

**A**



**STRATEGIC DIRECTION OVERSIGHT COMMITTEE  
MINUTES  
November 2, 2022**

**1. CALL TO ORDER:** Director Pagliaro called the meeting to order at 5:02pm.

**ROLL CALL:** Present were members Pagliaro, Aubry, Bandrapalli, Jackson, Johnson, McDevitt Absent: Cappel, Quigg, Emmott, and Gutierrez

**2. APPROVAL OF MINUTES from September 7, 2022:**

**Motion to approve as written by Mr. Johnson; seconded by Director Pagliaro.**

**Roll Call Vote: Ayes –Pagliaro, Aubry, Bandrapalli, Jackson, Johnson, McDevitt; Noes-0; Abstain-0**

**Motion Passed:6/0/0**

**3. PWC- HUB SERVICES “DEEP DIVE” OUTCOMES & NEXT STEPS: CEO Fama  
Presentation addressed:**

- Goals & Vision
- Phase 3 activities such as engaging potential service partners and the 10/12 town hall.
- Hub Program Services under consideration and related space requirements
- Potential Service Partners
- Next Steps

**Comments/discussion**

**Director Pagliaro** noted the proposed HUB would be 40,000 sq ft. and includes the incorporation of a therapy pool.

**Dr. Aubry** commended the Board on the progress made with the project and was happy to hear of the latest developments.

There were no further questions or comments.

**4. STRATEGIC PLAN ‘23-‘25 – INTRODUCTION TO FACILITATORS & WORK PLAN: CED Ann Wasson and Mission Met team Eric Ryan & Paul Lamb**

**CED Wasson** introduced the guest presenters, their credentials and experience, and role in facilitating the next phase of PHCD’s Strategic Plan 2023-2025 development.

**Mr. Ryan** said he and his partner have committed their careers to this work and have an understanding that when done well the strategic planning has the potential to transform an organization. The key factor being that this is an ongoing process and not just an every 3-year event. He noted that Mission Met as a business is solely focused on strategic planning for nonprofits and government-based organizations. The

core vision being to make strategic planning as smooth and seamless as possible and was looking forward to supporting the District.

**Presentation addressed:**

**Discussion regarding PHCD's strategic planning process**

- C.A.P.E. Cycle (Champion, Assess, Plan, Execute)
- Key Deliverables of Strategic Planning
  - Well Crafted three-year strategic plan, crafted in strategic planning software
  - Strong strategic planning culture to sustain organization indefinitely
- Strategic Planning Software

**PHCD's Strategic Planning Timeline**

- Establish champions and Launch process (November)
- Conduct Organizational Assessment (November – December)
- Plan Creation (January – March)
- Execution Support (April – August)

**Roles/Responsibilities**

- Task Force
- Staff and Board
- Board and CEO approval

**Next Steps**

- Provide CED Wasson with access to software
- Mr. Lamb and Mr. Ryan begin assessment
- Assessment Presentation and discussion with **CEO Fama**, **CED Wasson** and with Task Force (TBD in January)
- Retreat Preparation (February)
- Board and Staff Retreat (March)
- Clarify next steps

**Comments/discussion:**

**CED Wasson** reported that a Task Force from this committee has been formed and to date includes **Dr. Aubry**, **Ms. Jackson** and **Ms. Gutierrez**. She invited other interested members to please let her know.

**Mr. Ryan** added that the role and responsibility of the group is to be the first point of contact for in-depth discussions to provide insights on the progress. They will not be creating the strategic plan but guiding and advising to ensure process proceeds in a productive direction.

**Ms. Bandrapalli** thanked him for the presentation and was happy to hear about the software that would be used to facilitate the management of the project. **Mr. Ryan** commented that from his experience, when an organization implements software into their strategic plan there is more of a focus and an emphasis on keeping track of progress in regards to goals, achievements and milestones. **Mr. Lamb** added that there are many other features within the software that serve as project management tools that were not presented today but they are looking forward to sharing with the Board as they proceed.

**Ms. Bandrapalli** asked if the strategic plan measures for potential risk or issues that may arise. **Mr. Ryan** answered yes, that in the assessment process they will address risk and issues an organization deems as barriers to its vision. Also, after identifying what these risks and issues may be, it becomes a focal point regarding the actions needed to overcome them.

**Ms. Jackson** asked by what means does the process plan to capture public input or perception of the

project. **Mr. Ryan** answered they will do a document review and plan to set up a series of interviews with board members as well as community members which will help further clarify public perception and invite input.

**CEO Fama** appreciated **Ms. Jackson's** question to ensure the public's perception would be incorporated. She expressed how important it is to the District's work to have our community members on the task force and to get out into the District to encourage feedback. She also recommended two roll outs of the plan for increased public awareness and input. **Mr. Ryan** agreed and welcomed suggestions from community representatives on this committee on what outreach efforts work best in this area.

**Public Comment: Lindsay Raike** said she understands no final decisions have been made on several aspects of the HUB but offered to be a participant on the task force as she has extensive knowledge in regard to therapy pools.

**CEO Fama** asked **Mr. Ryan** if they had disappointing experiences with their planning process in the past and what should we hope to avoid. He answered yes; in the past when things have not gone as planned it goes back to the lack of engagement or not allowing enough people to engage in the process.

#### **5. UPDATES ON STRATEGIC INITIATIVES: CEO Fama**

**CEO Fama** referenced the October Management Report of Strategic Initiative Activities included in meeting materials and invited any questions or comments. None were offered.

#### **6. ADJOURNMENT:**

There being no further business, **Director Pagliaro** adjourned the meeting at 6:26pm.

Written by S. Theodoropoulos

Approved by \_\_\_\_\_  
Lawrence W. Cappel, Ph.D., Chair

**B**



**DATE:** December 29, 2022

**TO:** Strategic Direction Oversight and Finance Committee Members

**FROM:** Cheryl A. Fama, CEO

**RE:** Active Wellness/Activate Program Presentation

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Jill Kinney, CEO of Active Wellness, has been invited back to address a joint meeting of both PHCD committees to share her ideas on how her organization could compliment the services planned for the Peninsula Wellness Community's HUB facility and, more importantly, to hear your questions, concerns, and input.

Active Wellness is a for-profit organization that provides fitness center/gym services geared to both families and older adults. At a previous SDOC meeting she provided an overview of her organization and the successful track record she has achieved in a variety of locations. She also introduced her Activate Program which is an innovative, disease-focused approach that incorporates personal trainers, nutrition, and exercise regimes designed specifically for each client's health status. While anyone can sign up for this program, physicians are the primary referral source due to the technology involved in tracking individuals performance and communicating progress via an electronic health record connection.

Based on the SDOC's interest and support, we have explored further with Ms. Kinney the possibility of having her Active Wellness and Activate programs in the HUB, incorporating the current programs provided by our PHCD Health & Fitness Center, and providing a therapy pool. She is interested and has provided an example of how she could use 15,000 square feet of the HUB to carry out those programs which she can review with you at next week's joint meeting.

I provide this introduction to stimulate your questions and concerns. We are seeking robust discussion and insightful questions from our Committee members to help inform our next steps.

Attached is a brief introduction to Ms. Kinney and an excerpt from the SDOC minutes when she previously presented to further encourage your active participation.

See you next year!

# JILL KINNEY



## Active Wellness

### Co-Founder | Chairman

#### **About**

Jill Kinney is considered an industry leader in the world of health and wellness. With over 30 years in the health club and wellness business, she has earned her title as “America’s Number One Female Entrepreneur”. Jill founded Club One in 1991 and built it into a \$90 million business with over 3,000 employees and 100 clubs. In 2014, she founded Active Wellness, an international leader in fitness center design and management services.

Jill earned the Distinguished Service Award from the International Health Racquet and Sportsclub Association (IHRSA) and has been inducted into the Wellness Revolution Hall of Fame. She is an experienced board member having served on the Board for IHRSA, the American Council on Exercise, March of Dimes, Glen Ivy Hot Springs, Shape Magazine, Presidio Bank, Ten Spot, and currently she is the chairman of the board for The Buck Institute for Research on Aging.

**Education:** UC Berkeley



**STRATEGIC DIRECTION OVERSIGHT COMMITTEE  
MARCH 2, 2022  
MEETING MINUTES**

1. **Call to Order:** Chair Cappel called the virtual meeting to order at 5:08pm.
2. **Roll Call: Present** were members Cappel, Pagliaro, Aubry, McDevitt, Jackson, and Quigg. Absent: Members Bandrapalli, Emmott, Johnson, and Sarkisian.
3. **Public Comments:** None in Chat or received by email.
4. **Introduction:** CEO Fama introduced Marco Durazo who is considering membership on the committee. He is a San Bruno resident, professor of politics at USF, Planning Commissioner for San Bruno, past president of Lions Club, and T-ball coach.
5. **Approval of Minutes from January 5, 2022:** There being no comments or corrections,  
*It was moved by Dr. Aubry and seconded by Ms. McDevitt to approve the minutes as written. Roll call vote: Ayes: Cappel, Pagliaro, McDevitt and Jackson. Noes: none. Abstentions: none. Motion passed 5/0/0.*

*[Mr. Johnson arrived at 5:10pm]*

6. **Active Wellness (AW) Presentation by Jill Kinney, Co-Founder & Chair:** Ben Rosenfeld from PWC developer, Pacific Medical Builder (PMB), introduced Ms. Kinney who was recently elected to the Wellness Revolution Hall of Fame, serves as the chair of the Buck Institute on Aging in Novato, and is the co-founder and chair of Active Wellness. Ms. Kinney introduced her San Francisco-based company and its focus: to integrate fitness and health with health provider partners noting the alignment with the vision for the PWC. Her presentation highlights included the following information:
  - A. The Provident Health System is an example of a major healthcare partner of AW and they are in conversation with Sutter for the PWC.
  - B. AW's closest facilities are in Napa and Petaluma.
  - C. AW serves a broad demographic profile from 5 months to >100 years old.
  - D. Programs cover such issues as Parkinson's, Cardiac Rehab, living with chronic disease.
  - E. Centers have lap, recreation, and therapy pools.
  - F. The Activate Program is a healthy life prescription program that provides personalized medical plans to optimize health and reduce chronic conditions to which physicians refer patients. This will be an increasingly important program to physicians as reimbursements align more with patient outcomes.
  - G. Some centers have the Activate Program adjacent to MD offices.





- H. Benefits will serve the residents of the PWC and the community at large.
- I. The top two groups attracted to their centers are multigenerational: seniors and families.

**Q&A:**

**Dr. Aubry:**

- **For the Activate billable services, do the centers bill for the MD's?** *No, Activate bills for services provided by their staff such as Dieticians. However, they do have situations where MD's pay for their patients' participation and gave the example of Bariatric Surgeons who require 6 months of pre-op prep to make sure their patients are ready for surgery.*
- **Is there a research component associated with the programs? Any published articles?** *Working on data collection through the Activate Programs that will be rolled out at 10 locations. No published research yet.*

**Chair Cappel:**

- **Is there a partnership at Napa Center?** *Yes, Provident's Queen of the Valley. Provident has been an investor member since 2016. There is no exclusivity.*
- **What EMR does Activate use?** *Wellb that provides a dashboard on the medical record for chart of referring MD's. Working with EPIC now.*
- **How many members are medical referrals?** *15%-20% now; goal is much higher.*
- **What are the member fees?** *They range around \$60-\$70/month.*
- **Where would pools go?** *If space allows, outside for lap and recreation. Therapy indoors.*

**Director Pagliaro:**

- **Do you typically own the buildings?** *No, usually joint ventures with developers and healthcare systems. Also have a turnkey management capability.*
- **What is the typical size of your centers?** *40,000-50,000 sf.*

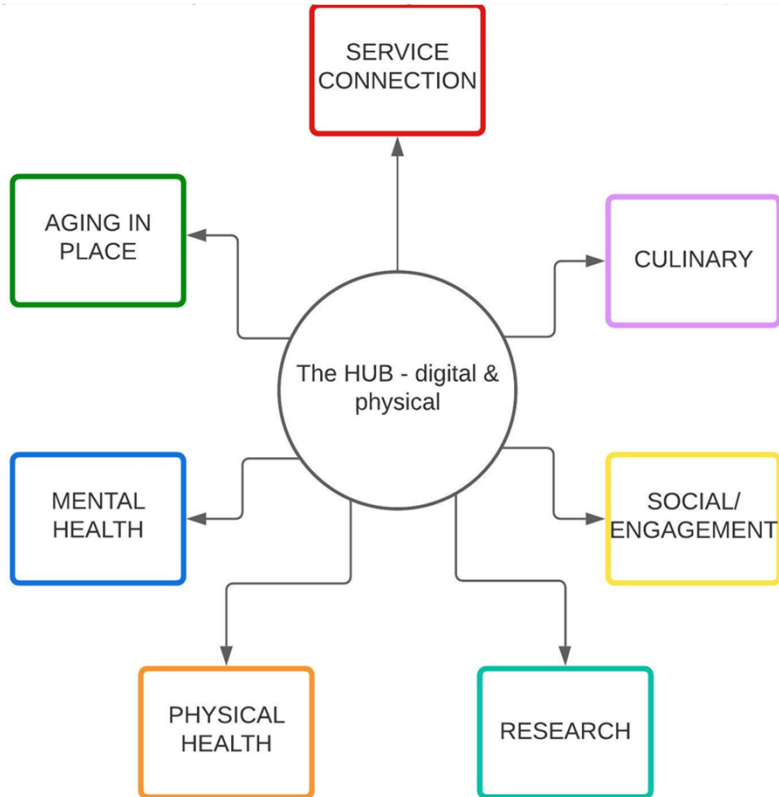
**Dr. Aubry** said he really like the Active Wellness concept of integrating with medical providers and research – “That is what we want on the PWC”

**Chair Cappel** thanked Ms. Kinney and expressed his enthusiasm for her programs and further discussions for the PWC.

**7. Hepatitis B Free Prevention Campaign Progress- Presented by Richard So, Executive Director of Bay Area Hep B Free.**

- A. This PHCD-funded, multi-year campaign to educate providers, screen residents, and vaccinate for Hepatitis B came to a halt due to Covid. The planned visibility campaign was put on hold and focus pivoted to revamping the MD education program to a *HepB Echo Program*- a monthly teach and show virtual CME program for physicians.
- B. Two major developments took place over the past year:
  - 1) AB 789 passed and now requires Hepatitis B and C tests for all hospital admissions.

**C**



# HUB UPDATE

**December 2022**

# AGENDA

## Where are we?

- Recent updates

## Moving forward

- Proposed process
- Options
- Critical next steps

## Phase 1 Process

### Phase 1 - internal discussions/feedback

- Update program based on current feedback
- Review program during one-on-one meetings
- Meetings to identify potential partners
- Re-group with experts to review program, assume 3 experts
- Discuss Active Wellness option with Jill Kinney, review her proposal
- Final update to program based on above

### Phase 2 - public discussions/feedback

- Prep focus groups
- Focus groups - assume three 1-hour sessions, groups of 4-5
- One-on-one discussions - assume 5 half-hour sessions
- Report out on what we learned to board and update program

### Phase 3 of programming - engage partners

- Research potential partners
- Conduct reach outs to gauge interest
- Meetings with potential partners

### Phase 4 – define physical Hub

- Diagram adjacencies
- Test fit layout
- Develop design brief to provide to architect

We are here →

# UPDATES

## Where are we?

- Achieved a good handle on the space requirements, big-picture goals and needs
- Confirmed from all those we talk to that the concept is both innovative and sound; there is general excitement around the Hub concept
- Working to develop the process moving forward to operationalize Hub
- Discussions ongoing with potential key partners – Eskaton, Avenidas
- Learning from the Square at the Jewish Home – Daniel Ruth as expert contributor

# POTENTIAL PARTNERS

## **Core:**

- **Eskaton – potential management of hub**
- **Avenidas – potential adult day operator and/or hub management; collaborator on developing business plan**
- **Active Wellness – fitness/wellness key partner**
- **Pearsuite – startup for potential concierge role**

## **Full List:**

<https://docs.google.com/spreadsheets/d/16o0yGOCLEE2uGli1AIRdRi2AYlylrwPcwcNB758ELr8/edit?usp=sharing>

# MOVING FORWARD

## Proposed process:

1. Compile, review, and validate work done to-date in Executive Summary
2. Identify overall governance for this work in light of CEO transition by April 2023
3. Develop implementation process and schedule to raise board awareness of the scale of HUB portion of the project; align with PWC development schedule.
4. *Commission study by Stephen Johnston, formerly with Aging 2.0 and now Fordcastle, to look into variety of innovation hubs, internationally, with a focus on technology and research [optional]*
5. Overview definition and size of the market and key stakeholders
6. Define goals, mission, vision, and key markers of success
7. Develop high level business model options and associated pros/cons of each model
8. Revise and refine service program overview; compile and update master plan
9. Vet program with end users and other stakeholder groups
10. Develop RFP outline for potential partners and determine how PHCD vets partners

# CRITICAL NEXT STEPS

- **Determine next steps with Active Wellness partnership**
- **Decide approach and timing to move forward with operationalizing the hub (see next slide for options)**
- **Develop executive summary of decisions, assumptions, and approach to-date**



# MOVING FORWARD

## Options:

### 1. Move forward now:

A. Engage a consortium of expert consultants, District coordinates

*Daniel Ruth, Stephen Johnston, Field Design; see next slide*

B. Sub out process to single operator – Eskaton or Avenidas

*Interest has not yet determined*

### 2. Pause:

- Pause until CEO transition and/or Executive Director is engaged

# KEY TEAM MEMBERS

## Potential Collaborators

- **Daniel Ruth – former CEO of the Jewish Home of San Francisco; developed and implemented “The Square”**
- **Stephen Johnston, Fordcastle – technology and research consultant focused on longevity and tech innovation hubs**
- **Field Design – experience designers who can implement digital hub component**