



Special Meeting of the  
**Santa Clara County Health Authority**  
**Governing Board**  
**Strategic Planning Session**

Thursday, March 11, 2021 12:00 PM – 2:00 PM  
Santa Clara Family Health Plan - Teleconference  
6201 San Ignacio Ave, San Jose, CA 95119

## **MINUTES - Approved**

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### **Members Present**

Bob Brownstein, Chair  
Alma Burrell  
Dave Cameron  
Darrell Evora  
Kathleen King  
Liz Kniss  
Michele Lew  
Sue Murphy  
Ria Paul, MD  
Debra Porchia-Usher  
Sherri Sager  
Jolene Smith

### **Members Absent**

Dolores Alvarado

### **Staff Present**

Christine Tomcala, Chief Executive Officer  
Neal Jarecki, Chief Financial Officer  
Laurie Nakahira, DO., Chief Medical Officer  
Jonathan Tamayo, Chief Information Officer  
Chris Turner, Chief Operating Officer  
Ngoc Bui-Tong, VP, Strategies & Analytics  
Teresa Chapman, VP, Human Resources  
Laura Watkins, VP, Marketing & Enrollment  
Tyler Haskell, Director, Government Relations  
Mike Gonzalez, Manager, Community Resource Center  
Rita Zambrano, Executive Assistant  
Nancy Aguirre, Administrative Assistant  
Amy O'Brien, Administrative Assistant

### **Others Present**

Bobbie Wunsch, Pacific Health Consulting Group  
Rafael Gomez, Pacific Health Consulting Group  
Christine Rutherford-Stuart, Board Aide to Supervisor Susan Ellenberg

## **1. Welcome, Meeting Goals and Setting the Stage**

Bob Brownstein, Chair, called the meeting to order at 12:03 pm. Roll call was taken and a quorum was established.

Bobbie Wunsch, Pacific Health Consulting Group, welcomed the Board Members and shared where we are in the strategic planning process, noting there have been individual Board Member interviews, stakeholder interviews, discussions with the Executive Team, and the results of a staff survey. She indicated the draft documents being proposed also include input from the Executive/Finance Committee. Ms. Wunsch stated the purpose of today's meeting is to review and discuss the draft vision, mission, and value statements, and the draft strategic plan. Feedback received will be incorporated, and revised drafts will be presented at the Governing Board meeting on March 25, 2021 for approval and adoption.

Christine Tomcala, Chief Executive Officer, provided a brief review of the 2016-2020 Strategic Plan Framework as background, and referenced the existing Mission, Spirit of Care, Core Values, and



Distinguishing Characteristics. In refreshing the organizational Mission and Values, the goal is to create statements that are succinct and memorable.

## 2. Public Comment

There were no public comments.

## 3. Presentation of the Vision, Mission and Value Statements

Ms. Wunsch presented the purpose of Vision, Mission, and Value statements, stating a Vision is a desired future—it's aspirational, while a Mission is a brief statement of the organization's purpose—the reason Santa Clara Family Health Plan exists. The organization's values are its core beliefs and guide how SCFHP operates and serves the community. She noted a Strategic Plan provides direction for annual Plan objective and budget development for the next several years.

Ms. Tomcala presented draft Vision, Mission, and Value statements. Discussion ensued, and Board Members provided feedback and suggested enhancements to the Vision, Mission, Value Statements.

## 4. Review of Strategic Planning Themes / Environmental Context

Raphael Gomez, Pacific Health Consulting Group, provided a summary of key environmental issues for context and consideration in development of the strategic plan, and Board Members added their thoughts. He also reviewed the internal and external stakeholders that provided feedback, and summarized themes. He noted the input received played a significant role in shaping the leadership team's discussion.

## 5. Discussion: Board Questions, Reflections and Feedback on Strategic Plan

Ms. Wunsch thanked everyone for their comments and suggestions on themes, and noted the next focus of the meeting is to hear feedback on the draft Strategic Plan. There are three anchor goals, with strategies and success measures for those goals. The three goals are: Community Health Leadership; Quality, Access & Equity; and Organizational Excellence. Ms. Wunsch indicated the plan will be modified based on the feedback received today, and will be presented for approval at the March 25 Governing Board meeting. It will then be the framework for developing the annual Plan objectives and budget. How to address these issues will be considered again in each subsequent year of deployment.


Extensive discussion ensued on how to improve on the draft Strategic Plan strategies and success measures. Key themes included commitment to equity, listening to members' perspectives, a focus on children, behavioral health needs, quality improvement and reduction of health disparities, visibility and community leadership. It was also noted that the value of brevity should be kept in mind, and organizational bandwidth should be considered.

## 6. Next Steps

Ms. Wunsch noted she would incorporate the feedback, in as few words as possible, and share a red-line version so everyone can see the changes made to the Vision, Mission, Value statements, and the Strategic Plan. The revised drafts will be presented at the March 25, 2021 Governing Board meeting for approval and adoption.

## 7. Adjournment

The meeting was adjourned at 2:04 pm.

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Susan G. Murphy, Secretary