



BOARD OF DIRECTORS MEETING MINUTES Thursday, April 24, 2025 1819 Trousdale Dr. Burlingame, Ca 94010 (Classroom)		
<u>Directors Present</u> Chairman Cappel Vice-Chairman Pagliaro Secretary Sanchez Director Zell Director Navarro	<u>Directors Absent</u>	<u>Also, Present</u> Margaret Brown, VP. Business Development and Dan Buettner, Jr., EVP & Chief Development Officer, David Peper, Regional Director of Operations, Eskaton, and Sylvia Chu, Executive Director, Trousdale, Jon Campbell, Senior Security Engineer, PDN

1. Call to Order: Chairman Cappel called the meeting to order at 6:34 pm.

Roll call attendance was taken. A quorum was present.

2. Public Comment on Non-Agenda Items: No public comments were offered.

3. Report Out From Closed Session: 4/24/2025: Chairman Cappel

4. Consent Calendar: ACTION

- a. Board Meeting Minutes – March 27, 2025
- b. Checking Account Transactions – March 2025
- c. Treasurer's Report – March 2025
- d. Q3 FY 2024-2025 Unaudited Financials
- e. Q3 FY 2024-2025 Investment Report
- f. Care Solace Contract

Motion to Approve Consent Calendar as Presented**Motion: By Director Sanchez; Vice-Chairman Pagliaro****Vote: Ayes - Cappel, Pagliaro, Zell, Sanchez****Abstained: 1-Navarro****Noes: 0****5. Business:****a. Consideration to Initiate a Blue Zones Health Assessment:** Margaret Brown, VP. Business Development and Dan Buettner, Jr., EVP & Chief Development Officer**Blue Zones Presentation Summary**

Presented by Margaret Brown, Vice President of Development at Blue Zones, and Dan Buettner Jr., Chief Development Officer at Blue Zones

Purpose

- Help people live longer, healthier lives by making it easier to make healthy choices.

Background

- Inspired by research on five global “Blue Zones” where people commonly live to 100+ in good health.

Key Principles: The Power Nine

- Core lifestyle habits shared across Blue Zones:
 - Move Naturally
 - Purpose
 - Downshift (stress reduction)
 - 80% Rule (moderate eating)
 - Plant Slant (mostly plant-based diet)
 - Wine at 5 (moderate, social alcohol use)
 - Belong (faith-based involvement)
 - Loved Ones First (family focus)
 - Right Tribe (supportive social circles)

Project Process

- Three main phases:
 - Assessment/Feasibility Study (6 months)
 - Foundation & Planning (9–12 months)

- Transformation & Certification

Tracking Progress

- Uses the Gallup Wellbeing Index to measure improvements in purpose, social, financial, community, and physical well-being.

Impact

- Higher well-being scores are linked to lower healthcare costs and improved community health outcomes.

Examples of Success

- Beach Cities, CA: Notable health gains and cost reductions.
- Salinas, CA: Measurable improvements in community well-being.

Assessment Phase Goals

- Engage local leaders and residents
- Gauge readiness and identify challenges
- Develop a tailored strategy
- Deliver a comprehensive final report

Q&A with Dan Buettner Jr. and Margaret Brown

Director Navarro inquired whether Okinawa is still considered a Blue Zone.

Dan Buettner Jr. confirmed that Okinawa is experiencing a decline due to younger generations moving away from traditional lifestyles as Western influences increase.

Director Navarro asked which communities had the best and worst outcomes from Blue Zones initiatives.

Mr. Buettner Jr. cited Beach Cities, CA as the most successful, with \$180 million in healthcare cost savings. He noted that less successful communities often lacked sustained leadership and local commitment, citing an Iowa project that lost support after a change in government and funding.

Director Navarro asked if Blue Zones includes public school education programs.

Ms. Margaret Brown stated that education is integral and is approached through system-level partnerships. She emphasized working with schools to implement environmental and policy changes, such as composting programs and STEM-aligned food and nutrition curricula, in collaboration with community partners.

Director Sanchez raised concerns about the lack of ethnic and socioeconomic breakdown in existing Blue Zones data, noting the importance of cultural diversity in the Peninsula region.

Mr. Buettner Jr. acknowledged the point and emphasized that Blue Zones has worked with a broad range of American communities. He stated the assessment would evaluate local leadership and readiness, ensuring community alignment before implementation.

Vice Chairman Pagliaro expressed initial skepticism about involving a large corporation but was more open after discussions with the CEO. He requested a detailed proposal outlining the scope and deliverables of the assessment report. He noted the estimated cost and suggested the Board decide whether to fully fund it or seek cost-sharing partners.

Director Zell clarified the cost is approximately \$250,000, and **CEO Pulido** confirmed this amount would cover all cities in the PHCD.

Director Zell shared past experience with Blue Zones and expressed long-standing support, noting earlier skepticism did not lead to local action. He emphasized the need for an external catalyst to drive healthy community changes and believed the public and local governments would respond positively.

Director Navarro highlighted the potential for partnerships with organizations like San Mateo County, Health Plan of San Mateo, and local insurers. He stressed the healthcare District's role in building partnerships and saw the initiative as a unifying effort with broad benefits.

Director Sanchez supported the value of an external assessment to complement county health data. He emphasized the need for long-term stakeholder commitment, especially given the area's transient population, and the importance of sustainability beyond a 5- or 10-year horizon.

Chairman Cappel expressed skepticism due to emerging critiques of Blue Zones data but viewed the \$250,000 investment as reasonable for initiating assessment and engaging stakeholders. He noted that self-funded employers, not insurers, would be the most likely financial supporters and beneficiaries. He also raised concerns about long-term financial commitments and the timeline for measurable outcomes.

Motion to Approve an expenditure of \$250,000 for the Blue Zones assessment

Motion: By Director Zell; Director Navarro

Vote: Ayes - Cappel, Pagliaro, Zell, Navarro, Sanchez

Abstained: 1-Pagliaro

Noes: 0

b. Trousdale Quarterly Update: David Peper, Regional Director of Operations, Eskaton, and Sylvia Chu, Executive Director, Trousdale

Trousdale Quality Assurance Dashboard

Resident Falls:

- Trousdale reported an average fall rate of approximately 34% in Q3
- All falls, including repeat incidents, are diligently tracked.
- The focus is on fall prevention and management rather than enforcing the use of walkers unless medically prescribed.

Staff Turnover:

- Q3 turnover at Trousdale was 7%, the lowest across Eskaton communities (company-wide average: 32%).
- National average for assisted living (NIC data) is 85%.
- Low turnover is credited to strong leadership, a supportive and family-like work culture, long-standing staff, open communication, and regular team engagement activities.
- Eskaton also uses “stay interviews” to retain staff.

Employee Tenure:

- Average staff tenure at Trousdale is 3.4 years.
- This compares well given that Trousdale has been open for 7–8 years, while the Eskaton-wide average of 5.2 years includes communities open for 15–20+ years.

Pricing Transparency:

- Trousdale maintains consistent, transparent pricing with all rates published.
- Any potential value pricing options would be reviewed by the Board.
- Families appreciate this straightforward approach, especially compared to for-profit models that offer low entry rates followed by significant increases.

Satisfaction Scores:

- High satisfaction among both residents and employees.
- Family satisfaction is slightly lower, largely due to annual rate increases, which align with the timing of satisfaction surveys in January.

Resident Length of Stay:

- Average length of stay in Q3 was about 2.5 years.
- Many residents pass while on hospice or after hospital stays.
- Over half of residents are age 90 or older, including four centenarians currently residing at Trousdale.

Resident Engagement (Presented by Sylvia Chu):

- A slideshow highlighted vibrant community life, including events such as New Year's Eve, Lunar New Year, Valentine's Day, Passover Seder, flower arranging, St. Patrick's Day,
- Irish dance performances, Easter Bunny visits, and upcoming celebrations for Mother's Day and the Big Day of Giving.

Q & A with David Peper and Sylvia Chu

Director Sanchez asked what contributed to Trousdale's exceptionally low 7% staff turnover.

Ms. Chu attributed it to a strong family-like culture, long-tenured staff, purposeful hiring, and a shared commitment to serving older adults.

Mr. Peper emphasized the role of the Executive Director in creating an open, supportive, and engaging workplace culture.

Director Sanchez also asked if staff are encouraged to offer suggestions for improvement.

Ms. Chu confirmed that Eskaton conducts "stay interviews" to understand why staff remain, which helps identify best practices directly from employees.

Chairman Cappel questioned why Trousdale's fall rate was higher than the national average.

Ms. Chu explained that Trousdale records every fall, including repeat incidents, and all are reviewed daily. While falls can't be entirely prevented, efforts focus on reducing and managing them.

Chairman Cappel asked whether residents are required to use walkers.

Ms. Chu stated that walker use is based on physician guidance. Residents are not forced to use them unless medically necessary, though staff strongly encourage usage for safety.

Chairman Cappel expressed concern about requiring walkers unnecessarily, wondering if this could lead to physical decline.

Ms. Chu agreed the concern is valid and noted there is no policy requiring walker use unless prescribed.

Vice-Chairman Pagliaro referenced a report suggesting the potential for "value pricing" and asked if any pricing changes would be brought to the Board.

Ms. Chu and **Mr. Peper** confirmed that any pricing strategy changes would be presented to the Board for approval. While current pricing is sustained, market shifts may prompt future consideration.

Chairman Cappel noted that family satisfaction scores were lower than employee and resident scores.

Ms. Chu explained this was likely due to annual rate increases, which align with the timing of family satisfaction surveys.

c. Consideration of Potential Projects for Remaining Community Grant Funds: Fátima M. Rodríguez, Strategic Initiatives Director

Consideration of Potential Projects for Allocation of Remaining Community Grant Funds

After awarding 28 one-year community grants in the 2025 cycle, \$254,469 in funds remained. The Community Health Investment Committee identified three priority areas for further exploration: Hearing and Vision, Substance Use, and Physical Activity for Youth. The following recommendations were presented for consideration.

Hearing and Vision

The District is already supporting two initiatives: Healthier Kids Foundation's HearingFirst program for children and Vista Center's vision services for older adults. Since these needs

are currently being addressed, no additional funding is recommended in this area.

Substance Use Prevention

Project 1: Medication Disposal Mailer Campaign and Pouch for Safe Disposal

San Mateo County Health developed an educational campaign promoting safe disposal of unused or expired medications. The District proposes funding the expansion of this campaign to reach an additional 15,000 households. This initiative aims to reduce accidental poisoning, prevent drug misuse, and minimize environmental harm.

Estimated cost: \$97,500

Project 2: Reducing overdose deaths in the community through Education and increasing access to Naloxone

The District proposes a pilot project to install Naloxone (Narcan) dispensers across the region. These standalone boxes will be placed in partnership with local community-based organizations and include educational materials on overdose prevention. The program would also explore collaboration with the San Mateo County Office of Education.

Estimated cost: \$25,000

Youth Physical Activity

Project 3: Youth scholarships to increase participation in local sports activities

The District is in active discussions with local sports leagues, including AYSO, to explore scholarship opportunities for youth facing financial or access barriers. While there is no formal funding request yet, funds would be reserved for emerging partnerships.

Project 4: LifeMoves 2025 Youth Summer Camp

LifeMoves offers a trauma-informed summer camp for children ages 5 to 12 living in interim housing. The camp combines physical activity, mental health support, enrichment programming, and daily meals. The program will serve at least 35 children from the District.

Requested funding: \$60,000

Proposed Budget and Recommendation

The District recommends allocating \$182,500 of the remaining grant funds to support Project 1 (Medication Disposal), Project 2 (Naloxone Dispensers), and Project 4 (LifeMoves Summer Camp). These initiatives align with District priorities to prevent substance use and promote physical activity and well-being among youth.

Q & A with SID Rodriguez

Vice-Chairman Pagliaro requested clarification on why no additional funding was recommended for hearing services, citing the recent elimination of a state program providing hearing aids for children. He asked whether this issue had been considered for PHCD funding.

SID Rodríguez responded that it had not been explored but agreed to follow up with Healthier Kids Foundation to assess possible connections to organizations offering those devices.

Director Navarro discussed how regulatory changes contributed to opioid overprescription, with physicians issuing larger quantities to avoid logistical challenges. He stressed the resulting issue of unused medications accumulating in homes and underscored the importance of safe drug disposal. He recommended installing Naloxone dispensers in the Millbrae BART parking lot, where signs of drug use have been observed, and also suggested placing a dispenser at the San Mateo alllove center.

YBPM Almes added that Naloxone is already widely accessible at the San Mateo youth center, where it is available for youth to take if needed.

Motion to Approve allocating \$182,500 of the remaining grant funds to support Project 1 (Medication Disposal), Project 2 (Naloxone Dispensers), and Project 4 (LifeMoves Summer Camp)

Motion: By Director Sanchez; Vice-Chairman Pagliaro

Vote: Ayes - Cappel, Pagliaro, Navarro, Sanchez

Noes: 1-Zell

d. IT/Cybersecurity Protection: Jon Campbell, Senior Security Engineer, PDN and Voula Theodoropoulos, Interim Business Operations Director/Office Assistant

Vendor Assessment:

- Four companies reviewed; True Advantage and Kinetics responded.
- Feedback showed PDN services are cost-effective and comparable to alternatives.
- All vendors, including PDN, recommended a centralized server for enhanced cybersecurity.

Current PDN Setup:

- Next-generation firewall (Arista/Untangle)
- Endpoint Detection and Response (EDR via SentinelOne) on all computers

Recommendation:

- Continue with PDN and add a centralized Active Directory server
- Improve security, centralized file storage, and easier backup/recovery

Cost:

- \$20,000 (pre-tax) one-time fee
- \$500 monthly service fee increase
- To be included in the 2025–2026 budget

Motion to Approve allocating \$20,000 upfront and a \$500 monthly service fee increase, to be included in the 2025–2026 budget

Motion: By Director Sanchez; Vice-Chairman Pagliaro

Vote: Ayes - Cappel, Pagliaro, Zell, Navarro, Sanchez

Noes: 0

6. Reports:

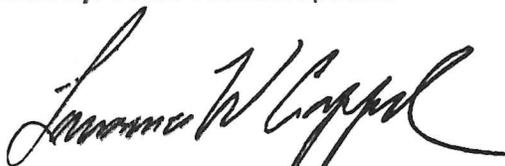
a. Board Chair and Director Reports

7. Correspondence and Media:

- 3/25 Thank You Letter From AbilityPath
- 3/25 Thank You Letter From AbleCloset
- 3/28 Thank You Letter From Edgewood
- 4/15 Thank You Letter From LifeMoves

8. Adjourn 8:11 pm

Written by: Voula Theodoropoulos



Approved by: Lawrence W. Cappel, Board Chairman