



Desert Healthcare District & Foundation

Updated 2021-2026 DHCD/F Strategic Plan

December 13, 2023



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DHCD/F Mission and Vision Statements

- DHCD/F Mission

- “To achieve optimal health at all stages of life for all District residents.”¹

- DHCD/F vision statement

- “Equitably¹ connecting Coachella Valley residents to health and wellness services and programs through resources and philanthropy, health facilities, information and community education, and public policy.”¹

¹ Equitably is intended to convey that all residents of the Coachella Valley will be able to access any portion of the healthcare delivery system. Improving access to healthcare resources entails removing barriers to care.

Refined Goals and Strategies

- Goal 1: Proactively increase the financial resources DHCD/F can apply to support community health needs.
 - Strategy 1.1: Develop a healthcare delivery system vision for the Coachella Valley.
 - Strategy 1.2: Pursue renegotiation of the hospital lease – Complete seismic retrofit design/planning.
 - Strategy 1.3: Expand capabilities and activities for obtaining new grant funding – Hire grant writer.
 - Strategy 1.4: Work with Riverside University Health System to continue/expand funds provided to DHCD/F to meet community health needs.
 - Strategy 1.5: Identify opportunities and implement selected joint ventures/partnerships with community organizations to jointly support funding of selected community health needs.
 - Strategy 1.6: Evaluate the potential to conduct community-based fund raising (Foundation, individuals, corporations) – Hire a development director – Explore planned giving program.

Refined Goals and Strategies (Cont'd)

- Goal 2: Proactively expand community access to primary and specialty care services.
 - Strategy 2.1: Provide funding to support an increase in the number of primary care and specialty professionals (clinicians, physicians, physician assistants, nurses, nurse practitioners, etc.). *(High Priority)*
 - Strategy 2.2: Provide funding to support an increase in the number of clinics and needed programs (for example: FQHCs, community clinics, multi-purpose community centers) in geographically-targeted markets and the days and hours that they operate. *(High Priority)*
 - Strategy 2.3: Provide funding to support and evaluation to community organizations providing expanded mobile primary and specialty care services. *(High Priority)*
 - Strategy 2.4: Provide funding to support community organizations providing primary and specialty care via telehealth. *(High Priority)*
 - Strategy 2.5: Collaborate/Partner with culturally competent training programs to expand primary care residency and nursing programs with required retention initiatives. *(High Priority)*
 - Strategy 2.6: Collaborate/partner with Riverside University Health System on increasing the number of public initiatives, including but not limited to: COVID-19, obesity, sex education, drug use/addiction, and nutrition). *(High Priority)*
 - Strategy 2.7: Utilize an equity lens to expand services and resources to underserved communities. *(High Priority)*
 - Strategy 2.8: Support local organizations' administrative capacity building efforts specific to enhancing access to primary care health resources. *(High Priority)*

Refined Goals and Strategies (Cont'd)

- Goal 3: Proactively expand community access to behavioral/mental health services.
 - Strategy 3.1: Provide funding to support an increase in the number of behavioral/mental health professionals (includes training). (*High Priority*)
 - Strategy 3.2: Provide funding to Community-Based Organizations to support an increase in the number of days and hours of operation of behavioral/mental health services. (High Priority)
 - Strategy 3.3: Provide funding to Community-Based Organizations enabling an increase in the number and the geographic dispersion of sites providing behavioral/mental health services (consider co-location with other health services). (High Priority)
 - Strategy 3.4: Provide funding support to Community-Based Organizations providing tele-behavioral/mental health services. (High Priority)
 - Strategy 3.5: Work with new private psychiatric and community hospitals to identify opportunities to collaborate on the delivery of community-based behavioral/mental health services. (*High Priority*)
 - Strategy 3.6: Educate community residents on available behavioral/mental health resources. (*High Priority*)
 - Strategy 3.7: Collaborate/Partner with community providers to enhance access to culturally sensitive behavioral/mental health services. (*High Priority*)
 - Strategy 3.8: Support local organizations' administrative capacity building efforts specific to enhancing access to behavioral/mental health resources. (*High Priority*)

Refined Goals and Strategies (Cont'd)

- Goal 4: Proactively measure and evaluate the impact of DHCD/F-funded programs and services on the health of community residents.
 - Strategy 4.1: Adopt Clear Impact performance measurement and Results-Based Accountability platform to track and report impact.
 - Strategy 4.2: Evaluate the potential to offer multi-year grants to organizations.
 - Strategy 4.3: Require, where appropriate, grantees to conduct and report the results of patient satisfaction surveys).
 - Strategy 4.4: Conduct a CHNA in 5 years (2026).
 - Strategy 4.5: Annually report progress of funded programs/services toward meeting identified community health needs.
 - Strategy 4.6: Support local organizations' capacity building efforts.

Refined Goals and Strategies (Cont'd)

- Goal 5: Be responsive to and supportive of selected community initiatives that enhance the economic stability of the District's residents.
 - Strategy 5.1: On a situational basis, play a role in raising awareness of/facilitating progress on the social determinants of health specific to homelessness of community residents and be a catalyst for community organizations to act in implementing solutions.
 - Strategy 5.2: On a situational basis, play a role in raising awareness of/facilitating progress on the social determinants of health specific to affordable housing for community residents and be a catalyst for community organizations to act in implementing solutions.
 - Strategy 5.3: On a situational basis, play a role in raising awareness of/facilitating progress on the social determinants of health specific to poverty among community residents and be a catalyst for community organizations to act in implementing solutions.
 - Strategy 5.4: Promote health action planning and co-location of healthcare services in affordable housing developments.
 - Funding grants specific to this strategy would be contingent on the funds being used for access to healthcare services (for example, a clinic) incorporated in the housing.

Refined Goals and Strategies (Cont'd)

- Goal 6: Be responsive to and supportive of selected community initiatives that enhance the environment in the District's service area.
 - Strategy 6.1: Play a role in raising awareness of the impact of air quality in the Coachella Valley and the health of community residents and be a catalyst for community organizations to implement solutions. (*High Priority*)
 - Strategy 6.2: Play a role in raising awareness of the impact of poor water quality in the Coachella Valley on the health of community residents and be a catalyst for community organizations to implement solutions. (*High Priority*)
 - Strategy 6.3: Collaborate with and support public organizations in the Coachella Valley to address social determinants of health related to the environment (air quality, water quality and shelter).

Refined Goals and Strategies (Cont'd)

- Goal 7: Be responsive to and supportive of selected community initiatives that enhance the general health education of the District's residents.
 - Strategy 7.1: Play a role in raising awareness of the impact of general health education on the health of community residents and be a catalyst for community organizations to implement solutions.
 - Strategy 7.2: Play a role in raising awareness of the impact of school resources on the health of community residents and be a catalyst for community organizations to implement solutions.

Direction to Management on Grant Fund Allocation

- All seven Directors confirmed agreement with the following:
 - The emphasis in grant funding should be on increasing the access to healthcare services and thus on the strategies in goals 2 and 3 and strategies 6.1 and 6.2 and there would be no predetermined weighting of the proportion of the total funds to be allocated among those strategies;
 - If a crisis takes place (e.g., COVID, hurricane), after discussion, the District board can make an exemption to the priorities and/or seek incremental funds from the community to support solutions to the crisis;
 - When grant requests are received that do not fit in goals 2 and 3 or strategies 6.1 and 6.2 DHCD/F management will review the request and provide to the Program Committee a list of the applications that are outside of those areas. For each of those listed applications, the Program Committee will make a recommendation to the full Board whether to proceed with the grant application process; and
 - If an external grant (new source of funds) becomes available to meet a community need, DHCD/F management would bring this to the attention of the Directors.