

# HEALTH SERVICE BOARD

Annual Self-Evaluation

Year 2021-DRAFT

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Presented by:  
Board Secretary, Holly Lopez



# Overview

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## *The Process*

In November 2021, The Health Service Board Governance Committee met and reviewed the annual Board Self-Evaluation and Employee Performance Evaluation process, timeline, and survey. In mid-November, Holly Lopez sent an online survey link for the HSB 2021 Self-Evaluation Survey (Board Survey) to each of the Board members for completion. This was an anonymous evaluation and completed Board Surveys were submitted via Microsoft 365 Forms platform for review and analysis. All seven Board members completed the survey. The results of this Board Survey were presented to the Governance Committee meeting on February 16, 2022, and will be presented to the full Board at its regular meeting on March 10, 2022.

## *The Self-Evaluation Form*

In accordance with the Board Evaluation Policy, Board members are required to complete the Board Survey annually. It identifies four areas for evaluation: (1) Governance Structure & Policies, (2) Board Member Interactions and Meeting Activities, (3) Goal Setting and Communications, and (4) Board's Interactions with Management. Statements identifying performance measurements under each area are listed and Board members indicate their level of agreement or disagreement on a 5-point Likert scale.

The Governance Committee did not have any changes to the survey questions this year. From the previous year, the Board asked to ensure the survey tool allowed respondents to review answers before submitting, so this year final question of the survey was added, "You can review your answers on previous pages before submitting your Self-Evaluation. Have you reviewed your answers and ready to submit?".

# Executive Summary

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Overall, the evaluation shows improvement in all four areas. Notably, both the Governance Structure and Policies and the Board's Interaction with Management experienced an overall increase of .5 points. The overall total score in the section on Board Member Interactions and Meeting Activities and Goal Setting and Communication both increased by 0.2 points. The chart below shows the total scores for the past three years to show overall increases and decreases. 24 out of 36 statements in the evaluation showed score increases compared to last year's ratings. This Executive Summary highlights the areas where there were more significant decreases or increases and where there was the greatest improvement made over the past year.

Areas for Evaluation	2019 Total Score	2020 Total Score	2021 Total Score
Governance Structure & Policies	4.2	3.8	4.3
Board Member Interactions and Meeting Activities	4.1	4.1	4.3
Goal Setting and Communication	3.9	4.1	4.3
Board's Interactions with Management	4.1	4.3	4.8

## Health Service Board Annual Self-Evaluation DRAFT

The following sections highlight evaluation statements that demonstrate more significant decreases or increases (0.3 points or higher) in comparison to the 2020 Board Self-Evaluation.

### *Improvements in Areas of Possible Concern or Focus Highlighted in the 2020 Evaluation*

This evaluation surfaced only one area showing a noticeable drop between 0.3 and 0.5. The other three areas did not have statements with noticeable drops of 0.3 points or higher.

#### Governance Structure & Policies

There were no statements within the Governance Structure and Policies area of the evaluation in which the average score decreased by 0.3 points or higher.

#### Board Member Interactions and Meeting Activities

Statement	2019	2020	2021
All Board members adequately contribute to discussions and deliberations	3.9	4.40	4.10

#### Goal Setting and Communication

There were no statements within the Goal Setting and Communications area of the evaluation in which the average score decreased by 0.3 points or higher.

#### Board's Interactions with Management

There were no statements within the Goal Setting and Communications area of the evaluation in which the average score decreased by 0.3 points or higher.

### *Improvements in Areas of Possible Concern or Focus Highlighted in the 2020 Evaluation*

Listed below are areas noted in last year's evaluation as areas of possible concern or focus. In 2020, the Board sought to increase six of the seven statements in the Governance Structure and Policies and in 2021 the Board successfully increased every statement. Notably, all statements increased between 0.4 to 0.7 points. In August of 2020, the Board received fiduciary training and one member commented that "the recent fiduciary training helped." The score increases indicate the Board's efforts to improve in these areas had a positive impact.

#### Governance Structure & Policies

Statement	2019	2020	2021
The Board has clearly defined the roles of all key parties.	4.4	4.0	4.4
The roles that the Board has assigned to key parties match the experience of those parties.	4.4	3.9	4.4
The Board's continuing education program equips its members with the knowledge they need to be effective.	3.7	3.2	3.7
The Board developed a comprehensive Board policy framework or manual.	4.4	3.9	4.5
The Board receives the information and reports that are necessary to carry out its duties.	4.4	4	4.7
Board meeting agendas adequately reflect policy matters that are consistent with the Board's role.	4.4	4.1	4.5

#### Board Member Interactions and Meeting Activities

Statement	2019	2020	2021
Board members understand when it is appropriate to act in a fiduciary role.	4.10	3.7	4.10

*Summary of Areas that Showed the Most Significant Score Increases*

The evaluation showed significant score increases (0.3 point increases or higher) for 17 statements across all areas of the evaluation. The statements that showed the greatest score increases are listed below:

Governance Structure and Policies

Statement	2019	2020	2021
The Board has clearly defined the roles of all key parties.	4.4	4.0	4.4
The roles that the Board has assigned to key parties match the experience of those parties.	4.4	3.9	4.4
The Board's continuing education program equips its members with the knowledge they need to be effective.	3.7	3.2	3.7
The Board developed a comprehensive Board policy framework or manual.	4.4	3.9	4.5
The Board receives the information and reports that are necessary to carry out its duties.	4.4	4.0	4.7
Board meeting agendas adequately reflect policy matters that are consistent with the Board's role.	4.4	4.1	4.5

Board Member Interactions and Meeting Activities

Statement	2019	2020	2021
Board members are adequately prepared for meetings.	3.9	4.2	4.5
Board members understand when it is appropriate to act in a fiduciary role.	4.1	3.7	4.1
Disagreements between Board members are handled professionally.	4.0	4.1	4.5
The Board routinely adheres to its own policies.	4.4	4.2	4.7
The Board effectively manages Board members who fail to act in accordance with policies.	3.5	3.7	4.2
The Board takes timely action to resolve problems when they arise.	4.3	4.2	4.5

Goal Setting and Communication

Statement	2019	2020	2021
The Board establishes suitable goals for Member Services.	4.0	4.2	4.5
The Board Communicates effectively to staff.	3.9	4.2	4.5
The Board instills trust among stakeholders.	3.9	4.2	4.5

Board's Interactions with Management

Statement	2019	2020	2021
The Board provides sound advice to management.	4.1	4.1	4.4
The Board provides the Executive Director with helpful feedback to enhance future performance.	4.1	4.1	4.4

# Results of Board Performance Evaluation

## Evaluation of Governance Structure & Policies

The majority of statements in this area received ratings of neutral, agree, or strongly agree. Comments share more insights into these ratings. Scores increased from last year in 6 of the 7 areas and, notably, all statements increased between 0.4 to 0.7 points. Two statements increased by 0.7 points, “The Board developed a comprehensive Board policy framework and manual” and “The Board receives the information and reports that are necessary to carry out its duties.” One comment indicated “Board Governance structure and policies proved to be more than adequate to meet the duties of the Board and the Terms of Reference will be reviewed and updated this year to ensure this continues to be the case.”

14.3% of members strongly disagree the Board’s continuing education program equips its’ members with the knowledge they need to be effective. Two comments referenced improvement in continuing education and requested additional updates on industry practices. Based on this feedback, the Board may want to consider specific educational topics to include in the Education Plan for 2022.

One additional comment worth noting: “The Board can do a better job in role definition”.

The following table shows the breakdown of levels of agreement with an average of 4.3 out of a possible 5 points for the Evaluation of the Board’s Interactions with Management. The 4.3 is recognizably higher than the 3.8 average total score indicated in the 2020 Board Survey in this category.

**Table 1: Evaluation of Governance Structure and Policies**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	N/A	Average Score
The Board has clearly defined the roles of all key parties.			14.3%	28.6%	57.1%		4.4
The roles that the Board has assigned to key parties match the experience of those parties.			14.3%	28.6%	57.1%		4.4
The Board orientation program met your expectations.			14.3%	57.1%	28.6%		4.1
The Board’s continuing education program equips its members with the knowledge they need to be effective.	14.3%		14.3%	42.9%	28.6%		3.7
The Board developed a comprehensive Board policy framework or manual.			14.3%	14.3%	71.4%		4.5
The Board receives the information and reports that are necessary to carry out its duties.				28.6%	71.4%		4.7
Board meeting agendas adequately reflect policy matters that are consistent with the Board’s role.			14.3%	14.3%	71.4%		4.5
<b>Grand Total</b>							<b>4.3</b>

*Board Member Interactions and Meeting Activities*

The majority of the statements (9 of 12) in this area received “Agree” or “Strongly Agree.” Scores increased from last year in 7 of the 12 areas, with notable growth of 0.5 points in “The Board routinely adheres to its own policies” and “The Board effectively manages Board members who fail to act in accordance with policies.” Comments were positive about the Board’s interactions: “ Board members are engaged, respectful, open-minded, and persuaded by reasonable fact-based arguments. Continual reinforcement of these principles will help the Board’s performance remain optimal” and “Board members have interacted in a very professional manner, where there have been differences in views on a topic, there has been open airing and discussion of opinions.” Notably, 71.4% of Board members strongly agreed that Board members routinely adhere to Board policies.

14.3% of Board members expressed disagreement with “All Board members adequately contribute to discussions and deliberations.” One comment shared “Not all Board members speak on all items and some Board members take discussions into tangential directions.” It is noteworthy that his observation was also mentioned last year as well. 14.3% of Board members also expressed disagreement with the statement “Board members understand when it is appropriate to act as a fiduciary role.” One comment acknowledged the Board Fiduciary training in august 2021 and commented “The fiduciary training may have helped.” The statement “The Board focuses on policy and strategy in addition to operations” received the lowest ranking of 3.9 with 14.3% of members strongly disagreeing with the Board’s performance. Although no specific comments addressed this question, the Board may want to consider reiterating the Board’s focus.

The following table shows the breakdown of levels of agreement with an average of 4.3 out of a possible 5 points for the Evaluation of the Board’s interactions with Management. The 4.3 overall is a 0.2 increase from the 2020 Board Survey in this category.

**Table 2: Evaluation of Board Member Interactions & Meeting Activities**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
Board members are adequately prepared for meetings.				42.9%	57.1%	4.5
Board members are well organized.				71.4%	28.6%	4.2
The Board focuses on policy and strategy in addition to operations.	14.3%		14.3%	28.6%	42.9%	3.9
Board members understand when it is appropriate to act as a fiduciary.		14.3%		42.9%	42.9%	4.1
All Board members adequately contribute to discussions and deliberations.		14.3%	14.3%	14.3%	57.1%	4.1
Board members are respectful of each other’s ideas and opinions.				57.1%	42.9%	4.4
Disagreements between Board members are handled professionally.				42.9%	57.1%	4.5
The Board routinely adheres to its own policies.				28.6%	71.4%	4.7
The Board effectively manages Board members who fail to act in accordance with policies.				71.4%	28.6%	4.2
Board members accept decisions of the Board, even if they did not vote in favor of them.				71.4%	28.6%	4.2
The Board takes timely action to resolve problems when they arise.				42.9%	57.1%	4.5
The Board carefully deliberates before taking action.				42.9%	57.1%	4.5
<b>Grand Total</b>						<b>4.3</b>



*Board Evaluation of Goal Setting and Communications*

The Board felt overwhelmingly positive about Goal Setting and Communications. 6 out of 8 statements received “Agree” or “Strongly”. Comments were positive about the Board’s interactions: “The Board ingests information and disperses communication consistently and uniformly to all stakeholders, both internal and external.”; “Given the opportunities to communicate to various constituencies including providers, the Board of Supervisors and others, the Board has effectively done so through its President and Executive Director.”; and “All communications with service providers occur at HSB regular meetings, which is appropriate. The service providers and Director are highly effective at answering issues or concerns, sometimes at a later meeting.”

Compared to last year’s ratings, the scores increased in 5 of the 8 areas in this section. Ratings for “ The Board communicates effectively with Plan members” and “The Board communicates effectively with one voice to all parties” were the lowest scored statements for 2021 and 2020. One comment said: “We do not have direct communications with members or The City. Staff address member concerns and communicate with the City.” Another comment stated, “It is important that the Board communicate well with plan members.” One further comment shared “ Need more members to take part in what we do!” Seeing the different understandings of Board communications, the Board may want to consider articulating Board Communications.

The following table shows the breakdown of levels of agreement with an average of 4.3 out of a possible 5 points for the Evaluation of the Board’s Interactions with Management. The 4.3 is slightly higher than the 4.1 average total score indicated in the 2020 Board Survey in this category.

**Table 3: Evaluation of Goal Setting and Communications**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
The Board establishes goals for the organization as a whole.				57.1%	42.9%	4.4
The Board establishes suitable goals for Member Services.				42.9%	57.1%	4.5
The Board communicates effectively to Plan members.			14.3%	71.4%	14.3%	4.0
The Board Communicates effectively to staff.				42.9%	57.1%	4.5
The Board communicates effectively to service providers.				57.1%	42.9%	4.4
The Board communicates effectively to The City.				57.1%	42.9%	4.4
The Board communicated effectively with one voice to all parties.			28.6%	42.9%	28.6%	4.0
The Board instills trust among stakeholders.				42.9%	57.1%	4.5
<b>Grand Total</b>						<b>4.3</b>

*Evaluation of Board’s Interactions with Management*

The Board rated this area with the highest score, 4.8 out of 5. Scored increased from last year for 5 of the 9 statements with the total score increasing from 4.3 to 4.8. The Board overwhelmingly felt positive interactions with Management. Markedly, several comments provide direct examples, “The Director does an excellent job and making certain avenues of communication are open to herself and HSS management through regular consultation and availability”, “Engaging in regular dialogue between the Board and the Executive Director is extremely helpful to maintain alignment of goals, objectives, and progress”, “The board is very respectful of the expertise of our unique staff and values all of them greatly”, and “There have been continuous and effective communications between the Board as a whole and individually with Management. This approach has contributed to increasing trust and rapport between the Board and Management.”

42.9% of Board members rated neutrality on the statement “ The Board ensures management has the necessary financial and human resources to achieve the organization’s goals.” Two comments provided insight, “ The Board has little power to provide the necessary financial resources” and “ We get reports on the recruitments but have not provided direct input into what human resources are needed.”

14.3% of Board members expressed disagreement with the statement, “ Where feasible, the Board engages in effective management succession planning. One comment stated, “I have not seen succession planning be brought to the Board.”

The following table shows the breakdown of levels of agreement with an average of 4.8 out of a possible 5 points for the Evaluation of the Board’s interactions with Management. The 4.8 is significantly higher than the 4.3 average total score indicated in the 2019 Board Survey in this category.

**Table 4: Evaluation of Board’s Interactions with Management**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
The Board provides sound advice to management.			14.3%	28.6%	57.1%	4.4
The Board challenges management in a constructive manner.			14.3%	28.6%	57.1%	4.4
The Board provides valuable alternative points of view to management.			14.3%	42.9%	42.9%	4.2
The Board ensures management has the necessary financial and human resources to achieve the organization's goals.			42.9%		57.1%	4.1
The Board creates an atmosphere in which management's ideas are genuinely welcome.			14.3%	28.6%	57.1%	4.4
The Board effectively evaluates the Director's performance.				42.9%	57.1%	4.5
The Board provides the Executive Director with helpful feedback to enhance future performance.			14.3%	28.6%	57.1%	4.4
Where feasible, the Board engages in effective management succession planning.		14.3%	28.6%	42.9%	14.3%	3.5
The Board members are respectful of the opinions expressed by staff and management.				42.9%	57.1%	4.5
<b>Grand Total</b>						<b>4.8</b>



*Conclusion*

The Board took the following action steps in 2021 to improve from the 2020 requests

<b>Areas for improvement from the 2020 Survey</b>	
1. Diversify Education Resources	→ Implicit Bias Training → Education opportunities sent to Board throughout the year
2. Timeline of how the HSB will be involved in the future RFP	→ RFI Process and timeline distributed to HSB → Two Commissioners panelists in Medicare Advantage RFI
3. Providing Regular Strategic Plan Updates at Board meetings	→ Regular updates in Director’s Report → Strategic Plan Progress Report
4. Strategic Plan Notation on Board Agendas	
5. Offer Fiduciary Training	→ Training conducted in August 2021 by subject matter expert
6. Reviewed Communications Plan	→ April 2021 Communication Plan presented to Board
7. Key Messages on Board Webpages	→ Main page updated → Added a R&B cycle webpage
8. Improve Evaluation Tool	→ Added question to Ensure the survey tool allow respondents to review answers before submitting → Email to confirm completion-not available without violating confidentiality

In conclusion, The Board’s increased 2021 ratings in several areas should be commended. Although no outstanding issues surfaced from this evaluation, the Board can continue to improve by focusing on areas including:

- The Board can do a better job in role definition.
- Improve continuing education
- Not all Board members speak on all items and some Board members take discussions into tangential directions.
- The Board focuses on policy and strategy in addition to operations.
- Need more members to take interest in what we do.
- Refine survey tool to gather more specific feedback.