



SFHSS 2026 Gap Year Strategic Plan Mid-Year Update



August 13, 2026

Presented by:

Rin Coleridge, Chief Operating and Experience Officer

Teresa Tan, Chief Finance and Affordability Officer

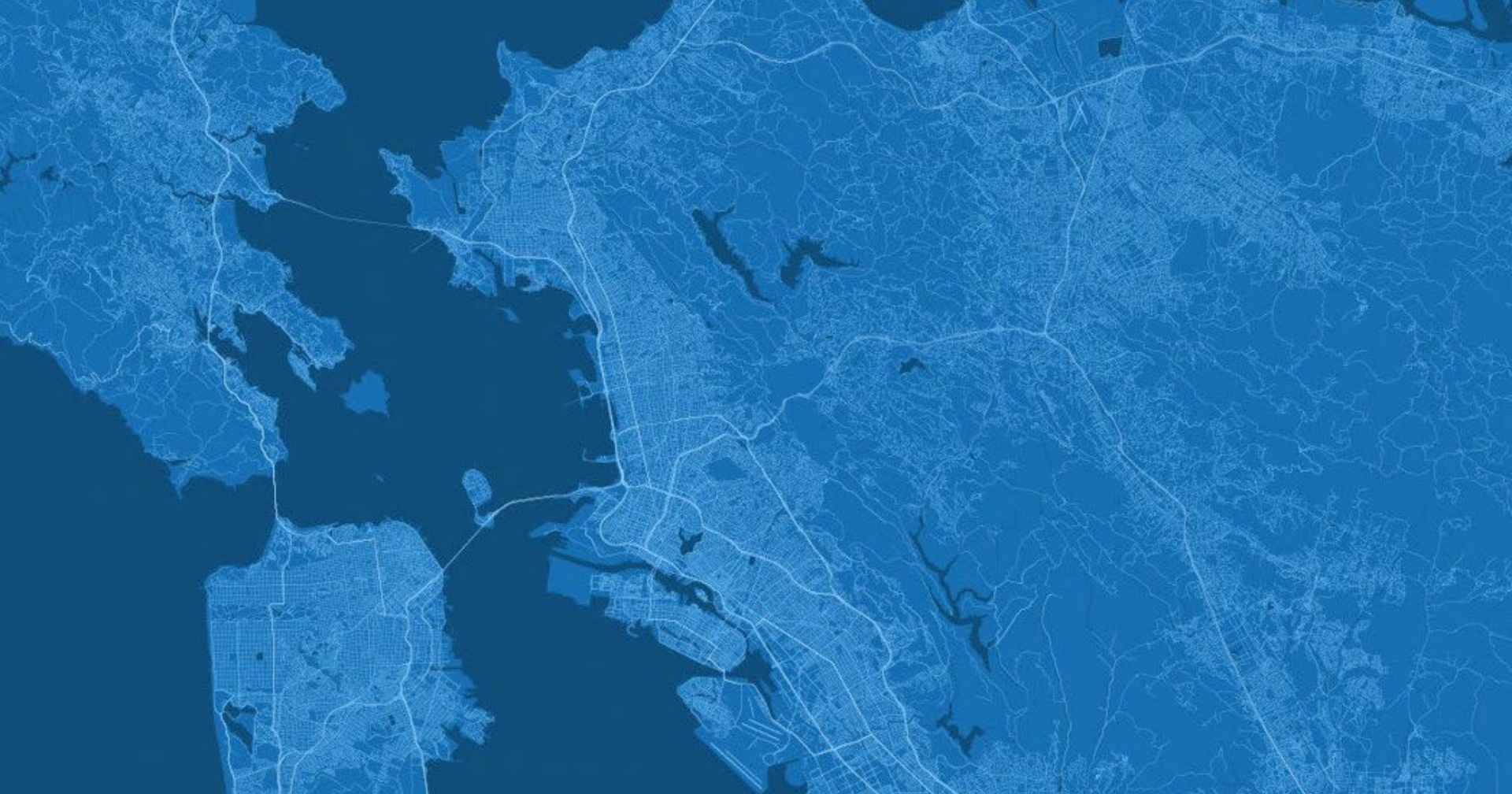
Michael Visconti, Contracts Administration Manager

Carrie Beshears, Well-Being Manager

Olga Stavinskaya-Velasquez, Operations Manager

Agenda

- The 2026 Gap Year Strategic Plan
- Updates on SFHSS 2026 Gap Year Strategic Plan Goals
 - Affordability and Sustainability
 - Mental Health and Well-Being
 - Optimize Service
- What's Ahead in 2027



2026



GAP YEAR STRATEGIC PLAN

SFHSS 2026 Gap Year Strategic Plan Goals



Goal 1: Provide **Affordable and Sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.



Goal 2: Support the **Mental Health and Well-Being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.



Goal 3: **Optimize Service** to maintain and advance exceptional member engagement.



Improve Member Outcomes

Goal:

By May 31, 2026, in order to improve member health outcomes through evidence-based interventions, SFHSS will refocus the contracted clinical performance metrics and associated fees-at-risk across all commercial health plans into three focused pillars:

- Metabolic Health,
- Screening & Prevention, and
- Behavioral Health / Substance Use Disorder

Status:

SFHSS leadership met with Dr. Fiona Wilson, Chief Physician for CCSF Employees, as our clinical expert, and then with all carriers to focus Performance Guarantees (PGs) on focused clinical measures where plans can influence outcomes and avoid costs.

Next Steps:

- Continue carrier discussions
- Confirm focused PGs and fees-at-risk by December 1st
- Incorporate feasible PGs and reporting into PY2027 agreements and include all in PY2028 renewal letters



Monitor Funding Sustainability

Goal:

By June 30, 2026, the SFHSS Finance Division will complete the realignment of Health Sustainability Fund (HSF) budgeted positions to better align with Charter requirements.

To support long-term solvency, Finance will implement a 5-year projection model to monitor HSF revenues and expenditures.

Status:

As part of the FY 2026–27 budget, SFHSS aligned the use of Healthcare Sustainability Fund (HSF) positions with the charter intent.

- Three Member Services positions were moved to the General Fund.
- Three Contract positions were moved to the HSF.

Implemented 5-year projections and will continue monitoring HSF revenues and expenditures to provide recommendations such as increasing funding or reducing spending for next budget cycle.



Mental Health and Well-Being

Goal:

In 2026, the internal and external Employee Assistance Program will increase EAP cases by 1% to achieve a 4% utilization rate through:

- Targeted communication campaigns,
- Manager training, and
- Integration of EAP awareness into all well-being initiatives.

Increasing utilization of EAP services can reduce the impact of life stressors, and strengthen a healthier, more resilient workforce.

Status:

As part of the FY 2026-27 budget process, the Employee Assistance Program was transferred to the Department of Human Resources.



Well-Being

Goal:

In 2026, the Well-Being Division will center its efforts on two evidence-based priorities—healthy eating and physical activity—as core strategies for supporting healthy blood pressure.

To achieve this objective, at least 50% of all well-being programs, activities, services, and resources will be directed to support healthy blood pressure.

Status:

On track to exceed the goal of **50%**.
From January to June 2026, HSS offered:

- 52 webinars
- 78 exercise classes
- 42 programs

84.5% (147) of offerings directly align with cardiovascular and metabolic health.

Examples of Topics:

- Plant-Based Eating
- Managing High Blood Pressure
- Get Moving
- Reading Food Labels
- Health Coaching
- Diabetes Prevention Program (DPP)



Research Abandonment Rates

Goal:

By March 31, 2026, identify the root cause of the abandonment rate that started in late 2025.

Status:

Achieved goal

- Completed comprehensive review of call abandonment programming and system configuration
- Confirmed the system was functioning accurately as intended
- Implemented operational improvements:
 - aggressive hiring to backfill vacated positions
 - operational improvements to better meet the call volume, lobby traffic, and the processing time for member enrollments and vendor reconciliation reports.



Improve First Call Resolution Rate

Goal:

By December 31, 2026, the Member Services Call Center will improve the First Call Resolution (FCR) rate by 2% year-over-year (YOY).

Status:

On track to exceed goal of **2% YOY** improvement.



Year	FCR Rate YTD
2026	74%
2025	69%
2024	62%

Improvement process to reduce repeat calls by resolving member issues during initial contact include:

- Ongoing staff coaching
- Reviewing calls



Improve Member Satisfaction

Goal:

By June 30, 2026, the Member Services team will improve member satisfaction by 2% year-over-year, as measured by survey responses rating services as “satisfied” or higher, with the result of enhancing overall member experience and service quality.

Status:

Achieved goal of **2%** increase in member satisfaction.



Year	Member Satisfaction
2026	63%
2025	61%
2024	58%

These factors enhanced service quality and operational performance:

- Staff retention
- Higher First Call Resolution rates
- Targeted staff training
- Quality assurance efforts

Look How Far We've Come!

2026 Goals  Final Report Early 2027

Overall, we are ON TRACK to accomplish our 2026 goals.

- Thank you to everyone for the work and collaboration that got us here.

Final Report will be presented in early 2027.



What's Ahead

Adopting the Next Plan 2027-2029

- January-June 2026: DHR facilitated workshops to develop framework for the next multi-year plan
- July-August 2026: Executive team is refining top 3-5 goals
- September 2026: Health Service Board provide input on next plan
- December 2026: SFHSS present Strategic Plan 2027-29 to Health Service Board for final approval