



PHPDA Special Governing Council Meeting Minutes

Wednesday, June 10, 2026

11:30 AM – 5:00 PM

Location: Pacific Tower, 1200 12th Ave S., Seattle, WA 98144, Suite 180

Virtual Location:

<https://us02web.zoom.us/j/88464859041?pwd=vkZWbNMg0ctaOoJFUSZoifTKmfdHJV.1>

Phone Option: 253-215-8782

Password: 740021

Meeting ID: 884 6485 9041

MEMBERS PRESENT		NOT PRESENT	ALSO PRESENT	
Douglass Jackson	Doris Koo		Nicole Porcello	Christina Bernard
Nancy Sugg	Bob Cook		Whitney Regan	Mallory Fitzgerald
Diane Pietrowski	Martine Pierre-Louis		Christina Hulet	
Blishda Lacet	Nicholas Ramirez (left at 4:05pm)		Denise Stiffarm (arrived 12:10pm)	

Call to Order

Douglass Jackson called the meeting to order at 11:37am. A quorum was present.

He turned over the meeting to Christina Hulet, the Strategic Transformation Consultant, to lead Retreat and their discussion on Strategic Transformation.

Strategic Transformation

Working Lunch + Bonding

- The Retreat started with lunch and a bonding ice-breaker activity.
- Christina Hulet explained that the goal for the day was to create an elevator pitch—a concise statement of who PHPDA is, what it does, and why, to give the Governing Council a general direction for the Fall grant cycle and Transformation funding for 2027 and beyond.
- She went through the agenda and provided some guiding questions and suggestions for how to be in community during the day. She emphasized the importance of progress over perfection.

Financial Picture

- The Acting Executive Director presented a projection of the financial picture for the next 5 years, in terms of income, savings, PHPDA operations, Quarters operations, amounts available for Programs, and the current major grants.
- In this outline, she provided an estimated amount of the funds available for Transformation work/programs, assuming PHPDA has similar operations and general expenses.
- She emphasized that several of the numbers could change, but this gives general sense of the overall financial picture and funding availability.

Common Ground

- Christina Hulet went over a summary of the areas of common ground that came up throughout the Transformation work so far.



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Roles & Center of Gravity

- Christina led the Governing Council through an activity to answer the question: How does PHPDA show up in the world and where's our center of gravity? Council members were able to give opinions on roles they believe should be primary for PHPDA and those that should not be primary roles.
- The roles of Strategic Grantmaker and Capacity Builder for By-and-For Organizations had the most support. However, they also discussed Long-Term Partner, Learning Institution/Evidence Generator, and Advocate/Policy Voice and how these various roles connect. The Long-Term partner, for example, was thought to intersect strongly with Strategic Grantmaker.
- There was discussion about the PHPDA's role as owner of the campus and how that role fits with the roles of the main tenants with regard to building the community on campus. It was also noted that the Tower would be 100 years old in a few years, and that an event and acknowledgement of that milestone would be great.
- There was further discussion of some of the other potential roles and whether aspects of these roles should be included in PHPDA's work.
- Christina emphasized that while they are trying to decide what these "primary" roles are, they can still have other secondary roles that involve some of the other work they want to do.
- They ended this portion with the working draft: "PHPDA is a strategic grantmaker and campus steward."

Focus

- Next Christina led the Governing Council through another exercise, choosing between 6 different Focus areas, one "Other" and one "No focus area."
- Most of the Governing Council members were in favor of using a population focus to narrow the scope of the PHPDA's work. The other most popular Focus areas were Whole-Person, Culturally Grounded Care and Health-Housing Integration.
- They discussed wanting to focus on the communities that are farthest from center, essentially what PHPDA have historically funded in the past.
- Some Governing Council members had hesitations regarding creating too specific a focus, so as to not eliminate too many applicants.
- They discussed whether it would be helpful to narrow their focus based on specific geographic areas of King County. They discussed how that might be difficult to do since organizations serve larger areas within, and even outside, the County. .
- One Governing Council member concluded that the hardest thing to figure out is what PHPDA is *not* going to do and who they are not going to be able to serve.
- They settled on wanting to anchor in the populations experiencing greatest health disparities and then discussed the possibility of narrowing further by topic.



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- They asked themselves: Who are we at our core? If we had to say, why do we exist, what would that be?
- They discussed the possibility of having two or three focus areas, potentially with some that they haven't focused on before.
- Some Governing Council members wondered if they chose to do a longer period of funding, and wanted to look at the impact of a specific population, would any of these suggested focus areas move the needle? However, with many surrounding factors, they said it would be hard to find a perfect metric to measure this.
- It was noted that it is next to impossible to move the needle in any area with the amount of funding we have. However, PHPDA might be able to move the needle in terms of being an evidence generator/learning institution.
- The Governing Council further discussed how they could narrow their statement to make it more targeted compared to PHPDA's existing funding process
- They then further discussed the issues with choosing a population to focus on and whether they can simply state "Anchored in populations experiencing greatest health inequities."
- They discussed whether they should make decisions based on specific data, noting that it is important to think about where they receive data from and who is not captured in that data collection.

Strategic Direction & Emerging Elevator Pitch

- Christina summarized where the Governing Council was so far with their emerging elevator pitch/statement. She noted that there was agreement that the roles of PHPDA are grantmaker and campus steward, that they were anchored in populations experiencing the greatest health inequities, and that their purpose is to generate evidence, share best practices, and become a learning institution.
- The portion in which things are unclear is the "Focused primarily on..." They discussed specific diseases, issue areas, etc. that they would want to include in guidance to applicants. They wondered if they should turn to the communities again for help in this area, to remove the power imbalance.
- They revisited the PHPDA Charter and discussed whether they were focused on "healthcare" or on "health and wellness" or "whole person health"? There was discussion on whether they could shift the language there.

Implications for 2027

- The Governing Council discussed how they could prioritize the momentum that they generated today to move forward in this Transformation process. There was a sense of urgency to keep discussing in order to come to agreement on the areas they were unclear about.



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- They discussed the possibilities regarding timelines for announcements and setting up new processes.
- The Acting Executive Director shared that the Communications consultant is willing to sit in on future meetings to get a better sense of how to announce changes to the community. They will be invited to the July 14th meeting.

Closing

- In the end, the Governing Council decided they need to have a timeline or a clear message that PHPDA will continue grantmaking but we are going to change the way we are doing it. Since they usually announce at the end of December/beginning of January, they thought they might need to announce something in August – those who have existing grants will be eligible for renewal, but they could announce in Q1 that a new process and grant program will be introduced.
- There was a discussion about the upcoming July GC meetings. They will have a special meeting on July 1st to discuss the Quarters work, and at the Regular meeting on the 14th, they will move forward on Transformation.
- The PHPDA staff will present at the next meeting to share operational guideline options for these long-term grant ideas – i.e. criteria, qualifications, cohorts, how to solicit, review, and select.
- The staff will look back at grantmaking data from PHPDA from the last 5 years and share that at the meeting.

Adjournment

The meeting adjourned at 4:57pm.

Minutes Approved: Signed by:
Douglas Jackson
029AF0B61B324C4... 7/13/2026
(Date)