



LONG TERM PLANNING COMMITTEE

Wednesday, May 1, 2019

District Office at 1819 Trousdale

Burlingame, CA 94010

Classroom

5:00-6:30 PM

A G E N D A

- 1. Call to Order**
- 2. Approval of Minutes:** April 3, 2019 **A.**
- 3. Project Updates:** CEO Monthly Report – Information **B.**
- 4. Old Business:** **C.**
 - A. Discussion Draft Communications Plan for 2019-2020- CBM Ashley McDevitt
- 5. New Business:** **D.**
 - A. Strategic and Financial plan development, 2019-2022
- 6. Adjournment**

Next Meeting: June 5, 2019





Long-Term Planning Committee

Board of Directors

Meeting Minutes

April 3, 2019

1. CALL TO ORDER: 5:00pm

- 2. ROLL CALL:** Chair Cappel, Dr. Cameron Emmott, Mark Johnson, Dr. Wade Aubry, Dan Quigg, Nirmala Bandrapalli, and Connie Jackson. PHCD Staff: CEO Cheryl Fama, Community Benefits Manager Ashley McDevitt, Executive Assistant Stephanie Arevalo-Rodriguez. Absent: Director Frank Pagliaro and Sarki Sarkisian.

INTRODUCTION: Chair Cappel introduced Connie Jackson former City Manager of San Bruno as the new member of the Long-Term Planning Committee and Cindy Cornell member of the public and representative from Housing for all Burlingame.

- 3. APPROVAL OF MINUTES:** Mark Johnson moved to approve meeting minutes from January 9, February 6 and March 6, Dr. Cameron Emmott seconded. Motion unanimously approved 6/0/1.

4. PROJECT UPDATES: CEO Fama –

- **The Trousdale Assisted living** facility has 75 residents in 63 units (50% of units) occupied.
- **Sonrisas Dental Health** continues to obtain outside grants and continues to facilitate school outreach. **Connie Jackson** asked for clarification of what the school outreach entails? **CEO Fama** answered dental screenings and basic oral health education for children in Elementary, Middle and High schools. PHCD supports Sonrisas through funding to cover uncompensated care, \$900K annually and through deferred rent and repayment of tenant improvement loan. The current PHCD funding commitment goes through June 30, 2020.
- **Peninsula Wellness Community:** The development footprint has been finalized. Gatepath will stay where they are on their own 1.15 acres. The Burlingame School District is seriously exploring moving into the District's building at 1875 Trousdale where the Wellness Center gym is now operating. That will free up their 0.33 acres which is contiguous with PHCD's land east of the Hetch Hetchy easement. That brings the total available for development down from 8 to 6 acres, with 2 of those required to stay open due to the Hetch Hetchy easement. The other news is Sutter, while expressing sincere interest in wanting to participate in the campus expansion and anticipates the need for more office space cannot commit at this point in their 5-year systemwide strategic planning.



Chair Cappel reported on the March 25th townhall meeting to keep the community updated on the status of the project. There were about 40 attendees and comments were primarily focused on the importance of using public land to help the affordable housing crisis in the area.

Dr. Aubry asked if Sutter Health is doing a strategic plan around services such as research, physical therapy, and innovative medicine etc.? **CEO Fama** stated Sutter is looking at all their campuses and services and that's why a definitive decision cannot be made at this time. This is significant to the PWC development as they are the desired "anchor" tenant for the medical office building given the long-term lease agreement preventing PHCD putting any service on the former hospital site that would compete with the MPMC's facilities on the District's land.

5. OLD BUSINESS

- **Trousdale Wellness Center-CEO Fama** reported the TWC has 200 active members. An analysis of activity shows 6-8 pm rarely used and Saturday's 4 hours packed. A change in hours of operation is under review. [Discussion of the marketing plan was deferred due to the time.]
- **Youth/Teen Mental Health Activities: Community Benefit Manager McDevitt** provided an update on PHCD's evaluation of this potential new program; after the presentation at the Board's March 28th, the Board remains interested and has requested management to prepare a business plan and further evaluate community support and potential locations. Ms. McDevitt also reported on PHCD's event was held on March 27th that attracted attendees from local cities, politicians, community partners, school superintendents and even a sister healthcare district from So. Cal. **Ms. McDevitt** reported the first critical step will be to organize a youth advisory group is necessary to have needed input and understanding of the program which should engage them as champions in designing the aesthetics and messaging to launch the program. **Ms. Bandrapalli** reported a Burlingame city workshop focusing on mental health will be held in May at the Burlingame library and invited Long Term Planning Committee members, PHCD Board and staff to attend.

6. **New Business:** Due to the interest of time, the discussion draft of the PHCD Communications plan was deferred.

7. **Adjournment:** **Chair Cappel** adjourned the meeting at 6:30pm.

Written by Stephanie Arevalo-Rodriguez, Executive Assistant

Approved: Chair Lawrence Cappel

B



COMMUNITY BENEFIT ACTIVITIES REPORT

April 2019

THE PENINSULA WELLNESS COMMUNITY:

Discussions continue relative to the smaller development footprint (Gatepath and Burlingame School District remaining) and the economics of construction, retaining the planned public community amenities and increasing affordable units.

THE TROUSDALE AL/MC COMMUNITY:

- A. As of 4/24 – 68 units are leased, and we have 80 residents.
- B. Negotiations with General Contractor continue. Agreement reached on all outstanding change order issues; negotiations on General Conditions Claim on-going.

THE TROUSDALE WELLNESS/FITNESS CENTER:

- A. Member Advisory Group meeting was held on March 28. Agenda/discussion addressed:
 - Classes: Meditation/Wellness classes “a hit”; Tai Chi – please add a sitting version; Yoga – please consider a mixed class – floor and chair.
 - Membership total flat; suggested targeting promotions to social clubs.
 - Brochure development – plan to use actual members rather than stock photos
 - Plan to collect health resource materials for member lounge.
 - Trousdale assisted living residents eligible for transportation to the gym
 - Utilization analysis shows activity very low from 6-8pm and very busy during the 8-noon Saturday hours. Possible adjustment of hours of operation under review.
- B. Membership holding at 210 and reflects the loss of some due to health and new members.
- C. Marketing: Direct mailers sent to all 65 and older within 3 mile radius of facility; a Valentine’s Facebook post reached 5,000, and ~40 application forms were received from the website.
- D. Exploring development of “Pre-rehab” and “Post-rehab” programs for individuals who could benefit from additional supervised exercise after no longer being eligible for medically-required/reimbursable therapies; will target physicians and discharge planners.
- E. The 3rd Quarter Performance Report is attached.

SONRISAS DENTAL HEALTH:

A. Financial Performance, YTD July through February 2019:

Overall, the YTD performance continues to be strong relative to budget.

- Total visits are 7242; 69% Denti-Cal, uninsured/affordable scale and farmworkers
- Total Net Income YTD is <\$276,306> as compared the budget of <\$468,182>

B. Strategic Initiatives:

- School outreach activities carried out:
 - 4/3 (Pescadero Middle and High School - Pescadero) – approx. 160 students
 - 4/9 (La Honda Elementary - La Honda) – approx. 70 students
 - 4/11 (Belle Air Preschool - San Bruno) – approx. 100 students
 - 4/17 (Belle Air Elementary – San Bruno) – approx. 60 students

ASSOCIATION OF HEALTHCARE DISTRICTS:

- A. PHCD successfully achieved re-credentialing as a District of Distinction for Excellence in Governance, one of only four healthcare districts to achieve the recredentialing against more stringent requirements.
- B. Attended the annual Legislative Days with Directors Zell and Pagliaro, and Community Benefit Manager, Ashley McDevitt. Keynote speakers included Michelle Baass, newly appointed Undersecretary of California Health and Human Services and Assemblymember Cecelia Aguiar-Curry, Chair of the Assembly's Local Government Committee that has among its oversight responsibilities special district governance and financing, LAFCO and housing.
- C. Other speakers provided their perspective on Sacramento with the new governor.
- D. Visited the offices of Senators Hill and Beall and Assemblymembers Mullen and Aguiar-Curry to provide updates on PHCD's programs and community benefits and comment on two bills:
 - SB 12 – Youth Mental Health Drop-In Centers – Support
 - AB 1486 – Would interfere with special districts' right to sell or lease land - Oppose



2019-2020 COMMUNICATIONS PLAN

PHCD | MacKenzie

March 21, 2019

I. OBJECTIVES OVERVIEW

PHCD leadership has requested a more aggressive communication, visibility and outreach campaign to reach its constituents using a variety of mediums, one that builds from recent successes and integrates fresh, new activities. MacKenzie has developed a “menu” of tactics and initiatives proposed for the District’s 2019-2020 Communications Plan. These recommendations are based on our 35 years of success working with other public entities and knowledge of PHCD over our twelve-year relationship. We believe these tactics will have a positive impact on the following goals and objectives:

- Increase awareness of PHCD as a community benefit among District residents, specifically taxpayers.
 - Tactics have been developed to focus on the individual cities within the District, tackling each one in phases until all six cities have been covered. Based on PHCD team input, the first two cities should be:
 - San Bruno: Most northern city; second highest population of youth and young adults within PHCD boundaries, undergoing significant amount of new development and has a new city manager.
 - San Mateo: Largest PHCD city, covers one of lowest income zip codes in county, location of District’s dental program and has a new city manager.
- Build the PHCD e-mail database.
- Assess “reach” of currently used mediums and determine which should be refreshed and continued on a regular basis for consistent communications to key stakeholders (District residents, seniors, local govt./city officials, and media).
- Produce more original content related to District health priorities and programs to release throughout the year using a variety of mediums such as:
 - E-newsletters focusing on awareness campaigns such as National Children’s Dental Health Month, Mental Health Awareness month, Colon Cancer Screening Month, etc.
 - Develop topic specific PHCD Blog posts, “authored” by each of the Directors that can be cross-promoted on Facebook (paid and organic posts) and in e-blasts.
 - Possible Topics:
 - Colon Cancer- A Preventable Disease: Director Cappel
 - Palliative & Hospice Care-The Impact on Quality of Life: Director Galligan
 - Homelessness in Our Affluent County: Director Pagliaro
 - Healthy Eating to Attack Obesity – Director Navarro
 - Growing Behavioral Health Crisis for 12-24 years: Director Zell
 - Reinstitute a short community health education presentation at each Board meeting.

II. AWARENESS SURVEY

Before launching an awareness campaign, MacKenzie recommends conducting a formal awareness survey of District residents to establish a baseline that will enable us to measure progress and impact of these new tactics. In addition, survey results will help us focus on key audiences and what is important to them. An initial baseline survey can range from \$25,000 to \$50,000 depending on the sampling methodology and medium (Internet or phone calls).

Mackenzie is conducting research into local firms that are established, have provided opinion research and strategic guidance to non-profit organizations, government agencies, businesses, and political campaigns and are respected in this market. A more detailed report on this research will be presented separately.

Roles: MacKenzie

Responsibilities: Research survey options and associated costs from two or more firms for comparison and recommendation of next steps.

III. AWARENESS-BUILDING INITIATIVES

PHCD in the Community: Methods to Increase Visibility

1. Showcase the Board of Directors:

It is highly recommended that the Board of Directors be an integral part of this effort. MacKenzie and PHCD staff will handle the “behind-the-scenes” work and will provide the Directors with a menu of activities to consider and sign up for; staff will then seek out opportunities to showcase the Board and District. Examples would include:

- Writing blogs, op-ed pieces, messages for Chamber Bulletins, community partner newsletters, etc.
- Booking presentations to the city councils, Board of Supervisors, LAFCO Commission, Chambers, Rotary and Lion Clubs, Library lecture programs, etc.

Event sponsorships with speaking opportunities:

- Survey Directors for willingness, topics, availability, and identify local opportunities.
- MacKenzie will draft op/ed, blog article content; seek out opportunities to broaden reach through social media.

2. Facebook Advertising

- Continue with Facebook advertising to increase traffic through page followers and post engagement.
- Use Facebook as a platform to inform and engage with District residents.

Roles: MacKenzie will manage Facebook campaigns including drafting regular posts. PHCD will propose content and review and approve MacKenzie drafts.

3. NextDoor

PHCD should utilize this social media tool more actively throughout the District to promote meetings and educational events and to monitor the impact of communications campaigns and town hall meetings. Given NextDoor is currently not admitting any more public agencies, PHCD should identify a staff member, Director, or trusted neighbor who will regularly monitor the conversation around District initiatives and bring findings to the attention of PHCD staff.

Roles: PHCD to identify monitors, post announcements, manage feedback and encourage “friends of the District” to post on their NextDoor pages.

4. New Mover Campaign

PHCD should view new residents as a target market and focus specific outreach tactics to those moving into the area.

- Buy list of new homeowners monthly/quarterly?
- Mail out a PHCD welcome/introduction letter and small gift (E.g. magnet, notepad, mindfulness wand, etc.)
- Compile a small information packet and ask Chambers to include with their welcome materials.
- Send second welcome letter with postage-free sign up cards to get on PHCD e-mailing list.
- Follow up with an annual “PHCD Welcome Reception.” Agenda: small PHCD open house with lots of “meet your neighbor” time.

Roles: MacKenzie will purchase lists, draft letters and mailing content, refresh sign up tools for email list, FlashVote etc. PHCD will approve mailing content, work with Chambers, and manage annual event.

5. Programmatic Partnerships: PHCD Speaker Series

- PHCD provides space and marketing support, partner provides content
- Consider utilizing PHCD spaces depending on topic and audience size. E.g. Trousdale Wellness Center, The Trousdale, District office, San Mateo Sonrisas, etc.
- One event per quarter.

Roles: PHCD will arrange venues, speakers, partners and possible sponsors, and will identify targeted audience for invitation. MacKenzie will design and produce event flyers/invitations, assist with mailings, prepare press releases, and pursue media coverage.

PHCD to pursue this initiative with an eye to the Trousdale Wellness Center as a potential new draw.

6. Develop Infographics

- For PHCD Strategic Plan 2019-2022
- Highlighting current PHCD programs/projects – The Trousdale, The Trousdale Wellness Center, Sonrisas Dental Health, and the Peninsula Wellness Community.
- How many served by community grants partners for a given year punctuated with specific examples of how PHCD is making a difference today.

Roles: Mackenzie will collaborate on content and target audience and will develop a template so each one has the same look and will set parameters for content. PHCD will provide content and approve final copy.

7. Annual Report/Community Benefit Report

Use one of the four newsletters per year as the annual report edition. Consider the fall edition for this purpose to incorporate the previous fiscal year financial performance to strategic goals for the year that correspond to that budget.

Roles: MacKenzie to provide recommendations on what the report could look like and the kind of metrics to include. PHCD will provide content and final approval.

8. Making A Difference Moment

Add a “Making a Difference Moment” presentation at the start of each Board meeting to showcase a resident who has personally benefited from a direct District program or one from a community health/wellness partner. Request authorization from speaker to use any photos or quotes in communications pieces.

Roles: PHCD will schedule presentations. MacKenzie will incorporate photos/videos into social media posts.

IV. NEXT STEPS

- Confirm what current activities will continue along with this aggressive campaign, such as advertising designs, maintaining mailing lists, newsletter production, etc.
- Confirm roles and responsibilities for all these functions.
- Develop a budget.

D



BOARD OF DIRECTORS

2019-2022 STRATEGIC PLAN DEVELOPMENT

STUDY SESSION

April 20,2019

- 1. Welcome and plan for the session– Chair Cappel**
- 2. Meeting Materials: *What's New; What's Next*– Ashley**
- 3. Making an Impact; Moving the Needle: Discussion areas**
 - A. Appetite for multi-year community health investments:**

Proposed possibilities:

 - 1) Sonrisas Dental Health**
 - 2) Allcove – Teen Integrated Health Center**
 - 3) Blue Zones Approach to Improving Community Health**
 - 4) Targeted Prevention Program**
 - B. Appetite and timing for buying or leasing property to potentially house a Teen Center and/or PHCD office during PWC construction.**
- 4. Next Steps**

PHCD Strategic Drivers and Goals 2019-2022





BOARD OF DIRECTORS

2019-2022 STRATEGIC PLAN DEVELOPMENT

STUDY SESSION MEETING NOTES

April 20, 2019

1. **CALL TO ORDER: Chair Cappel** called the session to order at 9:05 am and welcomed the members of the public in attendance. Present: Directors Cappel, Galligan, Zell and Pagliaro, and staff Fama, Yee and McDevitt. Absent: Director Navarro.

Chair Cappel acknowledged the importance of strategic planning, the benefit of PHCD Directors having candid discussion and differing points of view, and the value of creativity.

2. **WHAT'S NEW AND WHAT'S NEXT: Ms. McDevitt** provided a brief overview of the Strategic Plan 2019-2022 Discussion Draft distributed to the Directors prior to the session noting it was not her intention to go over each page at this session. [Copies were handed out to public attendees.] She noted that much of the content has been shared at various times over the past 1 ½ year planning process and is now summarized in one document.

WHAT'S NEW: The detailed summary of the planning process, environment assessment, public input activities, demographic data for the District, PHCD's Vision, Mission, Values, Guiding Principles, data on prevalent health issues for PHCD residents, and the proposed goals, objectives and tactics for the next three years.

WHAT'S NEXT: Each Director was asked to review and submit to Ms. McDevitt their questions, proposed edits and areas they would like brought back to the Board for discussion. That feedback, along with the outcome of today's discussion will be critical to refining priorities and focusing tactics. The next draft of the Plan will be brought to Long Term Planning and the community for input. Outcomes from those engagements will be incorporated into the plan. Parallel to this work is Verite Consulting's work with the Finance Committee to refresh/revise the Board's strategic finance policy. It is management's goal to have both projects integrated into the Strategic Plan for 2019-2022 for presentation at the June Board meeting for approval.

Directors requested items be cited in the Plan:

- **Director Pagliaro** – Affordable housing homelessness, vaping cessation, and school nurses



- **Directors Zell** - Any reference to affordable housing should be consistent with healthcare district statutory allowances– senior and healthcare affordable housing or health care services.
- **Director Galligan** - Would like to include language that states the District will partner with public and private organizations to serve homeless individuals.
- **Chair Cappel** stated planning should start now for the growing number of homeless individuals coming out of the Millbrae transit hub. PHCD should serve as the facilitator working with agencies to develop a coordinated approach to addressing the issue.

3. MAKING AN IMPACT - MOVING THE NEEDLE: KEY TOPICS FOR DISCUSSION:

- A. Sonrisas Dental Health:** Consensus was this program is carrying out District’s mission and Directors are proud of the access it is providing to so many previously denied basic oral healthcare. They are open to multi-year funding support and will need to see the status of a County FQHC partnership, further stabilization of internal operations now that community outreach services are in demand. and improved fund-raising results to ensure stability.
- B. Blue Zones Approach to Improving Community Health:** Consensus was this is a great program that addresses several social indicators of health and District resident health priorities (E.g. Exercise, healthy eating, childhood obesity, socialization.) However, it was noted that a successful program requires support and participation from the broader community (E.g. Cities, schools, restaurants, etc.) Directors are willing to consider further if enough interest exists beyond PHCD before any major, multi-year, expensive investment. **Chair Cappel** commented on the Beach Cities Healthcare District’s success with this program. He is familiar with the area and offered that the location and demographics provide an environment more conducive to Blue Zones success.
- C. Allcove – Teen Integrated Health Center:** If PHCD is to proceed with establishing such a center it will require major, multi-year funding. **Directors Zell and Galligan** spoke in support of pursuing this unique, comprehensive approach. **Chair Cappel and Director Pagliaro** cautioned that the location should be well-researched to ensure access by the audience for which the services are targeted. Staff was directed to continue their provider outreach to ensure integration with County and non-profit providers and to complete a comprehensive business plan for the Board’s further deliberations.



- D. Appetite for buying or leasing property to potentially house a Teen Center and/or PHCD office during PWC construction:** Discussion included the pros and cons of leasing vs purchase, criteria for determining the best location San Bruno/Millbrae area or San Mateo/Foster City area, and best timing. Several potential properties have been identified and it was agreed to have them presented to the Board in closed session.
- E. Community Grants Program – Keep annual budget at \$2M/year or reduce and put funding into other focused initiatives:** Director Galligan spoke earnestly in support of keeping the annual budget at \$2M/year and establishing a separate budget line item for special funding projects. She reinforced the point that, although the grant amounts are smaller, they make a big impact on non-profits directly benefitting the health of the community. The grant program is a mechanism for the District to improve health not just in a few areas but at a broader level. It was agreed to budget a separate line item for grants and add new line items for new, major projects when approved.
- F. Targeted Prevention Programs:** It was proposed to set aside a significant amount of funding for making a measurable improvement in one or two health issues such as colon cancer and Hepatitis B that can be improved through education and screenings. It was suggested the amount could be as much as \$1M. PHCD would identify the target health issue, establish desired outcomes metrics and then solicit creative program ideas from the community providers through an RFP process. Hepatitis Director Zell suggested an adhoc committee or advisory group of the Board be formed to give input to such a program.
- 4. FUTURE USE OF BOARD RESERVES – Suggestion/Proposals:**
- A. Pay down construction debt– Director Zell** recommended paying down some of the debt; current balance is \$47.5M.
- B. Future Trousdale assisted living cash flow – Director Galligan** suggested that be used to subsidize more BMR units in the facility and/or provide additional health services.
- C. Allcove – Reserves** are healthy enough to fund the launching of such a program. Further discussion is pending business plan, real estate discussions and Verite engagement re: strategic finance plan.



D. Sonrisas Dental Health –Director Galligan reported that the Sonrisas Board at its April meeting voted to approach PHCD about loan and debt forgiveness. The debt on Sonrisas’ Balance Sheet is a deterrent to funding agencies. **CFO Yee** reported that there is no impact on PHCD’s Balance Sheet as Sonrisas is incorporated as a ‘component program’ and the receivable and debt zero each other out. The current Sonrisas receivable is \$2.3M and includes initial TI loan, one operating loan, interest, and deferred rent. **Director Zell** reported the Board Finance Committee deliberated on this issue at its April meeting and will be bringing a similar proposal to the Board requesting a grant to Sonrisas of \$2.3M to repay the debt and to provide space at 430 N. El Camino Real free of charge as a community benefit. There will be more information and discussion on this.

WRAP UP: Chair Cappel invited public comment.

Councilman Brownrigg offered compliments to the Board on the significance of the issues discussed and the quality of their deliberations. He suggested that marketing should be an objective for the next Plan as too many constituents still do not appreciate the role, work and benefit of PHCD to the community. He also noted his career work in financing for public benefit and recommended resources on cutting-edge thinking relative to theories of giving to help with the Board’s deliberations on the two tranches of investments: community grants and large, multi-year special initiatives. He also suggested learning more about the XPrize Approach to soliciting prevention ideas.

[XPRIZE is a nonprofit organization that designs and manages public competitions intended to encourage technological development that could benefit humanity..... The XPRIZE mission is to bring about "radical breakthroughs for the benefit of humanity" through incentivized competition. It fosters high-profile competitions to motivate individuals, companies and organizations across all disciplines to develop innovative ideas and technologies that help solve the grand challenges that restrict humanity's progress.]

ADJOURNMENT: The meeting was adjourned at 11:00 am.