



**DESERT HEALTHCARE DISTRICT  
SPECIAL MEETING OF THE BOARD OF DIRECTORS  
Board of Directors  
November 16, 2023  
5:30 P.M.**

Regional Access Project Foundation  
Conference Room 103  
41-550 Eclectic Street  
Palm Desert, CA 92211

*This meeting is handicapped-accessible*

In lieu of attending the meeting in person, members of the public can participate by webinar using the following link:

<https://us02web.zoom.us/j/87545732243?pwd=SkdSVjlTUlhYjcveGVDakYyWit0Zz09>  
Password: 954815

Members of the public can also participate by telephone, using the following dial in information:

**(669) 900-6833 or Toll Free (833) 548-0282  
Webinar ID: 875 4573 2243  
Password: 954815**

You may also email [ahayles@dhcd.org](mailto:ahayles@dhcd.org) with your public comment no later than 4 p.m., Thursday, 11/16

<i>Pages</i>	<b>AGENDA</b>	<i>Item Type</i>
	<i>Any item on the agenda may result in Board Action</i>	
	<b>A. CALL TO ORDER – President PerezGil</b> Roll Call Director Barraza____Director De Lara____ Director Zendle, MD____Director Shorr____ Secretary Rogers, RN____ Vice-President Zavala, PsyD____President PerezGil	
	<b>B. PLEDGE OF ALLEGIANCE</b>	
<b>1-2</b>	<b>C. APPROVAL OF AGENDA</b>	<b>Action</b>
	<b>D. PUBLIC COMMENT</b>	
	<b>E. STRATEGIC PLANNING RETREAT CONTINUANCE</b>	
	1. Discuss and re-evaluate the strategic planning objectives, priorities, goals, and strategies – Mark Dubow, MSPH, MBA, Director, Veralon	
<b>3-11</b>	a. Presentation	
<b>12-30</b>	b. Current Grant Allocations	
<b>31-61</b>	c. 5-Year Strategic Plan	



## F. ADJOURNMENT

The undersigned certifies that a copy of this agenda was posted in the Front entrance to the Desert Healthcare District offices located at 1140 North Indian Canyon Drive, Palm Springs, California, and the front entrance of the Desert Healthcare District office located at the Regional Access Project Foundation, 41550 Eclectic Street, Suite G 100, Palm Desert California at least 24 hours prior to the meeting.

If you have a disability which requires an 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](mailto:ahayles@dhcd.org) or call (760) 567-0298 at least 24 hours prior to the meeting.

*Andrea S. Hayles*

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Andrea S. Hayles, Board Relations Officer



# Desert Healthcare District & Foundation

Strategic Planning Retreat Meeting #2: Discussion Document

November 16, 2023

# Agenda (Times Are Approximate)

- 5:30 – 6:00 Review Footnote to the DHCD/F Vision Statement (All participants facilitated by Mark Dubow)
- 6:00– 6:15 Highlight Conclusions From November 4 Work Session (Mark Dubow)
- 6:15 – 6:30 Performance Metrics Associated with the Strategies (Donna Craig and Meghan Kane)
- 6:30 – 7:15 Review and Discuss Findings from the “Pre-retreat Exercise: Prioritization of Grant Fund Allocation” (All participants facilitated by Mark Dubow)
- 7:15 – 8:30 Discussion Topics (All participants facilitated by Mark Dubow)
- 8:30 Adjourn

# Review Footnote to the DHCD/F Vision Statement

- Discussion was held on the intended meaning of the word “equitably” in the DHCD/F vision statement. A conclusion was reached to leave the vision statement wording as is and to use a footnote to describe the underlying values/principles associated with that word
- DHCD/F vision statement
  - “Equitably<sup>1</sup> connecting Coachella Valley residents to health and wellness services and programs through resources and philanthropy, health facilities, information and community education, and public policy.”

1. Equitably is intended to convey that all residents of the Coachella Valley will be able to access any portion of the healthcare delivery system in terms of: transportation to and physical access to sites of care, ability to utilize virtual care, the cultural sensitivity and the language capabilities of the clinical and administrative staff, and ability to pay for the care received. To enhance equitability DHCD/F will support the implementation of resources by community-based organizations that enhance residents’ ability to access care

Note: The draft footnote above was prepared by Mark Dubow by integrating comments on the subject made by Board and management team members on November 4

# Conclusions from November 4 Work Session

- The major findings and recommendations of the Huron report are similar to the findings in the 2020-21 CHNA report and consistent with goals 2 and 3 in the DHCD/F 2021 strategic plan and the associated strategies
  - The key focal points include:
    - Grow residency programs
    - Recruit physicians and APPs
    - Develop new ambulatory care clinics
    - Implement mobile clinics
    - Develop telehealth (through internet hub access)
  - Reference in the above list of focal points to recruiting physicians and APPs should also include nurses

# Conclusions from November 4 Work Session

- The **goals** in the DHCD/F 2021-23 strategic plan should be retained as is
- The **strategies** in the DHCD/F 2021-23 strategic plan should be retained as is
- The **priorities** in the DHCD/F 2021-23 strategic plan
  - In the immediate short term continue to appropriately reflect the community need and the following criteria that were applied during the 2021 strategic planning retreat and should be retained as is:
    - Magnitude of need by District residents
    - Extent to which improving the issue enhances equitability of healthcare
    - Degree of impact DHCD/F can achieve through its funding support
    - Timeliness of achieving progress
    - Fit with DHCD/F's Mission, vision and capabilities
  - May be adjusted in the future to reflect one or more of:
    - Change in community need
    - Significant progress on/accomplishment of the initiatives by DHCD/F and the organizations it has funded
    - New crises

# Conclusions from November 4 Work Session

- While addressing homelessness is an important and substantial issue for District residents:
  - Funding an expansion of housing is beyond the financial means of DHCD/F;
  - There are other State and County financial resources already earmarked for that purpose; and
  - DHCD/F can effectively contribute to addressing the healthcare needs of the homeless through implementation of several strategies currently part of goals 2 and 3
- To achieve a higher degree of impact in addressing community need, DHCD/F should **avoid diffusing grant funds** across a broad number of initiatives



# Performance Metrics Associated with the Strategies

- Management team members will describe:
  - How performance metrics are being assigned to those receiving grant funds in conjunction with accomplishing outcomes associated with specific strategies
  - How the RBA process is starting to be used to monitor achievement of the metrics
  - Provide a few examples

# Pre-retreat Exercise: Prioritization of Grant Fund Allocation

- Findings from the exercise will be presented and discussed during the November 16 session

# Discussion Topics

- Should grant funding be tied solely to “high” priority strategies or primarily to those items with some funds held for “moderate” or “lower” priority items and/or unanticipated crises
  - Which few strategies should be funded (based on the fund prioritization exercise)
- Other topics identified during the meeting

**Strategic Plan Goal 1: Proactively increase the financial resources DHCD/F can apply to support community health needs.**

**Strategy 1.1:** Develop a healthcare delivery system vision for the Coachella Valley (Priority: High)

**Strategy 1.2:** Pursue renegotiation of the hospital lease - Complete seismic retrofit design/planning (Priority: High)

**Strategy 1.3:** Expand capabilities and activities for obtaining new grant funding (Priority: High)

**Strategy 1.4:** Work with Riverside University Health System to continue/expand funds provided to DHCD/F to meet community health needs (Priority: High)

**Strategy 1.5:** Identify opportunities and implement selected joint venture/partnerships with community organizations to jointly support funding of selected community health needs (Priority: Moderate)

**Strategy 1.6:** Evaluate the potential to conduct community-based fund raising (Foundations, individuals, corporations) - Hire a development director - Explore planned giving program (Priority: Low)

<i>Organization</i>	<i>Project Title</i>	<i>Funded Amount</i>	<i>Contract Start Date</i>	<i>Contract End Date</i>	<i>Strategy Alignment</i>	<i>Project Description</i>
Huron Consulting Group	Perception Health (Assessment)	\$95,000	12/1/2022	4/30/2023	1.1	Huron report on the healthcare infrastructure needs of the Coachella Valley completed. It elevated disparities in health outcomes, health needs, and infrastructure demand.
SGH	Seismic Assessment	\$26,800	08/01/2022	12/31/2023	1.2	SGH report updated and presented to the Board. Cost estimates went up to \$200 - \$220 million. Additional work to complete a local hazard mitigation plan.
DHCD Staff	Seismic Funding		On-going		1.2	Staff is pursuing funding opportunities to support seismic retrofit work
Strategies 360	Seismic Legislation		On-going		1.2	AB 869 approved by the Assembly 80/0. Waiting referral to Senate. Contract with S-360 renewed.
California Consulting	Grant-Writing		On-going		1.3	California Consulting has secured grants for \$1.3 million.
Inland Empire Health Plan	Connect IE	\$98,782	1/1/23	12/31/23	1.5	Raise awareness of the Connect IE platform amongst community members and service providers in the Coachella Valley. Identify and onboard qualified service providers onto the Connect IE database and provide training on the administrative functions. Enroll interested organizations into the electronic referral functionality to create a robust inter-agency referral network.

DHCD staff	External Grant Process		On-going		1.3, 1.5	8/30/23 Update: Program Staff (SPO-PH and CPO) have developed an External Grant Process flow chart – under review
Riverside University Health Systems – Public Health	COVID testing, vaccinations  RODA (Riverside Overdose Data to Action)	\$4,415,977 for COVID 19 response since it started.  \$50,000 for Fentanyl response	Ongoing  04/01/23	  08/31/23	1.4	CV Equity Collaborative Collective Impact/Response.  Fentanyl Harm Reduction strategies to address overdoses and mortality in communities with the highest rate – Indio, Cathedral City, Desert Hot Springs
RAP Foundation/NPO Centric Collective Impact Partnership	Behavioral Health RFP  Capacity Building and Technical Assistance	RFP 2022 \$300K RFP 2023 \$500K  \$250K over two years	2022  3/1/2023	2023  3/31/2025	1.5  1.5	DHCD & RAP Foundation have partnered to implement a collective impact funding and have supported large number of grantees, including capacity building and technical assistance – important venues for nonprofit success and sustainability: All funds have been awarded, including funding for technical assistance.  Update: Invitations for agency assessments have gone out to select DHCD grantees
US Aging	Aging and Disability Vaccination Collaborative	\$341,648	9/15/23	4/15/24	1.3,1.5	Provide COVID-19 and flu vaccines, education, and connections to supportive services targeting older adults and individuals with special needs via mobile vaccination clinics throughout the Coachella Valley.

**Strategic Plan Goal 2: Proactively Expand Community Access to Primary and Specialty Care Services**

**Strategy 2.1:** Provide funding to support an increase in the number of primary care and specialty professionals (clinicians, physicians, physician assistants, nurses, nurse practitioners, etc.) (Priority: High)

**Strategy 2.2:** Provide funding to support an increase in the number of clinics and needed programs (FQHCs, community clinics, multi-purpose community centers) in geographically targeted markets and the days and hours that they operate (Priority: High)

**Strategy 2.3:** Provide funding support and evaluation to community organizations providing expanded mobile primary and specialty care services (Priority: High)

**Strategy 2.4:** Provide funding support to community organizations providing primary and specialty care via telehealth (Priority: High)

**Strategy 2.5:** Collaborate/Partner with culturally competent training programs to expand primary care residency and nursing programs with required retention initiatives (Priority: Moderate)

**Strategy 2.6:** Collaborate/Partner with the Riverside University Health System on increasing the number of public health initiatives, including but not limited to: COVID-19, obesity, sex education, drug use/addiction, and nutrition (Priority: Moderate)

**Strategy 2.7:** Utilize an equity lens to expand services and resources to underserved communities (Priority: High)

<i>Organization</i>	<i>Project Title</i>	<i>Funded Amount</i>	<i>Contract Start Date</i>	<i>Contract End Date</i>	<i>Strategy Alignment</i>	<i>Project Description</i>
ABC Recovery	Cost of Caring Fund Project	\$332,561	1/1/2023	12/31/2023	2.7	Funds will help ABC Recovery reach 428 clients directly for addiction related services and 856 family members indirectly through their family support program.
*Angel View	Improving Access to Primary and Specialty Care Services for Children with Disabilities	\$76,790	7/1/2022	6/30/2023	2.7	Support to provide one-on-one support to children and their families by helping parents find and apply for various safety net services and health insurance.
Blood Bank of San Bernardino and Riverside Counties, Inc.	Coachella Valley Therapeutic Apheresis Program	\$140,000	11/1/2022	10/31/2023	2.3	Fund the creation of their Coachella Valley Therapeutic Apheresis Program. This specialized medical procedure removes harmful components of a patient's blood and replaces the harmful components with either albumin or other blood products.
Borrego Community Health Foundation	Improving Healthcare Access in Desert Highland Gateway Estates	\$575,000	7/1/2021	6/30/2024	Healthcare Infrastructure (Old SP) - Fits under 2.2, 2.3	Help to increase access to healthcare services in Desert Highland Gateway Estates neighborhood via a mobile medical unit.
*Coachella Valley Volunteers in Medicine	Improving access to healthcare services	\$154,094	12/1/2021	11/30/2022	2.4	Target healthcare access by providing no-charge in-person medical care and telehealth medical care while additionally providing telemedicine clinics in remote areas (Mecca and Desert Hot Springs).

Coachella Valley Volunteers in Medicine	Ensuring access to healthcare through awareness and continuation of services delivery	\$478,400	11/1/2023	10/31/2024	2.4, 2.7	Target healthcare access by providing no-charge in-person medical care and telehealth medical care while additionally providing case management to link clients to supportive services.
<b>*CSUSB Philanthropic Foundation</b>	<b>PDC Street Medicine Program</b>	<b>\$54,056</b>	<b>2/1/2022</b>	<b>1/31/2023</b>	<b>2.2</b>	<b>Utilize nursing students to provide healthcare services to vulnerable populations in geographically targeted areas. This program works to reduce the number of persons who are unable to obtain or delay in obtaining necessary medical care and reduce nonurgent emergency department use.</b>
CSUSB Philanthropic Foundation	PDC Nursing Street Medicine Program	\$73,422	8/1/2023	7/31/2024	2.5, 2.7	Provide healthcare services contacts to individuals through nurse and medical clinics serving the homeless, unsheltered, and vulnerable populations in the Coachella Valley. Healthcare services will include assisting with COVID-19 testing, education and immunizations services, and providing care that diverts people from using the ER for primary care and non-urgent issues.
Desert AIDS Project DBA DAP Health	DAP Health Expands Access to Healthcare	\$1,025,778	7/1/2023	6/30/2024	2.2	To protect and maintain access to healthcare for 120,000 Borrego Health patients, DAP formed an alliance with Neighborhood Healthcare and Innercare ensuring patients who currently rely on Borrego for high-quality, culturally competent care will not experience an interruption in their service. District funds fill the expected gaps in operating revenue during the first year of the DAP acquisition.
<b>*Desert AIDS Project DBA DAP Health</b>	<b>DAP Health Monkeypox Virus Response</b>	<b>\$586,727</b>	<b>7/1/2022</b>	<b>6/30/2023</b>	<b>2.3, 2.6, 2.7</b>	<b>Prevent the spread of MPX infection among the high-risk MSM population in the Coachella Valley region.</b>
<b>*Desert Arc</b>	<b>Desert Arc Healthcare for Adults with Disabilities Project Employment of Licensed Vocational Nurses</b>	<b>\$102,741</b>	<b>5/1/2022</b>	<b>4/30/2023</b>	<b>2.7</b>	<b>Support the annual salaries of two Licensed Vocational Nurses. The LVN's primary responsibility are to provide medical services to adults with severe disabilities who participate in the Adult Day Program.</b>
Desert Arc	Desert Arc Health Care Program	\$291,271	10/1/2023	9/30/2024	2.7, 3.6	Equip Desert Arc's vehicles with AEDs, provide medical care through Licensed Vocational Nurses, and provide access to behavioral health assessments through a Behavioral Analyst.

*Desert Cancer Foundation	Patient Assistance Program	\$150,000	1/1/2022	12/31/2022	2.7	Directly support their Patient Assistance Program. The Patient Assistance Program provides financial relief to patients and a supportive, trusting environment where patients and families can turn to for assistance and resource navigation.
DPMG Health	DPMG Health Street Medicine	\$500,000	10/1/2022	9/30/2025	2.3	Operates the District's mobile medical unit targeting underserved communities.
DPMG Health	DPMG Health Community Medicine	\$1,057,396	11/1/2023	10/31/2025	2.3, 2.4, 3.4	Operates the District's second mobile medical unit targeting underserved communities incorporating mental health and pharmacy.
Lideres Campesinas	Healthcare Equity for ECV Farmworker Women and Families	\$150,000	2/1/2023	1/31/2025	2.7, 3.6, 3.7	Funds will focus on the education, implementation, and response of Adverse Childhood Experiences tailored care in the community and within the local healthcare and community-based organizations.
*OneFuture Coachella Valley	Coachella Valley Black/African American Healthcare Student Scholarships	\$200,000	3/1/2021	2/28/2023	Healthcare Infrastructure (Old SP) – Fits under 2.1	Funds will be utilized for the planning phase of development for a sustainable structure and the initial launch that addresses disparities and obstacles in college enrollment and attainment and entry into health careers among our region's African American student population.
One Future Coachella Valley	Building a Healthcare Workforce Pipeline	\$605,000	1/1/2023	12/32/2024	2.1, 2.7, 3.1, 3.7	Funds will be utilized to use a proven scholar success model that pairs scholarship awards with wrap-around services and case-management to provide a minimum of 50 students with funding and support services to complete degrees and certificates that lead to in-demand healthcare careers. The scholar success project will serve two groups: 1) Black and African American Health students who are underrepresented in health professions and 2) students in graduate level programs preparing for in-demand clinical professions.
Pegasus Riding Academy	Pegasus Equine Assisted Therapy Program	\$60,092	2/1/2023	1/31/2024	2.7	Funds will be used to expand capacity to provide specialty care addressing client's physical health including improved balance, strengthened muscles, improved coordination, increasing range of motion of the joints, and sensory integration.
Reynaldo J Carreon MD Foundation	Dr. Carreon Scholarship Program	\$50,000	3/1/2023	2/29/2024	2.1, 2.7	The funds provide direct scholarships to students pursuing healthcare related fields. This grant focuses on increasing the health professional workforce and ultimately hopes to



						increase the number of healthcare professionals in Coachella Valley.
US Aging	Aging and Disability Vaccination Collaborative	\$341,648 (pass-through)	9/15/23	4/15/24	2.6, 2.7	Provide COVID-19 and flu vaccines, education, and connections to supportive services targeting older adults and individuals with special needs via mobile vaccination clinics throughout the Coachella Valley.
*Vision to Learn	Vision To Learn – Palm Springs, Desert Sands and Coachella Valley Unified School Districts	\$50,000	2/1/2022	1/31/2023	2.3	Bring a mobile clinic to elementary schools in Coachella Valley, Palm Springs and Desert Sands school districts. Every student at each participating school would have their vision screened. Students who do not pass the screening will be referred for an eye exam, conducted by a licensed optometrist on the Vision To Learn mobile clinic.
Vision y Compromiso	CVEC Unrestricted Grant Funds	\$150,000	7/1/2022	6/30/2024	2.7	Provide unrestricted grant funds to support health equity work by developing and strengthening promotoras. VyC will promote diverse pathways for promotoras to express their leadership and build economic self-sufficiency including workforce development as well as volunteer and other community engagement opportunities.
*Voices for Children	Court Appointed Special Advocate (CASA) Program	\$60,000	7/1/2022	6/30/2023	2.7, 3.7	Provide advocacy and support via CASAs to children. CASAs advance the physical and mental health of marginalized children living in foster care by ensuring that their health needs are not overlooked and helping them to consistently access physical and mental/behavioral health services. This individualized advocacy helps judges make the most informed decisions for each child's future.
Voice for Children	Court Appointed Special Advocate (CASA) Program	\$81,055	11/1/2023	10/31/2024	2.7, 3.6	Provide advocacy and support via CASAs to children. CASAs advance the physical and mental health of marginalized children living in foster care by ensuring that their health needs are not overlooked and helping them to consistently access physical and mental/behavioral health services. This individualized advocacy helps judges make the most informed decisions for each child's future.
<b>TOTAL FUNDING AWARDED</b>		District Funds Allocated: \$7,004,383 Pass-through Funds: \$341,648				

**Strategic Plan Goal 3: Proactively Expand Community Access to Behavioral/Mental Health Services**

**Strategy 3.1:** Provide funding to support an increase in the number of behavioral/mental health professionals (includes training) (Priority: High)

**Strategy 3.2:** Provide funding to Community-Based Organizations to support an increase in the number of days and hours of operation of behavioral/mental health services (Priority: High)

**Strategy 3.3:** Provide funding to Community-Based Organizations enabling an increase in the number and the geographic dispersion of sites providing behavioral/mental health services (consider co-location with other health services) (Priority: High)

**Strategy 3.4:** Provide funding support to Community-Based Organizations providing tele-behavioral/mental health services (Priority: High)

**Strategy 3.5:** Work with the new private psychiatric and community hospitals to identify opportunities to collaborate on the delivery of community-based behavioral/mental health services (payer mix) (Priority: Moderate)

**Strategy 3.6:** Educate community residents on available behavioral/mental health resources (Priority: Moderate)

**Strategy 3.7:** Collaborate/Partner with community providers to enhance access to culturally sensitive behavioral/mental health services (Priority: Moderate)

<i>Organization</i>	<i>Project Title</i>	<i>Funded Amount</i>	<i>Contract Start Date</i>	<i>Contract End Date</i>	<i>Strategy Alignment</i>	<i>Project Description</i>
Clinicas De Salud Del Pueblo Inc. (DBA Inercare)	Expansion of Mental Health Services for Children Beyond COVID-19 in the Coachella Valley	\$150,000	8/1/2022	7/31/2024	3.1, 3.4	Support the partnership with the Boys and Girls Club of Coachella Valley to ensure that youth at their Club sites have a direct pathway to behavioral health services with a Licensed Clinical Social Worker.
<b>Cove Communities Senior Association DBA The Joslyn Center</b>	<b>The Joslyn Wellness Center</b>	<b>\$85,000</b>	<b>10/1/2022</b>	<b>9/30/2023</b>	<b>3.1, 3.2, 3.6, 3.7</b>	<b>Support the Problem-Solving Therapy, Aging Mastery Program, and Brain Boot Camp that all work to optimize mental health and well-being in older adults through a multi-faced approach that combines focus on behavioral health, healthy aging, memory, and exercise.</b>
Desert Sands Unified School District Educational Foundation	Improving Access to Behavioral Health Education and Prevention Services to Children (0-18 years) and their Families.	\$296,194	8/1/2022	7/31/2024	3.1, 3.3, 3.6	Builds on the increasing capacity of the school district's mental health teams to include a mental health nurse and a behavioral health specialist in order to reach more children quicker.
DHCD/F	RODA (Riverside Overdose Data to Action)	\$50,000 (pass-through)	4/1/2023	8/31/23	3.6	Fentanyl Harm Reduction strategies to address overdoses and mortality in communities with the highest rate – Indio, Cathedral City, Desert Hot Springs
El Sol Neighborhood Educational Center	Expanding Access to Educational Resources for Promotores	\$150,000	7/1/2022	6/30/2024	2.7, 3.6, 7.1	Develop additional training material topics, enhance mental health training for promotores and to develop a resource hub where materials can be accessible to members within the Coachella Valley Equity Collaborative and other community organizations.

Foundation of Palm Springs Unified School District	School-Based Wellness Center Project	\$110,000	11/1/2022	10/31/2023	3.3	Funds will be used to convert identified spaces at four elementary schools (Bella Vista, Bubbling Wells, Cabot Yerxa, and Two Bunch Palms) into “wellness centers.”
Jewish Family Service of the Desert	Mental Health Counseling Services for Underserved Coachella Valley Residents	\$160,000	11/1/2022	10/31/2024	3.2, 3.4, 3.7	Continue providing mental health counseling services, administering depression scales to all adult counseling clients; and ensuring that all adult counseling clients are aware of case management services, including emergency financial assistance. Also, funds support the “Hole Soul to Whole Soul” support group, which partners with teens and their parents or guardians to educate and address mental health struggles most pertinent to community youth.
John F Kennedy Memorial Foundation	Behavioral Health Awareness and Education Program	\$57,541.44	10/1/2022	9/30/2023	3.6, 3.7	Provide additional services to families with children/youth 0-18 enrolled in JFK Foundation’s SafeCare In-Home Parent-Training Program and to families recruited by JFK Foundation’s Community Outreach Specialist.
Martha’s Village and Kitchen Inc.	Martha’s Behavioral Health Support for Homeless Children and Families	\$99,853.60	8/1/2022	7/31/2024	3.6	Focus on homeless children and families through tailored outreach, educational materials, and direct assessments with referrals to behavioral health professionals as needed.
*Olive Crest	General Support for Counseling and Mental Health Services to Vulnerable Children and Families in Coachella Valley	\$123,451	3/1/2022	2/28/2023	3.3	Provide a range of counselling services that address the mental, social-emotional, behavioral, and physical health of children through holistic treatment plans that they develop in a child-family-team setting.
Riverside County Latino Commission	Healthy Minds Healthy Lives – Mentas Sanas Vidas Sanas	\$605,507	1/1/2023	6/30/2024	3.1, 3.3, 3.4, 3.6, 3.7	In partnership with Vision Y Compromiso, the project will utilize four promotoras who will directly engage residents by providing outreach around available resources, resource and referral navigation through case management, and direct connections to the Latino Commission for mental healthcare services. Additionally, funding will go to expanding the Latino Commission’s capacity to supervise behavioral health graduate students and trainees and ultimately help to retain behavioral health professionals in the valley.

Transgender Health and Wellness Center	Healing Rainbows	\$129,771	8/1/2022	7/31/2024	3.1, 3.4, 3.6, 3.7	Expand the healthcare workforce by bringing in five masters' level behavioral health interns, expanding the capacity of their telehealth services/case management/crisis intervention line, enhancing education to youth and families, and building on collaborative efforts with the high schools of the three Coachella Valley school districts.
University of California, Riverside	Improving Access to Behavioral Health Education and Prevention Services to Children (0-18 years) and their Families	\$500,000	8/1/2022	7/31/2024	3.1, 3.3, 3.4, 3.6, 3.7	Address mental health needs in the region and to reduce barriers to accessing services by offering on-site and telehealth behavioral health services in Desert Hot Springs schools and at a new CAREspace.
*University of California, Riverside	<b>Community-Based Interventions to Mitigate Psychological Trauma and Mental Health Disparities in Immigrant Communities in the COVID-19 Pandemic</b>	<b>\$113,514</b>	<b>2/1/2022</b>	<b>1/31/2023</b>	<b>3.7</b>	<b>Builds on an existing project, STOP COVID-19 CA, to implement restorative circles—culturally sensitive community-based group sessions facilitated by mental health professionals and promotores—to build capacity to address community mental health disparities in diverse communities in the ECV.</b>
Youth Leadership Institute	Youth Voice in Mental Health	\$50,000	7/1/2022	6/30/2024	3.6, 3.7	Provide training, tools and resources for effective youth advocacy and leverages the experiences of adult allies while sticking to their core values of inclusion, innovation, social justice, and community.
RAP Foundation/NP O Centric Collective Impact Partnership	Behavioral Health RFP	RFP 2022 \$300K RFP 2023 \$500K	2022	2023	3.7	DHCD & RAP Foundation have partnered to implement a collective impact funding and have supported large number of grantees, including capacity building and technical assistance – important venues for nonprofit success and sustainability: All funds have been awarded, including funding for technical assistance.
<b>TOTAL FUNDING AWARDED</b>		District Funds Allocated: \$3,430,832 Pass-through Funds: \$50,000				

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

**Strategy 4.1:** Adopt Clear Impact performance management and Results-Based Accountability platform to track and report impact (Priority: High)

**Strategy 4.2:** Evaluate the potential to offer multi-year grants to organizations (Priority: Moderate)

**Strategy 4.3:** Require, where appropriate, grantees to conduct and report the results of patient satisfaction surveys (Priority: Low)

**Strategy 4.4:** Conduct a CHNA in 5 years (2026) (Priority: Low)

**Strategy 4.5:** Annually report progress of funded programs/services toward meeting identified community health needs (Priority: High)

**Strategy 4.6:** Support local organizations' capacity building efforts (Priority: Low)

Organization	Project Title	Funded Amount	Contract Start Date	Contract End Date	Strategy Alignment	Project Description
NPO Centric	RBA Capacity Building, Action Planning, and Implementation	Start: \$48,000 Proposed additional hours \$27,000 Total: \$75,000	05/01/2022	09/30/2023	4.1	<p>To date, SOW accomplishments to goals include:</p> <ul style="list-style-type: none"> <li>○ a reporting and metrics management;</li> <li>○ Grantee survey development</li> <li>○ Continuation of work with staff on the RBA framework and its elements</li> <li>○ The addition of Compyle software has been purchased and activated to work in conjunction with the Scorecards</li> <li>○ Creation of wording and template for the website for the RBA page for joint scorecards with the RAP Foundation and the 2022 Mental Health RFP partnership</li> <li>○ RBA language for the website has been developed and refined as related to all DHCD grant programs.</li> <li>○ The beginning of the creation of the following Clear Impact Scorecards: <ul style="list-style-type: none"> <li>▪ Mini grants</li> <li>▪ Rolling grants (scorecard for each Strategic Plan Goal)</li> <li>▪ RFP</li> </ul> </li> </ul> <p>9/7/23 Update: An RFP is being developed for Social Isolation and Loneliness.</p>

DHCD Program staff	RBA certification training for two staff – Meghan Kane and Jana Trew		January 2023	Ongoing		<p>Currently data has been collected by staff; a data walk involving community members, grantees, health providers, etc. is scheduled for October 17, 2023. This data walk will allow us to collect important information that will determine the RFP’s goals, strategies, and target population. The RFP plans to be available for funding requests in early November.</p> <p>Once certified and trained, Meghan and Jana will continue to implement RBA in ongoing grant awards and RFP development. Update: Meghan and Jana have passed certification</p>
DHCD staff			Ongoing	Ongoing	4.2	Multi-year grants have been awarded and future multi-year requests continued to be vetted through the Grants Team, Program Committee, and Board of Directors
DCHD staff			Not started		4.3	Potential for “patient” survey to be incorporated in RBA/Clear Impact scorecards in the future
Outside consultant to be named in the future	CHNA		2026		4.4	Community Health Needs Assessment to be followed by a Community Health Improvement Plan (CHIP)
DHCD staff	Annual report 2022		January 2022	December 2022	4.5	Completed; printed; placed on website; community engagement plan to potentially present to local government jurisdictions, businesses, grantees, community members etc. ongoing
DHCD staff	Annual report 2023		January 2023		4.5	To be developed

DHCD in partnership with RAP/NPO Centric	Capacity Building and Technical Assistance	\$250,000/2 years	March 1. 2023	March 31, 2025	4.6	Although this was originally deemed a “low priority”, it has been highlighted in the past few months that CV nonprofits are in dire need for assistance in building their capacity whether it be board governance, strategic planning, audited financial assistance, grant writing, and other important venues needed for nonprofit success and sustainability.
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**Strategic Plan Goal 5: Be responsive to and supportive of selected community initiatives that enhance the economic stability of the District residents**

**Strategy 5.1:** On a situational basis, play a role in raising awareness of/facilitating progress on the social determinants of health specific to homelessness of community residents and be a catalyst for community organizations to act in implementing solutions (Priority: Moderate)

**Strategy 5.2:** On a situational basis, play a role in raising awareness of/facilitating progress on the social determinants of health specific to affordable housing for community residents and be a catalyst for community organizations to act in implementing solutions (Priority: Moderate)

**Strategy 5.3:** On a situational basis, play a role in raising awareness of/facilitating progress on the social determinants of health specific to poverty among community residents and be a catalyst for community organizations to act in implementing solutions (Priority: Moderate/Low)

**Strategy 5.4:** Promote health action planning and co-location of healthcare services in affordable housing developments (Priority: Moderate)

<i>Organization</i>	<i>Project Title</i>	<i>Funded Amount</i>	<i>Contract Start Date</i>	<i>Contract End Date</i>	<i>Strategy Alignment</i>	<i>Project Description</i>
Alianza Nacional De Campesinas, Inc.	Coachella Valley Farmworkers Food Distribution	\$57,499	11/1/2023	10/31/2024	5.3	Provide food distribution to underserved communities.
Galilee Center	Galilee Center Extended Shelter	\$268,342	6/1/2023	5/31/2024	5.1, 2.7	Provide lodging, basic necessities, and case management services to Asylum Seekers until they reach their final destination.
Lift to Rise	Driving Regional Economic Stability Through Collective Impact	\$900,000	6/1/2023	5/31/2026	5.1, 5.2, 5.3, 5.4	Use District Funds for organizational operating support for its ongoing efforts to drive regional economic stability through collective impact organizing around radically increasing the supply of affordable housing in the Coachella Valley.
Martha's Village and Kitchen	Homeless Housing With Wrap-Around Services Expansion	\$369,730	10/1/2023	9/30/2024	5.1	Provide case management with wrap-around services to include enhancements of Employment Services, English as a Second Language Instruction and Computer Skills Training to homeless or at-risk individuals.
Step on Second Street, Inc.	Step Up's ECM/ILOS programs in the Coachella Valley	\$64,401	8/1/2023	7/31/2024	5.1, 2.7	Step Up will connect approximately individuals to health insurance, a primary care physician, housing, benefits, and other supportive services through Outreach Specialists and Service Coordinators.
TODEC Legal Center	TODEC's Equity Program	\$100,000	1/1/2023	12/31/2024	5.2, 5.3	TODEC's Health Equity program will provide outreach, education, case management, and raise awareness about housing to frontline farmworkers.
<b>TOTAL FUNDING AWARDED</b>		<b>\$1,759,972</b>				



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

**Strategy 6.1:** Play a role in raising awareness of the impact of air quality in the East Coachella Valley on the health of community residents and be a catalyst for community organizations to act in implementing solutions (Priority: Moderate)

**Strategy 6.2:** Play a role in raising awareness of the impact of poor water quality in the East Coachella Valley on the health of community residents and be a catalyst for community organizations to act in implementing solutions (Priority: Moderate)

**Strategy 6.3:** Collaborate with and support public organizations in the Coachella Valley to address social determinants of health related to the environment (air quality, water quality and shelter) (Priority: Moderate)

Organization	Project Title	Funded Amount	Contract Start Date	Contract End Date	Strategy Alignment	Project Description
Alianza Coachella Valley	Partnerships for Air Quality Community Training in Rural Communities of the Eastern Coachella Valley (SCAQMD DHCD Air Quality Academy)	\$40,000	7/1/2022	1/31/2024	6.1, 6.2, 6.3	Establish an Air Quality Academy to provide resources and training that will improve environmental literacy and air quality data. The Academy will include 15 community health workers and other community members and provide training on the Air Quality Index, and actions to reduce exposures to indoor and outdoor air pollution, air pollution measurement, and how to get local air quality information. In addition, 15 air monitors will be installed at the homes of the Air Quality Academy participants to collect community-level air quality data.
Alianza Coachella Valley	Expanding and Advancing Outreach Through Increasing Capacity Development	\$100,000	8/1/2022	7/31/2024	3.1, 3.6, 6.1, 6.2, 6.3	Increase internal and external capacity to support their Environmental campaign targeting environmental issues around Salton Sea and their Community Justice campaign targeting alternative disciplinary approach in schools based on restorative justice practices.
CONCUR, Inc	Air Quality Emergency Communication Plan	\$215,000	3/1/2020	6/30/23	6.1, 6.3	Develop a communication plan to guide emergency management entities at the local, tribal, and county level in their efforts to inform the Eastern Coachella Valley community of the potential hazards and evacuation orders derived from poor air quality. In addition, several preventative, outreach, and educational interventions were identified in the development of the plan.
Galilee Center	Our Lady of Guadalupe Center	\$100,000	8/1/2022	7/31/2024	3.1, 3.6, 6.1, 6.2, 6.3	Increase and advance outreach via monthly in person and virtual community meetings/trainings and quarterly Action Team community meetings. In these meetings and trainings, the community will have the opportunity to receive updates

						on their advocacy work and receive the needed tools and resources to be engaged in the scope of work.
Pueblo Unido CDC	Interim Drinking Water Program (IDWP)	\$50,000	7/1/2022	6/30/2024	6.2	Provide core operating support for their Interim Drinking Water Program, a second phase installation of water filtration units for drinking and cooking and to provide
DHCD/F	Environmental Health Initiative (for consideration to develop)				7.1	Utilize the recommendations derived from the 3 reports specific to Air Quality and Environmental Health (CONCUR, Inc., Public Health Institute, and Alianza CV/South Coast Air Quality Management District), to release an RFP to develop an Environmental Health Initiative to address the concerns raised in the reports and act on the recommendations.
<b>TOTAL FUNDING AWARDED</b>		<b>\$505,000</b>				

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

**Strategy 7.1:** Play a role in raising awareness of the impact of general health education on the health of community residents and be a catalyst for community organizations to act in implementing solutions (Priority: Moderate)

**Strategy 7.2:** Play a role in raising awareness of the impact of school resources on the health of community residents and be a catalyst for community organizations to act in implementing solutions (Priority: Moderate)

<i>Organization</i>	<i>Project Title</i>	<i>Funded Amount</i>	<i>Contract Start Date</i>	<i>Contract End Date</i>	<i>Strategy Alignment</i>	<i>Project Description</i>
DHCD/F	Connect IE	\$98,782 (pass-through)	1/1/23	12/31/23	7.1	Raise awareness of the Connect IE platform amongst community members and service providers in the Coachella Valley. Identify and onboard qualified service providers onto the Connect IE database and provide training on the administrative functions. Enroll interested organizations into the electronic referral functionality to create a robust inter-agency referral network.
DHCD/F	Behavioral Health Collective				7.1	A collaborative process looking to advance an equitable behavioral health system with the capacity and infrastructure to provide services and empower Coachella Valley residents. Currently over 60 community partners focusing on 3 areas: Workforce Development; Improved Access; and Policy Development
DHCD/F	Coachella Valley Equity Collaborative	\$4,415,977 (pass-through)	6/1/2020	12/31/23	2.6, 2.7,7.1 7.2	The Coachella Valley Equity Collaborative (CVEC) was originally established to mitigate the impact of COVID19 on Coachella Valley residents through an equitable and community-based approach to ensure disadvantaged communities and community members have access to culturally and linguistically appropriate educational materials, access to testing, and vaccination clinics. The CVEC is comprised of a group of community-based organizations, governmental entities, faith-based institutions, and healthcare providers brought together with the common goal of improving the health and wellness of Coachella Valley residents. At the core of the CVEC are Community Health Workers (Promotoras), who serve as community liaisons, advocates, and trusted messengers for our community.

DHCD/F	Community Health & Wellness Symposium/Summit				7.1	Proposed to be held in March 2024 with the intention to bring together and engage stakeholders – from nonprofit organizations to municipal and thought leaders – to identify and begin to remove the barriers that prevent Valley residents from living an optimally healthy and rewarding life. 9/7/23 Update: 1 <sup>st</sup> Planning Committee meeting was held 8/31/23 to discuss logistics, such as a symposium theme, etc.
DHCD/F; One Future CV; Desert Care Network; Eisenhower Health; IEHP	Healthcare Workforce Leadership Roundtable					Create a regional collaborative executive leadership body to document and advise on issues of recruitment, training, and retention. Continue OneFuture K12 healthcare career pathways, scholar success, scholarships, and financial aid, million-dollar fund, and BH and PA talent pipeline. Develop a regional co-investment structure that significantly increases capacity to enroll and graduate local students into RN programs. Explore alternative financial models to support education and training, including holistic wrap around services to support pathway completion and placement into local workforce Build an efficient regional approach to clinical rotations to increase recruitment and retention 8/30/23 Update: Leadership Roundtable met in August and would like to focus on College of the Desert’s nursing cohort and how those 100 applicants that are eligible but there is no room, COD will draw up an expansion plan (including SIM labs) and a budget.
Variety Childrens Charities Of The Desert	Expansion of Core Programs and Services	\$120,852	10/1/2023	9/30/2024	7.1	Increase access to healthcare services for children aged 0-5 through Caring Connections which offers developmental screenings and educational resources to children and their families at no cost.
<b>TOTAL FUNDING AWARDED</b>		District Funds Allocated: \$120,852 Pass-through Funds: \$4,514,759				

Mini Grants						
Organization	Project Title	Amount	Contract Start Date	Contract End Date	Strategy Alignment	Project Description
*Al Horton Memorial Rotary Foundation	Community Service Financial Assistance	\$5,000	10/29/2022	6/30/2023	7.2	Help sponsor health activities for families and children – Happy Healthy Halloween, DHS Family Triathlon, Annual Community Appreciation Day
*Alianza Nacional De Campesinas, Inc.	Coachella Valley Farmworkers Food Distribution	\$5,000	8/1/2022	11/30/2022	5.1, 5.3	Contribute to the monthly food distribution to the farmworker community.
*Alianza Nacional De Campesinas, Inc.	Coachella Valley Farmworkers Food Distribution	\$10,000	2/1/2023	6/30/2023	5.1, 5.3	Contribute to the monthly food distribution to the farmworker community.
Boys and Girls of Coachella Valley	Healthy Habits	\$10,000	7/1/2023	6/30/2024	7.1	Healthy Habits program identifies unhealthy behaviors and teaches youth how to make informed decisions that will empower them to make healthy lifestyle choices.
*California CareForce	Riverside County Free Healthcare Clinic 2023	\$10,000	2/1/20223	4/30/2023	2.2	Support the Riverside County Free Healthcare Clinic.
Desert Access and Mobility	Mobility/Management Assistance	\$10,000	9/1/2023	8/31/2024	2.7	Increase the availability of transportation by supplementing the services of the local public transit agency.
Desert Recreation Foundation	Adaptive Program: Inclusion & Education	\$10,000	1/1/2023	12/31/2023	2.7	Funds will be used to expand adaptive programs to reach more individuals with visual impairments.
*Hanson House Foundation, Inc.	Emergent Needs to Clients of Hanson House Foundation	\$5,000	8/1/2022	8/1/2023	2.7	Subsidize lodging for the families of trauma patients, and cancer patients seeking treatment who reside in local counties near the Coachella Valley and are on a fixed income.
*Hidden Harvest	Free fresh produce for those in need	\$5,000	6/1/2022	5/31/2023	5.3	Provide free, fresh produce twice a month at 9 locations through our Senior Markets.
HIV+ Aging Research Project – Palm Springs	The Positive Connections 50+ Virtual Village	\$10,000	2/1/2023	1/31/2024	3.6	Support an on-line platform to reduce isolation, foster support systems, and connect older people living with HIV to needed behavioral health, medical, and supportive services.

Palms to Pines Parasports	Leveling the Playing Field	\$10,000	2/1/2023	1/31/2024	2.7	Create a more-inclusive society by providing competitive and recreational opportunities focusing on people with physical disabilities.
PS Test Inc.	Testing & Treating the Growing Health Crisis	\$10,000	5/1/2023	4/30/2024	2.2	Provide health outreach/education, test/treat for STI(D)s, HIV/HBV/HCV, and link patients to additional services.
Ronnie's House for Hope	Center	\$10,000	9/1/2023	8/31/2024	3.2, 3.3	Provide capacity to expand their peer support groups.
Rotary Club Of Palm Desert Foundation	Assistance in providing scholarships for students majoring in healthcare	\$10,000	7/1/2023	6/30/2024	2.1, 2.7	Provide scholarships to students pursuing healthcare related degrees.
<b>*Theresa A. Mike Scholarship Foundation</b>	<b>Theresa A. Mike Scholarship Foundation</b>	<b>\$5,000</b>	<b>8/1/2022</b>	<b>1/31/2023</b>	<b>2.1</b>	<b>Provide financial support to students in the Coachella Valley pursuing healthcare degrees.</b>
Theresa A. Mike Scholarship Foundation	Theresa A. Mike Scholarship Foundation	\$10,000	7/1/2023	6/30/2024	2.1	Provide financial support to students in the Coachella Valley pursuing healthcare degrees.
Well in the Desert	Hot Meals Program	\$10,000	9/1/2023	8/31/2024	5.1	Provide meals and food assistance through weekly distribution events.
Word of Life Fellowship Center	The Bridge to Better	\$10,000	7/1/2023	6/30/2024	5.1	Provide nutritional meals to the homeless, offer information and referral services for housing/health care/mental health services, offer showers and hygiene services, establish a volunteer bank of residents to assist in meeting the goals of the project, and offer referrals to vocational resources.
<b>TOTAL FUNDING AWARDED</b>		<b>\$155,000</b>				

*\*Inactive Grants*



# Desert Healthcare District & Foundation

## Strategic Plan

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

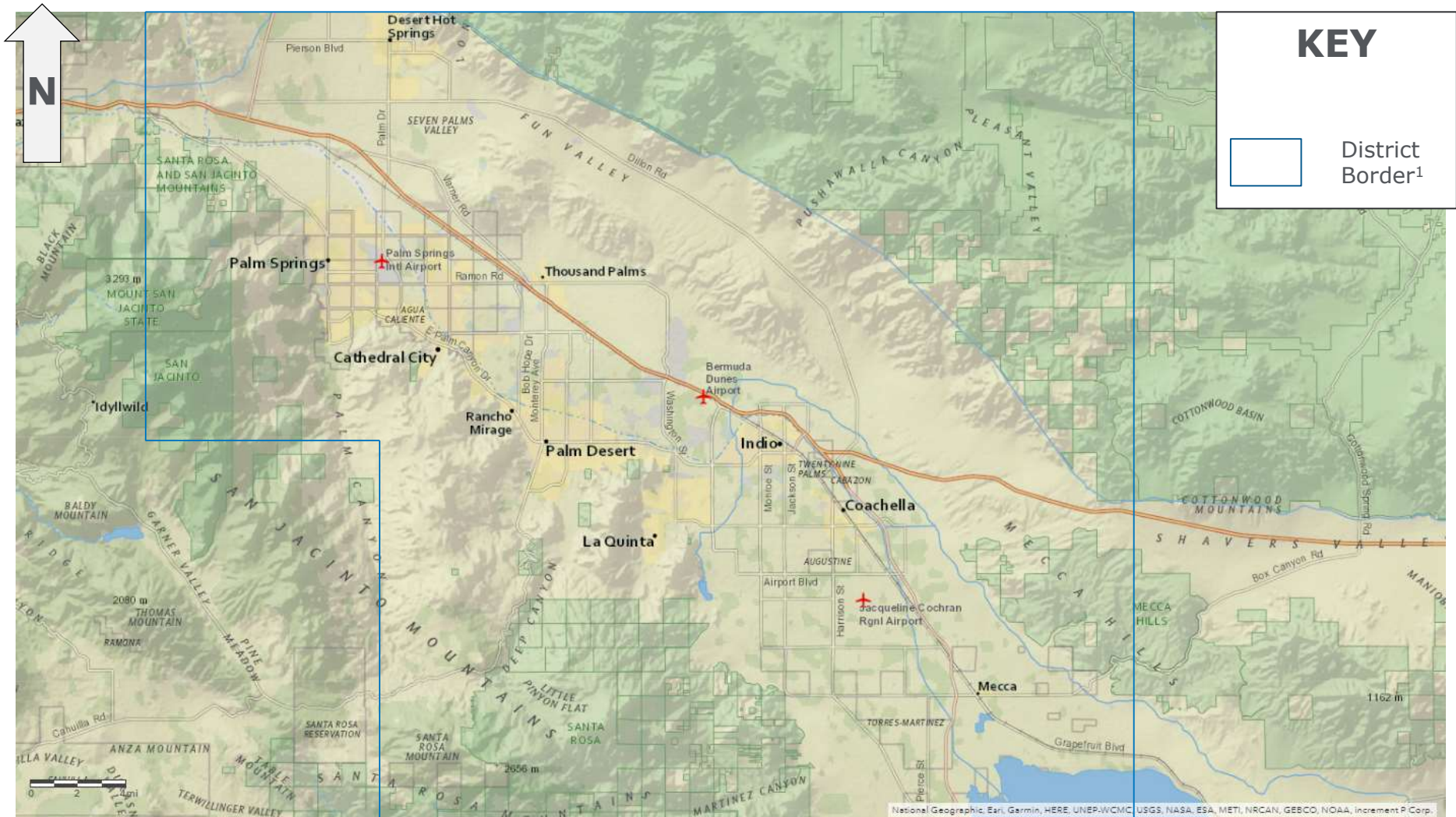


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# Strategic Plan is Specific to the Entire District -- Coachella Valley As A Whole



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

# DHCD/F Enabling Legislation, Mission and Vision

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

AB 2414, Eduardo Garcia. Desert Healthcare District.

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

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

# DHCD/F Mission Statement

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

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

# DHCD/F Vision Statement

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

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



# Critical Planning Issues

# Critical Planning Issues

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



# Goals and Strategies



# Discussion: Setting Preliminary Goals and Strategies

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

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

Critical  
Planning  
Issues



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

# Goal 1

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

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

# Goal 2

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

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

\*CPO - Chief Program Officer

\*\* CHW - Community health worker

# Goal 3

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

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

\*CBO - community based organization

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

# Goal 4

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

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

\*RBA -- Results based accountability

# Goal 5

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

Strategies	Priority	Lead Party	Start Date	Complete Date
5.1 On a situational basis, play a role in raising awareness of/facilitating progress on the social determinants of health specific to homelessness of community residents and be a catalyst for community organizations to act in implementing solutions	Moderate	CPO	Oct '21	Ongoing
5.2 On a situational basis, play a role in raising awareness of/facilitating progress on the social determinants of health specific to affordable housing for community residents and be a catalyst for community organizations to act in implementing solutions	Moderate	CEO	Oct '21	Ongoing
5.3 On a situational basis, play a role in raising awareness of/facilitating progress on the social determinants of health specific to poverty among community residents and be a catalyst for community organizations to act in implementing solutions	Moderate /Low	CEO	Oct '21	Ongoing
5.4 Promote Health Action Planning and co-location of healthcare services in affordable housing developments	Moderate	CEO	Oct '21	Ongoing

# Goal 6

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

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

\*CCE -- Chief of Community Engagement

\*\* SDOH - Social determinants of health



# Goal 7

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

<b>Strategies</b>	<b>Priority</b>	<b>Lead Party</b>	<b>Start Date</b>	<b>Complete Date</b>
7.1 Play a role in raising awareness of the impact of general health education on the health of community residents and be a catalyst for community organizations to act in implementing solutions - Education including the ConnectIE platform and other resources	Moderate	CCE	Ongoing	Ongoing
7.2 Play a role in raising awareness of the impact of school resources on the health of community residents and be a catalyst for community organizations to act in implementing solutions	Moderate	CCE	Ongoing	Ongoing

# Appendices



# Potential Sources of New Funding

# Potential Modes of New Funding

Potential Source of New Funds	Observations	Priority # or "Not Viable"*
Early Negotiation of the Hospital Lease (Expires May 2027)	<ul style="list-style-type: none"> <li>Potential to generate revenue to support DHCD/F activities</li> </ul>	Highest Priority
Use Portion of Reserve (\$59M less \$7M already pledged)	<ul style="list-style-type: none"> <li>Draw down or guarantee would reduce DHCD/F's "reserves" to support operations, capitalize investments and seismic retrofit</li> <li>Almost all Board members not supportive</li> </ul>	Not at this time
New Parcel Tax	<ul style="list-style-type: none"> <li>Economic downturn due to COVID makes this unlikely in next 3-4 yrs.</li> <li>Expected to be politically unpopular</li> </ul>	Potential Source but Beyond the Next 2-3 years
Seek Grants Through State/National Philanthropic Sources	<ul style="list-style-type: none"> <li>Is an opportunity; magnitude difficult to quantify</li> <li>Requires grant writer (Sr. Dir. Development previously approved)</li> </ul>	High priority
Local Community Fundraising (e.g., Galas)	<ul style="list-style-type: none"> <li>Is an opportunity; magnitude difficult to quantify</li> <li>DHCD/F could be perceived as competing with other local organizations</li> </ul>	Viability to be Assessed

\* Priority rating was identified by the DHCD/F board and management team through discussion during the September 2021 strategic planning retreat

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# Potential Modes of New Funding

Potential Source of New Funds	Observations	Priority # or "Not Viable"*
Debt (Use the most beneficial method to finance)	<ul style="list-style-type: none"> <li>\$59M (\$52M net) principal/reserve is DHCD/F's only collateral asset; Requires pledge of revenue or guarantee, debt or a guarantee would reduce availability of these funds for operations, capital investment or seismic funding</li> </ul>	Feasibility and strategic and financial impact to be evaluated
Funding Support by County	<ul style="list-style-type: none"> <li>Riverside County Dept. of Public Health recently provided \$2M. Potential exists for future funding</li> <li>Access to funding can be bureaucratic/uncertain</li> </ul>	High priority
Funding Support by Hospitals	<ul style="list-style-type: none"> <li>Investments focused on their assisting their services and viability -- unlikely</li> </ul>	Low priority

\* Priority rating was identified by the DHCD/F board and management team through discussion during the September 2021 strategic planning retreat

# Community Health Needs Evaluation Exercise Findings

# Evaluation of Community Needs

- Community needs were highlighted through CHNA and discussion during day 1 of the DHCD/F retreat
  - Summarized by priority category: economic stability, health access, mental health, environment, education, other
- Evaluative criteria were agreed to on day 1 of the retreat
  - Magnitude of need by the District's residents (size of population served)
  - Extent to which improving the issue enhances equitability of healthcare
  - Degree of impact DHCD/F can achieve through its funding support (resources available)
  - Timeliness of achieving progress
  - Fit with DHCD/F's Mission, vision and capabilities and resources
- Within each of the priority categories, the board assessed the needs against the 5 criteria

# Evaluation Exercise: Economic Stability\*

Economic stability community needs	Select: High, Moderate or Low					Priority Conclusion (High, Moderate, Low, None)
	Magnitude of need by District residents (size pop. served)	Extent to which improving the issue enhances equitability of healthcare	Degree of impact DHDF can achieve through its funding support	Timeliness of achieving progress	Fit with DHCD/F's Mission, vision and capabilities	
Homelessness	High	High	Mod/Low	Mod/Low	Yes	Moderate
Affordable housing	High	Moderate	Mod/Low	Low	Yes/No (Spilt)	Moderate
Higher paying jobs	--	--	--	--	No	--
Poverty	Moderate	High	Low	Low	Yes/No (Spilt)	Mod/Low
Substandard housing (missing gas for stove, over crowded, etc.)	--	--	--	--	No	--
Little to no employment	--	--	--	--	No	--

\* The seven members of the DHCD/F board evaluated each of the community needs against the criteria. The rating assigned ("high", "moderate", "low" reflects the majority of the votes)



# Evaluation Exercise: Health Access\*

Health access community needs	Select: High, Moderate or Low					Priority Conclusion (High, Moderate, Low, None)
	Magnitude of need by District residents (size pop. served)	Extent to which improving the issue enhances equitability of healthcare	Degree of impact DHDF can achieve through its funding support	Timeliness of achieving progress	Fit with DHCD/F's Mission, vision and capabilities	
Clinician shortage	High	High	Moderate	Moderate	Yes	High/Mod
Healthcare is expensive (services, insurance, prescriptions)	High/Mod	High	High	High	Yes	High
Quality of care (outcomes., physician empathy, accuracy of diagnosis)	High	High	Mod/Low	Low	Yes	Mod/Low
East Valley access to healthcare services	High	High	High	High/Mod	Yes	High

\* The seven members of the DHCD/F board evaluated each of the community needs against the criteria. The rating assigned ("high", "moderate", "low" reflects the majority of the votes)

# Evaluation Exercise: Mental Health\*

Mental health community needs	Select: High, Moderate or Low					Priority Conclusion (High, Moderate, Low, None)
	Magnitude of need by District residents (size pop. served)	Extent to which improving the issue enhances equitability of healthcare	Degree of impact DHDF can achieve through its funding support	Timeliness of achieving progress	Fit with DHCD/F's Mission, vision and capabilities	
Mental health is an important issue	High	High	High	High/Mod	Yes	High
Need more mental health clinics/resources	High	High	High	High	Yes	High
People should know more about mental health and how to get help	High	High	High	High	Yes	High

\* The seven members of the DHCD/F board evaluated each of the community needs against the criteria. The rating assigned ("high", "moderate", "low" reflects the majority of the votes)

# Evaluation Exercise: Environment\*

Environment community needs	Select: High, Moderate or Low					Priority Conclusion (High, Moderate, Low, None)
	Magnitude of need by District residents (size pop. served)	Extent to which improving the issue enhances equitability of healthcare	Degree of impact DHDF can achieve through its funding support	Timeliness of achieving progress	Fit with DHCD/F's Mission, vision and capabilities	
Infrastructure needs (sidewalks, lighting, internet connectivity)	--	--	--	--	No	--
Transportation (lack of transportation, no public transportation)	--	--	--	--	No	--
Air quality in East CV	High	High	Moderate	Low	Yes	Moderate
Walkability is low	--	--	--	--	No	--
Poor water quality in East CV	High/Mod	High	High/Mod	Mod/Low	Yes	High/Mod

\* The seven members of the DHCD/F board evaluated each of the community needs against the criteria. The rating assigned ("high", "moderate", "low" reflects the majority of the votes)

# Evaluation Exercise: Education\*

Education community needs	Select: High, Moderate or Low					Priority Conclusion (High, Moderate, Low, None)
	Magnitude of need by District residents (size pop. served)	Extent to which improving the issue enhances equitability of healthcare	Degree of impact DHDF can achieve through its funding support	Timeliness of achieving progress	Fit with DHCD/F's Mission, vision and capabilities	
General health education (need more awareness on health issues not presented in schools)	High	High	High	High	Yes	High
School resources needed (guidance counselors, computers for students, tutoring, scholarships)	Low	Low	Low	Low	Yes/No (Split)	Low
Quality of education (need better quality of education, teachers who are passionate/care)	--	--	--	--	No	--
General education attainment (more people need to go to college, differences in educational attainment across districts)	--	--	--	--	No	--

\* The seven members of the DHCD/F board evaluated each of the community needs against the criteria. The rating assigned ("high", "moderate", "low" reflects the majority of the votes

# Evaluation Exercise: Other Issues\*

Other community needs (with high mentions)	Select: High, Moderate or Low					Priority Conclusion (High, Moderate, Low, None)
	Magnitude of need by District residents (size pop. served)	Extent to which improving the issue enhances equitability of healthcare	Degree of impact DHDF can achieve through its funding support	Timeliness of achieving progress	Fit with DHCD/F's Mission, vision and capabilities	
High crime (crime is high in CV, fights and gang violence)	--	--	--	--	No	--
Obesity (obesity is a problem, obesity among low income)	High	High	High/Mod	Moderate	Yes	High/Mod
Sex education in schools	High	High	High	High	Yes	High
Drug use/addiction (drug use is a problem, substance abuse rates high, methamphetamine problem)	High	High	High	High	Yes	High
Food shortage/food access (lack of food, food access for low income)	High	High	High	High	Yes	High

\* The seven members of the DHCD/F board evaluated each of the community needs against the criteria. The rating assigned ("high", "moderate", "low" reflects the majority of the votes