



AGENDA

SPECIAL MEETING TO CONDUCT A STUDY SESSION OF THE EL CAMINO HEALTHCARE DISTRICT BOARD OF DIRECTORS

Tuesday, September 14, 2021 – 5:30 pm

El Camino Hospital | 2500 Grant Road, Mountain View, CA 94040

PURSUANT TO STATE OF CALIFORNIA EXECUTIVE ORDER N-29-20 DATED MARCH 18, 2020, THE EL CAMINO HEALTHCARE DISTRICT **WILL NOT BE PROVIDING A PHYSICAL LOCATION FOR THIS MEETING**. INSTEAD, THE PUBLIC IS INVITED TO JOIN THE OPEN SESSION MEETING VIA TELECONFERENCE AT:

1-669-900-9128, MEETING CODE: 937-8897-7482#. No participant code. Just press #.

To watch the meeting Livestream, please visit: <http://www.elcaminohealthcaredistrict.org/meetingstream>

Please note that the Livestream is for **meeting viewing only**, and there is a slight delay; to provide public comment, please use the phone number listed above.

PURPOSE: The purpose of the District shall be (i) to establish, maintain and operate, or provide assistance in the operation of, one or more health facilities (as that term is defined in California Health and Safety Code Section 1250) or health services at any location within or without the territorial limits of the District, for the benefit of the District and the people served by the District; (ii) to acquire, maintain and operate ambulances or ambulance services within or without the District; (iii) to establish, maintain and operate, or provide assistance in the operation of free clinics, diagnostic and testing centers, health education programs, wellness and prevention programs, rehabilitation, aftercare, and such other health care services provider, groups, and organizations that are necessary for the maintenance of good physical and mental health in the communities served by the District; and (iv) to do any and all other acts and things necessary to carry out the provisions of the District's Bylaws and the Local Health District Law.

AGENDA ITEM	PRESENTED BY		ESTIMATED TIMES
1. CALL TO ORDER/ROLL CALL	Julia Miller, Board Chair		5:30 – 5:31pm
2. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Julia Miller, Board Chair		5:31 - 5:32
3. PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes, on issues or concerns not covered by the agenda.</i> b. Written Correspondence	Julia Miller, Board Chair		information 5:32 – 5:35
4. <u>COMMUNITY BENEFIT STUDY SESSION</u>	Dan Woods, CEO Jon Cowan, Sr Dir. Government Relations & Community Partnerships		discussion 5:35-6:49
5. ROUNDTABLE/ CLOSING COMMENTS	Julia Miller, Board Chair		discussion 6:49 - 6:59
6. ADJOURNMENT	Julia Miller, Board Chair	<i>public comment</i>	motion required 6:59 - 7:00pm

Upcoming Meetings: October 19, 2021; January 25, 2022; March 15, 2022; May 17, 2022; June 14, 2022

A copy of the agenda for the Special Board Meeting will be posted and distributed at least twenty-four (24) hours prior to the meeting.

In observance of the Americans with Disabilities Act, please notify us at **(650) 988-8254** prior to the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations.



EL CAMINO HEALTHCARE DISTRICT BOARD MEETING MEMO

To: El Camino Healthcare District Board of Directors
From: Jon Cowan, Senior Director Government Relations and Community Partnerships
Date: September 14, 2021
Subject: Community Benefit Study Session

Purpose:

To update the Board on proposed actions and changes based on the June 17, 2021 discussion of the FY22 Community Benefit grant recommendation process. To provide an opportunity for the full Board to provide direction to staff after reviewing the proposed actions and changes.

Summary:

1. **Situation:** Board requested a Study Session as a continuation of the June 17, 2021 discussion. Management and staff wish to socialize proposed actions and changes with the Board to receive its input.
2. **Background:**
 - Management and staff reviewed comments from the June 17, 2021 discussion and developed a list of proposed actions to address them
 - An assessment of current state strategy, governance, and operations was conducted by management and staff
 - Interim state steps were identified which can be implemented in FY22 for the FY23 grant application
 - A strategic assessment process is proposed in 3QFY22 to assess and guide future direction, define a peer comparison set for benchmarking, and to refine the structure of the annual community benefit implementation strategy
 - A governance structure which allows the ECHD Board to shape policy by approving guiding principles, vetting roles and responsibilities, and giving input during the strategic assessment process is proposed
 - A series of operational steps will support objective evaluation and continued process improvement
3. **Assessment:**
 - There are strengths in the current Community Benefit program
 - Any changes that are made should be deliberate, thoughtful, and based on a thorough process
 - Additional objective processes can guide the program
 - Creating opportunities for the Board to approve "Guiding Principles," "Roles and Responsibilities," as well as "Ranked and Prioritized Health Needs" will allow the Board to set policy direction for the Community Benefit program
4. **Outcomes:**
 - Management and staff will execute proposed actions and changes after incorporating any policy direction or feedback from the Board.

List of Attachments:

1. Community Benefit Study Session
2. Feedback from June Study Session and Proposed Action to Address

Suggested Board Discussion Questions:

1. Are there any other critical items that the ECHD Board would like us to consider as we build the interim and future state of the ECHD Community Benefit program?
2. What is important to the ECHD Board as we think about the impact of the Community Benefit grants holistically?
3. Does the ECHD Board have any input at this time on “Guiding Principles?”*
4. Does the ECHD Board have any initial input as we build a formalized strategic assessment process?

* “Guiding Principles” are a list of 6-10 policy statements that set the parameters and guardrails which guide Community Benefit’s philosophy for health improvement. An example is “fund locally based vs. national organizations.”



Dedicated to improving the health and well-being of the people in our community.

Community Benefit Study Session

September 14, 2021

Jon Cowan

Senior Director, Government Relations & Community Partnerships

Agenda

1. Objectives
2. Discussion Questions
3. Current, Interim, and Future State of the El Camino Healthcare District Community Benefit Program
 - a) Strategy
 - b) Governance
 - c) Operations
4. Roles and Responsibilities: Board, Community Benefit Advisory Council (CBAC), Management & Staff



Objectives

1. Discuss and review proposed changes in FY22 for the next ECHD Community Benefit grants cycle
2. Clarify roles & responsibilities for the ECHD Board, CBAC, and management & staff
3. Receive Board input on proposed policy and process changes to ECHD's Community Benefit program



Discussion questions

1. Are there any other critical items that the ECHD Board would like us to consider as we build the interim and future state of the ECHD Community Benefit program?
2. What is important to the ECHD Board as we think about the impact of the Community Benefit grants holistically?
3. Does the ECHD Board have any input at this time on “Guiding Principles?”*
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Summary of major items of Board feedback from June 2021 study session

1. A desire for a vision for the program broader than the needs in the Community Health Needs Assessment
2. Greater clarity around the Board's role vs. CBAC vs. management & staff
3. A more explicit role for the ECHD Board in setting the strategy
4. A flexible and responsive Community Benefit program (i.e. streamlined application, less frequent reporting, reaching out to new organizations)



Strategy Timeline: Proposed policy changes in FY22 for the next grants cycle, strategic assessment to reach ideal future state

Current State

- **Focus:**
 - Guided by Community Health Needs Assessment (CHNA)
 - 9 health needs are the focus, grouped in Healthy Body, Healthy Mind, Healthy Community
 - Wide-range of organizations addressing health needs receive grants

- **Annual Community Benefit Plan & Implementation Strategy:**
 - Reports selected health needs; strategies for Healthy Body, Healthy Mind, Healthy Community; grant partners that align

Interim State

(1Q & 2Q FY 2022)

- **Focus:**
 - CHNA is ongoing
 - 5 rank ordered health needs with targeted %s
 - Fewer health needs, rank ordering and targeted %s, will increase focus while reaching a broad range of organizations
 - FY22 changes to inform the FY23 grant allocations

- **Annual Community Benefit Implementation Strategy:**
 - Current structure in place until changes can be implemented

Future State

(3Q FY 2022)

- **Focus:**
 - Strategic assessment process to guide future direction
 - Peer comparison set for benchmarking
 - Guided by CHNA

- **Annual Community Benefit Implementation Strategy:**
 - More detailed and tailored annual report that aligns strategy, initiatives, and year-over-year comparison



Evaluation & Decision Process: Board provides policy and process direction, management & staff evaluates grants and executes program

Governance

Current State

- **Board:**
 - Receives recommended proposed grants in May study session
 - Approves/amends grants portfolio in June
 - Receives reports
- **CBAC:**
 - Receives staff recommended grants/requested grants
 - Provides input on staff recommended grants portfolio to Board
- **Management & Staff:**
 - Evaluates and recommends grants

Interim State

(1Q & 2Q FY 2022)

- **Board:**
 - Approves “Guiding Principles”
 - Vets “Roles and Responsibilities”
 - Approves “Ranked and Prioritized Health Needs”
 - Continues to receive reports, provide feedback
- **CBAC:**
 - Provides input on “Guiding Principles,” “Ranked and Prioritized Health Needs”
 - Continues to receive reports, provide feedback
- **Management & Staff:**
 - Adapts FY23 grant application and evaluation process to reflect rank ordered health needs with targeted % as well as guiding principles

Future State

(3Q FY 2022)

- **Board:**
 - Vets strategic assessment process & structure of next annual community benefit implementation strategy (ACBI) plan
 - Continues to receive reports, provide feedback
- **CBAC:**
 - Vets strategic assessment process & structure of next ACBI plan
 - Continues to receive reports, provide feedback
- **Management & Staff:**
 - Manages and executes strategic assessment process & structure of next ACBI plan



Continued Improvement: A renewed focus on the grants process, measurement, and other opportunities

Operations

Current State

- **Grants Process:**
 - Vetted through in-depth staff evaluation
- **Measurement:**
 - Detailed within grant metrics
- **Process Improvement:**
 - Organic from staff, board member, CBAC comments & assessments

Interim State

(1Q & 2Q FY 2022)

- **Grants Process:**
 - Grant evaluation process flow uniting rank ordered health needs with targeted %, guiding principles, and scorecard
 - Go-live of post-application application/metrics survey
- **Measurement:**
 - Initial key impact metric for portfolio
- **Process Improvement:**
 - Staff protocol for reaching out to new potential grant applicants

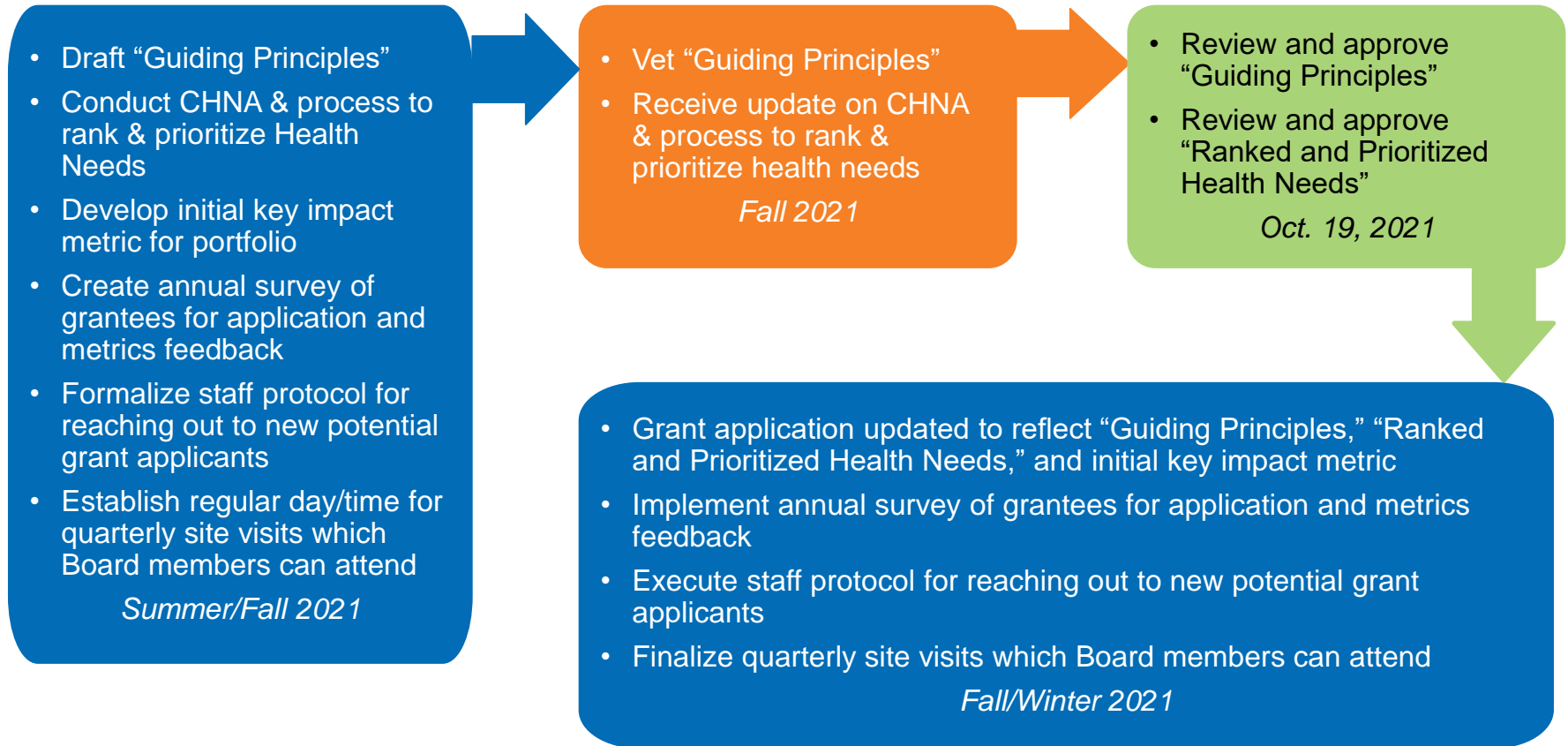
Future State

(3Q FY 2022)

- **Grants Process:**
 - Assessment and implementation of grant applicant feedback
- **Measurement:**
 - Continued refinement of across-grant key impact metrics
- **Process Improvement:**
 - Ongoing



Proposed roles and responsibilities for District Community Benefit



Management & Staff



CBAC Participation



Board Participation



Proposed roles and responsibilities for District Community Benefit

October 2021

January 2022

April 2022

July 2022

Deliverable

**Board
(Approve)**

- Guiding Principles
- Ranked Health Needs
- Strategic Assessment
- FY23 Grants

Oct. 19

Jan. 25

Mar. 15

May 17

Jun. 14

**CBAC
(Review)**

- Guiding Principles
- Ranked Health Needs
- Strategic Assessment
- FY23 Grants

Oct. 15

Feb.

Apr.

**Management
& Staff
(Execute)**

- Guiding Principles
- Ranked Health Needs
- Strategic Assessment
- FY23 Grants



Discussion Draft: Guiding principles for evaluating and prioritizing appropriateness of grant proposals

1. Serve those who live, work or go to school in the El Camino Healthcare District
2. Demonstrate a competence and capacity to address one of the organization's identified health needs
3. Focus primarily, but not exclusively, on increasing access to primary care, oral health, mental health services as well as the management of rising risk health conditions (asthma, hypertension, heart disease, COPD, congestive heart failure, diabetes)
4. Have an emphasis on populations that are underserved, experiencing health disparities, and/or facing health challenges
5. Aim to reflect the diversity of the District
6. Fund operational programmatic costs, but not capital costs, fund drives or political initiatives
7. Be locally focused vs. national organization
8. Prioritize funding the most effective and impactful programs





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**Feedback from June Study Session
and Proposed Action to Address**

Feedback from June Study Session and Proposed Action to Address

Item	Proposed Action
Vision for program beyond needs in CHNA	“Guiding Principles” for 10/19 ECHD Meeting
Board’s role vs. management’s role vs. CBAC’s role	Proposed “Roles and Responsibilities” (see Attachment 1, p.9-10)
Board’s role in setting strategy	Proposed “Roles and Responsibilities” (see Attachment 1, p.9-10)
How to better understand the needs of the Healthcare District as the CHNA looks at the entire County	Community Benefit staff (CB) continues to closely monitor current issues in the Healthcare District through regular conversations with grantees
How to understand needs of Healthcare District more often than once every 3 years	CB continues to closely monitor current issues in the Healthcare District through regular conversations with grantees



Feedback from June Study Session and Proposed Action to Address

Item	Proposed Action
Opportunities to reduce the burden further for grantees (i.e. streamlined application, less frequent reporting)	Annual survey of grantees post-application submittal (application and metrics feedback)
Requirement for ECHD branding	Work with all grant recipients on appropriate opportunities for ECHD recognition
Development of clear metrics to determine/demonstrate impact of Community Benefit investment	Initial key impact metric to cascade to grantees
Wanting to make sure that geographic spread of investment is appropriate	Add to mid-year, end-of-year reports



Feedback from June Study Session and Proposed Action to Address

Item	Proposed Action
Opportunities to give funds to new grantees and being flexible in requiring fewer metrics for them. How can we be more proactive in reaching out to new organizations	Staff protocol for reaching out to new potential grant applicants
Opportunities to fund certain communities that may not be funded. Opportunities to support vulnerable populations that are not being prioritized	Staff protocol for reaching out to new potential grant applicants
Opportunity to prioritize local vs. national organizations	“Guiding Principles” for 10/19 ECHD Meeting
When site visits will happen for board members	Survey board members to find day/time for quarterly visits, schedule



Feedback from June Study Session and Proposed Action to Address

Item	Proposed Action
How is staff balancing community needs and prioritizing one vs. another	Add to mid-year, end-of-year reports
Is it necessary to anchor to what an organization was given last year	“Guiding Principles” for 10/19 ECHD Meeting

