



ORANGE COUNTY BOARD OF SUPERVISORS

Nomination for Boards, Commissions & Committees (Rev. 8/29/23)

Agenda Date: March 24, 2026

Item # _____

To: Members of the Orange County Board of Supervisors

cc: Clerk of the Board of Supervisors

From: Douglas Becht, Director of Care Coordination

It is my intent to appoint:

Name: Kelly Bruno-Nelson

Address: [Redacted]

City & Zip: [Redacted]

Day Phone: [Redacted] Fax Number: () E-mail address:

To the: Commission to Address Homelessness
(Name of Board, Commission or Committee)

Position Slot: Medi-Cal Managed Care Health Plan Representative

Name of incumbent being replaced or last known member: Kelly Bruno-Nelson

Term (Choose One):

- 2 Years Beginning Term Date: 04/15/2026 to Expiration Term Date: 04/14/2028
- Term Concurrent with Supervisor's Term of Office
- Term Concurrent with position

Vacancy occurred due to:

- Resignation (attach letter of resignation)
- Termination (provide reason for termination in remarks) Death
- Expiration of Term Other (provide reason in remarks)

Nomination to: Appoint Reappointment Newly Formed Committee

Qualifications: Attached (must be attached for appointments and reappointments)

Remarks: _____

For Clerk of the Board Use Only

Clerk's Initials: _____ File I.D. _____ Needs a COI Send Departure Letter

Contact Name _____ Supporting Agency _____ Mail or Pony

Appoint/Complete: Term Years _____ Term Dates: _____ to _____
 CWS Other _____

Check one: Scheduled Vacancy Unscheduled Vacancy
Posted on _____ to _____ Certification of posting attached.



APPLICATION FOR COUNTY OF ORANGE
BOARD, COMMISSION OR COMMITTEE

Attachment B
(FOR COUNTY USE ONLY)

Return to:
County Executive Office
Office of Care Coordination
400 West Civic Center, 3rd Floor
Santa Ana, California 92701

Instructions: Please complete each section below. Be sure to enter the title of the Board, Commission or Committee for which you desire consideration. For information or assistance, please contact the Clerk of the Board of Supervisor's Office at (714) 834-2206. Please print in ink or type.

NAME OF BOARD, COMMISSION, OR COMMITTEE TO WHICH YOU ARE APPLYING FOR MEMBERSHIP
(SEE LIST AT [HTTP://WWW.OCGOV.COM/GOV/COB/BCC/CONTACT](http://www.ocgov.com/gov/cob/bcc/contact)):

Commission to Address Homelessness

SUPERVISORIAL DISTRICT IN WHICH YOU RESIDE: First Second Third Fourth Fifth

APPLICANT NAME AND RESIDENCE ADDRESS:

Kelly Ann Bruno-Nelson

First Name

Middle Name

Last Name

[Redacted]

Street Address

City

State

Zip Code

[Redacted]

Home Phone Number

[Redacted]

Cell Phone Number

[Redacted]

Email Address

CURRENT EMPLOYER: CalOptima Health

OCCUPATION/JOB TITLE: Executive Director, Medi-Cal and CalAIM

BUSINESS ADDRESS: [Redacted]

BUSINESS PHONE NUMBER: [Redacted]

EMPLOYMENT HISTORY: Please attach a current resume to this application that includes your work history and any additional information that would be helpful in evaluating your application. Applications received without a resume attached will not be considered.

ARE YOU A CITIZEN OF THE UNITED STATES: YES NO

IF NO, NAME OF COUNTRY OF CITIZENSHIP: _____

ARE YOU A REGISTERED VOTER? YES NO

IF YES, NAME COUNTY YOU ARE REGISTERED IN: [Redacted]

LIST ALL CURRENT PROFESSIONAL OR COMMUNITY ORGANIZATIONS AND SOCIETIES OF WHICH YOU ARE A MEMBER.

<u>ORGANIZATION/SOCIETY</u>	<u>FROM (MO./YR.)</u>	<u>TO (MO./YR.)</u>
Orange County COC	2023	Present
United to End Homelessness Leadership COuncil	2024	Present
OC Hunger Alliance	2024	Present

WITHIN THE LAST FIVE YEARS, HAVE YOU BEEN AFFILIATED WITH ANY BUSINESS OR NONPROFIT AGENCY(IES)? YES NO

DO YOU OWN REAL OR PERSONAL PROPERTY OR HAVE FINANCIAL HOLDING WHICH MIGHT PRESENT A POTENTIAL CONFLICT OF INTEREST? YES NO

HAVE YOU BEEN CONVICTED OF A FELONY OR MISDEMEANOR CRIME SINCE YOUR 18TH BIRTHDAY? YOU ARE NOT REQUIRED TO DISCLOSE ANY OF THE FOLLOWING: ARRESTS OR DETENTIONS THAT DID NOT RESULT IN A CONVICTION; CONVICTIONS THAT HAVE BEEN JUDICIALLY DISMISSED, EXPUNGED OR ORDERED SEALED; INFORMATION CONCERNING REFERRAL TO AND PARTICIPATION IN ANY PRETRIAL OR POSTRIAL DIVERSION PROGRAM; AND CERTAIN DRUG RELATED CONVICTIONS THAT ARE OLDER THAN TWO YEARS, AS LISTED IN CALIFORNIA LABOR CODE § 432.8 (INCLUDING VIOLATIONS OF CALIFORNIA HEALTH AND SAFETY CODE SECTIONS 11357(B) AND (C), 11360(C) 11364, 11365 AND 11550 – AS THEY RELATE TO MARIJUANA)?

YES NO

IF YES, PLEASE EXPLAIN AND ATTACH ADDITIONAL SHEETS, IF NECESSARY.

1. PLEASE INDICATE THE SEAT(S) FOR WHICH YOU ARE SUBMITTING AN APPLICATION.

- CHIEF OF POLICE REPRESENTATIVE
- AFFORDABLE HOUSING DEVELOPMENT INDUSTRY REPRESENTATIVE
- NORTH SERVICE PLANNING AREA REPRESENTATIVE
- MEDI-CAL MANAGED CARE HEALTH PLAN REPRESENTATIVE

2. WHAT UNIQUE SKILLS, EXPERIENCE, OR PERSPECTIVES DO YOU BRING THAT MAKE YOU ESPECIALLY WELL-SUITED TO WORK ON SOLUTIONS TO HOMELESSNESS IN OUR COMMUNITY? ATTACH ADDITIONAL SHEETS, IF NECESSARY.

Please see attached sheet

3. AS A REGIONAL LEADER, HOW WOULD YOU USE YOUR ROLE TO BRING TOGETHER DIVERSE PARTNERSHIPS TO SUPPORT COUNTYWIDE INITIATIVES TO ADDRESS HOMELESSNESS? ATTACH ADDITIONAL SHEETS, IF NECESSARY.

Please see attached sheet.

DATE: 1/9/25

APPLICANTS SIGNATURE: Kelly Bruno-Nelson

CLERK OF THE BOARD OF SUPERVISORS USE ONLY - DO NOT WRITE BELOW THIS LINE

Date Received: _____ Received by: _____
Deputy Clerk of the Board of Supervisors

Date referred: _____

To: BOS District 1 BOS District 2 BOS District 3 BOS District 4 BOS District 5
 All BOS BCC Contact Person Name _____

Kelly Bruno-Nelson

Commission to Address Homelessness Application Attachment

1. What Unique skills, experience or perspectives do you bring that make you especially well suited to work on solutions to homelessness in our community?

I bring a rare combination of deep homelessness service experience, health-care system transformation expertise, and collaborative leadership to the Commission, grounded in more than two decades of professional work directly serving vulnerable populations.

For over 20 years I have dedicated my career to improving outcomes for people experiencing homelessness and the health-related challenges often intertwined with housing instability. I currently serve as Executive Director of Medi-Cal and California Advancing and Innovating Medi-Cal (CalAIM) for CalOptima Health, a county-organized health system covering nearly one million residents in Orange County. In this role, I provide high-level strategic leadership in linking health care and social services — a perspective essential to addressing the social determinants of health that are both causes and consequences of homelessness.

My experience includes spearheading large-scale community investments that directly benefit individuals experiencing homelessness. Most recently, I championed the awarding of \$93.7 million in community grants to support the development of permanent supportive housing, expand capacity among homelessness service providers, and promote systemic change in how services are delivered in Orange County.

I also led the launch and expansion of CalOptima's Street Medicine Program, which brings proactive, multidisciplinary care directly to unsheltered residents — including initiatives to convert motel spaces into supportive care centers that help people transition from the streets into housing and services.

In addition, I have helped pioneer innovative partnerships, such as aligning health plan resources with workforce development programs for people exiting homelessness in collaboration with community partners.

Prior to my work at CalOptima, I led nonprofit and community-based organizations focused on health equity and homeless services, including serving as President and CEO of the National Health Foundation — further grounding my leadership in nonprofit management and service delivery systems.

My background uniquely qualifies me to serve on the Commission because I understand homelessness not just as a housing issue, but as a complex intersection of health, behavioral health, social services, and community resources. I bring experience leading interdisciplinary initiatives, aligning public-sector partners with community providers,

and investing in solutions that meet people where they are. I also bring a lived-experience-informed appreciation for the challenges facing the most vulnerable — and a proven track record of building programs that improve both individual lives and system-level outcomes.

2. As a regional leader, how would you see your role to bring together diverse partnerships to support county wide initiatives to address homelessness?

In my role as a regional leader, I see my primary responsibility as catalyzing collaboration across sectors — connecting public agencies, community organizations, health systems, housing authorities, city leaders, and service providers so that we can align resources and strategies around shared goals to meaningfully address homelessness in Orange County.

I bring a proven track record of building and sustaining innovative, cross-sector partnerships that integrate health, housing, and social support systems. For example, I've led CalOptima Health's collaboration with Orange County's four Public Housing Authorities — Anaheim, Garden Grove, Santa Ana, and the County housing authority — to expedite Medi-Cal access for residents receiving rental assistance and link them to services that improve health outcomes and housing stability. This partnership reflects a recognition that improving health and housing outcomes requires coordinated action across systems that don't traditionally work together.

I have also collaborated with cities and community providers to launch and expand street medicine and supportive services, meeting people where they are and creating pathways from unsheltered homelessness into care and housing. These efforts involved working with local health providers, municipal governments, law enforcement, outreach organizations, and behavioral health partners to build trust and ensure individuals are connected with the resources they need.

A critical element of my approach is engaging diverse stakeholders early and often — from housing developers and nonprofit leaders to educational systems and workforce partners — to ensure that strategies reflect the lived experiences and priorities of people experiencing homelessness. For example, supporting joint grant investments with community-based organizations has helped build new permanent supportive housing units and scale services countywide, amplifying what local partners are already doing on the ground.

Serving on initiatives like United to End Homelessness alongside leaders from business, philanthropy, government, and faith communities further reinforces the importance of building shared vision and collective action to address complex regional challenges like homelessness.

If appointed, I would use my experience to continue breaking down silos, elevate best practices from across sectors, and foster partnerships that align policy, funding, and service innovations — all with the goal of creating a stronger, more coordinated countywide response to homelessness that is equitable, effective, and sustainable.

KELLY A. BRUNO-NELSON

Healthcare / Non-profit Executive

CONTACT



EDUCATION

DOCTORATE OF SOCIAL WORK
University of Southern
California
2024

EXECUTIVE PROGRAM FOR
NON-PROFIT LEADERS
Stanford University School
of Business
2014

MASTER OF SOCIAL WORK
California State University,
Long Beach
1997

NURSING HOME
ADMINISTRATOR LICENSE
6042
State of California
Board of Nursing Home
Administrators
1996

BACHELOR OF ARTS/SOCIAL
WORK
Azusa Pacific University
1992

PROFILE

Results-driven, innovative strategic executive with over 30 years of service in the non-profit and healthcare sector. Extensive understanding of the current Southern California healthcare and public health landscape as it pertains to under-resourced communities, healthcare systems/providers, and population health initiatives. Proven ability to provide cross-functional team leadership that drives performance, improves quality, and promotes fiscal responsibility. Experience leading a Board of Directors and organization through the strategic planning, mission and visionary processes. Proven track record of partnering with government partners, community-based organizations and philanthropic leaders to develop and implement innovative, systemic solutions to gaps in the healthcare delivery system, with a focus on upstream solutions that address the social determinants of health. Experience developing a philanthropic giving strategy for a \$300M portfolio. Excellent ability to secure support by working effectively with public officials, foundations, legislators, community agencies and the media. Comprehensive understanding of non-profit business, programmatic and ethical best practices.

CAREER PROGRESSION

Executive Director, Medi-Cal/CalAIM CalOptima Health | Orange, CA

2022 - Present

Responsible for oversight of the agency's main health plan and the development and execution of California Advancing and Innovating Medi-Cal (CalAIM), a statewide public health initiative ensuring equitable, coordinated, and whole person care for its members. Accountable for the creation and launch of all fourteen CalAIM community support services as well as the Enhanced Case Management program. Responsible for the growth and expansion of the \$300M annual community social benefit service infrastructure and the creation of its 150+ community partners network necessary to meet service capacity needs. Responsible for the development and oversight of a diverse giving portfolio of over \$300M with over 300 grants and 250 grantees. Develop and oversee the Street Medicine Program, currently operating in 4 cities.

President & Chief Executive Officer National Health Foundation | Los Angeles, CA

2015 - 2022

Provided leadership, vision and strategic direction for a \$15 million non-profit with a team of 100 motivated professionals to improve the health of underserved individuals and communities by developing and implementing innovative, systemic solutions to gaps in the healthcare delivery system, focusing on social determinants of health and transition experiences. Responsible for overseeing the administration, programmatic growth, budgetary development, and strategic plan of the organization as well as the fundraising, marketing, and community outreach. Work directly with a 13-member voluntary Board of Directors and 5 Board committees to fulfill the organizational mission and ensure maximum relevance and impact. Cultivated and maintained strong partnerships with health care providers, community-based organizations, foundations, and governmental entities.

- - Led the board through the COVID crisis, capitalizing on new opportunities to innovate and expand services and revenue.
- - Along with the Board of Directors, supported a successful and smooth transition of leadership.
- - Led the Board and staff through an external strategic planning process that included a revision of the mission, vision, values and development of a new JEDI strategic framework and direction for the organization.
- - Successfully integrated non-profit best practices into the Board's governance policies including: Term limits, investment and endowment policies, Board self-evaluation, Board orientation, and Board recruitment matrix.
- - Led efforts for a private/public partnership that resulted in a national award supporting population health work in South Los Angeles.

KELLY A. BRUNO-NELSON

Healthcare / Non-profit Executive

CONTACT



EXPERTISE

EXECUTIVE LEADERSHIP

TEAM BUILDING

STRATEGIC PLANNING

PROGRAM DEVELOPMENT AND
IMPLEMENTATION

STAFF DEVELOPMENT
AND TRAINING

BUDGET DEVELOPMENT,
ANALYSIS AND
ADMINISTRATION

BOARD DEVELOPMENT
AND RELATIONS

ADVOCACY

PUBLIC POLICY

LICENSING AND
REGULATORY
COMPLIANCE

FOUNDATION
RELATIONS

HUMAN RESOURCES

EXPERIENCE CONTINUED

Chief Operating Officer

National Health Foundation | Los Angeles, CA

2007 - 2015

Provided overall leadership, management and administration of projects designed to carry out NHF's mission through its identified strategic initiatives. Responsible for building and leading the growth and development of NHF, shared responsibility to seek out and pursue funding opportunities, including grant applications and ensured the long-term continued financial security of NHF. Acted as a liaison with the community, philanthropies, and the public relative to funding, contracting and service delivery. Supervised program staff either directly or indirectly through intermediary program managers and coordinators; relied on experiences and judgement to plan and accomplish goals. Participated as a member of the senior executive team in the development and implementation of strategic planning, organization-wide policies and programs that contributed to NHF's overall success.

- Developed and managed the agencies fiscal budget, inclusive of multiple private and public grants and contracts.
- Managed the development and operations of the Recuperative Care Centers for both Los Angeles and Orange Counties.
- Managed the Teen Pregnancy Program, a multi-faceted program operating in multiple LAUSD high schools.
- Managed all office operations including accounting and Human Resources.

Vice President

ONEgeneration | Van Nuys, CA

2000 - 2007

Provided operational, financial, regulatory and administrative leadership for a nationally recognized \$8.5 million non-profit intergenerational non-profit organization that provided adult day care, adult day health care, and childcare for adults, seniors, cognitively and physically frail elderly and young children aged 6 weeks to 6 years. Directed 120+ full and part-time staff. Worked closely with community partners, governmental agencies, grantors and elected officials. Worked in cooperation with the President/CEO and the Board of Directors to drive strategic planning and annual budgeting processes, including all private, foundation, county and city governmental grants.

- Developed program and Quality Assurance standards, including methodology for conducting and evaluating intergenerational activities.
- Accomplished and maintained both NAEYC and CARF accreditations.
- Collaborated with University researchers to conduct, publish and present research studies confirming the benefits of intergenerational programming.
- Developed and implemented agencies national consultation service.
- Programmatic success resulted in a congressional award and features on both the "Today Show" and "Good Morning America".

Senior Director

ONEgeneration | Van Nuys, CA

1997-2000

Responsible for administration, coordination and supervision of ONEgeneration's award-winning Intergenerational Daycare, providing NAEYC accredited childcare services to children ages 6 weeks to 6 years and CARF accredited adult day care to impaired seniors. Prepared budget and grant proposals. Planned, directed, and monitored program curriculum. Managed staff of 50 with an annual budget of \$2.5 million.

- Achieved agencies first CARF and NAEYC accreditations.
- Increased childcare and adult daycare census by 68% in 18 months, and thereafter maintained full capacity.
- Brought program budget from a loss to a surplus within 6 months.

KELLY A. BRUNO-NELSON

CONTACT



BOARDS

CONTINUUM OF CARE BOARD
ORANGE COUNTY

ORANGE COUNTY COMMISSION
TO END HOMELESSNESS

ADVISORY BOARD
CSU LONG BEACH
HEALTH CARE
ADMINISTRATION

REFERENCES

BOTH PROFESSIONAL
AND PERSONAL
REFERENCES AVAILABLE UPON
REQUEST.

Administrator

Embercare Maclay Skilled Nursing Facility | Sylmar, CA

1996-1997

Responsible for the operation of a 141 bed Skilled Nursing Facility. Supervised, screened, hired and directed the activities of multi-disciplinary staff of 40 with an annual budget of \$3.8 million. Represented facility during Department of Health visits.

- Maintained a 92% collection rate for Medicare and Medi-Cal billing.
- Built and maintained census at 95% occupancy rate.
- Survey results consistently achieved 7 or less deficiencies.

EARLY CAREER

MEDICAL SOCIAL WORKER

King Drew Medical Center. Los Angeles, California

1995 -1996

SOCIAL WORK COUNSELOR

San Fernando Valley Mental Health Clinic. Van Nuys, California

1994 -1995

DIRECTOR OF SOCIAL SERVICES

Alhambra Lutheran Homes. Alhambra, California

1991-1994

PUBLICATIONS

Steven Z. Pantilat, MD, Kathleen M. Kerr, BA, J. Andrew Billings, MD, Kelly A. Bruno, MSW, and David L. O'Riordan, PhD (2012) Characteristics of Palliative Care Consultation Services in California Hospitals. *Journal of Palliative Medicine*, Vol 15, No.5, p 555-560

Steven Z. Pantilat, MD, Kathleen M. Kerr, BA, J. Andrew Billings, MD, Kelly A. Bruno, MSW, and David L. O'Riordan, PhD (2011) Palliative Care Services in California Hospitals: Program Prevalence and Hospital Characteristics. *Journal of Pain and Symptom Management*, Vol 43, No.1, p 39-46

Jarrott, S. & Bruno, K. (2007) Shared Site Intergenerational Programs: A Case Study. *Journal of Applied Gerontology*, 6 2007; vol. 26: p. 239 - 257.

Femia, E., Zarit, S., Blair, C., Jarrott S., & Bruno K. (2007) Intergenerational preschool experiences and the young child: Potential benefits to development, *Early Childhood Research Quarterly*, In Press, Uncorrected Proof, online May 2007

Jarrott, S. & Bruno, K. (2003) Intergenerational activities involving persons with dementia: An observational assessment. *American Journal of Alzheimer's Disease and Other Dementias*, Vol 18, No. 1, p. 31-37

Deutchman D. E., Bruno, K. A., & Jarrott, S. E. (2003) Young at heart: Intergenerational activities involving persons with dementia." *Activities Directors' Quarterly*, Vol 4, No 2, 73-92

Bruno, K. (2003) ONEgeneration Offers Intergenerational Programming for Adult Day Healthcare, *Maximizing Human Potential*, Vol 11, No 2, pp 2, 6.