auditing. This will formalize processes for identifying and addressing health disparities that disproportionately affect communities of color. Strong primary also the capacity to reduce social and economic barriers to care and is associated with more effective care and equitable health services.

# Affordable and Sustainable

## Strategic Goal Overview



Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.



### Objective: Monitor Funding Sustainability

- **Q3 each year:** Manage change in healthcare spend as compared to national and local trends.
- **Q2 each year:** Forecast Health Sustainability Fund Revenues ability to fund necessary expenditure.
- **Q3 each year:** Use Health Plan Price Transparency data to influence SFHSS cost of care in comparison to national and local trends.

### Objective: Maintain Board Education

- **Q4 each year:** Support Health Service Board knowledge and understanding of their role in assuring affordable health benefits are offered to SFHSS members through securing fiduciary, actuarial, legal, and administrative consultative services, and expertise. This should align with the Board three-year Education Plan, including the use of other resources as needed.

### Background Information

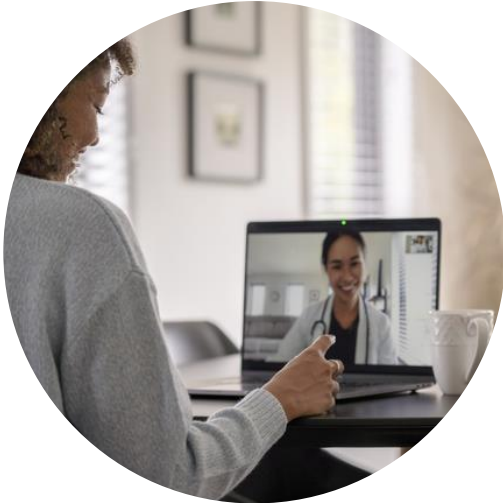
San Francisco Health Service System seeks to maintain long range financial stability through affordable and sustainable benefits. We focus on value-based care as an alternative to traditional high volume fee-for-service reimbursement so that care delivery is tied to quality and providers are rewarded for efficiency and effectiveness. Value based care helps to limit cost increases by promoting prevention, early detection, well-being services and effective treatment of chronic disease. While healthcare prices have high variability and continue to outpace inflation, SFHSS' rate increases have remained lower than local and national trends for the past five years. SFHSS also tracks transparency legislation that makes healthcare pricing data more accessible for cost comparison to further advance value for our members. Ensuring long range financial stability for the Trust is an active and ongoing commitment of the Health Service Board stewardship responsibility. Diverse educational opportunities are provided so that Commissioners can access subject matter expertise on fiduciary, actuarial, legal, and administrative matters that are pertinent to the role of the Board in Benefits' policy and governance.

# Mental Health and Well-Being

## Strategic Goal Overview



Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.



### Objective: Provide Easily Accessible Pathways to Mental Health and Substance Use Disorder Services through Increased Member Awareness

- **Q1 2023:** Conduct a mental health vendor summit to support alignment around clear pathways to navigating mental health and emotional well-being resources and services.
- **Q1 2024:** Recruit members among city departments to form an Employee Assistance Program (EAP) advisory group.
- **Q3 Annually 2023-2025:** Create mental health campaign to increase utilization of mental health and substance use disorder resources and services.

### Objective: Enhance Programs to Support Early Retiree and Retiree Well-Being

- **Q4 2023:** Identify evidence-based and best practice approaches to enhancing retiree well-being.

### Background Information

The need for mental health and substance abuse services has grown during the pandemic despite a national shortage of mental health clinicians. With the veil of mental health stigma slowly lifting, it is essential, more than ever, to assist our membership in mental health resource navigation. SFHSS is engaging our vendors and city partners to identify best practice resources for membership access and utilization to address their mental health, well-being, and clinical needs. Through these collaborations, we can identify strengths and gaps in our well-being and clinical care delivery services to better meet the needs of our employees and their families along all stages of the mental health spectrum. During the process, we will challenge ourselves to build equitable and accessible pathways using the no wrong door philosophy.

In response to increased need for mental health services, SFHSS implemented an external 24/7 Employee Assistance Program and a wellness app for our first responders. Additionally, our health plans have expanded their offerings to include apps and digital mental health solutions. SFHSS continues to advocate for resources to increase the number of mental health professionals employed within our Well-Being division and external Employee Assistance Program. We will also engage city partners in an advisory committee to address the mental health needs of our workforce. Furthermore, SFHSS is exploring a growing array of tools and support programs, specifically designed for the physical, behavioral, and social needs of older adults. With support from subject matter experts, we will design a whole person approach to care that take into account geriatric principles and priorities of the aging population in the context of evidenced based well-being and chronic condition care.

# Optimize Service and Support

## Strategic Goal Overview



**Optimize service** to maintain and advance exceptional member engagement.

### Objective: Enhance Member Education and Support Services

- **Annual:** Increase the percentage of members who agree to the electronic delivery of all Employee Benefit Notices by 5% year-over-year.
- **Annual:** Improve Member Satisfaction by 2% year-over-year for the services provided by SFHSS Member Services, as measured by satisfied or higher through survey response.
- **Annual:** Improve the First Call Resolution rate by 2% year-over-year for calls placed to SFHSS Member Services.
- **Q4 2023:** Develop member portal for personalized benefits information and well-being engagement.

### Objective: Improve Staff Training and Professional Development

- **Q4 2023:** Document, analyze, and improve standard operating processes in the Member Services Division.
- **Q2 2024:** Develop standardized training for SFHSS Operations staff focusing on general customer service skills and program specific education.
- **Q4 2023:** Each Call Center staff provides input (through case narratives) that leads to Salesforce Knowledge Base Articles being updated twice per year.
- **Q4 2023:** Call Center staff are provided with two internal process improvement opportunities that involve cross-functional team participation and that promote career development.
- Increase percentage of staff that report readiness and job satisfaction: having access to the knowledge, training resources, tools, and support that they need to complete Open Enrollment-related tasks successfully, as measured by agree or strongly agree through survey response.

### Objective: Implement Quality Improvement Review Processes

- **Q4 2024:** Develop formal Quality Improvement Standards for Member Services functions.
- **Q1 2025:** Conduct formal Quality Improvement Reviews of Member Services functions.

### Background Information

The Member Services Division serves as a lifeline between our membership and their health plans. Whether they are contacting Member Services via our website or by phone, it is vital that our members receive accurate information and timely support. We are working to ensure that customer service technologies empower our call center staff to deliver consistent support for members at every stage of their benefits journey. This involves gauging our membership's expectations of service quality and choosing the appropriate communications channels for them including new electronic delivery of employee benefit notices. We will work to align customer service strategy with communication channels and touchpoints that are critical to the customer experience. This includes standardized customer service training, quality improvement reviews, and performance-based measurement approaches to eliminate inefficient systems and automate processes as much as possible. Member Service will organize and lead call center staff in a way that aligns with our organizations culture of recognition while balancing business needs and professional development.



# Foundations of Implementation Planning

## By Strategic Goal Area

In the charts below, each of the five Strategic Goals is presented alongside corresponding Objectives and Key Results (OKRs). OKRs are an effective goal-setting tool for communicating what SFHSS wants to accomplish and what milestones need to be tracked in terms of measurement. OKRs are used by some of the world’s leading organizations to set and enact their strategies as a foundation for the development of detailed and systemic implementation planning to follow.

Foster **equity** through intentional organizational culture, accessibility, inclusion, and belonging.

Objective	Key Results			
Ensure health equity lens is applied to our customer service approach	<b>Q4 2022: Support organization-wide knowledge and understanding of SFHSS’ role in advocating for racial and health equity on behalf of our membership, including staff, as measured through survey response</b>			
	1 (Fails to Meet) 25% Not at all aware	2 (Inconsistently Meets) 50% Somewhat aware	<b>3 (Meets)</b> 75% Moderately Aware	4 (Exceeds) 100% Very Aware
	<b>Q1 2023: Recruit staff representatives from multiple SFHSS divisions to form internal Equity Working Group</b>			
	1 (Fails to Meet) Advisory does not meet	2 (Inconsistently Meets) Advisory meets infrequently	<b>3 (Meets)</b> Advisory Meets Quarterly	4 (Exceeds) Advisory advances recommendations to Executive Leadership quarterly
Ensure equity lens is applied to our workforce environment	<b>Q4 2023: Use mixed training methods to expand collective knowledge about diversity, racial equity, and equity-related concepts</b>			
	1 (Fails to Meet) Training not conducted	2 (Inconsistently Meets) Partial completion	<b>3 (Meets)</b> Full completion: -Biannual training for Leadership/All Staff -Annual training for Health Service Board Commissioners	4 (Exceeds) Full completion and evidenced by behaviors as measured by pre/post survey knowledge, awareness, and skill development
	<b>Q2 2024: Conduct bi-annual workforce demographic analysis using provided Department Human Resources Workforce Dashboard</b>			
	1 (Fails to Meet) Analysis incomplete	2 (Inconsistently Meets) Partial completion	<b>3 (Meets)</b> Workforce analysis completed bi-annually	4 (Exceeds) Leadership discussion of bi-annual workforce analysis findings

Advance **Primary Care Practice** and member engagement to ensure the right care, at the right time and place.

Objective	Key Results			
Improve primary care and well-being services	<b>Q2 2023: Improve primary care effectiveness by setting baseline standard metrics and improvement targets</b>			
	1 (Fails to Meet) No action towards evaluation and improvement strategies	2 (Inconsistently Meets) Evaluation and/or improvement strategies in process	<b>3 (Meets)</b> Evaluation and improvement strategies complete	4 (Exceeds) Opportunities embedded into renewal and contracting
	<b>2023-2025: Improve population health outcomes in the measurement plan through alignment with other purchasers and healthcare providers</b>			
	1 (Fails to Meet) Baseline data not reported	2 (Inconsistently Meets) Baseline data reported Q1 2023	<b>3 (Meets)</b> Incorporate informed data requests into PY 2025 Renewal Requests Q3 2023	4 (Exceeds) Require a deliberate and consistent approach to assessing health outcomes of underserved populations by Q4 2025
Enhance equity in the delivery of primary care services	<b>Q4 2023: Adapt methodology, standards, reporting requirements and goals for primary care spend and total cost of care</b>			
	1 (Fails to Meet) No action towards standards, reporting or goals	2 (Inconsistently Meets) Standards, reporting and/or goals in process	<b>3 (Meets)</b> Standards, reporting and goals established	4 (Exceeds) Standards, reporting and goals included in renewal and contracting
	<b>Q4 2025: Require stratification of nationally recognized equity measures to improve quality of care for underserved populations</b>			
	1 (Fails to Meet) Data measures not identified	2 (Inconsistently Meets) Analyze high risk/high-cost conditions Q1 2023	<b>3 (Meets)</b> Incorporate informed data requests into PY 2025 Renewal Requests Q3 2023	Require a deliberate and consistent approach to assessing health outcomes of underserved populations by Q4 2025

# Foundations of Implementation Planning

## By Strategic Goal Area

Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.

Objective	Key Results			
Monitor funding sustainability	<b>Q3 each year: Manage change in healthcare spend as compared to national and local trends</b>			
	1 (Fails to Meet) 10% higher	2 (Inconsistently Meets) 5% higher	<b>3 (Meets) Equal</b>	4 (Exceeds) Less than
	<b>Q2 each year: Forecast Health Sustainability Fund Revenues ability to fund necessary expenditure</b>			
	1 (Fails to Meet) 10% less	2 (Inconsistently Meets) 5% less	<b>3 (Meets) Equal</b>	4 (Exceeds) Higher
	<b>Q3 each year: Use Health Plan Price Transparency data to influence SFHSS cost of care in comparison to national and local trends</b>			
	1 (Fails to Meet) 10% higher	2 (Inconsistently Meets) 5% higher	<b>3 (Meets) Equal</b>	4 (Exceeds) Less than
Maintain Board Education	<b>Q4 each year: Support Health Service Board knowledge and understanding of their role in assuring affordable health benefits are offered to SFHSS members through securing fiduciary, actuarial, legal, and administrative consultative services and expertise. This should align with the Board three-year Education Plan, including the use of other resources as needed.</b>			
	1 (Fails to Meet) Generally Aware	2 (Inconsistently Meets) Moderately aware	<b>3 (Meets) Aware</b>	4 (Exceeds) Highly Aware

Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.

Objective	Key Results			
Provide easily accessible pathways to mental health and substance use disorder services through increased member awareness	<b>Q1 2023: Conduct a mental health vendor summit to support alignment around clear pathways to navigating mental health and emotional well-being resources and services</b>			
	1 (Fails to Meet) Do not host the summit	2 (Inconsistently Meets) Partially plan the summit	<b>3 (Meets) Host summit to identify the navigation process and gaps to accessing resources and services</b>	4 (Exceeds) Fill in the gaps and inform members
	<b>Q3 Annually 2023-2025: Create mental health campaign to increase utilization of mental health and substance use disorder resources and services</b>			
	1 (Fails to Meet) No change in utilization	2 (Inconsistently Meets) <5% increase in utilization	<b>3 (Meets) 5% increase in utilization</b>	4 (Exceeds) >5% increase in utilization
	<b>Q1 2024: Recruit members among city departments to form an Employee Assistance Program (EAP) advisory group</b>			
	1 (Fails to Meet) No recruitment	2 (Inconsistently Meets) Partial recruitment	<b>3 (Meets) Recruitment completed</b>	4 (Exceeds) Advisory meets quarterly
Enhance programs to support early retiree and retiree well-being	<b>Q4 2023: Identify evidence-based and best practice approaches to enhancing retiree well-being</b>			
	1 (Fails to Meet) No research completed	2 (Inconsistently Meets) Research has begun but program is not secured	<b>3 (Meets) Program identified</b>	4 (Exceeds) Pilot program timeline has been implemented

# Foundations of Implementation Planning

By Strategic Goal Area

Optimize service to maintain and advance exceptional member engagement.

Objective	Key Results			
Enhance member education and support services	<b>Increase the percentage of members who agree to the electronic delivery of all Employee Benefit Notices by 5% year-over-year</b>			
	1 (Fails to Meet) Collection of electronic disclosure not completed	2 (Inconsistently Meets) Below annual targets	3 (Meets) <b>Achieves Target of 5% by Q4 2023, 10% by Q4 2024, 15% by Q4 2025</b>	4 (Exceeds) Exceed annual targets
	<b>Improve Member Satisfaction by 2% year-over-year for the services provided by SFHSS Member Services, as measured by satisfied or higher through survey response</b>			
	1 (Fails to Meet) Survey not completed	2 (Inconsistently Meets) <2% Increase in member satisfaction	3 (Meets) <b>Develop baseline in Q2 2023 Achieves Baseline +2% by Q2 2024 Achieve Baseline +4% by Q2 2025</b>	4 (Exceeds) >2% Increase in member satisfaction
	<b>Improve the First Call Resolution rate by 2% year-over-year for calls placed to SFHSS Member Services</b>			
	1 (Fails to Meet) Decrease in first call resolution rate	2 (Inconsistently Meets) <2% increase in first call resolution rate	3 (Meets) <b>Baseline is 73% Achieve Target of 75% by Q4 2023, 77% by Q4 2024, 79% by Q4 2025</b>	4 (Exceeds) >2% Increase in first call resolution rate
<b>Q4 2023: Develop member portal for personalized benefits information and wellness engagement</b>				
1 (Fails to Meet) Portal not developed	2 (Inconsistently Meets) Portal partially developed	3 (Meets) <b>Portal development completed</b>	4 (Exceeds) Portal developed with enhanced features	

Objective	Key Results			
Improve staff training and professional development	<b>Q4 2023: Document, analyze, and improve standard operating processes in the Member Services Division</b>			
	1 (Fails to Meet) Documentation not completed	2 (Inconsistently Meets) Documentation partially completed	3 (Meets) <b>Documentation of standard operating processes completed</b>	4 (Exceeds) Efficiency improvements based on standard operating processes
	<b>Q2 2024: Develop standardized training for SFHSS Operations staff focusing on general customer service skills and program specific education</b>			
	1 (Fails to Meet) Training not developed	2 (Inconsistently Meets) Training partially developed	3 (Meets) <b>Training development completed</b>	4 (Exceeds) Training implemented
	<b>Q4 2023: Each Call Center staff provides input (through case narratives) that leads to Salesforce Knowledge Base Articles being updated 2x/year</b>			
	1 (Fails to Meet) Management does not evaluate staff	2 (Inconsistently Meets) Management infrequently evaluates staff	3 (Meets) <b>Management evaluations are completed, staff meet the documentation target and Knowledge Base Articles are updated twice a year</b>	4 (Exceeds) Management evaluations are completed, staff meet the documentation target and Knowledge Base Articles are updated >2x/year
	<b>Q4 2023: Call Center staff are provided with two internal process improvement opportunities that involve cross-functional team participation and that promote career development</b>			
	1 (Fails to Meet) No process improvement opportunities provided	2 (Inconsistently Meets) Inconsistent process improvement opportunities provided	3 (Meets) <b>Two process improvement opportunities provided</b>	4 (Exceeds) >2 process improvement opportunities provided
<b>Increase percentage of staff that report readiness and job satisfaction: having access to the knowledge, training resources, tools, and support that they need to complete Open Enrollment-related tasks successfully, as measured by agree or strongly agree through survey response</b>				
Decrease in staff reported readiness and job satisfaction	<85% reported staff readiness	3 (Meets) <b>Baseline staff reported readiness is 69% Achieve Annual Target of 85%</b>	>85% reported staff readiness	

Objective	Key Results			
Implement quality improvement review processes	<b>Q4 2024: Develop formal Quality Improvement Standards for the Member Services functions*</b>			
	1 (Fails to Meet) No QA standards developed	2 (Inconsistently Meets) Partial QA standards developed	3 (Meets) <b>Management develops standards for evaluating all Member Services functions</b>	4 (Exceeds) Management develops standards for evaluating Member Services functions with accompanying process improvement
	<b>Beginning in Q1 2025: Conduct formal Quality Improvement Reviews of the Member Services functions*</b>			
1 (Fails to Meet) Quality Assurance reviews are not conducted	2 (Inconsistently Meets) Quality Assurance reviews conducted in some areas	3 (Meets) <b>Quality Assurance reviews conducted in all areas</b>	4 (Exceeds) Quality Assurance reviews conducted in all areas and the frequency of staff meeting the standards increase	

\*Member Service functions include responding to calls to the SFHSS Call Center, processing of Benefit Administration System (BAS) transactions, administering carrier and internal SFHSS discrepancy reports, and processing premium delinquency actions.

# Looking Back, Looking Forward

## Conclusion

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### Lessons Learned Over the Last Planning Cycle

1. Transforming the health-care delivery system into one that is more patient-centered is essential to improving patient and population health.
2. An integral part of delivering high quality healthcare is understanding the social determinants of health.
3. Health is so much more than the healthcare delivery system and health insurance can solve alone.

**Lessons Learned:** Delivery system transformation aimed at achieving better health outcomes requires care models that integrate a broad array of services to address physical, behavioral, and social needs. Our department recognizes that Race and the Social Determinants of Health (SDoH) – conditions in which people are born, live, learn, work, play, worship, and age – play a significant role in well-being. The Strategic Plan 2023-2025 process represents a shift from provision of benefit services to a deeper understanding of the health of our population.

Having a job and health benefits isn't enough. Members also need support in navigating the social and clinical challenges that stand in the way of their health and well-being. In the Medi-Cal world SDoH is more understood and evident but because our population has insurance and a job, the system makes assumptions about the commercially insured populations. We have entered the conversation to dispel the myths about the commercially insured population and to establish our position as a trusted ally to our membership.

**Next Steps:** This Strategic Plan will guide SFHSS' activities from its adoption through to December 2025. The Leadership Team will actively monitor progress toward the stated goals through the development of an annual implementation plan based upon the foundational Objectives and Key Results. Executive Leadership will review this implementation plan quarterly with annual presentation to the Health Service Board. Adjustments will be made to critical elements of each Strategic Goal area as appropriate to changes in the benefits environment in which SFHSS serves. The annual implementation report will include measurable targets for each of the Strategic Goals expressed in the form of Objectives and Key Results.

# Acknowledgments

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*We would like to express our sincere gratitude to the Health Service Board, the San Francisco Health Service System staff, our actuarial consultant Aon, and our members for providing their invaluable guidance, comments, and suggestions throughout the course of the strategic planning process.*

## Special Thanks

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## Our Mission

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Ensuring equitable, sustainable, and quality benefits that enhance the well-being of our members and their families throughout the lifecycle.

## Our Vision

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Engagement in personalized care that centers disease prevention and equitable services for optimal member health.

## Our Values

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- Inclusion
- Compassion
- Operational Excellence
- Collaboration
- Alignment
- Accountability