

**SAN FRANCISCO
HEALTH PLAN™**



Here for you

SFHP



STRATEGIC PLAN

2018–2020



VISION

San Francisco is a healthy community for all.



Message from our CEO

As the San Francisco Health Plan enters our 22nd year of serving our members, this strategic plan for 2018–2020 focuses on striving to make San Francisco a healthy community for all. We will continue to build on our programs and past accomplishments, forge ahead to protect the gains we have made in San Francisco, California and across the United States in covered lives, thanks to the Affordable Care Act (ACA), and focus on a future that improves health outcomes of the diverse San Francisco communities through our successful partnerships.

This strategic plan is the result of a collaboration with our leadership team and our Governing Board. The work reaffirmed our focus on our four strategic anchors:

- 1. Universal Coverage Through Partnerships** - We will do everything feasible to work with the City and County of San Francisco, State and Federal governments, and our partners to ensure that all San Franciscans have access to high quality health care.
- 2. Quality Care And Access For Members And Participants** - We will set high goals and track our outcomes and performance against quality measures, customer satisfaction and national accreditation standards.
- 3. Exemplary Service to Members and Stakeholders** - We will never forget that, at the end of the day, what we offer is service to our members, providers and purchasers. This service must be of the highest level and of significant value to each of those key customers.
- 4. Financial Viability for SFHP and for Safety Net Providers** - We need to ensure that SFHP's financial future is secure so that we can weather the tough years, never limiting or capping our enrollment in the programs that cover the uninsured and low-income residents, while also helping to protect the viability of safety net providers, who offer access to care regardless of a patient's ability to pay.

We have seen many positive changes over our 22-year history, from achieving universal coverage of children, offering access through the City's award-winning Healthy San Francisco Program for all uninsured in the City, successfully implementing the Affordable Care Act Medi-Cal expansion to childless adults, tripling our Medi-Cal membership in less than 10 years, a quintupling of our revenues, and being the highest ranked public Medi-Cal plan as determined by the Department of Health Care Services (DHCS) on quality measures for each of the last 10 years.

This strategic plan sets forward the road map and path for SFHP in the next three years. We will use this plan to set our annual goals with the Governing Board, as well as adjust to the ongoing changes in our health care world. We are so fortunate to be located here in San Francisco, one of the premier cities in the world, where the Mayor, Board of Supervisors and community strongly support health care for all. We will continue to work closely with our partners at the Department of Public Health, San Francisco Community Clinic Consortium, local community providers and others to ensure that San Francisco is a healthy community for all.

A handwritten signature in black ink that reads "John F. Grgurina, Jr." with a stylized flourish at the end.

John F. Grgurina, Jr.

CEO, San Francisco Health Plan



MISSION

The mission of San Francisco Health Plan is to improve health outcomes of the diverse San Francisco communities through successful partnerships.

CORE VALUES

Our three core values are interrelated and serve as our compass; they guide our organizational behavior.

SERVE WITH RESPECT

We respect all those we work with, including members, providers, external partners, clients and each other.

Serving with respect ensures we are accountable, courteous and responsive to a wide range of interests and needs.

STRIVE TO EXCEL

We strive for excellence in everything we do, from ensuring quality services to our members, supporting our provider network, running efficient operations, and acting with integrity.

WORK AS A TEAM

We work as a team within and across departments to ensure quality service to our members, providers and community partners.

WHO WE ARE

Established in 1994 by the San Francisco Board of Supervisors, San Francisco Health Plan (SFHP) is an award winning, managed care health plan whose mission is to improve health outcomes of the diverse San Francisco communities through successful partnerships.

SFHP is chosen by eight out of every ten San Francisco Medi-Cal managed care enrollees and our more than 145,000 members have access to a full spectrum of medical services including preventive care, specialty care, hospitalization, prescription drugs, and family planning services through the Medi-Cal, Healthy Kids HMO and Healthy Workers HMO programs. We also provide third-party administrative services to the Healthy San Francisco and City Option programs, which provide health care access to over 13,000 uninsured adults, as well as premium assistance and medical reimbursement accounts for over 345,000 San Francisco employees.

We are a public, not-for-profit, NCQA Accredited Medicaid HMO Health Plan that is committed to universal coverage. Through long-standing partnerships with the San Francisco Health Network, the Department of Public Health, San Francisco Community Clinic Consortium, local community providers, and other community-based organizations, we help ensure low-income San Franciscans have access to high-quality health care.

GOVERNING BOARD MEMBERS

SFHP was designed by and for the residents it serves, and takes great pride in its ability to accommodate a diverse population that includes young adults, seniors, and people with disabilities. Our Governing Board is comprised of

dedicated members of our community representing physicians, health plan members, hospitals, labor, and community health centers. Although the San Francisco Board of Supervisors appoints 14 of our 19 Governing Board positions, our Board of Governors and SFHP are independent from the City and County of San Francisco. The Governing Board establishes organizational policies and oversees the general administration of the health plan with an admirably consistent approach to ensuring our members are provided with excellent services from SFHP. They are also committed to our principle to treat all of our providers in our network fairly and equally.

OUR STAFF - PERFORMANCE, LEARNING AND STRENGTH THROUGH DIVERSITY

Our success in serving our members reflects our highly committed employees, who are passionate about our mission. In turn, we endeavor to ensure our employees' success by providing a robust collection of learning and development options, and personal health and financial wellness programs. We provide employees with the opportunity to develop their technical and team-building skills so that they may advance their careers within the organization. Our highly diverse workforce ensures that we consider a variety of perspectives and allows us to make the best decisions for our members.



MEMBERS OF OUR GOVERNING BOARD

Chairperson: Steven Fugaro, MD - San Francisco Marin Medical Society

Vice-Chairperson: Barbara Garcia - Director of Health, City and County of San Francisco

Secretary/Treasurer: Reece Fawley - Vice President, Health Plan Strategy and Managed Care Chief Contracting Officer, UCSF Health

Edwin Batongbacal - Associate Director, Community Behavioral Health Services

Dale Butler - San Francisco Labor Council

Eddie Chan, PharmD - President & CEO of North East Medical Services

Aneeka Chaudhry - Senior Policy Advisor, Office of the Mayor

Lawrence Cheung, MD - San Francisco Marin Medical Society

Irene Conway - Member Advisory Committee Co-Chair

Steve Fields - Executive Director, Progress Foundation

Maria Luz Torre - Parent Voices, Member Advisory Committee Co-Chair

Roland Pickens, MHA, FACHE - Director, San Francisco Health Network

Emily Webb, MPH - Director, Community Health Programs, Sutter Health Bay Area

David Woods, PharmD - Chief Pharmacy Officer, San Francisco Department of Public Health

EXECUTIVE TEAM

Karen Andrews - Chief Operations Officer

Sunny Cooper - Chief Information Officer

James Glauber - Chief Medical Officer

Kate Gormley - Interim Chief Human Resources Officer

John Gregoire - Chief Financial Officer

John F. Grgurina, Jr. - Chief Executive Officer

Nina Maruyama - Officer, Compliance Regulatory Affairs

Sumi Sousa - Officer of Policy Development & Coverage Programs

The majority of our members speak a language other than English as their primary language



SFHP QNXT Database 11/2017

MEMBERS: BY LINES OF BUSINESS

133,441
Medi-Cal

11,357
**Healthy
Workers**
HMO

1,676
HEALTHY
KIDS
HMO

OUR HEALTH PLANS, MEMBERS AND PARTNERS

We serve members in our Medi-Cal, Healthy Workers HMO and Healthy Kids HMO managed care products. Our members include children, adults, seniors, people with disabilities, and In-Home Supportive Services workers and the City's As-Needed workers. Many of these individuals would not have access to other health insurance options for themselves or their families.

To best serve our members, we partner with San Francisco community organizations, hospitals, provider networks, and the San Francisco Department of Public Health to provide access to health care and support services for the residents of San Francisco.

The following information describes our provider network. The table below is only the network.

PROVIDERS: MEDI-CAL, HEALTHY WORKERS HMO, AND HEALTHY KIDS HMO

624 Primary Care Providers	4,630 Specialists	5 Hospitals with 10 Hospital Campuses
493 Pharmacies	52 FQHCs/Community Clinic Sites	979 Behavioral Health



HEALTHY SAN FRANCISCO AND SAN FRANCISCO CITY OPTION

SFHP has worked in partnership with the City and County of San Francisco and a dedicated group of providers to offer universal coverage to all San Franciscans, regardless of immigration status. Since the passage of the Health Care Security Ordinance in 2006 and the launching of the groundbreaking Healthy San Francisco program in 2007, SFHP has provided third party administrator (TPA) services for the Healthy San Francisco and SF City Option programs.

Healthy San Francisco continues to offer comprehensive health care services to uninsured San Franciscans that are ineligible for publicly sponsored health insurance. While overall enrollment has declined since the passage of the Affordable Care Act, over 13,000 San Franciscans still rely on Healthy San Francisco as a regular source of care. Healthy San Francisco remains a critical safety net for the remaining uninsured of San Francisco.

The SF City Option program continues to grow and offer more services to its employers and employees. San Francisco employers can choose to meet the employer spending requirement of the San Francisco Health Care Security Ordinance (HCSO) by participating in the SF City Option Program, and SFHP has helped over 345,000 employees access their employer contributions. Employees of participating employers may enroll in one of three programs depending on which eligibility requirements they meet: the Healthy San Francisco Program; SF Covered MRA, which provides premium subsidies and cost sharing reductions for certain San Francisco residents; or SF MRA, which provides a Medical Reimbursement Account (MRA) to pay for eligible health care expenses if they do not qualify for Healthy San Francisco or SF Covered MRA.



SF City Option

THE EMPLOYER'S HEALTH CARE CHOICE

**PARTICIPANTS:
TPA LINES OF BUSINESS**

345,392

SF City Option Employees

3,250

SF City Option Employers

13,587

Healthy San Francisco Participants

11/2017

**PROVIDERS:
TPA LINES OF BUSINESS**

35

Medical Homes for primary, specialty
and behavioral health services

5

Hospitals with
8 hospital campuses

45

Pharmacies

02/2018



STRATEGIC ANCHORS

Our strategic anchors provide the lens through which we evaluate decisions across our entire organization. Our goals and objectives align with at least one strategic anchor. Our Strategic Anchors are Universal Coverage, Quality Care and Access, Exemplary Service, and Financial Viability.

Organizational goals are changes and improvements we intend to make within the next three years. With the uncertainty in the health care environment and potential changes to the Affordable Care Act, one of our top priorities is advocating for policies that protect services and benefits for our members and payments for our providers.

THREE-YEAR GOALS



UNIVERSAL COVERAGE THROUGH PARTNERSHIPS

- Support all efforts to maintain and improve health insurance and health coverage in San Francisco.
- Preserve the unique public-private partnerships of the health plan.

We believe every adult and child in San Francisco should have health coverage. Our strategic anchor of universal coverage recognizes that the health plan alone cannot provide coverage for everyone. Therefore, we work in partnership with the public health system and community providers to make providing health coverage a priority for San Francisco residents.

QUALITY CARE AND ACCESS FOR MEMBERS AND PARTICIPANTS

- Remain the highest ranked public Medi-Cal plan by the Department of Health Care Services based on aggregated quality measures.
- Obtain at least 80% of available points for HEDIS and CAHPS when we pursue our NCQA Third-Year Renewal Accreditation in 2020–2021.
- Improve access to adult non-specialty mental health services for Medi-Cal members.

It is critical that our members and program participants not only have access to health care, but also that the care they receive must be of high-quality. We support a range of efforts across the organization that will assess and improve the quality of health care received by our members.



EXEMPLARY SERVICE TO MEMBERS AND STAKEHOLDERS

- Implement the appropriate infrastructure support to obtain NCQA Renewal Accreditation in 2020–2021 and going forward.
- Foster a culture of ownership, accountability and continuous improvement within SFHP.

FINANCIAL VIABILITY FOR PLAN AND SAFETY NET

- Optimize SFHP performance and provider reimbursements.

We are committed to providing exemplary service and support to our members, participants, purchasers, physicians and other health care providers, and each other.

The fiscal environment in which we and our safety net providers operate is often in flux and uncertain. Therefore, we maintain a strategic focus on the organization's long-term financial viability and make decisions to support the economic sustainability of our safety net provider partners.

ACKNOWLEDGMENTS

This document was created with input and feedback from the following individuals:

GOVERNING BOARD MEMBERS

Edwin Batongbacal, Eddie Chan, PharmD, Irene Conway, Reece Fawley, Steven Fugaro, MD, Barbara Garcia, John Gressman, Maria Luz Torre, Roland Pickens, Emily Webb, and David Woods, PharmD

EXECUTIVE TEAM

Karen Andrews, Sunny Cooper, James Glauber, MD, MPH, John F. Grgurina, Jr., John Gregoire, Deena Louie, Nina Maruyama, Peggy McCrea, and Sumi Sousa

DIRECTORS

Annette Angelini, John Dockins, Kerry Landry, Valerie Miller, Cecil Newton, and Van Wong



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sfhp.org



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P.O. Box 194247
San Francisco, CA 94119
1(415) 547-7800

