

2021 Annual Board Self-Evaluation Report DRAFT

March 10, 2022

Presented by Holly Lopez, HSB Secretary

The Process & Self-Evaluation Areas

- Governance Committee met in November to review and approve timeline
- Annual survey conducted in November and December 2021
- Four areas for evaluation:
 - Governance Structure & Policies
 - Board Member Interactions and Meeting Activities
 - Goal Setting and Communications
 - Board's Interactions with Management
- 100% completion rate

Executive Summary Highlights

- Improvement in areas
- 36 questions total: 17 questions increased rating, 6 ratings decreased, 7 questions remained the same

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

Improvements in Areas of Possible Concern & Focus Highlighted in 2021 Evaluation

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

Improvements in Areas of Possible Concern & Focus Highlighted in 2020 Evaluation

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

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

Governance Structure & Policies Results

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
Grand Total							4.3

Board Member Interactions and Meeting Activities Results

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 <u>taking action</u> .				42.9%	57.1%	4.5
Grand Total						4.3

Goal Setting and Communications Results

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 <u>organization as a whole</u> .				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
Grand Total						4.3

Board's Interactions with Management Results

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
Grand Total						4.8

2021 Action Steps to Improve 2020 Requests

Areas for improvement from the 2020 Survey	
1. Diversify Education Resources	<ul style="list-style-type: none"> → Implicit Bias Training → Education opportunities sent to Board throughout the year
2. Timeline of how the HSB will be involved in the future RFP	<ul style="list-style-type: none"> → RFI Process and timeline distributed to HSB → Two Commissioners panelists in Medicare Advantage RFI
3. Providing Regular Strategic Plan Updates at Board meetings	<ul style="list-style-type: none"> → Regular updates in Director's Report → Strategic Plan Progress Report
4. Strategic Plan Notation on Board Agendas	
5. Offer Fiduciary Training	<ul style="list-style-type: none"> → Training conducted in August 2021 by subject matter expert
6. Reviewed Communications Plan	<ul style="list-style-type: none"> → April 2021 Communication Plan presented to Board
7. Key Messages on Board Webpages	<ul style="list-style-type: none"> → Main page updated → Added a R&B cycle webpage
8. Improve Evaluation Tool	<ul style="list-style-type: none"> → Added question to Ensure the survey tool allow respondents to review answers before submitting → Email to confirm completion-not available without violating confidentiality

Conclusion: Areas to Focus for 2022

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