



**DESERT HEALTHCARE DISTRICT  
STRATEGIC PLANNING COMMITTEE  
MEETING MINUTES  
January 19, 2021**

| Directors Present via Video Conference  | District Staff Present via Video Conference  | Absent |
|---|--|--------|
| Director/Chair Les Zendle, MD<br>President Leticia De Lara<br>Director Arthur Shorr | Conrado E Bárzaga, MD, CEO<br>Chris Christensen, CAO<br>Donna Craig, Chief Program Officer<br>Meghan Kane, Programs and Research Analyst<br>Andrea S. Hayles, Clerk to the Board |        |

| AGENDA ITEMS   | DISCUSSION  | ACTION   |
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| <b>I. Call to Order</b>  | Chair Zendle called the meeting to order at 4:30 p.m.   |  |
| <b>II. Approval of Agenda</b>  | Chair Zendle asked for a motion to approve the Agenda.  | <b>It was moved by Director Shorr and seconded by President De Lara to approve the agenda.<br/>Motion passed unanimously.</b>                            |
| <b>III. Approval of the Minutes – November 09, 2020</b>  | Chair Zendle asked for a motion to approve the minutes of the November 9, 2020 meeting.   | <b>It was moved by Director Shorr and seconded by President De Lara to approve the November 09, 2020 meeting minutes.<br/>Motion passed unanimously.</b> |
| <b>IV. Public Comment</b>  | There was no public comment.  |  |
| <b>V. New Business</b>   |   |  |
| <b>1. Housing as a Social Determinant of Health – Coachella Valley Housing Catalyst Fund – Lift to Rise &amp; Riverside County Housing Authority</b> | Conrado Bárzaga, MD, CEO, explained the background of the housing catalyst fund, the exploratory role of the various committees, and the opportunity of the committee to request additional information from Lift to Rise. The discussions continue to evolve with rapidly changing market conditions, but a key component that requires resolve is the appropriate funding mechanism. The District is awaiting legal counsel's conclusion to determine if a recoverable grant, a program-related |  |



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|  | <p>investment, or whether moving the matter through the grant process similar to traditional organizations is appropriate for the District to join other funders, including how the catalyst fund fits in the strategic plan.</p> <p>Director Shorr explained that he was under the impression the committee would discuss whether there is an interest and if the concept fits in the overall broad-based mission. One dimension of the discussion is in comparison to housing support and how the District obtains the best use of the disbursement of funds. Dr. Bázquez, CEO, explained that housing remains an important topic due to the affordability and safety of housing in the Coachella Valley as apparent in the work with the Community Health Needs Assessment that thus far, and the subject has elevated to one of the top five issues impacting the community.</p> <p>Heather Vaikona, CEO, Lift to Rise, described the District’s assistance over the past year as Lift to Rise strives to building an economic community response and to date, there are 2,000 households awaiting assistance with approximately 8,000 individuals on the waiting list for rental assistance support. The current cash on hand through the month of February</p> |  |
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|  | <p>for 500 households will cost approximately \$2M. The level of need in the community is high, such as 2,000 applicants on the waiting list, and of those, 1,200 do not meet the financial criteria for rental assistance with incomes above 80% of the median income. To address the housing instability pre-COVID and now, 2 in 3 Coachella Valley households are experiencing a rent burden, further explaining the solutions, such as education on legal rights and rental aid assistance for coordinating and streamlining investments for an increase in housing production. It is the hope of Lift to Rise that the committee determines what type of investment the District could make to assist with increasing the supply of housing and to contribute to coordinating with other partners to leverage resources. If the District supports the fund via a grant even if recoverable, it would absorb the risk of other investments and the District would join other funders that are contributing.</p> <p>The committee discussed familiarity with the housing catalyst, the challenges, other collaborators, the request to the Treasury Department, and how the District can potentially support the cause.</p> |  |
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|  | <p>Director Shorr explained that it is clear there is an enormous housing need, but additional resources are necessary, and with the District’s funding, it appears out of scope with the request based on the District's limited resources.</p> <p>President De Lara reminded the committee that the role of the committee is to determine if the housing catalyst fund connects to the upcoming strategic plan and whether it fits into last year’s plan.</p> <p>Dr. Barzaga explained that in the prior year’s strategic plan’s homelessness was identified as a priority, an outcome related to other matters, and the health impact of housing affordability and insecurity.</p> <p>Chair Zendle outlined what the District envisions as the best position to fund matters that other organizations cannot fund or will not fund, such as the COVID testing in the East Valley. The District was the best group and assessing the other strategic areas the District should determine if it has unique role. Further, Chair Zendle explained that the committee should continue with the strategic planning, wait until there is a specific proposal, determine if the catalyst fund fits the strategic plan, and whether the Board wants to fund the catalyst.</p> |  |
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|  | <p>Concluding the discussion, the committee discussed the grant process as it relates to AB 2019, pressure from Lift to Rise for the District to decide, that a \$10M request is unreasonable, the organizational funding impact with the F&amp;A Committee, and the expectations to move forward.</p> <p>Dr. Bárzaga, CEO, explained that the direction from the committee is hard to determine, but a letter of intent is a start by following the appropriate policy. However, the magnitude of the impact is why staff prepared the social determinants of health as it relates to housing.</p>  |  |
| <p><b>VI. Old Business</b><br/> <b>1. Community Health Needs Assessment and Health Improvement Plan Update – Jenna LeComte-Hinely, PhD, Chief Executive Officer, Health Assessment and Research for Communities (HARC)</b><br/> <b>a. Focus Groups</b></p> | <p>Casey Leier, PhD, Director of Research and Evaluation, Health Assessment and Research for Communities (HARC) described the results of the focus groups that included the advisory council focus groups, and the community focus groups. The top health needs identified by each focus group are access to healthcare, economic stability, education, environment, mental health, injury and violence, and nutrition, obesity, physical activity.</p> <p>The next steps were illustrated that include prioritizing community health needs in January, implementation strategies in January and</p> |  |



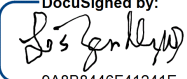
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|  | <p>February, and in March the design evaluation.</p> <p>Dr. Bárzaga explained that access to healthcare is major component, but the social determinants of health with economic stability and education is high, including the environmental impact on the health population.</p>   |  |
| <p><b>VII. Strategic Plan</b><br/><b>1. 2021- Strategic Plan</b><br/><b>a. Committee Input</b></p> | <p>Conrado Bárzaga, MD, CEO, described guidance and input on the committee’s vision for the strategic plan and developing the discussions as it relates to the capacity of the District for a strategic plan to outline the grantmaking for the next two to three years and to continue developing the conversations.</p> <p>Director Shorr suggests a planning structure and placing the matters annually in buckets of allocation that includes a multi-year plan with changes as necessary.</p> <p>President De Lara explained that a 3-year plan is necessary to include the data from HARC in the Community Health Needs Assessment, which would require modifications based on the ever-changing environment with goals for funding and resources. Evaluating the progress and effectiveness with the CEO’s input on his plan to measure the effectiveness for more accountability.</p> |  |



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|                          | <p>Director Zendle that more than 12 months is necessary, but the buckets should remain with potential modifications, possibly prioritizing the buckets differently, but to include staff and the Board's experience of the buckets with a 3-year plan to measure over time.</p> <p>Staff will research various consultants to assist in the consideration of Board approval.</p> |  |
| <b>VIII. Adjournment</b> | Chair Zendle adjourned the meeting at 5:55 p.m.   | <p><b>Audio recording available on the website at</b><br/> <a href="https://www.dhcd.org/Agendas-and-Documents">https://www.dhcd.org/Agendas-and-Documents</a></p> |

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ATTEST: \_\_\_\_\_  
 Les Zendle, MD, Chair/Director, Strategic Planning Committee  
 Desert Healthcare District Board of Directors

*Minutes respectfully submitted by Andrea S. Hayles, Clerk of the Board*