



DESERT HEALTHCARE DISTRICT
Finance, Legal, Administration, & Real Estate Committee
December 07, 2021

The Finance, Legal, Administration, & Real Estate Committee of the Desert Healthcare District will be held at 3:30 PM, Tuesday, December 07, 2021, via Zoom using the following link:
<https://us02web.zoom.us/j/87037884591?pwd=bVpRQIVRNW1yNTYrZkN3J1ZlVSQT09>
Password: 513180

Participants will need to download the Zoom app on their mobile devices. Members of the public may also be able to participate by telephone, using the following dial in information:

Dial in #:(669) 900-6833 To Listen and Address the Board when called upon:
Webinar ID: 870 3788 4591
Password: 513180

AGENDA

I. CALL TO ORDER

II. APPROVAL OF AGENDA

III. PUBLIC COMMENT

At this time, comments from the audience may be made on items not 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.

IV. APPROVAL OF MINUTES

- 1. F&A Meeting Minutes – November 09, 2021 – Pg. 2-5 **ACTION**

- V. CEO REPORT Information

VI. CHIEF ADMINISTRATION OFFICER'S REPORT – Pg. 6

- 1. LPMP Leasing Update – Pg. 7 Information

VII. OTHER MATTERS

- 1. Consideration to forward to the Board for approval – Guidehouse, Inc. Service Agreement Proposal – Healthcare Vision for Coachella Valley Advisory Services – Pg. 8-28 **Action**
- 2. 2021-2023 Communications and Marketing Plan – Pg. 29-48 Information

VIII. ADJOURNMENT

If you have any disability which would require accommodation to enable you to participate in this meeting, please email Andrea S. Hayles, Special Assistant to the CEO and Board Relations Officer, at ahayles@dhcd.org or call (760) 323-6110 at least 24 hours prior to the meeting.



DESERT HEALTHCARE DISTRICT
FINANCE, ADMINISTRATION, REAL ESTATE, LEGAL, AND COMMITTEE
MEETING MINUTES
November 09, 2021

Directors Present	District Staff Present	Absent
Chair/Treasurer Arthur Shorr President Leticia De Lara, MPH Director Les Zendle, MD	Conrado E. Bázquez, MD, Chief Executive Officer Chris Christensen, Chief Administration Officer Eric Taylor, Accounting Manager Donna Craig, Chief Program Officer Alejandro Espinoza, Chief of Community Engagement Andrea S. Hayles, Clerk to the Board	

AGENDA ITEMS	DISCUSSION	ACTION
I. Call to Order	Chair Shorr called the meeting to order at 3:35 p.m.	
II. Approval of Agenda	Chair Shorr asked for a motion to approve the agenda.	Moved and seconded by Director Zendle and President De Lara to approve the agenda. Motion passed unanimously.
III. Public Comment	There was no public comment.	
IV. Approval of Minutes 1. F&A Minutes – Meeting October 14, 2021	Chair Shorr motioned to approve the October 14, 2021, minutes.	Moved and seconded by President De Lara and Director Zendle to approve the October 14, 2021, meeting minutes. Motion passed unanimously.
V. CEO Report	There was no CEO Report.	
VI. Chief Administration Officer’s Report	Chris Christensen, CAO, explained that the annual audits are complete and approved at the October Board meeting, thanking the staff for their support. The fire sprinkler system contractors have commenced the installation and managing the work according to the tenants’ schedules. There are still two vacancies at the Las Plaza Medical Plaza, with COVID delaying new occupancies. More activity is anticipated in 2022.	



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<p>VII. Financial Reports</p> <ol style="list-style-type: none"> 1. District and LPMP Financial Statements 2. Accounts Receivable Aging Summary 3. District – Deposits 4. District – Property Tax Receipts 5. LPMP Deposits 6. District – Check Register 7. Credit Card – Detail of Expenditures 8. LPMP – Check Register 9. Retirement Protection Plan Update 10. Grant Payment Schedule 	<p>Chris Christensen, CAO, provided an overview of the financial statements explaining the budget move for the profit and loss statement and \$152k under budget due to the October receivables collected in early November. The interest income component of the bond and cash investments are earning interest of \$251k, but as a result of the bond's maturity at a lower level, there are net negatives of \$139k YTD. Expense savings in the wages and labor and the general and administrative sections illustrate under-expending related to remote work and no travel or other expenses. Significantly under-expended are the professional fee expenses. The Kaufman Hall invoices and other additional expenses are anticipated for the remainder of the year. There are variances with the grants due to the strategic planning process, which is now board-approved and completed to assist with defining and allocating the grant funding.</p> <p>The Las Palmas Medical Plaza profit and loss statement illustrates a revenue variance of \$3,800 and a net income of \$7k YTD. The balance sheet comparisons difference is the investment accounts with \$3M higher than last year due to the lack of grant disbursements. Chair Shorr inquired if the total equity increase of \$6M due to</p>	<p>Moved and seconded by Director Zendle and President De Lara to approve the October 2021 District Financial Reports - Items 1-10 and to forward to the Board for approval. Motion passed unanimously.</p>
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**DESERT HEALTHCARE DISTRICT
FINANCE, ADMINISTRATION, REAL ESTATE, LEGAL, AND COMMITTEE
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	<p>the actuary change in the retirement protection plan. Mr. Christensen explained that any items from the income statement or profit and loss from the prior year carry over to equity, which increased from \$60M to \$66M incorporating the function of actual net income, but the larger portion of \$5M is associated with the adjustment to the retirement plan.</p> <p>Mr. Christensen provided an overview of the A/R summary, deposit detail, credit card expenditures, tax receipts, and grant payment schedule.</p>	
<p>VIII. Other Matters</p> <p>1. District & RPP Investment Reports 3Q21 – Keith Stribling, Vice President, Senior Portfolio Manager, Highmark Capital</p>	<p>Chris Christensen, CAO, introduced Keith Stribling, Vice President, Senior Portfolio Manager, Highmark Capital, who provided an overview of 3Q21 investment reports commencing with the Retirement Protection Plan account value of 5.2M, asset allocation summary of 66% stocks, 27% fixed income, and 3% alternatives with modest equities of over 600 basis points. The Fixed income Analysis for the individual bonds is at 7-years, Coupon at 3%, and Yield to Maturity at 1% due to current investment-grade bonds. The Performance Report is functioning well year to date up 8.3% after all fees and stocks up 13% for 1-year compounding over 8% for 10-years. Mr. Stribling reviewed the district asset allocation</p>	

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<p>2. Service Agreement Addendum #2 – Kaufman Hall – Time Extension through 02/28/2022</p>	<p>summary and the fixed income analysis report.</p> <p>Chris Christensen, CAO, described the work of Kaufman Hall Associates with the original agreement ending in November 2021 and extending the service agreement for another three (3) months through February 2022 with an updated scope of work.</p>	<p>Moved and seconded by President De Lara and Director Zendle to approve a Kaufman Hall Associates Service Agreement Addendum #2 and to forward to the Board for approval. Motion passed unanimously.</p>
<p>IV. Adjournment</p>	<p>Director Shorr adjourned the meeting at 4:21 p.m.</p>	<p>Audio recording available on the website at http://dhcd.org/Agendas-and-Documents</p>

ATTEST: _____
 Arthur Shorr, Treasurer/Chair, Board of Directors
 Finance & Administration Committee Member
 Desert Healthcare District Board of Directors

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



Chief Administration Officer's Report

December 07, 2021

Las Palmas Medical Plaza - Property Management:

Occupancy:

See attached unit rental status report.

95.6% currently occupied –

Total annual rent including CAM fees is **\$1,344,843**.

Leasing Activity:

Two suites are vacant and available for lease. We anticipate interest will be limited through the holidays, but expect increased interest in early 2022.

Las Palmas Medical Plaza

Unit Rental Status

As of December 1, 2021

Unit	Tenant Name	Deposit	Lease Dates		Term	Unit Sq Feet	Percent of Total	Monthly Rent	Annual Rent	Rent Per Sq Foot	Monthly CAM	Total Monthly Rent Inclg CAM	Total Annual Rent Inclg CAM
			From	To									
											\$ 0.69		
1E, 204	Vacant					880	1.78%						
1W, 204	Vacant					1,280	2.59%						
Total - Vacancies						2,160	4.38%						
Total Suites-31 - 29 Suites Occupied		\$ 59,100.54				49,356	95.6%	\$ 79,645.76	\$ 955,749.12	\$ 1.69	\$ 32,424.48	\$ 112,070.24	\$ 1,344,842.88
Summary - All Units													
			Occupied	47,196	95.6%								
			Vacant	2,160	4.4%								
			Pending	0	0%								
			Total	49,356	100%								



DESERT HEALTHCARE
DISTRICT & FOUNDATION

Date: December 7, 2021
To: Finance & Administration Committee
Subject: Consideration to approve a proposal and consulting agreement for Guidehouse to provide advisory services to develop a Healthcare Vision for Coachella Valley.

Staff Recommendation: Consideration to approve a proposal and consulting agreement for Guidehouse to provide advisory services to develop a Healthcare Vision for the Coachella Valley.

Background:

- The recently approved Strategic Plan includes a key goal to “Develop a healthcare delivery system vision for the Coachella Valley” (Goal 1.1).
- Such vision would help the District develop and articulate a vision for what a healthcare infrastructure is needed for the One Coachella Valley.
- Following approval of the Strategic Plan staff contacted Steve Valentines and requested a proposal to help complete this task.
- The enclosed proposal was submitted to staff.
- Staff recommends approval of the proposal.

Fiscal Impact:

\$250,000, not previously budgeted in the FY22 annual budget.



Proposal Agreement for:

Healthcare Vision for Coachella Valley Advisory Services

Presented to:



Desert Healthcare District and Foundation
1140 N. Indian Canyon Drive
Palm Springs, California 92262

December 2, 2021

Presented by:

John C. Whitham
Partner
jwhitham@guidehouse.com

Steven T. Valentine
Partner
svalentine@guidehouse.com

guidehouse.com

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December 2, 2021

Conrado Barzaga
CEO
Desert Healthcare District and Foundation
1140 N. Indian Canyon Drive
Palm Springs, California 92262

RE: Healthcare Vision for Coachella Valley Advisory Services

Dear Conrado:

Guidehouse Inc. ("Guidehouse" or "we/us/our") appreciates the opportunity to provide Desert Healthcare District and Foundation ("DHCD/F", "Company" or "you/your") with this strategic advisory services proposal agreement (the "Agreement").

Based on prior conversations, DHCD/F is looking for assistance with developing a vision that addresses the healthcare delivery system in the Coachella Valley and the area immediately west in Imperial County. The following outlines our approach, timeline, work tasks, deliverables, proposed team, and professional fees for completion of the requested services.

It would be our privilege to work with you and your team on this important initiative. Please contact us if you have any questions or would like to discuss next steps.

Sincerely,

A handwritten signature in black ink, appearing to read "John C. Whitham".

John C. Whitham
Partner

A handwritten signature in black ink, appearing to read "Steven T. Valentine".

Steven T. Valentine
Partner

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Section 1 Our Understanding of Your Needs

DHCD/F is a local government agency formed in 1948. Its mission is to achieve optimal health at all stages of life for all District residents. The District includes more than 400,000 residents and encompasses the entire Coachella Valley. The DHCD/F, together, are one of the largest funders in the valley. These funds are used to assist residents -- especially the underserved -- in accessing vitally needed resources, such as primary and behavioral healthcare, housing, food, and transportation to medical appointments.

The DHCD/F Board just recently approved a five-year strategic plan in which they identified seven (7) key goals:

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

DHCD/F is specifically looking for support in helping develop a healthcare delivery system vision for the Coachella Valley. Guidehouse is uniquely positioned to assist DHCD/F with this objective. Members of our proposed team have a long-standing history of working with the District, and we have a deep understanding of the unique dynamics of your market.

Section 2 Engagement Scope and Approach

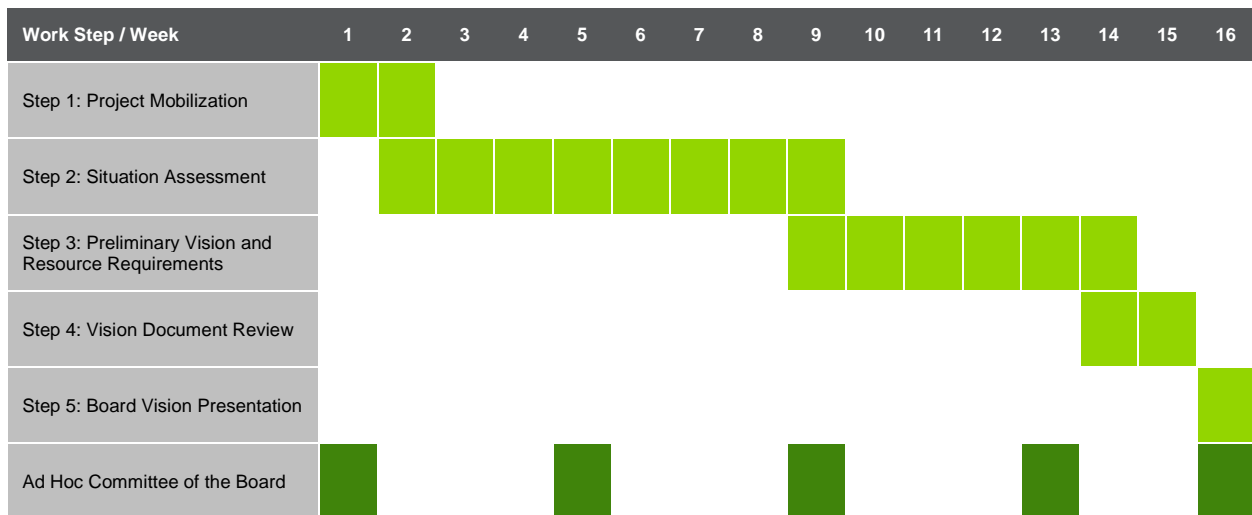
Engagement Scope of Services

Develop a vision that addresses the healthcare delivery system in the Coachella Valley and the area immediately west in the Imperial County. The vision will address:

- Health inequities identified in the CHNA
- Access to healthcare services
- Acute care hospital services (population, demographic, health status, and per capita utilization patterns (OSHPD))
- Mental health / psychiatric healthcare needs
- Post-acute care needs
- Ambulatory needs
- Physician needs
- Clinic needs
- Mobile health needs
- Telehealth needs
- Social Determinants of Health
- Other healthcare needs as identified by DHCD/F

Engagement Approach

The Guidehouse team is proposing the following multifaceted approach to fulfill DHCD/F's identified consulting needs, estimated to last 14 to 16 weeks to complete:



The engagement is to start in December and end in April. This timeline is based on our previous experience, understanding of DHCD/F, and its strategic objectives. The sequencing and dates

are estimates and subject to change based on timely data submissions, and availability of key stakeholders.

The work steps outlined are further detailed below, including work step objective(s), key activities, key deliverables, and timeline(s):

Step 1: Project Mobilization

Objective: We request that an Ad Hoc Committee of the Board be used to guide us through the process. We request that an engagement liaison be appointed by the District to work directly with us. Their responsibility will be to assist us with gathering data and information, schedule meetings (virtual/in-person), disseminate our work product, and schedule interviews if needed.

A. Key Activities:

1. Conduct an introductory virtual meeting with the staff and Ad Hoc Committee to review the work plan, data request, agree on the services area to be used in this vision, identify individuals to be confidentially interviewed during the process (Board members, senior District management team members, County, UCR, community leaders). This process will be conducted with discretion and confidentiality given the sensitive nature of the assessment.
2. Review the data and create a summary of the key points as it relates to creating the healthcare vision.
3. Schedule touch points and meetings for the process.
4. Research healthcare delivery models in response to trends in the industry and identify the most relevant for the services area.

B. Deliverables:

- a) Data Request
- b) Industry Trends
- c) Summary of Healthcare Delivery Models appropriate for the Coachella Valley

C. Timeline: 2 Weeks

Step 2: Situation Assessment

Objective: Guidehouse will evaluate the current state of DHCD/F to best understand the healthcare needs and available resources in the defined service area.

A. Key Activities:

1. Conduct the stakeholder confidential interviews (12 to 14).
2. Identify industry trends that reflect changes in healthcare community delivery models.
3. Summarize available resources that exist in the market and needs where there are gaps to best practices.
4. Create an inventory of healthcare delivery system providers.
5. Frame a preliminary vision for the healthcare delivery system serving the Coachella Valley and west Imperial County.
6. Review with the Ad Hoc Committee and management.

7. Identify the need for acute care services, physicians, rehab, post-acute, ambulatory and other services using the available data (OSHPD, CHNA, health status indicators) and purchased data sets.
8. Review our assumptions with the Ad Hoc Committee and District management.
9. Develop the resources needed to meet those needs. The projections of healthcare need will be reviewed with the Ad Hoc and District management team.
10. Meet with the Board and have a progress report and identify key findings and conclusions.

B. Deliverables:

- a) Stakeholder Interview Summary
- b) Summary of Healthcare Needs in the Service Area
- c) Summary of Available Resources in the Service Area

C. Timeline: 8 Weeks**Step 3: Preliminary Vision and Resource Requirements**

Objective: Guidehouse will work collaboratively with DHCD/F to draft a preliminary healthcare delivery vision in support of the strategic plan.

A. Key Activities:

1. Review the draft (assumptions, model, relevant delivery trends) with District management and revise as needed.
2. Meet with the Ad Hoc Committee and review our findings, conclusions, and preliminary recommendations.
3. Make revisions as needed, conduct additional analysis, further research, and speak to individuals regarding our needs assessment and the resources required to meet those needs.

B. Deliverables:

- a) Preliminary Healthcare Delivery Vision
- b) Summary of Additional Resources Needed in the Service Area

C. Timeline: 6 Weeks**Step 4: Vision Document Review**

Objective: DHCD/F and Guidehouse will continue to reiterate and finalize the healthcare delivery vision and supporting documents based on the outputs of Steps 1 – 3.

A. Key Activities:

1. Meet with the Ad Hoc Committee and District management team to review the vision document.
2. Review the document and revise as necessary.

B. Deliverables:

- a) Final DHCD/F Vision:

- Healthcare Delivery Vision
- Situation Assessment
- Summary of the Healthcare Delivery Model(s) for the Coachella Valley
- Summary of Healthcare Needs in the Service Area
- Summary of Available Resources in the Service Area
- Summary of Additional Resources Needed in the Service Area

C. Timeline: 2 Weeks**Step 5: Board Vision Presentation**

Objective: Present the Healthcare Delivery Vision and supporting materials to the DHCD/F board for formal approval and organizational adoption.

A. Key Activities:

1. Meet with the Board and present the vision
2. Garner feedback, edits and/or “approval” for adoption

B. Deliverables:

- a) Approved DHCD/F Healthcare Delivery Vision

C. Timing: 1 week**Term**

The consulting services under this Agreement will begin on December 13, 2021 and end on April 30, 2022 (the “Term.”). If the foregoing dates change during the engagement, the parties agree to amend the Term in writing.

Section 3 Engagement Team

Guidehouse’s committed resources are healthcare professionals with numerous years of hands-on managerial and subject matter experience. Although specific resources are contingent upon timing of the engagement and resource availability, we expect that the following professionals will lead Guidehouse’s efforts in respective functional areas:

Project Team Organization

Name and Role	Relevant Experience
<p>John C. Whitham <i>Partner</i></p> <p>Executive Oversight</p>	<p>John has more than 25 years of experience in the healthcare industry. Over the course of that timeframe, he has developed national practices in Health Information Technology for two national consulting firms. He is a seasoned industry expert with the ability to partner with commercial provider organizations, technology vendors, payers, and the public healthcare sector to drive strategy and outcomes in the areas of IT effectiveness, ERP modernization, digital transformation, advanced analytics, revenue cycle optimization, operations improvement, and consumer access.</p> <p>He has served as a board member and/or trusted advisor to many of the leading Healthcare Technology firms in the U.S. as well PE-backed healthcare technology firms at varying stages of their growth and development. He is also a career healthcare management consultant, advising many hospitals, health systems, and provider organizations on how to best leverage their technology solutions to improve performance and enable strategic objectives.</p>
<p>Steve Valentine, MPA <i>Partner</i></p> <p>Engagement Leader</p>	<p>With more than 45 years of healthcare consulting experience, Steve has considerable expertise in the areas of strategic planning, business transactions, mergers, hospital-physician arrangements, and financial analysis. He is a nationally recognized author and speaker on health care issues. Steve is often quoted in NPR, HIN, Modern Healthcare, Trustee magazine, Los Angeles Times, and HealthLeaders, as well as other publications. Steve is frequently invited to present his assessment of the industry trends and its future outlook. Steve has worked with the District for approximately 20 years and has a thorough understanding of the healthcare needs in the Coachella Valley.</p> <p>Steve was a Vice President of Premier Health Solutions for four years and the President of The Camden Group for 23 years. He currently Chairs the Board of Orthopaedic Institute for Children (UCLA Health Affiliate) and Northridge Hospital Medical Center. He was on the Board and Finance Committee (1996 – 2012) and chaired the Audit Committee of HealthCare Partners, Ltd., an MSO with approximately \$4.2 billion in revenue until acquired by DaVita (November 2012), and also served on the Executive Committee and Chaired the Finance Committee of Partners in Care Foundation (a non-profit think tank) and continues to serve on the Board of Counselors.</p>

Name and Role	Relevant Experience
<p>Adam Medlin, MHA <i>Director</i></p> <p>Engagement Director</p>	<p>Adam has a proven and successful track record in advising healthcare organizations as they continue to pursue their growth, quality, and financial goals; including, establishing an enterprise-wide value proposition for the future, performing under value-based care arrangements, forming successful new partnerships, and implementing innovative care delivery models. He has 15 years of hands-on experience with risk-based provider organizations including health systems, physician groups, IPAs, and clinics. Adam has in- depth knowledge and experience with the healthcare landscape on the West Coast, especially in the California market.</p>
<p>Danielle Sreenivasan, MHA <i>Director</i></p> <p>Strategic Advisor</p>	<p>Danielle is a strategic advisory consultant with nearly 20 years of healthcare experience specializing in the development and implementation of innovative and transformational solutions in the evolving value-based care environment. She is an accomplished advisor to healthcare organizations across the continuum, including ambulatory providers, community-based hospitals and health systems, integrated delivery networks, medical foundations, health plans, and managed care organizations. Notably, Danielle has worked with your organization and she has a deep understanding of the unique dynamics in your market. She is a speaker and author for HFMA, The Governance Institute, and other industry organizations.</p>

This team may be complemented by other resources as necessary for the successful achievement of our mutually defined outcomes.

Detailed professional resumes are available upon request.

Section 4 Your Investment

We believe the following investment structure we have outlined below clearly conveys our willingness and organizational commitment to develop a successful working relationship with DFDH/F. Our plan is to perform the work described in Section 2 of this Agreement. If there are other areas DFDH/F would like for Guidehouse to assess and/or if there are needed revisions to the outlined scope and approach, we are very open to any discussions related to such changes.

Based on our understanding of DFDH/F's desired outcomes and the scope, approach, and Guidehouse resources outlined in this Agreement, our Professional Fixed Fees shall be \$250,000.

The initial fixed fee payment installment will be due upon execution of this Agreement. Each subsequent fixed fee payment installment will be due on the date described below:

- \$62,500 at execution of the Agreement
- \$62,500 at the completion of month 1 of the Agreement
- \$62,500 at the completion of month 2 of the Agreement
- \$62,500 upon delivery the end of the Term period

Independent contractors or subcontractors may be utilized from time to time. Professional services will be billed according to the schedule above. DFDH/F shall pay Guidehouse within thirty (30) days of the invoice date. A late charge of 1% per month will accrue on amounts not paid within 30 days of the date of the invoice. If a report, deliverable, presentation, retreat, or board meeting attendance is required, Guidehouse reserves the right to request payment of outstanding fees and expenses prior to submission of such required deliverables. In addition, Guidehouse reserves the right to suspend services until payment is received on past due invoices. If payment on invoices is past due more than sixty (60) days, Guidehouse reserves the right to terminate the Agreement without any further liability. Guidehouse does not predict or warrant the outcome of any particular matter or issue, and our fees are not dependent on such outcomes.

If a Purchase Order is required, client will make arrangements prior to the date the first payment is due and provide Guidehouse the Purchase Order number for billing purposes. If client requires Guidehouse to upload electronic invoices the client will provide the vendor name and instructions on the process.

Expenses

In addition to the professional fees outlined above, DFDH/F will reimburse Guidehouse for its actual and reasonable expenses incurred in the performance of the services. Related expenses will be billed monthly at cost with no mark-up. Actual cost of related expenses will be charged, including travel and transportation expenses, such as mileage (payable at the standard IRS rate), tolls, parking, airfare, hotel accommodations, and meals as well as a Research Data and Technology Fee equal to five percent (5%) of fees, which covers our cost related to outside research and data subscriptions, analytic tools, and technology connectivity. All expense reimbursement payments will be billed on a monthly basis and are due within thirty (30) days of invoice.

Section 5 Client Responsibilities

It will be DHCD/F's responsibility to:

- Assure a high level of participation of management team, medical staff, and others, as appropriate, in Leadership Committee meetings, interviews, work group activities, data gathering, analysis, and other related activities of the process. To ensure the best possible outcome, we will work closely with your management team.
- Fulfill data and information requests as soon as possible including providing required documents (a list will be provided) prior to the project start date and as needed throughout the project. Failure to provide the requested data may impact Guidehouse's ability to provide the deliverables and timeline outlined in the Scope and Approach Section. In the event that the client cannot provide requested data, the client and Guidehouse will discuss alternative data sources and potential changes to scope and fees as a result of insufficient data through a duly executed amendment to this Agreement.
- Provide support of an experienced administrative assistant during the course of the project to schedule meetings and interviews and provide for other administrative requirements.
- Provide staff support to assist in performing analysis and gathering data, if necessary. At a minimum, we will need appropriate work space, including access to high-speed internet, telephones with voicemail capability, a fax machine, a copier, a shredder, a laser printer, and a file cabinet that locks.
- Provide access to an office or conference room that can be used for interviews, if necessary.
- Commit to the schedule as outlined in this Agreement. Please note that changes, including an alteration to the scope or approach, additional meetings, or other changes or delays requested by the client that would materially increase Guidehouse's level of effort or lengthen the timeline, will likely result in an increase in fees equal to the changes. If this is the case, we will work closely with the client to come to a successful arrangement.

Appendix A Introduction to our Firm

Guidehouse is a leading global provider of consulting services to the public and commercial markets with broad capabilities in management, technology, and risk consulting. We help clients address their toughest challenges and navigate significant regulatory pressures with a focus on transformational change, business resiliency, and technology-driven innovation. Across a range of advisory, consulting, outsourcing, and digital services, we create scalable, innovative solutions that prepare our clients for future growth and success.

Headquartered near Washington, D.C., the company has more than 10,000 professionals in more than 50 locations globally. Guidehouse is a Veritas Capital portfolio company, led by seasoned professionals with proven and diverse expertise in traditional and emerging technologies, markets, and agenda-setting issues driving national and global economies. For more information, please visit: www.guidehouse.com.

Our Company

- 10,000+ employees
- 50+ locations globally
- 4 consecutive years on Forbes Top Employers
- Forbes 2019 AMERICA'S BEST MID-SIZE EMPLOYERS
- GovCon 2020 Contractor of the Year, Over \$300 Million
- Malcolm Baldrige National Quality Award Recipient (2014)
- 2021 Military Friendly® Program
- 11x KLAS #1 Rankings
- Modern Healthcare #3 Guidehouse Largest Healthcare Management Consulting Firms (2021)

Our People

- 33 languages fluently spoken
- 46% hold professional certifications
- 38% have advanced degrees

Our Communities

- 7,000+ pro bono and volunteer hours
- \$1,000,000+ in employee and corporate donations
- Public Sector ISO 9001:2015 CERTIFIED
- SMITHERS QUALITY ASSESSMENTS

Our Clients

- Healthcare: 7 of the top 10 hospital systems (by Member Hospital Beds)*
- Financial Services: 8 of the 10 largest U.S. banks
- Life Sciences: 38 of the top 50 pharmaceutical companies**
- Energy: 60 of the world's largest electric and gas utilities***
- Public Sector: 15 (all) executive departments of the U.S. Federal Government
- State & Local Government: 30 out of 50 States

Commitment to Inclusion, Diversity and Belonging

- 37% racially diverse
- 6 generations of professionals
- 49% female, 51% male
- 7 employee affinity groups
- 5% Veteran and Active Duty
- 11 consecutive perfect scores with HRC
- BEST PLACES TO WORK 2021 for LGBTQ Equality
- Great Place To Work Certified
- DiversityInc 2021 TOP 50 COMPANIES FOR DIVERSITY

Other Metrics:

- Purchased 100% Renewable Electricity for most of our global offices
- Committed to Science Based Targets to reduce our greenhouse gas emissions

* Data Source: Definitive Healthcare
** Data Source: based on 2019 data from PharmExec
*** Data Source: 2019 S&P Global Platts Top 250 Global Energy Company Rankings®

Guidehouse has a long-standing commitment of embracing and celebrating diversity – diversity of thought, solutions and services, experiences, and backgrounds. Diversity and inclusion enhance the innovation and creativity of the services Guidehouse provides to its clients. Diverse teams provide innovative thinking and problem-solving to meet its clients' business challenges. Guidehouse Inclusion & Diversity (I&D) Council has been working across multiple workstreams in support of our Listen. Learn. Act. (LLA) framework. We started this effort by conducting valuable listening sessions and launching our Advancing Justice and Equality learning resources. We have developed a Blueprint outlining the actions Guidehouse is taking to address racial and social injustice. As a firm, we are investing time, leadership, and financial support to racial and social injustice and folding the LLA framework into the fabric of our business. Our



mission has always been to solve tough problems and build trust in society. Just as inclusion, justice, and equality are shared basic human rights, we know they are the core to the foundational trust in every society. Guidehouse’s stated Mission, Vision, and Values implicitly acknowledge the firm is committed to attracting, developing, and retaining a diverse workforce. To meet Guidehouse’s strategic objectives, we recognize the need to attract and retain top talent – from all sources.

Guidehouse Health Team

Guidehouse is the only global consultancy that integrates strategy and policy expertise with deep industry partnerships across the health ecosystem – and beyond.

With 11 KLAS #1 rankings, the Guidehouse Health team helps hospitals and health systems, federal and state government agencies, life sciences and retail companies, and payers solve their most complex issues, overcome unique market challenges, and deliver innovative services to their communities and customers.

The Guidehouse Health team includes public sector and provider administrators, clinicians, scientists, and other experts with decades of strategy, funding, policy, revenue cycle, digital and retail health, managed care, and managed services experience.

Guidehouse Health: Who We Serve

Dedicated to serving **PEOPLE**

Stakeholders: Life Sciences, Education, Research, & Clinical Care, Government: Federal, State, & Local, Payers, Providers, Employers, Charities, Associations, Retail Health.

Awards:

- 11 KLAS #1 Rankings
- BLACK BOOK AWARDS #1 for Revenue Cycle Management 2020 & 2021
- NIH Recipient of the National Institutes of Health Director's Award

Clients:

- CMS, NOVARTIS, CDC, Lehigh Valley Health Network
- FDA, Saint Francis Health System, Anthem, Connecticut Children's
- WOUNDED WARRIOR PROJECT, Baptist Health, FEMA, VCUHealth

Center for Health Insights
Original research and insights across the healthcare landscape

Our clients include more than 300 health systems and 38 of the 50 top pharmaceutical companies. We serve federal agencies on the forefront of national healthcare issues to help them improve both the quality and value of the healthcare purchased for, and provided by, the federal government. Our state clients include Medicaid, mental health, developmental disabilities, public health, education, and social services agencies, as well as workers compensation and state employee groups on issues such as service delivery, financing, and operations.

Our primary solutions are in these areas:

- **Strategy and Innovation**: Guidehouse works with organizations to provide solutions for developing a market-leading strategy for long-term top performance, growth, and sustainability.
- **Finance and Accounting**: Guidehouse supports revenue cycle clarity and results through technology optimization, performance improvement, and business process outsourcing.
- **Operational Effectiveness**: Our consultants help healthcare providers achieve and sustain robust clinical, healthcare workforce management, operational, and financial results.
- **Clinical Transformation**: Composed of clinicians, administrators, public health leaders, and health plan executives with decades of experience, Guidehouse's clinical transformation team delivers aligned solutions designed to achieve excellence in patient and organizational outcomes.
- **Digital / Health IT**: Guidehouse experts provide comprehensive technology solutions in such areas as cybersecurity, EHR interoperability and optimization, data analytics, enterprise resource planning, digital transformation, IT strategy and effectiveness, process automation, and much more.
- **Managed Services**: Guidehouse's revenue cycle managed services practice, including its innovative processes and technology, is recognized as one of the best in the industry, having earned multiple Best in KLAS Awards. The firm also has experience in successfully developing and leading health system revenue cycle organizations.

Guidehouse Center for Health Insights

Guidehouse Health was formed on the belief that healthcare organizations benefit from thought leaders with deep expertise across the industry, from providers to government agencies to life sciences companies.

The Guidehouse Center for Health Insights (the "Center") offers a member-driven community for public and private sector healthcare organizations and industry experts to come together and solve their greatest healthcare challenges.

Based in part on the diverse and administrative experiences of our provider, federal, and state government agencies, life sciences, and payer experts, the Center provides a complete view of healthcare payment, operational, and consumer disruption insights, along with solutions to create sustainable margins, engines of growth, and better overall health.

Averaging more than 120,000 annual pageviews, the Center is a growing community with 50% of visitors new to the website monthly.

The Center regularly publishes insights using a variety of mediums and channels, including podcasts, blogs, webinars, white papers, events, and press. Center content is frequently co-authored with industry thought leaders and leading organizations with insights featured in key national and industry publications.

Additionally, the Center has a proven track record of delivering deep analyses on big data that derive statistically significant insights and distilling them into simple talking points that are easily digested in the market.

Appendix B Standard Terms and Conditions

For the purposes of the following Terms and Conditions, Guidehouse Inc. shall be referred to as “Guidehouse” and Desert Healthcare District and Foundation shall be referred to as “Company.”

Access: Company agrees to provide Guidehouse with timely access to information, locations, and personnel reasonably necessary for the performance of the Services. The information provided by Company to Guidehouse shall be considered “as is” and Guidehouse will not validate or confirm the accuracy of the data and information provided. The work product produced by Guidehouse under this Agreement is to be used only in relation to the Services described herein and not for any other purpose without written approval from Guidehouse.

Third Party Work Product: It is further understood that Guidehouse may be reviewing work product prepared by parties other than Guidehouse on behalf of Company, and accordingly, Company agrees to hold harmless and indemnify Guidehouse for any and all claims, damages, demands, liability and costs (including attorney fees as incurred) arising from negligent acts, errors and omissions of the parties who prepared such work product.

Preliminary Findings and Draft Reports: The preparation of Guidehouse work product is an evolving process during which Guidehouse analysis is focused and refined as research and document review proceeds and as information emerges. Preliminary conclusions, superseded drafts, notations, analyses, work lists, and irrelevant data are not a part of, and will not be recorded in, the final work product. Such documents may be appropriately discarded on a routine basis as work tasks are completed. Of course, circumstances may arise that require the retention of such drafts or other interim documents, including but not limited to subpoenas and court orders. Guidehouse understands that Company will provide it with any instructions regarding document retention or document production procedures that Company expects Guidehouse to follow.

Consulting Services Disclaimer: Guidehouse will not be auditing any financial statements or performing any attest procedures in the course of this engagement. Guidehouse’s Services are not designed, nor should they be relied upon, to disclose internal weaknesses in internal controls, financial statement errors, irregularities, illegal acts, or disclosure deficiencies. Guidehouse is not a professional accounting firm and does not practice accounting.

Intellectual Property and Guidehouse Deliverables: Upon full payment of all amounts due Guidehouse in connection with this Agreement, all rights, title and interest in any information and items, including summaries, documents, reports and portions thereof it provides to Company (the “Guidehouse Deliverables”) will become Company’s sole and exclusive property for use in connection with the professional services set forth in this Agreement, subject to the exceptions set forth below. Guidehouse shall retain sole and exclusive ownership of all rights, title and interest in its work papers, proprietary information, processes, methodologies, know-how and software, including such information as existed prior to the delivery of the Services and, to the extent such information is of general application, anything that it may discover, create, or develop during provision of the Services (“Guidehouse Property”). To the extent the Guidehouse Deliverables contain Guidehouse Property; Company is granted a non-exclusive, non-assignable, royalty-free license to use it in connection with the subject of this Agreement. Without the prior written consent of Guidehouse, in no event shall Guidehouse’s name be mentioned nor shall Guidehouse Deliverables be disclosed, referenced, used in connection with any offering documents or shared with any third party, except (a) as required by law; (b) as required by any government or regulatory

agency with supervisory authority over Company; and (c) Company's legal advisors and auditors. It is strictly prohibited for the Guidehouse Deliverables to be disclosed, referenced, filed, or distributed in connection with the purchase or sale of securities, and in connection with any financing or business transaction.

Confidentiality: Guidehouse understands that all communications between Guidehouse and Company, either oral or written, as well as any materials or information developed or received by Guidehouse pursuant to this Agreement, are intended to be confidential. Accordingly, Guidehouse agrees, subject to applicable law or court order, not to disclose any such communications, or any of the information Guidehouse receives or develops in the course of Guidehouse's work for Company, to any person or entity apart from Company's office or such other persons or entities as Company may designate.

If access to any of the materials in Guidehouse's possession relating to this Agreement is sought by a third party, or Guidehouse is requested or compelled to testify as a fact witness in any legal proceeding related to Guidehouse's work for Company, by subpoena or otherwise, or Guidehouse is made a party to any litigation related to Guidehouse's work for Company, Guidehouse will promptly notify Company of such action, and either tender to Company Guidehouse's defense responding to such request and cooperate with Company concerning Guidehouse's response thereto or retain counsel for Guidehouse's defense for which Company shall reimburse Guidehouse for all reasonable attorney's fees and costs of defense. In such event, Company will compensate Guidehouse at Guidehouse's standard billing rates for Guidehouse's professional fees and expenses, including reasonable attorneys' fees (internal and external), involved in responding to such action.

Conflicts of Interest: Guidehouse is not aware of circumstances that constitute a conflict of interest or that would otherwise impair Guidehouse's ability to provide objective assistance. Guidehouse's determination of conflicts is based primarily on the substance of its work and not the parties involved. Guidehouse is a large consulting company that is engaged by many companies and individuals. Guidehouse may have in the past represented, may currently represent, or may in the future represent other companies whose interests may have been, may currently be, or may become adverse to Company in litigation, transactions, or other matters (collectively "Other Companies"). Therefore, as a condition to Guidehouse's undertaking to provide the Services to the Company and absent any conflict in fact, Company agrees that Guidehouse may continue to represent, and in the future may represent Other Companies. Notwithstanding any other provisions herein, in exchange for Guidehouse agreeing to provide the Services under this Agreement, Company agrees and acknowledges that Guidehouse professionals who are not involved in providing the Services are not restricted in any way from providing eDiscovery services to Other Companies.

Limitation of Liability: Notwithstanding the terms of any other provision, the total liability of Guidehouse for all claims of any kind arising out of this Agreement, whether in contract, tort or otherwise, shall be limited to the total fees paid to Guidehouse in the preceding twelve (12) months. Neither Guidehouse nor Company shall in any event be liable for any indirect, consequential, or punitive damages, even if Company or Guidehouse have been advised of the possibility of such damages. No action, regardless of form, arising out of or relating to this Agreement, may be brought by either party more than one (1) year after the cause of action has accrued, except an action for non-payment may be brought within one (1) year following the date of the last payment due under this Agreement. Guidehouse shall not be liable for any loss or

destruction of any valuable documents provided to Guidehouse. Company shall be responsible for insuring such documents against loss and destruction.

OFAC Representations: Client represents and warrants the following with respect to the U.S. Treasury Department's Office of Foreign Assets Control (OFAC): (a) Client does not have any nexus with persons or entities on any of OFAC's sanctions list (e.g. SSI, SDN, FSE etc.) either through large shareholders, employees, beneficial owners, vendors, affiliated entities (i.e. affiliates or subsidiaries), third parties, customer base or otherwise in violation of applicable OFAC regulations; (b) Client does not have any operations in or derive revenue from any comprehensive OFAC-sanctioned jurisdiction (currently, Cuba, Iran, Syria, North Korea, the Crimea); (c) Client does not have any operations in or derive any revenue from any OFAC-sanctioned country program (as such country sanctioned programs are identified in the OFAC regulations) or any OFAC-sanctioned persons (as identified on the OFAC list of Specially Designated Nationals ("SDN List")) or entities 50 percent owned or controlled by one or more parties on the SDN List; and (d) Client shall not remit payment for Guidehouse's fees and expenses from revenues derived by activities involving any OFAC-sanctioned country or sanctioned party. Client has in place policies and procedures designed to ensure compliance with applicable sanctions.

Standard of Care: In providing the Services, Guidehouse and its personnel shall exercise reasonable care, and Guidehouse, its interim personnel, officers, directors, agents, employees and outside consultants, if any, will not be liable to Company (or any parent, subsidiary or affiliate, director or officer thereof) for any loss, financial or otherwise, which may result to Company (or any parent, subsidiary, affiliate, director or officer thereof) as a result of the Services or the methods by which the Services were provided, unless such a loss is the direct result of an act of fraud. Guidehouse cannot guarantee or assure the achievement of any particular performance objective, nor can Guidehouse guarantee or assure any particular outcome for Company or any other person as a result of this Agreement or the performance of the Services.

Termination: Either party may terminate this Agreement without cause upon no less than thirty (30) days' written notice of termination to the other party; provided however that neither party may terminate this Agreement without cause where any portion of the compensation is based on performance or otherwise placed at risk. In the event of termination for any reason, Company will pay Guidehouse for all fees and expenses incurred, including without limitation all work in progress fees that may not yet have been invoiced, up and through the effective date of termination as well as reasonable engagement closing costs.

Resolution of Disputes: To promote rapid and economical resolution of any disputes which may arise, any and all disputes or claims related to or arising from this Agreement, except claims by Guidehouse for non-payment of amounts owed hereunder, shall be resolved by final, binding and confidential arbitration conducted in New York, NY by JAMS Inc. (formerly Judicial Arbitration and Mediation Services) ("JAMS") under the then-applicable JAMS rules, including its optional appellate procedure if the parties so elect. The parties hereby give up their right to have any such disputes or claims litigated in a court or by a jury. All issues related to interpretation of this Agreement or any issues arising out of this engagement shall be governed by the law of the State of New York without application of its conflict of laws principles.

Restriction on Use of Personnel: Company agrees that during the term of this Agreement (including any renewals and extensions thereof), and for a period of one year following its termination ("Restriction Period"), neither Company nor any affiliate, parent or subsidiary thereof

will knowingly employ or engage as an independent contractor, consultant or otherwise, any person who, during the Restriction Period, is or was an employee or independent contractor of Guidehouse that provided Services under this Agreement.

Disposition of Documents: The preparation of the Guidehouse Deliverables and work product is an evolving process during which Guidehouse's analysis is focused and refined as its research and document review proceeds. Preliminary conclusions, superseded drafts, notations, analyses, work lists, and irrelevant data are not a part of, and will not be recorded in the Guidehouse Deliverables. Such documents may be discarded on a routine basis as tasks are completed.

At the conclusion of the Services, Company will have the following three options with respect to disposition of documents related to this Agreement. Company may (a) direct Guidehouse to return all such documents to Company, where practicable; (b) authorize Guidehouse to discard or destroy all documents; or (c) direct Guidehouse to store any or all such documents at the expense of Company. It is also Company's obligation to pay Guidehouse for storage costs in the event Guidehouse is bound to retain documents related to the Services by any third party, court order, operation of law, or other legally binding reason for retention. The terms and pricing for all storage will be the provided to Company at the beginning of any storage period. If Company does not request option (a), (b) or (c) within 60 days after the conclusion of the Services, Guidehouse may implement any one of these options at its sole discretion. Guidehouse may retain a copy of its reports and work papers.

Third Party Beneficiaries: This Agreement does not and is not intended to confer any rights or remedies upon any person or entity other than the parties.

Force Majeure: Guidehouse shall not be deemed in default of any provision of this Agreement or be liable for any delay, failure in performance, or interruption of the Services resulting directly or indirectly from acts of God, electronic virus attack or infiltration, civil or military authority action, civil disturbance, war, strike and other labor disputes, fires, floods, other catastrophes, and other forces beyond its reasonable control.

Use of Data: Notwithstanding any other term or provision in the Agreement, Guidehouse shall be permitted to use Company's data for purposes other than those set forth in this Agreement; provided however that any such data shall be rendered de-identified and not subject to the definition of PHI in accordance with the HIPAA Privacy Rule.

Entire Agreement: The cover letter, sections, and the Appendices attached hereto and incorporated herein by reference constitute the entire agreement between Guidehouse, on one side, and Company on the other side, regarding the terms of this Agreement. In the event Company requires Guidehouse to execute a purchase order or other Company documentation in order to receive payment for Services, the terms and conditions contained in such purchase order or documentation shall be null and void and shall not govern the terms of the Agreement. This Agreement is entered into without reliance on any promise or representation, written or oral, other than those expressly contained herein and supersedes any other such promises or representations. This Agreement can only be modified by a written agreement signed by duly authorized representatives of each party.

The terms of this Agreement, including the fees stated herein, shall remain valid and in effect for 90 days from the date of this Agreement.



Acceptance Form

If you wish to engage us to provide the services outlined in this Agreement, please return one executed original to Guidehouse Inc., Attn: John C. Whitham, 708 Main Street, Houston, Texas 77002, jwhitham@guidehouse.com.

AGREED AND ACCEPTED FOR GUIDEHOUSE INC.

[Authorized Representative]

Date

AGREED AND ACCEPTED FOR DESERT HEALTHCARE DISTRICT AND FOUNDATION

[Authorized Representative]

Date



DESERT HEALTHCARE
DISTRICT & FOUNDATION

Date: December 7, 2021
To: Finance and Administration Committee
Subject: Desert Healthcare District and Foundation's Communications and Marketing Plan for 2021-2023

Staff Recommendation: Presentation of a Communications and Marketing Plan to raise awareness of the Desert Healthcare District and Foundation's mission, vision and work in the Coachella Valley from 2021 through 2023. (Informational)

Background: On Sept. 25, 2018, the Desert Healthcare District and Foundation approved a Communications and Marketing Plan with an emphasis on the proposed geographic expansion of District boundaries. As many of its goals have been accomplished, a new Communications and Marketing Plan has been drafted to augment current methods to refine and advance communication. Highlights are below:

- The new five-year Strategic Plan adopted by the Board in October 2021 provides a significant basis for the Communications and Marketing Plan.
- A focus on equity drives many of the tenets and goals in the new plan, including ongoing efforts to inform and educate constituents and stakeholders about the District and Foundation's leading role in the Coachella Valley Equity Collaborative. These efforts include, but are not limited to, the Collaborative's and Riverside County Public Health's response to COVID-19 in the Coachella Valley.
- Starting in 2022, a video spotlight of Collaborative partners will be launched and featured on the District and Foundation's website and social media bimonthly.
- We'll continue to tell the District's story of original and evolution with plans to publish its history book in English and Spanish in 2022.
- Continuing the District and Foundation's commitment to behavioral health, the director of communications and marketing will work closely with the recently hired senior program officer – behavioral health to help establish the agency as a go-to source for behavioral health information, data and resources.
- We're expanding our social media outreach by continuing to grow Facebook, Instagram, Twitter, and exploring the addition of WhatsApp and TikTok.
- Ongoing improvements of the website with periodic evaluations by the director of communications and marketing for effective messaging, ease of use and updated content, with staff and web provider. An update is scheduled for January 2024.
- In addition to developing and promoting an online seminar in 2022 to introduce the community to the five-year Strategic Plan, we'll also publish in fall 2022 an updated Annual Report.
- Post a Crisis Plan in September 2022 to ensure all stakeholders are informed and assess the post response.
- A style guide that sets communications practices and standards, with an emphasis on branding our voice and story, will be developed for internal use by the District and Foundation staff and Board of Directors.

Fiscal Impact:

FY2022 Communications and Marketing Budget is \$96,500, not including funds allocated to promote CVHIP/ConnectIE.



DESERT HEALTHCARE
DISTRICT & FOUNDATION
dhcd.org

Communications and Marketing Plan 2021-2023

Equitably Connecting Coachella
Valley Residents to Health &
Wellness

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Statement of Purpose

The Board of Directors of Desert Healthcare District and Desert Healthcare Foundation believes that excellent communication is critical for meeting our mission and vision. We want to become proactive and strategic communicators and foster an environment where residents and stakeholders are informed and involved in their health and wellness.

This Communications and Marketing Plan augments the current methods used by the District and Foundation Director of Communications and Marketing to refine and advance communication. Efforts to build communication are an on-going process that needs to continually be revisited with consideration given to the recently expanded District boundaries (November 2018) and to the District and Foundation's evolving goals with a focus on equity.

This plan will show how effective communications can help:

- Implement District and Foundation Strategic Plan priorities
- Engage with residents and strengthen community
- Increase the visibility of the District and Foundation to raise awareness about its purpose, service and outlook
- Ensure that residents across the Coachella Valley gain understanding of the District and Foundation's programs, services and initiatives
- Change perceptions about health and wellness programs, services and policies, as needed
- Position the organization as a health and wellness leader in the region through communications and marketing projects that build toward that goal

Methodology

The Board of Directors adopted its Strategic Plan in October 2021 with specific priorities, strategies and tactics.

In 2020, the District and Foundation Board commissioned a Community Health Needs Assessment and Community Health Improvement Plan (its first Coachella Valley-wide assessment). Its completion in 2021 serves as the basis for priorities identified the same year for a new Strategic Plan. In addition, the District and Foundation emerged as a regional leader to form the Coachella Valley Equity Collaborative in response to COVID-19. The aforementioned planning and developments inform this Communications and Marketing Plan.

Collaboration with the Chief Administration Officer was purposeful in drafting the Communications and Marketing Plan; guidance and review with the Chief Executive Officer was vital in the drafting and finalization. The approved Communications and Marketing Plan will provide guidance and direction for the organization, staff and Board of Directors. Upon approval and with implementation, input will be sought from staff and Board of Directors for creating our values and value statements, which will be the drivers of our new messaging.

The Plan identifies key initiatives for the District and Foundation. Where appropriate, the Plan also details specific implementation strategies, tactics, timelines and measurement goals.

The Communications and Marketing Plan will position the District and Foundation for success in visibility, messaging and outreach efforts, including becoming the recognized and trusted source of health and wellness information in the Coachella Valley.

District and Foundation Mission, Vision, and Strategic Plan Priorities

The pillars of an effective organization are the foundation for the direction of a Communications and Marketing Plan. The District and Foundation in October 2021 adopted a five-year Strategic Plan, upon which is the basis for this proposed Communications and Marketing Plan.

Mission

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

Vision

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

Strategic Plan Goals

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

SP1 – Proactively increase financial resources

The strategies employed to achieve this goal include, but are not limited to, developing a healthcare delivery system vision for the Coachella Valley, renegotiation of the Tenet lease, expansion of capabilities and activities to obtain new grant funding, and evaluating the potential to conduct community-based fund-raising.

SP2 – Proactively expand access to primary and specialty care services

Strategies include, but are not limited to, providing funds to support an increase in primary care and specialty professionals, clinics and needed programs; collaborating with culturally competent training programs to expand primary care residency and nursing programs with required retention initiatives, and collaborating with Riverside University Health System on increasing public health initiatives.

SP3 – Proactively expand community access to behavioral/mental health services

Strategies include, but are not limited to, providing funding to support an increase in the number of behavioral/mental health professionals, providing funding to existing community-based organizations in the behavioral/mental health arena, and promoting to community residents District and Foundation information sources on community behavioral/mental health resources and access.

SP4 – Proactively measure and evaluation impact

Strategies include, but are not limited to, evaluating the potential to offer multiyear grants to organizations, requiring grantees to conduct and report the results of patient feedback surveys, and conducting a Community Health Needs Assessment in five years (2026).

SP5 – Community initiatives that enhance the economic stability of District residents

On a situational basis, the District and Foundation will play a role in raising awareness of and facilitating progress on the social determinants of health specific to homelessness, affordable housing, and poverty among community residents. It also will promote a health action planning and co-location of healthcare services in affordable housing developments.

SP6 – Community initiatives that enhance the environment

The DHDF will play a role in raising awareness of the impact of air quality and poor water quality in eastern Coachella Valley, as well as collaborating with and supporting public organizations in the valley to address social determinants of health related to the environment (air quality, water quality, shelter).

SP7 – Community initiatives that enhance the general education of the District’s residents

Strategies include raising awareness of the impact of general health education on the health of community residents and being a catalyst for community organizations to act in implementing solutions and raising awareness of the impact of school resources on the health of community residents.

DRAFT

Communication Principles to Guide the Organization

The Plan was created with these guiding principles in mind.

- **Tell Our Story**

The District and Foundation has a great story, one that includes its evolution from a hospital-centric District to a community- and collaborative-focused, public, health and wellness agency. Its history is recorded in a new book to be published in 2021/2022. We must continue to tell our own story rather than allowing misunderstanding and misperceptions to prevail. The organization should use opportunities to relay our message with an emphasis on connecting the community to health and wellness.

- **Be Proactive in Our Communication**

The organization must increase visibility; take a positive and proactive approach to communications and marketing efforts; maintain open lines of communication with constituents, stakeholders and community partners; and enhance existing relationships with media.

- **Enhanced Collaboration with Partners and Stakeholder Organizations**

This Plan emphasizes educating residents with information to help them to not only be informed on health and wellness programs and services, but also to guide them to these services. It will be important to continue to build relationships with local leaders. Equally as important is our partnerships with other Coachella Valley, regional, state and national entities to support the health of the valley; these collaborative initiatives are important and must also be messaged. The two-way flow of information enhances the principle of community problem-solving; gathering information and receiving feedback is as essential as providing information.

- **Established as *the* Coachella Valley Health and Wellness Expert for Residents, Providers, Facilities, Programs, and Services**

Building upon the work that the District and Foundation has accomplished, two staff positions were recently redefined (Chief of Community Engagement and Senior Program Officer – Public Health) and another added (Senior Program Officer – Behavioral Health), which will help establish our organization as the go-to source for health information, data and resources in the Coachella Valley. This will be an important element in our brand enhancement.

- **A Communication Program Built on Strong Themes, Organizational Pillars**

A communication program built on strong and consistent themes is more efficient than one with scattered messages. Communication should reinforce and reflect our mission, vision and Strategic Plan and target issues of the healthcare needs in the Coachella Valley, as established by the Board of Directors and executive management. The organizational pillars are the key values the District and Foundation is built on – those must be identified and memorialized, as well as communicated to staff and the Board of Directors as part of an internal style guide.

- **Communication is Built into the Organizational Structure & Processes**

This communication system allows the District and Foundation to communicate timely, accurate, and useful information to residents and stakeholders. It includes a robust commitment to presenting a consistent and focused message, with the Director of Communications and Marketing as the first point of contact/nexus of messaging and campaign development with input from staff in relation to their specialty, guidance from the Chief Operating Officer, and ultimate approval from the Chief Executive Officer.

Assessment of Current Communication

The District and Foundation uses a variety of methods to present our story.

- **Website at www.dhcd.org**

The website provides important information for all audiences: residents, stakeholders, Board of Directors, media, grantee organizations, area visitors, etc. It needs consistent updating with fresh, appealing and informative content. Its recent overhaul and compliance with state law as information resource were integral parts of earning accreditation from the Association of California Healthcare Districts and California Special Districts Association.

WEBSITE METRICS (average two weeks):
1,752 total page views (1,403 unique page views)
01:52 minutes, time on a page
- **News Releases**

An essential line of communication with media, news releases have played a vital role in disseminating information locally, statewide and nationally since the coronavirus outbreak. Prior to 2018, the District and Foundation had been using a consultant to create news releases and distribute to local media on an as-needed basis to keep them informed of current information and news. From 2015-2017, an average of 4 news releases per year were distributed. From 2018-2020, the yearly average is 34.
- **Social Media**

Informing and engaging with the community about the District and Foundation's efforts, meetings, and health and wellness information are greatly enhanced through frequent and consistent social media posts. The Plan currently utilizes Facebook (doubled followers to nearly 1,700 since 2018) and Instagram. A LinkedIn account was launched in 2021 and a WhatsApp account will be added in 2022.
- **Town Hall Meetings, Forums, Hearings, Meetings**

District and Foundation held public-invitation Town Hall Meetings in 2019-2021 to discuss zoning. The meetings were successful in encouraging two-way communication with attendees through question-and-answer formats. Public engagement also was employed through a District and Foundation partnership with a local school district in 2021 to disseminate information about COVID-19.
- **Brochure and Presentations**

Educational brochures to accompany educational presentations and training to use ConnectIE in the Coachella Valley, formerly CVHIP, were integral to branding this digital resource. The new iteration of this digital format, as well as behavioral/mental health services, will require communications and marketing materials and collateral in 2022.
- **Annual Report 2022**

The District and Foundation is due for an update annual report that is professionally produced to distribute at events/meetings and to present as a website feature (November 2022).
- **Strategic Plan 2022**

An overview of the process to develop a new Strategic Plan and its seven goals is scheduled to be shared via the District and Foundation website in the first quarter of 2022 and to be printed as a brochure/pamphlet to distribute at public meetings and external events.

Communications Situational Analysis:

Challenges...

- Need for a communications strategy to tie-in with the District/Foundation's new Strategic Plan to support the direction of the organization and help fulfill the strategic priorities established by the Board of Directors.
- Messaging could be confusing to residents with critical District and Foundation and Coachella Valley Equity Collaborative work occurring simultaneously. This includes initiatives such as collaborative branding and growth, general health education, and funding source challenges, and DRMC facility seismic compliance.
- The addition of communications and marketing efforts in support of the Coachella Valley Equity Collaborative has doubled the duties and responsibilities of the Director of Communications and Marketing.
- Correcting inaccurate perceptions about the District and Foundation, such as hospital ownership, funding sources, intent of organization's creation in the 1940s.
- A need exists for a stronger valley leader's voice in health and wellness.

...and Opportunities

- Defining communications goals and strategies by the new Director of Communications & Marketing in concert with the COO and CEO.
- Strengthening and positioning the District and Foundation as *the* expert for data, information, advocacy and resources on general Coachella Valley health and wellness.
- Identifying key messages to create a District and Foundation voice that relates to the mission, vision and Strategic Plan priorities.
- Fostering and promoting transparency of the District and Foundation's activities such as Board Meetings, grant awards, and financials.
- Building upon the District and Foundation Grant Program with specific requirements of grantees that will garner visibility such as planned check presentations, testimonials, joint news releases and social media posts with imagery and video.
- Promotion of the Desert Healthcare District and Foundation's history book with a community event, social media and marketing to digital and print publication as needed.
- Strengthening brand knowledge with community members, CBOs, Riverside University Health Service, regional partner agencies, chambers of commerce, civic groups, government officials, and legislative offices.
- Creating documents, such as a Style Guide, to be used internally by staff and the Board of Directors to streamline communications and organizational efforts while conveying our voice, our story.

Primary Target Audiences

The identified primary target audiences are the groups of people with whom the District/Foundation needs to regularly communicate with on a variety of topics and issues.

- Residents within expanded service area
- Grantee organizations
- Stakeholders
 - All government officials
 - Community groups and local organizations
 - County and regional organizations and agencies
 - Nonprofit organizations
 - Educational community
 - Service providers
 - Hospitals
 - Clinics
 - Other funders
 - Media
 - Professional organizations (Southern California Grantmakers, American Public Health Association, Association of California Healthcare Districts and California Special Districts Association)

Plan of Action:

Over-arching Objectives

Strategies, Tactics and Timelines

OBJECTIVE I

Create Effective and Brilliant Communications Executed with Consistency

1) Enhancement of District and Foundation identity, image, brand

Strategies and Tactics

The organization's brand, the essence of who we are, our organizational identity, needs to be defined by developing our promise to residents and stakeholders. The District and Foundation successfully worked with a consultant to align branding with direction. Now that brand must continue to be incorporated across all messaging.

- Identify values, value statements, and evolving key messages that reflect the District and Foundation's tagline: *Advancing community wellness in the Coachella Valley* (Ongoing).
- Ensure messaging reflects the new Strategic Plan priorities and speaks with one voice – create a Style Guide (April 2022).

2) Achieve greater effectiveness of communications and visibility with more community involvement

Strategies and Tactics

- Proactive interaction and relationship development with stakeholders, partners and grantees to drive visibility (Ongoing).
- Ensure news releases, flyers and essential printed materials are available in Spanish, creating a contact list of those who prefer to receive eblasts in Spanish (March 2022).
- Require written testimonials and/or videos from grantee agencies (or their clients) to support the District and Foundation; this element is a part of the agreement as grants are awarded. Examples: joint news releases announcing grant awards, launching Strategic Plan awareness campaign (January 2022 & Ongoing).
- Increased community exposure through staff-identified opportunities with other organizations and events, such as the grants program, health screenings, health fairs (Ongoing).
- Host more health and wellness forums, webinars and focus groups as needed; assure Spanish-translation is provided (Ongoing).
- Increase CEO and Board of Directors exposure in community forums, events and media coverage opportunities (Ongoing). Community exposure will be enhanced also through utilizing nametags and clothing with organization brand (February 2022).
- Assure that all key staff and Board of Directors are versed in the District and Foundation messages and story; District and Foundation communications/media policy must also be adhered to (primarily through the aforementioned Style Guide). Training for speaking, presenting, media interaction for select staff and Board of Directors; new Board member and incoming Board president orientations (Ongoing).

3) Provide consistent and professional communication and marketing

Strategies and Tactics

- (A) Provide engaging, accurate, timely and useful public information regarding all new initiatives and programs via social media, the website, news releases (Ongoing).
- (B) Invest in training tools and conferences to provide guidance in communications and media skills (Ongoing).
- (C) Assure information, such as news releases, is approved by CEO; FYI to the Board of Directors; then released to the public (Ongoing).
- (D) Create Standard Operating Procedures for all communications, marketing, and media work as well as additional organizational matters (included in Style Guide); externally, create SOPs as needed for District and Foundation projects and initiatives (April 2022 & Ongoing).
- (E) Increase effectiveness of all internal communication between staff and the Board (Ongoing).

4) Increase visibility and effectiveness via collateral

Strategies and Tactics

Strategically purposing collateral to support brand development is paramount in this communications process; all must include Spanish translation. Additionally, the use of infographics will be helpful in the organization's messaging efforts to target audiences.

- (A) Strategic Plan Brochure (digital and print, as needed) (Timeline)
- (B) Relaunch Bi-Monthly E-newsletter (January 2022)
- (C) Ad Buys – online, print, radio/TV, outdoor (Ongoing)
- (D) District and Foundation History Book & Brochure (Timeline & Ongoing)
- (E) Organization premiums/giveaway items that build brand awareness (Ongoing)
- (F) Behavioral Health Plan (Timeline TBD)
- (G) Annual Report (November 2022)

5) Understand public opinion on important issues by providing avenues for two-way communication

Strategies and Tactics

- (A) Opportunities for open discussion made available at community forums, public hearings, events, Board meetings (Ongoing).
- (B) Promote sign-up for District and Foundation e-newsletter (January 2022 & Ongoing).
- (C) Create a resident survey (baseline and then every two years); focus on unaided brand awareness and expansion polling for first survey (April 2022).
- (D) Timely responsiveness to resident/public comments and feedback (Ongoing).

6) Increase media interaction and earned media opportunities to aid organization visibility

Strategies and Tactics

- (A) Identify targeted media outlets and publications (Ongoing).
- (B) Identify newsworthy information; news release distribution as needed with a minimum of two per month (Ongoing).

- (C) Build and maintain rapport with reporters; contact proactively and on a regular basis via email and phone; request in-person meetings with select media monthly (Ongoing).
- (D) Target media outlets; see Appendix (Ongoing).
- (E) Target media outlets that are designed for the Spanish-speaking demographic; see Appendix (Ongoing).
- (F) Submit articles for state association and trade publications (Ongoing).
- (G) Plan and schedule meetings to convey District and Foundation initiatives to local media editorial boards.
- (H) Submit initiative-driven opinion pieces and letters to editorial boards (Ongoing).
- (I) Create Public Service Announcements (PSAs) for radio, print, television (Ongoing).
- (J) Promote District and Foundation news through the cities/served city TV channel scrolling bulletin boards and on public, educational, and governmental programming channels (Ongoing).

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OBJECTIVE II

Invest in Long-Term Communications Vehicles

Utilize website and marketing vehicles to tell the District and Foundation's story

Strategies and Tactics

(A) Periodic re-evaluation of the website. The website is often the first experience a private citizen or professional will have with the Desert Healthcare District and Foundation. As a result, it requires comprehensive, continually fresh and engaging content.

- Staff brainstorming session to review website features, with the director of communications and marketing leading regular website committee/staff meetings. The goal is to identify areas of the current website that need updates, review and update content; incorporate key messaging; Maintaining the website with the most current messages is critical to overall communications success (August 2023).
- Enhance website's mobile platform capability (Ongoing).
- Apply revisions and updates, relaunching revamped website (January 2024).

(B) Increase effectiveness of social media presence.

- Continue to incorporate Strategic Plan priorities and collaborative projects into social media posts to reach key target audiences; provide messaging in Spanish, consider posts in Spanish or consider adding a Spanish District and Foundation Facebook page. Growing Facebook, Instagram, YouTube and LinkedIn platforms (Ongoing).
- Add additional social media platforms, such as WhatsApp, TikTok, etc. (January 2022)

(C) Capture organization history.

- Publish Desert Healthcare District and Foundation History book digitally (January 2022) and print as needed (Tentative February 2022 & Ongoing).
- Plan community event to launch history book with copies available for attendees (Tentative February 2022)

Ensure the District and Foundation is prepared for a crisis on the communications front

Strategies and Tactics

Crisis management is the process by which the organization deals with a disruptive or emergency situation that threatens to harm the character of the organization or its stakeholders.

The crisis management policy is a strategy that helps guide how we will deal with said situation with:

- (A) Develop a process to make quick decisions to limit damage.
- (B) Identify individuals who will serve as lead spokesperson and a team to support throughout the timeframe.
- (C) An established system to monitor and report out in a timely fashion to all Directors, stakeholders and employees.
- (D) Process on how to hold a District Board meeting within the approved guidelines of the Brown Act.
- (E) Established authority and priority list of communications.
- (F) Post Crisis Plan to ensure all stakeholders are informed and assess the post response system (September 2022).

To reduce uncertainty in the event of a crisis, a plan is created in advance:

- (A) Planning on perceived possible crises anticipation.
- (B) Training of key spokesperson (Chief Executive Officer).
- (C) Identify potential outside contractors.
- (D) Identify and know who the stakeholders are.
- (E) Establish a holding statement and key messages.
- (F) Build strong relationships with all media outlets.
- (G) Training and understanding of the emergency meeting procedures.
- (H) Establish a risk matrix to gauge possible impact and response required.
- (I) Outline the communications process and diagram so easily accessible by all staff and Board.
- (J) Establish cross training for staff on both web and social media platforms to ensure quick and efficient responses.

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OBJECTIVE III

Advance Strategic Priorities via Education and Outreach Campaign

Assure residents are connected to and informed about providers, facilities, programs and services via Connect IE, formerly CVHIP

Strategies and Tactics

- (A) Continue campaign to inform residents and stakeholders (Ongoing).
- (B) Training providers and other users by District and Foundation staff (Ongoing).
- (C) Report out on measurement of campaign and interaction with platform, as well as effectiveness with platform agencies (Ongoing).

Inform and educate residents about the behavioral/mental health initiatives by the District and Foundation, and available regional services.

Strategies and Tactics

- (A) Create a District and Foundation website page and menu item dedicated to behavioral/mental health (March 2022)
- (B) Provide promotional support to staff's participation in community and regional behavioral/mental health events (Ongoing).
- (C) Assist in developing behavioral/mental health initiatives and campaigns to raise community awareness through social media posts and print, digital and broadcast media (Ongoing).

General education for residents about health and wellness issues affecting the Coachella Valley, based on Community Health Needs Assessment and Strategic Plan

Strategies and Tactics

- (A) Employ social media and website posts to bring awareness to general health issues (Ongoing).
- (B) Work with staff to identify key issues and messaging for broader marketing campaign consisting of public bus shelters, billboards, radio, TV (As Needed).

Evaluation and Measurement of Results

Utilize benchmarks and measurement tools.

- Conduct resident satisfaction survey to measure unaided brand awareness; initial baseline with follow-up every two years (April 2022).
- Contract with consultant/services to conduct media content analysis; message traction via media coverage; and earned media status. (July 2022 & Ongoing)
- Track impressions on ads and campaigns (Ongoing).
- Utilize analytics for website and social media – site visits, page views, number of followers, likes, shares, etc. (Ongoing).
- Create benchmarks and milestones for agency outreach efforts such as participation in Board meetings, town halls, forums and events, media coverage, and increased touchpoints for staff (Ongoing).

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APPENDIX

Media in the Coachella Valley **Target newspapers, TV, radio, online**

Print Media Outlets

The Desert Sun
Coachella Valley Independent
Coachella Valley Weekly
Coachella Valley Patch
La Prensa Hispana (Spanish-language)
El Informador Del Valley (Spanish-language)
Desert Health News
Desert Charities News
Desert Public Record
The Press-Enterprise
Tidbits

TV Media Outlets

KESQ-TV, News Channel 3 CBS Local 2, KDFX-TV/KUNA-TV and KCWQ CW 5
KMIR and KPSE (Entravision)
KLPS-LP Channel 19 (Independent)

Radio Media Outlets including Spanish-language Outlets

Telemundo (part of KESQ)
Univision (Entravision / part of KMIR)
La Poderosa (96.7FM)
Radio Jose (94.7FM)
ALPHA MEDIA
KKUU
KUNA
KLOB
KPLM
KPST
KDES
KNWZ
KPSI KGX

National Media Outlets

Reuters
Telemundo
The Associated Press
The New York Times (International)
DW Español (International)

Trade Publications

ACHD, CSDA

KEY FUTURE PROJECTS & TIMELINE

STRATEGIC PLAN ONLINE SEMINAR (Jan. 2022 -)

- Phase I – Work with key District and Foundation staff and service provider to identify date and objectives of webinar ... through January 2022
- Phase II— Promote webinar among stakeholders and residents via social media, news release, media coverage ... date TBD
- Phase III – Create Frequently Asked Questions/Answers based on webinar to post on website ... date TBD

BEHAVIORAL/ MENTAL HEALTH COMMUNITY PLAN/ PRESENTATION (Date TBD)

- Phase I – Create a District and Foundation webpage and corresponding menu item dedicated to Coachella Valley, regional and state behavioral/mental health needs and services
- Phase II – Work with Senior Program Officer – Behavioral Health to identify findings and recommendations determined by Green Ribbon Steering Committee and work groups
- Phase III— Promote on the District and Foundation website, news releases and media interviews the recommended focus areas and plans to address behavioral/mental health needs

COACHELLA VALLEY EQUITY COLLABORATIVE BRANDING (Oct. 2021 & Ongoing)

- Phase I – Continue promoting and supporting the District and Foundation’s Coachella Valley Equity Collaborative (CVEC) initiative with Riverside County, community-based and faith-based organizations
- Phase II – Develop with collaborative members a mission statement and CVEC branding in alignment with the District and Foundation’s
- Phase III – Engage with and support, whenever possible, the marketing and communications efforts of county and regional agencies committed to work that’s adjacent to CVEC’s focus and dedication to equity in health and wellness; bimonthly video spotlight of a Collaborative partner organization (February 2022)

E-NEWSLETTER (Jan. 2022 & ongoing)

- Phase I – Relaunch in January 2022 the periodic (bimonthly) newsletter to keep subscribers and stakeholders aware of District activities and Board actions.
- Phase II – Survey District and Foundation contacts and stakeholders about the type of content they’d like to see in an e-newsletter, via targeted news release
- Phase III – Promote subscriptions of bimonthly e-newsletter (via email contact list) through social media posts and website

ANNUAL REPORT (November 2022)

- Fiscal year-end numbers approved Chief Administration Officer and staff (October 2022)
- Compile report by the director of communications and marketing with staff input (October 2022)

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