

2018-19

# Health Service Board

## Annual Director Performance Evaluation Process

For Director Abbie Yant

# Overview

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In December 2019, the Department of Human Resources (DHR) administered the annual SFHSS Executive Director performance evaluation survey. Workforce Development Director, Julia Ma, sent electronic surveys to all HSB Commissioners and members of the SFHSS executive team to complete. Additionally, the SFHSS Executive Director, Abbie Yant, completed an annual performance self evaluation. Director Yant's self evaluation results were sent to HSB Commissioners and SFHSS executive team members as a reference, to aid in their recall of Director Yant's scope of work over the past year. HSB Commissioners and SFHSS executive team members completed Director Yant's performance evaluation anonymously through the electronic Survey Monkey link they received. There was a 100% completion rate, with 6 HSB Commissioners and 2 executive team members completing the performance evaluation survey. Survey results were analyzed by the DHR Workforce Development Director and are summarized in this report. The performance evaluation survey results were presented to the Health Service Board's Governance Committee meeting on February 25, 2020 and will be presented to the full Board at its regular meeting on March 12, 2020.

## Executive Summary

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The SFHSS Executive Director Performance Evaluation Survey measures the Executive Director's performance in five broad categories: Leadership and Vision; Resource Management and Governance; Management of People; Collaboration and Communication; and Client Service Focus. Raters are asked to provide one overall rating for each category, and provide comments to support their ratings. Ratings are based on the following five point scale:

- 5- Exceptional Performance
- 4- Above Expectation
- 3- Satisfactory Performance
- 2- Improvement Needed
- 1- Unsatisfactory Performance

The results of the HSB Commissioners' evaluation of the SFHSS Executive Director's performance show that in four of the five performance evaluation categories, Director Yant's performance improved from last year's performance. This is demonstrated by an increase in the weighted average score for each category, compared to the weighted average scores in the 2018 performance evaluation survey completed by Commissioners.

In one of the categories this year, Resource Management and Governance, the weighted average score went down compared to last year. This score decrease could be a result of different factors, such as different individuals serving on the HSB, newer Commissioners' limited familiarity with the Executive Director's actions in this category, or changing expectations regarding the Executive Director's efforts in this area.

The table below compares the weighted average scores for the past two years. In particular, there was notable growth in the category of Leadership and Vision, with the weighted average score rising .67 points.

**HSB Performance Evaluation Survey of the SFHSS Executive Director**

Evaluation Category	2018 Weighted Average Score	2019 Weighted Average Score
Leadership and Vision	4.0	4.67
Resource Management and Governance	4.2	3.83
Management of People	3.8	4.17
Collaboration and Communication	4.0	4.17
Client Service Focus	3.8	4.17

The results of the SFHSS executive team members’ evaluation of the Executive Director’s performance similarly show growth in Director Yant’s performance. Director Yant improved performance in three categories: Resource Management and Governance; Management of People; and Client Service Focus, as demonstrated by increases in the weighted average score in each of these categories compared to last year. Director Yant maintained high performance in the two other categories, with the weighted average score staying consistent at 4.5 with Leadership and Vision; and at 5.0 with Collaboration and Communication.

**SFHSS Executive Team Members’ Performance Evaluation Survey of the SFHSS Executive Director**

Evaluation Category	2018 Weighted Average Score	2019 Weighted Average Score
Leadership and Vision	4.5	4.5
Resource Management and Governance	4.5	5.0
Management of People	3.5	5.0
Collaboration and Communication	5.0	5.0
Client Service Focus	4.0	5.0

The majority of HSB Commissioners rated Director Yant as having exceptional performance or performance above expectation in all categories of the SFHSS Executive Director’s performance evaluation. Director Yant did not receive any improvement needed nor unsatisfactory performance ratings. The table below summarizes the percentage and number of Commissioners who indicated each rating.

**HSB Commissioners’ Ratings of SFHSS Executive Director Performance**

Evaluation Category	Exceptional Performance	Above Expectations	Satisfactory Performance
Leadership and Vision	66.7% (4)	33.3% (2)	0%
Resource Management and Governance	16.7% (1)	50.0% (3)	33.3% (2)
Management of People	33.3% (2)	50.0% (3)	16.7% (1)
Collaboration and Communication	50.0% (3)	16.7% (1)	33.3% (2)
Client Service Focus	33.3% (2)	50.0% (3)	16.7% (1)

Executive team members rated Director Yant as having exceptional performance in four of the five categories: Resource Management and Governance; Management of People; Collaboration and Communication; and Client Service Focus. For the Leadership and Vision category, the rating was split, with 50% indicating exceptional performance, and 50% indicating performance above expectations.

This document is structured so that each category includes the survey question; the overall weighted average score for both the HSB and for the executive team; the Executive Director’s self-evaluation comments; and a sample of comments from Commissioners and executive team members.

## Leadership and Vision

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Question 1: The Director envisions future possibilities and articulates a clear and compelling vision that inspires the staff to achieve strategic goals and organizational results. Identifies and capitalizes on strategic and operational opportunities that are consistent with the HSS mission, vision and goals. Models integrity, leadership and management behaviors expected of others. Demonstrates an executive-level knowledge and understanding of the technical and professional aspects of HSS (e.g. legal, actuarial, benefits, technology, City dynamics, etc.) and works to maintain such knowledge over time.

### Executive Director Self-Evaluation: Exceptional Performance (5.0)

1. Led and supported the SFHSS team and consultants through the PY2020 health plan negotiations yielding a \$5.2 million-dollar savings.
2. Commenced year one of the Strategic Plan implementation setting a path forward for the next three years.
3. Strengthened relationship with Aon – Actuary and Consulting Services through quarterly leadership meetings, preparation for negotiations, responsiveness to HSB and staff needs, weekly and ad hoc meetings to complete work a in timely fashion.
4. Conducted Market Assessment to determine factors that lead to delay in procurement pending market stabilization
5. Arranged for new HSB Member orientation as well as full board education sessions regarding: Interoperability, case management, primary care, digital solutions, care navigation, and pharmacy benefits management.
6. Completed research to present to the board sufficient background to make decisions. e.g. cataract, second opinion services, infertility benefits.
7. Ongoing collaboration with multiple City Departments, Retiree Groups, and Labor.
8. Provided effective leadership at all utilization, cost, and quality reporting meetings with plans, striving for better alignment with strategic goals.
9. Presented on behalf of SFHSS to the Kaiser Clinical Advisory Group (cancer report) and the Mayor’s meeting of Department Heads (Crisis Intervention Management.)

Average Board Score: 4.67

- It is clear that Director Yant understands the value of high quality, affordable and sustainable health benefits for all covered lives. She is astute at working with Aon and carriers in ensuring that the services offered meet the needs of employees and retirees. She exercises initiative in evaluating benefits to determine whether they have provided the promised value (2nd opinion services) and whether they should be modified to remove unintended barriers to coverage (fertility services). All of these attributes demonstrate that Director Yant leads with vision towards the end of continuous improvement of the benefits that HSS offers.
- Abbie has shown during this performance period the promise I expected of her since her hiring. She has followed through with the Strategic Planning process, enhanced relationships internally with City Departments as shown by her participation in the GARE project and externally with other large employers (PBGH) and our health plans partners. She has continued to ask the what next questions and how should HSS prepare its response strategically and operationally. She has also shown great skill and leadership in working with existing and new Board members.
- Successfully implemented a strategic plan that is consistent with the HSS mission and goals. This was done by inspiring staff in a joint effort to obtain results
- Abbie Yant consistently shows great progress in establishing herself as a local and regional leader in Health Care systems, working with many colleagues in her field, both in the private and public sectors. Her vision and evaluation of timing of important steps, like when to issue new RFP for health plans, shows she applies this knowledge and modifies the decisions as necessary. She has instituted a grid that helps track issues, both major and more minor, that is easily accessible for all to see. She communicates her rationale for her decisions well and in a timely manner to the HSB. She continues to support the leadership in various areas, as recognized by the progress they are each making and reporting in their fields, so such as all claims database, such as online enrollment processes, such as staff readiness.
- Executive Director Yant demonstrates leadership and vision above expectations. A recent example of this is the latest iteration and management of Open Enrollment. Rolling out an online self service enrollment option (eBenefits) to numerous members optimized each HSS team member's operational time management. Team members were able to focus on resolving complex issues rather than spending time on route tasks. The success of Executive Director Yant's leadership and vision in this case was evidenced by the significant reduction of Open Enrollment call volume.

Average Score Staff: 4.5

- Abbie has better than expected knowledge of City dynamics as well as dynamics within the area's health care industry.

# Resource Management and Governance

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Question 2: Working with staff and the Board, the Director defines ambitious yet realistic long- term and annual goals and objectives in a manner consistent with the HSS mission. Demonstrates accountability, discretion, and sound judgment when using and managing HSS resources (operational, financial, and human). Given political constraints and circumstances, is effective in obtaining/maintaining necessary resources. Manages risk and compliance appropriately and assures that staff exercise their accountabilities for managing risk and compliance. Provides sound, well supported policy analysis and recommendations to the Board as appropriate.

## Executive Director Self-Evaluation: Above Expectations (4.0)

1. Successfully negotiated approval of Plan Fund and Sustainability Fund budgets for FY 2018-2019
2. Submitted all required data for the KPMG audit, pending final report.
3. Migrating from Cascade e tool to monitor and track Strategic Planning to another system (under evaluation.)
4. Interdepartmental Relationships
  - 4.1. Routine meetings with City Attorney to orient, train and keep abreast of legal matters, charter mandates, policy interpretation etc.
  - 4.2. Working with first responder agencies on meeting the EAP needs of their personnel.
5. Met expectations for timely completion of vendor contracts.
6. Initiated LEAN process improvement methodology to engage staff in process improvement with a focus on delinquent payments. Multiple improvements underway.
7. Exceeded expectations for Self-service at open enrollment
8. Completed Governance Policy review under Boards leadership.
9. Actively participated in Pacific Business Group on Health and Catalyst for Payment Reform meetings and initiatives.

## Average Board Score: 3.83

- Abbie has demonstrated above expected performance during the period with the introduction of the LEAN methodology within the Department and successfully expanding self service during open enrollment. Also she managed the refurbishment of the HSS Offices, contributed to the Board review of its Terms of Governance and successfully secured approval of the HSS Budget from the Board of Supervisors. Lastly, she led negotiations with the Health Plans that resulted in \$5.2 million dollars in savings.
- Executive Director Yant's resource management and governance is certainly well above satisfactory performance. Under Executive Director Yant's leadership, HSS management is transparent as reasonable budgeting goals are set and met. These goals (and progress) are clearly articulated and shared in a simple format easy to consume. The HSS mission of preserving and improving sustainable, quality health benefits is met when each member receives quality service and benefits while the entire system continues to improve. Executive Director Yant demonstrated this quality this last year when a member voiced concerns about how the accessibility of a particular benefit could be interpreted as exclusive to a certain member population. Executive Director Yant's team

spent numerous meetings gathering data, learning from medical professionals and reviewing products. Such efforts provided the Board with the information necessary to evaluate the particular benefit to ensure all members were afforded the opportunity to access the benefit, if desired.

Average Staff Score: 5.0

No comments provided by staff.

## Management of People

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Question 3: Fosters an environment of individual growth and professional development. Recognizes and utilizes the skills of others through delegation and clearly outlining performance expectations. Provides timely performance feedback and recognizes superior performance. Recruits, retains, mentors and effectively coaches a talented diverse staff. Maximizes organizational results and individual effectiveness by defining measures of success.

Executive Director Self-Evaluation: Exceptional Performance (5.0)

1. Completed Employee Engagement Survey that demonstrated strong engagement and resulted in a plan to address, employee recognition, skill and training, and to foster collaboration among divisions.
2. Professional Development:
  - 2.1.1. Attended Conference Board meeting March 2019
  - 2.1.2. Attended Catalyst for Payment Reform Annual Meeting May 2019
  - 2.1.3. Participated in CPR Bundled Payment Workgroup
  - 2.1.4. Attended United Healthcare Leadership Meeting
3. Direct reports: CFO, COO, Well-Being Manager, Board Secretary and SHP
  - 3.1.1.1. COO – Supports excellent leadership
  - 3.1.1.2. CFO – Counseling to improve intrapersonal communications; developing a succession plan.
  - 3.1.1.3. Hired new Well Being Manager
  - 3.1.1.4. Supported the development of Sr. Health Planner
4. Regular Leadership Meetings to build the team
5. Regular staff meetings to engage staff
6. Personnel Achievements:
  - 6.1. Promoted line staff to Well Being Manager
  - 6.2. Promoted line staff to Contracts Manager
  - 6.3. Multiple promotions with Member Services to enhance supervision.
  - 6.4. Fully staff for Open Enrollment
7. Engaged EAP in enhancing linkages for members with health plan Mental Health Services. Assessing the needs of first responder agencies.
8. 100 % Compliance Staff training: Safety, CPR, HIPPA, Cybersecurity, Emergency Management
9. Continued enhancement of the Ergonomics Safety and Movement program for SFHSS staff.

Average Board Score: 4.17

- Abbie lead and completed the planning steps and began working on the priorities identified in the HSS Staff Engagement Survey. She has shown an exceptional care and diligence for Staff Development not only for the Executive and Management Teams, but also for Staff at all levels in the Department. She diligently followed through in the search and hiring process of key staff across the Department. She has also provided critical performance feedback to members of her Executive Team
- Appears to be skillful at delegating authority. She recognizes the accomplishments of the staff to the Board which is an important morale builder and makes for a healthy work environment.
- I think the lack of major turnover and the promotion of some personnel into roles with new responsibilities show that she values the environment of individual growth and professional development. She is fostering use of services available through HR to enhance the workplace. She has recognized and promotes the role of HSS in critical staff interventions and encouraged staff to be a resource to other departments.
- Executive Director Yant constantly brings new HSS team members to Board meetings and introduces them to the Board. Executive Director Yant also selflessly acknowledges and recognizes significant performance of team members. A recent example of this is a Board meeting after the Open Enrollment period when Executive Director Yant advised the Board of a technical issue that prevented HSS from receiving some Open Enrollment applications. HSS team members quickly identified, diagnosed, and repaired the issue, minimizing the interruption of incoming Open Enrollment applications. Such acknowledgement and recognition provides positive reinforcement to superb performance. Furthermore, a recent evaluation of HSS staff provided Executive Director Yant of a snapshot perspective of ways to better serve HSS staff and continue to improve and deliver professional development.

Average Staff Score: 5.0

- Abbie delegates to staff and is clear about performance - has coached employees on their performance and effectiveness within the agency.

## Collaboration and Communication

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Question 4: Collaborates with key constituents to successfully achieve organizational goals. Proactively establishes relationships with employees, clients, partners, the City, and the community. Understands the needs of these individuals and shares information and knowledge to meet HSS objectives. Develops relationships that are built on confidence and trust. Seeks perspectives and opinions from others to ensure sound decision making that leads to understanding the strategic and operational direction of HSS. Clearly expresses ideas, orally and in writing, and demonstrates skill in actively listening and interacting with others. Adapts to varying and



unexpected situations and is flexible in the approach to resolving organizational challenges. Ensures the Board is provided with all necessary and timely information and kept abreast of all important developments.

#### Executive Director Self-Evaluation: Exceptional Performance (5.0)

1. Successful conversion to online enrollment in October 2019
2. Conducted first midyear enrollment for Voluntary Benefits
3. Continued interdepartmental workgroup (SFHSS, DHR, Retirement, CAT) met to address Prop B matters and to address City procedures for the death of active employees.
4. An active member of:  
Pacific Group on Health; participating in education, workshops, and consultations regarding coalition and outcomes.  
Catalyst for Payment Reform: utilizing tool kits for Mental Health and ACO's, participating in the development of bundled payment tool kit
5. Initiated Executive Leadership meetings with BSC and Kaiser.
6. Face to Face meetings with newly elected BOS members
7. Continuous Improvement with Communications
  - 7.1. New Website launched February 2019
  - 7.2. Revised Member guides distributed the first day of open enrollment.
  - 7.3. Developed member-facing videos to assist with Open Enrollment
  - 7.4. Recruiting Engagement Specialist
  - 7.5. Confirmation letters completed on time.
  - 7.6. Enews – monthly messages, action-oriented.
8. VOIP Project to modernize the customer service telephone system on track for Go Live in February 2020.
9. Rolled out Well Being Communications Plan, which covered five programs throughout the year.
10. Continued partnership with DHR Workers Compensation.

#### Average Board Score 4.17

- Abbie has continued to demonstrate exceptional communication and collaboration leadership through the new website, revised member guides and videos for open enrollment, Board member orientation and Executive Leadership meetings with Health Plan partners. She has also provided excellent presentations at Board meeting to educate HSS members, the Board and the public on diverse and complex Health Policy issues.
- It is clear from the presentations of vendors and outside consultants to the HSB that she is held in high regard. This reflects on the HSS as a leader in innovation and promotion of health plan services and accountability. She is attending, either in person or through online services, programs that are dealing with the changing health policy priorities, both within the State of California, and nationally. She communicates these issues and challenges to the HSB. I can only assume that these are also communicated internally to all staff. She is clearly balanced in her assessments and not quick to judge or predict outcomes. This puts HSS and the City and County of San Francisco in a strong position to meet these new challenges.

- Executive Director Yant demonstrates the importance of goal setting and problem solving by working with a wide group of stakeholders and partners. In addition to identifying organizational challenges, ever-changing marketplace trends, and other complex variables that affect the ability of HSS to deliver products that enhance the wellbeing of members and their families, Executive Director Yant clearly communicates relevant materials to the Board. The Board seems to rarely be surprised by information presented at meetings, in great part due to Executive Director Yant providing substantive materials in an easy-to-digest fashion that provides the Board information needed to make a decision. Furthermore, when the Board raises a question that isn't easily answered at a meeting, Executive Director Yant consistently provides follow up answers to such questions in future Board meetings.

Average Staff Score: 5.0

No comments provided by staff

## Client Service Focus

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Question 5: Demonstrates a commitment to client service and works to create a culture of service quality within HSS. Identifies and communicates service needs and objectives and establishes ongoing communication processes that are both proactive and responsive. Resolves service problems promptly and professionally. Seeks to continually assess the quality of member service. Values and delivers high quality, responsive and innovative service to all clients.

Executive Director Self-Evaluation: Exceptional Performance (5.0)

1. Expanded online enrollment opportunities to 33,000 members!
2. Conducted multiple and extensive member focus groups to engage the voice of the member in decision making.
3. Continued to negotiate additional benefits for retirees though new MAPD CMS allowances for transitional care.
4. Negotiated wellness nutritional counseling with all health plans.
5. Launched 10 Diabetes Prevention Program Cohort sites.
6. Staff participated in Government Alliance for Race and Equity (GARE) and the Citywide Racial Equity Working Group to provide support to employees implementing racial equity in their departments.
7. Developed member information for second opinion services within their plans in place of second opinion contract service.
8. Expanded Well Being Program reaches into 35 Department (as demonstrated by Well Being Plans.)
9. Under the Leadership of Mitchell Griggs, Member Services and Open Enrollment met/exceeded department goals.

Average Board Score: 4.17

- Abbie has modeled exceptional performance in this area by assuring the processing and resolving HSS member concerns and assuring timely follow through by her Team. The Department Team while strong in this area has continued and enhanced its performance in this area as evidenced in recent Surveys conducted after Open Enrollment.
- She has been quick to respond to members questions and needs at meetings and also in writing. Conducted, what I believe is a first, member focus groups. This was an opportunity for members to voice their opinions in future decision making.
- She clearly has a better understanding of her role in intervening in client service and complaints than I probably would. I am impressed that she listens to the issues and is working on systems to improve the client experience overall. A new waiting room, with many modules for online access to the HSS website, along with a very capable and pleasant receptionist in the waiting room, can only improve the client experiences. She is continuing to track and work to improve the call time, response time, and success of call outcomes. I think she allows staff to have input and show ownership to these issues and makes certain that client service percolates to the activities of each HSS employee.
- Executive Director Yant provides exceptional service quality at HSS, both individually and collectively. While most issues are easily solved by the systems managed by the HSS team, there are a number of complicated individual problems that come up from time to time. I have had numerous personal experiences hearing from members who have communicated complex problems to HSS, and have been personally contacted by either Executive Director Yant or a member of her management team. In addition to resolving the underlying individual issue, my understanding is that Executive Director Yant took further steps to audit systems and resolve other issues before they became ongoing systemic problems. Client service is a foundational part of the HSS mission, and Executive Director Yant is both responsive to individual needs as well as responsible for ensuring the HSS systems in place successfully provide solutions to the problems members may periodically experience.

Average Staff Score: 5.0

- Abbie has continually sought to improve SFHSS service to its member

In conclusion, overall there is much alignment between the Health Service Board, the SFHSS executive team, and the Executive Director in recognizing Executive Director Yant's many strengths. The high ratings and positive comments provide ample evidence of exemplary performance from Director Yant over the past fiscal year. There is also alignment between the HSB and Director Yant in identifying the category of Resource Management and Governance as an area for further growth. For continued improvement, Executive Director Yant can engage in discussions with the Commissioners to identify opportunities for further development in this category.