

**Oregon Public Health Association
Board of Directors Retreat**

Minutes

9:30 am – 2:30 pm, Wednesday, December 14

Northwest Health Foundation

221 NW Second Ave, Suite 300, Bamboo Room, Portland, OR

Call-In: 800-201-2375 Pass code: 116160

Please highlight your committees on your table tent

Retreat Overview and OPHA Historical Perspective – Dianna Pickett

President Dianna provided a brief history of the organization, which was started in 1944.

She reviewed the agenda. We plan to use the acronym STAR (Strategic Action and Resources) for our strategic planning process. We've made a lot of progress on the current plan and as part of our process we'll prioritize items remaining to finish the current plan.

Those present provided short introductions and descriptions of interesting projects and activities. Attendees included Dianna Pickett, Kurt Ferre, Danna Drum, Mireille LaFont, Alexander LaVake, Robi Ingram-Rich, Tom Engle, Robb Hutson, Caryn Wheeler, Samantha Schafer, Nadege Dubuisson, Laura Spaulding, Brian Johnson, Curtis Cude, Rebekah Bally, Jana Peterson-Besse, Tamara Falls and Marti Franc.

Staff included Jessica Nischik-Long and Kim Krull

Attending by phone - Mitch Haas, Jenny Faith, and Marie Harvey.

Tom Eversole facilitated our STAR process.

Committees – Jessica Nischik-Long

Jessica gave an overview of the roles of committees within OPHA.

Development, Membership, Bylaws, and Communications Committee Chairs committee chairs gave presentations about the activities of their committees and encouraged members to assist in recruiting new committee members.

Rebekah Bally, Membership Committee Chair, reported we currently have 428 members. The committee is charged with surveying past and current members. She is seeking active members to be involved in phone meetings and activities. The committee's next call-in meeting will be on January 12.

Robb Hutson of the Communication Committee presented a short animated video, while Katherine Bradley had taped a short presentation about the role of the Development Committee. Mitch Haas gave an overview of the Bylaws Committee. Board members are encouraged to help with recruitment and activities of these vital committees.

Focus Areas for Last Year of Strategic Plan – Dianna Pickett

Dianna explained that the Executive Committee would like to highlight the following areas for the last year of the 2015-17 plan:

- Membership – Individual and starting in 2017, Organizational Members
- OPHA financial health

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- Strengthening commitment to equity, diversity, and addressing racism as they affect population health

Strategic Planning Session – Tom Eversole

Tom prepared us to review the Strategic Plan and identify the most effective ways to invest our resources (people, time and money). He had us break into three small groups (Membership, financial health, equity), each tasked with addressing the following questions:

- i. How are we doing? Do we need to backtrack? Refer to quarterly reports, strategic plan, and implementation plan
- ii. Can we complete the related objectives in 2017? If not, what gets pushed to the 2018-2020 strategic plan?
- iii. What resources do we need to accomplish the current goals and objectives? Does our current budget contain sufficient resources?
- iv. Can existing committees accomplish the work? Are new committees needed?
- v. Start to think about what should be done in the next strategic plan. List new goals/objectives.

After the groups met and worked through lunch, they reported out to the large group for further discussion and determining next steps.

Membership Group:

Members were: Alexander, Tom, Laura, Rebekah, Caryn, Sam

Focus areas for this year -

Important to message the value of membership. Need to review what we already have, eg, materials such as brochures. Needs - may include new materials, funding, data. Look to the Communications Committee and Kim for updated data.

Student engagement is important. What's being done now? Tap into the interest of the new Dean. Look more broadly at related professions and how to message them. Where might we present? Job opportunities.

Discuss the organizational membership option and recruitment. Develop updated case for support.

Distinguishing the member types (active/passive). What data do we already have? How to recruit more members? Deepening outreach and development of rural member experiences. Suggest an annual membership drive, starting in January. Gather member testimonials.

We will need a more robust committee in order to work on these. May need concrete, limited tasks to achieve. Some individuals might work on specific tasks, even if they don't want to be on a monthly phone call meeting. Diverse ways for members to be involved.

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Audiences to engage - sections, regional reps, colleges, PH schools, people who aren't members, APHA members who aren't OPHA members, current members, university faculty, our potential sponsor list. Rebekah, Caryn, Samantha and Robb all expressed interest in membership work.

Leadership development is needed and we acknowledged that all of these areas, membership, finance and equity, intersect and can't be addressed in isolation. Tom Engle mentioned within the discussion that he'd like to recommend a 10 year emphasis on climate change as a focus for OPHA, to be discussed further.

Finance Group:

Members were: Jana, Brian, Marti, Danna, Curtis, Robb, Jessica
Focus areas for this year-

Update finance policies and finance roles of staff, along with review and updating all policies - responsibility of the Executive Director, Treasurer and Executive Committee.

Create and implement the development plan (a draft currently exists). There may be new opportunities for revenue sources, such as contracting with the state Public Health Division to ensure required work is still completed. This opportunity is dependent on policy and funding changes with the new administration federally and funding from the state. Consider starting research and planning this year, with implementation next year. Involvement - Jessica, perhaps an MPH intern.

Thinking about having a one day conference event in the spring, perhaps around PH Week. Talk to the new Dean of the Schools of PH at PSU/OHSU. Could have a work group to focus on that. May be opportunities to collaborate with section activities - lunches, dinners, movies. An all day conference could also be valuable.

Reach out to new partners, different targeted versions of case for support. Other stakeholders or audiences - AARP, other nonprofits

Diversity, equity, racism Group:

Members were: Mireille, Nadege, Dianna, Tamara, Kurt, Robi
Focus areas for the year -

A clear statement that OPHA is an antiracist organization - Mireille willing to work on this. Could be looked at in relation to our vision and stated in the Bylaws. Data on health disparities is needed from our partners – OHA Office of Equity and Inclusion, other allies, OPHA epi/biostats section. Communications Committee support will be needed to finalize the statement and messaging.

Begin educating ourselves about institutional racism, starting with the board and then the membership. Membership educational opportunities could be during National PH week and the annual conference. Communication Committee could help promote these opportunities.

To educate ourselves, look internally first. Who within our organization has connections and could provide information and resources?

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Ponder Delta training or something like it for the board and the organization, after an assessment. Diana suggested we frame it around health and health equity. The more diverse we become, the more widespread our input will be. Discussed how to move forward with this issue, after educating ourselves. Tamara is willing to take on role of finding training.

Defer to 2018-2020 STAR plan

Add another tactic to Goal 1, Strategy E. Identify and engage communities disproportionately affected by poor health

Add another tactic to goal 1, strategy F about health literacy, cultural agility, sharing data.

Action ideas:

- Take the video series, Unnatural Causes, on the road again similar to the way that Anna Jimenez did when she chaired the Medical Providers for the Underserved section.
- Add a gender and/or disabilities in health equity section
- Have a book club - online or phone or blog.
- mentor matching - 2019
- HE&P section work plan inclusion, also healthy environment to explore environmental justice

A full summary of discussion points is attached and will be incorporated into the strategic plan.

2017 Budget Proposal – Brian Johnson, Treasurer,

Brian presented two options, one based on current income and expenditure expectations, showing about a \$4000 deficit, the other a budget with some stretch goals for revenue generation and a balanced bottom line. Neither budget includes paid time (\$3000) for parental leave or strategic planning costs for consultant to prepare the 2018-2020 plan (\$10,000 - 15,000). Robust discussion. Brian will be bringing something close to the balanced budget to the January board meeting for a vote. Please let Brian know if you have additional thoughts.

2:30 Adjourn

Since we decided to shorten this meeting due to winter storm warnings, the board meeting was deferred.

December Board Meeting – Rescheduled to January 20, 2017, 1:00 - 3:00 pm. Location for this meeting changed to Portland State Office Building.

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FINANCIAL HEALTH OBJECTIVES TO FINISH IN 2017

Group Members: Jessica, Jana, Brian, Danna, Marti, Robb

Directors responsible for follow-up:

GOAL 4: Strategy B. Ensure that OPHA has the organizational infrastructure appropriate for its current size and growth

OBJECTIVES	SPECIFIC TASK TO DO	RESOURCE NEEDED	LEAD	WHEN
Update financial policy	Update/review financial controls policy to shift tasks from ED to PA	Staff and treasurer time, board does final review	ED, Treasurer	
Review all internal policies	<ol style="list-style-type: none"> Review all organizational policies Create index of all existing policies including date last updated 	Time from staff, executive committee, board to review final versions	ED, exec committee, some PA time needed, ad hoc work group	

GOAL 4: Strategy A. Ensure that OPHA has the funding necessary to achieve our mission and strategic plan goals

OBJECTIVES	SPECIFIC TASK TO DO	RESOURCE NEEDED	LEAD	WHEN
Position OPHA to take advantage of new contract and grant opportunities. This could be a growth opportunity for OPHA both financially and strategically.	<ol style="list-style-type: none"> Explore what other state affiliates and non-profits are doing to help governmental public health agencies ensure required work continues when state/federal funding is not available Determine what administrative requirements OPHA needs to have in place in order to accept such a contract Convene meeting of partners in Oregon to discuss what each organization brings to the table to ensure critical work continues. (Could defer this step to 2018) 	Time from staff and a new ad hoc work group to provide technical support. Executive committee and board would review final plans.	ED, ad hoc work group	
Finalize and flesh out fundraising plan. Shift staff responsibilities to protect ED development time	<ol style="list-style-type: none"> Incorporate all known information into the draft development plan Review current staff responsibilities to determine which tasks can shift away from ED to PA 	Time from staff, development committee, executive committee. Board reviews final plans	<ol style="list-style-type: none"> Development Committee ED, PA, and executive committee 	

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	3. PA begins participating in development committee meetings			
Update/create fundraising calendar	Create a central fundraising calendar	ED and PA time, development committee time	ED and PA, Development Committee	
Update case for support for multiple audiences	Multiple versions will be needed for different audiences (individual members, potential organizational members, potential sponsors – businesses, non-profits, government)	Time	Development committee, ED	
Host more events in Portland/online to generate revenue and take advantage of support from new OHSU/PSU School of PH Dean	<ol style="list-style-type: none"> 1. Explore resources available from OHSU/PSU School of PH and other Portland metro area partners for an all-day event during National PH Week 2. Explore resources available for a live and streamed “dinner and a lecture/movie”. The lecture would be streamed online and viewing parties could be organized around OR. 	ED, PA time, NPHW workgroup, sections?	ED, PA, NPHW work group, other board volunteers, regional reps	
Meet with Portland businesses to discuss value of public health and its underlying value to the economy. Parlay into eventual financial support.	<ol style="list-style-type: none"> 1. Follow up on Lila’s introductory email to outgoing Secretary of State Jeanne Atkins 2. Determine which business to start with 3. Research that business’s values and mission 4. Meet with business 	Time from the ED, development committee, and board for final review of plans	ED, Development committee	
Approach additional new sponsors for the conference	AARP Oregon, pedestrian/bike groups, Parks departments	Commitment from board members to start these conversations and make the ask	Board volunteers assigned to new organizations, development committee	

FINANCIAL HEALTH OBJECTIVES TO DEFER TO 2018 OR LATER:

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- Goal 4, A1, Position OPHA to take advantage of new contract and grant opportunities. This could be a growth opportunity for OPHA both financially and strategically.
 - Convene meeting of partners in Oregon to discuss what each organization brings to the table to ensure critical work continues.
- Host an all-day event during National Public Health Week in Portland, could be an addition to an established section event
- Explore Institutional Memberships for universities similar to APHA’s
 - Research APHA’s structure
 - Determine if it is in the best interest of OPHA to form this new membership category
 - Decide who to target

MEMBERSHIP OBJECTIVES TO FINISH IN 2017				
Group Members: Alexander, Caryn, Tom, Sam, Laura, Rebekah Directors responsible for follow-up: Caryn, Sam, Robb, Rebekah, Lindsey				
GOAL 1: Strategy A. Build Member loyalty and attract new members and partners by enhancing and clarifying the value we provide				
OBJECTIVES	SPECIFIC TASK TO DO	RESOURCE NEEDED	LEAD	WHEN
Survey Members	1. Data analytics 2. Distinguish member types (active vs. passive)	Time to collect and analyze results	Membership Committee, PA	
Clearly communicate value of membership – Individual & Organizational	1. Update language around membership – What does it mean to join OPHA? 2. Define specific benefits – appeal to different types of members	Survey results & member testimonials Updated website & promotional materials	Membership & Communications Committees, PA	
GOAL 1: Strategy C. Continually engage Members as well as established and new partners				
OBJECTIVES	SPECIFIC TASK TO DO	RESOURCE NEEDED	LEAD	WHEN
Build Capacity of Committee – diversify opportunities for members to contribute	1. <i>Quarterly meetings</i> with communications & membership committees - added structure and shared members 2. Follow-up on interests at sign-up	List of members who expressed interest	Membership Committee, PA	
Distinguish member types (active vs. passive)	Establish more inclusive language that represents all types of members (i.e.	Hours/Data – See survey results	Membership Committee	

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	information only, financial only, volunteer)			
GOAL 1: Strategy D. Enhance relationship building and recruiting to increase and broaden membership and partnerships				
OBJECTIVES	SPECIFIC TASK TO DO	RESOURCE NEEDED	LEAD	WHEN
Relationship maintenance and building - Engage (non-member) traditional & non-traditional partners	<ol style="list-style-type: none"> 1. Ask to broadcast our “message/language” through their channels 2. Provide regular updates (job, events, resources) 3. Attend/sponsor partner events 	<i>Streamline messaging</i>	Communications Committee; PA; Directors, Membership Committee	
Invite Organizational Members to join OPHA	<ol style="list-style-type: none"> 1. Recruit new members 2. Conduct outreach (local hospitals, boards) 3. Designate best time of year to recruit 	Case for Support refresher/training List of potential Organizational Members (see existing member affiliations) Run member reports	Directors –each Directors asks at least one organization; give deadline	
Encourage & support more student engagement	<ol style="list-style-type: none"> 1. Advertise at Universities (student advisors) 2. Meet with new Deans 	Present to classes – ask student members to volunteer Recruit student interns/volunteers	Membership Committee, Student Members	
Engage professionals in aligned fields	<ol style="list-style-type: none"> 1. Define professional identity to include broader sectors & local health departments 2. Messaging of political language through allies 		Communications Committee, Policy Committee	
Get broader representation	Host statewide membership drive (1st quarter)	Event logistics, venues	Membership Committee, Regional Reps	

MEMBERSHIP OBJECTIVES TO DEFER TO 2018 OR LATER:

- Deepen OPHA experience of rural members
- Consider student memberships options/benefits - Offer free membership to full-time students??
- January membership drive (annual event)
- Prioritize environmental 10-year plan
- Collect member testimonials
- Sustain members through leadership development

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EQUITY OBJECTIVES TO FINISH IN 2017				
Group Members: Mireille, Tamara, Nadege, Kurt, Dianna, Robi Directors responsible for follow-up:				
GOAL 1: Strategy D. Enhance relationship building and recruiting to increase and broaden membership and partnerships				
OBJECTIVES	SPECIFIC TASK TO DO	RESOURCE NEEDED	LEAD	WHEN
Identify allies	<ol style="list-style-type: none"> 1. Identify OPHA members (board, committees, general membership) with connections to equity focused groups. 2. Determine what we want to achieve with each piece of outreach – an introduction to OPHA? To public health? Exhibit space at the conference? Organizational membership? 	<ol style="list-style-type: none"> 1. Commitment from members to identify reach out to other groups. 	Communications committee could help lead the methods. Perhaps a sub-committee interested in this portion of our communication work?	
Table at more events about health disparities	Identify events	Commitment from board members to “man” booths	Board members, ED find events Members staff booth	
GOAL 1: Strategy E. Identify and engage communities disproportionately affected by poor health				
OBJECTIVES	SPECIFIC TASK TO DO	RESOURCE NEEDED	LEAD	WHEN
Publicly post a statement that OPHA is an “anti-racist” organization	Add statement to Bylaws and Vision		Mireille, ED	
Frame the issue for OPHA as one of health and health equity for all	Gather data on health disparities	Data and information from partners – OHA, allies/partner organizations, Epi/Biostats section	Ask Epi/Biostats section for best place to start	
Educate the board about institutional racism	<ol style="list-style-type: none"> 1. Provide training about equity and how to support it. Explore “Delta Training” 2. All directors and staff take an implicit bias test and discuss results? 	<ol style="list-style-type: none"> 1. Time from staff and board leaders on the topic 2. Money for the training? 	Tamara, ED	
GOAL 3: Strategy C. Promote professional development activities to ensure robust participation				

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OBJECTIVES	SPECIFIC TASK TO DO	RESOURCE NEEDED	LEAD	WHEN
Educate Members about institutional racism	<ol style="list-style-type: none"> 1. Plan at least one educational opportunity for NPHW 2. Solicit abstracts for the annual conference 	<ol style="list-style-type: none"> 1. Time from the NPHW work group to plan event 2. Program Committee time to review abstracts 	NPHW work group members, Board members to solicit abstracts	

EQUITY OBJECTIVES TO DEFER TO 2018 OR LATER:

- Goal 1, Strategy E - Identify and engage communities disproportionately affected by poor health – Defer the whole strategy? Unclear from the notes
- Add “equity piece” to Goal 1, Strategy F – health literacy, cultural agility, sharing data
- Take the film “Unnatural Causes” on the road again to events and viewing parties around Oregon
- Create a new section – Gender and disabilities in health equity
- Start a topical book club – format could be online, phone calls, blog
- 2019 – a mentor matching program
- 2018 – incorporate equity into Healthy Environment and Health Education & Promotion section work plans. Environmental justice was discussed.