

**Health Service Board Governance Committee
April 24, 2026**

HSB Performance Evaluation of the SFHSS Executive Director 2025

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As set out in the Director's Performance Evaluation Policy, all Board Members are expected to complete this survey, which is designed to allow Board members and designated SFHSS staff to assess qualitative aspects of the Director's performance. The survey addresses the following five areas:

1. Leadership and Vision
2. Resource Management and Governance
3. Management of People
4. Collaboration and Communication
5. Client Services Focus

Rating Scale and Definitions:

This survey uses a five-point scale, which is defined below:

5-Exceptional Performance-is significant overachievement of expectations

4-Above Expectations-is often beyond expectations

3-Performance Meets Expectations-consistently fulfills expectations

2-Performance Improvement Needed-is inconsistent performance, with expectations only partially achieved. Deficiencies should be addressed in the performance appraisal.

1-Unsatisfactory Performance-is the failure to achieve the majority of expectations. Deficiencies should be specifically addressed in the performance appraisal.

All Board members are strongly encouraged to provide a rating to each statement using the rating scale above. If you rate a 1,2,4, or 5 please provide supporting comments. If you rate a 3, no supporting comments are not required. Board members and SFHSS staff are to respond to all the statements to the best of their abilities based on the amount of experience members have had with the Executive Director.

When you submit this form, it will not automatically collect your details like name and email address unless you provide it yourself.

* Required

Rating Scale for Each Section

5	4	3	2	1
Exceptional Performance	Above Expectations	Performance Meets Expectations	Performance Improvement Needed	Unsatisfactory Performance

Leadership and Vision

- 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.
- The Director 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.

Resource Management and Governance

- 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, accountability, and human.)
- Given political constraints and circumstances, is effective in obtaining/maintaining necessary resources.
- Manages risk and compliance appropriately and assures that staff exercises their accountabilities for managing risk and compliance.
- Provides sound, well-supported policy analysis and recommendations to the Board as appropriate.

Management of People

- 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.

Collaboration and Communication

- 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.

Client Service Focus

- Demonstrates a commitment to the 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.