

**Washoe County District Board of Health  
Strategic Planning Retreat  
Meeting Minutes**

**Members**

Kitty Jung, Chair  
Julia Ratti, Vice Chair  
Oscar Delgado  
Dr. George Hess  
David Silverman  
Dr. John Novak  
Michael D. Brown

Thursday, April 14, 2016  
9:00 a.m.

Desert Research Institute  
Stout Conference Building  
2215 Raggio Parkway  
Reno, NV

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1. \*Roll Call and Determination of Quorum

Chair Jung called the meeting to order at 9:00 a.m.

The following members and staff were present:

Members present: Kitty Jung, Chair (departed at 12:47)  
Julia Ratti, Vice Chair (arrived at 9:10 a.m.)  
Dr. George Hess  
David Silverman  
Dr. John Novak  
Mike Brown  
Oscar Delgado (arrived at 9:05 a.m.)

Members absent: None

**Ms. Spinola verified a quorum was present.**

Staff present: Kevin Dick, District Health Officer, ODHO  
Leslie Admirand, Deputy District Attorney  
Anna Heenan, Administrative Health Services Officer, AHS  
Charlene Albee, Division Director, AQM  
Randall Todd, Division Director, EPHP  
Bob Sack, Division Director, EHS  
Steve Kutz, Division Director, CCHS  
Dawn Spinola, Administrative Secretary/Recording Secretary, ODHO

2. Public Comment

**As there was no one wishing to speak, Chair Jung closed the public comment period.**

3. Approval of Agenda

April 14, 2016

**Dr. Novak moved to approve the agenda for the April 14, 2016, District Board of Health Strategic Planning retreat. Dr. Hess seconded the motion which was approved five in favor and none against.**

4. Welcome and Overview of Desert Research Institute from DRI Hosts

Mr. Dick introduced Dana Trimble and Steve Kohl and thanked them for the use of the meeting facilities. He noted that they and their colleagues Judy Chow and John Watson had recently received a prestigious award from the Air and Waste Management Association.

Ms. Trimble provided an overview of DRI and their Atmospheric Science branch.

5. Strategic Planning Discussion: The purpose of the Strategic Planning Retreat is to discuss and possibly give direction regarding strategic objectives and goals of the Washoe County Health District, which may include, but not be limited to, review, discussion and possible direction to staff regarding:

- Clarification of the District's Core Purpose and Strategic Direction
- Prioritization of Draft Strategic Objectives
- External/internal analysis related to each objective
- Addressing critical strategic issues
- Establishment of the strategic approach and roadmap for the next five years

Erica Olsen, OnStrategy, provided a recap of the steps that had been taken to date to compile the information for the strategic plan, as well as the goals of the retreat. She emphasized the initial portion of the meeting would be spent on determining what the Board considered to be priority areas and where they would like to see the biggest impact in coming years.

Ms. Olsen requested input regarding anything from the surveys that had stood out to people. Responses included the following:

- The Board members indicated air quality was an important focus
- A staff member had opined the Air Quality division should be eliminated
- Some staff had opined that EHS should be reduced or eliminated

Vice Chair Ratti encouraged everyone to consider what could be reduced as well as what might be added, as funding and capacity would remain steady. More items that stood out:

- Staff thought IZ should be expanded
  - Suggest letting staff know that IZ is meeting the needs of the community and staff is doing a good job
- Appears to be credibility issues with outside groups
- Chronic health issues, obesity in particular, need increased attention
- Strong agreement on District strengths, not as strong on weaknesses
- Workforce morale needs to be addressed
- Good support for working with other agencies in the community
- Need to work across silos

Vice Chair Ratti noted that ambulance services had been listed as a priority, and expressed her wish that become less of a priority and more attention be devoted to other matters, as so much time and energy has been expended on the topic.

Ms. Olsen and Mr. Yeager presented a compilation of the data that had been gathered and requested the Board provide their input as to which priorities they thought were the most

important. Additionally, the Board was requested to provide direction regarding the level of importance of each.

The District's Mission and Vision statements were reviewed as well as input that had been provided regarding their continued accuracy. Dr. Novak suggested including community instead of citizens, as many people who reside elsewhere benefit from the District's services.

Proposed and generally accepted Mission Statement: Protect and enhance the well-being and quality of life for all in Washoe County.

Ms. Olsen suggested the work the leadership team would be doing would help to articulate what should be contained in the Vision Statement. The Board agreed.

Ms. Olsen noted the proposed strategic objectives, based on data received, were as follows:

1. Achieving greater financial stability
2. Improving the health of our community by empowering individuals to live healthier lives
3. Create a healthier environment that allows people to safely enjoy everything Washoe County has to offer
4. Extending impact through partnerships
5. Leading the creation of a local culture of health
6. Strengthening our workforce

Vice Chair Ratti suggested changing the hierarchy of the goals to indicate the emphasis on caring for the community. Items 2, 3 and 5 would come first, followed by the other three. Dr. Novak agreed and opined the list encompassed the goals well.

To determine the hierarchy of identified subcategories for each goal, Board members and staff applied dots to the subcategories they felt were important. The top selections were discussed in depth and the Board expressed their expectations regarding what should be done to make the changes that were identified. (See draft Strategic Plan, Attachment A).

Ms. Olsen explained that once the Board had determined strategic priorities, the management staff would work on turning those priorities into goals and measurable outcomes. Additionally, they would discuss resource requirements and capabilities. Friday would be dedicated to identifying specific initiatives, how they will be achieved, who will be responsible for what tasks, and other related topics.

Ms. Olsen and Mr. Yeager will incorporate the Board priorities and identified goals and initiatives into a draft plan. They will then work with management staff to refine the goals and objectives into an easily-understood format, which will be presented to the Board at the May meeting for discussion and possible approval.

[Chair Jung departed at 12:47 and Vice Chair Ratti took charge of the meeting.]

## 6. Board Comment

Mr. Dick presented an award to Mr. Kutz congratulating him and his division for collecting the most canned food during the Public Health Week food drive.

Dr. Novak thanked the staff for attending the meeting. He acknowledged that they are the ones who act on decisions and policies made by the Board. He stated the Board sincerely appreciates the staff, and would like to hear input.

Dr. Novak noted he was a member of the Board of the National Association of Local Boards of Health, and their most recent emphasis was on emergency preparedness. He expressed his gratitude that the Health District has already put substantial effort into developing plans, as many other Districts around the country have not. He stated he was proud to be part of the organization.

Councilmember Delgado explained he had viewed the meeting as an opportunity to learn more about the Board and hear open conversation. He stated he was looking forward to working with everyone and thanked them for their hard work.

7. Public Comment

**As there was no one wishing to speak, Acting Chair Ratti closed the public comment period.**

8. Adjournment

**Acting Chair Ratti adjourned the meeting at 1:10 p.m.**

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Respectfully submitted,



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Kevin Dick, District Health Officer  
Secretary to the District Board of Health



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Dawn Spinola, Administrative Secretary  
Recording Secretary

Approved by Board in session on May 26, 2016.