

The Peninsula Health Care District is proud to serve the residents of our Peninsula communities.



## VISION

*That all residents of the District enjoy optimal health through education, prevention, and access to needed health care services.*

## VALUES

*Leadership, public education, personal responsibility, inclusion, stewardship and transparency.*

## MISSION

*To ensure Peninsula Medical Center provides needed core services, to support programs that share our vision, and to do so in collaboration with other providers and qualified members of our community.*

SAN MATEO

BURLINGAME

FOSTER CITY

HILLSBOROUGH

MILLBRAE

SAN BRUNO

Peninsula Health Care District

1600 Trousdale Drive, Suite 1210  
Burlingame, CA 94010

# Health District News

ADVANCING HEALTH THROUGH LEADERSHIP

## Strategic Plan 2007-2010: Advancing Health Through Leadership

The Board of Directors approved a three-year Strategic Plan on August 23, 2007. Since December 2006, with the assistance of Verite Healthcare Consulting, the District had been engaged in developing a strategic plan to guide our activities through 2010.

### Why a strategic plan?

The Peninsula Hospital District, later named the Peninsula Health Care District, was created in 1947 with the goal of building a District hospital. The hospital was built on District property in Burlingame, and opened in 1954. The District has the responsibility to maintain the hospital to assure the availability of health care services for residents of the District.

*We have a 60-year, historic obligation to the health of the communities we serve.*

Operations are currently contracted to Mills-Peninsula Health Services (MPHS), an affiliate of Sutter Health.

Our independently elected, five-member Board operates under a broad mandate from the State legislature to protect the community's investment in land, buildings, equipment and human resources and

to conduct activities that advance the health of the community.

In 1994, a strict new California seismic-safety law (SB1953) mandated the building of a new hospital meeting seismic standards. The District Board's work was consumed by exploring ways to ensure that our aging community hospital would be replaced with a new, seismically safe facility. To that end, and after years of thorough deliberations and negotiations, the District Board developed a 50-year lease arrangement with MPHS. This unique, responsible approach received overwhelming approval by District voters through Measure V in 2006. This lease agreement ensures the long-term future of our hospital and places no new taxes upon the District's residents. Signing the agreement also brought the District to an "inflection point"; there could have been no more important time to develop a Strategic Plan for the future.

### What did we do?

#### Our planning work included:

- Meetings with healthcare leaders and community members.
- Five public meetings focused on discussion of the District's mission, on the findings from the analysis of community healthcare needs, and the potential goals and initiatives for the District.
- Participating in meetings with the San Mateo County Blue Ribbon Task Force on Adult Health Care Coverage Expansion and the Local Agency Formation Commission.
- A Town Hall meeting to discuss emerging ideas in the Plan and to solicit public comment.

#### Through this planning process, the District has:

- Refined our vision of how the District can become an even healthier place to live.

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*The new \$488 million medical campus will replace Peninsula Medical Center in 2011.*



## BOARD ACTIVITIES, FY 2008

### August 23, 2007

#### Public Board Meeting

- Approved the District's 2007-2010 Strategic Plan.
- Announced purchase of 1875 Trousdale property.
- Announced potential sale of 1848/50 El Camino Real property.
- Unveiled new District office and logo.

### October 18, 2007

#### Public Board Meeting

- Approved FY 2007 Audit Report.
- Received Mills-Peninsula Health Services' Quarterly Performance Report.
- Reviewed analysis of District's RN Forgivable Loan Program and re-affirmed commitment to the RN Loan Program with minor changes in requirements.
- Approved response to the Civil Grand Jury's Report on Indigent Care.
- Approved Service Agreement ad hoc Committee's Charge, Due Diligence Check List, and Executive Director's Discretionary Fund.

### December 13, 2007

#### Public Board Meeting

- Approved Board Resolution 2007-1: "To establish a special long-term Financial Policy to implement District Strategic Plan of 2007 and assure preservation of Peninsula Hospital."
- Approved revisions to RN Loan Agreement document.
- Approved District employee benefit package.
- Approved community grants for 13 organizations for a total of \$1.6M.
- Approved revised Communications Plan.

### January 31, 2008

#### Public Board Meeting

- Approved revised newsletter format and distribution.
- Approved new CEO Employment Contract.
- Approved two-year grant for \$307,000 to support CSM School of Nursing.
- Received Mills-Peninsula Health Services' Quarterly Performance Report.

## BOARD OF DIRECTORS MEETINGS 2008

January 31	July (no meeting)
February (cancelled)	August 28
March 20	September 25
April 24	October 30
May 29	November (no meeting)
June 26	December 4

# Message from the CEO

**M**y first 10 months as the District's chief executive have been productive and rewarding. We have a new office, new staff, and new direction—thanks to the Board's thoughtful development of the 2007-2010 Strategic



Plan. The mission, vision, values, and goals of our organization are clearly stated and will guide the District leadership as we carry out our work.

Community members often ask me, "What is the District?" and "What is your relationship to Peninsula Hospital?" If those are your questions too, let me provide answers.

**What is the District?** In 1947, a State mandate established the District to oversee the creation of a hospital within its boundaries and to address the health needs of its residents. Its five-member board is elected by voters in the District, which encompasses San Bruno, Millbrae, Burlingame, Hillsborough, San Mateo, and portions of South San Francisco and Foster City.

**What does it do?** The District exists to make sure there is a quality, state-of-the-art hospital within its boundaries and that the health needs of the community are met. Over its history that has meant building and running Peninsula Hospital up to our role today, which is to ensure:

- Mills-Peninsula Health Services (MPHS), a Sutter Health affiliate, builds a new, seismically sound hospital at no cost to taxpayers.
- That MPHS provides certain core services over the life of the 50-year Master Agreement, signed in 2005.
- The District Board's Designated Assets grow to meet its obligations in the 50-year Master Agreement.
- Our leadership, advocacy, and partnerships promote the health of its residents.

**What is the relationship between the District and Peninsula Hospital?** The District owns 26 acres between El Camino, Trousdale, Marco Polo and Davis Drives in Burlingame, where the current hospital, new garage, and new hospital construction are located. The District owns the Peninsula Hospital building; MPHS leases the land from the District but owns the new garage and hospital construction. MPHS's community board governs

and its administration runs the Hospital operations. The District Board provides oversight of the Master Agreement and the maintenance of core services, and has representatives on the MPHS Building Committee.

It is important that residents understand the District exists to serve the public and that the public has a voice in its activities. I hope you share my excitement in the good work being done on your behalf.

## DID YOU KNOW?

When the new hospital is completed in 2011, it will feature all private rooms, the most modern technologies, nine meditation and healing gardens, and a helipad.

## Q&A

**Jane M. McAteer, RN, MN**  
*Director of Nursing*  
*College of San Mateo*

**Q** The Peninsula Health Care District recently awarded the College of San Mateo Nursing Program more than \$300,000 to support the Class of 2008-2010. How will the College employ this money to support its students and faculty?

**A** The District has supported our nursing program through continuous grants since 2001. These funds allow us to enroll 12 more nursing students, in addition to the 36 students supported by the College and 12 students supported by the Enrollment Growth Fund from the California State Chancellor's Office. In addition to student enrollment, the District's grant money goes toward the salaries and benefits of two full-time temporary faculty members, as well as 5% of the clerical staff salaries, and a portion of adjunct faculty salaries. We budget the remaining funds for supplies and equipment for the Nursing Skills Lab.

**Q** How are grant donations part of the solution toward solving the nursing shortage issue?

**A** Grant money is critical to the expansion of our nursing program as it allows us to support more faculty and graduate more students. Our students go on to become registered nurses that work in our local hospitals and community health agencies in San Mateo County.

Peninsula Health Care District

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## Strategic Plan 2007-2010

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- Refined our mission to achieve that vision.
- Articulated the values that will underpin our work.
- Identified the healthcare needs in the District.
- Assessed the District Board's strengths and weaknesses as an organization, and the opportunities to achieve our mission.

### What are the strategic goals?

- Preserve Peninsula Hospital as a community asset.
- Achieve measurable improvements in identified health problems.
- Improve availability of and access to health information and services for all residents in the District.
- Ensure sufficient resources to achieve the Board's vision, mission, strategic initiatives and financial obligations.

One of the first steps taken by the Board in furtherance of its Strategic Plan was to hire an Executive Director. Cheryl Fama joined the organization in May 2007, and in the first months of her tenure has opened and equipped a District headquarters at 1600 Trousdale Drive, hired staff, and set an administrative structure in place. In this quarterly newsletter and in other publications and outreach activities, we will communicate District Board accomplishments and specific progress made on the various goals and objectives.

The District's residents are encouraged to attend regular Board meetings, read our newsletter, visit our web site ([www.peninsulahealthcaredistrict.org](http://www.peninsulahealthcaredistrict.org)) and call the District Office directly (650.697.6900).



Mary Anne and her junior friend, Molly.

“ I learned a lot from my mentor. I can talk to her honestly. She has encouraged me to be more involved with school, more proactive in my life. ”

### GRANT AWARDS FY 2007-2008

- 1 Hospital Consortium: Stroke Symptom Public Awareness Campaign \$50,000**  
Support mass media campaign to educate residents on stroke symptoms and promote 911.
- 2 City of Millbrae: Homework Center and Healthy Snacks \$14,460**  
Operate Center during the 2008 school year for 120 students; snacks for 220 students.
- 3 Shelter Network: Parenting Classes and Nutritionist \$50,000**  
Operate eight-class parenting and nutrition curriculum, every three months at four facilities. Classes directed at homeless families in emergency/transitional housing.
- 4 Health Department/SMC: Farewell to Falls Program for Seniors \$75,000**  
Partnership with Stanford University Medical Center. Program supports 100 older adults in the District in an effort to reduce hospitalization and medical interventions due to falls.
- 5 Friends for Youth: Wellness Project \$30,000**  
Within the successful Mentoring Services Program, the Wellness Project combines positive community-based, one-to-one mentoring, group activities and resources about fitness, nutrition, and wellness for at-risk youth.
- 6 Jewish Family and Children's Services: In-home Services for Seniors \$50,000**  
A three-year grant for \$50,000 each year

### Friends for Youth

Since 1979, Friends for Youth has matched more than 1,650 youth with caring adult mentors. They have achieved an 88% average success rate of creating long-term friendships, a percentage significantly higher than the 33-67% rate for similar programs nationwide. Friends for Youth serves boys and girls between the ages of 8 and 17 throughout the San Francisco Peninsula. The Peninsula Health Care District is proud to support this organization in the important work they are doing in our community.

- to expand in-home services not covered by insurance, to a minimum of 50 low-income seniors each year. Services include meal preparation, bathing, transportation to medical appointments, medication management, and other errands.
- 7 Samaritan House: Free Clinic of San Mateo County \$200,000**  
Provide primary, preventive, and specialty healthcare services, including dental care, to the uninsured low-income population of central and northern San Mateo County.
  - 8 Youth & Family Enrichment Services: Adolescent Substance Abuse/Crisis Intervention/Suicide Prevention \$50,000**  
Two separate programs; the first serves 150 youth, 65 from the District, to reduce drug use and improve relationships with family/ friends. The second provides educational outreach in 10 schools, conducts 800 live-chat sessions, and delivers mental health, referral, and suicide prevention information.

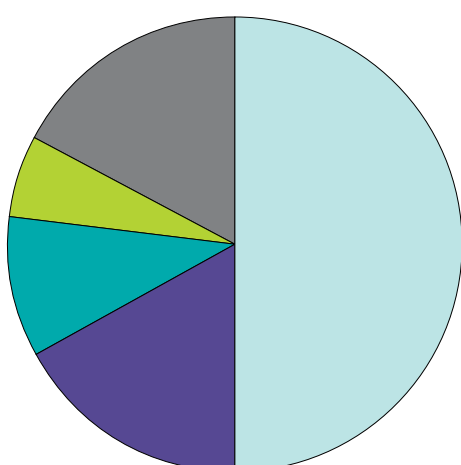
- 9 Children's Health Initiative Coalition: Access to Care for Children \$682,250**  
Pays for annual premiums for approximately 53% (763 children) of the "Healthy Kids" members within the County. Allows the Coalition to achieve a 1:1 County match on all foundation dollars, doubling the investment's impact.
- 10 Women's Recovery Association: Residential Treatment \$30,000**  
Support Tracy's Place of Hope, a dual-diagnosis residential treatment program for female adolescents (14-18) who have substance abuse and mental health disorders.
- 11 Health Plan of SM: Pediatric Obesity in the Latino Community \$50,000**  
Funds translation costs of the Shapedown Program. Program will serve 50 Spanish speaking families. Program has demonstrated a 50% increase in health knowledge and a 25% reduction in Body Mass Index (BMI) for previous participants.
- 12 MPHS Senior Focus: Adult Day Health Program and W&W Clinics \$301,000**

Support staff and resources for three valuable Seniors' programs. 200 frail County residents were served last year at the Senior Center on El Camino, while hundreds of other seniors participated in health screenings, classes and medication review activities.

- 13 Ombudsman Services: Program Support \$60,000**

To support operational costs and meet this year's goals to increase volunteer ombudsmen by four, investigate at least 800 complaints within the District, and conduct two best practices training events for the community.

### Service Agreements Awarded FY 2007-2008



- Primary Care: \$990,000**  
Children's Health Initiative, Samaritan House, MPHS Wise and Wellness Clinics
- Adult OP/At Risk: \$430,000**  
Senior Focus, In-Home Services, Farewell to Falls, Ombudsman, Stroke Awareness Campaign
- Youth at Risk: \$105,000**  
At-Risk Youth/Mentors, Substance Abuse, Tracy's House, Millbrae After School
- Family/Nutrition: \$125,000**  
Family Wellness/Parenting, SM Health Plan Latino Nutrition, Suicide Hot Line
- Workforce Training: \$350,000**  
CSM Nursing Program  
RN Forgivable Loans