

MEMORANDUM

DATE: April 11, 2024

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

FROM: Abbie Yant, RN, MA Executive Director SFHSS

RE: April 11, 2024, Director's Report

BLACKOUT PERIOD NOTICE NOVEMBER 9, 2023, THROUGH JUNE 2024 (see attachment)

Blackout Period notification to the Health Service Board ("Board") that began on November 9, 2023, and extends through both:

- the completion of the San Francisco Health Service System ("SFHSS") formal request for proposal for a Medicare Advantage PPO plan for the 2025 plan year ("2025 MA PPO RFP") and the presentation of the results of the 2025 MA PPO RFP to the Health Service Board, and
- the completion of the SFHSS Annual Rates and Benefits process for the 2025 plan year.

MEDICARE RFP UPDATE

The week of March 18 through March 22, SFHSS held Oral Interviews with each qualified Respondents to the 2025 Plan Year MAPD RFP (RFP). On March 21st and 29th, SFHSS issued the fourth and fifth addenda to the RFP with responses to financial and claims questions issued prior to the Deadline for Financial Questions on March 15. On April 1, 2024, the Centers for Medicare and Medicaid Services (CMS) released the FY2025 Medicare Advantage (MA) final rule. As such, the Deadline for the Financial Proposals will be unchanged, with responses due April 9. The RFP Evaluation Panel continues to review and discuss the Non-Financial Proposals (submitted February 9) and responses to the Oral Interviews throughout April. Evaluation of the financial proposals will occur in mid-April following a review and analysis by our actuarial team at Aon.

HEALTH SERVICE BOARD 2024 ELECTION (see attachment)

A Health Service Board election for two member seats will occur in May 2024. The election process is underway in collaboration with the Department of Elections. The Election schedule is available on the [Board's Election webpage](#). The Department of Elections will send ballots to all active employees, retired employees, qualifying surviving spouses, and qualified surviving domestic partners. Voting takes place from May 17 through May 31, 2024. If you have questions, please contact Holly Lopez, the Health Service Board secretary, by calling (628) 652-4646 or at holly.lopez@sfgov.org.

2024 DEPENDENT ELIGIBILITY VERIFICATION AUDIT (DEVA) PILOT UPDATE

The Dependent Eligibility Verification Audit started on April 1, 2024, and will run through April 30, 2024. During this iteration, one thousand Active members of the City and County of San Francisco, City College of San Francisco, and SF Superior Court will have their dependents

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audited. Dependents include spouses, registered domestic partners, and children. The selection criteria for this pilot focused on active members in the employer groups mentioned above who have been employed for more than one year and had at least one of the listed dependents. In collaboration with the Communications and Enterprise Systems and Analytics teams, updated system functionality and mass mailing are being tested in this audit. The goal is to identify system enhancements and communications needs necessary to scale up the audit in subsequent years.

SFHSS LEASE AGREEMENT

The new SFHSS lease allows SFHSS to relocate operations from the first to the second floor since the new location is better suited for its operations. The Landlord has provided a total of \$325,000 in Tenant Improvement Allowance to cover move costs, Tenant Improvements, and related expenses for relocating the Department from the first floor to a portion of the second floor. The allowance will be sufficient to cover moving costs based on bids received.

The proposed lease agreement going before the Board of Supervisors within the next few weeks is for the term of ten years with two options of five years to extend the term, with the current owner, Trinity Center, LLC, at a base rent of \$588,787.50 per year (\$49,065.59) with 3% annual rent increases throughout the entire agreement. The lease is fully serviced except for electricity, which is separately metered. The Real Estate Department is responsible for multiple City Department leases within the 1145 Building.

EQUITY AND INCLUSION UPDATE

The World Health Organization (WHO) resounds the call for equity in the international promotion of [World Health Day](#). To address these types of challenges, the theme for World Health Day 2024 is *'My health, my right.'* This year's theme champions the right of everyone, everywhere, to have access to quality health services, education, and information. Strong primary care has the capacity to reduce social and economic barriers to care and is associated with more equitable health services. The World Health Day theme aligns with SFHSS' strategic goal of advancing primary care practice and member engagement to ensure access to the right care at the right time and place.

WHO also underlines the urgency of creating sustainable well-being societies committed to achieving health equity and respecting environmental limits. At the citywide level, the San Francisco Recreation and Parks Department and the Department of the Environment focus on the urgent need for environmental justice, sustainable development, and climate solutions in celebration of [Earth Month](#) and [Climate Action Month](#).

The U.S. Department of Health and Human Services also uplifts April as [National Minority Health Month \(NMHN\)](#), a time to raise awareness about the importance of improving the health of racial and ethnic minority communities and reducing health disparities. The origin of National Minority Health Month was the 1915 establishment of National Negro Health Week by Booker T. Washington, with U.S. Congress support being officiated in 2002. Each year, the U.S. Department of Health and Human Services (HHS) [Office of Minority Health \(OMH\)](#) designates a theme for National Minority Health Month. The theme for 2024 is *Be the Source for Better Health: Improving Health Outcomes Through Our Cultures, Communities, and Connections*. In

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leading with equity, SFHSS maintains our commitment to action-oriented planning and will continue to elevate efforts to create lasting health equity and inclusion for all.

HEALTHCARE AFFORDABILITY BOARD AND ADVISORY COMMITTEE

The Health Care Affordability Board is a decision-making body charged with setting statewide and sector-specific spending targets, appointing a Health Care Affordability Advisory Committee, and approving key benchmarks, such as alternative payment model adoption and the share of spending dedicated to primary care and behavioral health, among other responsibilities. Board members may not receive compensation from healthcare entities.

Topics from the [HCAB Advisory Committee January 23 Meeting](#)

- Statewide Spending Target Methodology and Value, Including Assessing Performance Against the Statewide Spending Target
- Consideration of Medi-Cal Spending
- Workforce Stability Standards
- Primary Care Definition and Investment Benchmark
- Out-of-Plan Spend Examples of Cost-Reducing Strategies

ADMINISTRATIVE UPDATES

Health Service Board Email Outcome Report for November-December 2023 and January-March 2024 (see attachment)

**SAN FRANCISCO HEALTH SERVICE SYSTEM
DIVISION REPORTS: APRIL 2024**

**HUMAN RESOURCES:
PERSONNEL**

Welcome:

- 1814 Benefits Supervisor: John Trotman: Started on 3/18/2024.
- 1209 Benefits Technician: Stephanie Recinos: Started on 3/18/2024.

Appointment Change:

- 1813 Sr. Benefits Analyst: Raphaelle Calvin-Hudson: Permanent appointment effective 3/11/2024.

Resignation/Retirements:

- Retirement: Marie Chan (1210 Benefits Analyst): effective 3/1/2024

Recruitments:

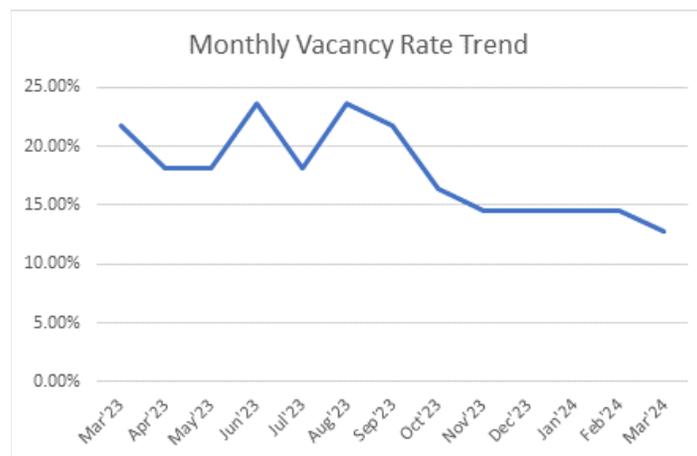
- 1210 Benefits Analyst – Expected to hire in April.
- 1813 Sr. Benefits Analyst – Expected to hire in April.
- 2595 Sr. EAP Counselor – Exam in progress.

Turnover Rate:

- 2022 Average: 28.40
- 2023 Average: 20.34
- 2024 Average YTD: 2.11

Monthly Vacancy Rate*:

Mar '23	Apr '23	May '23	Jun '23	Jul '23	Aug '23	Sep '23	Oct '23	Nov '23	Dec '23	Jan'24	Feb'24	Mar'24
21.82%	18.18%	18.18%	23.64%	18.18%	23.64%	21.82%	16.36%	14.55%	14.55%	14.55%	14.55%	12.73%



* Vacancy rates include 3 positions that are on hold and not currently being filled. The number of active vacant positions to be filled is 5.

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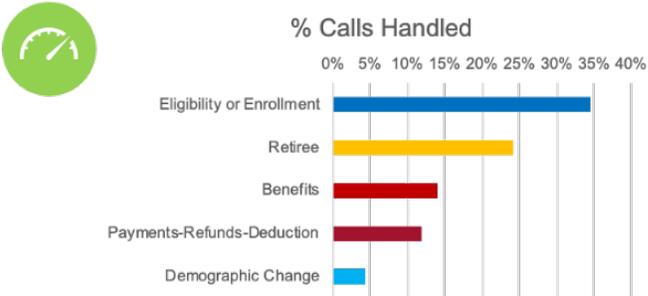
OPERATIONS:

Call Center Support

Call Volume



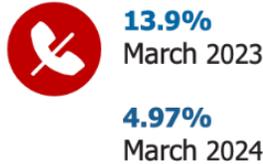
Call Drivers Metrics



Average Speed to Answer Goal: <180 secs



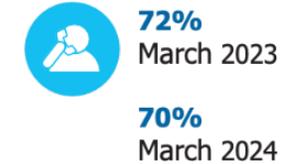
Abandonment Rate Goal: <10%



Average Length of Call Goal: <10 min



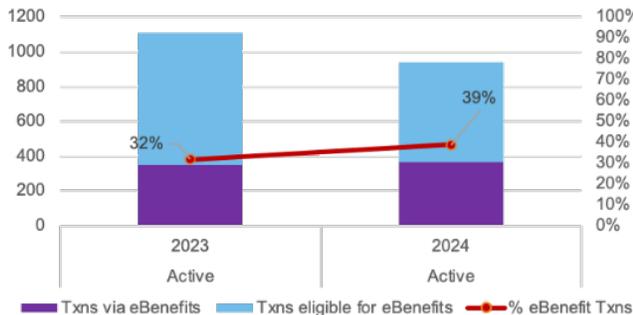
First Contact Resolution Goal: >75%



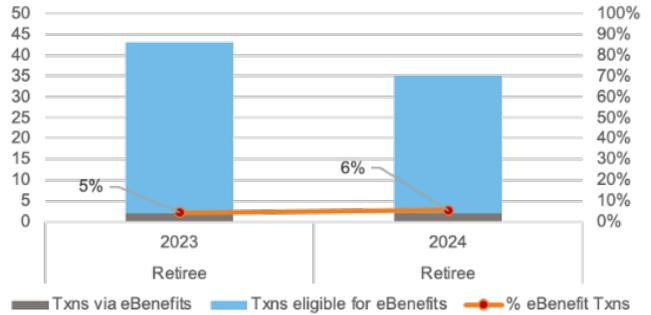
Transactions



eBenefits Transactions Actives



eBenefits Transactions Retirees

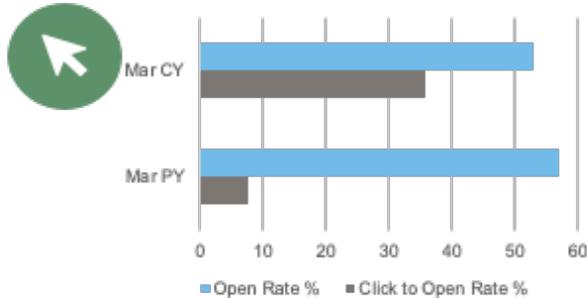


COMMUNICATIONS:

Member Engagement

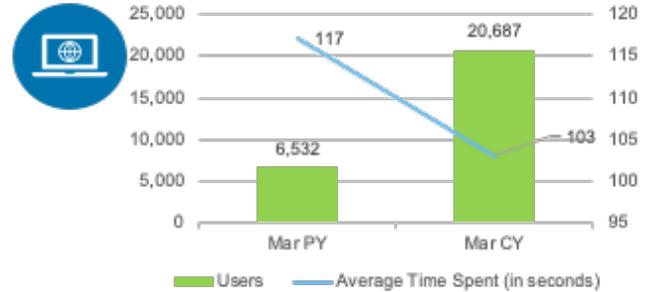
eNews Engagement

Goal: >50% Subscribers and 50% Open Rate



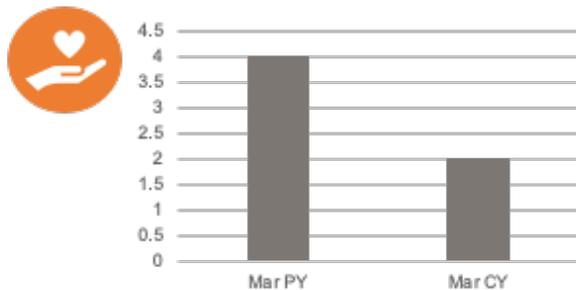
SFHSS Website Engagement

Goal: >100 seconds



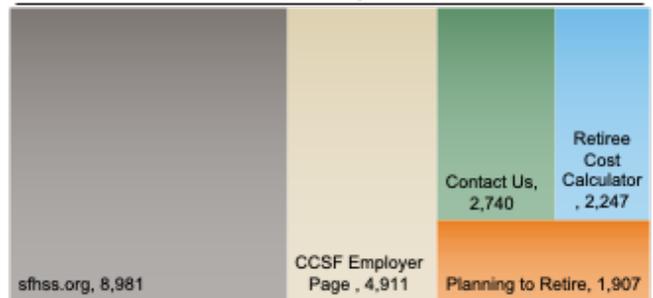
Preventive Care Communications

Goal: > 3



Top Visited Pages on sfhss.org

Goal: Move Contact Us out of Top 5



FINANCE AND BUDGET:

- Completed version 2.0 of the detailed rate project
- Responding to the Mayor’s Budget Office’s questions about the FYE 2025 and 2026 budget.
- Providing documents and support for the controller’s audit.

CONTRACTS:

- Executed 1st Amendment to 2022 Agreement with Lighthouse Health and Wellness for First Responder mobile wellness application.
- Executed Letter of Agreement for Kaiser Wellness Services.
- Ongoing administration of the 2025 Plan Year Medicare (MAPD PPO) RFP.

WELL-BEING: (see attachment)

- Sleep for Better Help Campaign offered during March.
- Finalized a five month transition the EAP client management software, EAPexpert.
- Seven critical incidents were responded to for support services between January and February.

Attachments:

- Blackout Notice November 9, 2023 through June 2024
- Health Service Board Election Schedule
- Health Service Board Email Outcome Report for November-December 2023 and January-March 2024
- Well-Being Monthly Report

MEMORANDUM

DATE: November 9, 2023
TO: Randy Scott President, and Members of the Health Service Board
FROM: Abbie Yant, RN, MA Executive Director SFHSS
RE: Black-Out Period Notice, November 9, 2023 through June 2024

This memorandum shall serve as the Black-Out Period notification to the Health Service Board (“Board”) that will begin today, November 9, 2023, and extend through both:

- the completion of the San Francisco Health Service System (“SFHSS”) formal request for proposal for a Medicare Advantage PPO plan for the 2025 plan year (“2025 MA PPO RFP”) and the presentation of the results of the 2025 MA PPO RFP to the Board, and
- the completion of the SFHSS Annual Rates and Benefits process for the 2025 plan year.

During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with the 2025 MA PPO RFP and the SFHSS Annual Rates and Benefits process for the 2025 plan year.

Pursuant to the Board’s Service Provider 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 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 or officers, on matters relating to SFHSS competitive bid processes for the selection of the primary service provider for medical plans, including, but not limited to the 2025 MA PPO 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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Schedule for May 2024 Health Service Board Election

The following Health Service Board Election procedures comply with Administrative Code Sections 16.550 – 16.565

SCHEDULE DATE	PROCEDURES BY HEALTH SERVICE BOARD AND DEPARTMENT OF ELECTIONS	ORDINANCE DEADLINES
Thursday, January 11, 2024	Health Service Board declares vacancy of two seats with term expiration dates effective May 15 and May 16, 2024. The Health Service Board adopts a resolution authorizing election for two seats and specific dates during which ballots may be marked and when the election is to be held.	
Thursday, January 11, 2024	Health Service Board notifies the Department of Elections that an election will be held, specifying the first and last dates for voting.	Admin Code §16.554 At least 120 days prior to the first day of voting
Friday, January 12, 2024 thru Friday, Feb. 16, 2024 (5 Weeks)	Nomination period for Health Service Board candidates. Health Service Board notifies members of the reason for the election, procedures for nomination and selection of candidates, and voting dates.	Admin Code §16.553 Not less than 31 days
Feb. 16, 2024	Department of Elections requests that Department Heads designate departmental Election Officers.	Admin Code §16.555 At least 90 days prior to the first day of voting
Feb. 23, 2024	Deadline for San Francisco Health Service System (SFHSS) to provide completed nomination forms to the Department of Elections by 5 p.m.	
Friday, March 1, 2024	Candidates' Orientation Session conducted by the Department of Elections and Deputy City Attorney at the offices of the Department of Elections.	2:00 p.m. - 4:00 p.m.
Monday, March 18, 2024	Department Heads notify the Department of Elections of departmental Election Officers.	Admin Code §16.555 60 days prior to the first day of voting
Thursday, April 11, 2024	Deadline for Candidates' Statements to be filed with the Department of Elections and Candidates' Statements of Economic Interest (Form 700) provided to SFHSS for filing with the Ethics Commission.	Admin Code §16.553-1 and 2 No later than 12:00 p.m.
Friday, April 12, 2024	SFHSS provides the Department of Elections with the names of eligible nominees. SFHSS voter file containing active and retired members' names and addresses to be sent to the Department of Elections in the requested format.	Admin Code §16.557 35 days prior to the first day of voting

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Friday, April 12, 2024	Department of Elections allows Candidates to review and correct typeset Statements.	No later than 5:00 p.m.
Monday, April 15, 2024	Department of Elections selects the order of Candidates' names on the ballot by random drawing.	12:00 p.m.
Friday, April 26, 2024	The Department of Elections sends written instructions to departments to Election Officer informing such office of dates on which ballots will be distributed and collected and the procedure to be followed for their distribution and collection.	Admin Code §16.556 At least 21 days prior to the first day of voting
Tuesday, May 7, 2024	Department of Elections will mail ballots to all eligible active and retired voter members.	Admin Code §16.560 At least 10 days prior to the first day of voting
May 14, 2024	SFHSS provides a supplemental list to the Department of Elections or Contractor within two days of the First Voting Day, which list shall provide the names of eligible voters not included on the original list.	Admin Code §16.557 Within 2 days of the first Voting Day
Friday, May 17, 2024 thru May 31, 2024	Official election dates (set by the Health Service Board). The date is chosen for filling following the current HSB Commissioner's term or to hold a special election.	Thursday, May 15, 2024, is the first day of voting.
Tuesday, June 4, 2024	Department of Elections to count votes and announce results. By this date, the Department of Elections counts all ballots that are properly marked, signed, and delivered, and certifies the name of the persons receiving the largest number of voters.	Admin Code §16.563
Thursday, June 13, 2024	Elected members are sworn after election results within the week following the announcement of the results. Elected members take their seat on the Health Service Board June 13, 2024 meeting for a full five-year term ending June 2029	13 days after the close of voting

MEMORANDUM

DATE: April 11, 2024
TO: Randy Scott, President of the Health Service Board
FROM: Abbie Yant, Executive Director of the San Francisco Health Service System
RE: Health Service Board Email Outcome Report for November-December 2023 and January-March 2024

Health Service Board Future Email Outcome Reports:

The following email activities were tracked and categorized under the email policy with the following categories:

- Member Services Experience (General Information, Feedback)
- Benefits Inquiry (Open Enrollment, Eligibility/Enrollment, Payments, Provider Information)
- Policy Questions (Rates & Benefits, Plan/Provider changes)
- Board Meeting Questions (Time of the meeting, Public Comment Instructions, Agenda)
- Miscellaneous Inquiry (Unrelated Board matters or questions)

Between November and December 2023, there were 21 emails in total. The SFHSS Member Service team responded, addressed, or had conversations with members who contacted the Health Service Board by email. The majority of benefits questions were regarding post-Open Enrollment questions, which were routed to Member Services. There were five total policy questions: 4 emails about the UHC and UCSF contract negotiation, and one email was about Delta Dental.

Between January and March 2024 there were 24 emails total. The SFHSS Member Service team responded, addressed, or had conversations with members who contacted the Health Service Board by email for benefits inquiries. The Board Secretary responded to all miscellaneous questions.

November- December 2023		
Member Need	Monthly Total	Action
Member Services	1	Closed
Benefits Inquiry	14	Closed
Policy Questions	5	Closed
Board Meeting Questions	1	Closed
Miscellaneous	0	Closed

Month	Emails
November	12
December	9

January-March 2024		
Member Need	Monthly Total	Action
Member Services	3	Closed
Benefits Inquiry	10	Closed
Policy Questions	4	Closed
Board Meeting Questions	0	Closed
Miscellaneous	7	Closed

Month	Emails
January	6
February	10
March	8

Well-Being Monthly Report

Health Service Board Meeting April 11, 2024

Calls/Cases: Internal & External EAP

February 2024 Highlights:

- -52% decrease in cases compared to prior month
- -2% decrease in calls compared to prior month

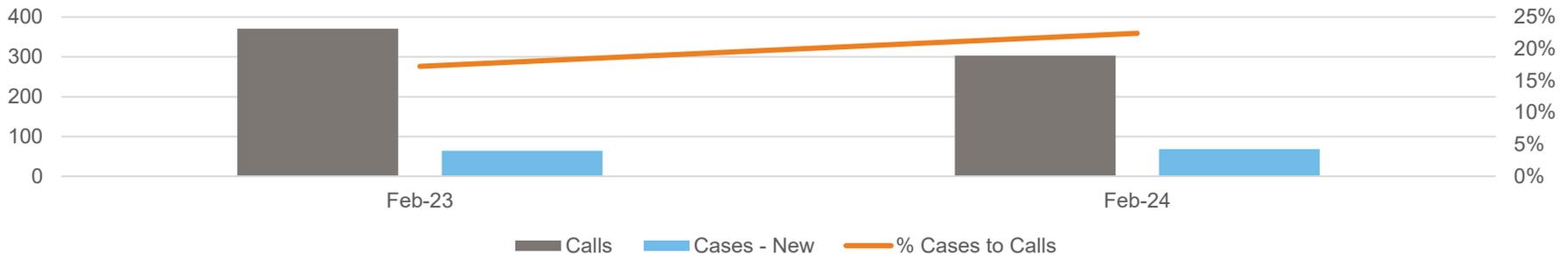
February 2024 Compared to January 2024: Calls, Cases, and % of Calls that Led to a Case



February Year Over Year Highlights:

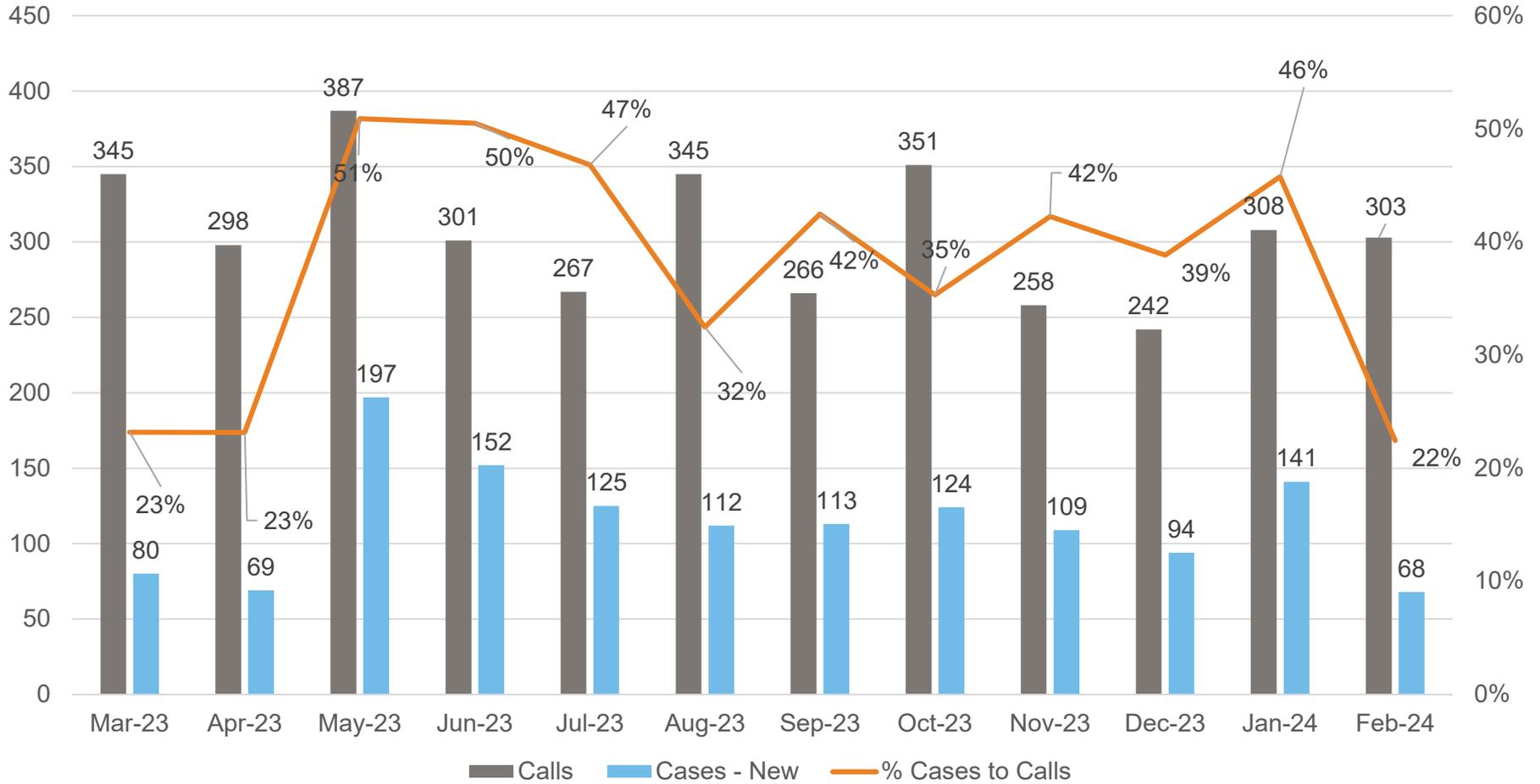
- +6% increase in cases compared to same month prior year 2023
- -18% decrease in call volume compared to same month prior year 2023

February 2024 Compared to February 2023: Calls, Cases, and % of Calls that Led to a Case



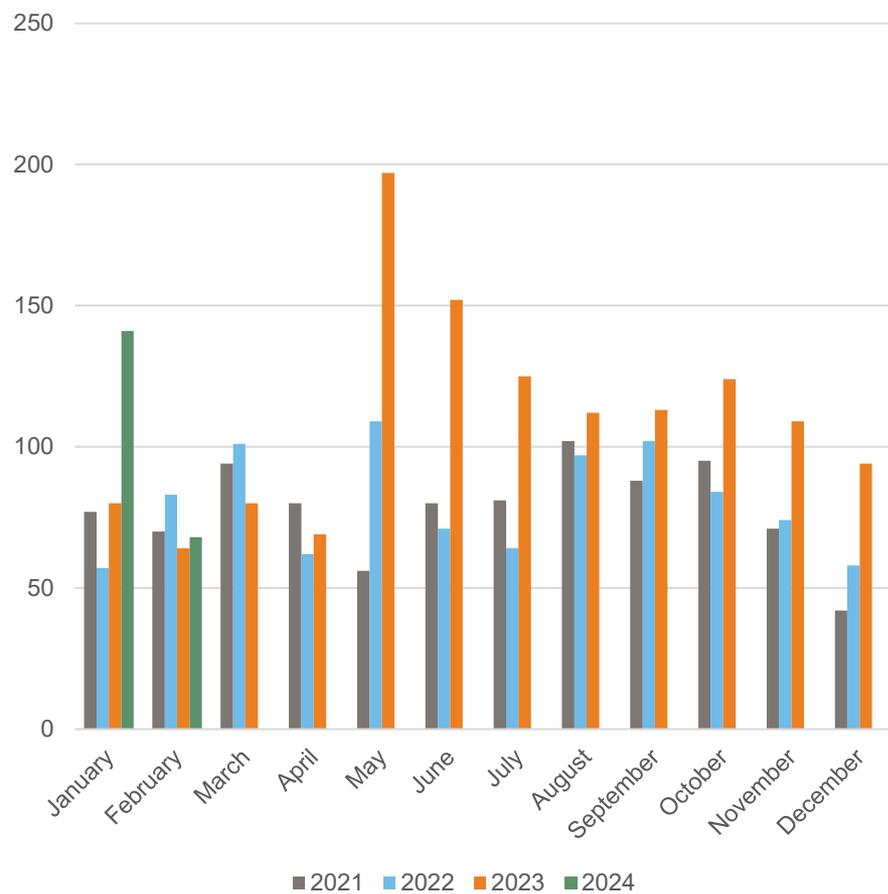
Calls/Cases: Internal & External EAP

External 24/7 EAP + SFHSS Internal EAP:
Total Number of Calls, Cases and % Cases Over a 12 Month Period



SFHSS EAP (Internal and External): Year Over Year

Year Over Year: New Cases



Year Over Year: Call Volume

