

**MEMORANDUM**

**DATE:** June 11, 2026

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

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

**RE:** June 11, 2026, Director's Report

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**SFHSS RECEIVED LETTER OF INQUIRY REGARDING PRIOR AUTHORIZATIONS**

On May 12, 2026, SFHSS received a Letter of Inquiry (LOI) from Supervisor Chan requesting that SFHSS provide the Board of Supervisors with a report detailing the prior authorization denial rate from all SFHSS health plan vendors. SFHSS staff compiled the report and submitted it on the May 27, 2026 deadline.

**BOARD OF SUPERVISORS BUDGET AND APPROPRIATIONS COMMITTEE- SFHSS  
GENERAL FUND BUDGET**

On June 10, 2026, SFHSS presented the General Fund Budget to the Board of Supervisors Budget and Appropriations Committee. The Committee will review and send final recommendations to the Board of Supervisors to be approved in July. SFHSS will share final approvals at the August Health Service Board meeting.

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

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.

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.

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**FOLLOW-UP FROM THE PRIOR HEALTH SERVICE BOARD REGULAR MEETING  
No follow-ups this month.**

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**SAN FRANCISCO HEALTH SERVICE SYSTEM  
DIVISION REPORTS: June 2026**

**PERSONNEL UPDATES** (see attachment)

**Recruitments:**

Member Services division:

- 1813 Senior Benefits Analyst Position-Permanent Civil Service (PCS)-Finalist accepted position (Evangeline Treadway) 5/29/2026. Start work date will be Saturday, 6/20/2026 for payroll purposes, and her first day of work will be Monday, 6/22/2026
- Recruitment for the two 1210 Benefits Analyst positions Permanent Civil Service (PCS) are underway.

**OPERATIONS:** (see attachment)

- We completed the first month of the email pilot program with 213 members submitting emails for Member Services support. Initial findings showed that SFHSS is challenged to meet an expected 72-hour response time with available resources. Additional findings are that this medium works best for specific scenarios, such as document submission or requests, and for less complex process guidance.

**FINANCE AND BUDGET:**

- Conducting fiscal year-end close and interim annual audit activities.

**CONTRACTS:**

- Issued a PeopleSoft HCM Benefits Optimization and Implementation Services Request for Bid (RFB).

**WELL-BEING:**

- Conducted a Together in Well-Being weekly challenge to promote Mental Health Awareness month in May. 372 entries were submitted.

**ATTACHMENTS:**

- Blackout Notice through June 2026 - COBRA, FSA, DCSA & AB528
- Blackout Notice through June 2026 RFP Dental
- Personnel - SFHSS Org Chart
- Operations Dashboard

**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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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

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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.

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**CC:** Members, Health Service Board

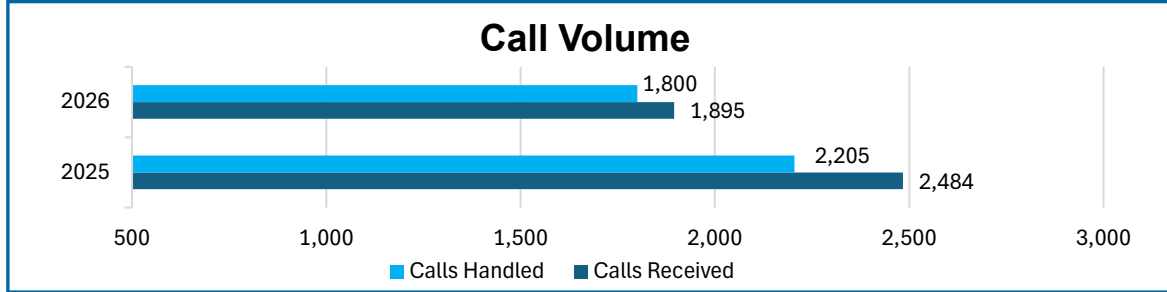
Members, San Francisco Board of Supervisors  
Jennifer Donnellan, City Attorney



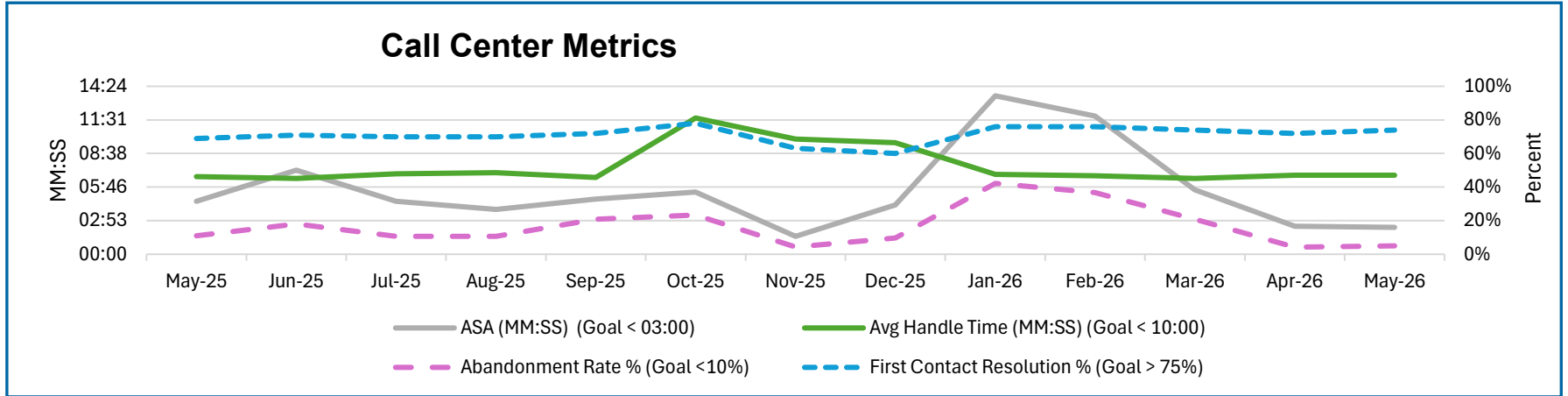
# Member Experience Dashboard

# Member Experience Dashboard – May 2026

## Phone Support



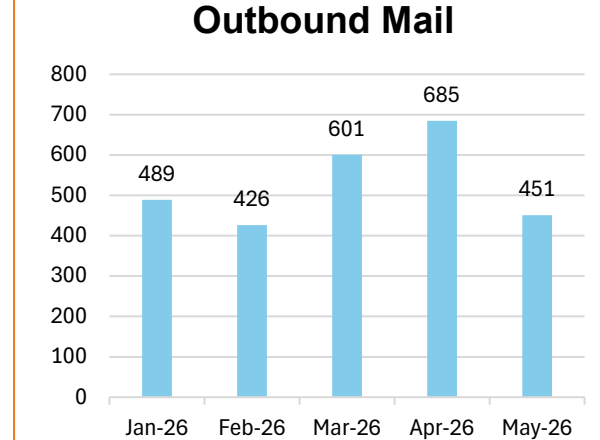
## In-Person Support



# Member Experience Dashboard – May 2026

## Processing / Operations

Document Processing				
Category	Received	Completed	Net Change	Remaining Balance
Case Review/Action Required	741	724	17	75
Compliance Document	419	324	95	236
Application	454	228	226	547
Court Order	50	49	1	4
CMS Reconciliation	5	4	1	90
Demographic Change	32	31	1	5
Appeal	20	31	-11	14
HIPAA	17	13	4	5
Adoption/Surrogacy Assistance Form	0	0	0	0

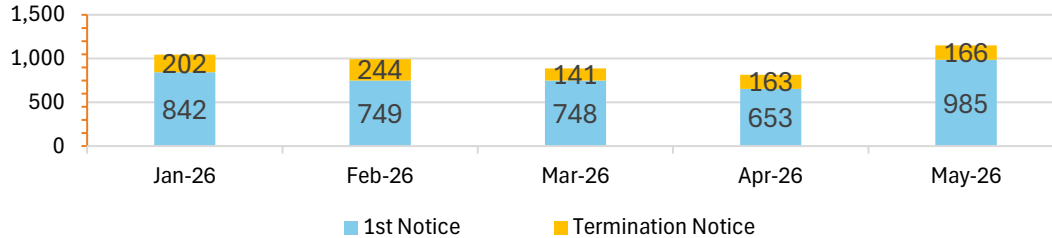


**3,094**  
Members YTD with  
Returned Mail

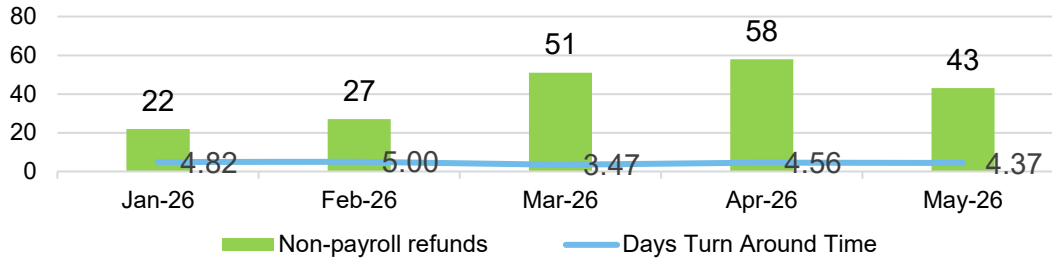
# Member Experience Dashboard – May 2026

## Processing / Operations

### Premium Delinquencies



### Non-Payroll Refunds



## Website Engagement

Average  
Session  
Duration in  
Seconds

**48**

Unique  
Users

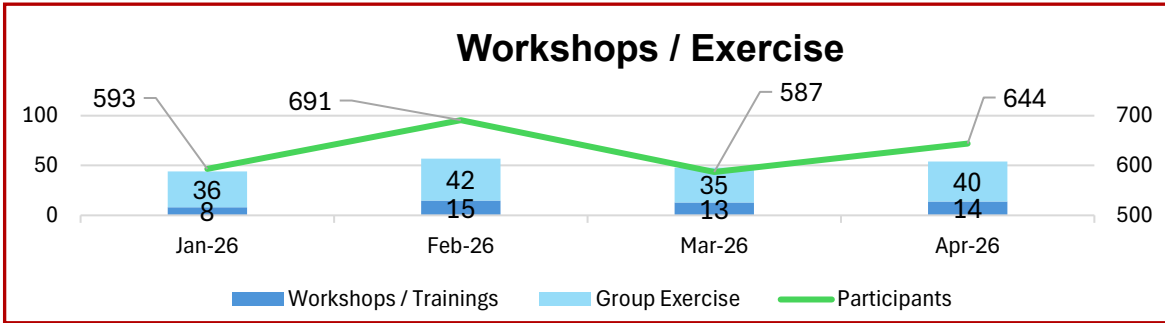
**21,870**

### Top SFHSS.ORG Visited Pages

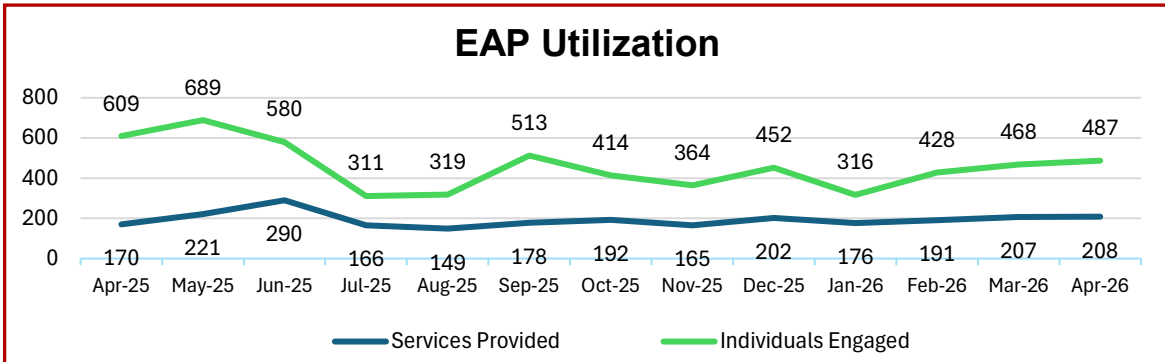
Landing Page	<b>7,008</b>
Retiree Rate Calculator	<b>2,449</b>
CCSF Employer Page	<b>2,485</b>
Contact Us	<b>2,360</b>
Events	<b>1,487</b>

# Member Experience Dashboard – April 2026

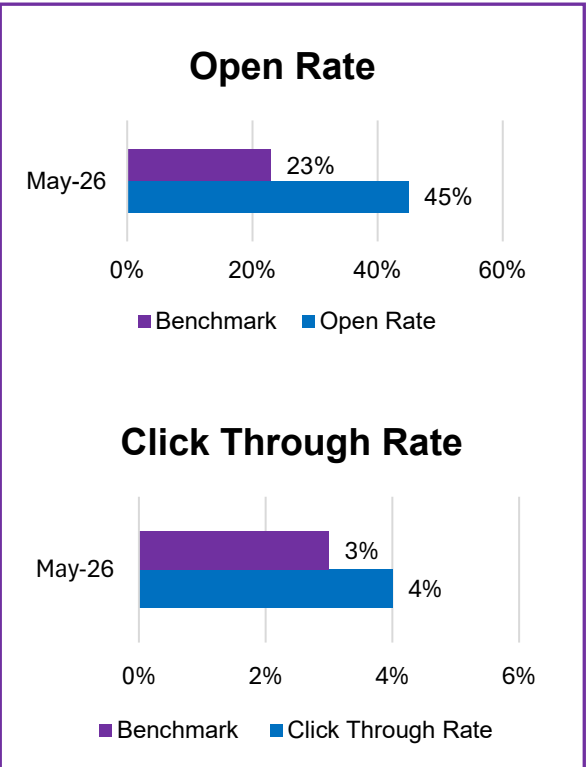
## Well-Being Activities



## Employee Assistance Program



## Newsletter



# Member Experience Dashboard – Notes

- **Call Center Metrics:**
  - **Average Speed to Answer (ASA)** - average amount of time in minutes and seconds for a live interaction once the call has entered the queue
  - **Average Handle Time** – average duration in minutes and seconds for a call interaction including hold time and talk time.
  - **Abandonment Rate %** - percentage of callers who hang up before reaching a live agent
  - **First Contact Resolution %** - percentage of member cases resolved during the first interaction.
- **Document Processing Data:** The data reflects the number of correspondences received within each category during the reporting month. Categories have been consolidated under main headings for clarity, for example, the Applications category includes all new hire applications across CCSF, CCD, USD, and other groups, as well as retiree applications for both Medicare and non-Medicare retirees.
  - **Completed Tasks:** The completed task count reflects all tasks resolved during the reporting month, regardless of when they were originally received. It is not uncommon for tasks, particularly applications, to be completed in a month after they were received. Common reasons for this include:
    - The member submitted required supporting documents across two separate months
    - The member submitted a retiree application in advance of their retirement date, requiring SFHSS to wait until the retirement date before processing
    - SFHSS is pending data entry by SFERS or the member's department before action can be taken
  - **Net Change & Remaining Balance:** The Net Change is calculated as the number of tasks completed minus the number of tasks received during the reporting month. The Remaining Balance reflects the total number of incomplete tasks in each category, regardless of the month in which they were received.
- **EAP Utilization:**
  - **Services Provided:** include the number of responses to critical incident for non-first responders and first responder departments, the number of leader/organizational consults for critical incidents, the number of new clients, the number of existing clients, the number of individual consultations, the number of leader/organizations consults, the number of support groups provided, the number of trainings provided by SFHSS EAP, and the number of mediations performed.
  - **Individuals Engaged:** All individuals engaged in an EAP service including the number of people served for in a critical incident, the number of new clients who sought services under the SFHSS EAP, the number of existing clients who sought services under the SFHSS EAP, the number of individual consultations provided by SFHSS EAP, the number of people served in a leader/organizational consultation, the number of people served in a support group (Guidance Session), the number of people attended a workshop/training facilitated by SFHSS EAP only, the number of individuals engaged in mediation, and those who called ComPsych directly to seek services.

# Member Experience Dashboard – Notes

- **Premium Delinquencies:** Delinquencies happen when premium payments are not received. This may occur if there isn't enough money in a paycheck or pension, or if an employee is on unpaid leave and hasn't arranged another way to pay for their benefits. Delinquency notices are sent each month. The first notice alerts the member that a payment was missed. If the balance is not paid, the member will receive a second notice that their benefits have been terminated.
- **Non-Payroll Refunds:** Refunds occur when there are premium differences. For example, a member changes from an EE+1 coverage tier to an EE Only. Refunds also occur when a member sends in a payment after the deadline to reinstate benefits as a result of delinquency. Non-payroll refunds are for those members not in payroll such as retirees or employees on leave. They require manual processing and consequently a higher work effort to process versus payroll refunds.
- **Captured in the outbound mail are:**
  - Member-requested and generated documents (e.g., coverage certificates, incomplete notices, 1095-C copies, applications)
  - Delinquency and Medicare eligibility/enrollment
  - Special mailings as needed (e.g., FSA terminations, domestic partner tax forms, corrections)
- **Returned Mail:** Members who have 5 pieces of returned mail are at risk for termination of benefits. It is the responsibility of the member to maintain current contact information with SFHSS. Included in the YTD count is the returned mail from the prior year open enrollment mailing which is logged after all the year-end activities.
- **Well-Being and EAP Metrics** have a two-month lag on participation / utilization data.
- **Open Rate** measures percentage of successfully delivered emails which were opened by recipients.
- **Click Through Rate** measures percentage of recipients who click on a specific link.
- **Average Session Duration** measures the actual time a website is in the active foreground indicating user interest.