

# HEALTH SERVICE BOARD

Annual Self-Evaluation  
Year 2022

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Presented by:  
Board Secretary, Holly Lopez



# Overview

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## *The Process*

In November 2022, The Health Service Board Governance Committee met and reviewed the annual Board Self-Evaluation and Employee Performance Evaluation process, timeline, and survey. In December, Holly Lopez sent an online survey link for the HSB 2022 Self-Evaluation Survey (Board Survey) to each of the Board members for completion. This was an anonymous evaluation and completed Board Surveys were submitted via Microsoft 365 Forms platform for review and analysis. 100% of the six current Board members completed the evaluation. The results of this Board Survey were presented to the Governance Committee meeting on February 6, 2023, and presented to the full Board at its regular meeting on February 9, 2023.

## *The Self-Evaluation Form*

Under the Board Evaluation Policy, Board members are required to complete the Board Survey annually. It identifies four areas for evaluation: (1) Governance Structure & Policies, (2) Board Member Interactions and Meeting Activities, (3) Goal Setting and Communications, and (4) Board’s Interactions with Management. Statements identifying performance measurements under each area are listed and Board members indicate their level of agreement or disagreement on a 5-point Likert scale.

The Governance Committee adjusted two questions this year. The Board approved adding a response option to “not applicable” to question number 3, “The Board orientation program met my expectations.” In 2021 question number 16 read “The Board routinely adheres to its policies.” The Board approved removing the word “routinely”.

# Executive Summary

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Overall, the evaluation shows improvement in all four areas. Notably, the Governance Structure and Policies scored increased by 0.45. The Board’s Interaction with Management experienced an overall increase of 0.2 points. The overall total score in the section on Board Member Interactions and Meeting Activities increased by 0.3 points. The chart below shows the total scores for the past three years to show overall increases and decreases. 26 out of 36 statements in the evaluation showed score increases compared to last year’s ratings. This Executive Summary highlights the areas where there were more significant decreases or increases and where there was the greatest improvement made over the past year.

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

**Health Service Board Annual Self-Evaluation**

The following sections highlight evaluation statements that demonstrate more significant decreases or increases (0.3 points or higher) in comparison to the 2020 Board Self-Evaluation.

*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. In 2021, the Board sought to increase one statement in the Board Member Interactions and Meeting Activities. In 2022 the score increased by 0.40 points, demonstrating the Board’s commitment to continual improvement.

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*

The evaluation showed significant score increases (0.3-point increases or higher) for 13 statements across all areas of the evaluation. The statements that showed the greatest score increases are listed below:

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

## Evaluation of Governance Structure & Policies

The Board rated this area with the highest score, 4.75 out of 5. Scores increased from last year in 7 of the 7 areas with incremental increases ranging from 0.1 to 0.97 points. Question three was not included in the average score because it was the only question with a response of “not applicable”. The Board may want to consider reserving this question for years when new members join the Board.

Most notably the “Board’s continuing education program equips its members with the knowledge they need to be effective” increased by 0.97 points. Several comments reflected this score “Incorporating continuing education components into some Board meetings has greatly improved context and informed decision-making. Ongoing educational agenda items will help continue the Board's performance” and “HSS has a remarkable staff of experts. It also seeks out experts to enlighten the board periodically. This practice of bringing in experts must continue.” One comment requested “some improvement in Board Education either conferences or speakers.” Based on this feedback, the Board may want to broaden the educational platforms to include conferences and invite speakers.

83.33% of the Board Strongly agreed the Board Developed a comprehensive Board policy framework or manual; one comment acknowledged the Board's achievement in “completing a comprehensive review and update of the Terms of Reference and Policies.” “Board received the information and reports that are necessary to carry out its duties” improved by 0.13 points. Two comments reference this improvement: “There are robust mechanisms to assure adequate education, update policies, acquire background information to carry out its responsibilities, including fiduciary responsibilities,” and “Tracking changes in administration/policies/practices of health benefits, especially during a pandemic, is significant”. One additional comment worth noting: “The Board did a great job in its participation in the Medicare RPF process.”

The following table shows the Evaluation of the Board’s Interactions with Management score breakdowns and the average score of 4.75, which is recognizably higher than the 2021 Board Survey average score of 4.3.

**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
<b>Grand Total</b>							<b>4.75</b>

*Board Member Interactions and Meeting Activities*

The Board felt overwhelmingly positive about the Member Interactions and Activities. Scores increased from last year in 8 of the 12 areas, with notable growth of 0.57 points in “Board members understand when it is appropriate to act in a fiduciary role.”

16.67% of Board members expressed neutrality with “The Board effectively manages Board members who fail to act in accordance with policies.” One comment shared “I am unaware of any Board Member who failed to act in accordance with policies. I am confident that if there was such an instance, the Board would effectively manage the situation.”

Comments were positive about the Board’s discussions and deliberations: “The fact that we are kept up to date with the issues makes our board function efficiently and allows discussions to occur. Board members discuss the issues and always question them if they have doubts or concerns” as well as, “Deliberation is thoughtful and always respectful of member input.” One comment suggested, “Sometimes HSB commissioners might benefit from reminders to stay on topic during discussions.” It is noteworthy that this observation was also mentioned last year as well.

One comment noted, “Under the excellent leadership of Commissioner Follansbee as Board President and the outstanding support of Board Secretary Holly Lopez, the HHS Board has performed its required duties, meetings, and activities in a very professional manner consistent with the City Charter, HSS Terms of Reference and the HSS mission for HHS Members.”

The following table shows the Evaluation of the Board’s interactions with Management score breakdown and an average of 4.5 out of a possible 5, which is a 0.2 increase from the 2021 Board Survey in this category.

**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 are handled professionally.				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.				33.33%	66.67%	4.67
<b>Grand Total</b>						<b>4.5</b>



*Board Evaluation of Goal Setting and Communications*

The Goal Setting and Communications scores ranged from disagree to strongly agree. 6 out of 8 statements received increased scores ranging from 0.17 to 0.63. The “Board communicates effectively to service provider” received the highest score 4.83 which was a 0.63 increase from 2021. Comments share more insights into these ratings.

16.67% of Board members rated disagree with “The Board communicates effectively to Plan Members” and “The Board communicates effectively to the City.” Received a “disagree” rating and one comment shared insight, “These are odd questions because the Board does not have direct contact with plan members and the Board doesn’t directly communicate to the City-we communicate our concerns via staff the assigned Board of Supervisors member.” It’s noteworthy that a similar comment was stated in the 2021 evaluation comments as well. The Board may want to review the phrasing of these questions for next year.

Comments were positive about communication with HSS staff: “The senior staff are well-informed and effective leaders who communicate with one and all, that keeps the Board performing well above other public employee health benefits plans” and “In collaboration with Executive Director Yant and HSS Management, the HSS Board has, in its strategic planning, annual budget, required audit and compliance processes, sought to be transparent and consistent in seeking input, consultation, and communications with all stakeholders and constituencies.”

Two responses commented on the timing of communications: “The Board has taken great effort to incorporate effective communication and shorten feedback loops with all its stakeholders. Continuing this focus will help support ongoing improvement.” and “On occasion, the message from the Board to members seems to be constructed late or as an afterthought in publications.” The board may want to consider the desired time for feedback loops going forward.

The following table shows the breakdown of levels of the Evaluation of the Board’s Goal Setting and Communications. The average of 4.5 out of a possible 5 points. The 4.5 is 0.2 points higher than the 2021 score.

**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
<b>Grand Total</b>						<b>4.5</b>

*Evaluation of Board’s Interactions with Management*

Scored increased from last year for 8 of the 9 statements with the total score increasing from 4.2 to 4.5. The Board shared positive interactions with Management. Markedly, several comments provide direct examples, “The Board and Management maintain ongoing dialogue when addressing both routine issues and unplanned/unpredictable incidents”, “The communication between HSB commissioners and the Executive Director has been improved with regularly scheduled 1:1 interactions”, “The Board is comprised of unique experts and long-term advocates and the staff is comprised of specialists and experts-the combination is exceptional. The Board handles themselves professionally and appropriately” and “The Board and Management communications, relationships and rapport have in many ways been a model for planning and effective decision making.”

33.33% of Board members rated neutral on the statement “The Board ensures management has the necessary financial and human resources to achieve the organization's goals.” Two comments shared insight “The Board does not have control over financial resources” and “The Board adopts the budget which hopefully addresses personnel and financial needs.” The Board may want to clarify what financial resources they control.

16.67% of Board members expressed disagreement and 16.67% of Board members expressed neutrality with the statement “Where feasible, the Board engages in effective management succession planning.” One comment stated, “To my knowledge, succession planning has never been a topic of discussion with the Board.” It is noteworthy that this comment was also shared in the 2021 survey responses. The Board may want to reference the Governance Policies and Terms of Reference for succession planning protocols.

The following table shows the Evaluation of the Board’s interactions with Management score breakdown and the average score of 4.5 out of possible 5 points. The 4.5 is 0.3 points higher than the 2021 Board Survey score.

**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
<b>Grand Total</b>						<b>4.5</b>

*Conclusion*

The Board took the following action steps in 2022 to improve from the 2021 requests.

<b>Areas for improvement from the 2021 Survey</b>	
1. Improve Continuing Education	→ 6 out of 6 Board Education topics were presented by Subject Matter and Clinical Experts → Board Secretary sent Education topics, references, and/or resources in HSB Update emails
2. The Board focuses on policy and strategy in addition to operations	→ 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 → The HSB participated on 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.
3. Refine Survey Tool	→ HSB Governance Committee reviewed and edited the survey tool before distribution to the full Board.

The report called for improvement in these areas to focus on in 2023:

1. Broaden the educational platforms to include conferences and invite more speakers.
2. Remind Commissioners to stay on topic during discussions.
3. Clarify questions #24, #27, #34, and #38 at a future Governance Committee meeting before issuing the 2023 Annual Board Self-Evaluation Survey.
  - #24 The Board communicates effectively to Plan Members.
  - #27 The Board communicates effectively to the City.
  - #34 The Board ensures management has the necessary financial and human resources to achieve the organization’s goal.
  - #38 Where feasible, the Board engages in effective management succession planning.
4. Next year the Annual Board Self-Evaluation includes three sections: standard questions, Board education topics, and Board self-study hours.