



BOARD OF DIRECTORS: Peter C. Fung, MD | Julia E. Miller | Carol A. Somersille, MD | George O. Ting, MD | John L. Zoglin

**AGENDA
SPECIAL MEETING OF THE
EL CAMINO HEALTHCARE DISTRICT BOARD OF DIRECTORS**

Monday, June 8, 2026 – 9:00 a.m.

El Camino Hospital | 2500 Grant Road, Mountain View, CA 94040 | Sobrato 1

THE PUBLIC IS INVITED TO JOIN THE OPEN SESSION PORTION OF THE MEETING LIVE AT THE ADDRESS ABOVE OR VIA TELECONFERENCE AT:

1-669-900-9128, MEETING CODE: 912 6134 7208#. No participant code. Just press #.

To watch the meeting, please visit:

[ECHD Meeting Link](#)

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.

NOTE: In the event that there are technical problems or disruptions that prevent remote public participation, the Chair has the discretion to continue the meeting without remote public participation options, provided that no Board member is participating in the meeting via teleconference.

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) 988-3218** prior to the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations.

	AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
1.	CALL TO ORDER/ROLL CALL	John Zoglin, Board Chair	Information	9:00 a.m.
2.	SALUTE TO THE FLAG	John Zoglin, Board Chair	Information	9:00
3.	POTENTIAL CONFLICT OF INTEREST DISCLOSURES	John Zoglin, Board Chair	Information	9:00
4.	PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for persons desiring to address the Board on any matter within the subject matter jurisdiction of the Board that is not on this agenda. Speakers are limited to three (3) minutes each.</i> b. Written Public Comments <i>Comments may be submitted by mail to the El Camino District Board of Directors at 2500 Grant Road, Mountain View, CA 94040. Written comments will be distributed to the Board as quickly as possible. Please note it may take up to 24 hours for documents to be posted to the agenda.</i>	John Zoglin, Board Chair	Information	9:00
5.	<u>ECHD WORKSHOP</u> - Mission - Vision - Values - Value Proposition - Strategic Priorities - Review of SWOT (time permitting)	Jacob Green & Associates	Possible Motion(s) on one or more items	9:00 a.m. – 3:55 p.m.

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	AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
6.	BOARD ANNOUNCEMENTS	John Zoglin, Board Chair	Information	3:55 – 4:00
7.	ADJOURNMENT	John Zoglin, Board Chair	Motion Required	4:00

Next Meetings: June 23, 2026



El Camino Healthcare District

STRATEGIC PLANNING RETREAT

June 8, 2026



CONNECT

Call to Order





Roll Call



WELCOME



JOHN ZOGLIN

Chair

Board of Directors

DAN WOODS

CEO



JGA Team



TIM HAGEMAN



STEVEN MERMELL

JGA Team



RETREAT AGENDA

1. Today

- A. Presentation/Discussion with Board
- B. Overview of Strategic Planning Process
- C. Discussion of Mission, Vision, Values, Value Proposition, and Strategic Priorities
- D. If time allows, SWOT and Governance Discussion

Public Comments



Presentation

- a. Strategic Planning presentation by Jacob Green & Associates



PURPOSE OF A STRATEGIC PLAN



The purpose of a strategic plan is to help an organization achieve success by defining and aligning its direction, setting strategic priorities, and developing a plan to achieve them.

“Everything is Good?!”

STRATEGIC PLANNING - THE WHY



1. Provide Alignment
2. Correlate to the Budget/Resources
3. Evolution Not Revolution

Building Organizational Alignment



STRATEGIC PLAN - THE PROCESS



- ☑ Step 1: Inputs – Objective Interviews
- Step 2: Strategic Planning Workshop
- Step 3: Mission, Vision, Values, Value Proposition Statement, Priorities & Initiatives Solidification
- Step 4: Work Planning & Dashboard

HEALTH DISTRICTS IN CALIFORNIA



Special Districts - local governments legally separate from counties and cities. Deliver specific public services allowed by state law and supported by residents within defined boundaries.

Health Districts - are a type Special District authorized by legislation in 1945. The law authorized Health Districts (previously called Hospital Districts) to build and operate hospitals and other health care facilities in underserved areas. Today, 77 Health Districts operate in California.

THE EVOLVING ROLE OF HEALTH DISTRICTS



Since 2022 three Districts have been dissolved and one more is in process:

- Heffernan Memorial Healthcare District (2024)
- Pioneers Memorial Healthcare District (2024 – with legal stay on implementation)
- Los Medanos Community Healthcare District (2022)
- Palo Verde Healthcare District (dissolution in progress since 2025)

These dissolutions are primarily driven by:

- State-mandated consolidation (especially under AB 918)
- Local LAFCO determinations of inefficiency or redundancy
- Shifts to county-managed or unified regional healthcare systems

THE EVOLVING ROLE OF HEALTH DISTRICTS



The El Camino Health District is a successful example of a hybrid public–nonprofit model. Combining public control and transparency along with private-sector flexibility and competitiveness resulting in numerous benefits:

- ***Financial strength:*** Frees hospital operations from reliance on taxes. Tax revenue devoted to capital improvements
- ***Professional management:*** Experienced healthcare executives run operations
- ***Public accountability:*** Maintains elected oversight and community mission
- ***Strategic flexibility:*** Enables expansion of services

THE EVOLVING ROLE OF HEALTH DISTRICTS



Other Health Districts have emulated this model by:

- ***Leasing hospitals to nonprofit corporations or private systems***
 - Thereby eliminating day-to-day operational management from the district
- ***Acting as asset owners + community stewards***
 - Focusing on community engagement and needs
- ***Providing grants and community health programs***
 - To and through other service providers outside of the hospital setting

EL CAMINO HEALTHCARE DISTRICT



El Camino's unique governance model does create some potential challenges:

- ***Oversight vs. Autonomy***
 - The non-profit needs speed and flexibility to compete in the marketplace
 - The District has a duty for public accountability and transparency
- ***Control of Strategic Direction***
 - The non-profit often initiates and drives strategy
 - The District must approve or reject certain decisions and expenditures

EL CAMINO HEALTH DISTRICT



Our focus today is on the Health District

While maintaining its successful public-nonprofit model:

- *What is the strategic focus for the Health District?*
- *What is the Vision of the Board?*
- *What is the Mission of the District?*
- *What are the District's Values?*
- *What is the District's Value Proposition to its stakeholders?*
- *What are the District's Strategic Priorities?*

LEGACY



**What lasting impact do
you want to leave on
El Camino Healthcare
District?**

In order to plan for the future, we start with an understanding of where we stand today.



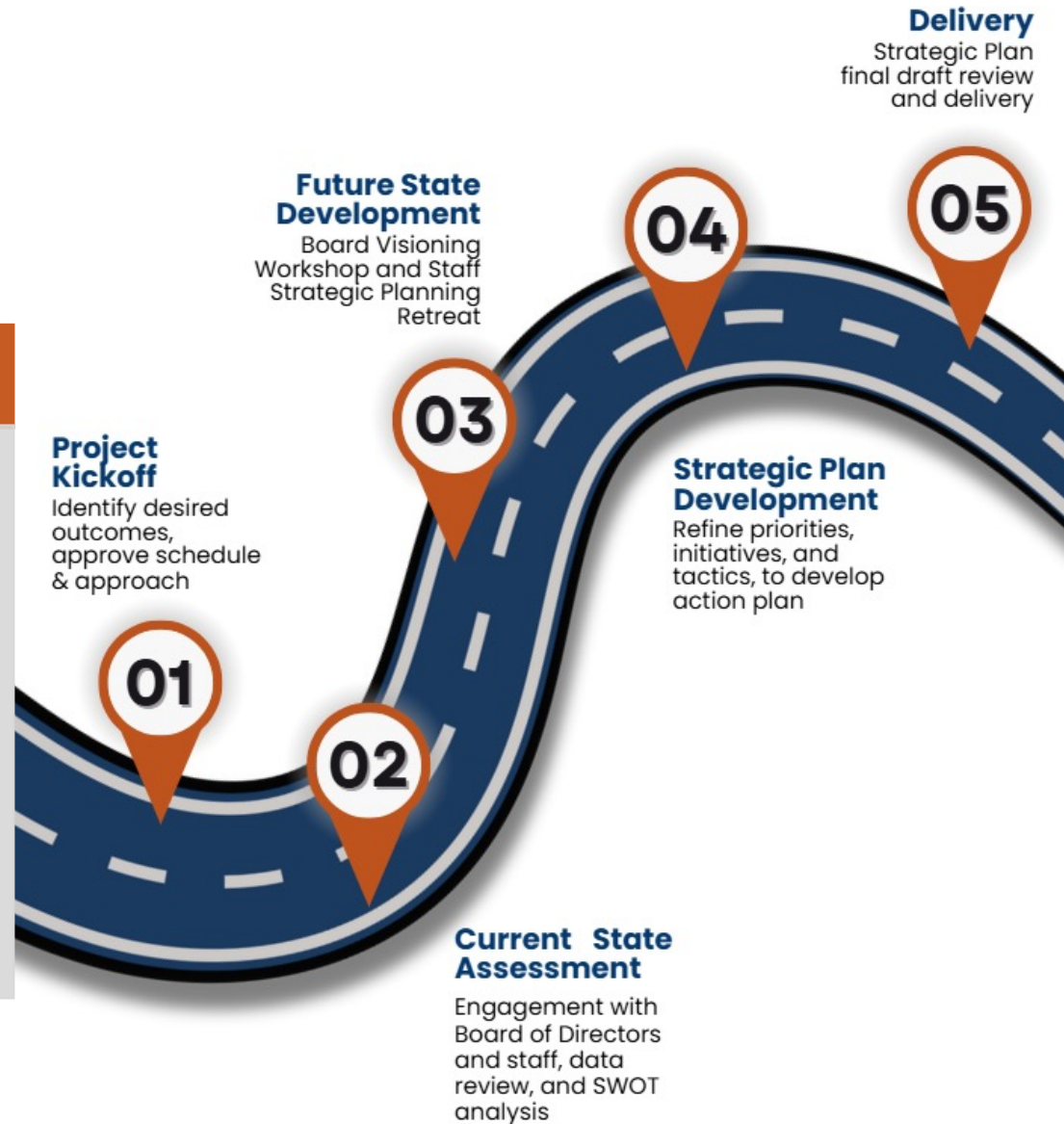
METHODOLOGY



Board and Staff Interviews

12 Interviews

- Explored:
 - Strengths
 - Challenges
 - Mission
 - Vision
 - Values
 - Connection
 - Communication



VISION STATEMENT:

A Vision Statement describes in graphic terms where you as an organization want to see yourselves in the future.

An image of the future we seek to create.

Company's guiding beacon.

Recommended 20 words or less



VISION STATEMENT:

“We Envision...”

“We will be...”

“Our Vision for the future is to be...”



VISION STATEMENT EXAMPLE 1:

“A world without Alzheimer’s disease.”



VISION STATEMENT

EXAMPLE 2:

“We strive to create local opportunity, growth, and impact in every country around the world.”



VISION STATEMENT

EXAMPLE 3:

“To be the world’s most loved, most efficient, and most profitable airline.”

Southwest 



VISION STATEMENT

EXAMPLE 4:

“To be always the desired place for great coffee beverages and delicious complementary doughnuts & bakery products to enjoy with family and friends.”



EL CAMINO HEALTHCARE DISTRICT

BOARD VISION STATEMENT

Vision Statement Examples

El Camino Healthcare District will be a trusted regional leader advancing community health, access, prevention, and wellbeing through focused partnerships and accountable stewardship.

El Camino Healthcare District will improve community health by expanding access, advancing prevention, supporting innovation, and stewarding resources for lasting public benefit.

El Camino Healthcare District will be a visible, trusted, and accountable partner improving health, wellbeing, and access for every community member.



MISSION STATEMENT:

A mission statement is used by a company to explain, in simple and concise terms, its purpose(s) for being. It is usually one sentence or a short paragraph, explaining a company's culture, values, and ethics.



Mission Statement	Company

EL CAMINO HEALTHCARE DISTRICT MISSION STATEMENT:

The mission of the District shall be to establish, maintain and operate, or provide assistance in the operation of one or more health facilities (as that term is defined in the 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, and to undertake any and all other acts necessary to carry out the provisions of the District's Bylaws and the Local Health Care District Law.

Recommend Revision



MISSION STATEMENT DRAFT



Examples

El Camino Healthcare District exists to improve community health and wellbeing through responsible stewardship, expanded access, prevention, strategic partnerships, and accountable public service.

El Camino Healthcare District improves community health and wellbeing by expanding access, advancing prevention, stewarding public resources, and supporting strategic partnerships.

El Camino Healthcare District strengthens community health by stewarding public resources, supporting access and prevention, and partnering to improve wellbeing for all residents.

VALUES:

Company values (also called core values) are the set of guiding principles and fundamental beliefs that help a group of people function together as a team and work toward a common business goal.



EL CAMINO HEALTH VALUES

Examples

Quality

Safety

Compassion

Community

Collaboration

Stewardship

Innovation

Accountability



EL CAMINO HEALTHCARE DISTRICT VALUES - Example

Community-Centered Service

Responsible Stewardship

Transparent Accountability

Equitable Access

Collaborative Partnership



Value Proposition Statement

A value proposition statement is a concise statement that explains the unique value, benefit, or advantage an organization provides to the people it serves.



VALUE PROPOSITON STATEMENT

Walmart — *"Everyday Low Prices."*

Southwest Airlines — *"Low Fares. Nothing to Hide."*

Netflix — *"Unlimited Entertainment, One Low Price."*



EL CAMINO HEALTHCARE DISTRICT VALUE PROPOSITION STATEMENT - Example

ECHD is the only publicly accountable, community-governed health funder in the region — with dedicated resources and an elected mandate to invest in the health of every resident, especially those left behind by the market.

We translate community tax dollars into targeted health investment — funding the prevention programs, community organizations, and health equity initiatives that improve lives and reduce long-term costs for everyone.

ECHD bridges the gap between the health system and the community — investing in the programs, partnerships, and people that prevent illness before it starts and ensure no resident is left without the care they need.





STRATEGIC PRIORITIES

TERMINOLOGY



Strategic Priorities

- Broad, overarching
- Desired future outcome or direction
- General intent
- High-level
- Long-Term focus
- Aspirational; not necessarily measurable

Initiatives

- Specific, measurable, time-bound, support a priority
- More detailed and concrete

Tactics

- How

Tasks

- Step/Action for the Tactic

EXAMPLE



Priority 1: Enhance equitable access to preventive and primary healthcare services for all District residents.

Initiative 1.1: By FY2027, expand community partnerships and funding programs to increase access to low- or no-cost preventive care for underserved populations by 25%.

Tactic 1.1.1: Partnership Development: Collaborate with local hospitals, clinics, and nonprofits to expand preventive health programs and services in high-need areas.

Tactic 1.1.2: Data-Driven Investment: Use population health data to guide funding decisions

2026-2029 PLAN: *STRATEGIC PRIORITIES*



Examples

- 1. Define and communicate what makes the El Camino Healthcare District unique and valuable to the community.**
- 2. Ensure District resources are strategically and equitably invested to improve community health.**
- 3. Position the District as a proactive partner in advancing community health and wellness.**
- 4. Strengthen transparency and accountability to build public trust.**
- 5. Use data and community input to address emerging and unmet health needs.**

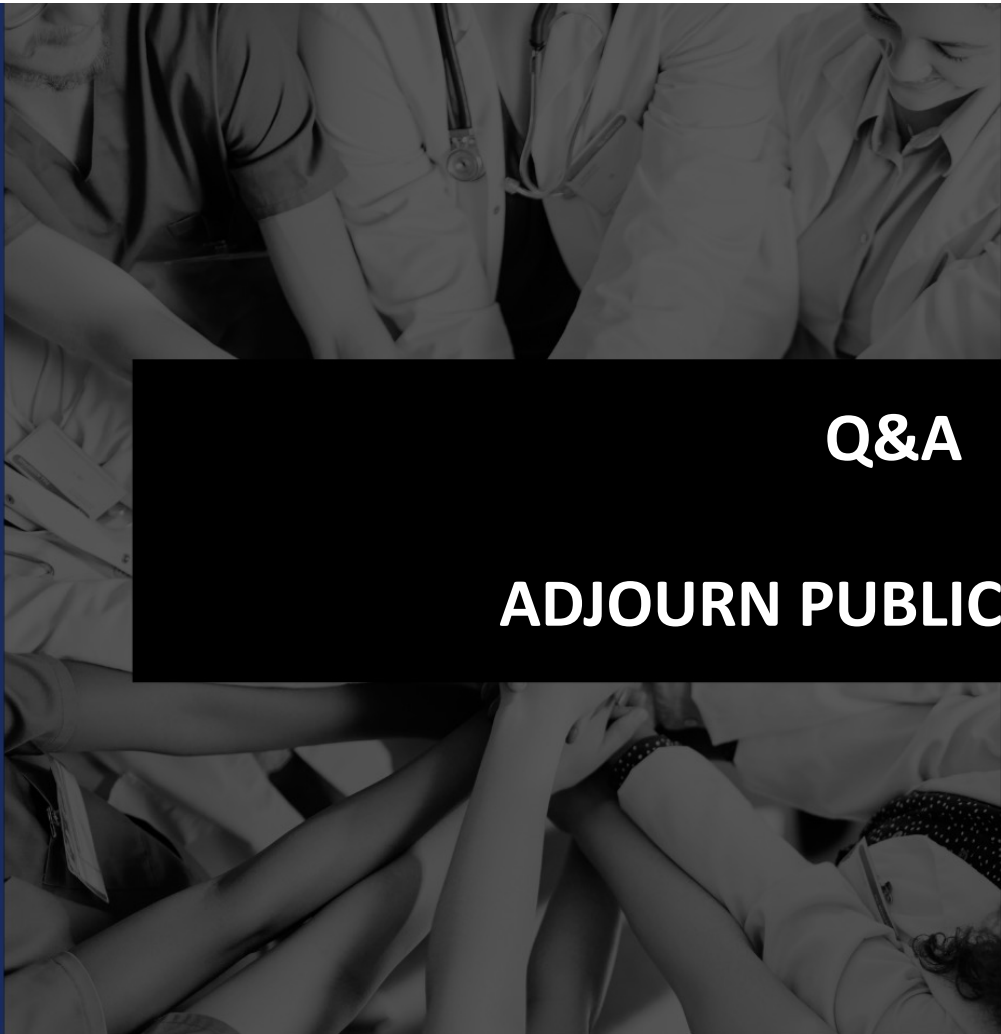
WORK PLAN EXAMPLE:



Goal	Objective	Objective Owner	Start Date	Target Completion	Progress	Status	Risk	Last Update
1 Advance Health Access Districtwide	1.1 Strengthen Stakeholder Collaboration and Community Engagement	Goal Owner	2/1/2026	1/1/2029	10%	In Progress	0	NA

#	Strategy / Step	Owner	Start Date	Target Completion	Progress(%)	Status
1.1.1	Host stakeholder forums with clinics, schools, other funders and nonprofits to discuss access challenges, opportunities, and joint initiatives.	Strategy Owner	2/1/2026	1/1/2029	10%	In Progress

Support	Funding	Measurables	Barriers/Notes	Risk
Support Section	General Fund	Host 2 events per year - Customized metrics based on audience	Barriers: N/A; NOTES: possible participation	



Q&A

ADJOURN PUBLIC MEETING



APPENDIX

Interview SWOT Analysis

Redundancy Disclaimer



STRENGTHS



BOARD MEMBERS

1. Community Health Investment
2. Financial Stability
3. Oversight of Hospital Operations
4. Data-Driven Decision-Making
5. Proactive Health Programming
6. Consensus-Based Governance

STAFF

1. Genuine Community Health Commitment
2. Sound Financial Stewardship
3. Population Health Expertise
4. Transparent Public Process
5. Impactful Grant Programming
6. Structural Capacity to Act

WEAKNESSES

BOARD MEMBERS

1. Board Cohesion and Functionality
2. Role Clarity and Expectations
3. Limited District Visibility
4. Communication Gaps
5. Staffing Constraints
6. Technology and Infrastructure
7. Policy Adherence

STAFF

1. Board Role Confusion
2. Absence of a Unified Strategic Direction
3. Interpersonal Dynamics and Professionalism
4. Unclear District Identity
5. Limited Digital and Communication Infrastructure
6. Workload and Expectation Gaps
7. Policy Clarity and Application

OPPORTUNITIES



BOARD MEMBERS

1. Early Detection and Prevention Programs
2. Digital Engagement and Outreach
3. Regional Program Leadership
4. Workforce Housing as a Health Priority
5. Technology and Innovation
6. Partnerships with Government and Other Funders
7. Donor and Stakeholder Engagement

STAFF

1. Defining a Distinct Identity and Signature Programs
2. Expanding into Population Health
3. Dashboard and Public Accountability Tools
4. Strategic Community Partnerships
5. Long-Term Organizational Growth
6. Leveraging Grant Dollars More Strategically

THREATS



BOARD MEMBERS

1. Healthcare Market Competition
2. Federal Policy and Funding Risk
3. Board Succession and Pipeline
4. Increased Health Inequity
5. Organizational Capacity Constraints
6. Public Confusion About the District's Role

STAFF

1. Healthcare Market Competition
2. Existential Identity Risk
3. Board Composition and Succession
4. Resource Consumption Without Clear Return
5. Changes in the Healthcare Landscape
6. Stagnation Risk

Good Governance Best Practices



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WHAT MAKES A GOVERNING BODY WORK WELL?



Effective Boards

Unity of Purpose

Roles & Responsibilities

Positive Governance Culture

Norms, Protocols & Policies

Source: Institute for Local Government

EXCEPTIONAL GOVERNING BODIES



1. Have a **sense of team** - a partnership with the chief executive to govern and manage
2. Clear **roles and responsibilities** that are understood and adhered
3. Honor the **relationship with staff** and each other
4. Routinely conduct **effective meetings**
5. Hold themselves and the agency **accountable**
6. Have members who practice **continuous improvement**



EFFECTIVE BOARD MEETINGS



Read materials and ask questions of staff **in advance**

Be **efficient** in comments

No surprises for staff at the Board meeting; we're all on the same team

Show **respect** to every person

Have clear procedures for **recognizing** Board members to **speak**

Limit debate and discussion to the agenda item and stay focused

Follow **established procedures set forth in a** Board Policy and Procedures Manual

FACTORS IMPACTING GOVERNANCE



- Respecting the policy setting nature of the Board
- Once the vote is held, accepting the outcome
- Able to make unpopular but necessary decisions
- Disagreeing, but respectfully
- Getting the public engaged in productive ways
- Being trustworthy; doing what you say you will do and doing it transparently

Functional Governance



- Personal attacks
- Dominating the discussion
- Using media or public to attack colleagues' motives or integrity
- Purposely being uncooperative
- Violating the Brown Act
- Despite majority vote, continuing to speak against the people who voted for it
- Stacking the audience
- Viewing colleagues as enemies or competitors

Dysfunctional Governance



CAN'T I DISAGREE WITH A COLLEAGUE?



- **YES, of course!** Just do it in a way that *maintains* the team.
- **Show:**
 - ✓ Dignity
 - ✓ Respect
 - ✓ Inclusiveness
- Never underestimate the power of a little **civility** and **kindness**
- Focus on the **issue** and do not make it personal
- Goal is to reach a Board decision after everyone has had an equal opportunity to be heard



Tip: People are watching and what you do is a model for others, either good or bad

EVERYONE HAS A ROLE TO PLAY



**Board Chair
presides over
the meetings**



**Board sets
policies and
approves
strategic
priorities**



**CEO directs
staff**



**District
Counsel
provides legal
advice**



About El Camino Health

Our Mission and Values

Health Equity

History

Careers

Newsroom

Nursing

Quality

Hospital Leadership

Honors and Awards

El Camino Health

Medical Network

Mobile Apps

Our Mission and Values

Our core values and commitment to the community are what guide our approach to care.

Our Commitment to the Community

Our mission is to heal, relieve suffering and advance wellness.

Our Core Values

- » **Quality.** We pursue excellence to deliver evidence based care in partnership with our patients and families.
- » **Safety:** We put safety first in each decision and process, to achieve our mission of zero harm for our patients, visitors and team members.
- » **Compassion.** We care for each individual uniquely with kindness, respect and empathy.
- » **Community.** We partner with local organizations, volunteers and a philanthropic community to provide healthcare services across all stages of life.
- » **Collaboration.** We partner for the best interests of our patients, their families and our community using a team approach.
- » **Stewardship.** We carefully manage our resources to sustain, grow and enable services that meet the health needs of our community.
- » **Innovation.** We embrace solutions and forward thinking approaches that lead to better health.
- » **Accountability.** We take responsibility for the impact our actions have on the community and each other.