

MEMORANDUM

DATE: March 12, 2026

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

FROM: Rey Guillen, SFHSS Executive Director

RE: March 12, 2026, Director's Report

ACTIVE DENTAL PPO PLAN (ASO-PPO) FOR PLAN YEAR 2027 REQUEST FOR PROPOSAL (RFP) UPDATE

Ongoing administration of the Request for Proposals (RFP) for a self-funded Active Dental PPO plan (ASO-PPO) with benefits beginning January 1, 2027. SFHSS will present the results and staff recommendation of the RFP, and Aon will present the rates for the selected bidder at the May 2026 regular meeting of the Health Service Board.

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:
 - 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.

FOLLOW-UP FROM THE PRIOR HEALTH SERVICE BOARD REGULAR MEETING

Public Comment:

During the agenda item for the proposed SFHSS General Budget for Fiscal Years 2026-27 and 2027-28 a member of the public asked how many members are currently enrolled in the Kaiser Multi-Region (KPMR) Plan and how many would be affected if the plan were to be discontinued.

Response: KPMR consists of 3 regions. Current enrollment across all regions is 238 lives:

- Kaiser Hawaii – 51 members, 84 lives
- Kaiser Northwest – 75 members, 100 lives
- Kaiser Washington – 42 members, 54 lives

SAN FRANCISCO HEALTH SERVICE SYSTEM DIVISION REPORTS: March 2026

PERSONNEL UPDATES (see attachment)

Welcome:

- Su Min Lin (Suah) 1209 Benefits Technician-Temporary Exempt, Member Services division, effective 2/17/2026
- Sumy Nair 0931 Information Systems Manager- Permanent Civil Service (PCS), Information Systems division, effective 3/2/2026

Member Services Division Recruitments:

- 1 - 1210 Benefits Analyst position- Permanent Civil Service (PCS). RTF submitted with MBO for approval
- 1 - 1813 Senior Benefits Analyst Position-Permanent Civil Service (PCS). Interviews slated for mid-March.

OPERATIONS: (see attachments)

Serving more than 139,000 members with a team of 51 staff, HSS currently faces resource constraints that challenge its ability to manage the workload effectively. Efforts to boost efficiency and enhance member service are in progress.

- On March 5th, staff from the Member Services and Information Systems divisions participated in a 3-hour workshop on agentic AI. Agentic AI is a type of computer technology that acts as an autonomous, digital teammate. HSS is exploring how to leverage technology to increase staff availability to assist members.
- During January and February, the Member Services division conducted a pilot on how work assignments are structured. Because benefit analysts and benefit technicians simultaneously answer inbound calls while processing transactions, HSS lacked precise time estimates. Accurately defining task complexity and duration is essential for streamlining and forecasting.

SAN FRANCISCO HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

- PeopleSoft benefits administration system optimization – A hired consultant completed an assessment phase and identified 4 areas for the next steps: benefits optimization, benefits automation, enrollment modernization, delinquencies transformation. Additional funding requests have been submitted to the Committee on Information Technology (COIT).
- Queue callback allows callers to hang up and receive a return call when an agent becomes available, maintaining their position in line without waiting on hold. Initial meeting held with Department of Technology. Expect to have this feature enabled within the next 2 months.
- HSS is planning to introduce new ways to track and handle member issues more easily, including support options other than phone. A vendor to help design and implement these solutions has been selected and final contracting is underway.

FINANCE AND BUDGET:

- Following the Board's action in February, SFHSS Staff submitted the proposed budget on February 23, 2026. All departmental submissions are with the Mayor's Budget Office for review. SFHSS will respond to any requests for adjustments between now and June.

WELL-BEING: (see attachment)

- Launched the Your Health by The Numbers Campaign with an emphasis on encouraging member to engage in one of 34 health screening events happening across the city and then take action by participating in one of the many programs to support their well-being

ATTACHMENTS:

- Blackout Notice through June 2026 - COBRA, FSA, DCSA & AB528
- Blackout Notice through June 2026 RFP Dental
- Personnel - SFHSS Org Chart
- Operations Monthly Dashboards for January
- Well-Being Monthly Dashboards for January

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

This memorandum shall serve as the Black-Out Period notification to the Health Service Board (“Board”) that will begin today, August 14, 2025, and extend through 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.

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

DATE: November 13, 2025
TO: Mary Hao, President, and Members of the Health Service Board
FROM: Rey Guillen, Executive Director, SFHSS
RE: Black-Out Period Notice, November 13, 2025 through June 2026

This memorandum shall serve as the Black-Out Period notification to the Health Service Board (“Board”) that will begin today, November 13, 2025, and extend through both:

1. 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
2. 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.

Pursuant to the [Board’s Policies](#) (Governance Policies and Terms of Reference, p. 46 “External Communications – Service Providers”, p. 48 “Black-Out Periods”, p. 49 “Contracts” and section 207: SFHSS Service Provider and Vendor Selection Policy), 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 plan year 2027 benefits, including, but not limited to, the Active ASO-PPO Dental RFP (collectively, “Unauthorized RFP Communications and Other Prohibited Activities”), except for communications conducted in the ordinary course of business related to SFHSS matters 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

Operations Dashboard

Health Service Board Meeting • March 12, 2026

Reporting: February 2026

Operations Dashboard for the Month of February 2026

Call Center Support

Call Volume



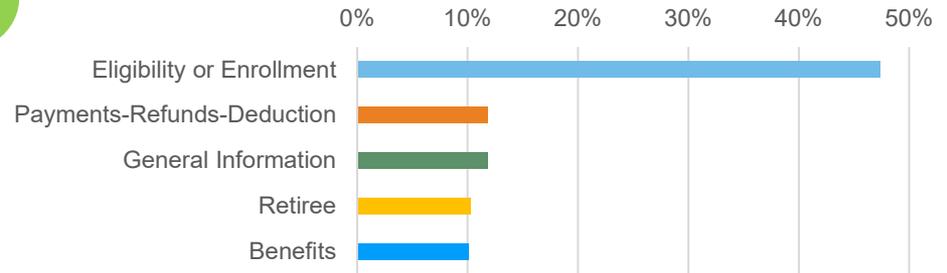
2,542
calls handled
February 2025

1,471
calls handled
February 2026

Call Drivers Metrics



% Call Drivers



Average Speed to Answer

Goal: <3 minutes



4 min 57 secs
February 2025

11 min 51 secs
February 2026

Abandonment Rate

Goal: <10%



10.91%
February 2025

36.73%
February 2026

Average Handle Time

Goal: <10 min



6 min 20 secs
February 2025

6 min 44 secs
February 2026

First Contact Resolution

Goal: >75%



72%
February 2025

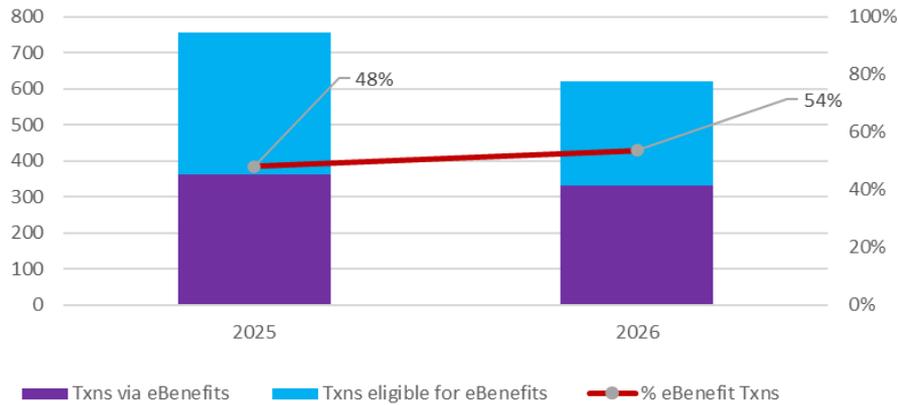
76%
February 2026

Operations Dashboard for the Month of February 2026

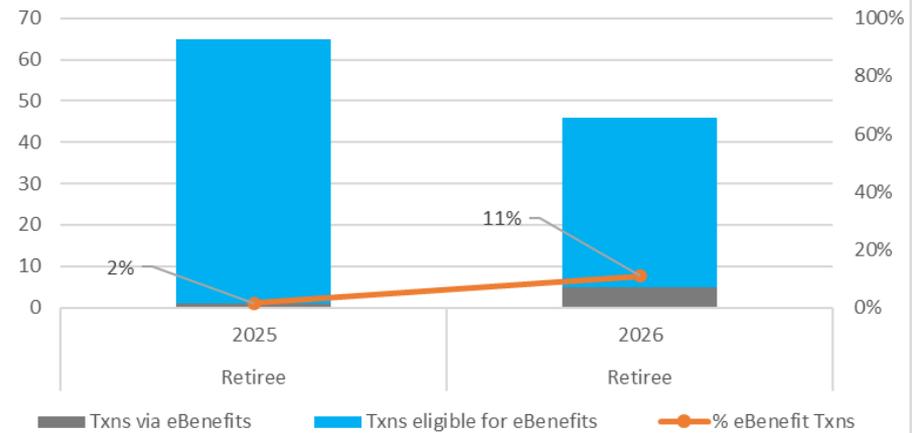
Transactions



eBenefits Transactions Actives



eBenefits Transactions Retirees

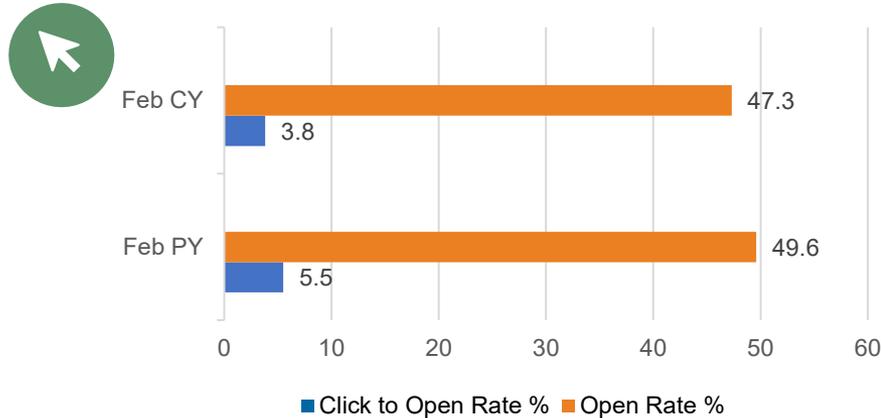


Communications Dashboard for the Month of February 2026

Member Engagement

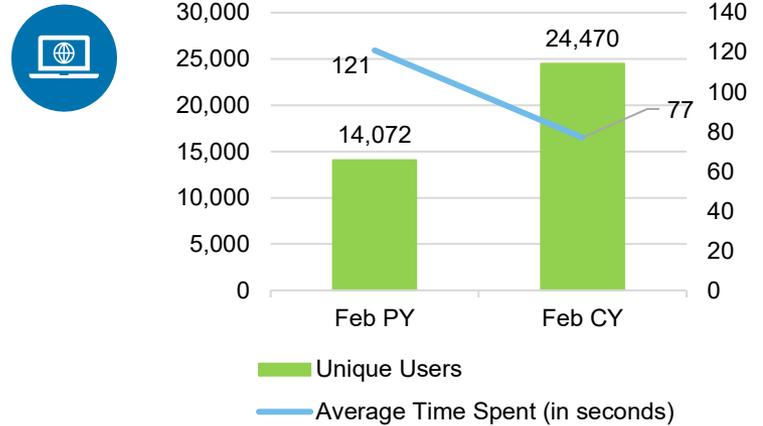
HSS Newsletter Engagement

Goal: >50% Open Rate / 6% Click to Open Rate

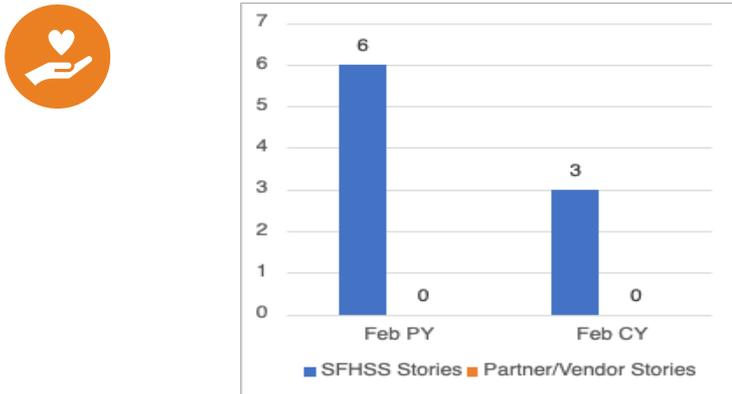


SFHSS Website Engagement

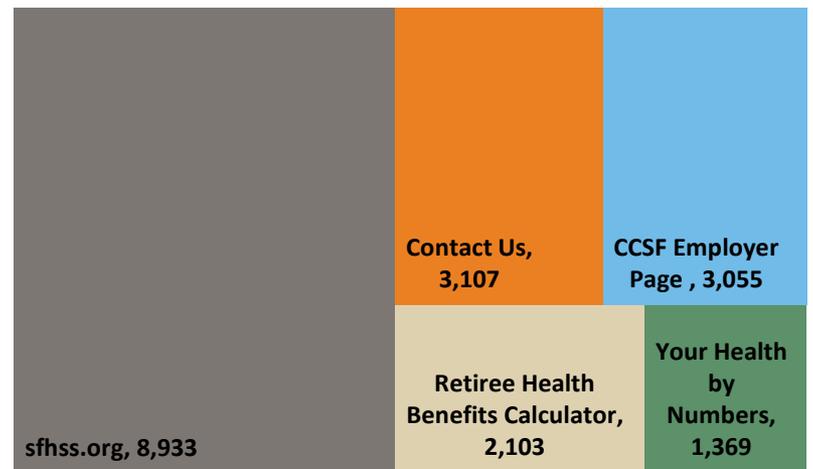
Goal: >100 seconds



Preventive Care Communications **Goal: > 3**



Top Visited Pages on sfhss.org



Well-Being Dashboard

Health Service Board Meeting – March 12, 2025

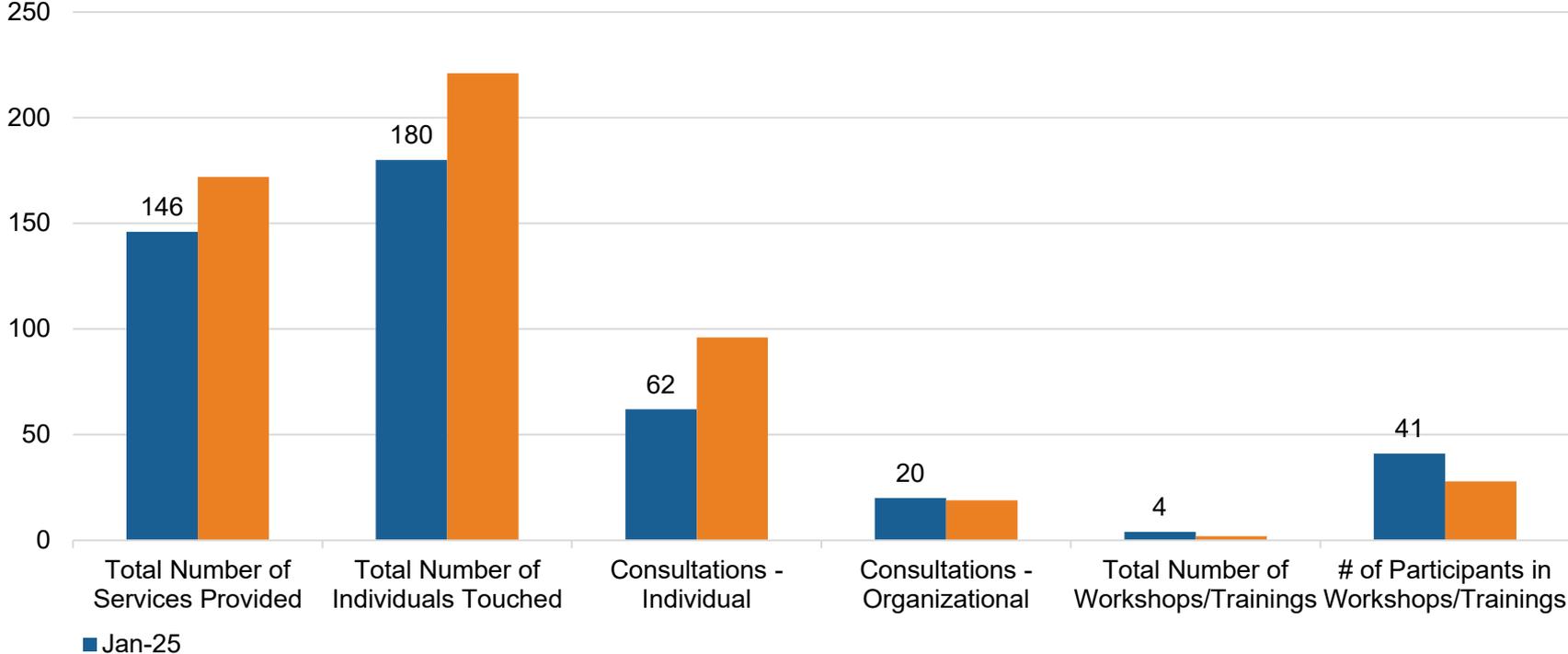
(Reporting: January 2026)

SFHSS Employee Assistance Program (EAP)

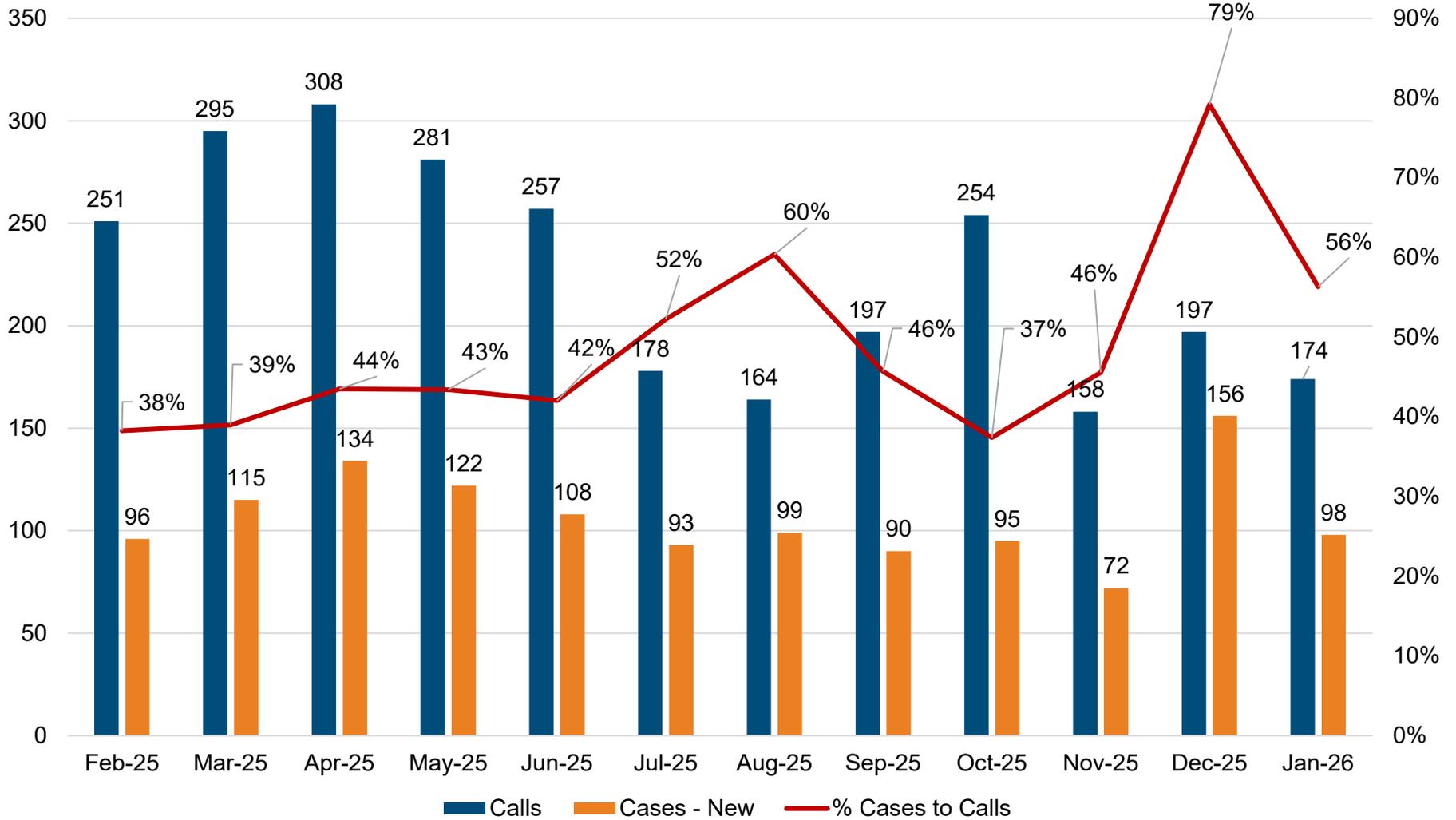
January 2026 Highlights:

- ✓ 172 services provided.
- ✓ 221 individuals engaged.
- ✓ 96 individual consultations.
- ✓ 19 leadership consultations provided.
- ✓ 2 trainings/workshops provided serving 25 individuals.

January 2026 Compared to January 2025: Total Number of Services and Individuals Served



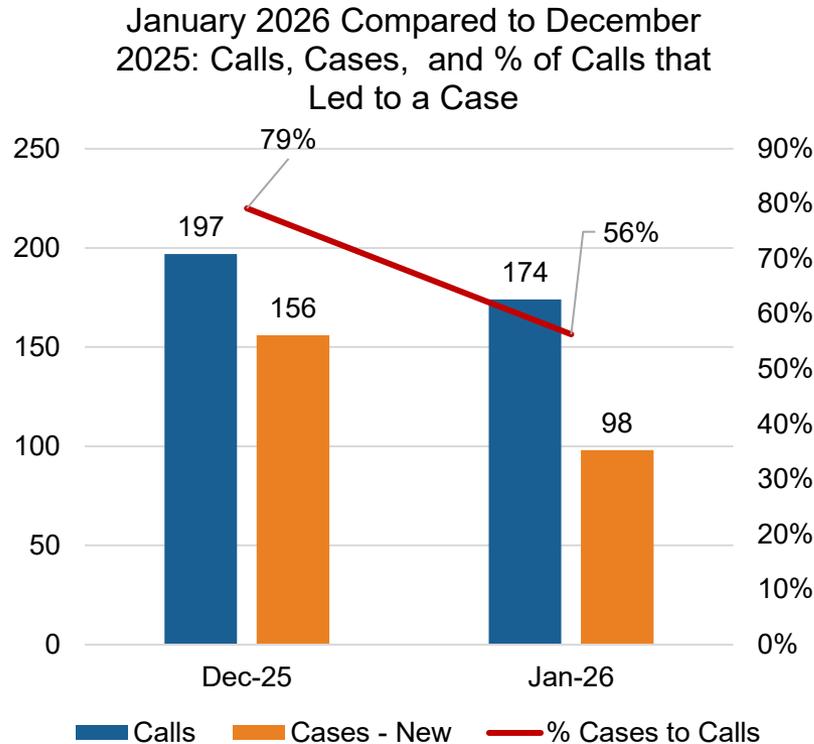
Calls/Cases: 12-Month Period - Internal & External EAP



JANUARY: Calls/Cases - Internal & External EAP

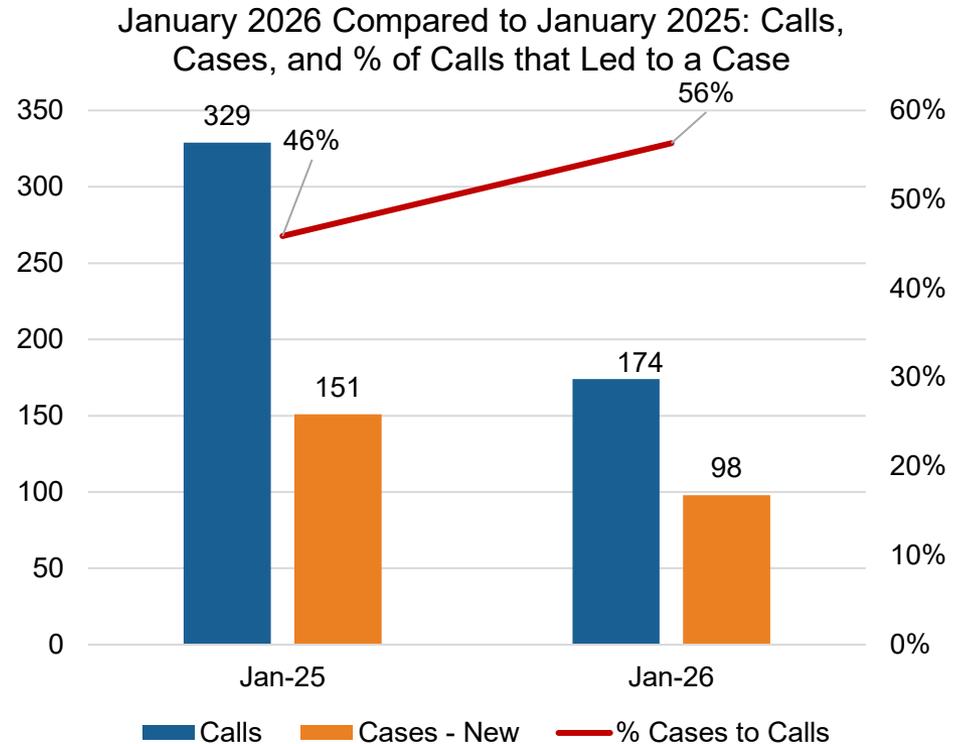
Highlights 2026

- ✓ 11.7% decrease in calls and 37.2% decrease in cases from December.



Highlights Year Over Year

- ✓ 47.1% decrease in calls and 35.1% decrease in cases compared to the same month, prior year.



NEW Cases: Year Over Year - Internal & External EAP

