

**SAN FRANCISCO**  
**HEALTH SERVICE SYSTEM**

Affordable, Quality Benefits & Well-Being

Health Service Board Governance Committee  
Annual Board Self-Evaluation  
Summary of Proposed Changes

April 24, 2026

## Summary of Proposed Changes Annual Health Service Board Self-Evaluation

The Health Service Board Governance Committee met on March 6, 2026, to initiate the process to review the Board’s self-evaluation and the Employee Performance Evaluation. The Committee acknowledges that the evaluation is reviewed and modified each year, but wanted to dedicate time to reviewing each section and question, as they have been in the same format for over 10 years. Committee members submitted edits and modifications gathered below. The Board Secretary gathered and reviewed past-year evaluations for areas that commissioners found challenging to respond to or answer. Below is a summary of the proposed changes, modifications, and suggestions. The committee will review and recommend changes for the full Board to approve at the May 14, 2026, regular board meeting.

### Four Areas to Review

#### 1. Specific Questions:

Section	Question	Suggestion/Edit/Clarification
Governance Structure and Policies	1.The Board has clearly defined the roles of all key parties.	This question is vague. Who are the key parties? SFHSS? Health Plan Reps?
	4.The Board has developed a comprehensive Board Policy framework and manual.	The Board developed the HSB Policies and Terms of Reference, which are reviewed by the Governance Committee in detail every three years and can be reviewed at any point if needed. There is no need to ask the Board this every year. Consider removing the question.
Board Member Interactions and Meeting Activities	9. Board Members are well organized.	What is the purpose of this question?
	10. The Board focuses on policy and strategy in addition to operations.	The Board does not focus on strategy. Consider removing “strategy” from this question.
	11. Board members understand when it is appropriate to act in a fiduciary role.	Board members act in a settlor and fiduciary role. Consider adding the settlor role to the question or add a separate question, “Board members understand when it is appropriate to act in a settlor role.”
	15. The Board adheres to its own policies.	Board members may not know when others violate policies, so hard to rate this question. Consider clarifying.
	16. The Board effectively manages Board members who fail to act in accordance with policies.	Board members may not know when others fail to act in accordance with policies, so hard to rate this question. Consider clarifying.
Goal Setting and Communication	21.The Board establishes suitable goals for the organization as a whole.	The Board does not set goals. Current practice includes HSS proposing strategic department goals and the Board approving. During the HSS 3-year strategic planning development phase, the HSB conducts a special meeting to give direct input.
	22. The Board establishes suitable goals for Member Services.	The Board does not set goals for Member Services. Consider removing the question.
	23. The Board communicates effectively to staff.	The Board does not communicate with all SFHSS staff. Specify which staff.

	24. The Board communicates effectively to service providers.	Commissioners only communicate with service providers during the meeting. Consider clarifying the question to read, "The Board communicates effectively to service providers during Board meetings."
	25. The Board communicates effectively with one voice to all parties.	This is a broad statement. Clarify which parties-it's hard to know if the Board communicates to all parties. What is the purpose of this question? Decide if we need this question.
Board's Interactions with Management	32. The Board effectively evaluates the Executive Director's performance.	The Board provides feedback on the performance review once a year. Consider another mid-year point to check in on performance and goals. Consider if this needs to be as a full Board, 1:1 with the President, or 1:1 with Committee Chairs. This would allow time for performance to improve or resolve issues.
	33. The Board provides the Executive Director with helpful feedback to enhance future performance.	The Board provides feedback on the performance review once a year. Consider another mid-year point to check in on performance and goals. Consider if this needs to be as a full Board, 1:1 with the President, or 1:1 with Committee Chairs. This would allow time for performance to improve or resolve issues.
	34. Where feasible, the Board may make a recommendation regarding management succession planning.	This is not a current practice. The Board is the main body to hire an executive director, but there is no current process for the Board to make recommendations for succession planning. Discuss/consider if the Board has an understanding to recommend succession planning.

2. **Evaluation Sections:** Four sections total. Are there any other areas the Board could evaluate?

- Governance Structure and Policies
- Board member interactions and Meeting Activities
- Goal Setting and Communication
- Board's Interaction with Management

3. **Rating Scale:** Currently uses a rating scale of strongly disagree to strongly agree. Consider if this scale still fits the needs of the evaluation or a new range would better lend to evaluation insights.

**Agreement**

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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**Meeting Expectations**

Exceptional Performance	Above Expectations	Met Expectations	Needs Improvement	Did not Meet Expectations
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**City-Wide Rating Scale**

Did Not Meet Expectations	Met Expectations	Exceeded Expectations
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4. **Supporting Comments:** Decide if you maintain the requirement to provide supporting comments with a 1,2,4,5 rating. If rated a 3, no supporting comments are required.

5. **Evaluation Period:** Currently, the evaluation period is the calendar year January through December.

6. **Board Education:** The Board submits recommendations for the Education Topics each year, but the Board doesn't know when the topics will be scheduled. Recommend that staff present an education calendar for the year so the Board knows the schedule.