DISCUSSION ITEMS

F1.
Presentation of Collaborative Proposal for Wellness Center
Catalyst & Taylor Design
Fallbrook Regional Health District
Health and Wellness Center

SCOPE OF WORK PROPOSAL
CATALYST + TAYLOR DESIGN
DECEMBER 11, 2019
Integrated Team, Integrated Solution

Fallbrook Regional Health District

CATALYST
- Program Strategy
- Needs Assessment
- Analytics / R&D
- Financial Feasibility
- Functional Programming
- Implementation

TAYLOR design
- Design Strategy
- Architecture
- Master Planning
- Engineering
- Interior Design
- Schedule / Phasing
Collaborating to Achieve Your Goals

FRHD EXECUTIVE SPONSOR
Howard Salmon

FRHD STEERING COMMITTEE
FRHD Board

FRHD PROJECT MANAGER
Rachel Mason

PROJECT TEAM
FRHD/Catalyst Project Leads

QUALITY ADVISOR
Michelle Mader

PROJECT EXECUTIVE
Debbie Jacobs

PROJECT EXECUTIVE
Joe Lowe

Sharon Conklin
Operations Technology User Experience

Eric Morris
Community Needs Resource Gaps Roadmap

Demi Alabi
Financial Feasibility Study

Mark Allnutt
Construction Management

Jen Leonard
Design Strategy Director

Ashley Feichter
Lead Interior Designer

Simon Thomas
Director of Planning
PURPOSE

Our goal is to conduct a visioning, programming and feasibility study for the Community Health & Wellness Center to encourage a lifetime of healthy living for District residents.

OBJECTIVES

- Develop mission and vision
- Understand how the community desires to engage in wellness
- Identify the optimal program offerings
- Create functional/operational program
- Craft the preferred master site and facilities plan
- Analyze the financial sustainability

DELIVERABLES

- Health & Wellness Center mission & vision
- Community communication plan
- Summary of expressed community needs
- Prioritized list of community programs
- Site & facilities assessment
- Program and resource gap analysis
- Functional and space program
- Site & facilities master preferred plan
- Financial feasibility analysis
- Final report
## Workplan Phases and Key Activities

<table>
<thead>
<tr>
<th>Key Activities</th>
<th>January</th>
<th>February</th>
<th>March</th>
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# Workplan Key Activities and Tasks

## PHASE 1: VISION & COMMUNITY NEEDS ASSESSMENT

<table>
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<th>KEY ACTIVITIES</th>
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<tbody>
<tr>
<td>A Project Initiation &amp; Organization</td>
<td>• Establish project organizational structure</td>
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<td>• Review and confirm workplan, scope of work, milestones, deliverables</td>
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<td>• Establish communication tools/expectations</td>
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<td>• Establish schedule of meetings and on-site time</td>
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<td>• Define process for decision making</td>
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<td>B Collection &amp; Review of Available Information</td>
<td>• Confirm process for data collection and point of contact</td>
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<td>• Develop, submit and review data request</td>
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<td>• Review documents provided and information gathered to date</td>
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<td>• Validate the accuracy and completeness of information collected to date</td>
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<td>• Identify additional information needed and process to collect that information</td>
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<td>C Develop Mission &amp; Vision</td>
<td>• Review existing information related to mission &amp; vision</td>
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<td>• Carry out a facilitated session with the Board to develop mission &amp; vision for the Health &amp; Wellness Center</td>
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<td>• Validate and/or test mission and vision with the community (if desired)</td>
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<td>• Communicate mission &amp; vision to the community</td>
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<td>D Develop &amp; Execute Community Communication Plan</td>
<td>• Collaborate with the Executive Director to create a communication plan</td>
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<td>• Plan will include stakeholders, messages, vehicles, timing</td>
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<td>• Board to review and approve communication plan</td>
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<td>• Monitor and track execution of the plan and its effectiveness</td>
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# Workplan Key Activities and Tasks

## PHASE 1: VISION & COMMUNITY NEEDS ASSESSMENT

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| E Update & Enhance Existing Population Analytics | • Review existing culture, population, demographic, and socioeconomic trend analyses that have been completed  
• Identify additional analyses to be performed and which need to be updated  
• Utilize Catalyst databases to carry out analyses: disease use rates, top health issues, lifestyle attributes, hospital market share analysis. |
| F Establish a Portfolio of Market & Partner Programs | • Conduct market research and interview existing partners (6) to understand programs and resources in the market  
• Understand how residents access and engage in health and wellness  
• Develop a portfolio of community-based programs  
• Identify market opportunities and threats |
| G Research Best Practices & Emerging Trends | • Conduct research to gain insight to emerging trends in health and wellness and learn from best practice programs  
• What are the technology-enabled planning assumptions  
• Understand the capabilities of San Diego Health Connect and how the HIE could be leveraged to optimize services to the residents |
## PHASE 1: VISION & COMMUNITY NEEDS ASSESSMENT

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| **H** Community Need Input & Desired Experience | • Based on a review of existing community input provided, identify the additional community input sessions (4) to appreciate the scope of needs across the District, from unique groups  
• Plan community input sessions  
• Execute 4 community input sessions to discover community needs. Format may include small group interactive exercises  
• Community-wide input initiative-execute a project that elicits responses from the broad community |
| **I** Synthesize Community Need/Program Priorities | • Aggregate and synthesize population analytics, market program portfolio, emerging trends and health and wellness research, and program needs expressed directly by the community to determine community needs to improve total health  
• Determine in gaps in programs in the market  
• Develop criteria and prioritize community health needs |
## Workplan Key Activities and Tasks

### PHASE 2: FUNCTIONAL PROGRAMMING & SPACE PLANNING

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<th>KEY ACTIVITIES</th>
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| A  Translate Community Needs Into Specific Programs Identified in Phase 1 | • Based on an understanding of community total health needs, identify the types of programs that respond to the specific health needs of the various socioeconomic, cultural and demographic group profiles  
• Incorporate an understanding of the various groups desire to experience health and wellness services  
• Identify the barriers and develop an adoption strategy to optimize the utilization of health and wellness services among the District residents |
| B  Program & Resource Gap Analysis                  | • Based on an understanding of the future program priorities, identify the gaps in programming  
• Identify the resource gap and size to move from current state programs to future state programs, to include physical assets, people, leadership, culture, partners, alignment of goals, knowledge and capabilities  
• Determine the financial investment to acquire the resources to close the gap  
• Develop program development phasing strategies  
• Determine the financial performance of the various programs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| C  Site and Facilities Assessment                   | • Site investigation for proposed site including accessibility, environmental factors, and transportation accommodations.  
• High level building assessment (will not include utilities assessment).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
## Workplan Key Activities and Tasks

### PHASE 2: FUNCTIONAL PROGRAMMING & SPACE PLANNING

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| D Facilitate Inspiration Design Concept Session | • Prepare concept development from synthesized research  
• Meet with select group of stakeholders to share options for interactive discussion and feedback.  
• Take what was discussed and incorporate feedback and refine final concept.  
• Present final concept to the Steering Committee |
| E Develop Functional Program | • Develop a functional/operational program for the Health & Wellness Center to include:  
  • Program Scope and Phasing of Programs  
  • Hours of Operation  
  • Staffing/Partners  
  • Financial Investment  
  • Key Inter- and Intradepartmental Requirements  
  • Primary Operational Processes/Work Flows  
  • Design Attributes |
Workplan Key Activities and Tasks

PHASE 2: FUNCTIONAL PROGRAMMING & SPACE PLANNING

KEY ACTIVITIES

F  Create Conceptual Site & Facilities Master Plan Options & Preferred Plan

G  Develop Space Plans, Stacking, & Blocking Diagrams

TASKS

- Based on information from the site and facilities assessment and the Functional Program Analysis, provide conceptual Site & Master Facilities Plan options
- Meet with the Steering Committee to review the Site & Facilities Plan options, and discuss strengths and weaknesses of each
- Based on input, develop final preferred Site & Facilities Plan

- Based on information from the Functional Program Analysis, provide space plan
- Base layouts on critical adjacencies, understanding of workflow, and ideal state of connectivity
- Develop final blocking and stacking diagram with functional program addressed
- Present space plan, stacking and blocking diagrams to Steering Committee
## PHASE 3: FEASIBILITY ANALYSIS

<table>
<thead>
<tr>
<th>KEY ACTIVITIES</th>
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<tr>
<td>A   Provide Estimate of Capital Costs</td>
<td>• Based on the conceptual design for the Health &amp; Wellness Center, phasing of construction and start date, develop an estimate of capital costs for the project by phase and in total</td>
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</table>
| B   Develop Financial Feasibility Analysis | • Develop financial feasibility model  
• Establish financial, expense and revenues assumptions  
• Test financial performance and calculate key metrics for multiple scenarios (3) |
| C   Describe Project Phasing | • Based on Preferred Master Plan and cost estimate, provide project phasing options |
| D   Develop & Issue Final Report | • Develop a final report to include a narrative, graphical and financial summary of the preferred recommendation  
• Final report will include all interim deliverables and presentations, analytics, and options that were reviewed. |
## Schedule of Meetings, Sessions and Interviews

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<tr>
<td>Steering Committee Meetings (5)</td>
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<tr>
<td>Project Team Meetings</td>
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<td>1x/week scheduled meeting</td>
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<tr>
<td>Vision Facilitated Session</td>
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<td>Design Facilitated Session</td>
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<td>Community Input Sessions (4)</td>
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<td>Interviews Existing Partners (6)</td>
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<td>Interviews Potential Partners (6)</td>
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# Steering Committee Meeting Objectives

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<th>Steering Committee</th>
<th>Meeting Objectives</th>
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| Meeting 1          | • Review and confirm work plan, milestones, communication tools, schedule, decision-making process  
                     • Confirm information reviewed and additional data/information needed  
                     • Craft Health & Wellness Center mission and vision statement  
                     • Review and approve draft community communication plan  
                     • Establish District program budget guidelines |
| Meeting 2          | • Review findings from additional population analytics  
                     • Learn program gaps in the market, and opportunities and threats  
                     • Understand key research findings and emerging trends  
                     • Approve criteria and prioritize community needs and programming direction |
| Meeting 3          | • Present final inspiration design concept  
                     • Review site and facilities assessment  
                     • Review and confirm future community programming needs  
                     • Assess program and resource gaps to achieve future state programs, including financial gaps  
                     • Identify existing and new community-based organization partners to close resource gaps |
| Meeting 4          | • Confirm financial investments required to initiate programs  
                     • Discuss and assess potential revenue/payment options  
                     • Review and confirm functional program  
                     • Assess and provide feedback on the master site and facilities options |
| Meeting 5          | • Review and approve preferred master site and facilities plan  
                     • Review and approve stacking and block diagrams  
                     • Review and assess financial feasibility analysis using key metrics |
### Hours and Fees

#### PHASE 1
**VISION & COMMUNITY NEEDS ASSESSMENT**

- **January**
  - A. Project Initiation & Organization
  - B. Collection & Review of Available Information
  - C. Develop Mission & Vision
  - D. Develop & Execute Community Communication Plan
  - E. Update & Enhance Existing Population Analytics
  - F. Establish Portfolio of Market & Partner Programs
  - G. Research Best Practices & Emerging Trends
  - H. Community Need Input/Desired Experience
  - I. Synthesize Community Need/Program Priorities

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<tr>
<th>Hours</th>
<th>Fees</th>
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<td>876</td>
<td>$164,000</td>
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#### PHASE 2
**FUNCTIONAL PROGRAMMING & SPACE PLANNING**

- **March**
  - A. Translate Community Needs into Specific Programs Identified in Phase 1
  - B. Program and Resource Gap Analysis
  - C. Site & Facilities Assessment
  - D. Facilitate Inspiration Design Concept Session
  - E. Develop Functional Program
  - F. Create Conceptual Site & Facilities Master Plan Options & Preferred Plan
  - G. Develop Space Plan and Stacking & Block Diagrams

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#### PHASE 3
**FEASIBILITY ANALYSIS**

- **April**
  - A. Provide Estimate of Capital Costs
  - B. Develop Financial Feasibility Analysis
  - C. Describe Project Phasing
  - D. Develop & Issue Final Report

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Estimated hours and fees are based on a 5-month workplan and scope as described above.