

## Lakewood Foundation Planning Task Force Retreat

### Survey Results

#### **1) What, in your opinion, should be the focus of the Wellness Foundation?**

- Health and wellness for the Lakewood community, as broadly construed as possible.
- The Wellness Foundation should focus on leveraging resources currently in Lakewood in an effort to maximize community benefit. The Foundation could serve as a convener and facilitator of these efforts.
- The efforts should have a goal of making the healthy choice easy in Lakewood. Similar to the rest of the country, chronic disease, poor diets and inactivity are major contributors to poor health outcomes.
- I hope the wellness foundation focuses on filling gaps that exist in our safety net that keep people from obtaining health, especially social services that address the social determinants of health, e.g. healthy housing, transportation, food access, etc.
- The Lakewood Community Wellness Foundation should be a public charitable giving organization with a focus on self-sustainability and non-profit capacity building. The Foundation should work to connect those who care about our community with the organizations and non-profits who are, or want to do the most good for the people who reside here. The Foundation could serve as a conduit, working to help organizations make a philanthropic impact by matching those goals with local needs and opportunities. Non-profits would be able to apply for discretionary grants to implement programs the Board of Trustees deems beneficial to the wellness of the community.
- Acquiring money for various community needs WITHIN Lakewood's borders. These needs could be addiction and wellness education. Grants for wellness could be disbursed based on applications from various community members and groups.
- Support programming that helps: Decrease frequency of preventable disease; Abate burden of existing disease; and Increase "wellness" in the community (perceived and actual).
- To be responsive to the needs of the Lakewood community and residents. It should be complimentary but not duplicative of currently resourced health and wellness efforts and seek to align priorities and resources in an effort to maximize the use of resources and overall impact in the community. Also consider and value ALL racial, ethnic and other groups while understanding the differences in opportunities among residents and the associated differences in rates of health conditions and health outcomes. Evaluate root causes and implications for institutions, systems and policies.

- The Wellness Foundation should support the overall health of the citizens of Lakewood. I would like to see it supporting innovative programs that think outside the box. I struggle with where to begin knowing what these programs might be but I would like to see them addressing social determinants of health, housing, nutrition (food insecurity), jobs, education, transportation, safety, among others. My concern is finding organizations seeking grants (if the chosen model) to provide the programs we're envisioning and that will make a difference.
- I think it's premature to answer this question until the task force reviews all of the information and arrives at a shared understanding of the array of challenges this community faces or a sense of prioritization.
- Not completely sure right now. For now I would say grants for tangible needed services, with need being defined by an agreed upon source. A wellness educational grant component, perhaps with a focus on children. And maybe a small wellness "think tank" grant component.
- I'd love to see the Wellness Foundation's focus be holistic with a focus on advancing health equity, ensuring health access, and addressing root causes of health disparities through a racial and economic justice framework.
- Determining how to make a positive improvement on the CHNA score as identified in the needs categories. Based on Lakewood's high score, I'm looking for high impact in a short time, with less of a focus on the longevity of the foundation.

## 2) Who are the key community stakeholders that should be interviewed?

- Lakewood Hospital Foundation\*\*\*\*\*
- Save Lakewood Hospital Group\*\*\*\*\*
- Residents\*\*\*\*\*
- Mayor's Office\*\*\*
- Schools\*\*\*
- City Council\*\*
- Lakewood Community Services Center\*\*
- CCF Lakewood Family Health Center (incoming leadership)\*\*
- Focus groups at the senior center and seniors\*\*
- Northcoast Health\*\*
- City Departments\*
- Lakewood Department on Aging\*
- Recovery Resources\*
- Health and social service providers\*
- Lakewood Alive\*
- Youth (including those who participate in summer feeding programs)\*
- Lakewood Health and Human Services
- Lakewood Chamber
- Lakewood Family Room
- Lakewood Y

- Turkish Cultural Center
- Refugee Serving Organizations
- Live Well Lakewood Group
- Build Lakewood
- Any agency working in the health realm; i.e. other non-profits or foundations, health-care organizations, Depts. of Public Health, churches, city administration.
- Community program leaders who currently guide health and wellness efforts in Lakewood and could align with Foundation efforts
- Other non-profits with expertise in the Lakewood area
- A person who knows and understands the plans for the new Wellness Center
- Hospital representatives
- Lakewood-based or focused philanthropic entities
- Young families
- Dottie Buckon
- Toni Gelsomino
- Pam Smith (Build Lakewood Chair, former City Council member, volunteer)
- Tom Monahan (Save Lakewood Hospital)

### **3) Which expert opinions or perspectives should be brought before the Task Force for presentations and Q&A?**

- Lakewood Hospital Foundation\*\*\*\*
- Founding staff/boards of other healthcare conversion foundations in the area such as St. Lukes, Mt. Sinai, Sisters of Charity (or nationally) to compare notes\*\*\*
- County Board of Health\*\*
- Public Health and other agencies focused on these issues\*\*
- CCF Lakewood Health Center\*
- Lakewood Office on Aging
- Fairview Hospital (Community Health Assessment Rep)
- Barberton Community Foundation (or another local conversion Foundation)
- Potentially academics and/or the Center for Community Solutions to review data about Lakewood human services needs
- Philanthropy Ohio, Center for Effective Philanthropy or some other organization might provide broader experience about best practices in philanthropy
- Someone who can help us define our legal and regulatory structure (attorney) - Relatedly, we need to make sure that we are compliant and on track to receive our non-profit status so we can operate
- Physicians and Mental Health Professionals (Opioid Addiction)
- Huron Foundation Board Members
- Rolly Standish, CPA and expert on non-profits
- Population Health Management Experts
- Advocates doing health interventions in Lakewood (or similar communities) for a frame of reference

- Health Equity Funders
- A consultant that worked on Community Health Needs Assessment
- Residents
- Legal support
- Denise Zeman

**4) What is the biggest mistake that the Task Force can make that you would hope to avoid?**

- Duplicating efforts.\*
- Not getting input from Lakewood Hospital Foundation or Save Lakewood Hospital – goal is to be as inclusive as possible and give voice to all residents.
- Too narrowly defining what is health and wellness.
- Too narrowly defining our constituency that we are unable to give out funds to deserving organizations/programs/projects.
- Not having a realistic view of the dollars that will be received by the foundation (need to be smart about the money that is available).
- Putting money toward initiatives that are not sustainable, i.e. “one-shot programs” - I hope we don’t assume that this will be a foundation that sits on a pile of cash and doles out 5% of it per year. There are other options that might involve spending down assets sooner that should be on the table.
- Privatizing the foundation would limit community buy-in and negatively impact its potential growth.
- Spend the money down quickly or give another organization control over the money. We need to make this an endowment FOR the community and have it benefit the community. I would propose a specific percentage of the previous year’s assets (i.e. 3.5%) which would account for growth and sustainability for years to come.
- Create a structure that consumes a high percentage of foundation funds, limiting community benefit.
- To not consider emerging and innovative approaches to population health improvement that are grounded in equity. In addition, to not consider a balanced approach, which includes short-term and long-term priorities and programs.
- Not being relevant. There are so many problems in our society and although it’s not a lot of money, I believe its enough to make a difference.
- Defaulting to easy solutions. All possibilities should be explored.
- Focusing on health/wellness challenges that impact only a subset of the population. Lakewood is diverse, so focusing on one subgroup does not keep with the original purpose of the assets.
- Avoid setting up a foundation that simply duplicates what other philanthropic dollars are already doing in Lakewood. This foundation should expand the pie of resources available to serve Lakewood residents rather than displace other resources already flowing into this community.

- Forgetting that Lakewood was almost evenly split on the most recent hospital vote. Not working for inclusion of all constituencies during the planning process.
- Being arrogant toward non-supporters or even supporters.
- Fail to consider how race and class impact health. Limit solutions to direct health interventions only rather than considering policy and advocacy approaches as well as direct health interventions.
- Not staying in our lane.
- Not health-score metric driven
- I would like to see us focus on the needs of the underserved, chronic conditions, etc. over “wellness”.

## **5) What would be a successful outcome for this overall process?**

- A strong majority (60%+) of Lakewood residents are satisfied with the new Foundation and its mission/vision.
- To have a dedicated group involved with the foundation to carry out efforts and make Lakewood one of the healthiest communities in the country.
- The people who ultimately decide the foundation’s structure listen to the Task Force because the Task Force’s recommendations are thoughtful, data-driven and include buy-in from multiple community stakeholders of different opinions.
- To establish an administrative structure that will enable the Board of Trustees to make impactful decisions about identifying potential funding opportunities to benefit our residents, and to develop a regulatory structure that will instill public confidence in the Foundation’s efforts and show its capability to add public value.
- For there to be a foundation created that will be transparent and work on behalf of Lakewood for many years to come.
- Create a foundation that will find programming that impacts health of the people in this community in measurable ways.
- Decrease frequency and burden of disease.
- Increase perceived and actual good health.
- Benefits are clear to the citizens of the community.
- The Wellness Foundation is established through a thoughtful, inclusive and strategic process and ultimately considers equity as it provides resources to meet the identified needs of the Lakewood community.
- The establishment of a foundation with a diverse and talented board, possibly an

advisory board, that makes a real difference in the lives of everyone living in Lakewood. Let's be groundbreakers!

- There are many health needs this Foundation could address, and I am confident that through this process we will be able to prioritize and choose one or several that merit the resources at stake.
- It would be excellent if we could also bring the community together in healing after all of the divisiveness of the hospital closure as a part of this process.
- A clear non-duplicative mission and grant options, general agreement that we really tried to include diverse constituencies, paperwork that meets legal requirements and a board that is diverse in every important way possible.
- Clarity on mission, vision and purpose of foundation. Clarity on potential funding focus and strategy.
- Lakewood's needs categories are (1) Chronic Disease, 2) Access to Affordable Care, 3) Access to Community Services, and 4) Economic and Community Development. It may be helpful to align synergies with other community resources and centralize access to the residents who need these services most.