

SAN FRANCISCO
HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

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

May 14, 2026

Summary of Recommended Changes

Health Service Board Annual Self-Evaluation

The Health Service Board Governance Committee met on March 6, 2026, to initiate the process to review the Board's Self-Evaluation. The Health Service Board Governance Committee met on March 6, 2026, to initiate the process to review the Board's 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 the evaluation has been in the same format for over 10 years. The Committee met on April 24, 2026, to discuss suggestions and modifications. Committee-recommended changes are listed below for the full Board to approve at the May 14, 2026, regular board meeting.

Four Areas to Review

1. Specific Questions:

Types of Changes

- **Keep as is**
- **Modify or Combine**
- **Remove**

Evaluation of Governance Structure and Policies

1. The Board has clearly defined the roles of ~~all key parties~~SFHSS staff, health plan representatives, and stakeholders. **Modify**
2. ~~The roles that the Board has assigned to key parties match the expertise or experience of those parties.~~ **Remove**
3. The Board's continuing education program equips its members with the knowledge they need to be effective. **Keep as is**
4. ~~The Board has developed a comprehensive Board policy framework or manual.~~ **Remove**
5. The Board receives the information and reports that are necessary to carry out its duties. **Keep as is**
6. ~~Board meeting agendas adequately reflect policy matters that are consistent with the Board's role.~~ **Remove**
7. Please comment on any of the statements in this section that you rated neutral, disagree, or strongly disagree. In addition, please suggest how the Board's performance can be improved. **Keep as is**

Board Member Interactions and Meeting Activities

8. Board members are adequately prepared for meetings. **Keep as is**
9. ~~Board members are well organized.~~ **Remove**
10. The Board focuses on policy ~~and strategy~~ in addition to operations. **Modify**
11. Board members understand when it is appropriate to act in a fiduciary role. The Board members understand when it is appropriate to act in a settlor role. **Modify by adding a question.**
12. All Board members adequately contribute to discussions and deliberations. **Keep as is**
13. Board members are professional and respectful of each other's ideas and opinions. **Modify**
14. ~~Disagreements between Board members are handled professionally.~~ **Remove**
15. The Board adheres to and acts in accordance with its own policies. **Modify**
16. ~~The Board effectively manages Board members who fail to act in accordance with policies.~~ **Remove**
17. Board members accept decisions of the Board, even if they did not vote in favor of them. **Keep as is**
18. The Board takes timely action to resolve problems when they arise. **Keep as is**
19. The Board carefully deliberates before taking action. **Keep as is**
20. Please comment on any of the statements in this section that you rated neutral, disagree, or strongly disagree with. In addition, please suggest how the Board's performance can be improved. **Keep as is**

Evaluation of Goal Setting and Communication

21. The Board provides feedback on performance suitable goals for the organizations as a whole. **Modify**
22. ~~The Board provides feedback on suitable goals for Member Services.~~ **Remove**
23. The Board communicates effectively to staff. **Modify**

- 24. ~~The Board communicates effectively to service providers.~~ **Remove**
- 25. ~~The Board communicates effectively with one voice to all parties.~~ **Remove**
- 26. The Board communicates effectively to and instills trust among stakeholders. **Modify**
- 27. Please comment on any of the statements in this section that you rated neutral, disagree, or strongly disagree with. In addition, please suggest how the Board's performance can be improved. **Keep as is**

Evaluation of Board’s Interactions with Management

- 28. The Board provides sound advice to management. **Keep as is**
- 29. The Board challenges management in a constructive manner. **Keep as is**
- 30. The Board provides valuable alternative points of view to management. **Keep as is**
- 31. The Board creates an atmosphere in which management's ideas are genuinely welcome. **Keep as is**
- 32. The Board effectively evaluates and provides feedback regarding the Executive Director's performance. **Modify or Combine with #33.**
- 33. ~~The Board provides the Executive Director with helpful feedback to enhance future performance.~~ **Remove**
- 34. ~~Where feasible, the Board may make recommendations regarding management succession planning.~~ **Remove**
- 35. The Board members are respectful of the opinions expressed by staff and management. **Keep as is**
- 36. Please comment on any of the statements in this section that you rated neutral, disagree, or strongly disagree with. In addition, please suggest how the Board's performance can be improved. **Keep as is**

HSB 2026 Educational Topics of Interest- Keep as is

37. Are there any education topics you would like to add for 2026?

HSB Self-Study Hours Keep as is

- 38. State your name to record your self-study hours.
- 39. Please estimate how many self-study hours you completed between January - December 2025. (Include hours reading articles, watching webinars, listening to speakers, and/or other health benefits groups.)
- 40. Did you attend any health benefits-related conferences this year?
- 41. Please estimate how many hours you participated in a conference (s)?

Final Section Keep as is

42. You can review your answers on previous pages before submitting your Self-Evaluation. Have you reviewed your answers, and are you ready to submit them?

2. **Evaluation Sections: Keep as is**

Four sections total.

- 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. **Modify**

Strongly Disagree	Disagree	Neutral Neither Disagree nor Agree	Agree	Strongly Agree
-------------------	----------	---	-------	----------------

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 (Q7, Q20, Q27, and Q36). **Keep as is**

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

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. **Modify- SFHSS Staff will create a proposed calendar of education items.**