



**DESERT HEALTHCARE DISTRICT
SPECIAL BOARD MEETING
Board of Directors
May 23, 2017
5:30 p.m.**

Jerry Stergios Building, 1st Floor
Conference Room B
1140 N. Indian Canyon Drive, Palm Springs, California 92262
This meeting is handicapped-accessible

<i>Page(s)</i>	AGENDA	<i>Item Type</i>
	<i>Any item on the agenda may result in Board Action</i>	
	A. CALL TO ORDER – President Rogers Roll Call ____ Director Zendle ____ Director Wortham ____ Director Matthews ____ Vice-President Hazen ____ President Rogers	
	B. APPROVAL OF AGENDA	Action
	C. PUBLIC COMMENT At this time, comments from the audience may be made on items <u>not</u> listed on the agenda that are of public interest and within the subject-matter jurisdiction of the District. The Board has a policy of limiting speakers to no more than three minutes. The Board cannot take action on items not listed on the agenda. Public input may be offered on agenda items when they come up for discussion and/or action.	
	D. NEW BUSINESS 1. Review of initial draft Three (3) – Year Strategic Plan (FY17-18, FY18-19, FY19-20).	Discussion
	E. ADJOURNMENT	



Date: May 17, 2017

To: Board of Directors

Subject: Three (3) - Year Draft Strategic Plan (FY17-18, FY18-19, FY19-20)

Staff Recommendation: Review and provide input on the **first draft** of the comprehensive 3-year Strategic Plan (FY17-18, FY18-19, FY19-20).

Background:

- In late December to February 28, Board Members, Staff, stakeholders, and Coachella Valley residents discussed and provided input on the development of a new Vision for the Desert Healthcare District/Foundation.
- On February 28, the Board adopted a transformational Vision for the District/Foundation as follows: **“Connecting Coachella Valley residents to health and wellness services and programs through resources and philanthropy, health facilities, information and community education, and public policy.”**
- On March 23 and the morning of March 24, the Board held a Special Board Meeting on Strategic Planning. The Board spent the bulk of the meeting discussing various issues related to the Vision and Strategic Plan and heard from our strategic planning and other consultants, Staff, and a significant number of community members.
- Before the March 23-24 Special Meeting, Board Members and Staff continued to interact with consultants, stakeholders, grantees, and residents, and others to gain continued input as part of the strategic planning process.
- The District/Foundation co-hosted two Town Halls on East Valley expansion on April 11 and May 4 with Assemblymember Eduardo Garcia; both Town Halls were well attended and provided an outlet to discuss many issues identified in the strategic planning process.
- Staff and Pacific Health Consulting Group (PHCG) have been working closely together on the initial draft of the 3-year Strategic Plan since the March 23-24 Special Meeting.
- The first draft is being formally presented by Staff and PHCG at the Board’s May 23 Special Meeting on Strategic Planning, following the Board’s regular monthly meeting.

Fiscal Impact: The Board will consider the FY17-18 Budget after the expected adoption of the final Strategic Plan at the June 27 Board meeting.



TO: Board of Directors

FROM: Herb K. Schultz, CEO
Chris Christensen, CFO/COO

SUBJECT: Three (3) - Year Draft Strategic Plan (FY17-18, FY18-19, FY19-20)

Date: May 17, 2017

Attached, for your review and discussion at the upcoming May 23 Special Board Meeting, is the Draft 3-Year Strategic Plan (FY17-18, FY18-19, FY19-20).

The draft has been developed by our Pacific Health Consulting Group (PHCG) consultants and Staff, informed fully by the Board's Strategic Planning Special Meeting on March 23-24, as well as ongoing discussions with the Board, Staff, government officials and community leaders/organizations, and Coachella Valley residents since the beginning of 2017.

The contents of the draft Strategic Plan packet includes:

1. A one-page graph that illustrates the entire plan and process – which will be detailed by PHCG as a part of an initial presentation at the start of the meeting.
2. A one-page outline of the proposed “Strategic Priorities” and “Community Health Focus Areas.” The first 4 recommended “Strategic Priorities” (out of 5) equate to the 4 buckets in the Board's newly adopted Vision (e.g., Resources and Philanthropy; Health Facilities; Information and Community Education; and Public Policy).
3. A three-page document that lists the recommended “Strategies” and “Outcomes” that align with each of the proposed “Strategic Priorities.”
4. A one-page chart that takes each of the proposed “Community Health Focus Areas” and recommends “Activities” for the first 4 proposed “Strategic Priorities.” Since the Board is undertaking a One Coachella Valley approach to strategic planning, East Valley expansion is incorporated throughout this chart, and therefore the 5th recommended “Strategic Priority” area does not need to be listed out separately.
5. A one-page organization chart outlining a proposed infrastructure plan, including recommendations for new responsibilities of existing staff and proposed new staff positions.
6. A one-page chart to go along with #5 above that lays out the proposed major areas of responsibility for existing staff and proposed new staff. The CEO, CFO,

Accounting/Administrative Support, and Board Legal Counsel are not included on this chart as there are no proposed changes.

7. Appendix A: Draft job descriptions for new responsibilities of existing staff and proposed new positions.

8. Appendix B: A one-page map of the proposed annexation boundaries.

Note: Please note that last week, the F&A Committee provided initial input into a draft FY17-18 Budget. The Board will consider the FY17-18 Budget at its June Meeting after a second review by the F&A Committee and after the review and consideration of a proposed final draft Strategic Plan.

Note: Further, separately but related to the draft Strategic Plan, you will be considering a professional services agreement with Mary Odell (former 20-year President & CEO of the UniHealth Foundation and a national, state, and local philanthropic leader). It relates to the implementation/operationalization of a major portion of the Strategic Plan in the area of “Resources and Philanthropy.” The F&A Committee sent it forward with an affirmative recommendation at their May 9 meeting. Ms. Odell, as a part of her proposal would be evaluating our current and proposed philanthropic program, including draft job descriptions.

Desert Healthcare District/Desert Health Foundation Three (3) - Year Strategic Plan: FY17-18, FY18-19, FY19-20



DESERT HEALTHCARE DISTRICT / DESERT HEALTH FOUNDATION
THREE (3) - YEAR STRATEGIC PLAN: FY17-18, FY18-19, FY19-20
[draft for review and discussion – May 17, 2017]

Our Organizational Vision

“Connecting Coachella Valley residents to health and wellness services and programs through resources and philanthropy, health facilities, information and community education, and public policy.”

Our Strategic Priorities: FY17-18, FY18-19, FY19-20

The Desert Healthcare District/Desert Health Foundation has defined five over-arching **Strategic Priorities** for the next three years:

- 1. Resources and Philanthropy.** Transform our organization’s leadership role through the implementation of a focused investment and philanthropic strategy to positively impact delivery of critical community health needs in the communities we serve
- 2. Health Facilities.** Pursue facility initiatives that promote stable, high-quality health services that respond to community needs
- 3. Information and Community Education.** Elevate the District/Foundation (DBA as a Foundation) and establish a reputation as a community health leader and educator
- 4. Public Policy.** Become a leader in health-related public policy through convening, impact analysis and research
- 5. East Valley Expansion.** Conduct a District expansion process that enhances community funding, fairly balances the health needs of residents in the existing and expanded boundaries, and effectively engages residents in the expansion region

Our Community Health Focus Areas

To enhance our impact on community health, the Desert Healthcare District/Desert Health Foundation has, in addition, identified four **Community Health Focus Areas**, which will serve as the focus for new initiatives, funding and other investments over the next three years. Each Strategic Priority will incorporate these focus areas:

- **Behavioral Health and Homelessness.** Support enhanced access to the full range of behavioral health services and programs, including inpatient and community-based mental health services and programs, substance use treatment services and programs, and solutions including the related challenge of homelessness among residents with mental health and substance use issues.
- **Primary Care Access and Delivery System.** Increase the primary care workforce and promote sustainable primary care services and programs in the region.
- **Healthy Eating, Active Living.** Promote efforts that address diabetes, obesity, and other chronic conditions, nutrition, healthy lifestyles, food scarcity and healthy communities.
- **Quality, Safety, Accountability and Transparency.** Advance the provision of high quality health services and programs with clear accountability in the delivery of District-sponsored services and programs.

DESERT HEALTHCARE DISTRICT / DESERT HEALTH FOUNDATION

THREE (3) - YEAR STRATEGIC PLAN FRAMEWORK: FY17-18, FY18-19, FY19-20 [draft for review and discussion – May 17, 2017]

PRIORITIES

STRATEGIES

OUTCOMES

1

RESOURCES AND PHILANTHROPY

Transform our organization’s leadership role through the implementation of a focused investment and philanthropic strategy to positively impact delivery of critical community health needs in the communities we serve

Strategy 1.1 Build Philanthropic Role. Develop the organizational structure, approach and capability to implement focused investment and philanthropy strategies that target critical community health needs

Strategy 1.2 Targeted Community Health Initiatives. Implement funding initiatives to meaningfully impact selected Community Health Focus Areas: Behavioral Health and Homelessness; Primary Care Access and Delivery System, and; Healthy Eating, Active Living

- Identify metrics for each initiative to measure health status changes
- Increase philanthropic giving by 10% annually

2

HEALTH FACILITIES

Pursue facility initiatives that promote stable, high-quality health services that respond to community needs

Strategy 2.1 Palm Springs Hospital Facility. Reach a long-term hospital facility solution that meets the following criteria:

- Enforce standards for high quality services and facilities
- Scope of services respond to critical community needs
- Meet 2030 hospital seismic safety standards
- Generate continued stable funding for community services

Strategy 2.2 Facility Initiatives. Evaluate opportunities to support community health facility initiatives that address critical community needs, such as primary care access or inpatient/outpatient behavioral health services

- Adoption of hospital facility solution that meet strategy 2.1 defined criteria by DATE
- Articulate a plan to guide other facility investment and support in the community by DATE



PRIORITIES

STRATEGIES

OUTCOMES

3

INFORMATION AND COMMUNITY EDUCATION

Elevate the District/Foundation (DBA as a Foundation) and establish a reputation as a community health leader and educator

Strategy 3.1 Community Awareness and Visibility. Elevate the visibility of the District/Foundation in the community and educate residents about our unique role in improving health

Strategy 3.2 Connection to Services. Facilitate the ability of residents to connect to health and wellness services in the community through active support of cvHIP, and the implementation of a multi-faceted, comprehensive marketing and communications strategy

Strategy 3.3 Outreach. Cultivate and sustain active and positive relationships with providers, funders, community health leaders, government officials, community residents and other stakeholders

Strategy 3.4 District/Foundation Transparency. Establish new forums to promote transparency in District/Foundation decision-making and performance monitoring

- Development of a comprehensive marketing and communications strategy by DATE
- Increased knowledge of District/Foundation priorities, programs and performance as measured by polling and focus groups
- Develop metrics for cvHIP to identify and measure utilization and results.

4

PUBLIC POLICY

Become a leader in health-related public policy through convening, impact analysis and research

Strategy 4.1 Public Policy. Provide policy monitoring and guidance to the Board. Conduct impact analysis to evaluate the impact of county, state and federal policies on the Coachella Valley

Strategy 4.2 Community Relations. Provide policy-related information, technical assistance and convening support to community partners on important local, regional, state and federal policy areas that impact the Coachella Valley

- Develop a Board approved public policy agenda for the District/Foundation
- Demonstrated community leadership through the holding of 4 policy forums per year with the community

PRIORITIES

STRATEGIES

OUTCOMES

5

**EAST VALLEY
EXPANSION**

Conduct a District expansion process that enhances community funding, fairly balances the health needs of residents in the existing and expanded boundaries, and effectively engages residents in the expansion region

Strategy 5.1 Expansion Funding. Achieve a funding solution that provides greatly needed investments in the expanded region

Strategy 5.2 Community Engagement. Work with allies, conduct outreach and public engagement to educate residents about District/Foundation expansion and role, and promote One Coachella Valley

Strategy 5.3 Governance and Representation. Ensure meaningful community representation in District/Foundation and greater effectiveness through the development and implementation of multiple strategies

Strategy 5.4 East Valley Funding Initiatives. Formally evaluate community health needs and implement a region-specific investment and philanthropy strategy to address critical needs

- Develop an East Valley outreach and education plan by September 2017
- Open an East Valley office by October 2017 (potential part-time)
- Voter approval of East Valley expansion in November 2018
- 4 community forums annually with community members, community leaders and public officials
- Implement an East Valley funding plan
- Develop a process for selecting new Directors by June 2018 and a process to create 7 member districts between January and June 2019



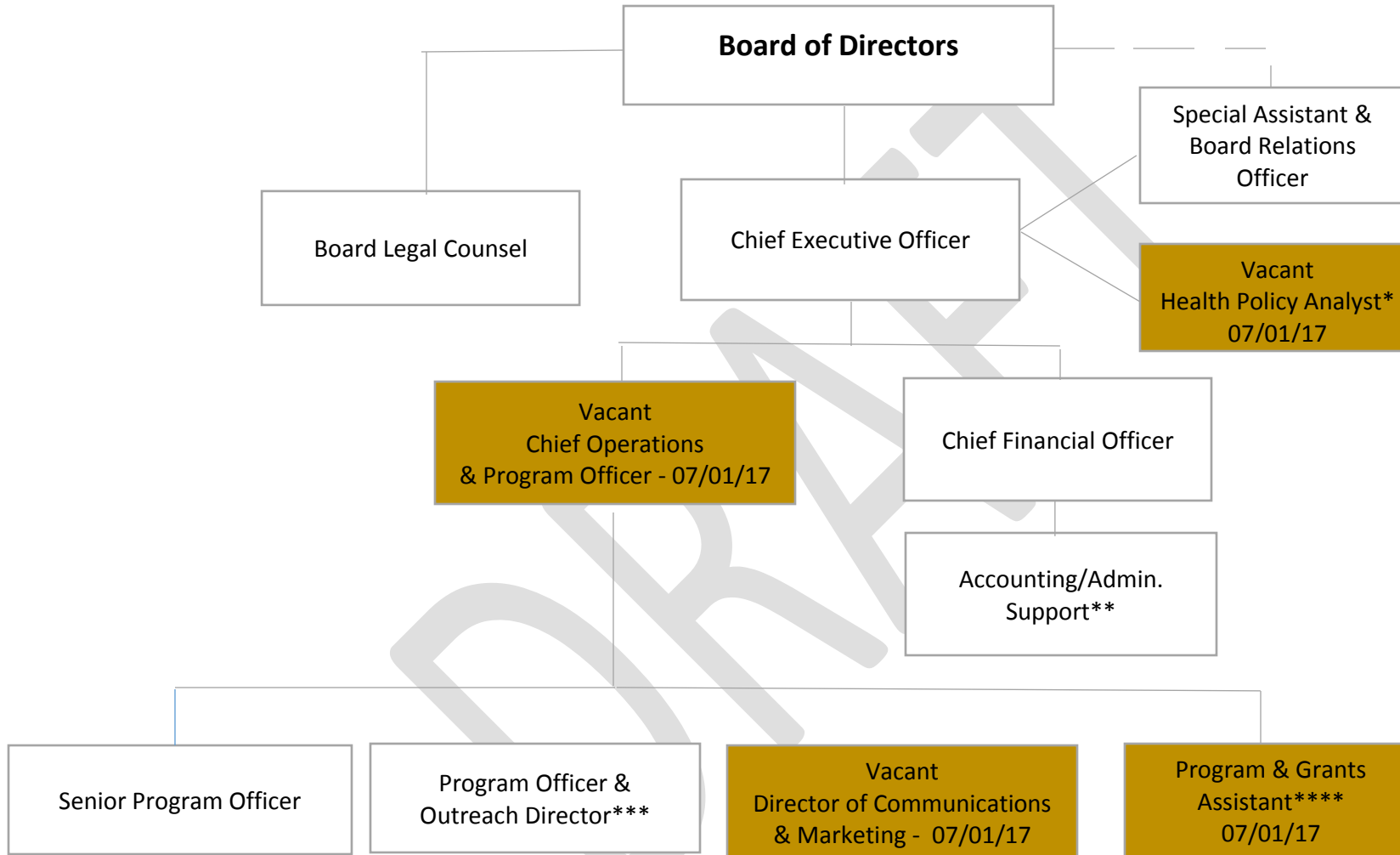
How will the strategic plan address the Community Health Focus Areas?

As stated, the Desert Healthcare District/Desert Health Foundation identified 4 Community Health Focus Areas that it will seek to impact as part of its strategic plan activities over the next three years. The below chart highlights how the Desert Healthcare District/Desert Health Foundation will address each of the Community Health Focus Areas through its Strategic Plan Priorities. In keeping with the concept of One Coachella Valley, the inclusion of the East Valley is explicit in all of the activities described for the Community Health Focus Areas below.

		DESERT HEALTHCARE DISTRICT/DESERT HEALTH FOUNDATION ACTIVITIES			
		RESOURCES AND PHILANTHROPY	HEALTH FACILITIES	INFORMATION AND COMMUNITY EDUCATION	PUBLIC POLICY
COMMUNITY HEALTH FOCUS AREAS	<i>Behavioral Health and Homelessness</i>	Implement targeted initiatives to increase access to community behavioral health services and programs	Evaluate opportunities to expand inpatient psychiatric beds in the community and/or invest in other community mental health, substance use and/or housing facilities	Educate/connect residents to services and programs, and promote awareness of behavioral health issues and potential solutions	Policy analysis and research evaluating the impact of policies on behavioral health and homelessness
	<i>Primary Care Access and Delivery System</i>	Implement initiatives to build primary care workforce and increase sustainable primary care services and programs for Valley residents, especially the underserved	Evaluate targeted capital funding opportunities for primary care/wellness facilities in underserved areas	Educate/connect residents to services and programs, and promote awareness of primary care access issues and potential solutions	Policy analysis and research evaluating the impact of policies on primary care workforce and strengthen sustainability of the delivery system
	<i>Healthy Eating, Active Living</i>	Implement targeted initiatives to address the social determinants of health, promote nutrition and healthy lifestyles, and/or treat diabetes, obesity, and other chronic conditions in our communities	Potential support for facilities that provide diabetes, obesity, nutrition, education, lifestyle improvement or other related services and programs	Educate/connect residents to services and programs, and promote awareness of key issues and potential solutions	Policy analysis and research evaluating the impact of policies on community environments and healthy lifestyles
	<i>Quality, Safety, Accountability and Transparency</i>	Palm Springs hospital facility solution that: 1) includes a scope of services and programs that responds to community needs and 2) generates continued funding for community services and programs	Palm Springs hospital facility solution that: 1) enforces high quality and extensive safety standards, 2) meets state seismic standards	Pro-active community forums to educate residents about spending, priorities, quality performance, etc.	Policy analysis and research evaluating Palm Springs hospital facility matters.



Desert Healthcare District/Foundation Proposed FY17-18 Organizational Chart



*Potentially funded for two (2) years by private foundation grant

**Supports CFO and current Director of Projects, Programs and Analytics

***Two (2) days per week in an East Valley Office – Beginning October 2017

****.5 FTE NEOPB grant-funded Health Educator

****.5 FTE Program & Grants Assistant

Note: Shaded boxes indicate proposed new positions

**Major Areas of Responsibility for Proposed Staff
Or New Responsibilities for Existing Staff In the Strategic Plan***

1	Resources and Philanthropy	<p><u>Chief Operating and Program Officer (new)</u></p> <ul style="list-style-type: none"> • Oversee development and implementation of an investment and grant-making strategy to address Community Health Focus Areas and expansion-region initiatives • Ensure execution and evaluation of grantmaking initiatives <p><u>Senior Program Officer (existing)</u></p> <ul style="list-style-type: none"> • Convene community agencies/leaders to define and align funding and other initiatives • Provide leadership to the design, implementation and evaluation of initiatives and proposals • Serve as an external ambassador <p><u>Program Officer and Outreach Director (existing)</u></p> <ul style="list-style-type: none"> • Make recommendations on initiatives and proposals • Direct targeted initiatives/grants • Serve as an external ambassador <p><u>Program and Grants Management Assistant (new)</u></p> <ul style="list-style-type: none"> • Program and grants management/administrative activities, including maintaining grantee database and producing reports on grants activities
2	Health Facilities	
3	Information and Community Education	<p><u>Director, Communications and Marketing (new)</u></p> <ul style="list-style-type: none"> • Develop and implement multi-faceted communications and marketing strategy to increase District/Foundation visibility and support resident linkage to services and programs <p><u>Program Officer and Outreach Director (existing)</u></p> <ul style="list-style-type: none"> • Lead outreach activities across the Valley <p><u>Chief Operating and Program Officer (new)</u></p> <ul style="list-style-type: none"> • Develop grantmaking strategy to promote resident linkage to services and programs
4	Public Policy	<p><u>Health Policy Analyst (new)</u></p> <ul style="list-style-type: none"> • Support the development of Board policy priorities • Identify the impact of federal, state and county policies on the Coachella Valley • Provide policy monitoring, analysis and guidance to the Board on policy issues • Provide policy information, policy technical assistance and convening of community partners
5	East Valley Expansion	<p><u>Chief Operating and Program Officer (new)</u></p> <ul style="list-style-type: none"> • Oversee development and implementation of East Valley plan for services, programs, and connection to the community • Ensure ongoing resident representation and communication <p><u>Program Officer and Outreach Director (existing)</u></p> <ul style="list-style-type: none"> • Lead community outreach and education activities • Cultivate strong community agency, resident and stakeholder engagement <p><u>Director, Communications and Marketing (new)</u></p> <ul style="list-style-type: none"> • Develop and implement an East Valley education, communications and marketing plan prior to and following the expansion

*See Appendix A for proposed job descriptions

DRAFT

Draft Job Descriptions

Appendix A

The Chief Operations and Program Officer

The Chief Operations and Program Officer (COPO) will have full operational responsibility for the day-to-day implementation of the Board's new, comprehensive, and three-year Strategic Plan. In addition, the incumbent will be responsible for implementing and managing all aspects of grantmaking in major program areas and for assisting the Board and Staff leadership in developing strategic priorities for its grantmaking and development.

Operations

The primary responsibilities of the COPO relating to operations will be to ensure the overall health, growth and sustainability of the organization through building effective service operations, setting goals and metrics that lead to high performance across all business functions, leading and growing a talented team, and partnering with the Board and CEO and in executing the strategic plan through effective best practices.

Team Leadership

- Build and sustain a positive staff culture of inclusion, respect, quality and excellence.
- Foster a mission and vision-focused culture of continuous improvement and learning.
- Ensure systems are in place to effectively recruit, retain, train, support, and evaluate a highly motivated, and diverse staff.
- Enhance performance management systems to support professional development.

Grantmaking

- Manage the grantmaking process.
- Maintain a deep understanding of all grants, including their history, fit with mission, and impact.
- Lead the in-depth and critical analysis on proposals through due diligence, site visits, and research.
- Lead the establishment and management of relationships with grantees.
- Ensure grantees receive support to identify opportunities, solve problems, and build program capacity and effectiveness.
- Develop management reports on pre- and post-award grantmaking.
- Lead the monitoring and evaluation of the effectiveness of program grants.
- Review and improve the effectiveness and efficiency of work plans, activities, initiatives, and grantmaking systems.
- Manage program staff, foster professional development of staff, and delegate roles and responsibilities to ensure an efficient and effective grantmaking operation.
- Participate in site visits and conferences locally and at the state and national level as appropriate.

Appendix A

- Collaborate with CEO, Staff Team, and Board to refine strategic priority funding areas and further drive impact goals.
- Work with the Staff Team to frame the development of major grant initiatives.
- Develop a network of resources with other funders, in collaboration with the Board and CEO, to expand the knowledge base of grantmaking and best practices.
- Lead a collaborative team to develop a year-end reflection process for Board and staff leadership to evaluate the effectiveness of strategies for achieving impact goals and/or grantmaking priorities.
- Collaborate with the Board and Staff Team to provide updates for communications.

Supervision

The COPO will report to the CEO and directly supervise four staff members and is responsible for activities relating to and/or specific oversight of the following areas:

Operations

- Day-to-day implementation of the Board's new, comprehensive, and three-year Strategic Plan

Grantmaking, Development, and Evaluation Program

- All aspects of grantmaking in major program areas
- Systems and administration that lead to effective proposal preparation and grant writing, evaluation processes, data collection and management, and report production

Technology and Human Resources

- Technology infrastructure and investments
- Recruitment, onboarding and performance management systems

Communications and Marketing

- Marketing and communications investments
- Translating identified metrics, tools, and processes to external partners and donors (i.e. other foundations)
- Development and implementation of comprehensive communications and marketing plan(s)

Health Policy Analysis and Research

- Impact of public policies in major program areas – proposed and enacted – on Coachella Valley residents

Qualifications and Experience

Operations

- Advanced degree strongly preferred, bachelor's degree required.

Appendix A

- Minimum of 10 years of professional experience, with a senior-level track record, understanding of programmatic and operational functions (budgetary and operational planning, business analysis and finance, strategic planning and human resources).
- Proven track record of success facilitating a multi-disciplinary team; able and willing to take charge of situations when necessary; brings wisdom and sound judgment as both a thought-partner and a decision-maker.
- Experience building the culture and human capital to meet current and future needs; develops and empowers leaders and staff, drives accountability, heads off potential conflicts, adapts and adjusts leadership priorities as necessary.
- Sophisticated level of business and operational acumen; adapts and balances program delivery with budgetary realities excellent problem-solving skills, resourcefulness in setting priorities, proposing new ways of creating efficiencies, and guiding investment in people and systems.
- Exceptional written, oral and interpersonal skills; effectively adapts to multiple audiences;
- Grounded, generous, humble, self-reflective, kind, energetic, flexible, collaborative, positive, resilient, good sense of humor.

Qualifications and Experience

Grantmaking

- At least 5 to 7 years' previous grantmaking experience, including management of teams.
- Experience developing and evaluating strategic programmatic, philanthropic, or policy initiatives.
- Familiarity with collecting and analyzing data as a measure of grantee and grantmaking success.
- Awareness of and commitment to strengthening.
- Excellent written, verbal and presentation skills.
- Familiarity with grant management software.
- Flexibility to adapt to evolving demands and creatively solve problems.
- Ability to work both independently and as a member of a team.
- Willingness to travel regional sites to assess progress of grant partners.

Working Conditions:

- General office environment.
- Physical demands include lifting and moving equipment and supplies up to 25 pounds, visual acuity in reviewing detailed computer records, physical requirements related to sports activities and periodic travel.
- Occasional weekend, late afternoon, and evening hours.
- Punctuality and satisfactory attendance are essential functions of the job.

Compensation:

Appendix A

Exempt position commensurate with experience. The District/Foundation offers a competitive benefits package.

Director, Communications and Marketing

The Director of Communications and Marketing plays an integral role in ensuring the development and implementation of a multi-faceted comprehensive marketing and communications strategy designed to maximize the District/Foundation's ability to connect those in need to health and wellness services and programs as well as build and maintain a strong public presence. Possessing excellent written and verbal communication skills and extensive knowledge, the Director will be able to handle multiple projects and build strong relationships with fellow Team members and external audiences.

As a key member of the Staff Team, the Director will be an experienced leader and strategic thinker, a creative self-starter, with strong organizational and project management skills.

Develop, implement, manage, and measure strategic marketing campaigns and effective communications to increase brand awareness, attract students for its growing course offerings, and deepen engagement with key audiences. Position will research market trends, optimize digital marketing platforms, manage media relations, identify advertising initiatives, and oversee brand management and design. In coordination with the Board and Staff Team, will identify and set the goals and objectives of the annual communications and marketing plan.

CORE FUNCTION

Reporting to the District/Foundation COPO, the Director, Communications and Marketing, is an integral member of the Staff Team and is responsible for managing:

- The District/Foundation's public profile, presence and reputation through a comprehensive marketing/communications strategy designed to maximize success.
- The integration of the marketing/communications plan with programmatic and grantmaking activities.
- The integrity and accuracy of the database.

QUALIFICATIONS

- Relevant bachelor's degree in communications, marketing, or a related field.
- Minimum 7 years' experience in communications and experience working on health-related issues is strongly preferred.
- Strong grasp of direct marketing concepts and methods.
- Effective staff management skills.
- Excellent writing/editing skills with attention to detail.
- Strategic thinking.
- Strong understanding of visual identity/graphic design.

Appendix A

- Analytical/research skills.
- Ability to work to production deadlines.

SPECIFIC RESPONSIBILITIES

- Serve as the key staff person on communications and marketing issues, including media relations, crisis management, as well as new trends in governmental and charitable sector public relations.
- Establish the annual departmental strategic plan, including revenue and expense targets annually for each program.
- Evaluate the overall program and cost effectiveness.

Communications and Marketing

- Develop and implement a comprehensive communications and marketing plan to achieve the programmatic and expansion-related priorities and broader public awareness goals.
- Oversee the production of all communications and marketing materials as well as products like cvHIP. Other materials include newsletters, Annual Report, brochures and other marketing materials (e.g., speechwriting).
- Provide strategic advice on communications and marketing to the Board, Staff Team, and external audiences.
- Ensure the development and implementation of a newly-redesigned website is functional, user friendly, and is used effectively to maximum advantage as a communications tool.
- Evaluate and oversee the implementation of social media vehicles and strategies where appropriate to support District/Foundation activities, grantees, and other programs.

DATABASE AND PRIVACY

- Serve as Chief Privacy Officer.

Key Tasks:

Management and planning

Produce and implement strategic communications and marketing plan(s) to promote the priority activities of the District/Foundation and its grantees.

This will include:

1. Working within agreed budgets ensuring that agreed financial procedures are followed and available resources are effectively utilized.
2. Evaluating the success of marketing campaigns and contribute to reports for the Board.

Appendix A

3. Managing contracts and relationships with external agencies.
4. Developing and nurturing relationships with local stakeholders/users and media relations.

Marketing communications

Plan and implement marketing campaigns to consumers, businesses, community-based stakeholders, resident and visitors to the Coachella Valley, elected and other government officials, and others. This will include:

5. Developing a branding campaign, based on a “Foundation—focused approach.”
6. Focusing on cvHIP.

Print management

Handle all aspects of print production, managing design, proofing and distribution of all publications, leaflets, brochures and publicity material. This will include:

7. Ensuring all printed materials are effective, produced to a high standard within budget and delivered on time to the appropriate target audience.
8. Liaising with external suppliers or designing in-house as appropriate any publications, leaflets, brochures, advertisements and publicity materials.
9. Liaising with internal staff, external clients and partners to collate information and ensure that all marketing materials contain appropriate information about activities and grantees.

Online

Manage the website and all online marketing communications. This will include:

10. Managing email marketing communications, being responsible for planning and delivering effective digital campaigns to the appropriate target audience.
11. Ensuring information on the website is regularly updated and managed.
12. Ensuring third party websites (e.g., grantees, government) contain appropriate up-to-date information about District/Foundation activities, and ensure that links are established and maintained with appropriate organizations.
13. Ensuring that the District/Foundation is maximizing online marketing opportunities including search engine optimization and social networking opportunities.

Appendix A

14. Monitoring web statistics and providing regular reports of marketing campaigns to the Board, Staff, and external audiences as appropriate.

Brand management

Managing the development and implementation of the new brand, ensuring consistent use across all communications as appropriate. This will include:

15. Ensuring sponsors are credited as required by them.
16. Managing and developing brand style guidelines for internal and external use.
17. Ensuring correct use of style guidelines by external clients

Signage

18. Producing, and liaising with producers of temporary and permanent signage

Advertising

19. Purchasing advertising space and producing adverts to deadlines.

Research and evaluation

20. Undertaking regular market research campaigns existing and potential customers, where appropriate

21. Evaluating and reporting on marketing and communications campaigns.

22. Liaising with other organizations and partners who are able to undertake research on our behalf.

Partnerships

23. Liaising with other organizations and develop joint initiatives to market and promote key community health activities.

Working Conditions:

- General office environment.
- Physical demands include lifting and moving equipment and supplies up to 25 pounds, visual acuity in reviewing detailed computer records, physical requirements related to sports activities and periodic travel.
- Occasional weekend, late afternoon, and evening hours.
- Punctuality and satisfactory attendance are essential functions of the job.

Appendix A

Compensation:

Exempt position commensurate with experience. The District/Foundation offers a competitive benefits package.

Senior Program Officer (SPO)

Reporting to the Chief Operations and Program Director, the SPO will focus on efforts to create the conditions that allow communities and all of their residents to reach their greatest health potential, especially those facing the greatest challenges. These initiatives, coupled with multi-sector community leadership and capacity building, can change community environments and norms in ways that make it easier for people to be healthier.

The SPO will play a critical role in working to bring together and align the efforts of multi-sector stakeholders engaged in community transformation to improve health ranging from community organizers to change agents in transportation and community development to healthcare, housing.

Drawing upon experience in community organizing and social justice initiatives, with an on-the-ground as well as systems-level perspective of the successes and challenges associated with these endeavors, the new PO/SPO will provide intellectual and organizational leadership in designing and implementing new and on-going projects, evaluating proposals, monitoring programs and grants, learning from our investments and activities, and creating impact through dissemination of knowledge.

The SPO will also be expected to be an external ambassador for the District/Foundation and leadership on health equity and should have experience forging and maintaining dynamic partnerships at all levels of government to achieve change.

A successful SPO candidate will have a commitment to mentorship, have an advanced degree and 6+ years of relevant experience, have a total of 7-10 years of proven leadership and is recognized in a field for a specific area of knowledge related to community change. A combination of education and experience may be substituted for the education requirements.

A strategic thinker, s/he will have excellent organizational and interpersonal skills and will take a thoughtful approach to collaboration and community and partner engagement. Excellent verbal and written communication skills are required with the interest and competence to interact with a constituency of individuals from broad and diverse backgrounds, including internal leadership, external partners, high-level stakeholders and people from the communities we are working to impact, on a range of complex issues.

Appendix A

Primary Responsibilities

Program Development and Monitoring

- Initiates and contributes to the design and implementation of new and on-going initiatives. May lead subject area committees and cross-theme work groups to design and manage program areas to achieve key theme objectives. Serves as a partner with COPO, and the Staff Team in identifying strategic objectives and direction.
- Works with program staff, consultants, other funders and external organizations to plan and develop requests for funding. Screens and assesses prospective project proposals, works with applicants to refine plans and project budgets. Assures the quality of documents for projects being recommended for approval.
- Participates in meetings, conducts site visits, and reviews grantee submissions as part of overall responsibility for developing and managing existing grants and programs. Prepares oral and written summaries of grant activities.
- May oversee the work of program associates and interns related to grant monitoring activities, as assigned by the director.
- Monitors the programmatic aspects of funded projects and programs. Works with grants administrators in assessing financial status of programs over time.

Field Contributions, Learning and Dissemination

- Represents the District/Foundation publicly regarding program direction, program funding and grantmaking results. Responds to public inquiries about the application process.
- Stays abreast of new developments through networking and attendance at events.
- Participates in conferences, seminars, and other professional development activities to maintain and enhance expertise and professional status.
- Builds relationships with foundations and other key partners.
- Works with colleagues and consultants to develop measures of impact for major programs and activities, including assessment, evaluation, and dissemination of results of programs and projects.
- Works with other key units involved with communications and marketing, particularly dissemination through the websites, social media, research, evaluations and learning.

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- Participates in the development and monitoring of performance indicators and learning questions.
- Participates in projects related to interest and program areas.

Grantmaking Processes

- Responsible for understanding, implementing and following the grantmaking processes and policies.
- Analyzes and evaluates all aspects of theme-wide and project-specific proposals including strength of the activity, value for dollars requested and the organization's health and stability. In supporting recommendations and in monitoring financial status, the SPO works in collaboration with other program and financial personnel.
- Attends meetings, conducts site visits, and reviews grantee submissions as part of overall responsibility for developing and managing existing grants and programs. Prepares oral and written summaries of grant activities.
- Keeps the Board, CEO, COPO, and colleagues apprised of grant developments and occurrences in the field that are likely to affect theme decision making, group strategies or grants decision making.

Team Functioning

- Responsible for actively participating in team activities and improving team functioning, including compliance with team norms and providing support and back-up for other team members.
- Uses the COPO and team members to provide insight and guidance on programmatic strategies, grantmaking and grant management.
- Leads and or engages in emergent learning activities and periodic strategy reviews.

Requirements

- Completion of an advanced degree (e.g. MA, MPH, MJ, MBA, MPP, JD) and 6+ years of relevant experience. A total of 7-10 years of proven leadership and recognized in the field for specific area of knowledge related to community change. (A combination of education and experience may be substituted for the education requirements.)

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- Experience handling multiple priorities effectively; must be adept at organizing time efficiently; high tolerance for ambiguity; ability to understand and work collaboratively effectively with theme members in the organizational structure.
- Demonstrated ability to lead and build relationships to gain the respect and trust of others.
- Proven ability to work with flexibility, efficiency, enthusiasm, and diplomacy both individually and as part of a team effort.
- Demonstrated passion for the District's/Foundation's values with commitment to deliver results measured against the mission.
- Demonstrated qualities of the highest personal and professional integrity, along with a sense of humor.
- Strong presentation skills.
- Strong project and management skills.
- Strong interpersonal skills and a collaborative, energetic approach; able to develop productive relationships with colleagues, grantees, consultants, external funders, and others who contribute to program development and management.
- Creativity to think imaginatively about opportunities to create and respond to novel and innovative approaches to addressing an issue, and to inspire others to work toward achieving Foundation goals.
- Ability to travel – including site visits and representation at outside meetings.
- Demonstrated strong analytical, writing and oral presentation skills for communicating with a broad and diverse audience, including internal leadership, external high-level stakeholders and people from the communities we are working to reach on a range of complex issues.
- Ability to synthesize material and focus quickly on the essence of an issue while maintaining clarity around the big picture.

Compensation:

Exempt position commensurate with experience. The District/Foundation offers a competitive benefits package.

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Program Officer and Outreach Director (PODO)

Directs the current grant-funded programs (known as “Initiatives”), works on other grantmaking activities, and serves as the Outreach Director across the Coachella Valley, staffing an east Valley Office two days/week). He/she is the lead liaison to maintain strong and active community relationships, cultivating and sustaining relationships with stakeholders, other funders, experts in the field of community health, and others.

ESSENTIAL FUNCTIONS:

- Directs the current “initiative” programs, including the Nutrition Education and Obesity Prevention, Ready Set Swim, and Ready Set Swim Jr. Programs.
- serves as the Outreach Director across the Coachella Valley, staffing an east Valley Office two days/week). He/she is the lead liaison to maintain strong and active community relationships, cultivating and sustaining relationships with stakeholders, other funders, experts in the field of community health, and others.
- Makes grant funding recommendations for executive review and approval, including review of grant applications, research on prospective grantees, and preparation of documents and analysis for executive and board level review.
- Provides technical assistance to grantees as needed and requested to support funding requests and support successful implementation of programs.
- Monitors grant activity through on-site and telephone contacts, review of grantee progress and final reports.
- Develops, analyzes and makes recommendations on programs and initiatives.
- Ensures grantee compliance with grant outcomes and reporting requirements.
- Actively participates in the grant peer review process including strategy development and written proposal review.
- Develops, manages, reviews and complies with grant-making budgets.
- Establishes and maintains collaborative and cooperative working relationships with staff as appropriate and necessary.
- Supports and reviews program and grant outcomes, analyzes data to inform future grant strategy development and management.
- Inputs data into automated grants and programs system and prepares reports and correspondence related to assigned grants and programs.
- Represents the District/Foundation at community events and award ceremonies; occasionally serves as a spokesperson.
- Supports the establishment of new partnerships with relevant stakeholders, policy makers, opinion leaders, corporations, business, civic institutions and other funders to advance the mission, values, and strategic vision.
- Contribute content to publications, website, and social media accounts.
- Assist management in the continuing development and implementation of strategies to further the mission of the District/Foundation.

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QUALIFICATIONS:

- **Minimum Education:** Bachelor's Degree. Advanced Degree strongly preferred.
- **Minimum Experience:** 5-7 years of experience, preferably in a grant-making organization.
- **Knowledge & Skills:**
 - Programmatic knowledge base in community health and wellness.
 - Nonprofit operations, management and structure.
 - Technical assistance to non-profit sector.
 - Strong written and oral communication skills.
 - Knowledge of and experience addressing issues impacting underserved communities, community organizing and a good understanding of local government policies and processes is preferred.
 - Program management, strategy development experience and experience in managing consultants and project working teams to achieve results are essential.
 - Previous experience with developing and working with program budgets necessary.
 - Experience cultivating relationships with and identifying new members for advisory committees and boards of directors preferred.
 - Experience effectively leveraging skills and knowledge of Board and committee members to meet goals preferred.
 - Ability to organize detailed information, manage workflows and schedules. Excellent interpersonal skills, collegial and collaborative approach.
 - Ability to effectively interact with the public and to serve as a spokesperson.
 - Valid driver's license and automobile for site visits.
 - Familiarity with grants management software is a bonus.
 - District/Foundation mission and programs.
 - General supervisory concepts and techniques.
 - Spanish language competency is desirable.

Working Conditions:

- General office environment.
- Physical demands include lifting and moving equipment and supplies up to 25 pounds, visual acuity in reviewing detailed computer records, physical requirements related to sports activities and periodic travel.
- Occasional weekend, late afternoon, and evening hours.
- Punctuality and satisfactory attendance are essential functions of the job.

Compensation:

Exempt position commensurate with experience. The District/Foundation offers a competitive benefits package.

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Health Policy Analyst

The Health Policy Analyst will conduct policy analysis and quantitative and qualitative policy research on major program areas. The incumbent will educate and provide strategic advice to the Board, Staff Team, and greater community (including program participants) on the impact of particular local, regional, state, and federal laws, regulations, and policy proposals on the Coachella Valley.

Duties and responsibilities

- Support the Board's program agenda by providing policy analysis and quantitative and qualitative policy research and analysis and advice on program areas.
- Review and analyze data, design and implement data driven reports that advance the Board's program focus areas.
- Review policy literature, laws, and regulations to inform organizational program discussions and identify the potential for program and policy changes.
- Assists in identifying opportunities and developing strategies on relevant health policy issues.
- Prepare policy briefs, fact sheets, webinars, and presentations.
- Participate in program design and development.
- Prepare written comments and testimony as appropriate.
- Analyze legislation and provide strategic advice to stakeholders.
- Provide policy technical assistance to grantees, community stakeholders, and governmental officials.
- Perform other duties as necessary to achieve the goals of the District/Foundation.

Desired Qualifications

Relevant work experience: A bachelor's degree in health policy, economics, public health, or a related field, and 1-3 years of related experience is required. A graduate degree is helpful but not essential.

- Basic knowledge of key issues related to the Affordable Care Act, American Health Care Act, Medicare, Medicaid, health equity, private insurance, and the social determinants of health is expected and a strong commitment to achieving universal coverage is essential.
- Self-directed, able to take initiative, problem solve, and possesses strong interpersonal skills and ability to interact well with all levels in and outside the organization.
- General knowledge of policy, legislative and regulatory processes essential.
- Strong research, data analysis, and writing skills. Possess strong organizational and research skills; proficient computer skills and ability to work with databases as needed.

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- Competencies in statistical analysis and statistical software programs.
- Experience working with coalitions and diverse stakeholders.
- An understanding of policy issue campaigns.
- Flexibility and ability to take on and identify emerging issues in health policy.
- Strong ability to convey complex information in writing and orally so that it is easily understood by the public.
- Strong verbal and written communication skills and interpersonal skills are essential. One method by which we increase our impact is by writing in a “voice” that is clear and accessible stakeholders and policymakers who may not be familiar with the relevant policy issues.
- Strong organizational skills, including the ability to manage multiple tasks at once, respond to tight timelines, pay attention to detail, and operate effectively in a fast-paced environment
- Strong leadership, relationship development, collaborative, and team building skills
- Strong verbal communications skills, including experience with public speaking, training, and facilitating.
- Ability to travel.

Working Conditions:

- General office environment.
- Physical demands include lifting and moving equipment and supplies up to 25 pounds, visual acuity in reviewing detailed computer records, physical requirements related to sports activities and periodic travel.
- Occasional weekend, late afternoon, and evening hours.
- Punctuality and satisfactory attendance are essential functions of the job.

Compensation:

Exempt position commensurate with experience. The District/Foundation offers a competitive benefits package.

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Program and Grants Assistant

The Program and Grants Assistant, as a member of the Program Team, is responsible for both programmatic and grants management/administrative activities. The Assistant is both a health educator for the Nutrition Education and Obesity Prevention Program and performs the grants management and administrative functions for the Team.

S/he will identify, recruit and provide health education classes to residents of Desert Hot Springs in English and Spanish. The Health Educator will also participate in outreach events, such as health fairs, community events and school events to disseminate health education materials and information of upcoming nutrition classes.

SKILLS AND QUALIFICATIONS

- Three years related work experience and a strong interest in providing high quality administrative support to a professional team.
- Bachelor's degree preferred, but not required.
- Knowledge, skills, and experience in computer technology and PC applications required (MS Outlook, PowerPoint, Excel, Word, and Adobe).
- Experienced and comfortable working with numbers and in databases.
- Impeccable attention to detail.
- Strong document management skills.
- Excellent organizational and interpersonal skills.
- Ability to work well independently and with a team.
- Excellent time management skills, aptitude for proper task prioritization, and a results-oriented work process.
- Ability to handle sensitive matters with tact and discretion.
- Professional demeanor, integrity, tact, and good judgment.
- Dependability.
- Sense of humor; ability to work constructively with individuals (agency staff, the public, and volunteers) from a variety of socioeconomic backgrounds in culturally diverse work environments.

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- Strong verbal and written communication skills; fluent in both English and Spanish.
- Ability to work independently with minimal supervision.
- Valid CA Driver's License and clean DMV driving record.
- Up to .5 FTE: remaining in a seated position while using a PC, telephone and other applicable office equipment, or reading information from a PC monitor and enter data using a PC keyboard. Must be able to lift and carry up to 25 lbs.

Program:

- Experience in the delivery of health education.
- Experience in community health or related field.
- Serv-Safe Manager's Certificate or comparable food safety and handling certification. *If candidate does not currently possess must obtain within the first two months of employment.*

Grants Management and Administrative Assistance:

- Organize and maintain electronic and paper files of grant documents and resources.
- Record receipt of grantee reports in grants database.
- Assist with data entry and coding in grants database.
- Respond to Letters of Interest (LOI); route LOIs to appropriate programs for review; and record submissions.
- Produce reports including grant activity reports, payout reports, and other reports as needed for the Board, senior management, and program teams.
- Support the Program Team with administrative tasks related to compliance, generating grant documents, and mailing grant agreements and grant checks.
- Work to enhance and improve grants management processes and increase efficiencies.

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- Make preparations and receive visitors.
- Manage the conference room calendar.
- Prepare conference rooms for meetings and handle breakdown and cleanup after meetings.
- Maintain reception area, conference rooms, supply room. Take lead responsibility for kitchen.
- Handle all incoming and outgoing correspondences such as mail, e-mail and faxes.
- Oversee the maintenance and troubleshoot issues with office equipment; orient new staff on equipment usage.
- Assist with the production of materials and logistics for monthly Board meetings.
- Coordinate food ordering, pickup/delivery for meetings and events
- Act as contact person for company-wide events.
- Provide other support as needed to Board Members and Staff Team.

Working Conditions:

- General office environment.
- Physical demands include lifting and moving equipment and supplies up to 25 pounds, visual acuity in reviewing detailed computer records, physical requirements related to sports activities and periodic travel.
- Occasional weekend, late afternoon, and evening hours.
- Punctuality and satisfactory attendance are essential functions of the job.

Compensation:

Non-Exempt position and commensurate with experience. The District/Foundation offers a competitive benefits package.

