



# HEALTH SERVICE BOARD

## CITY & COUNTY OF SAN FRANCISCO

### G O V E R N A N C E   C O M M I T T E E

## Minutes

### Special Meeting

Tuesday, September 22, 2015

10:00 A.M.

City Hall, Room 416  
1 Dr. Carlton B. Goodlett Place  
San Francisco, California 94103

□ Call to order

□ Roll call                      Committee Chair, Karen Breslin  
   Committee Member Randy Scott  
   Committee Member Stephen Follansbee, M.D., excused

This meeting was called to order at 10:03 am.

□ 09222015-01G    Action item                      Review and approve Health Service Board evaluation process and survey (Committee Chair Breslin)

Documents provided to Committee prior to meeting:

1. Board Performance Evaluation Process policy;

2. Board evaluation survey.

- Committee Chair Breslin reviewed the timing of the process for the Board's self-evaluation and the instrument to be used.
- The survey last developed by Cortex would be distributed to Board members during the last week of October. Commissioners will have two weeks to complete and return it.

- The Board's evaluation results will be summarized by an independent party to be determined by the Governance Committee.
- Director Dodd stated that the Department of Human Resources ("DHR") would be able to assist in tabulating and summarizing the Board's evaluation.
- Pamela Levin, HSS CFO, had initial discussions with DHR and indicated that the tabulation and summary of the Board's self-evaluation could be performed within the specified timeframe. She and Director Dodd will finalize the work order with DHR.
- In response to Commissioner Scott's inquiry, Ms. Levin stated that the evaluation results could be completed by DHR in time for presentation at the Board's regular meeting scheduled on December 10, 2015.
- Since no regular meeting will be held in October, the Board Secretary will notify commissioners that the Board's self-evaluation survey will be forthcoming and the timeline.
- In addition to the Board's self-evaluation, Committee Chair Breslin suggested that HSS management have an opportunity to evaluate the Board using the same survey, which had been previously discussed but not implemented. She also suggested that Director Dodd recommend the HSS staff to participate in the Board evaluation.
- Director Dodd recommended that the HSS executive team complete the Board evaluation survey. That team includes, Director Dodd and the Directors of Operations and Finance.

Public comments: None.

Action: Motion was moved and seconded by the Committee to adopt the Board evaluation plan as discussed, which would include participation by Board members and key HSS staff to be initiated during the latter part of October with a two week turnaround time to allow for analysis by the CCSF Department of Human Resources ("DHR") in order to

present results to the Governance Committee in late November.

Motion passed 2-0.

□ 09222015-02G Action item

Review and approve Health Service System Executive Director evaluation process and survey (Committee Chair Breslin)

Documents provided to Committee prior to meeting: Executive Director evaluation survey.

- The Committee agreed to use the Executive Director evaluation survey developed last year by Cortex. This survey will include qualitative and quantitative measures in evaluating the Director. The quantitative measures will be based on the Strategic Plan.
- Commissioner Scott asked Director Dodd when the results of the Strategic Plan metrics would be ready to be reported on as well as the Annual Report.
- Director Dodd responded that she would be able to provide a report on the Strategic Plan for the period January through November, 2015, noting that the Board had received the half-year update in August. The Annual Report will be presented in January.
- Commissioner Scott suggested distributing the Director's qualitative survey and the Board's self-evaluation survey simultaneously. He proposed issuing the evaluations on October 26, 2015 with a return due date of November 9, 2015. This timing would allow the commissioners two full weeks to complete the forms. DHR would then have at least two weeks to tabulate and analyze the information before presenting it to the Governance Committee.
- It was suggested scheduling the next Governance Committee meeting during the week of November 30, 2015. The Board Secretary will look for a meeting location within that timeframe.
- Pamela Levin confirmed that DHR would be requested to present the results of the evaluations for the Board and HSS Executive

Director at the next Governance Committee meeting and not the full Board.

- Payment for DHR's services in conducting the evaluation process would be handled through the HSS work order.
- Committee Chair Breslin confirmed that DHR's presentation of both evaluations should be made to the Committee. As Committee Chair, she will report the final results to the full Board.
- The results of the Director's performance evaluation will be presented to the Committee in closed session.
- Director Dodd asked for clarification on the quantitative information (via the Strategic Plan) to be evaluated by the Board since there would be only 10 months' worth of material to review instead of 12.
- Commissioner Scott asked Director Dodd if the month of November could be included in the Strategic Plan, which would then incorporate 11 months of work.
- Director Dodd stated that an updated Strategic Plan grid would be distributed to the Committee, which is self-explanatory, at the meeting to be scheduled during the week of November 30, 2015.
- The Committee agreed that the Board Secretary would send out the Director's qualitative performance measures and the Board's evaluation to commissioners and that the completed surveys would be returned directly to DHR.
- Commissioner Scott asked if the surveys could be distributed in an electronically fillable format.
- Committee Chair Breslin also noted that funds for this process should be budgeted annually, since it is a yearly occurrence.

Public comments: None.

Action: Motion was moved and seconded by the Committee that the Director's qualitative performance evaluation survey would be distributed by the Board Secretary to all Board members during the week of October 26, 2015 and returned to the appropriate DHR representative no later than November 9, 2015, that the analysis would be completed by DHR in the ensuing two weeks of November and that a Governance Committee meeting would be scheduled during the week of November 30, 2015, at which time the Executive Director would provide to the Committee quantitative results for the previous 11 months of operation and a projection for the 12<sup>th</sup> month of operations.

Motion passed 2-0.

□ 09222015-03G Action item

Discussion and possible action regarding process for developing and measuring HSS departmental Climate Survey (Committee Chair Breslin)

Documents provided to Committee prior to meeting: Samples of climate surveys.

- Committee Chair Breslin reported that earlier this year the Committee discussed conducting a climate survey for HSS staff feedback. She submitted three sample surveys taken from the internet for the Committee to review to help determine the scope of the proposed survey. She noted that Director Dodd previously indicated it would be necessary to conduct a Request for Proposal ("RFP") before moving forward with the survey.
- Pamela Levin reported that she had discussed issuing a climate survey to HSS staff with Peggy Sugarman, Workers' Compensation Director, who has a PhD in organizational psychology and organizational development. Dr. Sugarman estimated the cost of conducting a staff survey at approximately \$20,000. The deciding factors would be the scope of work. Ms. Levin stated that in her professional opinion, there was no way to determine the cost of the survey at this time.

- Commissioner Scott suggested that the objective of the survey should be clarified to determine the goal. He stated that there are different types of surveys, such as the following:
  - Pulse survey – a quick check-in using a series of perhaps five to seven questions on key issues within the organization. This type of survey can be used for performance management purposes (for managers) or to specifically address key issues within an organization;
  - Climate survey – assessment of an organization’s overall work environment; attempts to identify issues impacting overall operations;
  - Engagement survey – assesses how employees and management view the organization, including current and future roles in the organization.
- Commissioner Scott stated that while the Committee’s previous discussion included the need to get a sense from staff of their concerns, the purpose of the proposed survey was never clearly identified. He stated the importance of a clearly articulated commitment by management that it will respond to the best of its ability to the results identified in the survey.
- Commissioner Scott also stated his support for distributing a survey to HSS staff. He suggested that the Governance Committee or full Board engage in discussions with HSS management regarding the process and how to prioritize outcomes as well as develop a work plan around the issues identified. The Committee and Board could then hold management, through the Director, accountable for follow-up with staff on its response to the issues. He noted that the lack of proper follow-up would create additional problems resulting in upset employees and can be very debilitating in the

department. This could call into question the leadership of the Director.

- The survey should be conducted on an annual or two-year cycle, depending upon the purpose, and be expanded to more than merely asking questions and receiving responses.
- Pamela Levin reported that funds were not budgeted in this fiscal year for such a survey but there is time to develop a plan and determine cost for inclusion in next year's budget.
- Director Dodd stated that DHR had initiated a pilot employee engagement program and that Micki Callahan, DHR Director, indicated it could be shared with HSS. However, Director Dodd did not have specific information regarding the goal of the program.
- Since DHR work order funds are available, conducting an employee survey could possibly occur earlier than July 2016. Director Dodd will attempt to obtain more information from DHR regarding its pilot employee engagement program and report back to the Committee. As previously mentioned, a determination will need to be made regarding the type of survey to be conducted.
- Commissioner Scott stated that it would be worth exploring to get clarity on DHR's timeline and process. He used his organization (Institute on Aging) as an example, stating that DecisionWise, a firm based in Utah, previously conducted a survey for 400 employees at a cost of \$17,000.
- He stated that if DHR is just beginning its employee engagement program, it may take another month or so to clarify the timing. Perhaps this could become a status topic at the Board's December meeting. Correspondingly, the Committee could ask Pamela Levin to document the steps to complete the project separately from DHR (i.e., conducting an RFP, the timeline, cost,

compliance requirements, etc.). This would provide two different options for consideration.

- Committee Chair Breslin stated her preference to conduct an employee survey annually.
- The Committee will receive a report from HSS at the next meeting regarding the employee survey process and decide whether to utilize DHR's services or proceed with the RFP process.

Public comments: None.

Action: This matter was continued to the next Governance Committee meeting.

- 09222015-04G Discussion item Opportunity to place items on future agendas
  - Board self-evaluation results
  - HSS Executive Director performance evaluation results
  - Discussion on conducting future HSS climate or engagement survey

Public comments: None.

- 09222015-05G Discussion item Opportunity for the public to comment on any matters within the Board's jurisdiction

Public comments: None.

Adjourn: 10:54 am



## Summary of Health Service Board Rules Regarding Public Comment

- Speakers are urged to fill out a speaker card in advance, but may remain anonymous if so desired.
- A member of the public has up to three (3) minutes to make pertinent public comments before action is taken on any agenda item.
- A member may comment on any matter within the Board's jurisdiction as designated on the agenda.

**Health Service Board and Health Service System Web Site: <http://www.myhss.org>**

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Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

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### Summary of Health Service Board Rules Regarding Cell Phones and Pagers

- The ringing and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at Health Service Board and committee meetings.
- The Chair of the meeting may order the removal of any person(s) in violation of this rule from the meeting room.
- The Chair of the meeting may allow an expelled person to return to the meeting following an agreement to comply with this rule.

The complete rules are set forth in Chapter 67A of the San Francisco Administrative Code.

If any materials related to an item on this agenda have been distributed to the Health Service Board after distribution of the agenda packet, those materials are available for public inspection at the Health Service System during normal office hours. For more information, please contact Laini K. Scott at (415) 554-0662 or email at [laini.scott@sfgov.org](mailto:laini.scott@sfgov.org).

The following email has been established to contact all members of the Health Service Board:  
[health.service.board@sfgov.org](mailto:health.service.board@sfgov.org).

Health Service Board telephone number: (415) 554-0662