

**MEMORANDUM**

**DATE:** December 11, 2025

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

**FROM:** Rey Guillen, SFHSS Executive Director

**RE:** December 11, 2025, Director's Report

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**BUDGET PLANNING**

The Mayor's Budget Office (MBO) will soon be issuing budget instructions for the 2026-2027 and 2027-2028 fiscal years in December. SFHSS expects the instructions to direct most departments to reduce general fund spending by prioritizing essential services.

SFHSS will bring a proposed budget to the Health Service Board (Board) at the January 2026 Finance Committee meeting to seek feedback and direction. SFHSS will take the Finance Committee's feedback and incorporate them into a final budget recommendation for full Board approval at its February 12, 2026 meeting.

The MBO has also implemented a soft hiring freeze, only approving requests to refill vacant positions when the department is able to clearly demonstrate how the position is tied to one or more core services. Although the MBO has approved SFHSS' recent requests to refill several vacant Member Services positions, it instructed SFHSS to delete a 2820-Senior Health Program Planner position, once it becomes vacant in January 2026 due to an announced retirement. The resulting salary savings will be used to help meet the department's FY26-27 budget target. The incumbent in this role currently supports our Information Systems team and is the primary staff person responsible for all analytics and data report requests. SFHSS leadership will be looking at how best to reassign these duties to remaining staff and will present the Board with its plan to eliminate programs or services from these staff members' list of responsibilities so they can accommodate their new assignments.

**BLACK-OUT PERIODS CONTINUE** (see attachment)

1. Black-Out Period notification to the Health Service Board began on August 14, 2025, and extends through both:
  - The completion of the San Francisco Health Service System ("SFHSS") formal request for proposal for COBRA, Healthcare Flexible Spending Account (FSA), Dependent Care Spending Account (DCSA), and AB 528 administration, and the presentation of the results of this 2026-2027 COBRA, FSA, DCSA & AB 528 RFP to the Board, and
  - The completion of the SFHSS Annual Rates and Benefits process for the 2027 plan year.

During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with the 2026-2027 COBRA, FSA, DCSA & AB 528 RFP through the annual SFHSS Rates and Benefits process for plan year 2027.

2. Black-Out Period notification to the Health Service Board began November 13, 2025, and extend through both:

## SAN FRANCISCO HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

- The completion of the San Francisco Health Service System (“SFHSS”) formal request for proposal for the Active (non-Retiree) Administrative Services Only PPO (ASO-PPO) Dental plan administration beginning Plan Year 2027 (the “Active ASO-PPO Dental RFP”) and the presentation of the results and SFHSS recommendation to the Board, and
- The completion of the SFHSS Annual Rates and Benefits process for the 2027 plan year.

During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with Active ASO-PPO Dental RFP and the SFHSS Annual Rates and Benefits Process.

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### FOLLOW-UP FROM THE PRIOR HEALTH SERVICE BOARD REGULAR MEETING

#### Blue Shield MAPD:

During the November Health Service Board meeting, there was public comment that mentioned difficulties two SFHSS members had encountered with their Blue Shield Medicare PPO plan benefits. HSS staff researched these issues and confirmed neither issue was caused by Blue Shield itself.

- The issue regarding the member not being able to obtain her regular knee injections was a provider billing issue. The provided services are bundled, but the provider had billed the services as separate line items. BSC customer service and the provider's billing office spoke with the member and ensured her that her care would not be interrupted and that she had no liability while the claim processed. BSC provider relations reached out to the provider to advise the member is only responsible for her normal \$15 copay. BSC reviewed all claims to ensure they were paid accurately. Lastly, the Blue Shield customer care team reached out to the member to provide additional information.
- The member who had issues obtaining approval for Lotemax eye drops was related to the prescription being used for off label purposes. The drug's intended use is for inflammation after surgery. In this case, the member was using the drug off label for general eye inflammation of an eye not recently operated on. The Blue Shield customer care team reached out to the member to ensure she has the appropriate prescriptions for her condition.

#### Delta Dental PPO:

During the November Health Service Board meeting, a member expressed her disappointment of Delta Dental's policy of not allowing assignment of benefits (AOB). AOB is a form where a patient authorizes their dental insurance to pay their dentist directly for covered treatments, eliminating the need for the patient to pay upfront and wait for reimbursement. Although it simplifies the claims process and eliminates a members need to pay upfront for services, accepting AOBs does tend to increase out-of-network claims. For this reason, Delta Dental has made a company-wide decision to not allow AOB and this is not a provision they allow plan sponsors like SFHSS to amend.

**SAN FRANCISCO HEALTH SERVICE SYSTEM  
DIVISION REPORTS: December 2025**

**PERSONNEL UPDATES** (see attachment)

**Welcome:**

- 1210 Benefits Analyst (PSC) - Lisa Brown Kang first day 12/8/2025
- 1210 Benefits Analyst (PCS) - Davie Huynh first day 12/22/2025

**Resignation:**

- 1210 Benefits Analyst (PCS) - Gary Wong resigned 11/29/2025 promotion with Retirement Department job code 1812, Retirement Analyst

**Promotions:**

- 1209 Benefits Technician (PCS) - Hired Henry Cornejo first day 12/8/2025

**Recruitments:**

Information Systems division:

- Information Systems Manager, 0931 - Job announcement circulated, and deadline for applications is 12/12/2025

Member Services division:

- 1209 Benefits Technician-Temporary Exempt (TEX) - application review 12/8/2025-12/12/10/2025
- 1813 Senior Benefits Analyst - Permanent Civil Service (PCS) recent vacancy of Raphaelle Calvin-Hudson. Position offered to Sonali Shenoy payroll purposes first day 12/6/2025
- 1813 Senior Benefits Analyst - Permanent Civil Service (PCS) recent vacancy of Sonali Shenoy. Job announcement circulated, and deadline 12/4/2025.

**OPERATIONS:** (see attachments)

**FINANCE AND BUDGET:**

- FY26-27 and FY 27-28 budget cycle in progress

**WELL-BEING:** (see attachment)

- Hosted the biennial Well-Being@Work Awards ceremony where 170 attended and 32 departments were honored.

**ATTACHMENTS:**

- Blackout Notice through June 2026 - COBRA, FSA, DCSA & AB 528
- Blackout Notice through June 2026 RFP Dental
- Personnel - SFHSS Org Chart
- Operations Monthly Dashboards for November
- Blue Shield Medicare Advantage PPO Transition Dashboard for November
- Well-Being Monthly Dashboard for October - November

**MEMORANDUM**

**DATE:** August 14, 2025  
**TO:** Mary Hao, President, and Members of the Health Service Board  
**FROM:** Rey Guillen, Executive Director, SFHSS  
**RE:** Black-Out Period Notice, August 14, 2025 through June 2026

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During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with the 2026-2027 COBRA, FSA, DCSA & AB 528 RFP.

Pursuant to the [Board's Policies](#) (page p. 46 “External Communications – Service Providers”, p. 48 “Black-Out Periods”, p. 49 “Contracts”), the Board must be notified of the start of this Black-Out Period prior to the release of any solicitation for the selection of a primary service provider, as well as prior to the beginning of the annual SFHSS Rates and Benefits process. Such notice is now given.

During this Black-Out Period, Board members are prohibited from any communications or activities with current or potential future service providers or their representatives, agents, employees, or officers on matters relating to SFHSS competitive bid processes for the selection of the service providers for life and disability benefits, including, but not limited to, COBRA, Healthcare Flexible Spending Account (FSA), Dependent Care Spending Account (DCSA) and AB 528 administration and/or the 2026-2027 COBRA, FSA, DCSA & AB 528 RFP (collectively, “Unauthorized RFP Communications and Other Prohibited Activities”), except for communications related to SFHSS matters occurring during public meetings of the Board, the Board of Supervisors, or committees thereof.

Unauthorized RFP Communications and Other Prohibited Activities include communications and activities prohibited by state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III (Conduct of Government Officials and Employees), Chapter 2 (Conflict of Interest and Other Prohibited Activities) of City's Campaign and Governmental Conduct Code, Section 1.126 of the San Francisco Campaign and Governmental Conduct Code (Campaign Reform Ordinance), and Section 87100 *et seq.* and Section 1090 *et seq.* of the Government Code of the State of California.

Communications and activities include face-to-face conversations, conversations through one or more third parties or intermediaries, telephone conversations, emails, text messages, letters, faxes, or any other social media, written or electronic communications.

Any communications with current or potential future service providers for reasons unrelated to SFHSS during this period must be immediately disclosed in writing to the Executive Director and the Board.

**CC:** Members, Health Service Board  
Members, San Francisco Board of Supervisors  
Jennifer Donnellan, City Attorney

**MEMORANDUM**

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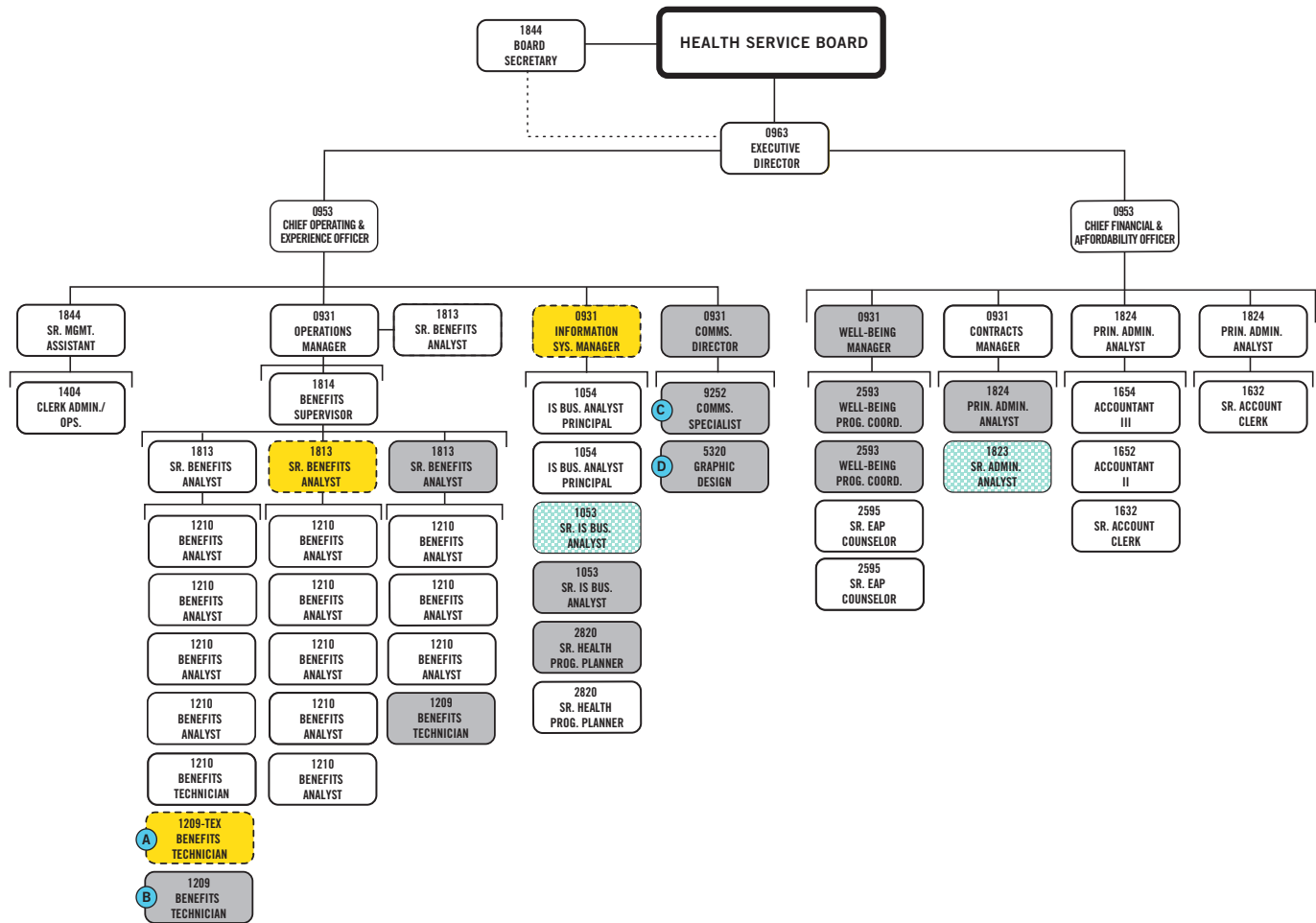
**CC:** Members, Health Service Board

1145 Market Street, 3<sup>rd</sup> Floor, San Francisco, CA 94103 | (415) 554-1750 or (800) 541-2266 Fax: (415) 554-1721 | [sfhss.org](https://sfhss.org)

Members, San Francisco Board of Supervisors  
Jennifer Donnellan, City Attorney

SAN FRANCISCO  
HEALTH SERVICE SYSTEM

Organizational Chart – Recruitable Budgeted Positions



LEGEND

RECENTLY HIRED/  
PROMOTED

ACTIVELY  
RECRUITING

POSITIONS 100%  
CHARGED TO TRUST

POSITIONS PARTIALLY  
CHARGED TO TRUST

VACANT

12.4.25  
SFHSS.ORG

BUDGETED POSITIONS FILLED BY DIFFERENT WORKING CLASS

- A** 1210 Benefits Analysts filled by 1209-TEX Benefits Technician
- B** 1210 Benefits Analyst filled by 1209 Benefits Technician
- C** 0923 Manager II filled by 9252 Communications Specialist
- D** 2822 Health Educator filled by 5320 Graphic Designer

# Blue Shield Medicare Advantage PPO Transition Dashboard

**Health Service Board Meeting • December 11, 2025**



# Health Service System Call Metrics – November 2025

## BSC Transition Calls Handled



**November – 36**

Calls handled

## BSC Transition In-Person Interactions



**November – 7**

Number of in-person interactions

## HSS to BSC Calls



**November – 88**

Members Connecting with BSC through the HSS Phone System

## Average Speed to Answer\*

**Goal: <3 mins**



**November – 3 min 20  
secs**

## Average Handle Time\*

**Goal: <10 mins**



**November – 9 mins 52  
secs**

## First Contact Resolution

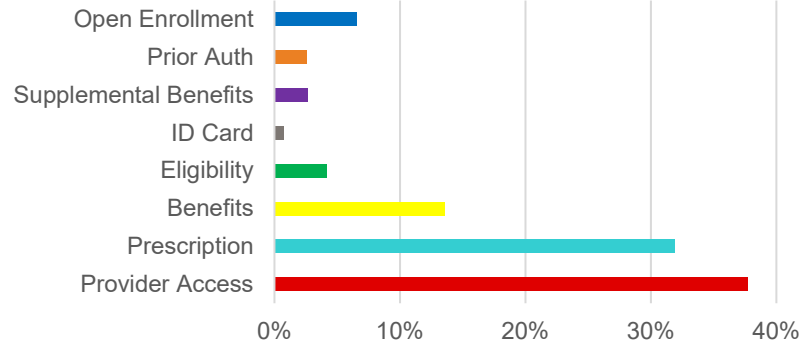
**Goal: >75%**



**November – 89%**

# Blue Shield Call Metrics – November 2025

## Support Drivers Metrics – November



### Call Volume



**November – 3,504**

### Abandonment Rate

**Goal: <3%**



**November – 1%**

### BSC to HSS Calls



**November – 147**

Members connecting with HSS through BSC phone system

### Average Speed to Answer

**Goal: <3 mins**



**November – 25  
secs**

### Average Handle Time

**Goal: As Long as Required**



**November – 18  
mins**

### First Contact Resolution

**Goal: >75%**



**November – 93%**

# Operations Dashboard

Health Service Board Meeting • December 11, 2025

Reporting: November 2025

# Operations Dashboard for the Month of November 2025

## Call Center Support

### Call Volume



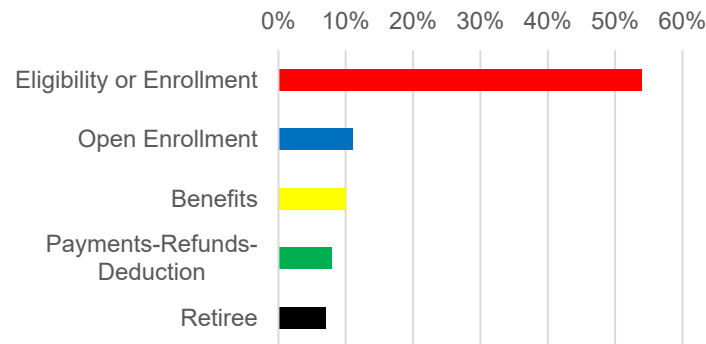
**2700**  
calls handled  
November 2024

**2162**  
calls handled  
November 2025

### Call Drivers Metrics



#### Call Drivers



### Average Speed to Answer

**Goal: <3 minutes**

### Abandonment Rate

**Goal: <10%**

### Average Handle Time

**Goal: <10 min**

### First Contact Resolution

**Goal: >75%**



**2 min 23 secs**  
November 2024

**1 min 32 secs**  
November 2025



**4.73%**  
November 2024

**4.29%**  
November 2025



**12 min 47 secs**  
November 2024

**9 min 52 secs**  
November 2025



**63%**  
November 2024

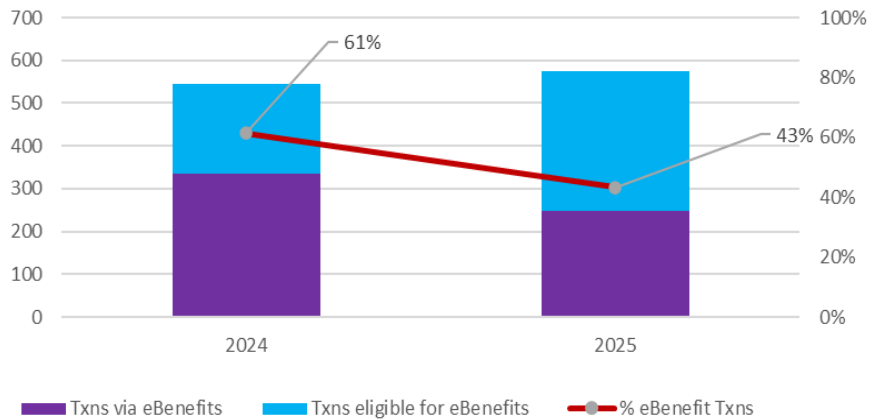
**63%**  
November 2025

# Operations Dashboard for the Month of November 2025

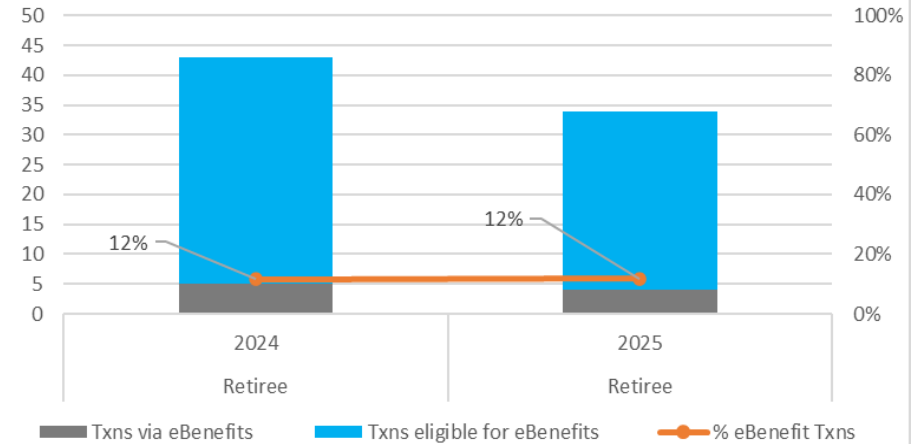
## Transactions



### eBenefits Transactions Actives



### eBenefits Transactions Retirees



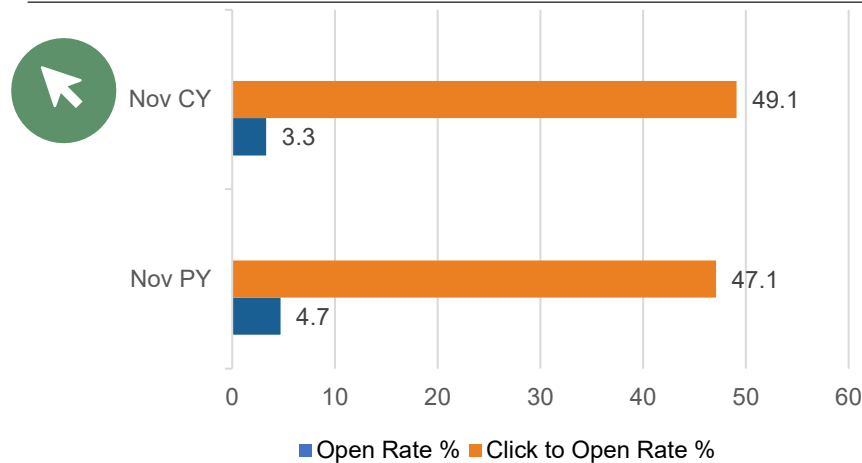
Note: The lower eBenefit transactions are related to ongoing OE processing. Since events aren't closed until the 3rd week of November, it limits a member creating another event.

# Communications Dashboard for the Month of November 2025

## Member Engagement

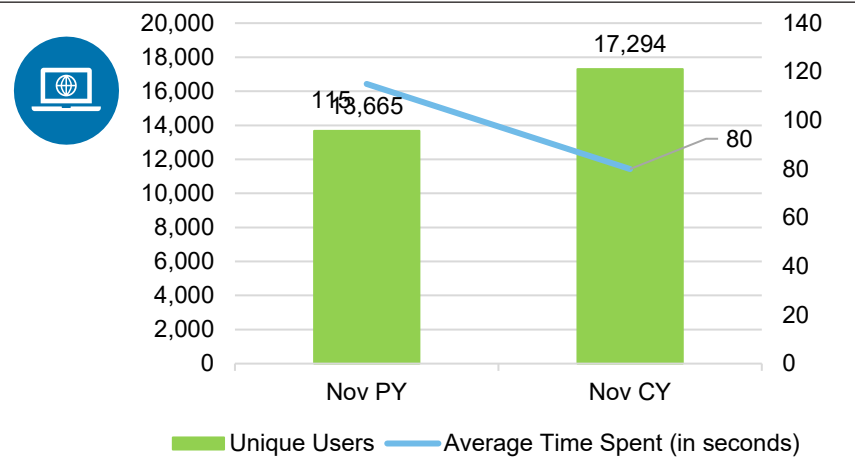
### Newsletter Engagement

**Goal: >50% Subscribers and 50% Open Rate**

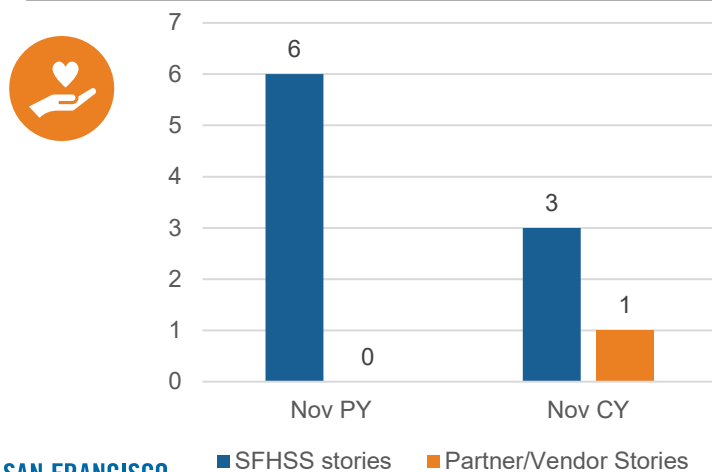


### SFHSS Website Engagement

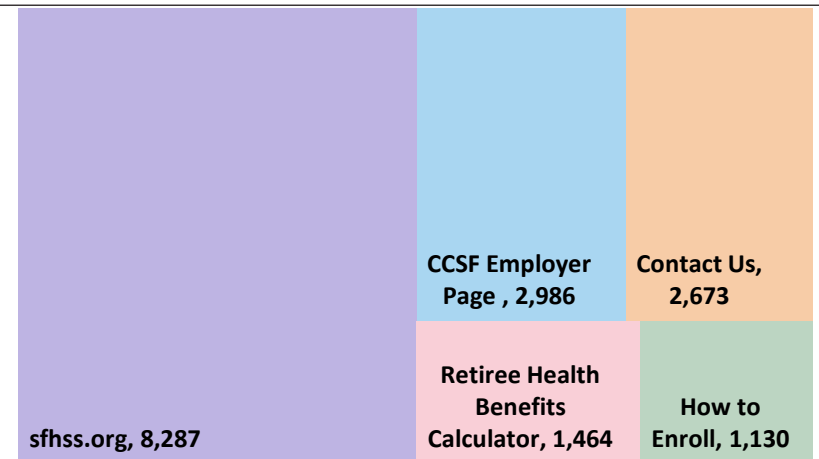
**Goal: >100 seconds**



### Preventive Care Communications **Goal: > 3**



### Top Visited Pages on sfhss.org



# Well-Being Dashboard

Health Service Board Meeting – December 11, 2025

*(Reporting: October – November 2025)*

# Well-Being

## 2025 Well-Being@Work Award Ceremony

**Wednesday, November 19, 2025, 1:00-3:00 pm**

**Location:** Koret Auditorium, San Francisco Main Library

**Total Attendees:** 170

**Departments Recognized:** 32

### Ceremony Details

This year's biennial Well-Being@Work Award Ceremony brought together CCSF leaders, Key Players, and Champions to celebrate departments that completed their Well-Being@Work strategic plans. The event recognized their progress in building healthier, more connected, and supportive workplaces and highlighted the growing momentum toward fostering belonging, connection, and a culture of care across departments.

The ceremony began with opening remarks from SFHSS Executive Director Rey Guillen and featured keynote speakers Dr. Todd May, Vice President and Medical Director at Health Net; Assessor-Recorder Joaquín Torres; and Dr. Fiona Wilson, CCSF Chief Physician, who guided attendees through this year's theme: "Thriving Together: Building a Culture of Community and Caring."





# Well-Being

## Awards and Recognition

A total of **32 departments** were honored. Departments were recognized at the following levels:

- Honorable Mention (ADM-HR, DPH-LHH, DPH-ZSFG, FIR, SHF)
- Bronze (DPH-PHD, REG, TIDA, TIS)
- Silver (DBI, DEC, HSH, RED, RPD)
- Gold (311, ACC, CON, ECN, ENV, HSS, LIB, MTA)
- Platinum (AIR, ASR, CPC, DHR, HSA, POL, PRT, PUC, SFPW, TTX)

These levels reflect increasing commitment to building sustainable well-being practices, raising awareness, offering meaningful programs, and creating a culture of well-being within their organizations.

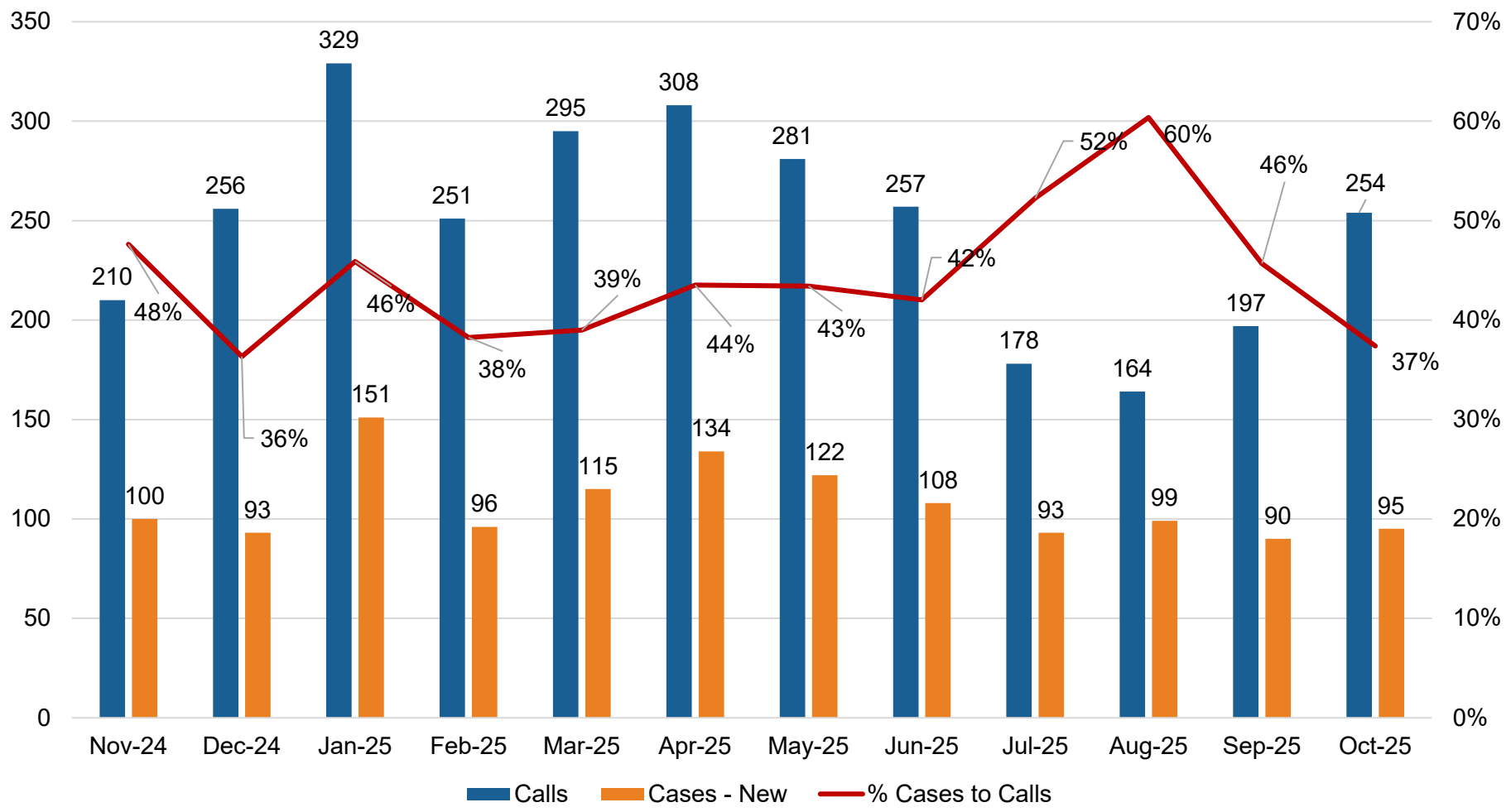


# SFHSS Employee Assistance Program (EAP)

## OCTOBER Highlights:

- ✓ 182 services provided.
- ✓ 210 individuals touched.
- ✓ 114 individual consultations.
- ✓ 16 leadership consultations provided.
- ✓ 2 trainings were offered serving a total of 38 individuals.

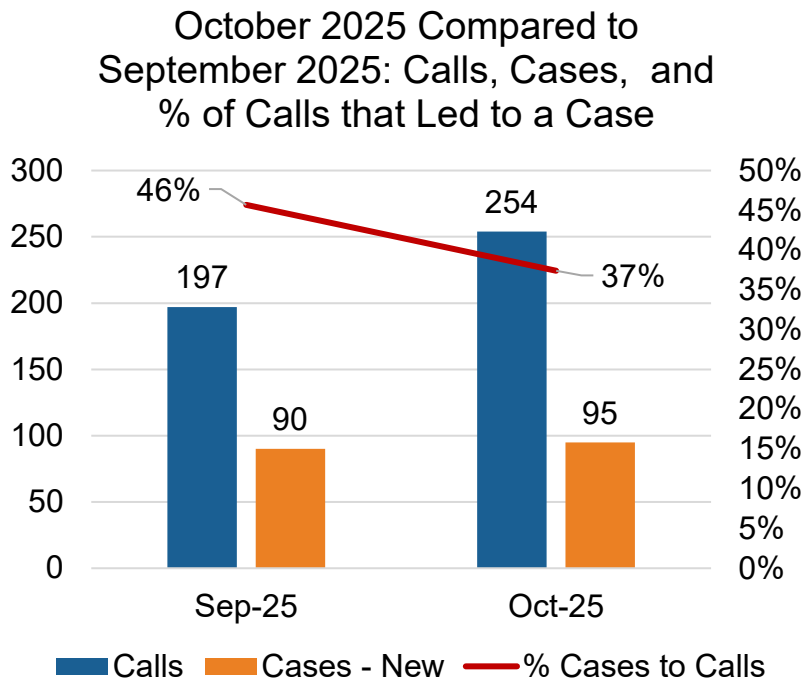
# Calls/Cases: 12-Month Period - Internal & External EAP



# OCTOBER: Calls/Cases - Internal & External EAP

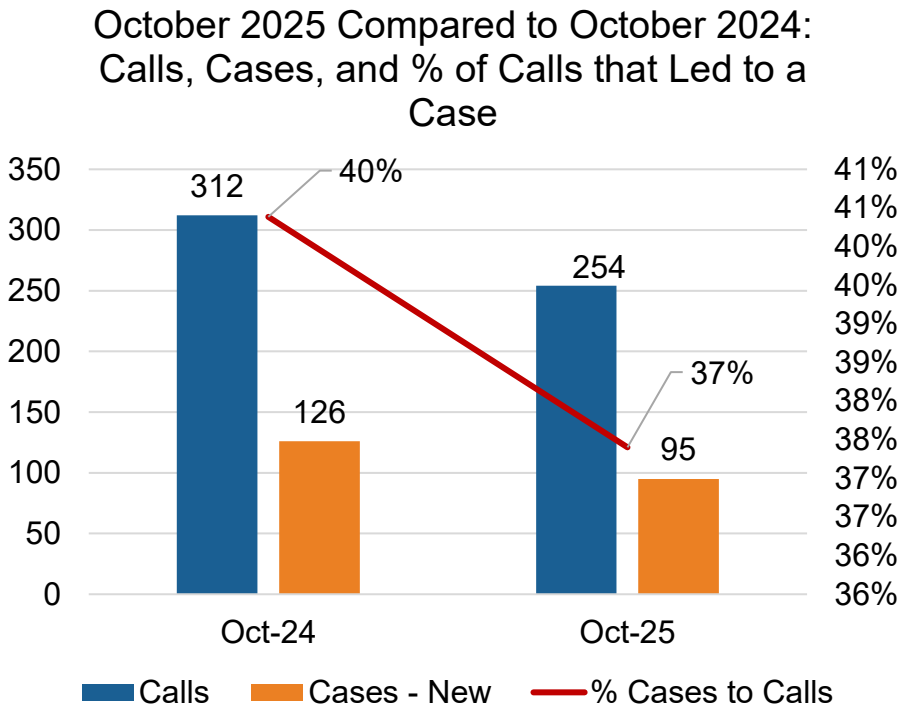
## Highlights 2025

- ✓ 29% increase in calls and 5% increase in cases from September.

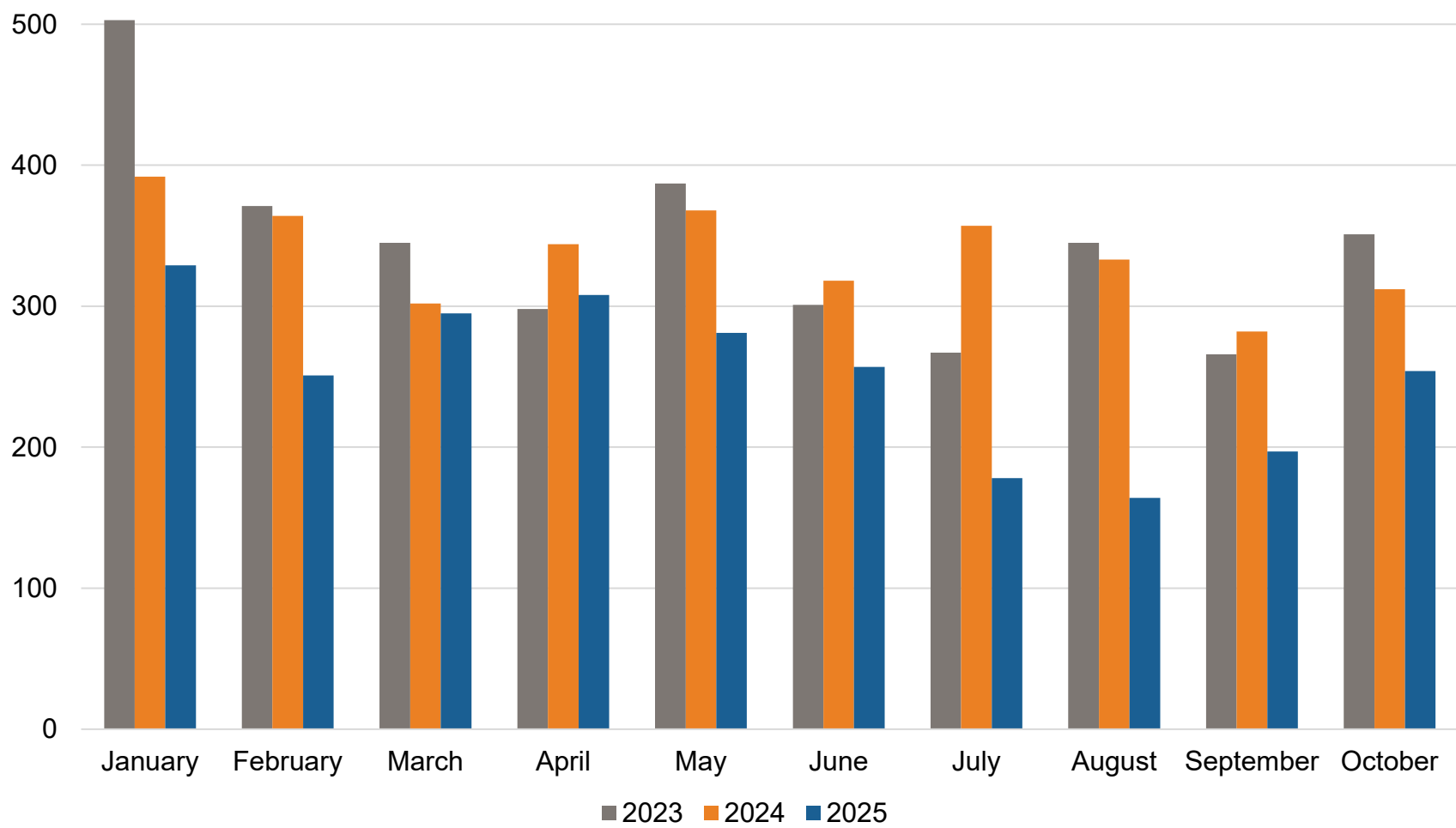


## Highlights Year Over Year

- ✓ 19% decrease in calls compared to the same month, prior year.
- ✓ 25% decrease in cases in compared to the same month, prior year.



# NEW Calls: Year Over Year - Internal & External EAP



# NEW Cases: Year Over Year - Internal & External EAP

