



HEALTH SERVICE BOARD

CITY & COUNTY OF SAN FRANCISCO

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Commissioner

Rey Guillen
Executive Director
Health Service System

Holly Lopez
Executive Secretary

TEL (628) 652-4646
<http://www.sfhss.org/>

HEALTH SERVICE BOARD

GOVERNANCE COMMITTEE

MEETING MINUTES DRAFT

Friday, March 6, 2026, 1:00 p.m.
City Hall, Room 416
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

and

VIRTUAL PRESENTATION BY SFGOV TV and Webex

Remote Meeting Access

The Health Service Board welcomes public participation during public comment periods. There will be an opportunity for the public to comment at the beginning of the meeting and on each discussion or action item on the agenda. Each comment is limited to 3 minutes, and the Chair may, at their discretion, limit public comment to less than 3 minutes per member of the public. For those attending remotely, the Commission will hear up to 30 minutes of remote public comment total for each agenda item. Remote public comment from people who have received an accommodation due to disability will not count toward the 30-minute limit. Remote viewing may not be available due to technology outages.

Watch at 1:00 p.m. on March 6, 2026 (via [SFGovTV schedule](#))

Click the link to join the meeting – [March 6, 2026 HSB Regular Meeting WebEx link](#)

Public Comment Call-In: 415-655-0001 / Access Code: 2663 111 2036 Webinar Password: 1145

Listening to the meeting via phone

1. Dial **415-655-0001** and then enter **access code** 2663 111 2036#, then # again
2. Press *3 to enter the Public Comment queue, and you will hear the prompt, "You have raised your hand to ask a question; please wait to speak until the host calls on you." When the system message says, "Your line has been unmuted," - **THIS IS YOUR TIME TO SPEAK.**
3. You will be muted when your time to speak has expired.

Watching the meeting on WebEx

1. Join via hyperlink [March 6, 2026 HSB Regular Meeting WebEx link](#)
2. Webinar Password: 1145
3. **Click on the Raise Hand Icon** to be placed in the queue to speak. A raised hand will appear next to your name. When you are unmuted in the system, a request to unmute will appear on your screen, please select unmute to speak.
4. When you are unmuted in the system, a request to unmute will appear on your screen, please select unmute to speak. Once you hear me say "Welcome Caller," you can begin speaking.
5. When your time has expired, you will be muted. Please click on the Raise Hand Icon to lower your hand.

Members of the public are encouraged to state their name clearly, although you may remain anonymous. You will hear an audible warning when you have 30 seconds remaining. When your 3 minutes have ended, you will be placed back on mute.

Best Practices when Calling in for Public Comment:

- Call from a quiet location
- Speak slowly and clearly
- Turn down any televisions or radios around you
- Address the Commission as a whole; do not address individual Commissioners

Written Public Comment

Persons unable to attend the meeting may submit written public comments regarding an agenda item. These comments will be made part of the official public record and shall be brought to the attention of the Health Service Board. Written public comments expected to be part of the official record should be submitted to the Board email, health.service.board@sfgov.org and **received by 4 p.m. on Thursday, March 5, 2026**, before the meeting. Members can also call 628-652-4646 with any questions.

All comments received by the deadline will be forwarded to Board members, and the Board Secretary will note on the record during the specific agenda item that the Board received written public comment on that item and will include that note in the meeting minutes. In the body of your email, indicate the meeting date and the particular agenda item number. If you do not specify an agenda item, your emailed public comment will be read under general comment.

1. **CALL TO ORDER:** 1:02 p.m.

2. **ROLL CALL:**

Commissioner Fiona Wilson, MD.- Present

Commissioner Mary Hao- Present

Commissioner Diana Guevara- Excused

3. **GENERAL PUBLIC COMMENT - This is an opportunity for members of the public to comment on any matter within the Board’s jurisdiction that is not on the agenda, including requesting that the Board place a matter on a future agenda.**

PUBLIC COMMENT: None

4. **REVIEW AND RECOMMEND THE 2025 ANNUAL BOARD SELF-EVALUATION REPORT DRAFT: (Action)**

[See pdf of the 2025 Annual Board Self-Evaluation Report](#)

[See pdf of the 2025 Annual Board Self-Evaluation Report presentation](#)

Holly Lopez, Board Secretary presented the following items:

- The Process & Self-Evaluation Areas
- Executive Summary Highlights
- Governance Structure and Policies Results
- Board Member Interactions and Meeting Activities Results
- Goal Setting and Communications Results
- Board’s Interactions with Management Results
- Areas for Improvement from the 2025 Evaluation
- Conclusion: Areas to Focus for 2026
- Recommendation

Chair Wilson confirmed that ratings of 1, 2, 4, and 5 require a comment, while a neutral (3) rating does not require a comment.

Committee Discussion per section

Section 1: Governance Structure and Policies

Chair Wilson said the suggestion about site visits would need to follow Board members' meeting regulations, knowing the gathering of three or more Commissioner constitutes a public meeting.

Commissioner Hao called attention to the neutral rating for the question “The Board developed a comprehensive Board policy framework or manual”. She said Commissioners may not be sufficiently aware of or engaged with the Board’s comprehensive policy framework/manual and they may not be aware of its size, robustness, and contents. The Commission rarely calls attention to the manual except when editing it, and new Commissioners receive it during orientation, but most probably don’t sit and read it. Commissioner Hao wondered if there are ways to better highlight it and solicit Board-wide ideas on improving its visibility and usability.

Section 3: Goal Setting and Communication

One comment said the Health Service Board communicates very well with each, however, there could be more communication with health plans. Wilson emphasized the need to clarify whether communication concerns relate to Board discussions during meetings or communication occurring between meetings, and whether Board efforts should complement or avoid duplicating the communication already handled by SFHSS staff. Chair Wilson noted that survey comments on

communication may reflect a need for better Board education, explaining that Commissioners need more understanding of what occurs between meetings, so issues don't build up over the month. Executive Director Guillen explained that SFHSS staff handle eligibility and enrollment—not medical issues—and that members must first use their plan's grievance and appeals process before matters can come to the Board. He emphasized that staff lack medical expertise and cannot act on individual care concerns and noted the need for clearer communication to members and other City bodies about SFHSS's limited authority to avoid unrealistic expectations.

Commissioner Hao suggested adding a brief verbal acknowledgment during public comment to assure speakers that their concerns will receive appropriate follow-up. Chair Wilson agreed on the need for clear acknowledgement without making commitments, and Executive Director Guillen noted that staff already follow up with speakers and offered to formalize and communicate that process.

Section 4: Boards Interactions with Management

Chair Wilson pointed out that the current survey questions about "the Board" may cause confusion, for example, Commissioners don't know whether they should answer based on their personal experience or speak for the entire Board as a group. Since interactions with management happen individually, not collectively, the answers may not reflect "Board as a whole" dynamics. Chair Wilson suggested the evaluation questions may need to be clearer to identify what perspective Commissioners should answer from—individual or collective—to avoid confusion and improve the accuracy of feedback. Commissioner Hao added should also clarify the expected outcome of feedback, for example, Commissioner might think "the Executive Director didn't take my feedback," but the feedback may have been applied in a way that wasn't visible.

Commissioner Hao moved to recommend the 2025 Annual Board Self-Evaluation Report Draft for Full Board approval. Chair Wilson seconded the motion.

PUBLIC COMMENT: None

VOTE: Ayes: Hao and Wilson Noes: None

ACTION: The Health Service Board Governance Committee unanimously recommended the 2025 Annual Board Self-Evaluation Report Draft for full Board approval.

5. REVIEW AND RECOMMEND THE 2025 BOARD EDUCATION REPORT AND EDUCATION PLAN FOR 2026 DRAFT: (Action)

[See pdf of the 2025 Board Education Report and Education Plan for 2026](#)

[See pdf of the 2025 Board Education Report and Education Plan for 2026 Presentation](#)

[See pdf of the HSB 2023-2025 HSB Education Plan Approved](#)

Holly Lopez, Board Secretary, presented the following items:

- Education Experiences Offered in 2025
- Self-Study Education Hours in 2025
- Commissioner City-Wide and SFHSS Required Trainings
- Requested Topics for 2026
- Recommendation

The evaluation included the following education suggestions for 2026:

- The role of AI in provider decision making. For example- WISeR (Wasteful and Inappropriate Service Reduction) mode

- More Fiduciary responsibilities.
- Intro to AI potential in the health insurance and healthcare space. A wide topic, but it would be important for us as a Board to understand its current use (by payors), and its future potential use to improve care and lower costs.
- Education to better understand the relationship between Medicare and our insurance providers.
- Effects on healthcare costs as a result of using drugs for off-label use (e.g., GLP-1s) and strategies to address.
- Update on new or revised State or Federal regulation changes to healthcare coverages.

Chair Wilson supported the proposed list of education topics and agreed with beginning AI education with an introductory session, recognizing the importance of helping the Board understand emerging uses of AI in healthcare. Commissioner Hao agreed with the proposed topics and emphasized that AI is appearing across all sectors. Hao supported starting with a light introductory AI session to help the Board understand how carriers and medical groups may already be using AI and what implications that may have for the Health Service System.

Secretary Lopez said she will update the Board Education Plan to align with the 2026 one-year strategic plan gap year. Lopez explained that outdated resources would be refreshed and the strategic plan's goals and focus areas would be incorporated, with all revisions finalized upon the committee's approval today.

Chair Wilson moved to recommend the 2025 Board Education Report and Education Plan for 2026 for Full Board approval. Commissioner Hao seconded the motion.

PUBLIC COMMENT: None

VOTE: Ayes: Hao and Wilson Noes: None

ACTION: The Health Service Board Governance Committee unanimously recommended the 2025 Board Education Report and Education Plan for 2026 for Full Board approval.

6. INITIATE PROCESSES TO REVIEW CURRENT EVALUATION TOOLS FOR THE SELF-EVALUATION AND THE PERFORMANCE EVALUATION: (Discussion)

[See pdf of the HSB Process and Timeline to Review the Annual Evaluation Tools](#)

Chair Wilson noted the need to revisit the Board evaluation questions and suggested updating or removing certain questions to make it more relevant and clearly worded. Chair Wilson stated that the five-point rating scale should remain to maintain comparability with prior years, but several survey questions should be simplified or removed because Commissioners cannot reasonably observe or answer them. Commissioner Hao added that the survey should only include questions the Board can meaningfully respond to and suggested holding one focused meeting after Committee members review the packet to discuss proposed question areas. Secretary Lopez proposed that Committee members submit their edits in advance so she can prepare an organized chart of suggested changes for final review and decision in a single meeting.

The Committee agreed to have the next meeting anywhere from the middle to the end of April.

7. VOTE ON WHETHER TO HOLD CLOSED SESSION TO REVIEW AND RECOMMEND THE 2025 ANNUAL EMPLOYEE PERFORMANCE EVALUATION REPORT: (Action)

Commissioner Hao moved to hold a closed session for the annual employee performance evaluation. Chair Wilson seconded the motion.

PUBLIC COMMENT: None

VOTE: Ayes: Hao and Wilson Noes: None

ACTION: The Health Service Board Governance Committee unanimously approved not to report on any action taken in closed session.

GOVERNMENT CODE SECTION 54957 (B)(1) AND SAN FRANCISCO ADMINISTRATIVE CODE 67.10(B): PUBLIC EMPLOYEE PERFORMANCE EVALUATION

8. REVIEW AND RECOMMEND THE 2025 ANNUAL EMPLOYEE PERFORMANCE EVALUATION REPORT DRAFT: (Action)

Presented by Holly Lopez, Board Secretary

Employee and Position: Rey Guillen, SFHSS Executive Director

DOCUMENTS ATTACHED: 2025 Annual Employee Performance Evaluation Report DRAFT

ACTION:

RECONVENE IN OPEN SESSION

9. POSSIBLE REPORT ON ACTION TAKEN IN CLOSED SESSION (Government Code Section 54957.1 and San Francisco Administrative Code Section 67.12(b): (Action)

Chair Wilson moved to not report on any action taken in closed session. Commissioner Hao seconded the motion.

PUBLIC COMMENT: None

VOTE: Ayes: Hao and Wilson Noes: None

ACTION: The Health Service Board Governance Committee unanimously approved not to report on any action taken in closed session.

10. VOTE TO ELECT WHETHER TO DISCLOSE ANY OR ALL DISCUSSION HELD IN CLOSED SESSION: (San Francisco Administrative Code Section 67.12(a)): (Action)

Chair Wilson moved to not disclose any discussion held in closed session. Commissioner Hao seconded the motion.

PUBLIC COMMENT: None

VOTE: Ayes: Hao and Wilson Noes: None

ACTION: The Health Service Board Governance Committee unanimously approved not to disclose any discussion held in closed session.

11. ADJOURNMENT: 2:23 p.m.

Health Service Board and Health Service System Website: <https://www.sfhss.org/>

Summary of Health Service Board Rules Regarding Public Comment

1. There will be an opportunity for public comment at the beginning of the meeting, and there will be an opportunity to comment on each discussion or action item on the agenda. A member may comment on any matter within the Board's jurisdiction as designated on the agenda.
2. A member of the public has up to three (3) minutes to make pertinent public comments; the Chair has the discretion to limit public comment to less than 3 minutes per member of the public.
3. Public Comment can be given in-person, remotely, or written.
4. Members may submit their comments by email to health.service.board@sfgov.org by 5 p.m. the day before the meeting start time. These comments will be made part of the official public record and shall be brought to the attention of the Health Service Board. All comments received by the deadline will be forwarded to Board members and the Board Secretary will note on the record during the specific agenda item that the Board received written public comment on that item and will include that note in the meeting minutes. In the subject line of your email, indicate the meeting date and the specific agenda item number. If you do not specify an agenda item, your emailed public comment will be read under general comment.
5. Remote public comment from people who have received accommodation due to disability will not count toward the 30-minute limit.

Knowing Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decision in full view of the public. Commissions, boards, councils, and other agencies of the City and County of San Francisco exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, visit the Sunshine Ordinance Task Force website at <http://www.sfgov.org/sunshine>.

Summary of Health Service Board Rules Regarding Cell Phones and Pagers

The ringing and use of cell phones, pagers, and similar sound-producing electronic devices are prohibited at Health Service Board and committee meetings. The Chair of the meeting may order the removal of any person(s) in violation of this rule from the meeting room. The Chair of the meeting may allow an expelled person to return to the meeting following an agreement to comply with this rule. The complete rules are outlined in Chapter 67A of the San Francisco Administrative Code.

Disability Access and Accommodation

Regular Health Service Board meetings are held at City Hall, 1 Dr. Carlton B. Goodlett Place, in Hearing Room 416 at 1:00 PM on the second Thursday of each month. The closest accessible BART station is Civic Center, three blocks from City Hall. Accessible MUNI lines serving this location are #42 Downtown Loop and the #71 Haight/Noriega and the F Line to Market and Van Ness and the Metro stations at Van Ness and Market and Civic Center. For more information about MUNI accessible services, call (415) 923-6142. There is accessible parking in the vicinity of City Hall at Civic Center Plaza adjacent to Davies Hall and the War Memorial Complex. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. To obtain a disability-related modification or accommodation, including auxiliary aids or services, to participate in the meeting, please contact Holly Lopez, at 628-652-4646 at least 48 hours before the meeting, except for Monday meetings, for which the deadline is 4:00 pm the previous Friday.

City Hall Room 416 is wheelchair accessible. There are elevators and accessible restrooms located on every floor. **Wheelchair-accessible entrances are located on Van Ness Avenue and Grove Street. Please note the wheelchair lift at the Goodlett Place/Polk Street is temporarily not available.** After multiple repairs that were followed by additional breakdowns, the wheelchair lift at the Goodlett/Polk entrance is being replaced for improved operation and reliability. We anticipate having a functioning lift after the completion of construction in May 2025.

This meeting will be broadcast and captioned on SFGovTV. Remote public participation is available upon request for individuals who cannot attend in person due to disability. Making a request to participate remotely no later than one (1) hour prior to the start of the meeting helps ensure the availability of the meeting link. Sign Language Interpretation is also available upon request. If requesting remote Sign Language Interpretation, please submit an accommodation request a minimum of 4 business hours prior to the start of the meeting. Allowing a minimum of 48 business hours for all other accommodation requests (for example, for other auxiliary aids and services) helps ensure availability. To request an accommodation, please contact Holly Lopez, holly.lopez@sfgov.org, 628-652-4646.

To access the meeting remotely as an accommodation, please use [March 6, 2026 HSB Regular Meeting WebEx link](#) or call 415-655-0001. Please find instructions at the beginning of this agenda for how to use WebEx for the purposes of remote public comment.

Sensitivity to Chemical-based Products

To assist the City's effort to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity, or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City accommodate these individuals.

Location of Materials

If any materials related to an item on this agenda have been distributed to the Health Service Board after the distribution of the agenda packet, those materials are available for public inspection at the Health Service System during normal office hours. For more information, please contact Holly Lopez at 628-652-4646 or email holly.lopez@sfgov.org. The following email has been established to contact all members of the Health Service Board: health.service.board@sfgov.org.

Lobbyist Registration and Reporting Requirements

Individuals and entities influencing or attempting to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code § 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102; telephone (415) 252-3100; fax (415) 252-3112; web site <https://sfethics.org/>

ChatGPT and Microsoft CoPilot AI were used to summarize and clarify discussion points in the agenda.