

SAN FRANCISCO
HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

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

May 14, 2026

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Health Service Board Annual Employee Performance Evaluation

SFHSS Executive Director

The Health Service Board Governance Committee met on March 6, 2026, to initiate the process to review the Board’s 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 the evaluation has been in the same format for over 10 years. The Committee met on April 24, 2026, to discuss suggestions and modifications. Committee-recommended changes are listed below for the full Board to approve at the May 14, 2026, regular board meeting.

Six Areas to Review

1. New Leadership Attributes: Two New Attributes

- Within the Leadership and Vision, add “The Executive Director be nimble in embracing innovations and change management.”
- Within Resource Management, add “The Executive Director assumes overall responsibility for the department’s budget and works closely with the Chief Financial and Affordability Officer to manage and adhere to the approved budget.”

2. Evaluation Sections: Maintain four sections

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

3. Rating Scale: Maintain

Exceptional Performance	Above Expectations	Performance Meets Expectations	Performance Needs Improvement	Unsatisfactory Performance
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4. Supporting Comments: Maintain

- 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: Maintain

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

6. Mid-year Check-in: Add Mid-Year Check-in Process Starting in July 2026

- The Health Service Board will begin a mid-year evaluation practice starting in July 2026. The full leadership team and the Board will complete the evaluation. A report will be compiled for the August Board meeting.

7. Staff Participation: Maintain

- The full management team completes an evaluation of the Executive Director: Chief Financial and Affordability Officer, Chief Operating and Experience Officer, Operations Manager, Well Being Manager, Communications Director, Information Systems Manager, and Contract Administration Manager.

8. Clarify the term “Client”: Add Clarification

- The committee agreed to replace “employees” with “HSS staff” in the Collaboration and Communication section and define “clients” in the Client Service Focus section as employers and their members.