



**DESERT HEALTHCARE DISTRICT  
STRATEGIC PLANNING COMMITTEE MEETING**

**November 09, 2021**

**1:30 p.m.**

In lieu of attending the meeting in person, members of the public will be able to participate by webinar by using the following link:

<https://us02web.zoom.us/j/82922277998?pwd=SnU1UkFzQ0hLQW9hSkFpTzk0SXN2Zz09>

Password: **185112**

Webinar ID: **829 2227 7998**

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Dial in #:(**669**) **900-6833** To Listen and Address the Committee when called upon:

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Password: **185112**

<i>Page(s)</i>	<b>AGENDA</b>	<i>Item Type</i>
	<b>I. Call to Order</b> – Director Les Zendle, MD, Committee Chair	
<b>1</b>	<b>II. Approval of Agenda</b>	<b>Action</b>
<b>2-3</b>	<b>III. Approval of Meeting Minutes</b> 1. Meeting Minutes – March 09, 2021	<b>Action</b>
	<b>IV. Public Comments</b> At this time, comments from the audience may be made on items <u>not</u> listed on the agenda that are of public interest and within the subject-matter jurisdiction of the District. The Committee has a policy of limiting speakers to not more than three minutes. The Committee cannot take action on items not listed on the agenda. Public input may be offered on an agenda item when it comes up for discussion and/or action	
<b>4-24</b>	<b>V. Old Business</b> 1. FY2021-2026 Strategic Plan a. Funding Strategic Program Grants b. Strategic Plan Marketing Approaches	Information Information
	<b>VII. Adjournment</b>	



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<b>Directors Present via Video Conference</b>	<b>District Staff Present via Video Conference</b>	<b>Absent</b>
Director/Chair Les Zendle, MD President Leticia De Lara Vice-President Karen Borja	Conrado E Bárzaga, MD, CEO Chris Christensen, CAO Donna Craig, Chief Program Officer Meghan Kane, Programs and Research Analyst Andrea S. Hayles, Clerk to the Board	

<b>AGENDA ITEMS</b>	<b>DISCUSSION</b>	<b>ACTION</b>
<b>I. Call to Order</b>	Chair Zendle called the meeting to order at 4:40 p.m.	
<b>II. Approval of Agenda</b>	Chair Zendle asked for a motion to approve the Agenda.	<b>It was moved by President De Lara and seconded by Vice-President Borja to approve the agenda. Motion passed unanimously.</b>
<b>III. Approval of the Minutes – January 19, 2021</b>	Chair Zendle asked for a motion to approve the minutes of the January 19, 2021 meeting.	<b>It was moved by President De Lara and seconded by Vice-President Borja to approve the January 19, 2021 meeting minutes. Motion passed unanimously.</b>
<b>IV. Public Comment</b>	There was no public comment.	
<b>V. Old Business</b>  <b>1. Update – Community Health Needs Assessment (CHNA) and Health Improvement Plan (HIP)</b> <b>a. Health Assessment and Research for Communities (HARC), Jenna LeComte-Hinely, PhD, Chief Executive Officer and Casey Leier, PhD, Director</b>	<p>Dr. Barzaga, CEO, explained that as completion of the Community Health Needs Assessment is approaching, staff is moving forward with the recommendation of a Strategic Planning Consultant, and Health Assessment and Research for Communities (HARC) will provide an update on the work and facilitate an introduction with the potential strategic planning consultants.</p> <p>Casey Leier, PhD, Director of Research and Evaluation, HARC, provided an overview of the Community Health Needs Assessment and Health Improvement Plan data</p>	



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<b>of Research and Evaluation</b>	<p>sources, which include 80 plus indicators, a variety of data sources, 6 internal and external raters, 40 community focus groups with 205 community members, and 8 advisory council focus groups with 31 community leaders. The five main priorities analyzed are access to care, education access and quality, environment, economic stability, and mental health. Ms. Leier provided an overview of the strategies with community leaders on the necessary steps to improve the main priorities that will be integrated into the Community Health Improvement Plan (CHIP).</p> <p>Jenna LeComte-Hinely, PhD, Chief Executive Officer, HARC detailed the CHIP terminology such as the overarching goals, objectives, activity, and evaluation; the community leader input on the CHIP, and the goals and objectives from the CHIP of the from the five main priorities.</p> <p>HARC answered inquiries and the committee discussed the five main priorities, such as the goal for education and health, setting evaluation targets and accountability, overlap, and the comprehensive aspects, processes to engage with the community partners, MOUs to move the five priorities and</p>	
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	<p>goals forward, and tracking progress.</p> <p>Dr. Bárzaga, CEO, explained that the goals and objectives are a starting point for the five main priorities and overarching goals, which intercept with healthy people 2030 and aligning to provide the District with tools, data, and evidence-based intervention to use for converting into activities and objectives as guidance in the process.</p>	
<p><b>VI. New Business</b></p> <p><b>1. Strategic Planning</b></p> <p><b>a. Strategic planning consultant's proposal results review and approval to forward to the Board a consulting services and engagement agreement with Veralon Partners, Inc. and Valentine Health Advisors to facilitate, develop, and guide a three-year strategic plan – \$72,500</b></p>	<p>Dr. Bárzaga, CEO, outlined the process and strategy of the strategic plan, and after analysis and evaluation of the proposals, staff is recommending Veralon Partners and Valentine Health Advisors as consultants to facilitate, develop, and guide the three-year strategic plan.</p> <p>Mark Dubow, Director, Veralon Partners thanked the committee and inquired on any questions concerning the process and outcomes, further providing a summary and overview of the proposal.</p>	<p><b>It was moved by President De Lara and seconded by Vice-President Borja to approve consulting services and engagement agreement with Veralon Partners, Inc. and Valentine Health Advisors to facilitate, develop, and guide a three-year strategic plan – \$72,500. Motion passed unanimously.</b></p>
<p><b>VIII. Adjournment</b></p>	<p>Chair Zendle adjourned the meeting at 5:40 p.m.</p>	<p><b>Audio recording available on the website at</b>  <a href="https://www.dhcd.org/Agendas-and-Documents">https://www.dhcd.org/Agendas-and-Documents</a></p>



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ATTEST: \_\_\_\_\_  
Les Zendle, MD, Chair/Director, Strategic Planning Committee  
Desert Healthcare District Board of Directors

*Minutes respectfully submitted by Andrea S. Hayles, Clerk of the Board*

DRAFT



# Desert Healthcare District & Foundation

## Strategic Plan

Approved by the DHCD/F Board on October 26, 2021

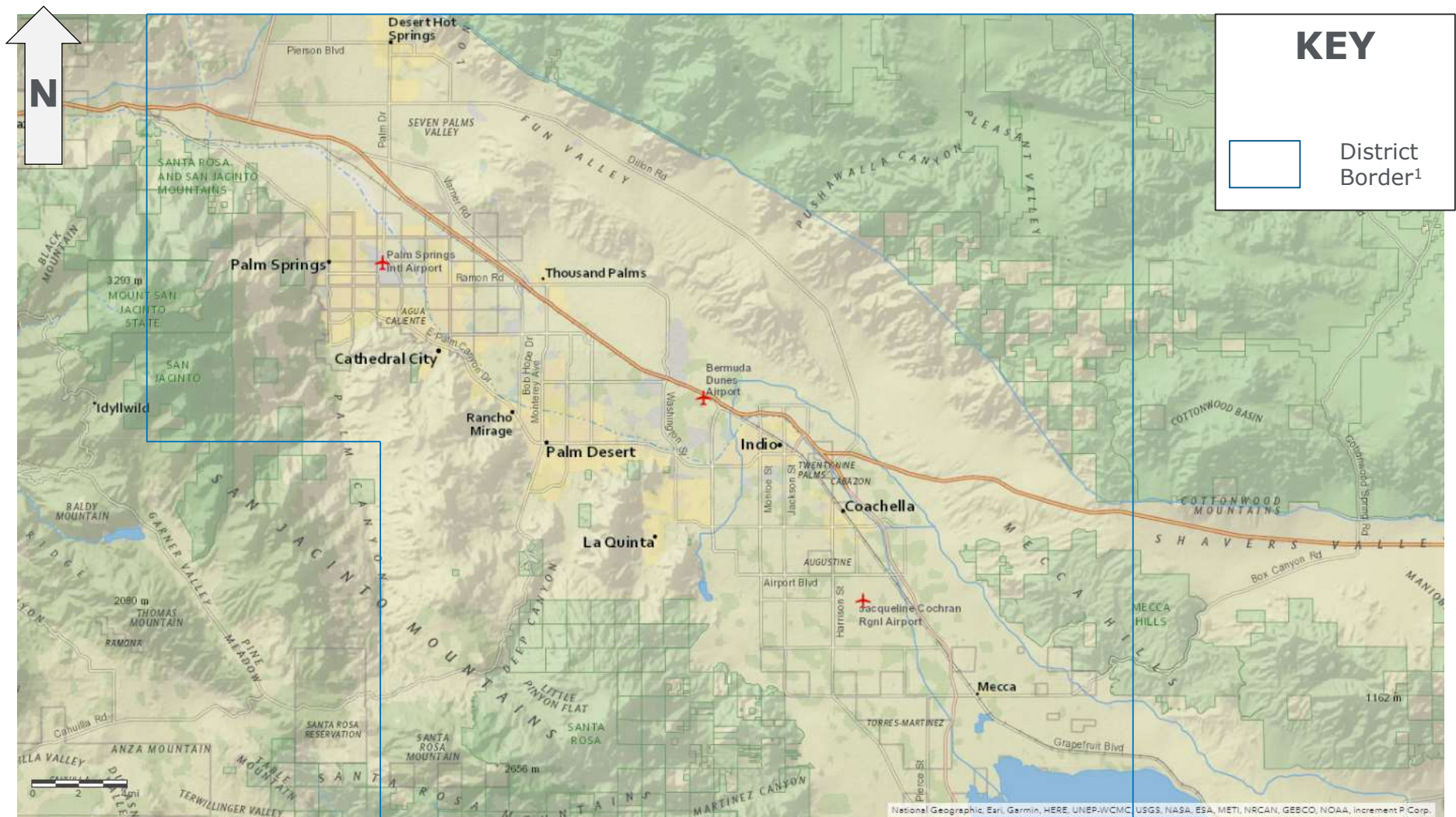


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# Strategic Plan is Specific to the Entire District -- Coachella Valley As A Whole



1. District border is hand drawn by Veralon and represents an approximation of the district boundaries.



# DHCD/F Enabling Legislation, Mission and Vision

# DHCD/F Enabling Legislation Clarifies the Emphasis Is On Health Services

AB 2414, Eduardo Garcia. Desert Healthcare District.

“Existing law, the Local Health Care District Law, authorizes the organization and incorporation of local health care districts and specifies the powers of those districts, including, among other things, the power to establish, maintain, and operate, or provide assistance in the operation of, one or more health facilities or health services, including, but not limited to, outpatient programs, services, and facilities; retirement programs, services, and facilities; chemical dependency programs, services, and facilities; or other health care programs, services, and facilities and activities at any location within or without the district for the benefit of the district and the people served by the district.”<sup>1,2</sup>

1. Source: Assembly Bill 2414 Chapter 416
2. During the strategic planning retreat this description of the purpose of DHCD/F was cited as a means of emphasizing that the role is specific to healthcare services and resources

# DHCD/F Mission Statement

"To achieve optimal health at all stages of life for all District residents"<sup>1</sup>

1. Source: Desert Healthcare District / Desert Healthcare Foundation Strategic Plan, adopted June 27, 2017

# DHCD/F Vision Statement

“Equitably connecting Coachella Valley residents to health and wellness services and programs through resources and philanthropy, health facilities, information and community education, and public policy”<sup>1</sup>

1. Source: Desert Healthcare District / Desert Healthcare Foundation Strategic Plan, adopted June 27, 2017

# Critical Planning Issues



# Critical Planning Issues

- Resolve the hospital lease and seismic investment
- Maintain the District's reserves at the current level until the Tenet situation is resolved
- Evaluate current/future programs and services to which DHCD/F provides funds using effectiveness and impact criteria and looking at impact
- No new parcel tax funding in the short term (at least 2 years)
- Pursue new funding sources to support meeting CV healthcare needs (e.g., Riverside County, grants, JVs/partnerships, Federal and State Govt.)
- Expand access to care: focus on health care
  - Community-oriented primary care (medical), mental health and dental services
- Enhance equity for all residents accessing care
- Measure/assess the impact on and size of a population to which DHCD/F holds organizations/programs accountable for achieving stated goals
- Encourage innovation and collaboration
- Enhance DHCD/F's lobbying capabilities, as needed and targeted

# Goals and Strategies

# Discussion: Setting Preliminary Goals and Strategies

- **Goal** – an [outcome](#) to be achieved over a 5-year period.
  - Describes [what](#) DHCD/F is going to achieve through the implementation of strategies
- **Strategy** – an [action](#) to be taken in support of accomplishing the goal.
  - A statement of [how](#) DHCD/F will accomplish the goal
  - Strategies are stated for a 3-year period and can be refined annually

# CPIs “Drive” Selection of *Draft* DHCD/F Goals



Critical  
Planning  
Issues



- Goal 1: Proactively increase the **financial resources** DHCD/F can apply to support community health needs
- Goal 2: Proactively expand community **access to primary and specialty care services**
- Goal 3: Proactively expand community access to **behavioral/mental health services**
- Goal 4: Proactively measure and evaluate the **impact** of DHCD/F-funded programs and services on the health of community residents
- Goal 5: Be responsive to and supportive of selected community initiatives that **enhance the economic stability** of the District residents
- Goal 6: Be responsive to and supportive of selected community initiatives that **enhance the environment** in the District’s service area
- Goal 7: Be responsive to and supportive of selected community initiatives that **enhance the general education** of the District's residents

# Goal 1

## Goal 1: Proactively increase the financial resources DHCD/F can apply to support community health needs

Strategies	Priority	Lead Party	Start Date	Complete Date
1.1 Develop a healthcare delivery system vision for the Coachella Valley	High	CEO	Oct '21	Mar '22
1.2 Pursue renegotiation of the hospital lease - Complete seismic retrofit design/planning	High	Ad-Hoc	Immediate	Jan '24
1.3 Expand capabilities and activities for obtaining new grant funding - Hire grant writer (already in budget) (Jan)	High	CEO	Immediate	Ongoing
1.4 Work with Riverside University Health System to continue/expand funds provided to DHCD/F to meet community health needs	High	CEO	Ongoing	Ongoing
1.5 Identify opportunities and implement selected joint venture/partnerships with community organizations to jointly support funding of selected community health needs	Moderate	CEO	Nov '21	Ongoing
1.6 Evaluate the potential to conduct community-based fund raising (Foundations, individuals, corporations) - Hire a development director - Explored planned giving program	Low	CEO	Mar '22	Ongoing



# Goal 2

## Goal 2: Proactively expand community access to primary and specialty care services

Strategies	Priority	Lead Party	Start Date	Complete Date
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	CPO*	Nov '21	Ongoing
2.2 Provide funding to support an increase in the number of clinics and needed programs (FQHCs, community clinics, multi-purpose community centers) in geographically-targeted markets and the days and hours that they operate	High	CPO	Nov '21	Ongoing
2.3 Provide funding support and evaluation to community organizations providing expanded mobile primary and specialty care services - In support of the District buying a mobile van for primary care and vaccinations, identify operating costs and resources required	High	CPO	Mar '22	On-going
2.4 Provide funding support to community organizations providing primary and specialty care via telehealth - Fund telehealth internet hubs to increase access in underserved communities	High	CPO	Dec '21	Ongoing
2.5 Collaborate/partner with culturally-competent training programs to expand primary care residency and nursing programs with required retention initiatives	Moderate	CPO	Dec '21	Ongoing
2.6 Collaborate/partner with the Riverside University Health System on increasing the number of public health initiatives, including but not limited to: COVID-19, obesity, sex education, drug use/addiction, and nutrition	Moderate	CEO/ Program Staff	Dec '21	Ongoing
2.7 Utilize an equity lens to expand services and resources to underserved communities - Increase the number of Promotoras/CHWs**	High	CEO/ Program Staff	Dec '21	Ongoing

\*CPO - Chief Program Officer

\*\* CHW - Community health worker

# Goal 3

## Goal 3: Proactively expand community access to behavioral/mental health services

Strategies	Priority	Lead Party	Start Date	Complete Date
3.1 Provide funding to support an increase in the number of behavioral/mental health professionals (includes training)	High	SPO - BMH**	Jan '22	Ongoing
3.2 Provide funding to CBOs to support an increase in the number of days and hours of operation of behavioral/mental health services*	High	SPO - BMH	Jan '22	Ongoing
3.3 Provide funding to CBOs 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	SPO - BMH	Jan '22	Ongoing
3.4 Provide funding support to CBOs providing tele-behavioral/mental health services	High	SPO - BMH	Jan '22	Ongoing
3.5 Work with the new private psychiatric and community hospitals to identify opportunities to collaborate on the delivery of community-based behavioral/mental health services (payer mix)	Moderate	SPO - BMH	Sept '22	Ongoing
3.6 Educate community residents on available behavioral/mental health resources	Moderate	SPO - BMH	Oct '21	Ongoing
3.7 Collaborate/partner with community providers to enhance access to culturally-sensitive behavioral/mental health services	Moderate	SPO - BMH	Mar '22	Ongoing

\*CBO - community based organization

\*\* SPO - BMH - Senior Program Officer Behavioral & Mental Health

# Goal 4

## Goal 4: Proactively measure and evaluate the impact of DHCD/F-funded programs and services on the health of community residents

Strategies	Priority	Lead Party	Start Date	Complete Date
4.1 Adopt Clear Impact performance management and RBA* platform to track and report impact	High	CPO	Jan '22	Ongoing
4.2 Evaluate the potential to offer multi-year grants to organizations	Moderate	CPO	Jan '22	Ongoing
4.3 Require, where appropriate, grantees to conduct and report the results of patient satisfaction surveys	Low	CPO	July '22	Ongoing
4.4 Conduct a CHNA in 5 years (2026)	Low	CEO, CPO	2026	2026
4.5 Annually report progress of funded programs/services toward meeting identified community health needs	High	CPO	Jan '22	Ongoing
4.6 Support local organizations' capacity building efforts	Low	CPO	Jan '22	Ongoing

\*RBA -- Results based accountability

# Goal 5

## Goal 5: Be responsive to and supportive of selected community initiatives that enhance the economic stability of the District residents

Strategies	Priority	Lead Party	Start Date	Complete Date
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	Moderate	CPO	Oct '21	Ongoing
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	Moderate	CEO	Oct '21	Ongoing
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	Moderate /Low	CEO	Oct '21	Ongoing
5.4 Promote Health Action Planning and co-location of healthcare services in affordable housing developments	Moderate	CEO	Oct '21	Ongoing

# Goal 6

## Goal 6: Be responsive to and supportive of selected community initiatives that enhance the environment in the District's service area

Strategies	Priority	Lead Party	Start Date	Complete Date
6.1 Play a role in raising awareness of the impact of air quality in the East Coachella Valley on the health of community residents and be a catalyst for community organizations to act in implementing solutions	Moderate	CCE*	Ongoing	Ongoing
6.2 Play a role in raising awareness of the impact of poor water quality in the East Coachella Valley on the health of community residents and be a catalyst for community organizations to act in implementing solutions	Moderate	CCE	Ongoing	Ongoing
6.3 Collaborate with and support public organizations in the Coachella Valley to address SDOH** related to the environment (air quality, water quality and shelter)	Moderate	CCE	Ongoing	Ongoing

\*CCE -- Chief of Community Engagement

\*\* SDOH - Social determinants of health



# Goal 7

## Goal 7: Be responsive to and supportive of selected community initiatives that enhance the general education of the District's residents

Strategies	Priority	Lead Party	Start Date	Complete Date
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 act in implementing solutions - Education including the ConnectIE platform and other resources	Moderate	CCE	Ongoing	Ongoing
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 act in implementing solutions	Moderate	CCE	Ongoing	Ongoing