

SAN FRANCISCO
HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

Health Service Board Governance Committee
Annual Employee Performance: SFHSS Executive Director
Summary of Proposed Changes

April 24, 2026

Summary of Proposed Changes

Health Service Board Annual Employee Performance

SFHSS Executive Director

The Health Service Board Governance Committee met on March 6, 2026, to initiate the process to review the Board’s self-evaluation and the Employee Performance Evaluation. The Committee acknowledges that the evaluation is reviewed and modified each year, but wanted to dedicate time to reviewing each section and question, as they have been in the same format for over 10 years. Committee members submitted edits and modifications gathered below. The Board Secretary gathered and reviewed past-year evaluations for areas that commissioners found challenging to respond to or answer. Below is a summary of the proposed changes, modifications, and suggestions. The committee will review and recommend changes for the full Board to approve of the May 14, 2026, regular board meeting.

Six Areas to Review

1. Questions:

- Agree with all the attributes that should be evaluated. However, how can the Board observe them so that the Board can evaluate all the attributes?
- Within Resource Management, add "overall fiscal responsibility adhering to the approved budget." Although the Chief Financial and Affordability Officer (CFAO) has the responsibility to prepare and monitor the budget, the Executive Director still has overall responsibility for the fiscal budget.

2. Evaluation Sections: Four sections total. Are there any other areas the Board could evaluate?

- Leadership And Vision
- Resource Management and Governance
- Management of People
- Collaboration and Communication
- Client Service Focus

3. Rating Scale:

- Currently adhere to a 5-point rating scale of Exceptional Performance to Unsatisfactory Performance. Consider if this scale still fits the needs of the evaluation, or a new range would better lend to evaluation insights.

Meeting Expectations

Exceptional Performance	Above Expectations	Met Expectations	Needs Improvement	Did not Meet Expectations
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CCSF Performance Rating Scale:

Did Not Meet Expectations	Met Expectations	Exceeded Expectations
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4. Supporting Comments:

- Decide if you maintain the requirement to provide supporting comments with a 1,2,4,5 rating. If rated a 3, no supporting comments are required.

5. Evaluation Period:

- Currently, the evaluation period is the calendar year January through December.

6. Mid-year Check-in:

- The HSB Self-Evaluation made a note that the Health Service Board provides feedback on the performance review once a year. Consider another mid-year point to check in on performance and goals. Consider if this needs to be as a full Board, 1:1 with the President, or 1:1 with Committee Chairs. This would allow time for performance to improve or resolve issues.

7. Staff Participation:

- Past practice include CFAO and COXO. This year includes the full management team. Decide which staff participate going forward.