

**STRATEGIC DIRECTION OVERSIGHT COMMITTEE MINUTES**  
**April 3, 2023**

**1. Call to Order:** Chair Cappel called the meeting to order at 6:04 pm.

**Roll Call:** Present were members Cappel (Zoom), Pagliaro, Aubry, Bandrapalli (Zoom), Jackson (Zoom), Johnson, and Emmott Absent: McDevitt, and Quigg

**2. Approval of Minutes: SDOC January 4, 2023**

Motion to approve as written by Pagliaro; seconded by Jackson

Roll Call Vote: Ayes-6; Noes-0; Abstain-0

Motion Passed:6/0/0

**[6:06 pm Dr. Emmott arrived]**

**3. Strategic Plan Status: Eric Ryan, Mission Met, and CED Wasson**

**CED Wasson** introduced Mission Met facilitator **Eric Ryan**, who will be updating the Board on the progress of the Strategic Plan since the retreat on March 3rd.

**Eric Ryan** presented on the progress of the Strategic Plan

**[Presentation appended to and made part of these minutes.]**

**Key Meeting Outcomes**

The Strategic Directions Committee will leave this meeting with:

- An overall understanding of the planning process so far, the draft plan framework, and how the plan will be tracked over time.
- Having provided feedback regarding the draft plan.

**a. Review of Activities to Date**

**Assessment Process**

- 15 interviews with Board, staff, and key stakeholders since November.

- Review of over two dozen key documents and surveys, including the strategic information previously compiled.
- Numerous discussions with Board, staff, and Planning Committee.
- Board Retreat on March 3rd, follow up with Board on March 23rd, and staff review on March 27<sup>th</sup>.

### **Assessment Summary**

#### ***Organizational Excellence and Impact***

- PHCD is a financially secure organization and is creating a positive impact on the health and wellness of the District's residents.
- With a larger staff and high-impact projects on the horizon, the organization can further expand and strengthen its work.

#### ***COVID***

- Provided an opportunity to deeply serve the community.
- Was a distraction to some of the ongoing programmatic initiatives.

#### ***Staffing***

- Staff interviewed was highly committed to the work.
- Interviewees agreed that CEO Fama and CED Wasson are doing excellent work, both in conducting the work and in establishing positive community relationships.

#### ***Impact***

- PHCD was highly effective in its response to COVID through its vaccination clinics.
- Organization should remain focused on long-term community resilience.
- Numbers remain stable at the Fitness Center and are on the rise with Sonrisas.
- Q4 reports indicated an over 90% satisfaction rate among employees, residents, and families at Trousdale.

#### ***Programs***

- PHCD will benefit from a clarified set of programs, clear metrics for the success of each program, and action plans/reporting to ensure success.
- Four Programmatic area priorities are Seniors, Mental Health, Dental Health, and Physical Activity/Nutrition.
- Grants program provides wonderful opportunities but should be more targeted.

### **Five Focus Areas**

- Preventive Health
- Mental Health
- Dental Health
- Senior Health

- Integrated Services

**Dr. Aubry** asked **Mr. Ryan** for clarification on the meaning of a larger staff under the organization impact part of the presentation.

**Eric Ryan** answered that the statement reflected where the District currently is in terms of growth with staffing, in addition to the staffing for programs on the horizon, such as allcove™ and the Hub.

### **Annual Planning Cycle**

#### ***In Progress***

- A plan with a three-year vision (2023-25) with one-year goals, beginning with 2023.

#### ***Beginning in 2024***

- Review/revise the three-year vision and create 2024 goals.

#### ***End of Subsequent years***

- Review/revise the three-year vision and create next year's goals.

#### ***Result***

An ongoing annual planning process that includes a plan with a current three-year vision and a set of one-year goals.

### **Discussion**

**Chair Cappel** asked **Mr. Ryan** if a monthly report tracking the progress of the yearly goals could be incorporated into the annual planning cycle.

**Mr. Ryan** answered that the commitment of the staff dedicating time to the new dynamic process of tracking and accessing the progress by focusing on the strategic themes, priorities, and three-year vision is essential to the success of the yearly goals. Goals will be monitored throughout the year with the consistent use of tools, such as calendared assessments, reviews, and the implementation of the Mission Met software.

**Dr. Aubry** asked **Mr. Ryan** for clarification on what was meant by integrated initiatives mentioned in the "Focus Areas" part of the presentation.

**Mr. Ryan** answered that the reason it's worded as integrated is that certain topics would go beyond the scope of the four focus areas discussed. These topics or initiatives would be broad,

going across the full spectrum of health services.

**Ms. Bandrapalli** commented that some strategic plans tend to be broad in terms of metrics and she would like to see percentages attached to outcomes of core programs to better gauge community impact.

#### **b. PHCD Demographic and Health-Related Data**

**[Presentation appended to and made part of these minutes.]**

**CED Wasson** presented PHCD Demographic and Health-related data

#### **Overview of District Demographics**

There are an estimated 317,518 residents in the PHCD.

<b><u>Race</u></b>	<b><u>% of District</u></b>
American Indian & Alaskan Native (AIAN)	0.1%
Asian	29.9%
Black	1.6%
Latinx	19.5%
Native Hawaiian & Pacific Islander (NHPI)	1.4%
Other Race	0.5%
Two or More Races	4.9%
White	42.0%

<b><u>District Age Range</u></b>	<b><u>% of District</u></b>
9 and under	11.5%
10-17	9.1%
18-34	21.4%
35-54	28.9%
55-74	21.4%
75 and over	7.7%

#### **Charts Presented**

The **Healthy Places Index Chart** was presented and highlighted the zip codes of greatest needs in the District. This chart maps data on social conditions that drive health, like education, job opportunities, clean air and water, and other indicators that are positively associated with life expectancy at birth.

The **Social Vulnerability Index Chart** was also presented, showing the underserved communities in the District. The SVI is a database that helps emergency response planners and public health officials identify, map, and plan support for communities that will most likely need support before, during, and after a public health emergency.

#### **Opportunities for Preventive Health using Local Data Sorted by Zip Code**

**Percentage of Adults who are Sedentary:** Indicator shows the percentage of adults who did not participate in any leisure-time activities (physical activities other than their regular job) during the past month. Adults who are sedentary are at an increased risk of many serious health conditions. These conditions include obesity, heart disease, diabetes, colon cancer, and high blood pressure. Data gathered by the CDC healthy places index.

<b><u>PHCD Zip Code</u></b>	<b><u>Average</u></b>
94010	13.6
94030	17.4
94066	17.5
94401	20.5
94402	14.0
94403	15.5
94404	13.7
PHCD Median	16.0
SMC Median	14.5

**Poor Mental Health Days, 14+ Days:** This indicator shows the percentage of adults who stated that their mental health was not good for 14 or more days in the past month. Why is this important? Psychological distress can affect all aspects of our lives. It is important to recognize and address potential psychological issues before they become critical. Occasional down days are normal, but persistent mental/emotional health problems should be evaluated and treated by a qualified professional.

<b><u>PHCD Zip Codes</u></b>	<b><u>Average</u></b>
94010	10.8
94030	10.5
94066	12.4
94401	13.6
94402	11
94403	11.8
94404	11.8
Median Value	12.2
Range 9.7%	15.2%

Measurement period: 2020

Source: CDC-Healthy 2020

### c. Discussion Questions & Next Steps

**Chair Cappel** asked **CED Wasson**, what would they do from a strategic planning process to utilize reports like these.

**CED Wasson** answered that to meet the needs of residents of different ethnicities, the District would need to speak with the people who would be utilizing these services in their communities. Identifying the needs of the community and co-designing a program tailored to address them, would be a great way to go about implementing these reports into the strategic plan.

**Chair Cappel** expressed that these reports hold a treasure trove of information that should be explored further.

**Alexis Denton** added that the information **CED Wasson** shared is critical for the development of the specifics of the Hub programs.

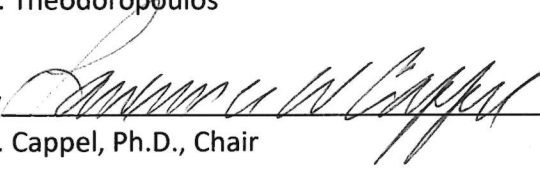
**Dr. Aubry** shared that what stands out from the demographic data is the obvious disparities in some zip codes and the need to serve them through targeted programs.

**CEO Fama** thanked **CED Wasson** for all her hard work and contribution with the community engagement.

**Dr. Aubry** congratulated **CEO Fama** on her retirement and thanked her for her countless contributions in elevating the District.

### 6. Adjournment

Written by S. Theodoropoulos

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