



**AGENDA
STRATEGIC PLANNING COMMITTEE**

Wednesday, June 16, 2021 at 5:00 P.M.

In accordance with the current State of Emergency and the Governor's Executive Order N-25-20, of March 12, 2020 and N-33-20 of March 19, 2020, teleconferencing will be used for this meeting. Board members, staff and members of the public will be able to participate by webinar by using the following link: <https://us02web.zoom.us/j/89674799373> Meeting ID: **896 7479 9373**. Participants will need to download the Zoom app on their mobile device. Members of the public will also be able to participate by telephone using the following dial in information: **Dial in #: (310) 372-7549, Passcode 660448**.


Committee Members: Jennifer Jeffries, Chair and Howard Salmon, Co-chair

CEO: Rachel Mason

Staff Members: Linda Bannerman and Mireya Banuelos

1. Call to Order/Roll Call
2. Public Comments
3. Discussion Items
 - a. Refinement of the FRHD Strategic Plan Template, Outline and Define:
 - i. Wellness Center Program/Events/Initiatives/ Success Indicators
 - ii. District and Wellness Center Organizational and Operational Success Indicators
 - b. Wellness Center Administrator Job Description
 - c. ACHD – Diversity, Equity and Inclusion Grant
4. Board Member Comments and Future Agenda Items
5. Adjournment

I certify that on June 15, 2021, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of Fallbrook Regional Health District, said time being at least 24 hours in advance of the meeting. The American with Disabilities Act provides that no qualified individual with a disability shall be excluded from participation in or denied the benefits of District business. If you need assistance to participate in this meeting, please contact the District office 24 hours prior to the meeting at 760-731-9187.


Board Secretary/Clerk



“A strategic plan applies the art and science of developing and using political, economic, psychological, and influencing plans and processes in order to afford the maximum support to policies, lessen future liabilities, leverage opportunities, strengthen against unforeseen vulnerabilities and to increase the probability of favorable future outcome for a community.” Brent Ives, BHI Consultant to Public Agencies

It is the intention of the Fallbrook Regional Health District to develop a three-year cycle of goals, objectives, and success indicators in order to focus time, attention and resources on high priority, high results efforts that are aligned with the vision, mission, and values of the District.

Section 1: Foundational Statements

Mission: The Fallbrook Regional Health District assists residents to lead healthy lives, supporting a greater life span and independence.

Vision: Fallbrook Regional Health District will offer and support services and programs that measurably improve physical and mental health, social engagement and increased life span and independence.

Values: The Fallbrook Regional Health District values dedication, efficiency, integrity, objectivity, prudence, respect, and transparency for all members of our community. Our efforts support our commitment to being an inclusive entity as we continually seek to strengthen our institution as a place for personal and social development.

Section 2: Annual Strategic Plan Timeline *(aligns with District’s Fiscal Year)*

Month	Element
September	<ul style="list-style-type: none"> • Annual Report on Wellness Center Program/Events/Initiatives/ Success Indicators • Annual Report on District and Wellness Center Organizational and Operational Success Indicators
December	<ul style="list-style-type: none"> • Quarterly Report on Wellness Center Program/Events/Initiatives/ Success Indicators • Quarterly Report on Wellness Center Organizational and Operational Success Indicators
January	<ul style="list-style-type: none"> • Grantee Guidelines Determined
March	<ul style="list-style-type: none"> • Grantee submission reviewed. • Quarterly Report on Wellness Center Program/Events/Initiatives/ Success Indicators • Quarterly Report on Wellness Center Organizational and Operational Success Indicators
April	<ul style="list-style-type: none"> • Public Hearing on Annual Budget
May	<ul style="list-style-type: none"> • Annual Strategic Plan Review and Renew Work Study Session • Board Self Evaluation Work Study Session

June	<ul style="list-style-type: none"> • Annual Budget Adoption • Quarterly Report on Wellness Center Program/Events/Initiatives/ Success Indicators • Quarterly Report on Wellness Center Organizational and Operational Success Indicators • Grantee allocations approved at Board meeting.
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Section 3: Wellness Center Goals, Objectives and Success Indicators

- 2021-2022 Goals, Objectives, Success Indicators
- 2022-2023 Goals, Objectives, Success Indicators
- 2023-2024 Goals, Objectives, Success Indicators

Section 4: FRHD Organizational and Operational Goals, Objectives, and Success Indicators

- 2021-2022 Goals, Objectives, Success Indicators
- 2022-2023 Goals, Objectives, Success Indicators
- 2023-2024 Goals, Objectives, Success Indicators

Section 5: Facility Multi Year Maintenance Plan

- 2021-2022 Goals, Objectives, Success Indicators
- 2022-2023 Goals, Objectives, Success Indicators
- 2023-2024 Goals, Objectives, Success Indicators

Section 6: Board Development

- 2021-2022 Goals, Objectives, Success Indicators
- 2022-2023 Goals, Objectives, Success Indicators
- 2023-2024 Goals, Objectives, Success Indicators

Section 8: Protocol for Annual Review/Renewal of Strategic Plan

At the April meeting, the Board and CEO will identify strengths, weaknesses, opportunities and threats that should be considered in the setting of goals, objectives, and success indicators.

The Board will develop goals and objectives for Board Development during the May Board Self Evaluation Work Study Session for consideration at the June Board meeting.

The Board and CEO will draft goals and success indicators. The objectives will be developed by the CEO and appropriate staff. The goals and objectives for Sections 3-6 will be considered at the May Board meeting.

Job Title: Wellness Center Administrator

Job Objective:

The Wellness Center Administrator is responsible for organizing programs and activities for the Fallbrook Regional Health District's Wellness Center campus. The position interfaces with key stakeholders and community partners in the discovery, development and implementation of health and wellness programs and services. As part of the District's Executive team, this position is tasked with assisting in the development of programs, coordination of services, and collaboration of resources that support and implement FRHD's strategic priorities. This position requires a strong talent for project coordination, delegation, and communication; including, but not limited to community outreach and marketing. The Wellness Center Administrator provides executive and administrative support to the CEO and Board of Directors; work that requires the use of independent judgment and initiative. This position will provide direct management of the Wellness Center's staff and coordination of community volunteers. This position also serves as the lead contact for the District's Foundation and thus will be expected to provide leadership for charitable initiatives and fund development efforts.

Initial phase: During the development, design, and construction of the Wellness Center property and initiation of the service/program offerings, the Wellness Center Administrator will provide project management support to the CEO. This position will serve as an onsite coordinator and point of contact for all Wellness Center activities.

Duties:

1. Organizing programs and activities in accordance with the mission and goals of the District.
2. Developing new programs to support the strategic direction of the District.
3. Assisting the CEO in developing program budgets and operating plans.
4. Assisting the CEO in developing an evaluation method to assess program strengths and identify areas for improvement.
5. Assisting the CEO in writing program funding proposals and other fund development operations.
6. Managing a team with a diverse array of talents and responsibilities.
7. Identify key requirements needed from cross-functional teams and external vendors.
8. Meeting with stakeholders to make communication easy and transparent regarding project issues and decisions on services.
9. Ensure that the Wellness Center goals are met in areas including participant satisfaction, safety, quality, and team member performance.
10. Producing accurate and timely reporting of program status.
11. Develop and support marketing and outreach strategy and implementation.
12. Attend and participate in community events as related to the provision of services of the District.
13. Develop and maintains effective working relationships with other District staff members.
14. All other duties as assigned.

Qualifications:

The Wellness Center Administrator is expected to have proven stakeholder management and communication skills; including excellent written and verbal communication skills, marketing experience is preferred but not required. Proven experience managing a team and coordinating multiple projects. A talent for developing strong interpersonal relationship and consensus building is preferred. Have experience with and direct knowledge of basic fund development strategies and campaigns. Possess the ability to work effectively and patiently with

individuals with age related, cognitive or physical limitations. Strong computer literacy skills with proficiency in Microsoft Office.

Ability to speak Spanish is preferred but not required.

Education: BS/MS Marketing, Business or Healthcare (or equivalent experience).

Experience: Preferred two to five years of executive experience in the public, nonprofit, or corporate settings.

Other Requirements:

Physical stamina and ability to meet the physical requirements necessary to safely and effectively perform the assigned duties, including,

- Walking/Standing up to 7.5 hours per day.
- Lifting, the ability to assist with other staff folding tables, chairs and other event related materials; as well as be able to lift up to 25 pounds independently.
- Talking: Expresses ideas and shares information by means of spoken word and by telephone.
- Hearing: Hears well enough to receive communication in person and by telephone.
- Hands/Arms: Operates computer for up to 7 hours per day.
- Vision: Reads written or video messages for up to 8 hours per day

Organization Culture: Ability to work independently and/or as a team member. Ability to perform work in a creative, energetic and self-directive manner.

Work Hours: The Wellness Center Administrator is a full-time position. The organization core operating hours are 9:00 a.m. to 5:00 p.m. Monday through Friday; however, due to the nature of the Wellness Center’s programs, some evening and/or weekend appointments may be required. At least one evening per month will be required. Occasional travel may be involved.

Salary Range and Benefits: \$65,000 to \$85,000 annual salary, exempt. Medical, dental and vision benefits are provided. The District offers a Simple IRA retirement program. Details are available through the CEO.

Bilingual Pay: This position is eligible for a Bilingual Pay add-on; which equates to 3% additional pay.

Supervisor: Chief Executive Officer

The terms of my employment have been discussed with me, and I understand the benefits available and the rate of pay (Annual Salary/Exempt \$ _____) through my employment at FRHD.

Employee Signature: _____

Start Date: _____

5.27.2021

Subject: FW: Diversity, Equity & Inclusion Pilot Program

Diversity, Equity & Inclusion Pilot Program



Dear Rachel,

ACHD is happy to announce an exciting opportunity to assist members with their [Diversity, Equity & Inclusion](#) (DEI) work, including robust training and education.

Thanks to a grant from The Wellness Foundation, ACHD is launching a new pilot program for up to six districts. Districts interested in this opportunity will need to submit an application. Districts will be judged and selected based on a [number of criteria](#), including their need and desire to further their DEI work.

Selected districts will receive a private consultation with a trained DEI expert to identify areas of improvement within the district and suggest focused education and training. These districts will then participate in a series of exclusive, tailored educational sessions and roundtables to progress the healthcare districts' journey surrounding DEI. Selected districts should expect to participate in all trainings and roundtables over the summer of 2021.

[Submit your application today](#) through **June 25, 2021**.

[Submit an Application Here](#)

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Submit your application today through **June 25, 2021**.

Criteria

District has demonstrated they have:

- A need to implement programs and policies focused on DEI, or other DEI work
- The capacity and availability to be committed to this opportunity
- A willingness to implement programs and policies focused on DEI
- An interest in bringing DEI principles to their community and patients
- A commitment to continue working on DEI after the conclusion of this opportunity

Definitions*

Diversity is the presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective. Populations that have been-and remain-underrepresented among practitioners in the field and marginalized in the broader society.

Equity is promoting justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.

Inclusion is an outcome to ensure those that are diverse actually feel and/or are welcomed. Inclusion outcomes are met when you, your institution, and your program are truly inviting to all. To the degree to which diverse individuals are able to participate fully in the decision-making processes and development opportunities within an organization or group.