

2022 Annual Board Self-Evaluation Report DRAFT

February 6, 2023

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: 27 questions increased rating, 2 ratings decreased, 6 questions remained the same

Areas for Evaluation	2020 Total Score	2021 Total Score	2022 Total Score
Governance Structure & Policies	3.8	4.3	4.75
Board Member Interactions and Meeting Activities	4.1	4.3	4.5
Goal Setting and Communication	4.1	4.3	4.5
Board's Interactions with Management	4.3	4.2	4.5

Areas of Improvement for 2021 and 2022

Improvements in Areas of Possible Concern or Focus Highlighted in the 2022 Evaluation

There were no statements within any of the four areas in which the average score decreased by 0.3 points or higher.

Improvements in Areas of Possible Concern or Focus Highlighted in the 2021 Evaluation

Listed below are areas noted in last year's evaluation as areas of possible concern or focus.

Board Member Interactions and Meeting Activities

Statement	2020	2021	2022
All Board members adequately contribute to discussions and deliberations	4.4	4.1	4.5

Summary of Areas that Showed the Most Significant Score Increases

Governance Structure and Policies

Statement	2020	2021	2022
The Board's continuing education program equips its members with the knowledge they need to be effective.	3.2	3.7	4.67
Board meeting agendas adequately reflect policy matters that are consistent with the Board's role.	4.1	4.5	4.83

Board Member Interactions and Meeting Activities

Statement	2020	2021	2022
Board members are well organized.	4.0	4.2	4.67
The Board focuses on policy and strategy in addition to operations.	4.1	3.9	4.33
Board members understand when it is appropriate to act in a fiduciary role.	3.7	4.10	4.67
All Board members adequately contribute to discussions and deliberations.	4.4	4.10	4.5
Board members accept decisions of the Board, even if they did not vote in favor of them.	4.0	4.20	4.5

Goal Setting and Communication

Statement	2020	2021	2022
The Board establishes goals for the organization as a whole.	4.2	4.20	4.50
The Board communicates effectively to service providers.	4.4	4.20	4.83
The Board communicates effectively to The City.	4.2	4.20	4.50
The Board communicated effectively with one voice to all parties.	4.1	4.00	4.50

Board's Interactions with Management

Statement	2020	2021	2022
The Board provides valuable alternative points of view to management.	4.4	4.20	4.50
Where feasible, the Board engages in effective management succession planning.	error	3.50	4.00

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.				33.33%	66.67%		4.67
The roles that the Board has assigned to key parties match the experience of those parties.				33.33%	66.67%		4.67
The Board orientation program met your expectations.				16.67%	16.67%	66.67%	
The Board's continuing education program equips its members with the knowledge they need to be effective.			16.67%		83.33%		4.67
The Board developed a comprehensive Board policy framework or manual.				16.67%	83.33%		4.83
The Board receives the information and reports that are necessary to carry out its duties.				16.67%	83.33%		4.83
Board meeting agendas adequately reflect policy matters that are consistent with the Board's role.				16.67%	83.33%		4.83
Grand Total							4.75

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.				33.33%	66.67%	4.67
Board members are well organized.				33.33%	66.67%	4.67
The Board focuses on policy and strategy in addition to operations.				66.67%	33.33%	4.33
Board members understand when it is appropriate to act as a fiduciary.				33.33%	66.67%	4.67
All Board members adequately contribute to discussions and deliberations.				50%	50%	4.5
Board members are respectful of each other's ideas and opinions.				33.33%	66.67%	4.67
Disagreements between Board members <u>are handled professionally.</u>				50%	50%	4.5
The Board adheres to its own policies.				33.33%	66.67%	4.67
The Board effectively manages Board members who fail to act in accordance with policies.			16.67%	66.67%	16.67%	4
Board members accept decisions of the Board, even if they did not vote in favor of them.				50%	50%	4.5
The Board takes timely action to resolve problems when they arise.				50%	50%	4.5
The Board carefully deliberates before taking action.						4.67
Grand Total						4.5

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 organization as a whole.				50%	50%	4.5
The Board establishes suitable goals for Member Services.				50%	50%	4.5
The Board communicates effectively to Plan members.		16.67%		33.33%	50%	4.17
The Board Communicates effectively to staff.				50%	50%	4.5
The Board communicates effectively to service providers.				16.67%	83.33%	4.83
The Board communicates effectively to The City.		16.67%			83.33%	4.5
The Board communicated effectively with one voice to all parties.				50%	50%	4.5
The Board instills trust among stakeholders.			16.67%	16.67%	66.67%	4.5
Grand Total						4.5

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.				33.33%	66.67%	4.67
The Board challenges management in a constructive manner.				50%	50%	4.5
The Board provides valuable alternative points of view to management.				50%	50%	4.5
The Board ensures management has the necessary financial and human resources to achieve the organization's goals.			33.33%		66.67%	4.33
The Board creates an atmosphere in which management's ideas are genuinely welcome.				33.33%	66.67%	4.67
The Board effectively evaluates the Director's performance.				33.33%	66.67%	4.67
The Board provides the Executive Director with helpful feedback to enhance future performance.				33.33%	66.67%	4.67
Where feasible, the Board engages in effective management succession planning.		16.67%	16.67%	16.67%	50%	4
The Board members are respectful of the opinions expressed by staff and management.				50%	50%	4.5
Grand Total						4.5

2022 Action Steps to Improve 2021 Requests

Areas for improvement from the 2021 Survey	
1. Improve Continuing Education	<p>→ 6 out of 6 Board Education topics were presented by Subject Matter and Clinical Experts</p> <p>→ Board Secretary sent Education topic, reference, and/or resource in HSB Update emails</p>
2. The Board focuses on policy and strategy in addition to operations	<p>→ The Governance Committee reviewed the HSB Governance Policies and Terms of Reference during November and December of 2022. In addition to clarifications and edits, the Board drafted a new Policy 213: Legal Settlement Policy. Edits and changes were approved by the full Board on January 12, 2023</p> <p>→ The HSB participated in the April 28, 2022, Strategic Plan Special Meeting to initiate the SFHSS Strategic Planning process. The full Board adopted the SFHSS 2023-2025 Strategic Plan on November 10, 2022.</p>
3. Refine Survey Tool	<p>→ HSB Governance Committee reviewed and edited the survey tool before distribution to the full Board.</p>

Conclusion: Areas to Focus for 2022

1. Broaden the educational platforms to include conferences and invite more speakers.
2. Remind Commissioners to stay on topic during discussions.
3. Review the phrasing of questions:
 - #24 The Board communicates effectively to Plan Members.
 - #27 The Board communicates effectively to the City.