



**Strategic Direction Oversight Committee
September 7, 2022
Meeting Minutes**

- 1. Call to Order: Chair Cappel:** called the virtual meeting to order at 5:02pm.
- 2. Roll Call:** Present were members Cappel, Aubry, Jackson, Johnson, Mcdevitt. Absent: Pagliaro, Bandrapalli, Sarkisian, Emmott and Quigg
- 3. Approval of Minutes from July 6, 2022:**

Motion: By Jackson; Seconded By Aubry

Vote: Ayes – Cappel, Aubry, Jackson, Johnson Noes – 0; Abstain - 1

Motion Passed: -4/0/1

- 4. Strategic Plan '19-'22 Year End Review: CEO Fama** summarized goals and gave examples of accomplishments.

Goal 1: Stay informed

- Active in ACHD, CSDA, County Collaborative, Oral Health Coalition, COED groups, HPSM.
- Provide regular updates and educational briefings to Board and Committees.
- Served as flexible, immediate responders from start of COVID crisis. E.g., county support to establish alternative care facilities, COVID Relief grants to sustain operations of CBO's providing essential services, vaccination campaign.

Goal 2 : Achieve Measurable Improvements in Health Outcomes

- **Aging Adults:**
 - Through rigid compliance with safety protocols, none of the 109 residents of The Trousdale assisted living/memory care community became ill with COVID.
 - COVID relief support helped grantees meet the food security, PPE, mental health, housing needs of the community.
 - PHCD Health & Fitness Center promoted activities throughout Center closure due to Covid and continues to focus on the prevention and activity needs of seniors; 50% of members are > 80 years old.
- **Preventable Disease:**
 - Hep B Free campaign plans had to pivot during pandemic and did. Efforts focused on virtual education programs directed at physicians to promote routine screening of all patients. Hepatitis B is the number one cause of liver cancer in the Asian and Pacific Islander community.
 - Vaccination Campaign to promote access; PHCD sponsored clinics held at San Bruno school and church in partnership with Safeway Pharmacy.

- **Dental Health**
 - Sonrisas Dental Health is a separate 501c3 non-profit organization and component program of PHCD as it appoints 5 of the 9 board members and is its largest funder.
 - Combined San Mateo and Half Moon Bay Centers provided 13, 600 visits in FY 2022: 70% Denti-Cal, farmworkers, uninsured, and “Access to Care” sliding scale.
 - Conducted virtual and in-person school education and screenings.
 - Received funding from Delta Dental to launch a Senior outreach program
- **Mental Health:**
 - Launched 1st full school year of Care Solace Program for all K-8 schools in the PHCD. Care Solace provides concierge assisted access to mental health services for students, families, school counselors, and teachers.
 - Secured a site and progressing with the launching of an allcove program assisted by successfully getting a four-year State grant. PHCD’s role in launching this innovative model for serving the behavior wellness, mental and physical health of 12–25 year-olds was recently featured on the front page of the Daily Journal.
- **Obesity and Nutrition:**
 - Utilized the creativity of nutritionist **Julie Enberg** during the pandemic to roll out a series of healthy eating tips through social media.
 - Social media posts regularly address healthy eating and regular exercise.

Goal 3: Stewardship:

- **Monitor Financial Managers**
 - Finance policy reviewed and revised.
 - Review of Sutter’s financials per Master Agreement was conducted by Financial Consultant familiar with the terms of PHCD’s Master Lease Agreement with Sutter.
 - Portfolio manager, City National Bank, presented to Finance Committee.
- **Develop, Implement, Monitor and Achieve Budget- Done**
- **Achieve PWC Development Milestones**
 - Milestones not achieved. Formal amendments to the ENA were required due to delays caused by COVID challenges.
 - Now back on track; PWC 3.0 Concept Plan approved by Board; Schedule of Performance updated, pre-work to start project through city approvals has been launched and a public town hall meeting is planned for October to roll out the status of the project to the community for their feedback and input.
- **Achieve The Trousdale AL/MC Performance Goals**
 - Occupancy was on target to stabilization of 124 residents at 24 months of operation before the pandemic. Residency was at 109 March 17, 2020, and remains at 111.
 - Through June 30, 2022, revenue covers direct expenses but not depreciation and debt service.
 - PHCD leadership actively involved in developing and monitoring Eskaton marketing plan.

- **Ensure Health & Fitness Center benefits support investment**
 - Center closed FY 2022 requiring \$200K of funding support which was ~\$50K less than budgeted.
 - Membership had been 220 before Covid; slowly increasing to 167 members now.
 - Marketing plan includes direct mailers and Daily Journal ads.
 - Center has exceeded expectations in impacting the lives of the residents.
 - Average age of members is over 80 and they are regular attendees.
 - Re-launched the Memory Care Program held in the education side of the Center.
- **Achieve Recognition for Transparency and Excellence in Governance**
 - Achieved renewal of the California Special District Association's (CSDA) "Excellence in Transparency" recognition.
 - Achieved 3rd 3-year recognition by the Association of California Healthcare Districts (ACHD) for Excellence in Governance Award.
 - Awarded >\$800K from CSDA to reimburse PHCD for contributions to community directly related to COVID needs – the largest amount received by any agency in San Mateo County.

Goal 4: Monitor Sustainability of Mills-Peninsula Medical Center and Core Hospital Services defined in 50-year Master Agreement.

- MPMC CEO presents quarterly reports to PHCD Board
- Thorough audit of Sutter's financial strength conducted in 2021.

Wade Aubry asked if conversations were had with Sutter Health's Research Institute. **CEO Fama** responded no; she will follow up.

Chair Cappel suggested the first opportunity for research may be with the allcove program which is in conjunction with Stanford and should have some research expertise. In order to prove the effectiveness of the program there must be some valid accountability measures.

5. Strategic Plan '23-'25-Progress to Date; Process going forward: CED Wasson

CED Wasson reported that Chair Cappel, CEO Fama, and she met with representatives from Mission Met, a firm that works with organizations to take the organization's environmental scan information, vision, and priorities and help leadership take it through a meaningful stakeholder engagement process to produce a document that will guide the strategic activities of the organization over the term of the Plan. This firm was introduced to PHCD through Sonrisas Dental Health and their successful planning process facilitated by the Mission Met team. Next step for PHCD is to provide them with our work to date and desired timeline and get their assessment of what additional information is needed and their proposal on the engagement details. Plan at this time is to start now with goal of presenting the Plan for Board approval at the January 2023 meeting.

6. "Impact Partnerships": CED Wasson

CED Wasson reported the Community Health Investment Committee proposed a new category of community service funding, the Board approved the concept at its July meeting, and she briefly reviewed purpose, eligibility criteria and three organizations under consideration for this new level of funding

Eligibility Criteria:

- Proven track record or service to a target population
- Innovative and a comprehensive approach to address needs
- Proven record of achieving desired outcomes
- Record of serving large numbers of District residents
- History of financial operating stability
- Receptive to co-designing an approach

Organizations identified as potential impact partnerships

- Mission Hospice
- Lucille Packard Stanford Children's Teen Van
- Samaritan House

Chair Cappel stated that for these programs and other programs that may become eligible in the future, we must identify the most effective accountability measures.

CED Wasson agreed with that goal and noted that services like the Teen Van can be measured in numbers served and what services provided however, those numbers don't fully report the impact on the teens served. Representatives from Lucille Packard report the Van Team serve children living without shelter, in foster care and many without medical homes. An effective accountability measure must be set with an understanding of the full scope of services the partners would bring to the table to gauge their true impact.

Action Requested: Support Management recommendations to approach these organizations to enter a 3-year Impact Partnership

It was moved by Ms. McDevitt and seconded by Dr. Aubry to approve the three organizations under consideration for multi-year Impact Partnership Agreements as presented. Roll Call Vote:

Vote: Ayes – Cappel, Aubry, Jackson, Johnson, McDevitt Noes – 0; Abstain – 0

Motion Passed: -5/0/0

Chair Cappel noted this Committee recommendation will be brought before the Board for action.

7. PWC Community Hub Services Understudy: A. Denton, Consultant

Two key messages conveyed:

- The spaces under consideration need to be flexible in nature
- The spaces shown are not necessarily where the innovation takes place. The innovation happens in the way it all comes together and how it's all coordinated across 9 different components.

These are the 7 major components of the model of services planned for the Hub that, at this planning stage, would require roughly 34,000 gross square feet of space

- Social/Engagement
- Culinary
- Service connection
- Aging in place
- Physical Health
- Mental Health
- Research

The next steps/phases in further refining and determining what will be placed in the Hub are:

- Phase One - Internal discussions/feedback
- Phase Two - Public discussions/feedback
- Phase Three - Engage partners
- Phase Four - Define physical Hub

Dr. Aubry asked if there is any idea in terms of volume how many residents verses the wider public would be served in determining if the space is adequate. **Ms. Denton** responded that the anticipation is the majority of members using the space would be from the greater community rather than PWC residents.

Chair Cappel stated that there could be many potential opportunities but also some restrictions may arise that could be inherent in trying to develop this larger project.

Public member Ms. Plato asked about the development of an aquatic therapeutic pool and if it would be included in the PWC. **Chair Cappel** responded that it is still in a planning phase to explore the feasibility.

Ms. McDevitt commented, in regard to reaching residents outside of the immediate area and as the organization looks into Impact Partnerships, consideration should be given to having a strategic way of evaluating each potential partner's success with outreach.

Ms. Jackson asked how and with whom the organization is looking to partner up with in terms of addressing public outreach? She stated that with the progress being made on this project, she is looking forward to being able to interact with people with more diverse ideas in this process. **Chair Cappel** responded that there is a planned community meeting in October to give an overview of the entire project and encourage input, feedback, and questions.

Chair Cappel asked if there are any further public comments.

Office Assistant Theodoropoulos read a letter from **Mike Shrader** that pleads with the Strategic Direction Committee and the Board to consider including a warm water therapy pool in the PWC planning.

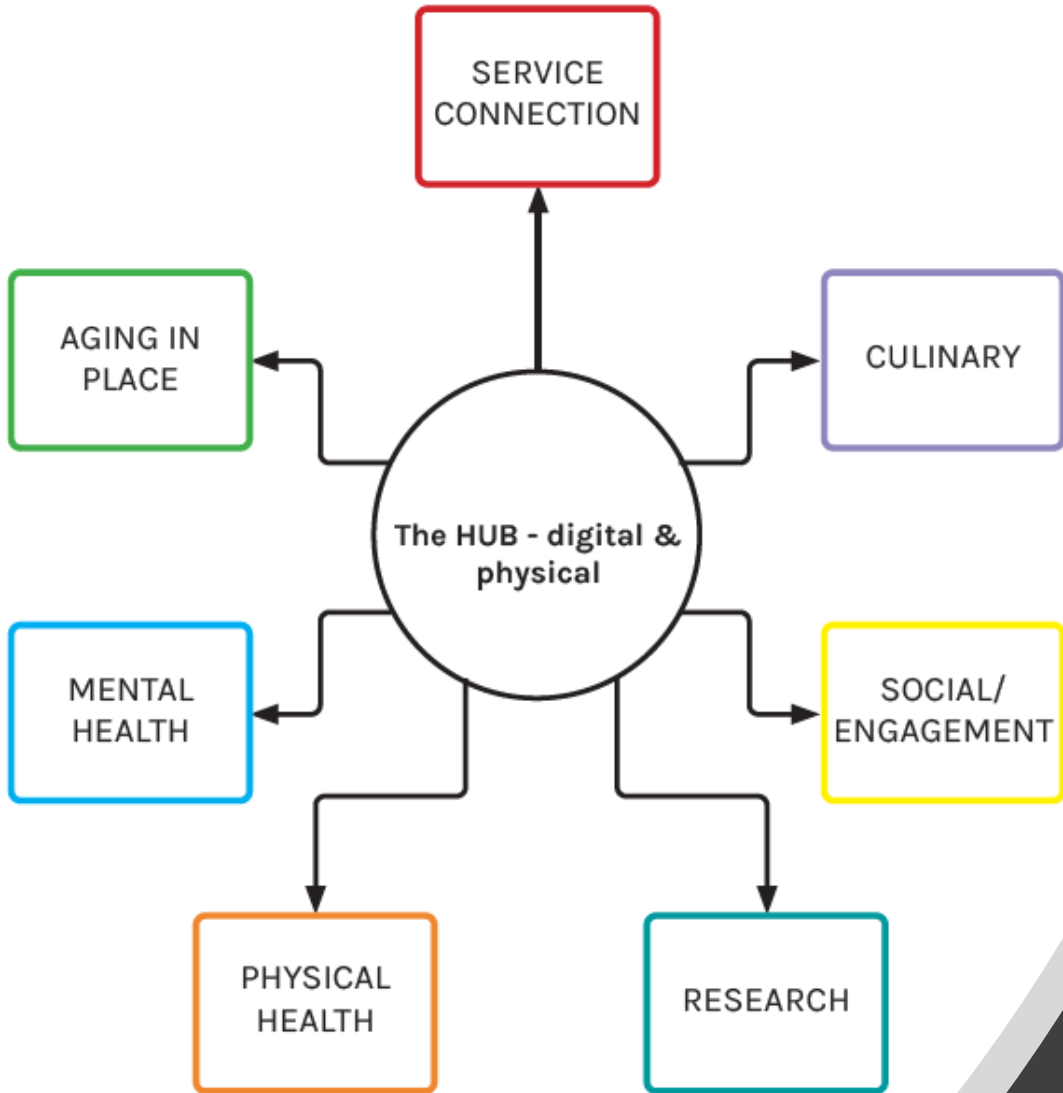
Chair Cappel responded that there is a commitment to review all options and that it is on the project's preliminary plans. Whether it comes to fruition or not remains to be seen. Discussions will be had on this matter with the architects and developers. It is on the portfolio and the public has been heard throughout the past several years in regard to making this a reality.

8. Adjournment: There being no further business, **Chair Cappel** adjourned the meeting at 6:10pm.

Written by S. Theodoropoulos

Approved by _____

Lawrence W. Cappel, Ph.D., Chair



Hub Programming

Update for the Board

10/29/22

GOALS & VISION

- Community Benefit Program
- Digital and physical space(s) for community members to access services and programs to help them age well
- Innovation is in how services, programs, and partners come together to create an all-encompassing web
- The District is at the center of the web and acts as air traffic controller

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

We are here

Phase 4 – define physical Hub

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

PUBLIC ENGAGEMENT

Who we talked to:

- *Joan Goldner*, JCFS, Seniors At Home services
- *Patty Clement*, ED, Catholic Charities
- *Dr. Hoyman Hong*, Sutter, Physical Medicine and Rehab,
- *George Yerby*, retired developer, Fitness Center member
- *Rochelle Mullen*, Millbrae Age-Friendly Task Force, resident volunteer of the Rec Center's senior programs
- *Terri Boesch*, ED, Call Primrose, Burlingame Age-Friendly Task Force
- *Marlene Hopper*, Foster City resident, FC Village
- *Gloria Brown*, San Mateo resident, founder of the African American Health Advisory Committee of Mills-Peninsula

PUBLIC ENGAGEMENT

What we heard

Major gaps are:

- Transportation
- Communication of how to access services
- Coordination of services and care – “who do I call first?”
- Caregiver support programs
- Vetted programs
- Mental Health

What would get people there?

- Fitness
- Pool
- Social Engagement

Potential challenges & barriers to use

- Staffing
- Digital divide
- Fear of engagement
- Financial limitations

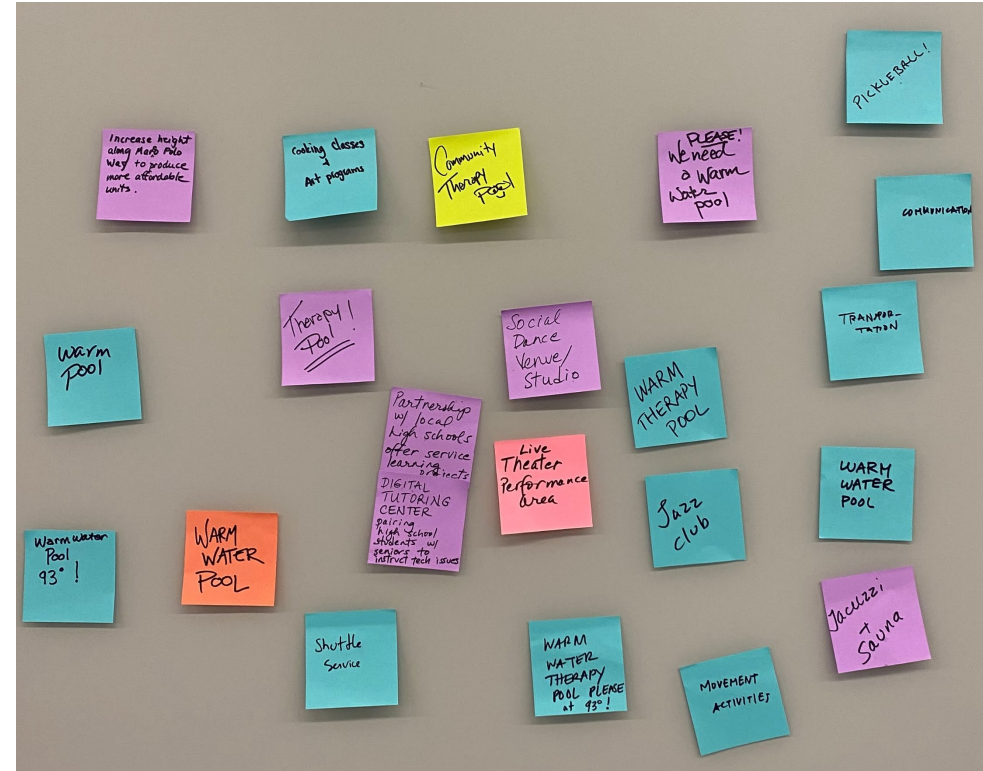
Link to full notes:

https://docs.google.com/document/d/1ehF3IZfagqF7TiHcwCPhEH_IgfEzBb_O/edit?usp=sharing&ouid=118369482396559606103&rtpof=true&sd=true

TOWN HALL

What we heard

- Warm water therapy pool
- Pickleball
- Transportation
- Social engagement (classes, group activities)
- Tech education
- Intergenerational activities



PROGRAM

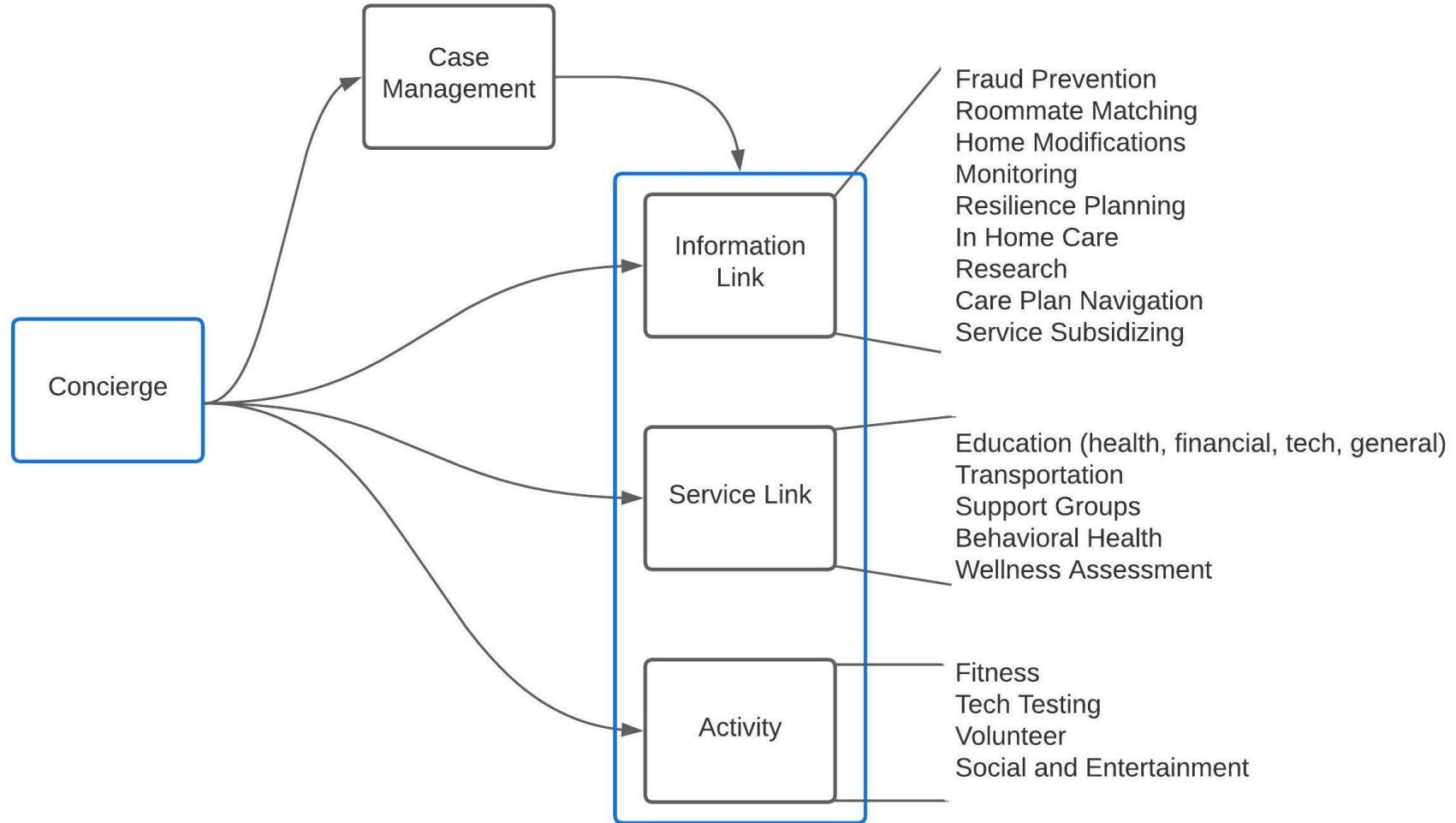
Current Overall Program

Flexible space or digital:

- Concierge
- Case management
- Food Education
- Farmer's Market
- Fraud Prevention
- Financial education and information
- Service subsidizing
- Tech consulting & education
- Wellness assessment
- Volunteer coordination
- Health education
- Physical fitness
- Care plan navigation
- Roommate matching
- Home modifications
- Monitoring
- Caregiver support and education
- Resilience planning
- In home care provider connection
- Transportation
- Education
- Entertainment
- Support groups
- Cognitive therapy/health
- Behavioral health
- Tech testing
- Health outcomes/big data
- District Offices

PROGRAM

Utilization diagram



PRIORITIES

Concierge

Transportation

Fitness

Food

Learning

Social Engagement

Communication & Connectivity

PROGRAM

Current Space Program

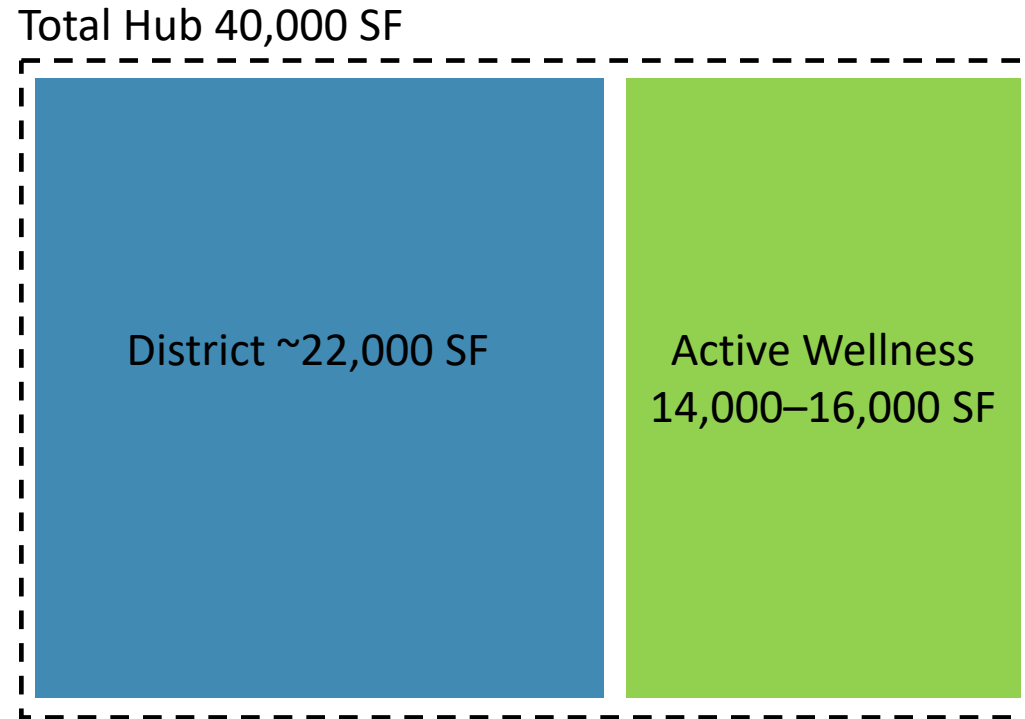
SPACE	NSF	NOTES
Main entry lobby		
Office and information desk	200	
Information kiosk	100	
Living and lounge	1,000	Lobby space
<i>Subtotal</i>	1,300	
Dining and food		
Demonstration kitchen	400	Combined with MP room or maker space Assume 1 spaces in Hub for casual eating; bistro and formal dining in Generations;
Grab & go Café	600	combined with demonstration kitchen
Private dining	400	Combined with demonstration kitchen and café
<i>Subtotal</i>	1,400	
Admin		
District offices	4,200	Same as existing square footage
Volunteer office	200	
Open work area and 2 enclosed offices	560	Office space for reservation by providers
Break room	300	Lounge with kitchen
<i>Subtotal</i>	5,260	
Tech/Research/Demonstration		
Maker space	500	
<i>Subtotal</i>	500	

Group Spaces		
Health Assessment Room	150	Flexible space
Small group meeting rooms	350	Flexible space
Large group meeting room (multi-purpose)	1,200	Divisible in 2
Theater	2250	300 capacity
Counseling room (2)	300	Flexible space
<i>Subtotal</i>	4,250	
Physical Fitness		
Treatment room (2)	300	Accupuncture, massage, etc. Slightly increased from Jill Kinney's program
Active Wellness - Activate	15,000	(14,0000); includes pool
<i>Subtotal</i>	15,300	
Adult Day Care		
	1,200	MP room, bathrooms, kitchen, day room
<i>Subtotal</i>	1,200	
Daycare		
	1,200	Assume 18 kids, staffing ratio 1:6; needs dedicated outdoor space
<i>Subtotal</i>	1,200	
Total NSF	30,410	
Total BGSF	38,013	
Outdoor		
Farmer's Market Space		-Assume 8 vendors
On Site Growing		-Edible Schoolyard
Parking for shuttles, drop off		-
Magic Bridge		-In easement

SIZE

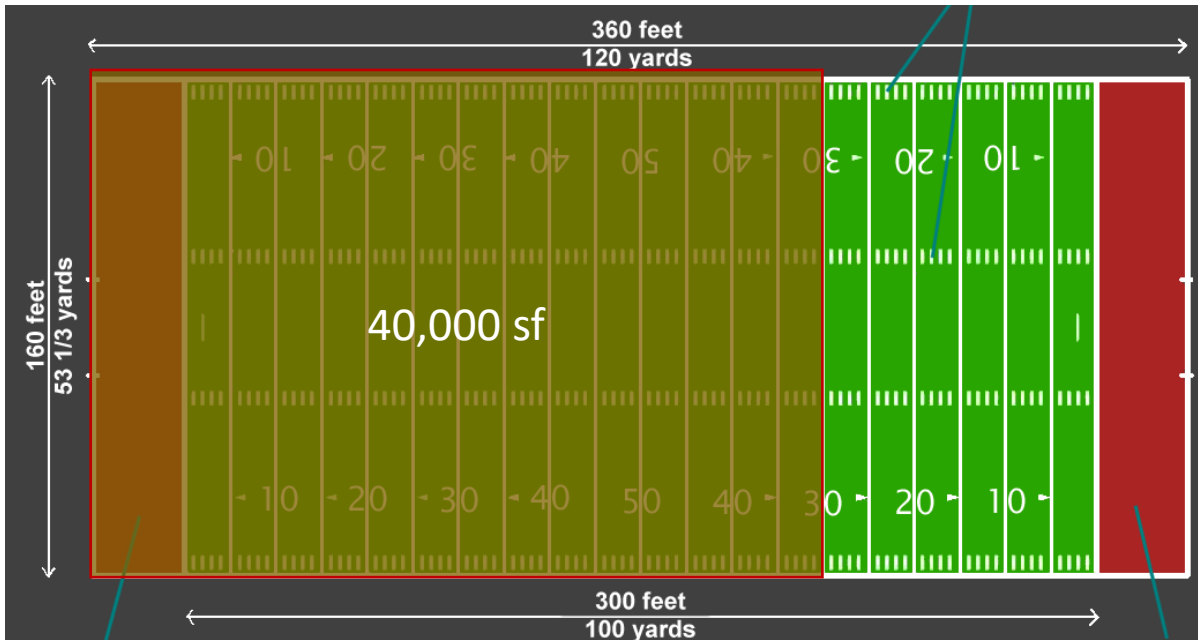
Visualizing the Hub

Of the total ~40,000 sf, 35-40% *potentially* goes to Active Wellness



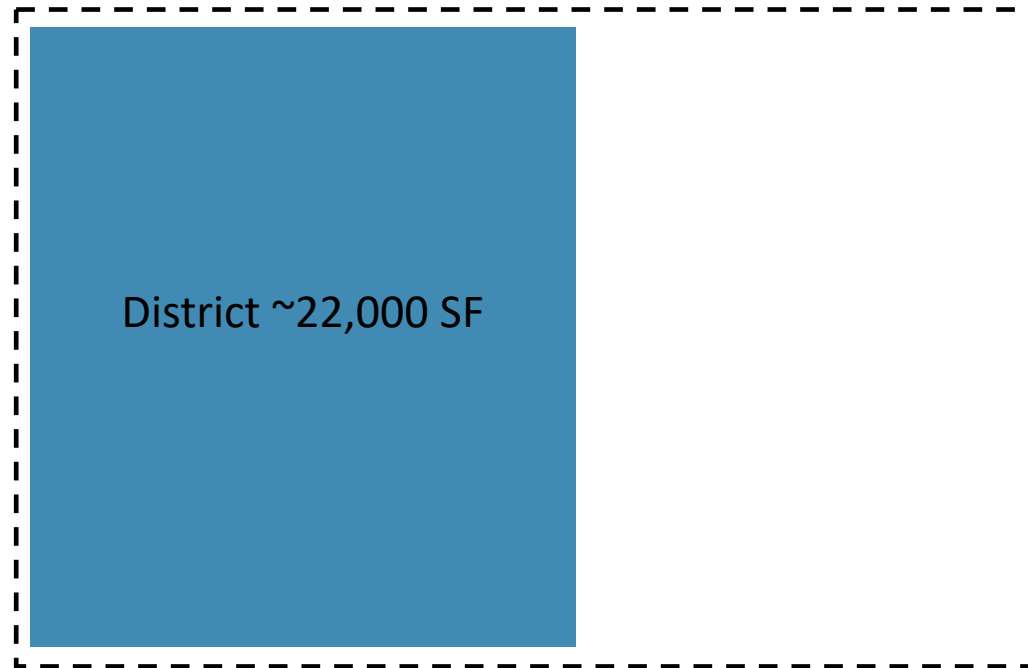
SIZE Visualizing the Hub

What does 40,000 sf feel like?



SIZE Visualizing the Hub

What does 22,000 sf feel like?



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POTENTIAL PARTNERS

Anchor:

- Active Wellness
- Adult Day

Other:

- Wellthy
- Get Set Up
- Pearsuite
- Wider Circle
- UniteUs
- Klaatch
- Beeyonder

Link to full list:

<https://docs.google.com/spreadsheets/d/1HWtKtw27HK714QwugscTv-LFO3cOsQBVnJKiskPpc/edit?usp=sharing>



Board of Directors

STRATEGIC DIRECTION OVERSIGHT COMMITTEE Management Updates on Strategic Initiatives November 2, 2022

PENINSULA WELLNESS COMMUNITY (PWC)

- **Town Hall:** The 10/12/22 Town Hall at Burlingame Rec Center had 40 community attendees with residents from Millbrae, Hillsborough, San Mateo, Foster City, San Carlos, Redwood Shores, and Burlingame including two Burlingame council members. There were also representatives from the Mickelson Pool advocacy coalition and County Housing Leadership Council. Presentations were well received- 46% affordable housing even got a round of applause. The power point presentation and breakout Q&A boards, along with a video of the presentation are now available on the PWC website. <https://peninsulawellnesscommunity.org/>
- **Hub Services Exploration:** Interviews of local senior residents and service providers were the focus this month. Interviewees were asked to comment on the priority needs they are dealing with, if and how needs are evolving, the service model we've developed to see what's missing, and for some interviewees, potential interest in partnership opportunities. Interviewees to date:
 - Joan Goldner, JCFS, Seniors*At*Home services
 - Patty Clement, ED, Catholic Charities
 - Dr. Hoyman Hong, Sutter, Physical Medicine, Rehab, Pain Management
 - George Yerby, retired developer, Fitness Center Member
 - Rochelle Mullen, Millbrae Age-Friendly Task Force, resident volunteer of senior programs
 - Terri Boesch, ED, Call Primrose, and participant on Burlingame Age-Friendly Task Force
 - Marlene and Richard Hopper, Foster City resident and founders of FC Village
 - Gloria Brown, San Mateo resident and active civic leader volunteer
- Chair Cappel, Director Pagliaro, CEO Fama, and Consultant Alexis Denton toured the Active Wellness facility in Rossmoor, Walnut Creek.

THE TROUSDALE [TT] ASSISTED LIVING/MEMORY CARE COMMUNITY:

- **Occupancy** as of 10/28/22 is 111, 76.6% occupancy; 92% is stabilization target. There were four move-ins in September and four move outs, 2 deaths and 2 requiring more intensive clinical care.
- **Senior Flu Shots:** The TT clinic provided Covid boosters and flu shots on site to all interested residents on October 20th.
- **Senior Service Resource Fair:** TT staff had a table at the Fair at Burlingame Rec Center in October and will have a table at the Foster City Rec Center Fair 11/11/22.

SONRISAS DENTAL HEALTH (SDH):

- **Annual Report on Performance to Funding Agreement:** CEO Tracey Fecher gave the SDH FY '22 report at the Board's October 27th meeting. PPT presentation attached.

COVID Campaign 2022-2023:

- **Goals of campaign are:**
 - To increase number of SMCo residents who have completed primary COVID-19 vaccination series and are up to date on their boosters, with a focus on vulnerable and underserved populations.
 - To decrease spread by promoting safety measures - mask-up, test and stay home if positive, and cross-ventilate indoor spaces.
- **Activities:**
 - Partner with CBO's such as schools, churches and trusted messengers
 - Vaccination clinic/community event scheduled 11-19-22, 12-4pm, at St. James AME Zion Church in partnership with Pastor Bussey, Umoja Heath, and Safeway. COVID and flu shots will be given. The first hour is dedicated to vaccinating/boosting first responders and teachers while residents have the opportunity to *talk-to-the-doc* about vaccines/boosters and have all their winter-related questions answered. The kids can participate in arts and crafts or listen to a read-to-me session with San Mateo Police and Fire personnel.
 - Vaccination clinic planned in November at San Bruno Park School District's Bell Aire school in east San Bruno.
 - PHCD sponsored a webinar - *Effects of Long COVID* Thursday, 10-27-22 in partnership with UCSF Recover Center, Bay Area Community Health Advisory Council, Umoja Health and Rafiki Coalition.
- **Community and Parent Education: Webinars with partner Parent Venture**
 - *Raising a Well-Balanced Student: Avoiding a Culture of Stress, 10/26/22*
 - *The Impact of Cannabis on Youth – What Should You Know, 11/2/22*
- **San Mateo allcove Center:**
 - On 10/28/22 California Mental Health Services Oversight & Accountability Commission (MHSOAC) representatives brought representatives of the Governor's Youth and Children \$4.2B Mental Health Initiative to tour the 2600 ECR leased site on 10/28/22. Individuals included deputy directors, public health practitioners, and researchers as well as MHSOAC staff and Executive Director Toby Ewing.
 - The Center's Clinical Provider RFP was issued in September. The Evaluation/Selection Committee will be making it's recommendation to the Board at a special open session Board meeting on 11/15/22.
 - The tenant improvement project has been filed with the city of San Mateo and advertisements have been posted per PHCD's Competitive Bidding Process for the construction job. Selection should be accomplished in six weeks.



PHCD Board of Directors
October 27, 2022

1




Peninsula Healthcare District Vision
That all District residents achieve their optimal health through education, prevention and access to basic health care services—medical, behavioral, and dental.

Sonrisas Dental Health Vision
Every adult and child in San Mateo County has a dental home, including those with physical, developmental, or economic challenges.

2



Sonrisas Dental Health’s Mission

We are a *non-profit dental center* dedicated to **providing access to quality dental care and oral health education** to our community. We provide these services with dignity, respect and compassion.




3



**Impact of PHCD Investment
Our Shared History**

- Sonrisas Community Dental Center in Half Moon Bay opens in 2001
- Partnering with Apple Tree Dental, PHCD opens San Mateo Clinic in 2015
 - Five dental treatment rooms, with plumbing for 9 total
- Apple Tree Dental exits partnerships in San Mateo County
- PHCD continues commitment to access to dental care
 - Sonrisas becomes component program in August 2017






4

Impact of PHCD Investment Dental Clinic Visits



	FY 21-22	FY20-21	FY 19-20*	FY18-19
Clinic Visits				
San Mateo Clinic	10,236	7,829	6,721	7,217
HMB Clinic	3,602	2,963	3,159	4,021
Total*	13,838	10,792	9,880	11,238
* PHCD Residents	5,524	4,484	3,585	3,622
Unique Patients				
San Mateo Clinic	3,685	2,892	2,740	2,714
HMB Clinic	1,192	1,040	1,142	1,355
Total*	4,877	3,932	3,882	4,069
* PHCD Residents	2,041	1,608	1,421	1,365
%Low-Income Visits	71%	73%	68%	68%
% Children	48%	44%	41%	32%

Increased Capacity at San Mateo Clinic

- Grants to build remaining dental treatment rooms in June 2021.
- Additional dentists and hygienists
- San Mateo Clinic at capacity

Education – Prevention – Access

5

Impact of PHCD Investment Senior Dental Program



- Seniors Lack Access to Dental Care
- 2021 Delta Dental Grant (\$100,000)
 - Community Assessment
 - Pilot Program
- 2022 Delta Dental Additional Grant (\$100,000)
 - Senior Community Facilities on-site dental screenings and teeth cleanings
 - Oral Health Education
 - 4 FTE Senior Care Coordinator
 - Transportation to appointments
 - Dental Staff Trainings



Education – Prevention – Access

6

Impact of PHCD Investment Oral Health Education and Screenings



	FY 21-22	FY20-21^	FY 19-20^	FY18-19
School Screenings				
All Children	1200	305^	340^	855
Children/PHCD Schools	368	64^	65 (before shelter in place)	124

* School Programs during Pandemic School Closures



- Oral Health Education
- Care Coordination – share screening results with parents
- 10% need urgent dental care
- Screening 2,000 children in FY23



Focus on Priority Elementary Schools, like Belle Air Elementary

Education – Prevention – Access

7

Impact of PHCD Investment Sonrisas' Partnerships



- **Public Oral Health in San Mateo County**
 - SMC Public Oral Health Goals and Oral Health Coalition
 - Health Plan of San Mateo
 - San Mateo Medical Center
 - FQHC Patient Contract
 - Farmworker Contract
 - Partnership with Puente de la Costa Sur
- **Funder Relationships**
 - Community Needs Assessment Grants
 - Stanford, Stanford Children's, Sequoia Dignity Health, Sutter Mills Peninsula, Kaiser
 - Chan Zuckerberg Initiative
 - Sobrato Family Foundation
 - Sunlight Giving
 - Sandhill Foundation
 - Sequoia Health Care District



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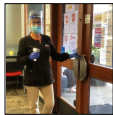
Impact of PHCD Investment

What Might the Future Hold?



2022-2024 Strategic Plan

- Scaling Sonrisas Culture
 - Pandemic Recovery
 - Preparing for Growth
- Sustainable Growth
 - Fundraising
 - Patient Revenue
- Patient and Community Engagement
 - Partnerships
 - Patient feedback



Potential Challenges

- Patient Revenue Model
- Staffing
- Covid-19/ Infection Control
- Fundraising and Grants

