



**MINUTES OF THE OCTOBER 20, 2021 MEETING OF THE  
PETALUMA HEALTH CARE DISTRICT BOARD OF DIRECTORS**

**1) CALL TO ORDER**

Director Hempel called the meeting to order at 5:00 PM via Zoom virtual meeting.

**PRESENT (VIDEO CONFERENCE CALL)**

Elece Hempel, Director

Crista Nelson, Director

Jeffrey Tobias, MD, Director

Brian Dufour, Director

Gabriella Ambrosi, Director

**STAFF PRESENT (VIDEO CONFERENCE CALL)**

Ramona Faith, CEO, PHCD

Andrew Koblick, Controller, PHCD

Ben Spierings, Community Health Program Manager, PHCD

**CALL FOR CONFLICT**

Director Hempel called for conflict. There were none.

**1) MISSION AND VISION**

CEO Faith read the mission and vision of the Petaluma Health Care District.

*The mission of the Petaluma Health Care District is to improve the health and well-being of our community through leadership, advocacy, support, partnerships, and education.*

*The Petaluma Health Care District envisions a healthy community and equitable access to health and wellness services for all.*

**2) CONSENT CALENDAR**

**A MOTION was made by Director Dufour and seconded by Director Tobias to approve the October 20, 2021 Agenda, September 15, 2021 Board Meeting Minutes, and August 31st Financial Statements. The motion was passed by a vote of 5 ayes (Directors Hempel, Nelson, Dufour and Tobias) and 0 noes.**

**3) PUBLIC COMMENTS ON NON-AGENDIZED ITEMS**

There were none.

#### 4) INVESTMENT STRATEGY

Ms. Faith reported Management and Finance Committee met to discuss implementation of an investment strategy for District funds. Chandler Asset Management facilitated a discussion regarding the different components of a fixed-income portfolio strategy and answered Committee member questions regarding expected returns and risks. Based on feedback from Committee members on District needs, Chandler Asset Management recommended a diversified portfolio with a duration of approximately 1.8 years over the long run, and maintains the majority of the investment maturities between one and three years. Management and Finance Committee supports the recommendation, and Carlos Oblites from Chandler Asset Management will be sharing more information on the recommendation this evening.

Ms. Faith mentioned there is an additional need for a future Board discussion about environmental, social and governance (ESG) investment guidelines to determine if there are specific investment practices the Board wishes to encourage, and investments that the Board wishes to avoid. Discussion may include (but not limited to) tobacco or firearm manufacturers. Mr. Oblites will work with Management and Finance Committee regarding ESG concerns, and we will bring a recommendation regarding ESG to the Board for discussion at a future board meeting.

Ms. Faith introduced Carlos Oblites who shared an investment strategy presentation that provided a brief summary of the investment strategy discussions with Management and the Finance Committee. As a local government the District is restricted to bonds and must comply with California Government Code. The District will focus on a bond portfolio. Benchmarks based on duration were reviewed as well as current interest rates and risks and benefits of short-term vs long-term investments. It was decided for now the majority of funds should be invested following a one-to-three-year approach. Presentation slides are included in the minutes.

Board had no questions or comments. There were no public comments.

**A MOTION was made by Director Tobias and seconded by Director Nelson to approve the Investment strategy as presented. The motion was passed by a vote of 5 ayes (Directors Hempel, Nelson, Dufour, Gabriella and Tobias) and 0 noes.**

Director Tobias asked if changes to the investment strategy needed to be implemented, would those changes need to come back to the Board for approval or would Management and the Finance Committee have the ability to make those changes.

Director Hempel stated that the question raised by Director Tobias should be agendized for another meeting. Ms. Faith mentioned that the Finance Committee Charter needs to be reviewed, along with all Board committee charters, which is done each January. The issue can be discussed during the Finance Committee charter review and brought back to the board. Director Hempel and Director Tobias agreed to that approach.

Both Don Penner and Carlos Oblites from Chandler Asset Management excused themselves from the meeting.

#### 5) BLUE ZONES ENGAGEMENT: SITE ASSESSMENT

As a follow to the last Board meeting, Ms. Faith reported that staff was to move forward and negotiate the Blue Zones scope of work and service agreement. Over the past month meetings have occurred with both legal teams and the documents are in final draft and included in the board packet for board review. Ms. Faith asked if board members have questions/comments regarding the scope of work and service agreement documents to please let her know prior to the next meeting. Director Hempel, Director Nelson and staff met with staff from Beach Cities Health District regarding their experience with Blue Zones and their comments

were very positive. The Beach Cities Health District has been engaged with Blue Zones for 10 years, would do a Blue Zones project again, had great outcomes, and the Blue Zones engagement helped exemplify the District's value to the community they serve. Ms. Nelson raised the question regarding timing, which was raised by some of the District's community stakeholders. Since the impact of the fires and pandemic has left our community in a state of uncertainty and emotional turmoil, is this a good time to engage in a community wide wellness initiative? Beach City staff believes now may be the perfect time. Being able to come together as a community and focus on something positive is needed for the wellbeing of the community

Staff reached out to the Salinas Valley Memorial Hospital and spoke to the Chief Wellness Administrator who serves as the liaison to Blue Zones. Salinas Valley Memorial Hospital is a public district hospital and has been working with Blue Zones for three years. The Blue Zones project started out as a city of Salinas project and has now expanded to include all of Monterey County. Salinas also shared that the Blue Zones project elevated the value of having a public health care district advocating for and engaging with the community to improve health outcomes.

Ms. Hempel asked how many site assessments didn't move forward with a Blue Zones project. Ms. Faith will follow up. Mr. Tobias mentioned that the board should consider this as a down payment on a commitment for a potential community well-being initiative that will require community stakeholder participation and stakeholder funding. Mr. Dufour asked about the assessment and how it would be different than other assessments, such as the Portrait of Sonoma. The assessment will include multiple data sources that currently exist with additional data sources used by Blue Zones. But what is different is the model used to engage the community in addressing the need. Mr. Spierings, Community Health Program Manager, stated from his conversations the model used to engage the community includes measuring the capacity to influence the work in addressing the identified priorities.

Due to meeting time constraints, Ms. Faith indicated she will be requesting approval to move forward with Blue Zones at the November Board meeting. If Board members have any questions or need additional information, please let her know. Ms. Faith reminded the board that they received a Blue Zones presentation in August, there has been follow up with stakeholders which offered positive feedback, and the terms in the scope of work and service agreement have been negotiated. The cost of the community site assessment is discounted from \$75K to \$65K. As of January 2022, the cost is increasing to \$100K. The request is only for the site assessment. The decision to move forward with a Blue Zones project will be determined after the site assessment is completed.

Ms. Hempel stated that the board can take action on Blue Zones later this evening after the Boards strategic discussion or at our next board meeting. The conversation the Board will be engaging in later this evening may help with the board decision.

There were no public comments.

## **6) BOARD STRATEGIC DISCUSSION**

Ms. Hempel introduced BJ Bischoff from Bischoff Consulting and asked the Board and staff to introduce themselves. Ms. Bischoff will be facilitating the board's strategic discussion this evening. The District's strategic plan was sent out prior to the meeting, along with the Board Governance Self-Assessment survey results, for board review prior to the meeting. Jonathan Spees, Business Development Consultant, and Don Bouey, General Counsel, will be joining the discussion. Two strategic topics to be discussed this evening are Board Governance and Financial sustainability.

BJ Bischoff commented that she wasn't aware of the hospital sale and the great opportunity that presents itself to have an even greater impact on the health of the community. Kudos to Ms. Faith and Ms. Hempel for starting off the meeting by reading the mission of the Petaluma Health Care District. This is a best practice.

BJ shared a slide presentation to help facilitate the discussion. The slides and notes capturing the strategic discussion are included in the minutes.

The focus for November strategic board discussion will be the foundation.

**6) PLUS/DELTA**

Great opportunity to spend time and thought on strategies and direction. Enriched dialogue and the consensus was we are doing really good work. Great facilitation pulling information and perspectives from those participating in the discussion. Let's make sure we end up with a plan to carry our work forward. If additional time is needed, then additional time should be scheduled.

**7) ADJOURN**

Director Hempel adjourned the meeting at 8:15 PM.

Submitted by Director Gabriella Ambrosi, Secretary PHCD

Recorded by Ramona Faith, CEO PHCD



## October 20, 2021 Board Meeting Notes: Strategic Discussion

Update to the Amended 2021-2024 Version of the 5-year Strategic Plan  
(Approved April 2021)

### Virtual Planning Sessions

- Wednesday, October 20, 2021, 5:30-8:00 pm
- Wednesday, November 17, 5:30-8:00 pm

Planning Session Participants & Guests	
Name of Individual	Affiliation
Elece Hempel	President, PHCD Board of Directors
Crista Nelson	Vice President, PHCD Board of Directors
Gabriella Ambrosi	Secretary, PHCD Board of Directors
Jeffrey Tobias	Treasurer, PHCD Board of Directors
Brian Dufour	Member, PHCD Board of Directors
Ramona Faith	PHCD CEO
Andrew Koblick	PHCD Controller
Benjamin Spierings	PHCD Community Health Program Manager
Jonathan Spees	Business Development Consultant
Don Bouey	General Counsel

### Meeting Facilitator

B.J. Bischoff, Bischoff Consulting, Sonoma, CA, [bjbischoff@bjbischoff.com](mailto:bjbischoff@bjbischoff.com), 707-938-1225

## Meeting Summary from Wednesday, October 20, 2021

### 2021 Board Governance Self-Assessment

- Steps the Board can take to improve on the #1 ranked leadership area: *Strategic Direction***
  - Have dedicated meetings to discuss strategic direction
  - Know when we've accomplished our strategic goals
  - Agree that we may not all agree, but will go forward with a single message
  - Have brainstorming sessions where everyone participates
  - Use the strategic plan as a planning tool and reference it, but recognize that we may need to adjust it to reflect changes in our community
  - Stay focused on our goals
- Actions and commitments from individual board members as community representatives to implement the highest priorities identified in the self-assessment:**
  - Developing a long-term plan for financial sustainability***
    - Define what financial sustainability means
    - Listen to the professionals hired to advise us
  - Have the foundation up and running***
    - Resolve what my own role should be with the foundation

- ii. Need to align what we're doing in the foundation with the organization as a whole
- iii. Attend committee meetings
- iv. Define the foundation's purpose
- v. Research different models and roles

**c. Strategic planning & decision-making**

- i. We've been so focused on immediate issues--now the Board can take a breath and we will take the time to have strategic discussions

**d. Defining new health-related programs to develop for our community**

- i. Do research on innovative health programs outside our community
- ii. Look at programs that can generate revenue

**3. How can we overcome the most significant challenges?**

**a. Board members go beyond their role of governance**

- i. Listen to the professionals hired to advise us

**b. Understanding the mission**

- i. This is evolving for the District--redefine our specific mission within the greater scope of our mission

**c. Determining the future direction for PHCD**

- i. What does improving the health and well-being of the community mean?
- ii. Maybe have a separate conversation for direct healthcare providers--ensure their voice isn't diluted
- iii. Host a forum with providers regarding gaps--needs to be a direct line to a solution

**d. Ending Board meetings on time and encouraging the public to attend**

- i. Content has to be meaningful for the public--we need to convey the importance of their attendance
- ii. Identify specific stakeholders and reach out to them--when we ask them, they come
- iii. Have a Community Advisory Board
- iv. This could be an opportunity. to engage healthcare providers--to raise their voice so we're more informed about what medical providers see as gaps in services

**4. How can we leverage our most significant strengths?**

**a. Commitment to the mission**

- i. It's important that we report back what our networks are saying
- ii. Leverage our contacts for fundraising
- iii. How can the board member as an individual get involved with the community?

**b. Directors work together with respect for each other's ideas and appreciation for individual's unique experience**

- i. Having strong relationships with each other enables us to have those hard conversations
- ii. Tap our respective networks to bring providers to the table
- iii. We need to have trust with each other

- iv. It's hard to build relationships if we just meet virtually all the time

**Progress on implementation of key elements of the Updated Plan (Report summary from Ramona Faith)**

- **Reporting Dashboard October 20, 2021**

**Financial Sustainability Strategic Priority**

**1. Meaning of financial sustainability**

- a. Select an appropriate timeframe to consider until we are sustainable
- b. We will be able to support the community in perpetuity
- c. Don't leverage our children's future
- d. If we make \$100,000, spend \$80,000

**2. Meaning of financial stewardship**

- a. It's the act of making sure you're following the path you've set
- b. We don't want the money to go to those who just show up and ask for it
- c. Is there a need in the medical arena? What are gaps? We can use funds to support those gaps
- d. We are a government entity--and we have to return funding to the community--we try to achieve the greatest impact we can
- e. Sometimes making a big investment early on makes sense—it will have downstream benefit

**3. The Board's primary responsibility with respect to the funds the District has received from the sale of the hospital/Primary objectives to achieve with this capital**

- a. Make a big impact
- b. Invest in the community--not necessarily a business--invest where others will not and/or cannot
- c. Keep the money around for a period of time, not necessarily perpetuity
- d. Making an investment that will be around for a long time (such as affordable housing)
- e. Commit to a project with a life expectancy of more than 2-4 years
- f. Would like a big impact—would like to address more than one community need
- g. Have a plan that's a balance of projects—don't put all our eggs in one basket
- h. Do we want to spend for more than just baseline activities?
- i. Ok to invest in short-term high impact projects
- j. We need to decide what the greatest community needs are--get all the voices--not just the squeaky wheel--and invite more people to the table--data-driven well-researched needs and fill gaps
- k. Use Community Needs Assessment AND additional data--what isn't being provided/who isn't being served and needs to be

**4. 5-year financial projection scenarios**

Andrew Koblick presented three financial projection scenarios included in the board packet.

**5. The Board's comfort in sustaining a net loss for a period of time and how long this loss can be sustained**

- a. The board members all agreed that they were comfortable sustaining a net loss for a period of time
- b. Jonathan suggested 5 years as a reasonable period of time to sustain a loss

- c. Some board members suggested that it could be even longer than 5 years, depending on the circumstances
6. **Level of business risk the Board is willing to take to generate a return on investment sufficient to achieve break even from operations**
- a. ***Board members agreed they would be comfortable with a moderate-high level of risk that generated a higher return than an investment with a lower level of risk—adding that the decision also depends on the amount of the investment***
  - b. Board members defined the following types of investments according to risk levels:
    - i. Low-risk investments would include cash and our current investment portfolio of government-backed securities
    - ii. A low-medium risk investment would be to have a multi-asset portfolio
    - iii. A medium-risk investment would be real estate
    - iv. ***A medium-high risk investment would include operating a business tied to a real estate investment, such as a senior living operation or a sober living facility***
    - v. A high-risk investment would include operating a business or a PACE clinic

**The next meeting is scheduled for Wednesday, November 17, 5:30-8:00 pm. During that meeting, we will discuss the following:**

1. How comfortable the Board is in making investments that support healthcare businesses which may compete with Petaluma Valley Hospital
2. Other direct services lines with which the District could engage that could increase revenue and fill a community need
3. What information do board members need from staff/advisors to move a business development proposal forward
4. How the Foundation and the District will align to support community needs
5. What to name the new foundation and possibly to re-name the District to demonstrate through branding that they are companion entities and to articulate the geographic region they serve
6. How best to communicate changes in strategic direction with the community through a common message

**Amended PHCD 2019-20 Strategic Plan Work Plan: Reporting Dashboard for the Board of Directors**  
**Reporting Date: October 20, 2021**

<b>Goal 1: Ensure PHCD residents have equitable access to health care services and programs that meet their needs.</b>		
<b>Status</b>	<b>Objectives</b>	<b>Metrics and Progress</b>
	1.1. Monitor compliance of the purchase agreement between the PHCD and NorCal Health Connect over the life of the 20-year agreement.	<ul style="list-style-type: none"> <li>• Process for quarterly hospital finance and operations report has begun.</li> <li>• Providence annual community benefit report regarding investments in southern Sonoma county planned for January 2022.</li> </ul>
	1.2. Enhance and strengthen partnership with new hospital operator, Petaluma Health Center, and other direct health care service providers through engagement, board and committee participation, and strategy alignment.	<ul style="list-style-type: none"> <li>• Ongoing conversations with new CEO Darian Harris.</li> <li>• Conversations with PVH and Health Center and other health care service providers regarding potential business partnership opportunities and strategy alignment.</li> <li>• Director Tobias serves on PVH/Healdsburg Hospital Board.</li> <li>• Ms. Faith serves on Providence Community Benefit Committee.</li> </ul>
<b>Goal 2: Serve as a leader and resource for community health, wellness, and prevention.</b>		
<b>Status</b>	<b>Objectives</b>	<b>Metrics and Progress</b>
	2.1. Provide education and resources to improve the health and well-being of residents of the District's service area.	<ul style="list-style-type: none"> <li>• Monthly calendar to identify topics based on community need and strategic priorities.</li> <li>• Monthly newsletter highlights education and resources, community events, community health updates, COVID updates.</li> <li>• Participation in community sponsored events have been limited due to COVID but do participate in events offered virtually.</li> <li>• CHIPA workgroup meetings recap email includes resources identified and/or requested during the meeting discussion.</li> <li>• Incorporating DEI awareness strategies in CHIPA agendas.</li> </ul>
	2.2. Evaluate the health and wellness needs in our community, identify the impacts of the social determinants of health on community members, determine where there are gaps in services and resources, and develop strategies for closing the gaps.	<ul style="list-style-type: none"> <li>• Contributed 5K to county wide collaborative to fund and support 2021 portrait of Sonoma County supplement due to release in November. Data will be used to drive decisions and increase understanding about existing disparities.</li> <li>• Collaboration with School Wellness Coordinators to support social and emotional wellbeing of school communities.</li> </ul>

		<ul style="list-style-type: none"> <li>• School interest in convening Wellness Coordinators and COVID Coordinators across districts in southern Sonoma County to create space to identify challenges and share best practices.</li> <li>• Back bone support for Petaluma Sober Circle, secured 80K funding from Providence and PHP, looking for sustainable funding.</li> <li>• Partnered with PPSC resulting in 160K to support childcare so parents could work.</li> <li>• COVID response to align efforts, decrease duplication and streamline processes.</li> <li>• Evaluate and solicit stakeholder input regarding Blue Zones community wide well-being initiative.</li> <li>• Secured Sonoma County grant \$113K/year to hire and train 1.6 CHWs for community-based outreach.</li> <li>• Secured 12K to provide resources to support COVID education and vaccination efforts in south county.</li> </ul>
	2.3. Support community efforts to ensure that the District's service area is a welcoming place for residents of all ages to live, work and play together.	<ul style="list-style-type: none"> <li>• CEO served on City of Petaluma Ad Hoc Community Advisory Committee regarding City DEI practices and policing.</li> <li>• ACHD DEI training</li> <li>• Community Agreements and Safe Space use in meetings</li> <li>• Participating and leading conversations regarding a healthy culture</li> <li>• Continued development of DEI conversations through community designated priorities.</li> </ul>
	2.4. Develop a community informed process to determine how proceeds from the hospital sale will be leveraged and invested in South County programs and services based on greatest need to improve health outcomes.	<ul style="list-style-type: none"> <li>• More board conversation and clarity is needed.</li> </ul>
	2.5. Guide and support the soon to be formed Petaluma Health Foundation.	<ul style="list-style-type: none"> <li>• Articles of Incorporation submitted 2020.</li> <li>• Redrafted Foundation bylaws to mirror Desert Health Foundation.</li> <li>• Strategic Discussion planned.</li> </ul>
<b>Goal 3: Serve as a leader in fostering and expanding community partnerships to address social determinants of health to create improved, equitable health outcomes.</b>		
<b>Status</b>	<b>Objectives</b>	<b>Metrics and Progress</b>

	<p>3.1 Continue to convene the Community Health Initiative of the Petaluma Area (CHIPA) as an Advisory Committee of the PHCD and a local chapter of Health Action for the purpose of improving health and wellness in the District's service area.</p>	<ul style="list-style-type: none"> <li>• Convene various sectors of community to identify and address health needs, with a focus on disparities.</li> <li>• General quarterly meetings and monthly work group meetings – Mental Health and Substance Abuse and Heart Health.</li> <li>• Engaged participation.</li> <li>• Refocus on substance abuse due to increase in usage in South County, dramatic increase in fentanyl prevalence, and two recent deaths in Petaluma.</li> <li>• Newly hired Community Health Program Manager Ben Spierings.</li> <li>• CHIPA recognized as leader amongst Health Action Chapters.</li> </ul>
	<p>3.2. Expand and promote the work of CHIPA at the neighborhood level and among vulnerable populations to identify the health-related needs among our local communities, as articulated by local community members, and provide targeted education and resources to improve health and wellness.</p>	<ul style="list-style-type: none"> <li>• COVID education and alignment of South County efforts.</li> <li>• Developing District CHW program to expand outreach into the community to connect resources to need supported through County grant.</li> <li>• Additional 12K grant will support COVID education and outreach to populations hesitant to receive a vaccination.</li> </ul>
	<p>3.3. Strengthen relationships with other regional healthcare providers, health-related organizations, and government officials, resulting in new and strengthened existing collaborations that improve health and wellness throughout the District's service area.</p>	<ul style="list-style-type: none"> <li>• Meetings have been impacted by COVID response.</li> <li>• Forming new connections and partnerships with regional partners and funders to leverage funds and align strategies.</li> </ul>
	<p>3.4. Collaborate with other health care districts to share successful programs and identify opportunities to collaborate on a regional level.</p>	<ul style="list-style-type: none"> <li>• Host ACHD regional Health Care District educational session and networking opportunity planned.</li> <li>• Ongoing conversations with ACHD Board of Directors and various District CEOs and staff re: best practices, healthy school initiatives, Foundation structures, Blue Zones.</li> <li>• Ms. Faith serves on ACHD Board of Directors and ACHD committees.</li> </ul>
	<p>3.5. Strengthen community outreach and engagement by developing and implementing a marketing and communications strategy to inform the community on our community health work with a focus on community investment and outcomes.</p>	<ul style="list-style-type: none"> <li>• Strategic PR press releases, nominations, planned community events, social media.</li> <li>• Youth and Young Adult Cardiac Screening Event.</li> <li>• Budgeted funds for website design, rebranding.</li> </ul>

**Goal 4: Build a firm financial foundation with long-term revenue streams to promote community health and to protect the presence of necessary health facilities in the community.**

	4.1. Develop the Lynch Creek parcel that will directly or indirectly serve the health and wellness needs of the residents of the District's service area and offer a return on investment.	<ul style="list-style-type: none"> <li>Engaged Business Development Consultant.</li> <li>Researching options and meeting with various organizations to solicit interest and explore strategic alignment.</li> </ul>
	4.2. Pursue additional revenue-generating opportunities that maximize assets and align with the District's mission and priorities.	<ul style="list-style-type: none"> <li>Researching options.</li> <li>Critical component for financial plan</li> </ul>
	4.3. Identify a financial investment manager/advisor to work with the district to manage its financial resources, with a focus on safety, liquidity, and growth of assets, allowing for long term sustainability and investment in the health of the community.	<ul style="list-style-type: none"> <li>RFP process to identify Financial Advisor</li> <li>Chandler Asset Management, LLC hired to serve as advisor</li> <li>Investment strategy recommended to board for approval.</li> </ul>

Dashboard Key	
	On-track to achieve objective
	Obstacles to meeting objective must be overcome
	In danger of not meeting objective; Missed objective
	Objective is no longer relevant and has been removed from plan

Petaluma HEALTH CARE DISTRICT

## Update to the Amended Petaluma Health Care District's Strategic Plan: 2021-2024

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### Virtual Planning Sessions

October 20, 2021  
November 17, 2021

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Petaluma HEALTH CARE DISTRICT | Welcome & Planning Overview

- Welcome
- Introductions
- Purpose of the planning sessions



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Petaluma HEALTH CARE DISTRICT

### Purpose of the planning sessions & anticipated outcomes

**October 20**

1. To clarify how the results of the 2021 **Board Governance Self-Assessment** can frame the Board's leadership and future actions
2. To identify **progress that's been made** so far to implement key elements of the Updated Strategic Plan
3. To identify strategic actions and a corresponding timeline to implement the **Financial Sustainability Strategic Priority**

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Petaluma HEALTH CARE DISTRICT

### Purpose of the planning sessions & anticipated outcomes

**November 17**

4. To determine how the **Foundation and the District will align** to support community needs, in alignment with the Community Health Strategic Priority
5. To decide **what to name the new foundation and possibly re-name the District** to demonstrate through branding that they are companion entities and to articulate the geographic region they serve
6. To determine how best to **communicate changes** in strategic direction with the community through a common message, in alignment with the Collaboration and Partnerships Strategic Priority

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Petaluma HEALTH CARE DISTRICT

### Board governance self-assessment

*What steps can the board take to improve on **Strategic Direction**, the #1 ranked leadership area that the Board said needs to be improved?*



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Petaluma HEALTH CARE DISTRICT

### Board governance self-assessment

*What actions can you take to implement these **highest priorities**?*

- Developing a long-term plan for financial sustainability
- Have the foundation up and running
- Strategic planning & decision-making
- Defining new health-related programs to develop for our community

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Petaluma HEALTH CARE DISTRICT

### Board governance self-assessment

*How can we overcome our most significant **challenges**?*

- Board members go beyond their role of governance
- Understanding the mission
- Determining the future direction for PHCD
- Ending Board meetings on time and encouraging the public to attend

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Petaluma HEALTH CARE DISTRICT

### Board governance self-assessment

*How can we leverage our most significant **strengths**?*

- Commitment to the mission
- Directors work together with respect for each others' ideas and appreciation for individual's unique experience

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Petaluma HEALTH CARE DISTRICT

### Plan implementation progress

- Report from Ramona Faith
- Board feedback and questions



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### Take a 10-minute break



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### Financial Sustainability Strategic Priority



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### Financial Sustainability Strategic Priority

1. What does **financial sustainability** mean to you? **Financial stewardship**?
2. What do you view as your **primary responsibility** with respect to the funds the District has received from the sale of the hospital? What are the **primary objectives** you would like to achieve with this capital?

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Petaluma HEALTH CARE DISTRICT

### Financial Sustainability Strategic Priority

## 3. Review 5-year financial projection scenarios



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### Financial Sustainability Strategic Priority

4. Are you comfortable sustaining a **net loss** for a period of time? How long?
5. What factors would you consider in this decision (for example – expectation of future surplus, supporting community need, etc.)?
6. What level of **business risk** are you willing to take to generate a return on investment sufficient to achieve break even from operations?

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Petaluma HEALTH CARE DISTRICT

### Financial Sustainability Strategic Priority

7. Are you comfortable making investments which support healthcare businesses which **may compete with Petaluma Valley Hospital**?
8. What **other direct services lines** could the District engage in that could increase revenue and fill a community need?
9. What **information do you need** to move a business development proposal forward?

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Petaluma HEALTH CARE DISTRICT



- **Concluding remarks**
- **Next steps**
- **To be continued November 17**

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Petaluma HEALTH CARE DISTRICT | Welcome & Session Overview

- Welcome
- Introductions
- Overview of tonight's session



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Petaluma HEALTH CARE DISTRICT

### Tonight's topics & anticipated outcomes

- To determine **how the Foundation and the District will align** to support community needs, in alignment with the Community Health Strategic Priority
- To decide **what to name the new foundation and possibly re-name the District** to demonstrate through branding that they are companion entities and to articulate the geographic region they serve
- To determine how best to **communicate changes** in strategic direction with the community through a common message, in alignment with the Collaboration and Partnerships Strategic Priority

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Petaluma HEALTH CARE DISTRICT

### Community Health Strategic Priority



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Petaluma HEALTH CARE DISTRICT

### Determining how the Foundation & District will Align

- 1. Purpose/mission** of the foundation and how it intersects with the District's purpose/mission
- Who will serve on the foundation's **board**? How will the foundation's board interact with the District Board? Will the **officers** be the same?
- Is the foundation covered by the **Brown Act**? What level of transparency will the foundation have?

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Petaluma HEALTH CARE DISTRICT

### Determining how the Foundation & District will Align

- Clarifying **activities** of the foundation and the District: What activities will the foundation conduct? What activities will the District conduct? How will we ensure alignment and no duplication of efforts?
- Prioritizing**: How will priorities be set? How will you ensure priorities are based on current community needs and the District's current priorities? To what extent must foundation priorities be aligned with District priorities? How will you ensure alignment?

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Petaluma HEALTH CARE DISTRICT

### Determining how the Foundation & District will Align

- Staffing**: How will the foundation be staffed? How will the foundation staff work with the District staff? Who will report to whom? How will performance management/evaluation occur?
- Decision-making**: How will funding and investment decisions be made? What role will the District have in foundation decision-making?
- Impact**: How will you measure impact? How will you align the way you measure the District's impact?

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Petaluma HEALTH CARE DISTRICT

### Take a 10-minute break



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Petaluma HEALTH CARE DISTRICT

### Branding: Aligning the District with the Foundation

- Should it be **one common** name?
- Should you have **two common names** linked together?
- Should the name **prioritize health** instead of healthcare?
- How should you specify the **geographic region** you serve?



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### Collaborations and Partnerships Strategic Priority



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### How to inform the community about the changes?

1. What **messages** do we want to share?
2. What's our **timing**?
3. Who should be **informed first**? Who are the **key stakeholders** to involve in one-to-one discussions or other pro-active methods?
4. How will you communicate with current and new future **partners**?
5. How will you communicate with the **general public**?

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- **Concluding remarks**
- **Next steps**



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