

#### **MEMORANDUM**

DATE: August 10, 2017

TO: Randy Scott, President, and Members of the Health Service Board

FROM: Mitchell Griggs, Acting Executive Director HSS

RE: July 2017 Board Report

#### **HSS Personnel**

 1210 – Two Benefits Analyst (1210) positions. Offers have been made, awaiting acceptance.

- 0923 Communications Manager is filled Carol Karimi starts August 7th.
- 5320 Illustrator and Art Designer; job add is being drafted.
- 1802 Research Assistant; job add is being drafted.
- Offers have been made on two open 9910 Employee Well-Being Intern positions.

#### **Operations**

- Processed 699 Retirement Applications for Retirement Dates beginning 6/1/2017 through 7/31/2017.
- Began Train the Trainer sessions to develop Member Services team member subject matter experts in use of Salesforce
- Streamlined Salesforce workflow for Office Intake.
- Increased After Call Wait Time in July to promote practice of documenting all interactions in Salesforce.
- Kicked Off Making Work Work Series, conducted by EAP for Member Services to prep staff to handle Open Enrollment with ease.

DATE	Workshop	Time
July 20	Managing Stress	1.5 hours 8-9:30
August 3	Effective Communication	2.0 hours 8-10
August 31	Dealing with Difficult People	1.5 hours 8-9:30
September 14	Managing Ourselves	1.5 hours 8-9:30

#### **Data Analytics**

- In the four years since the Data Analytics team was formed, they have implemented 3
  large scale systems (APCD, CRM and ECM) in addition to being responsible for
  configuration and production support of PeopleSoft Benefits Administration. To more
  accurately reflect the responsibilities, the division will now be referred to as Enterprise
  Systems & Analytics.
- 2017 plan year system programming was finally completed on July 17. 2017 was a
  challenging year to implement due to the split carrier offering. 2018 Plan year system
  programming is underway and this will be an equally challenging year due to
  implementing the vision buy-up and launching a self-service OE pilot. 45+ programs
  are impacted.
- Configured, tested and implemented new functionality to allow the San Francisco Unified School District to email into our Enterprise Content Management (ECM) system enrollment applications. This has streamlined work processes and improved efficiencies for both SFUSD and SFHSS.
- Continue to support department communications needs for web updates and news distributions in the absence of Communications staff.

#### **Finance and Accounting**

- Financial System Project (F\$P):
  - Attended Six (6) Open Lab sessions to resolve transaction processing issues.
  - Attended four (4) workshops on topics covering cash receipts, voucher payments, purchase orders, and requisitions to gain more knowledge on the new financial system.
  - Attended three (3) instructor led training sessions on chart of accounts, creating requisitions and receiving and creating purchase orders.
  - Worked with Controller's Office and F\$P Functional Team to resolve carryforward purchase order conversion errors.
  - Contacted all the HSS vendors and coordinated with Controllers Office to ensure registration and ACH set-up in the new financial system.
  - Completed 174 F\$P Training courses.
- Completing FY 2016-2017 year-end activities.
- Preparing for the external audit on the Health Service System Trust.
- Submitted 2016 Patient Centered Outcomes Research Institute (PCORI) payment of \$18,726.36.
- Continued 2018 medical and dental rate calculations.

#### **Contracting and Vendor Management**

- Fully executed agreements with the following vendors for Open Enrollment:
  - Lab Communications Group (Citizen Group) to provide health benefit communications and Open Enrollment website design services.
  - Benz Communications to provide Open Enrollment benefit materials design services and print and mail vendor coordination.
- Other Open Enrollment Vendors:
  - Calitho procured as print vendor for Open Enrollment.
  - o K & H Integrated Print Solutions procured as mail house for Open Enrollment
- Completed vendor selection for website RFP:
  - o Champsee Solutions to provide 2018 SFHSS Drupal website design services.
  - Kanopi Studios to develop and deliver Drupal website and content management training services for 2018.
  - Acquia to provide Drupal website hosting and support services.

#### **Communications**

- Implemented a new email marketing tool called Emma. The July eNews achieved a rating of 9 for a mailing score with 46% of the recipients (7,327 people) reading the eNews and 9% clicking on the links in the newsletter. The average mailing score is 7.
- Myhss.org had 18,260 unique visitors in June and 18,827 unique visitors in July. So far YTD, myhss.org averages 17,613 unique visitors each month.
- Visitors that find myhss.org from other links, predominantly do so from the SFGOV employee portal page or the Department of Human Resource's benefits page. A more in-depth listing can be found in the management report.

#### Well-being

- Three major campaigns were launched for members:
  - Better Every Day Messages about how employees and retirees experience wellbeing.
  - o We're Here for You EAP resources available to employees and leadership.
  - Eat Better, Feel Better and Colorful Choices Challenge Promotes consumption of at least 5 servings of fruits and vegetables daily.
- EAP created and launched new services for leadership (HR professionals, directors, managers, and supervisors). EAP presented to ~100 HR professionals about the new services and emails were sent to all department leads for well-being and the HR professionals list.

- EAP 101 an overview of EAP services, an introduction to psychological first aid, and information about available trainings.
- Managing for Success a 5-part series for managers.
- We're Here for You within this campaign, there are specific resources for leaders.
- Visits to the Wellness Center continue to decrease as challenges finding instructors for group exercise classes continues. The second Healthy Weight Program launched. A blood pressure monitoring machine and table tennis are new offerings at the Wellness Center.
- EAP Organizational Services continue to serve more individuals than previous years.
- EAP Counseling Services continue to be 15-20% higher than the previous year.
- Onsite well-being activities at departments increased due to Champion engagement and the Play Your Way Challenge. They exceed previous years.

#### **Directors Meetings/Presentations**

- Met weekly with Aon Hewitt.
- Benz communications vendor on development of Open Enrollment materials and ongoing weekly meetings.
- Citizen, communications vendor, to start Open Enrollment electronic communication design – continued weekly meetings.
- Met with Aetna for their Annual Report presentation.
- Quarterly meeting with San Francisco City and County Employees' Retired Members Associations.
- Weekly meetings with Blue Shield for Trio HMO implementation and communications planning.
- Board of Supervisors Budget and Finance Committee meeting.
- Pacific Business Group on Health Kaiser Permanente Customer Advisory Group (CAG).
- Participated in weekly calls with Blue Shield regarding Trio HMO implementation and communication strategy.
- Participated in a combined Hills ACO management meeting with Blue Shield and Hills.
- Met with the SF Public Employees Committee to review all 2018 plan year changes.
- Attended Adaptive Business Leaders San Francisco Round Table.
- Met weekly with HSS staff for open enrollment planning and development of self service benefits 2017 pilot for open enrollment.

#### Other updates

- Kaiser Permanente Risk Sharing Arrangement.
- SFHSS staff scheduling in August.

#### **Federal Update**

July 28, 2017: The U.S. Senate voted 51 to 49 against the GOP leadership's most recent version of legislation intended to amend the Affordable Care Act. The defeat ended the latest Congressional effort to repeal and replace the ACA.

# **Operations Update**

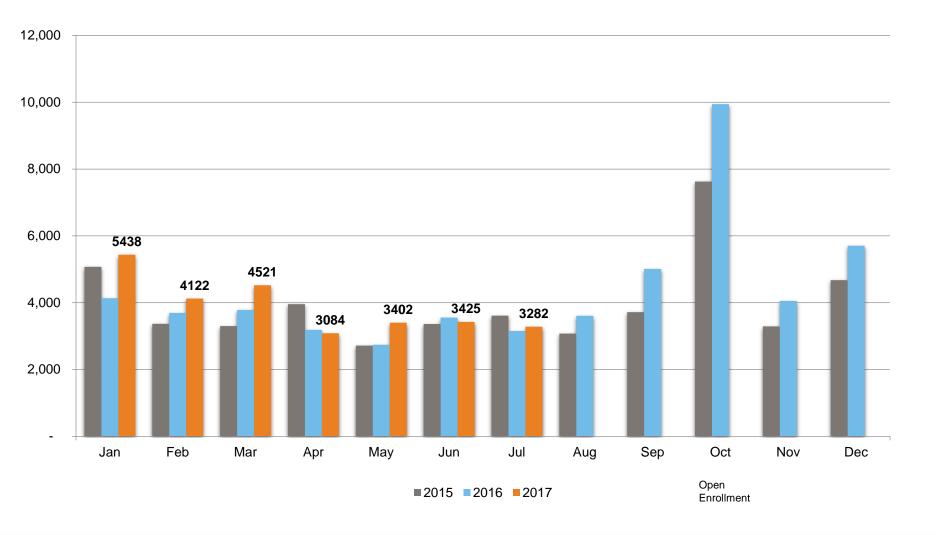
August 10, 2017

## Calls and Office Visits: July 2017

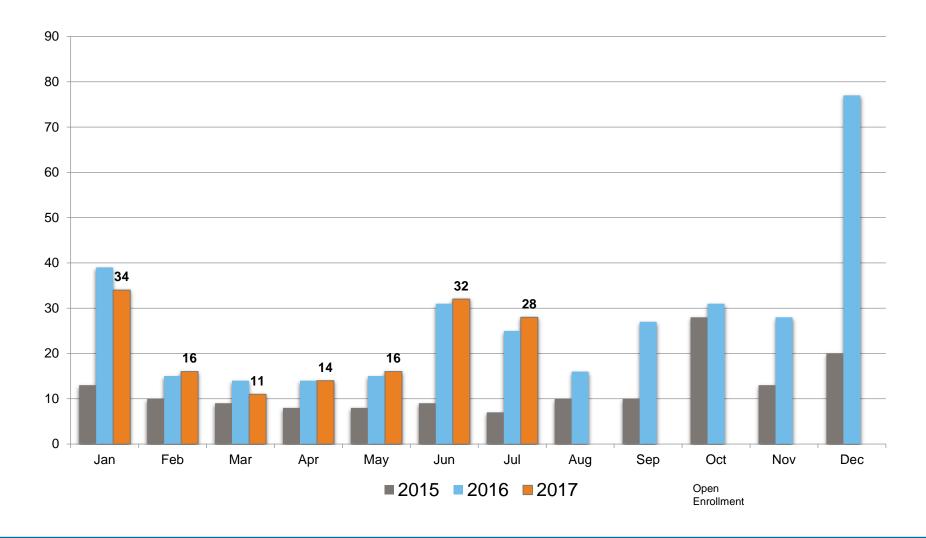
Calls and In-person Assistance total:

- Inbound calls: 3,282 answered calls (4.1% ↑ from 2016)
- Speed of answer: 28 seconds (12% ↑ from 2016)
- Abandonment rate: 1.6% (53 calls)
- In-person assistance: 1,030 members (0% change from 2016)

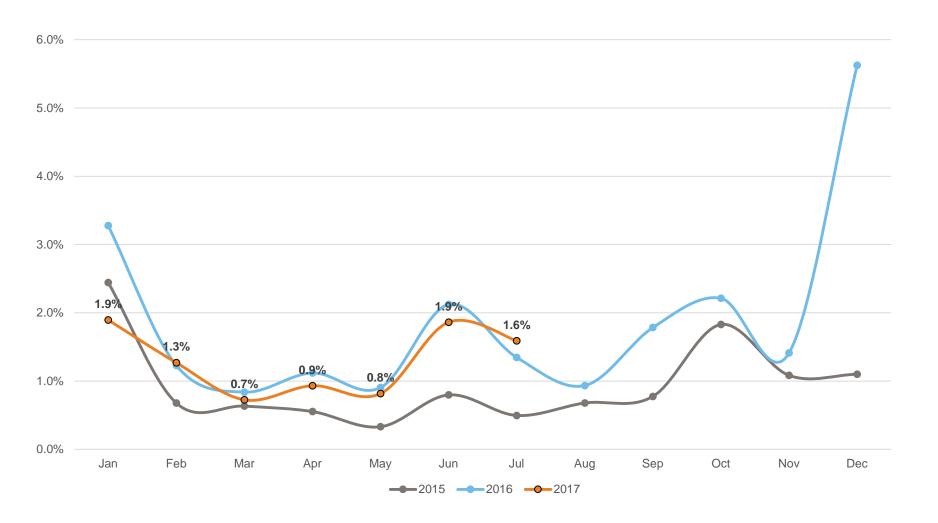
# Inbound Calls: July 2017



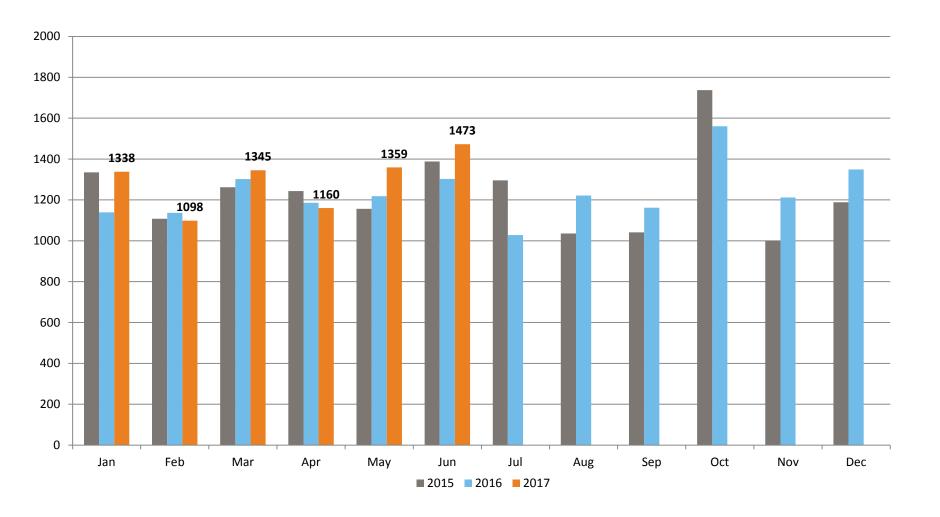
# Average Speed of Answer: July 2017



# Abandonment Rate: July 2017



# In-person Assistance: July 2017



## Delinquencies & Terminations: July 2017

Delinquency Notices Sent.

Employees: 413

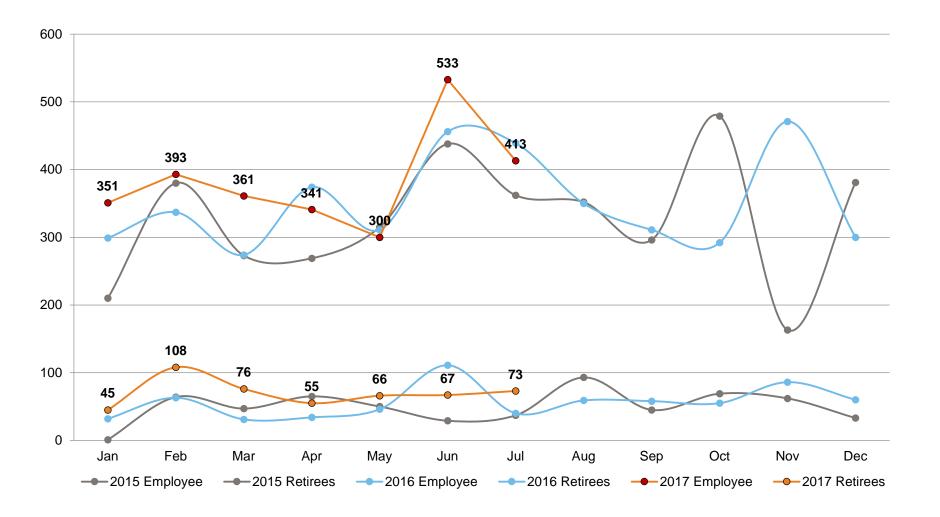
Retirees: 73

Termination Notices Sent.

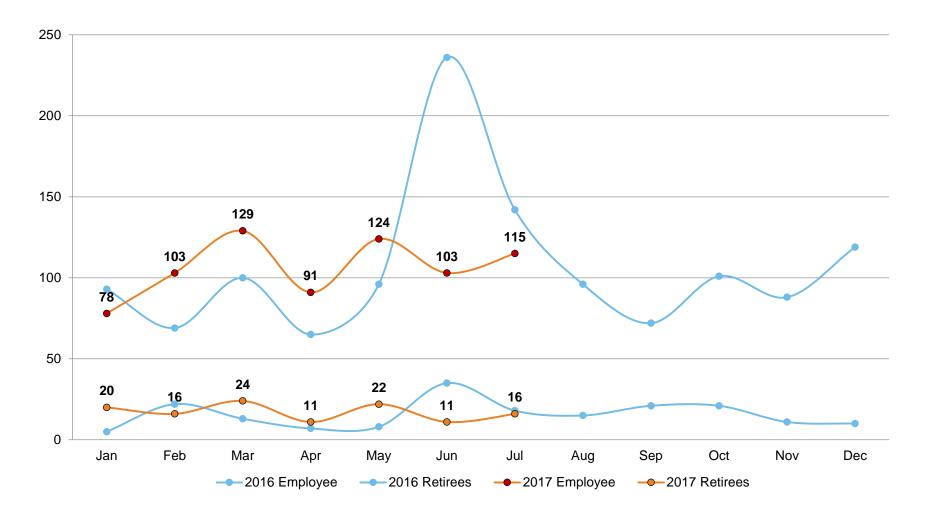
Employees: 115

Retirees: 16

## Delinquency Notices: July 2017



# Termination Notices: July 2017



# Enterprise Systems & Analytics Report

August 10, 2017

## PEOPLESOFT / BENEFITS ADMINISTRATION SYSTEM:

- July 13 signed off on final coding for 2017 plan year
  - Completed coding changes to reports for 1099 filing
- System modifications for 2018 plan year underway
  - 45+ programs impacted by vision buy-up. Completed programming specifications for 10 of the impacted programs
  - Completed programming for 5 reports/interfaces/processes impacted by vision buy-up
  - Performance tuned Truven interface file from runtime of 5 hours to 10 minutes
- Self-service benefits configuration and testing underway for pilot
  - Configured all major benefit programs
  - Configured Blue Shield Trio
  - Configured Kaiser Multi-Region
  - Generated test cases and test accounts

## PEOPLESOFT / BENEFITS ADMINISTRATION SYSTEM:

- Remediated issues related to the July 1 go-live of the new financial system
- Provided year-to-date deduction reconciliation files for voluntary benefits
- Created sample Open Enrollment data files for use by the print house and the communication vendor
- Identified and corrected system issues impacting member benefits
  - Member SSN changed by another department
  - SFUSD expanded coverage/contribution under one benefit program
- Provided updated disabled adult dependent data to Member Services
- Documented development requirements for open enrollment source data file
- Provided mockups of merged letter/form data for open enrollment

## **Data Analytics**

- Conducted analysis in All Payer Claims Database (APCD) based on Truven analytic on Opioids
- Remediated issues to Truven outbound eligibility file resulting from City financial system conversion
- Published HSS data to the City's Open Data Portal
- Continued proof of concept utilizing HSS database and reporting server database
- Fulfilled ad-hoc data requests to support HSS Well-Being initiatives:
  - Colorful Choices
  - My Brain Solutions
- Extracted and submitted data to Aon Hewitt for further analysis of Trio
- Provided aggregate enrollment and cost information to San Francisco Superior Court members of their members

## IT INITIATIVES

Open Enrollment (OE) for 2018 plan year:

- Planning phase for OE mailing collateral design and execution
- Continued refining schedule and dependencies of OE tasks
- Working with architect and HSS leadership for on redesign of lobby to support self-service benefits
- Continue research of software and hardware kiosk solutions

## Myhss.org:

- Conducted various activities for the web site:
  - Migrated code for new Colorful Choices campaign
  - Updated website for requested changes related to Play Your Way campaign.
  - Posted all materials for Health Service Board meeting
  - Obtained SFHSS.ORG domain for future conversion

## IT INITIATIVES

Enterprise Content Management (ECM) System:

- Implemented eMail agent to allow SFUSD Benefits Office to directly email applications into the ECM thereby streamlining workflow
- Ensured test and production environments are in sync
- Completed digitization of historical Health Service Board material and benefit material

## Marketing Communication Tool:

- Implemented new communication tool called Emma
- Created and Distributed July eNews
- Trained staff members on Emma

Migrated virtual servers to new data center 7/29-7/30:

- Coordinated with Department of Technology
- Remediated issues to ECM related to email, scanning and licensing of the servers
- Conducted numerous tests on 10 servers which were migrated

## Meetings attended by Staff

## Cyber Security:

- Attended monthly Multi-State Information Sharing & Analysis Center (MS-ISAC) hot topics webinar on 7/27
- Generated monthly Tenable security report to ensure system integrity

#### Miscellaneous:

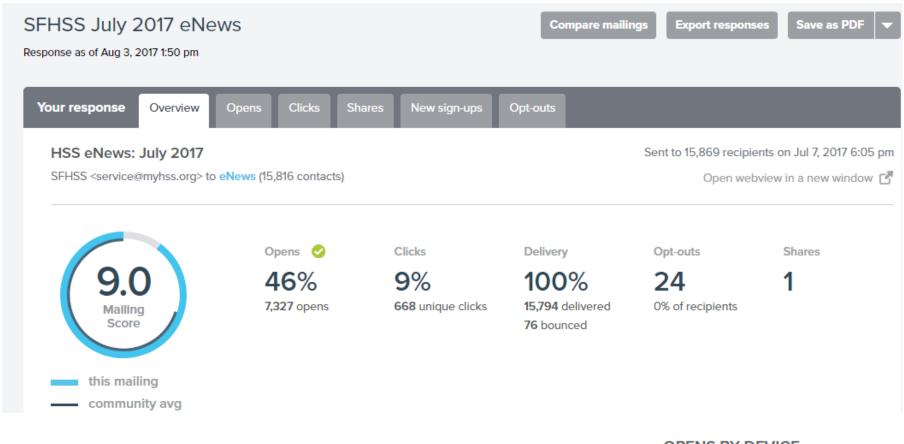
- Attended Blue Shield site visit to meet with Electronic Data Interchange (EDI) teams
- Attended Health Impact Assessment Training held by the Department of Public Health on 7/18
- Attended citywide Continuity of Operations Kick Off meeting held by the Department of Emergency Management on 7/19
- Attended Catalyst for Payment Reform (CPR) High-Value Health Care Collaborative Kick Off meeting on 7/17
- Presented best practices for employee data to HR Consultants forum on 7/19
- Met with architect for review and approval of lobby reconstruction

# Communications

August 10, 2017

## **EMMA eMail Marketing Platform**

- SFHSS has converted to using EMMA to create beautifully designed emails that drive results:
  - Easy interface with drag and drop editor
  - Built-In Templates
  - Advanced automation
  - Segmentation
  - Responsive Designs to resize nicely to any device
  - A/B testing
  - Response dashboard
  - Mailing score
  - Click maps
  - Integration with Zen Desk, Survey Monkey and Eventbrite which are all tools used by SFHSS
  - Guidance on how to engage our readers!

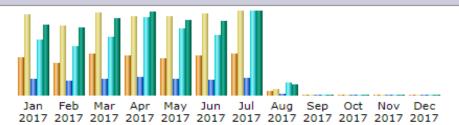


- The average EMMA mailing score is 7.0, which the eNews exceeded at 9.0
- 46% of the eNews recipients opened the email

OPI	OPENS BY DEVICE				
	<b>51.3</b> % Mobile				
	<b>48.7</b> % Desktop				

# June –July 2017 myhss.org statistics

#### **Monthly history**



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2017	17176	36719	88564	305971	19.76 GB
Feb 2017	14720	31594	79247	266871	18.94 GB
Mar 2017	18951	37877	92122	321477	21.52 GB
Apr 2017	18285	35968	101303	427388	23.57 GB
May 2017	17069	36173	91051	368822	20.99 GB
Jun 2017	18260	37392	86007	332378	20.76 GB
Jul 2017	18827	38406	94831	461533	23.60 GB
Aug 2017	1862	2884	9691	67151	3.12 GB
Sep 2017	0	0	0	0	0
Oct 2017	0	0	0	0	0
Nov 2017	0	0	0	0	0
Dec 2017	0	0	0	0	0
Total	125150	257013	642816	2551591	152.27 GB

- MYHSS.ORG averages 17,613 unique visitors per month ytd through July
- On average 90,446 pages are visited each month

# June –July 2017 Top 10 Visited Pages

July Pages-URL (Top 10)	- Full list
1675 different pages-url	Viewed
/	30483
/benefits/ccsf.html	4736
/benefits/retirees.html	3323
/downloads/forms_guides/2017_Final_CSF_Guide.pdf	2781
/well-being/eatbetterfeelbetter.html	2147
/member_services/	2140
/well-being/exerciseclasses.html	1597
/well-being/	1588
/health_service_board/	1350
/benefits/	1346
Others	43340

June Pages-URL (Top 10) -			
1503 different pages-url	Viewed		
/	25380		
/benefits/ccsf.html	4837		
/benefits/retirees.html			
/downloads/forms_guides/2017_Final_CSF_Guide.pdf			
/member_services/			
/health_service_board/			
/well-being/stories.html			
/well-being/			
/well-being/exerciseclasses.html			
/downloads/forms_guides/2017_Final_Retiree_Guide.pdf	1136		
Others	42211		

 The key areas for visitors to myhss.org are benefits, member services and wellbeing

## How do Visitors Find MYHSS.ORG?

- The employee gateway for SFGOV
- Benefits page from the Department of Human Resources
- Different City department internal websites:
  - Human Services Agency
  - Municipal Transportation Agency
  - Public Library
  - SFO
  - Rec and Park
  - Public Utilities
- Various external websites
  - IFPTE Local 21
  - United Healthcare SHFSS micro site
  - Municipal Executives Association
  - San Francisco Unified School District
  - City College of San Francisco
  - San Francisco Employee Retirement System

# Finance and Contracting Update

August 10, 2017

# Finance and Contracting Activities Update

## Financial System Project (F\$P):

- Attended six (6) Open Lab sessions to resolve transaction processing issues
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- Completed 174 F\$P Training courses

## Finance and Contracting Activities Update

## Finance and Accounting:

- Completing FY 2016-2017 year-end activities
- Preparing for the external audit on the Health Service System Trust
- Submitted 2016 Patient Centered Outcomes Research Institute (PCORI) payment of \$18,726.36
- Continued 2018 medical and dental rate calculations

## Contracting and Vendor Management

- Fully executed agreements with the following vendors for Open Enrollment:
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## Finance and Contracting Activities Update

Contracting and Vendor Management (continued)

- Other Open Enrollment vendors
  - Calitho procured as print vendor for Open Enrollment
  - K & H Integrated Print Solutions procured as mail house for Open Enrollment
- Completed vendor selection for website RFP:
  - Champsee Solutions to provide 2018 SFHSS Drupal website design services
  - Selection of Kanopi Studios to develop and deliver Drupal website and content management training services for 2018
  - Selection of Acquia to provide Drupal website hosting and support services

# WELL-BEING MONTHLY REPORT: JUNE & JULY 2017

Prepared for the August 2017 Health Service Board Meeting

## Well-Being@Work Update

- Department Lead Recruitment
  - 29 Departments have Leads (+2 compared to May)
- Champion Recruitment
  - Currently there are 167 Champions (+12 compared to May)
- Awards
  - 14 departments have Award plans for 2017

# Well-Being@Work Update

- Department Lead Communications
  - July 10 update- Employee Assistance Program "We're Here For You" campaign updates to promote Manager and Employee emotional well-being resources
  - July 28 update- Eat Better, Feel Better nutrition campaign launch to promote Colorful Choices Challenge and healthy eating messages.
- Spotlights
  - 5 Spotlights have were announced July 17
    - http://myhss.org/well-being/wellbeingatwork/spotlight\_winners.html

## Well-Being@Work Update

- Grants
  - Next round of Grants are due August 15.
- In response to a Grant submitted by the Library in April 2017, a Physical Activity Tracking Device Toolkit was developed.
  - The LIB Excelsior branch will be piloting this program developed by HSS to help encourage employees to get more movement into their day. Together, the tracker and a movement challenge help employees initiate a habit of movement.

## Well-Being@Work Toolkits

Well-Being@Work is supporting the healthy eating at the workplace policy from the Board of Supervisors. In response to this policy, we have developed two toolkits to support Departments transition to healthier options:

## Healthy Vending Toolkit

 Provides departments who have vending machines, a tool to support the transition to healthy vending options. The toolkit outlines the guidelines provided by the Board of Supervisors and HSS resources to support the change.

## Healthy Socials Toolkit

 Provides departments with a tool to support small changes that can be incorporated in workplace socials. The toolkit outlines the guidelines provided by the Board of Supervisors and HSS resources to support healthy eating habits at work.

### Well-Being@Work Update: Champion Training

- 106 Champions were trained (63%)
- 13 trainings were provided across the city.
- Champions were trained on the following:
  - ✓ Better Every Day campaign
  - ✓ EAP We're Here For You
    - ✓ A campaign about EAP services
  - ✓ Eat Better, Feel Better Campaign and the Colorful Choices challenge
- For more information on tools and resources provided, check out the <u>Well-Being@Work Champion resource</u> page.







### Campaigns: Play Your Way Outcomes

- 2,208 members registered
- 90% CCSF departments had participants (24% increase compared to 2016 Challenge)
- 1,068 completed evaluation survey (54% increase from 2016 Challenge)
- Participants tracked steps or minutes:
  - Steps- Of the 26% who did not meet the recommendation at registration, 86% of them increased the duration of their daily physical activity
  - Minutes- Of the 38% who did not meet the recommendation at registration, 61% of them increased the duration of their daily physical activity



**Better Every Day.** 

SAN FRANCISCO
HEALTH SERVICE SYSTEM

#### Campaigns: Better Every Day

- A City-wide email was sent to introduce the <u>Better Every Day</u> <u>video</u> to CCSF employees
- The video highlights 5
   employees and 1 retiree talking
   about what well-being means to
   them
- Each of the 6 individuals has a video and poster highlighting their story
- Champions were provided copies of the posters to hang at their worksites at the training in late June



### Campaigns: We're Here for You

- **Employee Materials** 
  - City-wide emails
  - Posters
  - Orientations
  - Brochure to be updated
- Promotion for Leaders
  - Presentation to HR Professionals
  - Email to HR Professionals
  - **Email series for Department** Leads to send to managers
  - Handout that summarizes all services





www.myhss.org/well-being/eap

#### Campaigns: Eat Better, Feel Better

#### Eat Better, Feel Better Campaign

- Messages focus on healthy eating specifically eating fruit and vegetables.
- The Colorful Choices Challenge launched July 31 and will run for six weeks through September 31.
  - Goal: to consume five fruit or vegetables daily
  - Track online or via an app every day
  - Participate as a individual and/or on a team (open to employees, retirees, and their families)
    - http://myhss.org/wellbeing/eatbetterfeelbetter.html



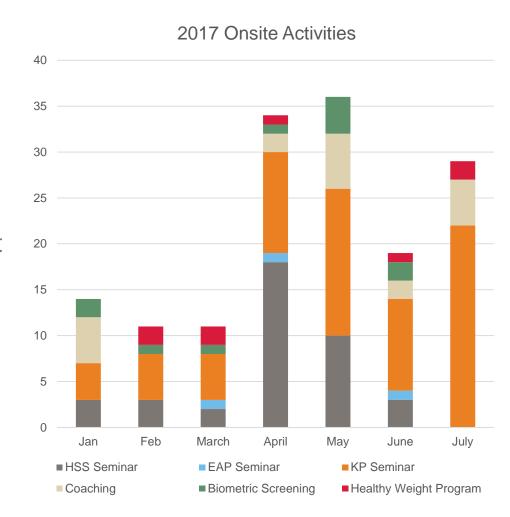
### Onsite (Department) Activities Update

### July 2017: Number of onsite activities

- 26 (152 YTD)
- Increased ongoing onsite activities (Chair Yoga, Tai Chi, Health Coaching)
- Completion of 5 healthy weight program as of July 2017

#### July 2017 Compared to 2016

- 53% increase in onsite activities
- Attributed to engaged Champions at departments



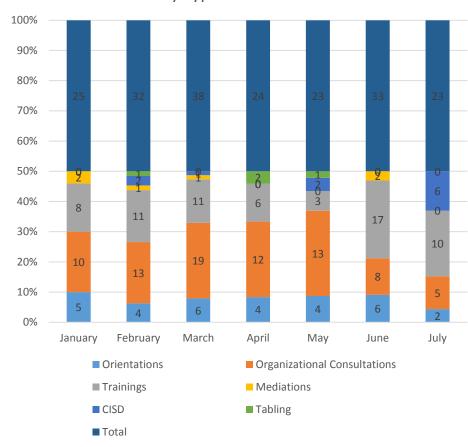
## Employee Assistance Program: Organizational Well-Being

July (reporting 7/1/17 – 7/28/17) Organizational Services

- 23 organizational services (198 YTD)
  - 44% were trainings
  - 22% were organizational consultations

Comparison to 2016 YTD (210):

 6% decrease in organizational services provided Number and Percentage of Organizational Services by Type and Month: YTD 2017



# Employee Assistance Program: Organizational Well-Being

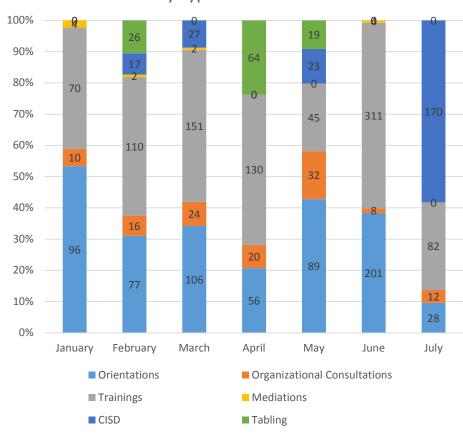
July (reporting 7/1/17 – 7/28/17) Organizational Services

- 292 people served by these services (2032 YTD)
  - 58% of people served attended a CISD
  - 28% of people served attended orientations

Comparison to 2016 YTD (1076):

89% increase in people served

Number and Percentage of Organizational Services by Type and Month: YTD 2017



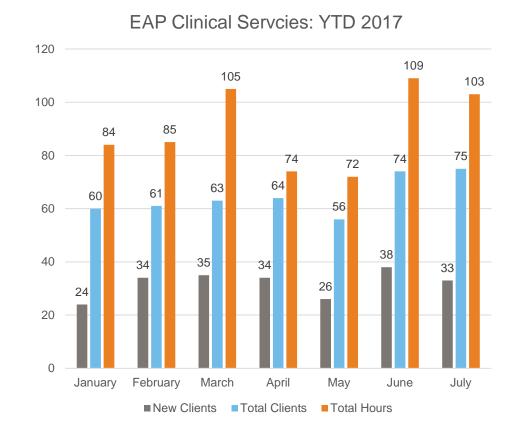
## Employee Assistance Program: Counseling Update

In July 2017 (reporting 7/1/17-7/28/17) EAP provided:

- 103 hours of counseling
- Served 75 clients
- 33 new clients

#### Comparison to 2016 YTD:

- 17% increase in New Clients
- 14% increase in Total Clients
- 3% increase in Total Hours of Service

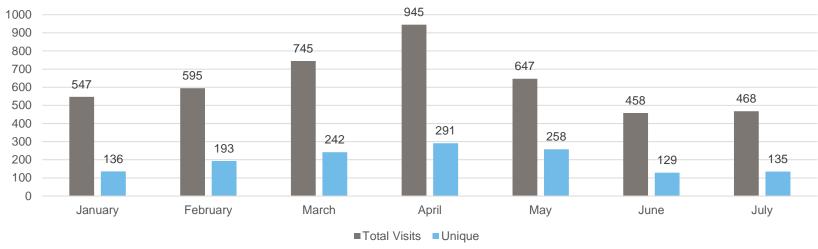


# Employee Assistance Program: Project Updates

- EAP 101 materials completed, printed. To be launched 8/2/17.
- Managing For Success Pilot seminar series completed at one department and near completion at another.
- How to Access Mental Health Benefits project; continuing to work with health plans to streamline referral and service resolution processes.

### Wellness Center: Participation





- There was a total participation of 468 visits and 135 individuals who visited the Wellness Center for July 2017.
- This is a decrease of 206 visits when compared to July 2016.

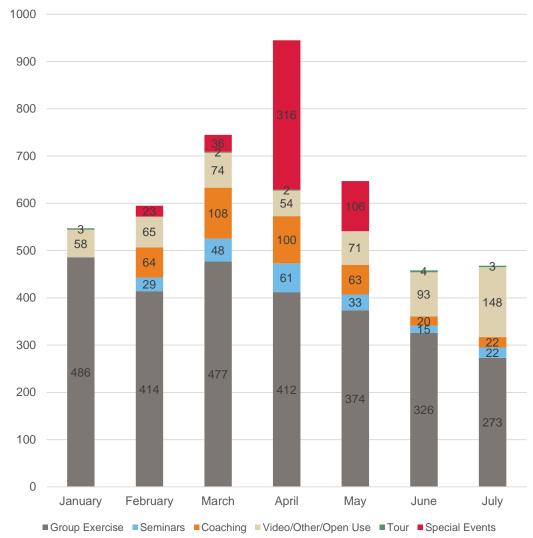
### Wellness Center: Visits by Type

by Month

Total visits by offering for July:

- Group Exercise 273
- Special Events None offered in July
- Coaching 22\*
- Video/Open Use/ Other – 148
- Seminars 22
- Facility Tours 3

\*Healthy Weight Program participation only

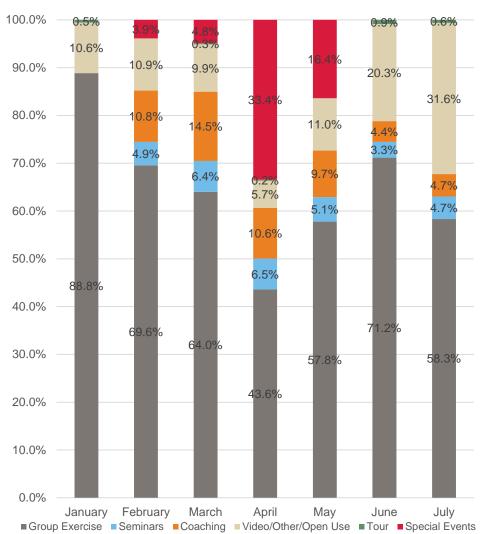


# Wellness Center: % of Visits by Type by Month

% Participation by offering for June:

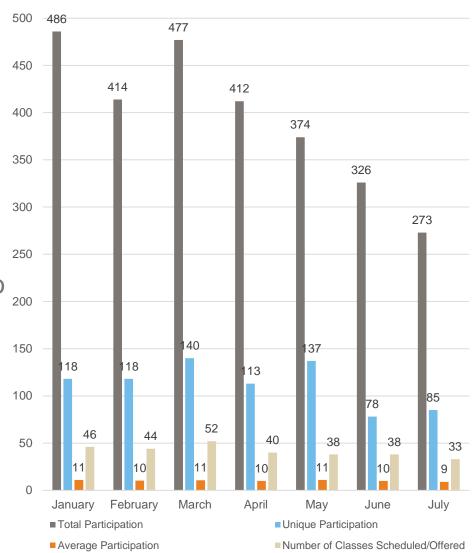
- Group Exercise 58.3%
- Special Events 0%
- Video/Open Use/ Other 31.6%
- Coaching 4.7%
- Seminars 4.7%
- Facility Tours 0.6%

The addition of the ping pong table at the Wellness Center has had a direct increase in the number of participants engaging in open use. There was in increase in 11.3% in July when compared to June of 2017.



### Wellness Center: Group Exercise

- 273 visits
- 9 average participants per group exercise class.
- A total of 29 classes were offered. This represents 16 fewer classes when compared to July 2016.



#### Wellness Center: New Activities

- Healthy Weight Program started 7/21
- New Table Tennis available during
   Open Use time
- Self-monitoring blood pressure machine now available





