



HEALTHY LIVING CAMPUS

Study Circle: Creating a Center of Excellence

**Summary Report
September 5, 2018**



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1. Introduction

Beach Cities Health District (BCHD) is taking a holistic approach to creating a Healthy Living Campus that serves the entire lifespan and meets the ever-changing health needs of the community.

We have explored options to renovate and enhance our 11-acre campus by hosting three study circles (small break-out groups): intergenerational programs, creating community gathering spaces and creating a center of excellence. These group sessions have been informal and comprised of diverse stakeholders from the three Beach Cities. Participants were selected by BCHD staff to represent a wide variety of local interests and viewpoints, and included city officials/staff, local leaders and residents, members of civic organizations, older adult services, school districts, BCHD committees, Healthy Living Campus community working group members and local students.

This report summarizes participation and feedback received at our recent study circle on creating a “center of excellence.”

1.1 Purpose of Study Circles

Study circles provide a forum for identifying opportunities by engaging participants who provide different perspectives and experiences that enhance the interests and needs of a community group, service, agency or organization. BCHD hosted community study circles designed to inject more resident input into the planning process for the proposed Healthy Living Campus. Feedback received is being applied to the planning and design of the overall project.



2. Study Circle on Creating a Center of Excellence – September 5, 2018

2.1 Overview

BCHD hosted a Sept. 5 study circle in the Redondo Beach Main Library (303 N. Pacific Coast Hwy) focused on creating a center of excellence. The attendee list, made up of community members and diverse stakeholders from Hermosa, Manhattan and Redondo Beach, was developed by staff and reviewed by leadership.

Fifty (50) invitees attended this study circle. Each received an invitation packet (Appendix C) prior to the event that included the invitation, resource materials on wellness communities and the 2017/18 BCHD Annual Report. The meeting room featured a presentation screen at the front of the room as well as five tables

with 10 chairs to accommodate the break-out group discussions. The format provided opportunities for participants to actively engage in meaningful discussion and share valuable information and insights with their group members and facilitator regarding the concept of developing a center of excellence. Throughout the session, participant comments were written on easel pads. Comment cards for written comments were also provided.

The meeting began with a welcome message to attendees from Tom Bakaly, BCHD CEO, and was followed by short presentations from:

- **Paul Murdoch**, an award-winning designer with 30 years of experience designing innovative, environmentally sustainable campuses and institutions across the U.S. He discussed best practices related to centers of excellence, showcased building features and structures devoted to health and wellness, and explored ways BCHD can leverage its campus, services, programs, partnerships and staff to solidify itself as a center of excellence for community health.
- **Kerianne Lawson**, BCHD director of lifespan services, outlined the board-approved project pillars for the Healthy Living Campus: Health, Livability and Community. She also shared BCHD's definition of a center of excellence as outlined in the guiding principles for the project, which states: "Build a center of excellence focused on wellness, prevention and research."

Mrs. Lawson returned to the podium following Dr. Wesley's comments (see below) and highlighted the many successes of BCHD's Blue Zones Project, including the visit from the U.S. Surgeon General to learn best practices in 2016; Beach Cities earning the third highest well-being score in the nation in 2017; and statistically significant improvements across key community health indicators since the project launch in 2010 (smoking, overweight/obese, exercise, nutrition habits, etc.).

- **Dr. Nicole Wesley**, executive director of student services for Redondo Beach Unified School District (RBUSD), outlined some of the characteristics that make BCHD a center of excellence, notably the partnership with RBUSD to successfully lower childhood obesity by 68 percent since launching the LiveWell Kids program in 2007. She went on to describe why BCHD is a unique and valuable community resource for the school district – one that outside districts wish they had in their communities.
- **Dean Sherzai, M.D.**, provided an update on the potentially ground-breaking dementia research – Healthy Minds Study – being conducted in partnership with BCHD and how it bolsters the District's status as a center of excellence. He described the Beach Cities as the ideal location for this prevention-focused research because of the innovative community health programs and services BCHD has been successfully implementing at the local level – Blue Zones Project, Care Management, LiveWell Kids – for 20 years.

Following the presentations, attendees were asked to brainstorm ideas around three key questions.

1. When you think about a center of excellence, in any industry, what organizational characteristics come to mind?
2. In what ways is BCHD currently a center of excellence for community health?
3. How can BCHD enhance its model to solidify itself as a center of excellence for community health?

BCHD staff members facilitated the group session and encouraged participants at each table to candidly share their thoughts on each of the three discussion questions. Notetakers documented the input and each group publicly reported out two or three key ideas for each question.

Mr. Bakaly concluded the study circle by explaining that all of the input gathered would be reported to the BCHD Board of Directors in a full summary report. He described how the feedback would help guide the conceptual designs that BCHD plans to develop and publicly present to the board and community for consideration in early 2019.

The feedback received from the group exercise is summarized in Section 2.3, Summary of feedback.

2.2 Summary of Participation

Intergenerational Programs Study Circle Participants

NO.	NAME	ORGANIZATION	CITY OF RESIDENCE
1	Aaron Jones	City of Redondo Beach Planning Division	Redondo Beach
2	Anthony Taranto	Redondo Beach Unified School District	Redondo Beach
3	Bob Pinzler	Redondo Beach GPAC	Redondo Beach
4	Candice Gill	BCHD Volunteer	Manhattan Beach
5	Craig Cadwallader	Surfrider and HLC Community Working Group	Manhattan Beach
6	Dan Withee	Withee Malcolm Architects, LLP	Palos Verde Estates
7	Dean Sherzai	Loma Linda University Medical Center	Loma Linda
8	Dee Prescott	Easter Seals	Gardena
9	Geoff Hirsch	Access Hermosa	Hermosa Beach
10	Grace Farwell	South Bay Cities Council of Governments	Torrance
11	Hanif Haji	Beach Cities Child Development Center	Redondo Beach
12	James Gill	Manhattan Beach Cultural Arts Commission	Manhattan Beach
13	Jan Buike	City of Manhattan Beach Older Adult Programs and HLC Community Working Group	Manhattan Beach
14	Jim Hannon	BCHD Livability Committee	Redondo Beach
15	Joanne Sturges	Retired Executive Officer/ Board of Supervisors at L.A. County and HLC Community Working Group	Manhattan Beach
16	John La Rock	City of Redondo Beach Parks and Rec	Redondo Beach
17	Joy Jurena	Omnilore	Redondo Beach
18	Mickie Robbins	Resident	Manhattan Beach
19	Dr. Nikki Wesley	Redondo Beach Unified School District	Redondo Beach
20	Paul Murdoch	Paul Murdoch Architects	
21	Pete Vlahakis	Redondo Pacific Towers HOA and HLC Community Working Group	Redondo Beach
22	Robin Shipley	TranZitions Consulting	El Segundo
23	Scott Kringen	BCHD Strategic Planning Committee	Redondo Beach
24	Sean Guthrie	BCHD Livability Committee	Redondo Beach
25	Sheila Lamb	Redondo Beach GPAC	Redondo Beach
26	Sonia Dickson	TranZitions Consulting	El Segundo
27	Sue Allard	Manhattan Beach Joslyn Center and HLC Community Working Group	Manhattan Beach
28	Theresa Van Dusen	Redondo Beach Unified School District	Redondo Beach
29	Terri Cannon	Redondo Beach Library Commission	Redondo Beach
30	Wendy Lozano	El Camino College	Torrance
31	Kambria Vint	City of Hermosa Beach Community Resources and HLC Community Working Group	Hermosa Beach
32	Jeanne Soto	Center For Health & Fitness	Redondo Beach
33	Jasmine Morales	AdventurePlex	Manhattan Beach
34	Gila Katz	Resident	Hermosa Beach

NO.	NAME	ORGANIZATION	CITY OF RESIDENCE
35	Ali Steward	BCHD	Hermosa Beach
36	Catherine Bustamante	BCHD	Lomita
37	Cristan Higa	BCHD	Redondo Beach
38	Diana Garcia	BCHD	
39	Eric Garner	BCHD	Redondo Beach
40	Jeff Green	VMA	
41	Kerianne Lawson	BCHD	Torrance
42	Lauren Nakano	BCHD	Hermosa Beach
43	Leslie Dickey	BCHD	
44	Mark Vidal	VMA	
45	Megan Vixie	BCHD	Redondo Beach
46	Michael Lindsey	BCHD	
47	Rosalie Rapas	BCHD	
48	Tom Bakaly	BCHD	Hermosa Beach
49	Wendy Rosen	Community Consultant	
50	Melissa Andrizzi-Sobel	BCHD	Torrance



2.3 Summary of Feedback

During the reporting session, each group shared their main points regarding agreed-upon topics for discussion provided. These included:

Group Discussion Exercise:

1. When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?
2. In what ways is BCHD currently a Center of Excellence for Community Health?
3. How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

Key themes expressed by all groups are listed below:

Q1

1. Collaborative/ inclusive
2. Community integration
3. Evidence-based
4. Clearly defined mission/ goals
5. Exceeds expectations
6. Inspiring/compassionate

Q2

1. Variety of services and programs across the lifespan
2. Mental health programming
3. Evidence-based/research-driven
4. Community focused
5. Quality staff

Q3

1. Marketing and outreach
2. Inclusive and welcoming to all
3. Community involvement and engagement
4. Strengthen and expand partnerships

Copies of all comments provided by each group are included in Appendix D. Key points reported by each group after the group exercise are listed in the table below:

Table 1: COMMENTS (REPORTED OUT)

GROUP 1
<p>When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?</p> <ul style="list-style-type: none">• Focused on a specific excellence• Mental health• Responsible to its community• Collaborative and intergenerational

In what ways is BCHD currently a Center of Excellence for Community Health?

- Lifespan services
- Power 9 principles – Blue Zones Project
- Mental health programs

How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

- Focus on mental health
- Total wellness programing
- Inclusive to people with disabilities

GROUP 2

When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?

- Clearly defined values, goals and purpose
- Forward-thinking/future driven
- Attention to the human element
- Sustainability

In what ways is BCHD currently a Center of Excellence for Community Health?

- Focus on prevention
- Programming and partnerships across the lifespan
- Evidence-based programming
- Adaptability to changing health needs of the community

How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

- Adaptability toward health changes
- Focus on total wellness
- One central message in programs/marketing

GROUP 3

When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?

- Welcoming and warm atmosphere
- Empowering agents of change
- Inclusive and accessible to all

In what ways is BCHD currently a Center of Excellence for Community Health?

- Mental health support
- Strong partnerships with schools
- Range of services across the lifespan
- Leverages skills and resources in the community

How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

- Increase communication/outreach
- Continued transparency of data and research
- Open dialogue/sense of community

GROUP 4

When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?

- Professional/knowledgeable staff
- Dynamic leadership
- Variety/caliber of programming

In what ways is BCHD currently a Center of Excellence for Community Health?

- Exceptional outreach
- Focus on preventive health
- Evidence-based

How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

- Beach Cities residents to be “patients” for total wellness
- Excellence of programming/mission equal to excellence of campus
- Foresight to meet future needs
- Balance onsite and offsite initiatives

GROUP 5

When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?

- Empowering/encourage innovation
- Dissemination of knowledge
- Accessible/inclusive
- Has a concentration of experts

In what ways is BCHD currently a Center of Excellence for Community Health?

- Strong partnerships
- Community focus/engagement
- Strong network of volunteers/experts

How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

- Expand exercise programs/space
- Provide educational awareness and training
- Collaboration with other organizations

WRITTEN COMMENTS SUBMITTED

Two written comments (Appendix F) were received from participants wishing to provide additional comments.

APPENDIX A: PAUL MURDOCH POWERPOINT PRESENTATION



What is a “Center of Excellence”?

In the healthcare sector, the term often refers to a center that provides sufficient and easily accessible medical services to patients.

Center of Excellence

CoE

Supplies an exceptionally high concentration of expertise and related resources centered on particular medical areas and delivered in a comprehensive, interdisciplinary fashion.

Generally consists of teams of highly skilled experts and are also often involved in research and innovation to advance the field. Most CoEs establish guidelines or standards specific to their endeavors.

A team, a shared facility or an entity that provides leadership, best practices, research, support and/or training for a focus area. The focus area might be a technology, a business concept, a skill or a broad area of study.

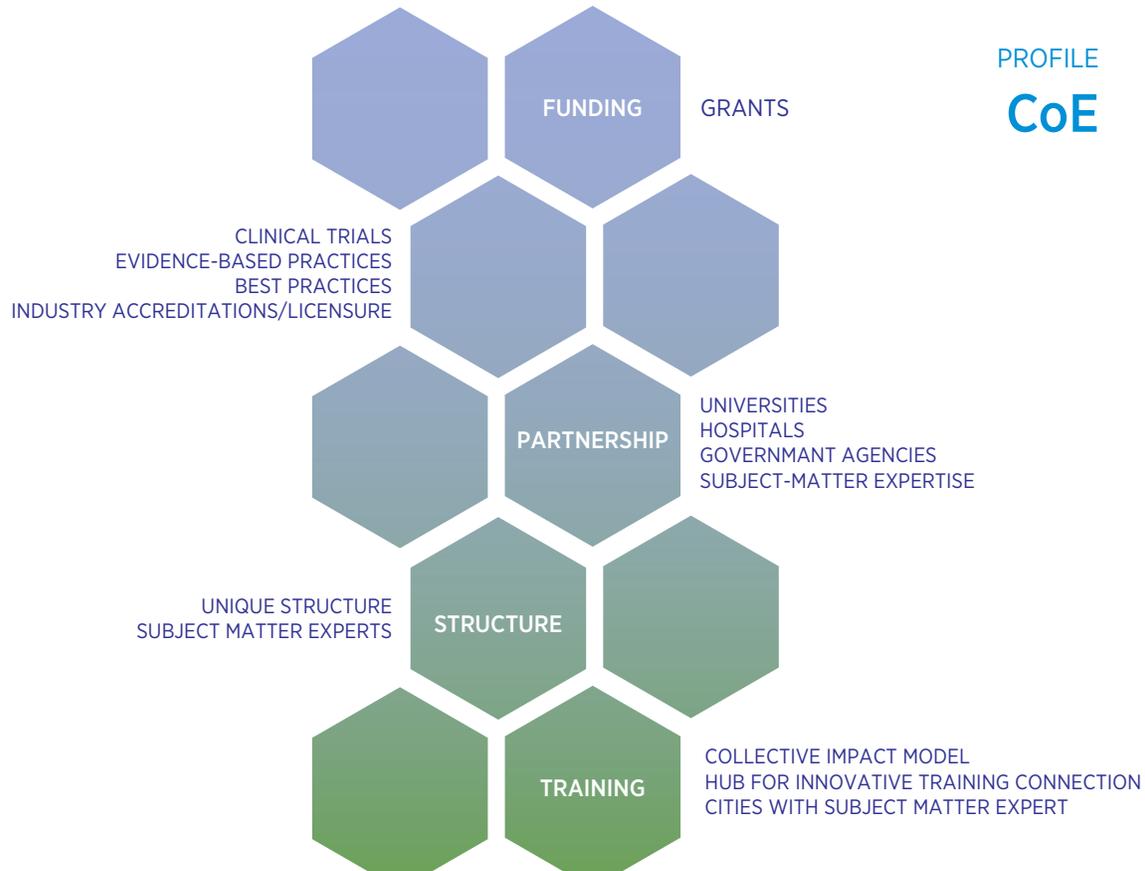
In healthcare, CoEs can be established by a medical specialty's professional society, a government entity such as the National Cancer institute, or a consumer group organized in response to a disease. Most CoEs are independently created by individual hospitals or health care systems.

A corporate group or team that leads other employees and the organization as a whole in some particular area of focus such as a technology, skill or discipline.

CoEs provide a focal point for knowledge management, with the overall goal being the ability to capture new knowledge and practice from inside and outside the business.

PROFILE

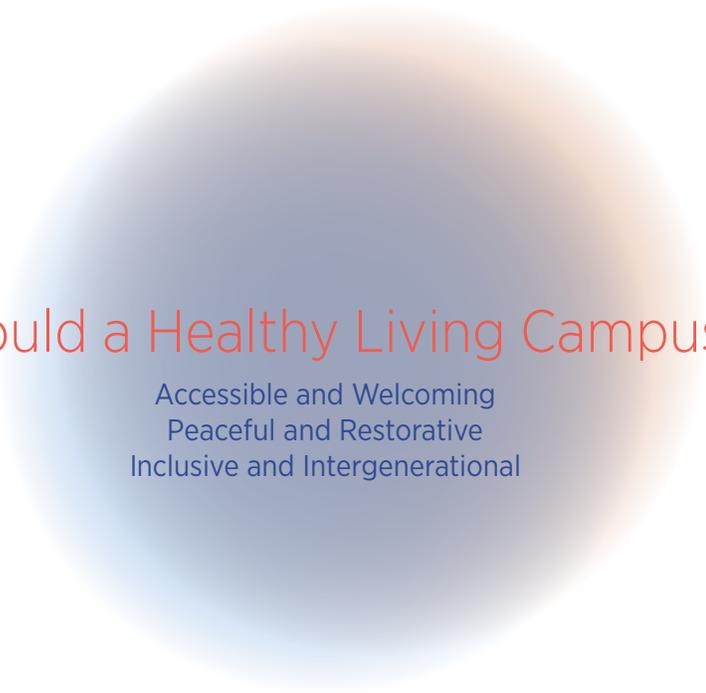
CoE





What is a “Healthy Living Campus”?

An arrangement of buildings and shared open spaces (Servicescape) proactively developed with the holistic health of its residents, guests, environment



How should a Healthy Living Campus feel?

Accessible and Welcoming
Peaceful and Restorative
Inclusive and Intergenerational



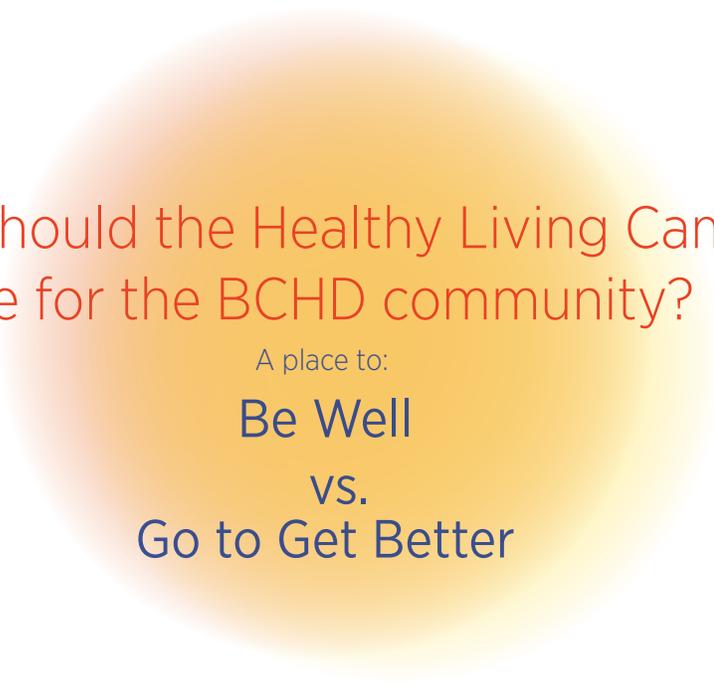
What activities would you expect to find on a Healthy Living Campus?

Multi-use community spaces
(e.g., amphitheater & demonstration kitchen)
Outdoor exercise and restorative activities
Intergenerational programs and opportunities



How should a Healthy Living Campus be connected to its community?

Maximize rooftop spaces
Ensure access for all ages and abilities
Design for walkability



What should the Healthy Living Campus be for the BCHD community?

A place to:

Be Well

vs.

Go to Get Better

WELLBeing Value Proposition





Increase Acoustical Comfort

The stress of a noisy office causes productivity to drop by up to two-thirds.

Improve Access to Daylighting and Views

and the productivity of focused work increases by

15%

Introduce Choice

Having the ability to adjust the workspace is positively correlated to job satisfaction

Improve Air Quality

Productivity increases by

11%

with better ventilation



Incorporate Nature

Stress is increasingly one of the biggest health issues and will cost business in excess of \$300 million; biophilic design creates a 6% improvement in mood



Foster Social Interaction

Having a sense of community improves loyalty and sparks creativity

Enhance Thermal Comfort

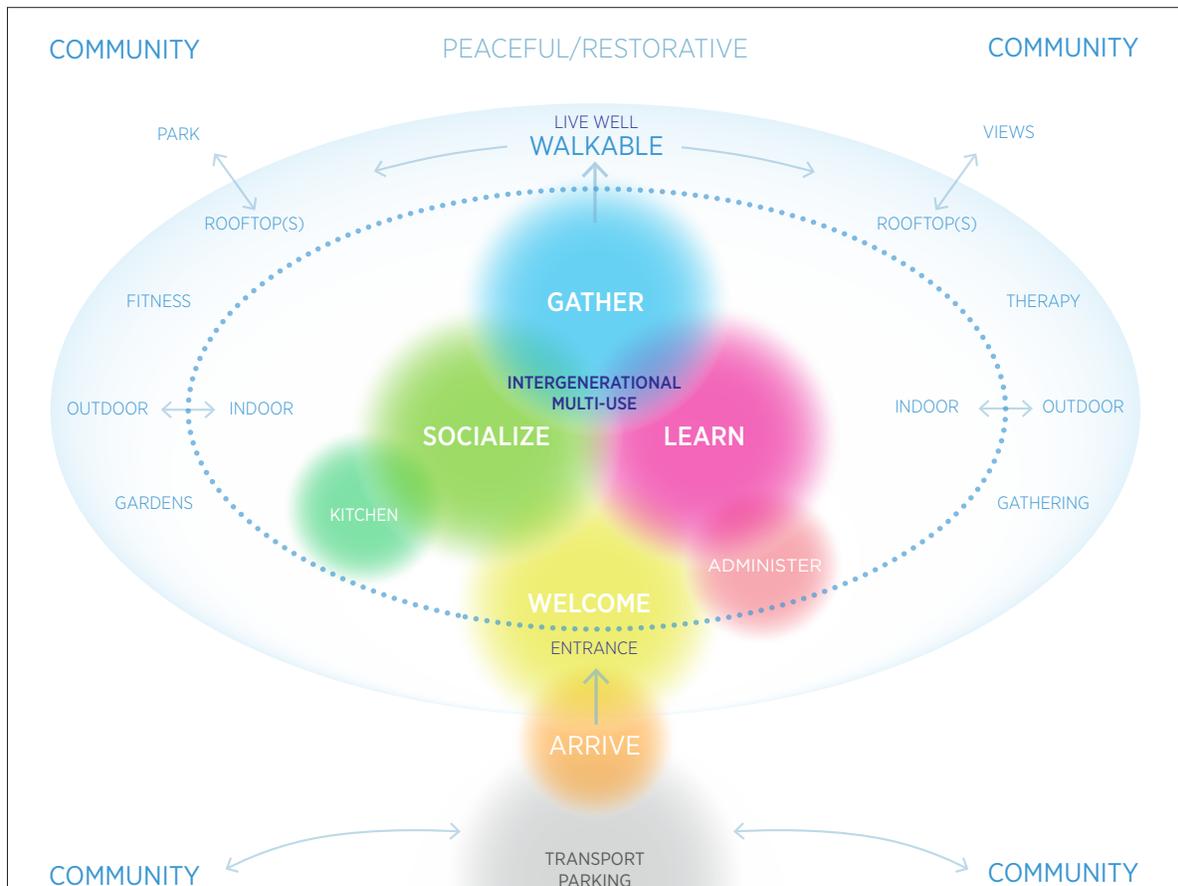
Productivity is reduced by 4% when it's too warm and by 6% when it's too cold



What should the center of the Healthy Living Campus be for the BCHD community?

A peaceful and restorative place to:

- Welcome
- Learn
- Gather
- Socialize
- Administer
- Live Well







Welcoming
Reception



Socialize
Learning





Classroom
Learning

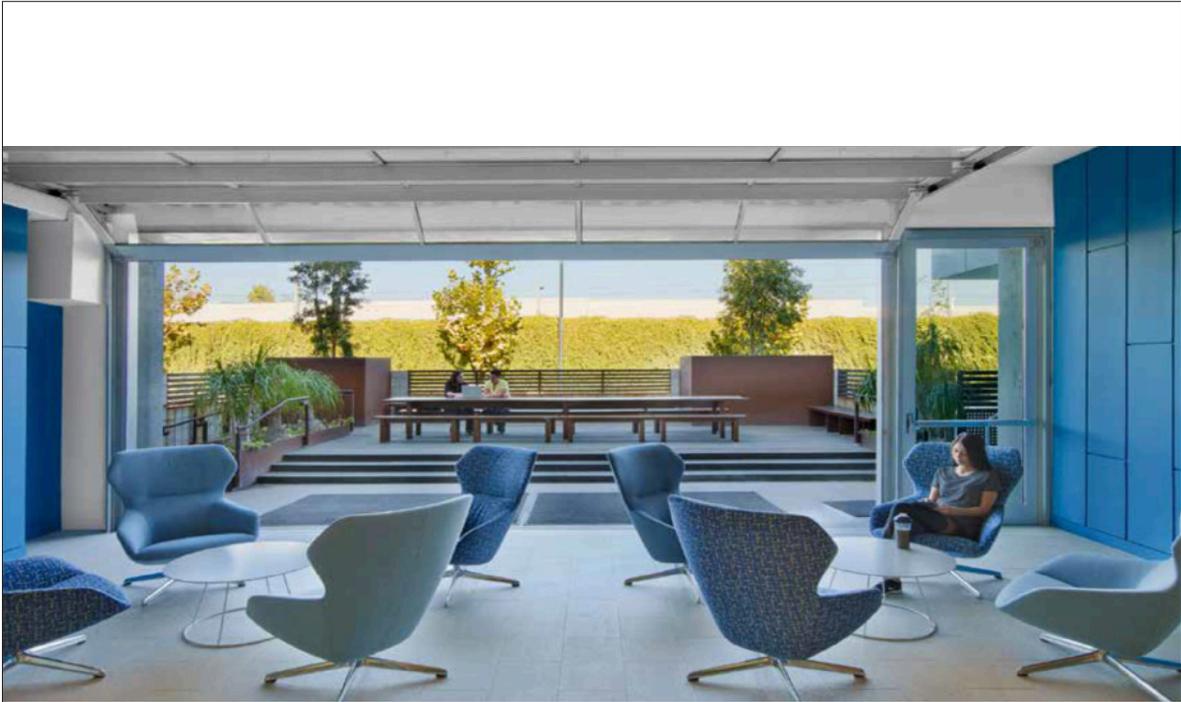


Classroom
Learning





Collaborative
Learning



Gathering
Socialize



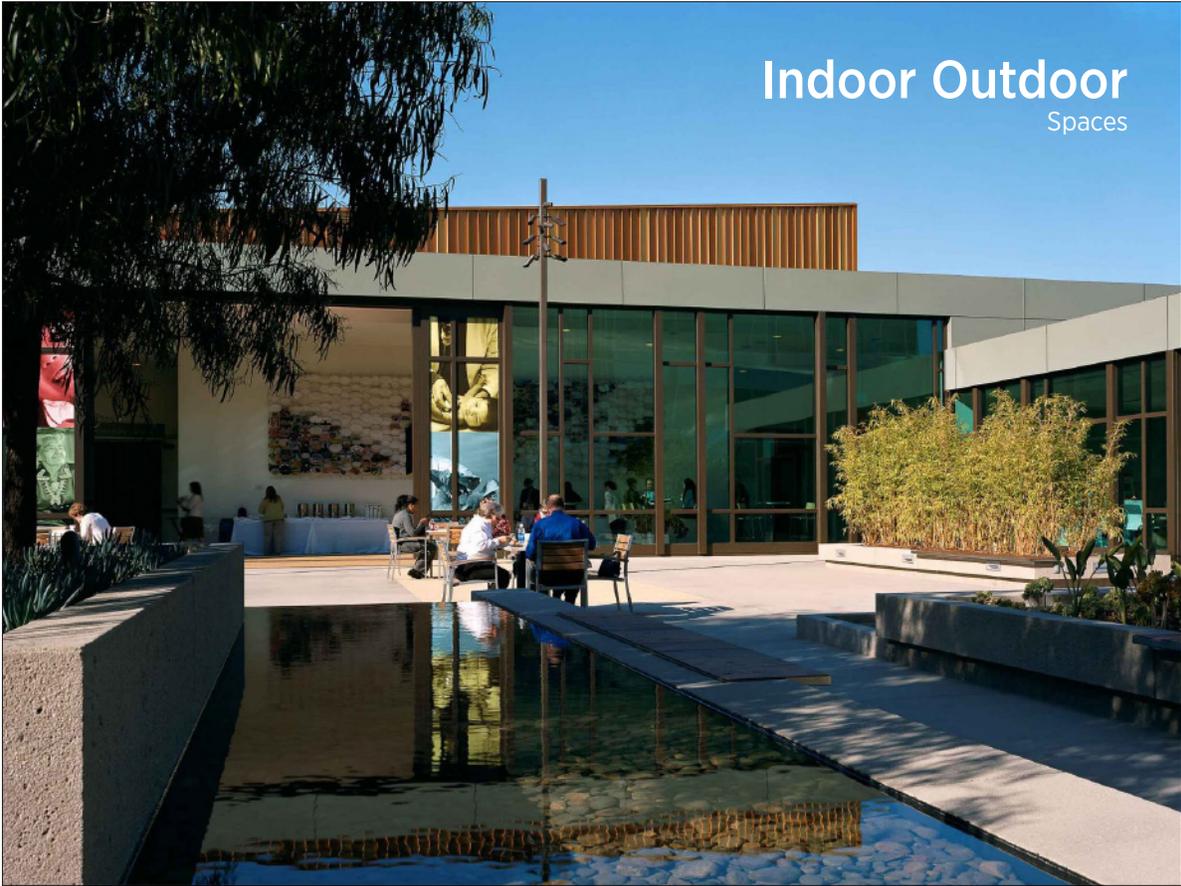




Administer
Programs

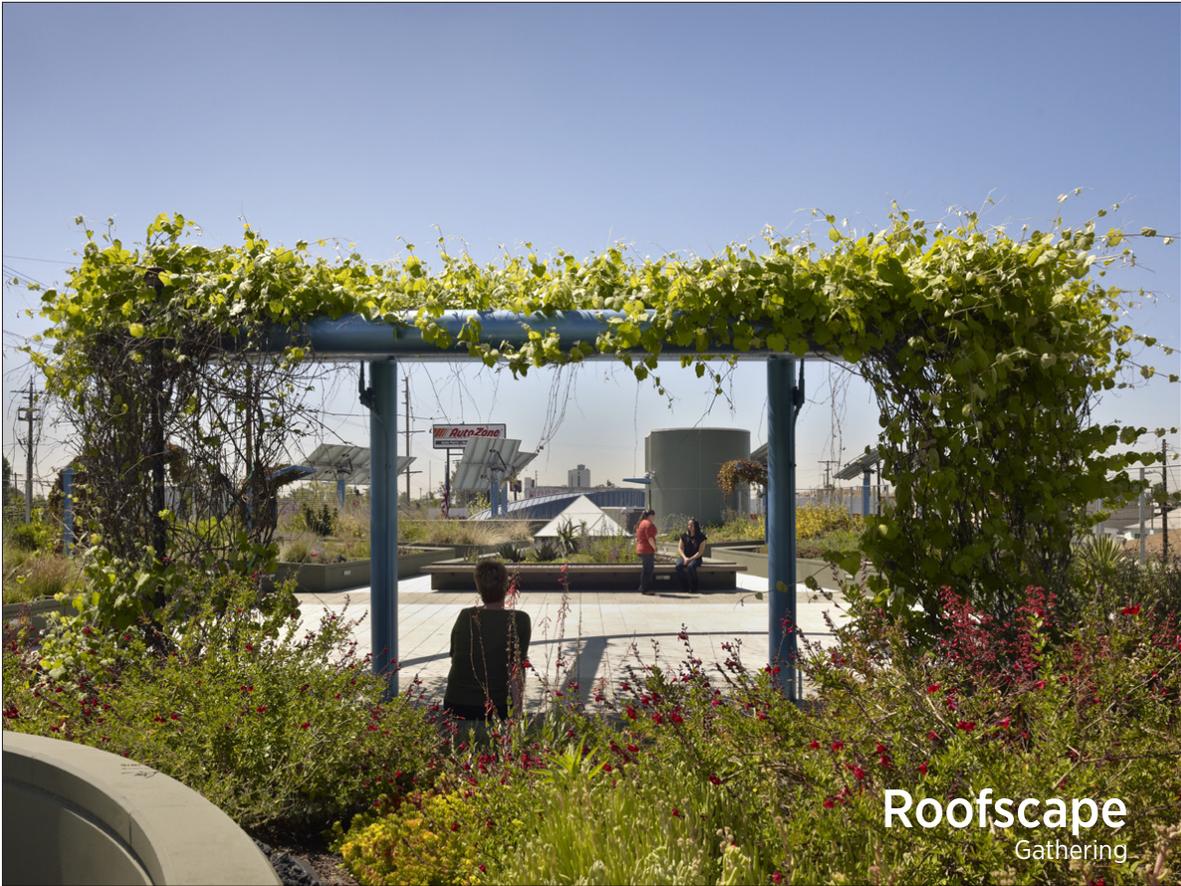


Socialize
Center





Roofscape
Views of Community



Roofscape
Gathering



Focus Group Questions

1. When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?
2. In what ways is Beach Cities Health District currently a Center of Excellence for Community Health?
3. How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

APPENDIX B: CREATING A CENTER OF EXCELLENCE STUDY CIRCLE PRESENTATION

Healthy Living Campus: Project Pillars



Health

- Build a center of excellence, focusing on wellness, prevention & research
- Leverage the campus to expand community health programs & services



Livability

- Focus on emerging technologies, environmental sustainability, innovation & accessibility
- Create an intergenerational hub of well-being, using Blue Zones Project principles



Community

- Actively engage the community & pursue partnerships
- Grow a continuum of programs, services & facilities to help older adults age in their community



Beach Cities Health District

A Center of Excellence for Community Health



Prevention

- **LiveWell Kids & Tots**
- Care Management
- Youth Substance Use Prevention
- Student Mental Health Task Force
- Families Connected Speaker Series
- Physical Activity
- Health Grants



Wellness

- **Blue Zones Project**
- Center for Health & Fitness
- Volunteer Services
- Health Promotions
- School Wellness Councils & Advisory Committees
- Mindfulness
- Purpose Series



Research

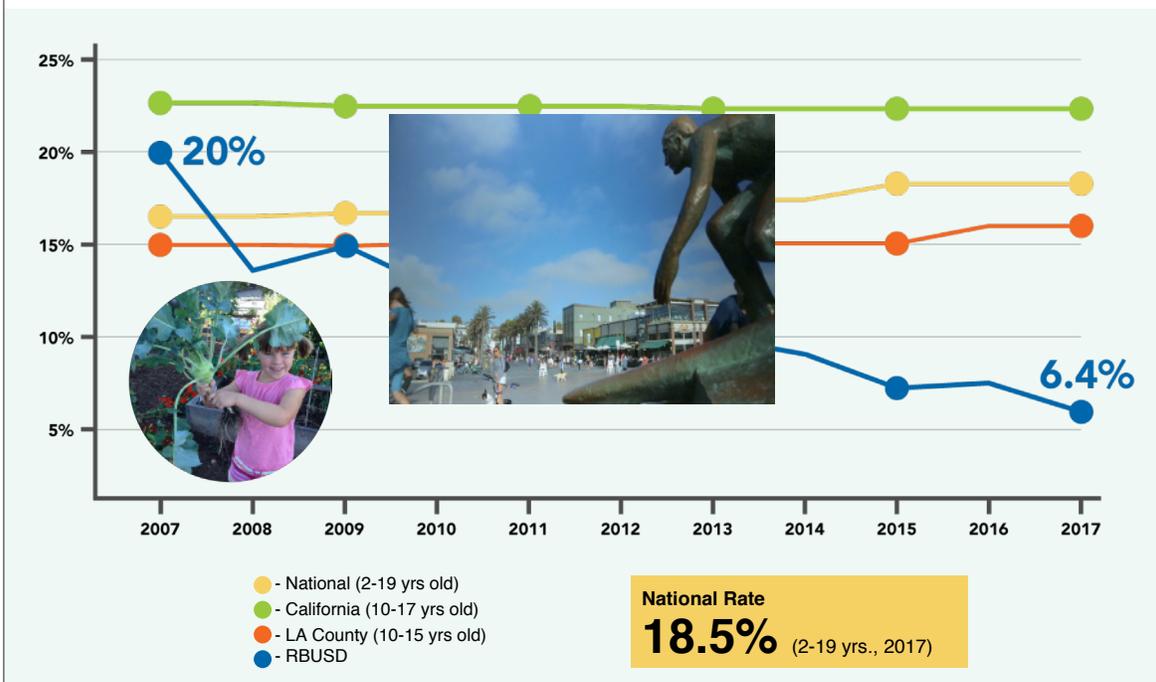
- **Healthy Minds Study**
- Community Health Snapshot
- Community Health Survey
- BMI Measurement
- Well-Being Index



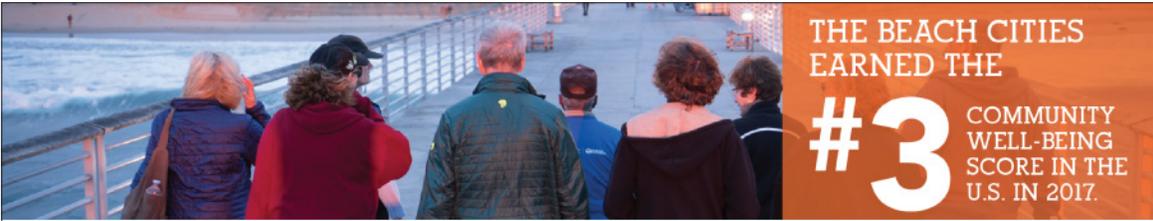


Childhood Obesity Rate

(Redondo Beach Elementary Schools)







Impact of Blue Zones Project on Key Health Indicators: 2010 – 2017



“We tend to believe that America’s health problems are too big and intractable. You have proven that communities can take charge and reverse the trend.”

- Dr. Vivek Murthy, Former United States Surgeon General, June 4, 2016



Brainstorm Session Questions

1

When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?

2

In what ways is Beach Cities Health District currently a Center of Excellence for Community Health?

3

How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

APPENDIX C: INVITATION PACKET EBLAST

Dear Community Member,

We hope you can attend our upcoming study circle – **Sept. 5th from 6-7:30 p.m. at the Redondo Beach Main Library** – on creating a Center of Excellence for Community Health. Your input and feedback will be used to help us create a Healthy Living Campus that best serves the evolving health needs of the Beach Cities.

This final study circle will focus on actionable ways BCHD can maximize its campus redesign, programs and resources to further solidify itself as a Center of Excellence for community health that focuses on innovative prevention, wellness and research. All input gathered will be reported to the BCHD Board of Directors for consideration and posted publicly at bchd.org/healthylivingcampus.

If you haven't done so already, please [RSVP here](#).

Below are links to pre-reading materials:

- *The Well Building Standard*: https://www.dropbox.com/s/4k6oupzcrpov4an/IWBI_WELL%20Presentation-core_2.pdf.zip?dl=0
- *2017/18 BCHD Annual Report*: <http://fliphtml5.com/bookcase/ahzl>

The study circle will feature short presentations on best practices and BCHD case studies (20-25 minutes total) followed by a group brainstorm session (60 minutes) around the following questions:

1. **When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?**
2. **In what ways is Beach Cities Health District currently a Center of Excellence for Community Health?**
3. **How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?**

Please feel free to contact Eric Garner, BCHD communications manager, with any questions or for more information: eric.garner@bchd.org; (310) 374-3426, ext. 156.

Thank you for your time, and I hope you can join us Wednesday evening.

In health,

Tom Bakaly
Chief Executive Officer
Beach Cities Health District

**Beach Cities Health District
Study Circle #3 – Creating a ‘Center of Excellence’
Wednesday, September 5, 2018
Redondo Beach Main Library
303 N. Pacific Coast Hwy., Redondo Beach**

Participant Guide

Beach Cities Health District (BCHD) continues to take a broad look at the Healthy Living Campus revitalization project. Your participation in this study circle (ways we can leverage the campus redesign, programs and resources to further establish BCHD as a center of excellence) is an opportunity to continue the community discussion that began with recent sessions regarding community gathering spaces and intergenerational living.

Instructions

Please use this document to guide the discussion during the small break-out groups on creating a center of excellence.

Dovetailing on the pre-read materials provided and the presentation, please share with your group your insights and/or personal experiences pertaining to the questions on creating a center of excellence listed on the Group Discussion Exercise section of this guide. Comments will be captured on flip charts, however participants may submit additional thoughts on comment cards.

Participants selected to be the group representative should assist the facilitator in capturing comments on a flip chart during the discussion and report out their group’s comments to the rest of the study circle participants at the end of the session.

Review, as a group, the main points discussed and agree on the synopsis of the discussion. The representative should choose 2-3 main points from each topic to share with all study circle attendees during the reporting portion of this session.

Study Circle Values

You don’t have to be an expert, but do engage at your level of comfort using the pre-reading resource materials provided to guide the discussion.

Self-monitor the amount of time you’re speaking to ensure everyone has the opportunity to provide feedback.

Listening is as important as speaking.

Discussion should be positive and constructive.

Seek clarification if you are unclear of a term or concept.

Don't spend too much time problem-solving. Create a list of potential solutions or actions and move on to cover as many topics as possible.

No value judgements on other participants' comments.

A response is not mandatory for each question.

Group Discussion Exercise

Please refer to the following topics focusing on creating a Center of Excellence for this exercise.

Topic 1

When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind?

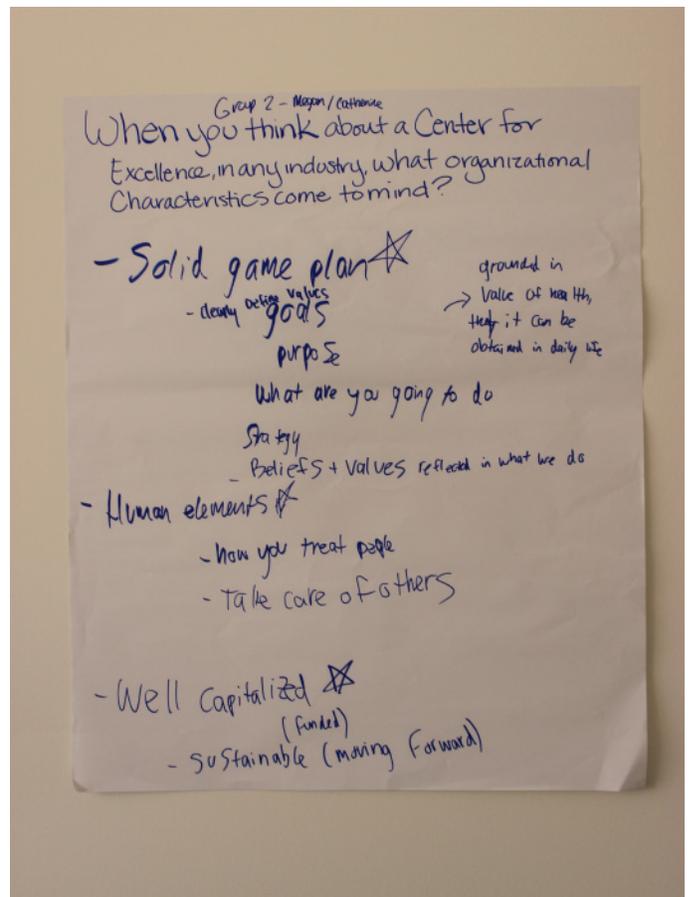
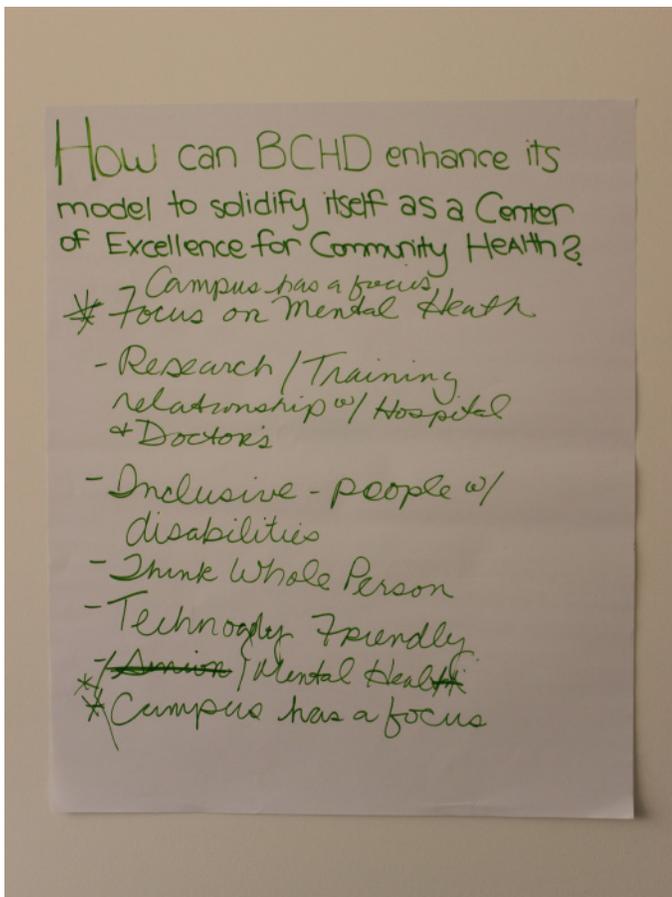
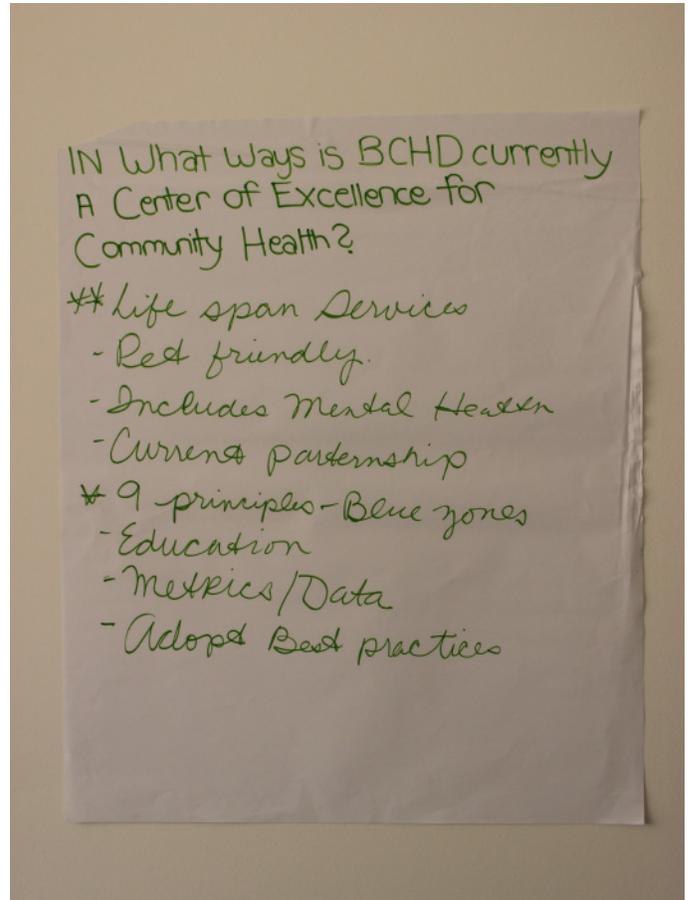
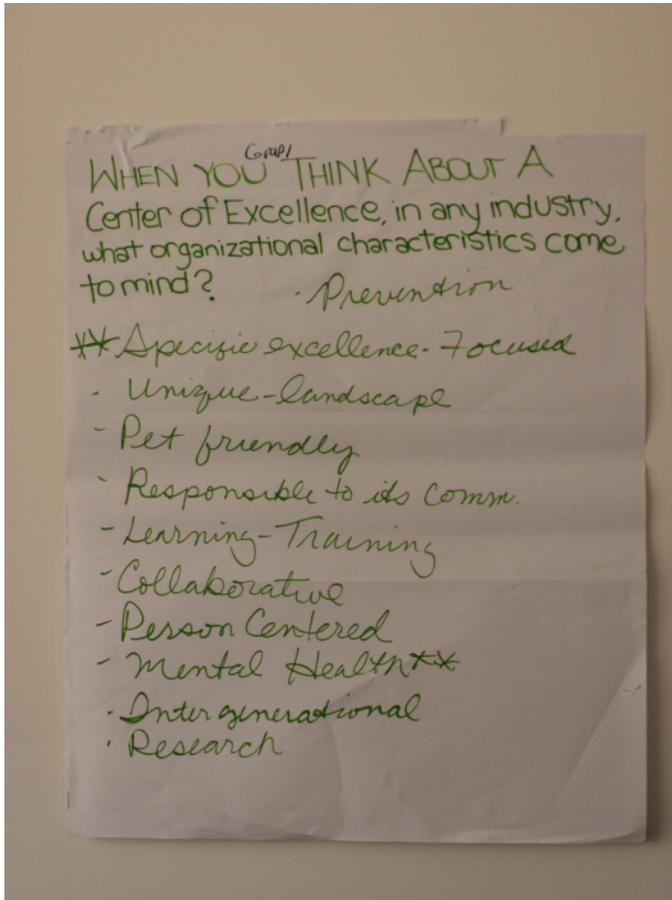
Topic 2

In what ways is Beach Cities Health District currently a Center of Excellence for Community Health?

Topic 3

How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

APPENDIX D: EASEL PAD COMMENTS



- Incorporate tech + nature (balance)
- Forward looking attitude
 - Future-driven
 - Tech (Innovative)
- Organization that we last talks from bottom up (integrated)
 - Way fresh taken care of
 - How employees treated

CK: Disneyland

- Consider values outside organization
 - think of whole community
 - What community values
 - Common ground w/ community

Cost effective

- Data for decision-making (don't waste it)
 - evidence-based
 - having data avail / US able to community
 - transparency

In what ways is Beach Cities Health District currently a Center of Excellence for Community Health?

- older adult programs, partnerships (Health programs for all ages) ^{in all communities}
- ~~work~~ evidence-based programming
- * Proactive healthcare (unique) gift to community
- focus on prevention - keeping people well
- research (Healthy winds study)
- organizationally, emphasis on excellence, ex to other organizations - innovative

CK Blue Zones project

Livestrong, came to the pre-schools, already had programming done

- Case managers (meeting needs of people in community)
- Accessibility (SBFC) - reaching out to high schools
- Employees are assets
- Addressing needs
- Priorities
- Adaptability - change is coming - opportunity for BCHD to grow in adaptability

How can BCHD enhance its model to solidify itself as a Center for Excellence for community health?

- Ability to adapt to health changes * - change is ~~constant~~ ^{inevitable}
- Health in all areas *
- Use of integrating beliefs/values into everything BCHD touches
 - CK: Sunrise ^{not in line w/ what BCHD does} _{Silverado}
- partnerships - make sure to
 - instill beliefs/values of BCHD
 - consistent in all programs/relationships
- Active involvement more active
 - organizational approach to community
- Invest in things that meet BCHD Standard
- one central message (have a lot of programs going a lot of diff ways)
 - marketing - making what we do digestible

#1) When you think about a Center ~~of~~ Excellence, in any industry, what organizational characteristics come to mind?

- Welcoming atmosphere / ^{Warmth}
- * Inclusive
- * Accessible
- openness to diverse ideas
- open dialogue / sense of community
- lived evidence / experience
- * Empowering agents of change
- Encouraging Curiosity
- Discouraged & shared truth
- Valuing others
- Inspiring leadership / creating
- Creating ownership leaders

2) In what ways is Beach Cities Health Data currently a center of Excellence for Community Health?

- Mental Health Support
- Walk to school program / anti-obesity programs
- * Strong partnerships w/ schools
- Agent of uniting 3 cities together
- Social / emotional education
- * Support of whole life-span
- Involvement of other businesses
- Involvement of city council
- Shared values
- * Leveraging skills & resources in community

3) How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

- * Increase communication / outreach
- Fill in the gaps / support more groups
- * More ambassadors to do outreach
- More transparency of data / research
- Diverse / open conversations
- Listen to all age groups / all voices heard
- * Engage children in feedback / discussions

1) When you think ^{of} center of Excellence what organizational characteristics?

- Interdisciplinary
- * Professional staff - knowledgeable & innovative & creative
license/accreditation
- Everyone understands mission goals
- Cutting edge → next level
- * Easy to navigate / access - web or in person
user friendly table
- Unique structure - deliverables, management, output
(org)
- Exceptional outreach - marketing, surveys, etc.
- Far beyond sufficient
- * Caliber & types of programs
- Dynamic individual / group of leaders
- Reverse hierarchy
- Expertise, training

Get

2) In what ways is BCHD currently a center of excellence for community health?

- * Professional staff - people make the organization
- * Caliber and types of programs
- Exceptional outreach - community consciousness
- Cutting edge - forward thinking "specific programs highlighted"
- Intergenerational / Interdisciplinary
- Broad offering of programs & services
- * Health proactive wellness instead of reactive treatment
- Utilize empirical research & best practice to inform policy & program
- transparency / inclusive
- Aggressive - never complacency
- Responsive
- * Proven results

Out

3) How can BCHD enhance its model to solidify ~~its model~~ itself as a CoE?

- * Redefine word patient making every BC resident a "patient" for wellness, education & lifestyle "BeWell Resident"
- Convince healthy people to participate
- * Have space be as excellent as programming & mission
- Increase public involvement
- Space draws people in
- Create/Enhance marketing program
- People + Programs $\xrightarrow{\text{informing}}$ physical structure (not the other way around)
- Gain national recognition \rightarrow Franchise model
- * Meeting future needs
- * Balance onsite & offsite initiatives.

Relationship between bldg & programs

When you think about a Center of Excellence, in any industry, what organizational characteristics come to mind? Lawson 5

- High Utility (Value) to users
- * EMPOWERING
- * ACCESSABLE/INCLUSIVE
- KNOWLEDGE TRANSFER/SHARING
- * HOLISTIC
- ENCOURAGE INNOVATION
- CONCENTRATION OF EXPERTS
- DISSEMINATION OF KNOWLEDGE
- COMPASSION & UNDERSTANDING

In what ways is BCHD currently ^{Lawson 5} Center for Excellence for Community Health?

- * PARTNERSHIPS ~~W/ F~~
- GOAL SETTING - RESPONSIVENESS
- COMMUNITY FOCUSED E.G.
- ENGAGEMENT
- * VISIONARY
- * VOLUNTEERS / EXPERTS
- INPUT WELCOME

How can BCHD enhance its model to solidify ^{Lawson 5} itself as a Center of Excellence for Community Health?

PROGRAMS
ORG.

PLACE

- * EXPAND EXERCISE PROGRAMS & SPACE
- STIMULUS FOR RESEARCH
- ENHANCE INTERGEN. PROG.
- CONNECT TO COMM.
- * PROVIDE EDUCATION AWARENESS & TRAINING
- * COLLABORATION W/ OTHERS CENTERS - GROUPS ORGS
- ENHANCE CAMPUS CONTINUITY
- CREATE HEALTHY ENV.
- CONNECT TO COMMUNITY
- HAVE VISUAL PRESENCE

Question 1: When you think about a Center of Excellence, in any industry. What organizational characteristics come to mind?

Group 1:

- Prevention
- Specific excellence – focused
- Unique – landscape
- Pet friendly
- Responsible to its community
- Learning/Training
- Collaborative
- Person-centered
- Mental Health**
- Intergenerational
- Research

Group 2:

- Solid game plan
 - Clearly define values, goals, purpose (grounded in value of health)
 - What are you going to do
 - Strategy
 - Beliefs and values reflected in what we do
- Human elements
 - How you treat people
 - Take care of others
- Well capitalized (funded)
 - Sustainable moving forward
- Incorporate tech and nature (balance)
- Forward looking attitude
 - Future-driven
 - Tech (innovative)
- Organization that will walk the talk (from bottom up, integrated)
 - “Way trash taken care of”
 - How employees treated
 - Example: Disneyland
- Consider values outside organization
 - Think of whole community
 - What community values
 - Common ground with community
- Data for decision making
 - Evidence-based
 - Having data available/usable to community (transparency) while protecting data as it pertains to personal privacy
 - Cost effective (don’t waste it)
 - Evaluation component

Group 3:

- Welcoming and warm atmosphere
- Inclusive
- Accessible
- Openness to diverse ideas
- Open dialogue/sense of community
- Lived evidence/experience

- Empowering agents of change
- Encouraging curiosity
- Discovering a shared truth
- Valuing others
- Inspiring leadership/creating leaders
- Creating ownership

Group 4:

- Interdisciplinary
- Professional staff*
 - Knowledgeable, innovative, creative
 - Licenses and accreditations
- Everyone understands mission and goals
- Cutting edge – next level
- Easy to navigate/accessible – web or in person, user friendly
- Unique organizational structure-deliverables, management, output
- Exceptional outreach – Marketing, surveys, etc.
- Far beyond sufficient
- Caliber and types of programs*
- Dynamic individual/group of leaders
- Reverse hierarchy
- Expertise, training

Group 5:

- High utility (value) to users
- Empowering
- Accessible/inclusive
- Knowledge transfer/sharing
- Holistic
- Encourage innovation
- Concentration of experts
- Dissemination of knowledge
- Compassion and understanding

Question 2: In what ways is BCHD currently a Center of Excellence for Community Health?

Group 1:

- Life span services
- Pet friendly
- Includes Mental Health
- Current partnership
- 9 Principles – Blue Zones
- Education
- Metrics/Data
- Adopt best practices

Group 2:

- Older adult programs, partnerships, in all communities (Health programs for entire lifespan)
- Evidence-based programming
- Proactive Healthcare (unique) gift to community
- Focus on prevention (keeping people well)
- Research (Healthy Minds study)

- Organizationally, emphasis on excellence , be an example to other organizations
 - Innovative
 - Example 1 Blue Zones Project
 - Example 2 LiveWell Tots, came to the pre-schools, already had programming/data
- Case Managers (meeting needs of people in Community)
- Availability (South Bay Families Connected) – reaching out to high schools
- Employees are assets
- Addressing needs
- Facilities
- Adaptability: Change is coming, opportunity for BCHD to grow in adaptability

Group 3:

- Mental health support
- Walk to school program/anti-obesity programs
- Strong partnerships with schools
- Agent of uniting three cities together (Hermosa, Manhattan Redondo)
- Social/emotional education
- Support of whole lifespan
- Involvement of other businesses
- Involvement with cities
- Shared Values
- Leveraging skills and resources in community

Group 4:

- Professional staff – people make the organization
- Caliber and types of programs
- Exceptional outreach – community consciousness
- Cutting edge – forward thinking (specific programs highlighted)
- Intergenerational/interdisciplinary
- Broad offering programs and services
- Health proactive wellness instead of reactive treatment
- Utilize empirical research and best practice to inform policy and program
- Transparency/inclusiveness
- Aggressive – never complacent
- Always responsive
- Proven results

Group 5:

- Partnerships
- Goal setting – responsiveness
- Community focused e.g.
- Engagement
- Visionary
- Volunteers/experts
- Input welcome

Question 3: How can BCHD enhance its model to solidify itself as a Center of Excellence for Community Health?

Group 1:

- Campus has a focus
- Focus on Mental Health

- Research/training relationship with hospital and doctors
- Inclusive – people with disabilities
- Think whole person
- Technology friendly
- Mental health
- Campus has a focus

Group 2:

- Ability to adapt to health changes
 - Change is a constant
 - Health in all areas
- Idea of integrating beliefs/values into everything BCHD touches
- Partnerships – make sure to instill beliefs/values of BCHD
 - Consistent in all program/relationships
 - Example: Sunrise and Silverado not in line with what BCHD does
- Passive involvement more active
 - Organization approach to community
- Interest in things that meet BCHD standards
- One central message (have a lot of programs going a lot of different ways)
 - Marketing – making what we do digestible

Group 3:

- Welcoming and warm atmosphere
- Inclusive
- Accessible
- Openness to diverse ideas
- Open dialogue/sense of community
- Lived evidence/experience
- Empowering agents of change
- Encouraging curiosity
- Discovering a shared truth
- Valuing others
- Inspiring leadership/creating leaders
- Creating ownership

Group 4:

- Redefine word “Patient” making every Beach Cities resident a “patient” for wellness, education and lifestyle
“Be Well Resident”
- Convince healthy people to participate
- Be as excellent as programming and mission
 - Space draws people in
- Increase public involvement
- Create/enhance marketing program
- People and programs informing the physical structure (not the other way around)
 - Relationship between building and programs
- Gain national recognition, then franchise the model
- Meeting future needs
- Balance onsite and offsite initiatives

Group 5:

- Expand exercise programs and space
- Stimulus for research

- Enhance campus continuity
- Enhance intergenerational programs
- Create healthy Environments
- Connect to community
- Provide educational awareness and training
- Have visual presence
- Collaboration with others
 - Centers/groups/organizations



APPENDIX E: SIGN-IN SHEETS

Sign-in Sheet

Healthy Living Campus Study Circle



Name	Signature
Melissa Andrizzi-Sobel	here
Sue Allard	<i>Sue Allard</i>
Tom Bakaly	here
Jan Buike	<i>Jan Buike</i>
Catherine Bustamante	here
Craig Cadwallader	<i>Craig Cadwallader</i>
Teri Cannon	<i>Teri Cannon</i>
Leslie Dickey	here
Sonia Dickson	<i>Sonia Dickson</i>
Grace Farwell	Here
Diana Garcia	here
Eric Garner	here
James Gill	<i>James Gill</i>
Candice Gill	<i>Candice Gill</i>
Jeff Green	here
Virginia Green	
Sean Guthrie	<i>Sean Guthrie</i>
Hanif Haji	<i>Hanif Haji</i>
Jim Hannon	<i>Jim Hannon</i>
Cristan Higa	here
Sue Hirn	
Geoff Hirsch	here
Aaron Jones	<i>Aaron Jones</i>
Joy Jurena	<i>Joy Jurena</i>
Scott Kringen	<i>Scott Kringen</i>
John La Rock	<i>John La Rock</i>
Sheila Lamb	<i>Sheila Lamb</i>

Sign-in Sheet

Healthy Living Campus Study Circle



Name	Signature
Kerianne Lawson	here
Michael Lindsey	here
Wendy Lozano	
Valerie Martinez	
Jasmine Morales	here
Paul Murdoch	
Lauren Nakano	here
Bob Pinzler	
Dee Prescott	here
Rosalie Rapas	here
Mickie Robbins	
Isabel Rodriguez	
Wendy Rosen	
George Schmeltzer	
Ayesha Sherzai	
Dean Sherzai	here
Robin Shipley	
Flo Speakman	
Joanne Sturges	
Anthony Taranto	
Jenna Tripoli	
Theresa Van Dusen	
Mark Vidal	here
Megan Vixie	here.
Pete Vlahakis	
Dr. Nikki Wesley	
Dan Withee	here

Appendix F: Comment Cards Received



STUDY CIRCLES
CENTER OF EXCELLENCE

**Comment
Card**

Name: Dee Prescott Date: 9/5/18

Comments:

Good job! It was a tough group to bring to consensus. But that being said it is still a good way for everyone to be heard. DJ?



STUDY CIRCLES
CENTER OF EXCELLENCE

**Comment
Card**

Name: Mickie Robbins Date: 9/5/18

Comments:

Please allow pets, make them welcome Be Pet friendly