

DESERT HEALTHCARE DISTRICT / DESERT HEALTHCARE FOUNDATION
Three (3) - YEAR STRATEGIC PLAN: FY17-18, FY18-19, FY19-20
Adopted June 27, 2017

Our Mission

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

Our Organizational Vision

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

Strategic Plan Priorities: FY17-18, FY18-19, FY19-20

*The Desert Healthcare District/Desert Healthcare Foundation has defined three over-arching **strategic plan priorities** for the next three years. The strategic plan priorities will advance a One Coachella Valley perspective and approach to community health by transforming the role, reach and impact of the Desert Healthcare District and Desert Healthcare Foundation.*

PRIORITY 1. Providers, Facilities and Services. Provide facility, provider and service initiatives that enhance delivery system capacity and promote stable, high-quality health services that respond to community needs.

PRIORITY 2. One Coachella Valley. Strengthen community health outcomes by implementing a District expansion that enhances and broadens community funding, considers the health needs of all residents, and effectively engages residents in the entire Coachella Valley.

PRIORITY 3. Community Health and Wellness. Demonstrably improve community health in the Coachella Valley leveraging District/Foundation investments and activities.

Our Community Health Focus Areas

*To enhance our impact on community health, the Desert Healthcare District/Desert Healthcare Foundation has, in addition, identified four **Community Health Focus Areas**, which will serve as the focus for new initiatives, funding and other investments over the next three years. Each Strategic Plan Priority will incorporate these focus areas.*

- **Homelessness.** Participate in community efforts and support programs and services to address homelessness in the Coachella Valley.
- **Primary Care and Behavioral Health Access.** Support programs, services and workforce development efforts that increase access to primary care and behavioral health services for Coachella Valley residents.
- **Healthy Eating, Active Living.** Promote efforts that address diabetes, obesity, and other chronic conditions, nutrition, healthy lifestyles, food insecurity and healthy communities.
- **Quality, Safety, Accountability and Transparency.** Advance the provision of high quality health services and programs with clear accountability in District-owned facilities and in the delivery of District – sponsored services and program.

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Strategic Plan Priorities

The strategic plan priorities will advance a One Coachella Valley perspective and approach to community health by transforming the role, reach and impact of the Desert Healthcare District and Desert Healthcare Foundation

PRIORITY 1

Providers, Facilities and Services

Provide facility, provider and service initiatives that enhance delivery system capacity and promote stable, high-quality health services that respond to community needs

PRIORITY 2

One Coachella Valley

Strengthen community health outcomes by implementing a District expansion that enhances and broadens community funding, considers the health needs of all residents, and effectively engages residents in the entire Coachella Valley.

PRIORITY 3

Community Health and Wellness

Demonstrably improve community health in the Coachella Valley leveraging District/Foundation investments and activities

Resources and Philanthropy
Focused investments to impact community health

Public Policy
Health-related public policy impact analysis, research and convening

Community Education
Education and information to link residents to health programs and services

Outreach and Collaboration
Collaboration with other community agencies, leaders and residents

Community Health Focus Areas

Homelessness

Primary Care and Behavioral Health Access

Healthy Eating, Active Living

Quality, Safety, Accountability and Transparency

**Desert Healthcare District/Desert Healthcare Foundation
Three (3) - YEAR STRATEGIC PLAN: FY17-18, FY18-19, FY19-20**

PRIORITIES

STRATEGIES

OUTCOMES

1

**Providers, Facilities
and Services**

Provide facility, provider and service initiatives that enhance delivery system capacity and promote stable, high-quality health services that respond to community needs

Strategy 1.1 Existing Hospital Facility. Reach a long-term hospital facility solution that meets the following criteria:

- Enforce standards for high quality services and facilities
- Scope of services respond to critical community needs
- Meet 2030 hospital seismic safety standards
- Generate continued stable funding for community services
- Align needs of District and hospital
- Long range facility planning

Strategy 1.2 Facility and Service Initiatives. Evaluate opportunities to support community health facility and service initiatives that address critical community needs, such as primary care access, homelessness, or inpatient/outpatient behavioral health services

- Board-directed strategy to secure a long-term facility and operating plan for hospital
- Plan to achieve seismically safe facilities
- Formal plan to guide other District/Foundation facility and service investments in community

2

One Coachella Valley

Strengthen community health outcomes by implementing a District expansion that enhances and broadens community funding, considers the health needs of all residents, and effectively engages residents in the entire Coachella Valley.

Strategy 2.1 Expansion Funding. Adopt a funding solution that provides greatly needed investments in the expanded region

Strategy 2.2 Community Engagement. Engage with community leaders and agencies, conduct outreach and public engagement to educate residents about District/Foundation expansion/role, and promote One Coachella Valley

Strategy 2.3 Governance and Representation. Ensure meaningful community representation in District/Foundation and greater effectiveness through the development and implementation of multiple strategies

Strategy 2.4 East Valley Funding Initiatives. Formally evaluate community health needs and implement a region-specific investment and philanthropy strategy to address critical needs

- LAFCO approval of annexation
- Voter approval of East Valley expansion in November 2018
- Develop new process for selecting new Directors by June 2018 and process to create 7 member districts by January 2019
- Appointment of 2 members to represent East Valley, if expansion approved, by January 2019
- 7-member Board of Directors seated
- Community health initiatives implemented

Community Health and Wellness

Demonstrably improve community health in the Coachella Valley leveraging District/Foundation investments and activities

Resources and Philanthropy

Strategy 3.1 Philanthropy Infrastructure. Develop the District/Foundation organizational structure, approach and capability to implement focused investment and philanthropy strategies that target critical community health needs

Strategy 3.2 Targeted Community Health Initiatives. Implement funding initiatives to meaningfully impact selected Community Health Focus Areas: Behavioral Health and Homelessness; Primary Care Access and Delivery System, and; Healthy Eating, Active Living

Public Policy

Strategy 3.3 Public Policy. Provide policy monitoring and guidance to the Board. Conduct research & impact analysis to evaluate the impact of county, state and federal policies on the Coachella Valley

Strategy 3.4 Community Partners. Provide policy-related information, technical assistance and convening support to community partners on important local, regional, state and federal policy areas that impact the Coachella Valley

Community Education

Strategy 3.5 Resident Linkage to Services. Connect residents to health and wellness services in the community through active support of CV HIP and other community education and engagement

Strategy 3.6 District/Foundation Visibility and Transparency. Establish new forums to promote District/Foundation transparency and implement a comprehensive marketing/communications strategy to increase visibility in the Coachella Valley for the District/Foundation funded services and programs.

Outreach and Collaboration

Strategy 3.7 Program and Service Collaboration. Develop partnerships with other health and social service providers that leverage and build on existing initiatives that are underway in the community to build programs and services addressing the prioritized Community Health Focus Areas.

- Demonstrated progress on select community health indicators
- Demonstrable increase in resources and investments responding to community health needs
- District/Foundation recognized as the resource for community health information
- District/Foundation recognized as a community health leader
- Increased community partnerships and collaborations around community health and wellness

How will the strategic plan address the Community Health Focus Areas?

As stated, the Desert Healthcare District/Desert Healthcare Foundation identified 4 Community Health Focus Areas that it will seek to impact as part of its strategic plan activities over the next three years. The below chart highlights how the Desert Healthcare District/Desert Healthcare Foundation will address each of the Community Health Focus Areas through its Strategic Plan Priorities.

	<u>PRIORITY 1</u> Providers, Facilities and Services	<u>PRIORITY 2</u> One Coachella Valley	<u>PRIORITY 3</u> Community Health and Wellness				
			<i>Resources and Philanthropy</i>	<i>Public Policy</i>	<i>Community Education</i>	<i>Outreach and Collaboration</i>	
Community Health Focus Areas	<i>Homelessness</i>	Evaluate opportunities to expand homeless and/or housing facilities and services in the community	One Coachella Valley approach inclusive of East Valley needs and opportunities	Implement targeted initiatives that address homelessness	Policy analysis, data and research evaluating the impact of policies on homelessness	Educate/connect residents to programs and services, and promote awareness of homelessness issues and potential solutions	Develop partnerships and relationships with homeless and housing service providers, other social service providers and non-traditional allies
	<i>Primary Care and Behavioral Health Access</i>	Evaluate targeted capital funding opportunities for primary care and behavioral health facilities and services in underserved areas	One Coachella Valley approach inclusive of East Valley needs and opportunities	Implement initiatives that build primary care and behavioral health workforce and increase sustainable primary care and behavioral health services for underserved Valley residents	Policy analysis, data and research evaluating the impact of policies on primary care and behavioral health workforces and strengthen sustainability and integration of the delivery system	Educate/connect residents to programs and services, and promote awareness of primary care and behavioral health access issues and potential solutions	Cultivate relationships with service providers, educational institutions and others reinforcing the delivery system and building the workforce
	<i>Healthy Eating, Active Living</i>	Potential support for facilities that provide diabetes, obesity, nutrition, education, lifestyle improvement or other related services and programs	One Coachella Valley approach inclusive of East Valley needs and opportunities	Implement targeted initiatives that address the social determinants of health, promote nutrition and healthy lifestyles, and/or treat diabetes and obesity in our communities	Policy analysis, data and research evaluating the impact of policies on community environments and healthy lifestyles	Educate/connect residents to programs and services, and promote awareness of key issues and potential solutions	Maintain provider relationships and participate in community initiatives
	<i>Quality, Safety, Accountability, Transparency</i>	Hospital lease with defined quality measures and benchmarks	One Coachella Valley approach inclusive of East Valley needs and opportunities	Program, services and facility investments include standards and expectations related to quality, safety and accountability	Evaluate and incorporate policies to promote quality, safety, accountability and transparency	Pro-active community forums to educate residents about spending, priorities, quality performance, etc.	Maintain relationships with providers, elected officials and other community leaders and organizations. Participate in community initiatives