



**DESERT HEALTHCARE DISTRICT
STRATEGIC PLANNING COMMITTEE MEETING**

February 12, 2019

4:00 P.M.

Jerry Stergios Building, 2nd floor
Arthur H. "Red" Motley Boardroom
1140 N. Indian Canyon Drive, Palm Springs, California 92262

This meeting is handicapped-accessible

<i>Page(s)</i>	AGENDA	<i>Item Type</i>
	I. Call to Order – President Jennifer Wortham, DrPH, Committee Chairperson	
	II. Approval of Agenda	Action
	III. Public Comments 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	
	IV. New Business <ol style="list-style-type: none">1. Mission – <i>To achieve optimal health at all stages of life for all District residents</i>2. Vision – <i>Connecting Coachella Valley residents to health and wellness services and programs through resources and philanthropy, health facilities, information and community education, and public policy</i>3. Goals<ol style="list-style-type: none">a. Live Well Programb. Priorities-Milestones-Progress Measures4. Branding/Logo Options	Information Information Discussion/ Action Discussion Discussion Action
	V. Adjournment	

DESERT HEALTHCARE DISTRICT / DESERT HEALTHCARE FOUNDATION

Three (3) - YEAR STRATEGIC PLAN: FY17-18, FY18-19, FY19-20

Adopted June 27, 2017

Our Mission

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

Our Organizational Vision

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

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

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

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

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

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

Our Community Health Focus Areas

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

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

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Strategic Plan Priorities

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

PRIORITY 1

New Providers, Facilities, Programs, and Services

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

PRIORITY 2

One Coachella Valley

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

PRIORITY 3

Community Health and Wellness

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

Resources and Philanthropy

Focused investments to impact community health

Public Policy

Health-related public policy impact analysis, research and convening

Community Education

Education and information to link residents to health programs and services

Outreach and Collaboration

Collaboration with other community agencies, leaders and residents

Community Health Focus Areas

Homelessness

Primary Care and Behavioral Health Access

Healthy Eating, Active Living

Quality, Safety, Accountability and Transparency

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

PRIORITIES

STRATEGIES

OUTCOMES

1

New Providers, Facilities, Programs and Services

Provide new providers, facilities, programs, and service initiatives that enhance delivery system capacity and promote stable, high-quality health services that respond to community needs

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

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

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

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

2

One Coachella Valley

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

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

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

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

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

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

Community Health and Wellness

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

Resources and Philanthropy

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

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

Public Policy

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

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

Community Education

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

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

Outreach and Collaboration

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

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

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

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

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



January 22, 2018

CEO Report - Priorities - Milestones - Progress Measures

#1 Milestone: Successful Implementation of Strategic Plan

Staff is currently focused on the following work in support of the strategic plan and Board priorities:

1. Homelessness Initiative
2. Behavioral Health Initiative – research for consultant and work force development
3. Accreditation requirements – In progress. Estimated completion April 2019. **Dependent on consultant meetings and review of policies
4. Implementation of Communications and Marketing Plan – Staff is on task to move forward on Branding and Website redesign followed by all other components of the plan.
5. CVHIP – staff to present MOU draft to the Board for approval

#2 Milestone: Up-to-Date Policy Manual and Timely Review

Staff will make recommendations on policies to be considered as a priority as it relates to accreditation requirements. – these policies will be prioritized and presented to the Board between the months of February, March and April. Upon full completion and approval, staff will move forward with request for formal Accreditation approval.

Priority: Operations

#3 Milestone: Successful implementation of public relations program highlighting the work of the District and Foundation

Staff will move forward on the Branding effort with consultant and upgrade of website presence.

Priority: Operations

#4 Milestone: Successful implementation of Office restructuring with support for both new and continuing employees

COO continues to work through the process of policy review and the implementation of a proposed timeline to obtain trainings for both staff and the Board of Directors to achieve the “Certified Healthcare District” from The Association of California Healthcare Districts (ACHD) and “District of Distinction” from Special District Leadership Foundation (SDLF) a division of California Special District Association (CSDA) – timeline was presented at the November Board meeting. Staff is moving forward to identify

consultants to perform required training and will work with Board to identify a mutually acceptable day and time.

Staff is working to finalize the satellite office and purchase required furnishings, all within proposed and approved budget.

"Priority: Operations

#5 Milestone: Expanded utilization of cvHIP by both residents and professionals throughout the Coachella Valley"

Staff has met with IEHP and is presenting draft MOU for the Board's consideration.

"Priority: Operations

#6 Milestone: Complete Association of California Healthcare Districts Certification"

A timeline for Accreditation was presented at the November 27th Board of Directors meeting.

"Priority: Strategy and Programs

#7 Milestone: Implementation of Hospital Governance and Oversight Policy with increased focus on quality issues"

Under the District's Lease Compliance Policy, a Hospital Governance and Oversight (HGOC) standing committee was created in January 2017. Monthly meetings have included current updates from Michele Finney, CEO of DRMC, regarding status of any issues, improvements, and developments within the hospital. Additionally, hospital rating scores, such as Leapfrog, CMS and Hospital Compare, have been presented to the Committee and communicated with the Board, including action plans for improving subpar scoring. The Committee will develop a hospital inspection plan to perform quarterly inspections of the hospital facilities. The Committee continues to bring transparency to hospital governance and oversight issues.

"Priority: Strategy and Programs

#8 Milestone: Continued focus on Homelessness Initiative with CVAG and Coachella Valley local governments (cities and county), as well as appropriate recognition of DHCD/F efforts"

A full report completed by Barbara Poppe and Associates and developed by staff and several community stakeholders was presented to the Board at the November 27, 2018 Desert Healthcare Foundation Board meeting. Barbara Poppe provided a presentation of the outcomes and recommendations.

Staff participated and supported CVAG in the HEAP grant proposal and through this process convened several meetings with service providers to help ensure alignment and coordination of requests was represented in all CV grant proposals.

CVAG requested Barbara Poppe and Associates to present to the Homeless Committee and general population "The Path Forward: recommendations to advance an end to homelessness in the Coachella Valley" Strategic Action Plan.

Staff, as requested, will present two-year budget for the first recommendation – 3 initial Collective staff.

"Priority: Strategy and Programs

#9 Milestone: Development of a strategy to address behavioral health issues in the Coachella Valley with primary and expedited focus on inpatient psychiatric resources"

Workforce development: After several months of staff's participation in the Behavioral Health OneFuture "ATeam" meetings, a draft plan for engaging future workforce and attracting Behavioral Health professionals in the immediate term has been created. Staff continues to work with OneFuture to bring forward a grant proposal to the February Board meeting.

Meeting with UCR School of Medicine has been set for January 31, 2019, to further discuss the mobile medical unit and psychiatric services.

Staff continues to research potential Behavioral Health consultants as per report included in January 22, Board Package.

Staff continues to meet with County staff to further understand both existing and new services being offered in the Coachella Valley

"Priority: Strategy and Programs

#10 Milestone: Develop a strategy to address acute hospital bed resources throughout the CV with specific decisions about how to address seismic of existing facilities and other facilities issues at DRMC"

Board and Staff have been working with our consultant, Kaufman Hall, to develop guidance to the Board for decisions regarding the hospital facility, in light of the underlying seismic retrofit 2030 compliance issue. A current seismic ASCE 41 assessment to provide detailed assessment of estimated costs and process to meet the compliance issue is complete. Phase 0 (high level assessment) is complete and was presented at the September 25, 2018 Board of Directors meeting. The ASCE 41 – Phase 1 report – is being presented at the January 22, 2019 Board meeting.

"Priority: Strategy and Programs

#11 Milestone: Develop, with Board, contingency plans for remainder of lease without an extension to Tenet Health"

Through the work and development underway with Kaufman Hall, the District will be developing a contingency plan, following the Seismic Assessment and further analysis. Estimated completion of the Contingency Plan is May 2019.

"Priority: Strategy and Programs

#12 Milestone: Providers, Facilities, Programs, and Services plans for 2018 considering changing federal actions. Establish sustainable funding for Providers, Facilities, Programs, and Services. "

The New Providers, Facilities, Programs, and Services Committee and Staff, along with guidance from Kaufman Hall, will be developing a plan (Apr-Jun 2019) for how to proceed with the hospital with regard to seismic retrofit and to define a transaction with the hospital operator (i.e. new hospital lease) by May 2027.

"Priority: Expansion

#13 Milestone: Establish a sustainable funding mechanism to include in expansion vote with LAFCO application"

Program team work continues to identify potential funding for two Key Initiatives – Homelessness and Behavioral Health. Through this process, staff is mapping potential funding sources to support efforts and programs that serve the Coachella Valley as a whole.

As mentioned above, staff supported CVAG in the HEAP request for 2.5 million as these funds represented programs that would benefit the full district.

Concurrently, Staff is focused on Salton Sea Bond and the allocation of 10 million to Health, Prop 63 funds. Staff is participating in Salton Sea authority meetings and furthering our relationship with Desert Parks and Recreational District. Staff will include updated report in the Foundation Board Package referencing the early win of the accepted Farm Bill that reflects on the direct benefits to the Salton Sea and potential funding.

"Priority: Expansion

#14 Milestone: Secure successful LAFCO vote"

Complete. Measure BB passed at the November 6, 2018 election with an overwhelming 80.60% of approximately 55,000 voters voting in favor of the Measure. The successful passage was as a result of the diligent and timeless effort of the District's Board & Staff, Government Officials, and community members.

"Priority: Expansion

#15 Milestone: Preparation for and successful vote to expand DHCD/F in November 2018"

Complete.

"Priority: Expansion

#16 Milestone: Plan for expansion of DHCD/F Board if ballot initiative passes, as well as begin preparations for "district" elections."

With successful passage of Measure BB, 2 new Directors from the expanded area were appointed at the January 15, 2019 Board meeting. Future planning for rezoning the District into 7 zones, along with efforts to develop funding to support the expansion.



Date: February 12, 2019

To: Strategic Planning Committee

Subject: New Desert Healthcare District and Foundation logo and tagline options

Staff Recommendation: Review and discuss logo and tagline options, with the committee selecting and making a recommendation to present to the Desert Healthcare District and Foundation Board for approval.

Background:

- On September 25, 2018, the Board approved a Communications and Marketing Plan. An essential component of the plan is to create and implement branding that represents a new chapter in the Desert Healthcare District and Foundation's 70-year history, its evolution and emergence as an organization fostering health and wellness for the entire community.
- The Board approved on January 15, 2019, entering into a contract with Leap Marketing | Creative Services to provide branding services, including a new logo and tagline, that can be used across multiple platforms.
- The logo and tagline are integral to all communication and marketing efforts, including the redevelopment and redesign of the DCHD&F website that's underway. Graphtek Interactive, the website provider the District and Foundation contracted with, is working in tandem with Leap to ensure the website reflects the intent and aesthetics of branding.

Fiscal Impact:

Branding services are covered in the Communications and Marketing budget approved by the Board on June 26, 2018.