

# 2025 Annual Board Self-Evaluation Report DRAFT

March 6, 2026

Presented by Holly Lopez, HSB Secretary

# The Process & Self-Evaluation Areas

- Governance Committee met in November to review and approve the timeline
- Annual evaluation conducted in January 2026
- Four areas for evaluation:
  - Governance Structure & Policies
  - Board Member Interactions and Meeting Activities
  - Goal Setting and Communications
  - Board's Interactions with Management
- 7 out of 7 members completed the evaluation: 100% completion rate

## Executive Summary Highlights

- Improvement in areas
- 32 questions total: 11 ratings decreased and 15 ratings increased

Areas for Evaluation	2023 Total Score	2024 Total Score	2025 Total Score
Governance Structure & Policies	4.5	4.36	4.29
Board Member Interactions and Meeting Activities	4.6	4.11	4.20
Goal Setting and Communications	4.14	3.68	4
Board's Interactions with Management	4.46	4	4.09

# Results of Board Performance Evaluation

# Governance Structure and Policies Results

**Table 1**

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.				57.14%	42.86%	4.17
The roles that the Board has assigned to key parties match the experience of those parties.				100%		4.33
The Board's continuing education program equips its members with the knowledge they need to be effective.			42.86%	42.86%	14.29%	3.71
The Board developed a comprehensive Board policy framework or manual.			14.29%	42.86%	42.86%	4.29
The Board receives the information and reports that are necessary to carry out its duties.				42.86%	57.14%	4.57
Board meeting agendas adequately reflect policy matters that are consistent with the Board's role.				28.57%	71.43%	4.71
Total						4.29

# 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.				85.71%	14.29%	4.14
Board members are well organized.				85.71%	14.29%	4.14
The Board focuses on policy and strategy in addition to operations.		14.29%		85.71%		3.71
Board members understand when it is appropriate to act as a fiduciary.				57.14%	42.86%	4.43
All Board members adequately contribute to discussions and deliberations.				100		4.00
Board members are respectful of each other's ideas and opinions.				28.57%	71.43%	4.71
Disagreements between Board members are handled professionally.				28.57%	71.43%	4.71
The Board adheres to its own policies.				71.43%	28.57%	4.29
The Board effectively manages Board members who fail to act in accordance with policies.			57.14%	42.86%		3.43
Board members accept decisions of the Board, even if they did not vote in favor of them.			14.29%	57.14%	28.57%	4.14
The Board takes timely action to resolve problems when they arise.				100%		4.00
The Board carefully deliberates before taking action.				28.57%	71.43%	4.71
Total						4.20

# Goal Setting and Communications Results

**Table 3**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
The Board provides feedback on suitable goals for the organization as a whole.				100%		4.00
The Board provides feedback on suitable goals for Member Services.		14.29%		71.43%	14.29%	3.86
The Board communicates effectively to staff.				85.71%	14.29%	4.14
The Board communicates effectively to service providers.			14.29%	85.71%		3.86
The Board communicated effectively as one voice to all parties.				100%		4.00
The Board instills trust among stakeholders.				85.71%	14.29%	4.14
Total						4

# 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.				85.71%	14.29%	4.14
The Board challenges management in a constructive manner.			14.29%	71.43%	14.29%	4.00
The Board provides valuable alternative points of view to management.			28.57%	42.86%	28.57%	4.00
The Board creates an atmosphere in which management's ideas are genuinely welcome.				71.43%	28.57%	4.29
The Board effectively evaluates the Director's performance.			14.29%	71.43%	14.29%	4.00
The Board provides the Executive Director with helpful feedback to enhance future performance.			14.29%	85.71%		3.86
Where feasible, the Board may make recommendations regarding effective management succession planning.		16.67%		83.33%		3.86
The Board members are respectful of the opinions expressed by staff and management.				42.86%	57.14%	4.57
Total						4.09

# Areas for Improvement from the 2025 Evaluation

Item to address in 2025	Actions to Address the Improvement
<p>1. Onboarding Education Schedule: Review the educational programs needed within the first year and consider spacing additional educational programs into the 2<sup>nd</sup> year serving the term.</p>	<p>→ Executive Director Guillen and Holly Lopez, Board Secretary will revise the schedule for the next onboarding cycle.</p>
<p>2. A projected calendar, possibly organized quarterly, outlining key decisions would help me and other board members stay informed about upcoming issues.</p>	<p>→ The Board Secretary designed and created a new milestones timeline calendar for the HSB.</p>
<p>3. Governance Committee review the following evaluation questions for need and clarity</p> <p>#21 and #22 are inaccurate.</p> <p>#21-The Board establishes suitable goals for the organization as a whole</p> <p>#22-The Board establishes suitable goals for Member Services.</p> <p>Clarify how the Board...</p> <p>#23 The Board communicates effectively to staff.</p> <p>#24-The Board communicates effectively to service providers.</p> <p>#25-The Board communicates effectively with one voice to all parties.</p>	<p>→ The HSB edited questions #21 and #21. The HSB Governance Committee agreed that the evaluation is at least 10 years old and the Committee will conduct a full review of all questions in Spring 2026. Questions #23, #24 and #25 will be reviewed in that process.</p>

## Conclusion: Areas to Focus for 2026

1. Local Ongoing Education: It is vital for the Board to ensure effective governance and informed decision-making. It would be highly beneficial if the City could offer local educational programs specifically tailored for Health Service Board members. Such initiatives would enhance accessibility, reduce costs, and contribute significantly to the professional development of our board.
2. SFHSS site-visit: I think site visits at SFHSS would be helpful for the board to have an idea of who is doing the work and how it is getting done.
3. Communication to Plan: The Health Service Board communicates very well with the Board members. However, there could be more communication with Blue Shield of California.
4. Clarity on Role and Response to Public Comment: I am still always challenged in public comment to only listen and not answer or give clarity or guidance. It makes issues dangle after the meeting, without clear steps on resolving. I understand it is the process, but it is not ideal.
5. Review questions 32 and 32: Q32 and 33 are difficult to actually answer as I cannot say if the feedback is effective to the Executive Director, unless it is given time to improve or resolve.

## Recommendation

Approve the 2025 Health Service Board Annual Report