

# 2023 Annual Board Self-Evaluation Report

March 5, 2024

Presented by Holly Lopez, HSB Secretary

## The Process & Self-Evaluation Areas

- Governance Committee met in December to review and approve the timeline
- Annual survey conducted in December 2023
- 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
- 32 questions total: 11 questions increased rating, 20 ratings decreased, 1 questions remained the same

Areas for Evaluation	2021 Total Score	2022 Total Score	2023 Total Score
Governance Structure & Policies	4.3	4.75	4.5
Board Member Interactions and Meeting Activities	4.3	4.5	4.6
Goal Setting and Communication	4.3	4.5	4.14
Board’s Interactions with Management	4.2	4.5	4.46

## Areas of Improvement for 2023

### Governance Structure and Policies

Statement	2021	2022	2023
The Board receives the information and reports that are necessary to carry out its duties.	4.70	4.83	4.43

### Board Member Interactions and Meeting Activities

Statement	2021	2022	2023
Board members understand when it is appropriate to act in a fiduciary role.	4.10	4.67	4.29

### Goal Setting and Communication

Statement	2021	2022	2023
The Board establishes goals for the organization as a whole.	4.40	4.50	4.14
The Board establishes suitable goals for Member Services.	4.50	4.50	3.86
The Board communicates effectively to staff.	4.50	4.50	4.14
The Board communicates effectively to service providers.	4.40	4.83	4.14
The Board instills trust among stakeholders.	4.50	4.50	4.14

### Board's Interactions with Management

Statement	2021	2022	2023
The Board provides sound advice to management.	4.40	4.67	4.29
The Board provides valuable alternative points of view to management.	4.20	4.50	4.14

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

There were no statements within any of the four areas where the average score decreased by 0.3 points or higher; therefore, there were no areas of possible concern or focus.

# Summary of Areas that Showed the Most Significant Score Increases

## Board Member Interactions and Meeting Activities

Statement	2021	2022	2023
All Board members adequately contribute to discussions and deliberations	4.10	4.5	4.86

# Results of Board Performance Evaluation

## Governance Structure & Policies Results

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
The Board has clearly defined the roles of all key parties.			14.3%	28.6%	57.1%	4.43
The roles that the Board has assigned to key parties match the experience of those parties.			14.3%	14.3%	71.4%	4.57
The Board's continuing education program equips its members with the knowledge they need to be effective.			14.3%	28.6%	57.1%	4.43
The Board developed a comprehensive Board policy framework or manual.			14.3%	14.3%	71.4%	4.57
The Board receives the information and reports that are necessary to carry out its duties.			14.3%	28.6%	57.1%	4.43
Board meeting agendas adequately reflect policy matters that are consistent with the Board's role.				42.9%	57.1%	4.57
Grand Total						4.50

# Board Member Interactions and Meeting Activities Results

**Table 2:**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
Board members are adequately prepared for meetings.				28.6%	71.4%	4.71
Board members are well organized.				28.6%	71.4%	4.71
The Board focuses on policy and strategy in addition to operations.				42.9%	57.1%	4.57
Board members understand when it is appropriate to act as a fiduciary.			28.6%	14.3%	57.1%	4.29
All Board members adequately contribute to discussions and deliberations.		14.3%		42.9%	57.1%	4.86
Board members are respectful of each other's ideas and opinions.				28.6%	71.4%	4.71
Disagreements between Board members are handled professionally.			14.3%	28.6%	57.1%	4.43
The Board adheres to its own policies.				28.6%	71.4%	4.71
The Board effectively manages Board members who fail to act in accordance with policies.			28.6%	42.9%	28.6%	4
Board members accept decisions of the Board, even if they did not vote in favor of them.				42.9%	57.1%	4.57
The Board takes timely action to resolve problems when they arise.			14.3%	28.6%	57.1%	4.43
The Board carefully deliberates before taking action.				28.6%	71.4%	4.71
<b>Grand Total</b>						<b>4.6</b>

# Goal Setting and Communications Results

**Table 3:**

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.			14.3%	57.1%	28.6%	4.14
The Board establishes suitable goals for Member Services.		14.3%	14.3%	42.9%	28.6%	3.86
The Board Communicates effectively to staff.			14.3%	57.1%	28.6%	4.14
The Board communicates effectively to service providers.			14.3%	57.1%	28.6%	4.14
The Board communicated effectively as one voice to all parties.			14.3%	28.6%	57.1%	4.43
The Board instills trust among stakeholders.			14.3%	57.1%	28.6%	4.14
Grand Total						4.14

# Board's Interactions with Management Results

**Table 4:**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
The Board provides sound advice to management.			14.30%	4.29%	4.29%	4.29
The Board challenges management in a constructive manner.			14.30%	28.6%	57.1%	4.43
The Board provides valuable alternative points of view to management.			14.30%	57.1%	28.6%	4.14
The Board creates an atmosphere in which management's ideas are genuinely welcome.			14.30%	14.30%	71.4%	4.57
The Board effectively evaluates the Director's performance.				28.6%	71.4%	4.71
The Board provides the Executive Director with helpful feedback to enhance future performance.				42.9%	57.1%	4.57
Where feasible, the Board may make recommendations regarding effective management succession planning.				71.4%	28.6%	4.29
The Board members are respectful of the opinions expressed by staff and management.				28.6%	71.4%	4.71
<b>Grand Total</b>						<b>4.46</b>

# 2023 Action Steps to Improve 2022 Requests

<b>Areas for improvement from the 2022 Evaluation</b>	
1. Broaden the educational platforms to include conferences and invite more speakers.	→ SFHSS and Aon staff presented nine Board Education topics during public meetings in 2023.
2. Remind Commissioners to stay on topic during discussions.	→ The President addressed Commissioners to remain on topic when discussions strayed from the agenda topic.
3. Refine Evaluation Questions: #3, #24, #27, #34, #38	<p>→ The HSB Governance Committee reviewed and edited the following evaluation questions for the 2023 Evaluation:</p> <p>Removed:</p> <ul style="list-style-type: none"> <li>• #3 The Board orientation program met your expectations.</li> <li>• #24 The Board communicates effectively to Plan Members.</li> <li>• #27 The Board communicates effectively to the City.</li> <li>• #34 The Board ensures management has the necessary financial and human resources to achieve the organization’s goal.</li> </ul> <p>Edited:</p> <ul style="list-style-type: none"> <li>• #16 - The Board routinely adheres to it’s own policies. REMOVED the word “routinely.”</li> <li>• #38 Where feasible, the Board engages in effective management succession planning. EDIT- Where feasible, the Board may make recommendations regarding management succession planning.</li> </ul>
4. Next year, the Annual Board Self-Evaluation will include three sections: standard questions, board education topics, and board self-study hours.	→ 2023 Annual Board Self-Evaluation includes three sections: standard questions, Board education topics, and Board self-study hours.

## Conclusion: Areas to Focus for 2023

1. Explore new document naming conventions for materials to match agenda item titles.
2. Review question: “The Board adheres to its own policies.” Board members may not know when others violate policies, so it is hard to rate this question.
3. Staff share how SFHSS communicates with members after the Board adjudicates on a member appeal.
4. Set a regular Member Services goals report and presentation.
5. Review and share City Charter guidelines and Governance Policies for communicating with plan members.
6. The board evaluation received self-study hours, but the evaluation is anonymous, so the board secretary still needs to request individual study hours. Consider collecting this information separately from the evaluation.