



# Desert Healthcare District & Foundation

Final Draft Strategic Plan – Revised Based on October 9 Meeting

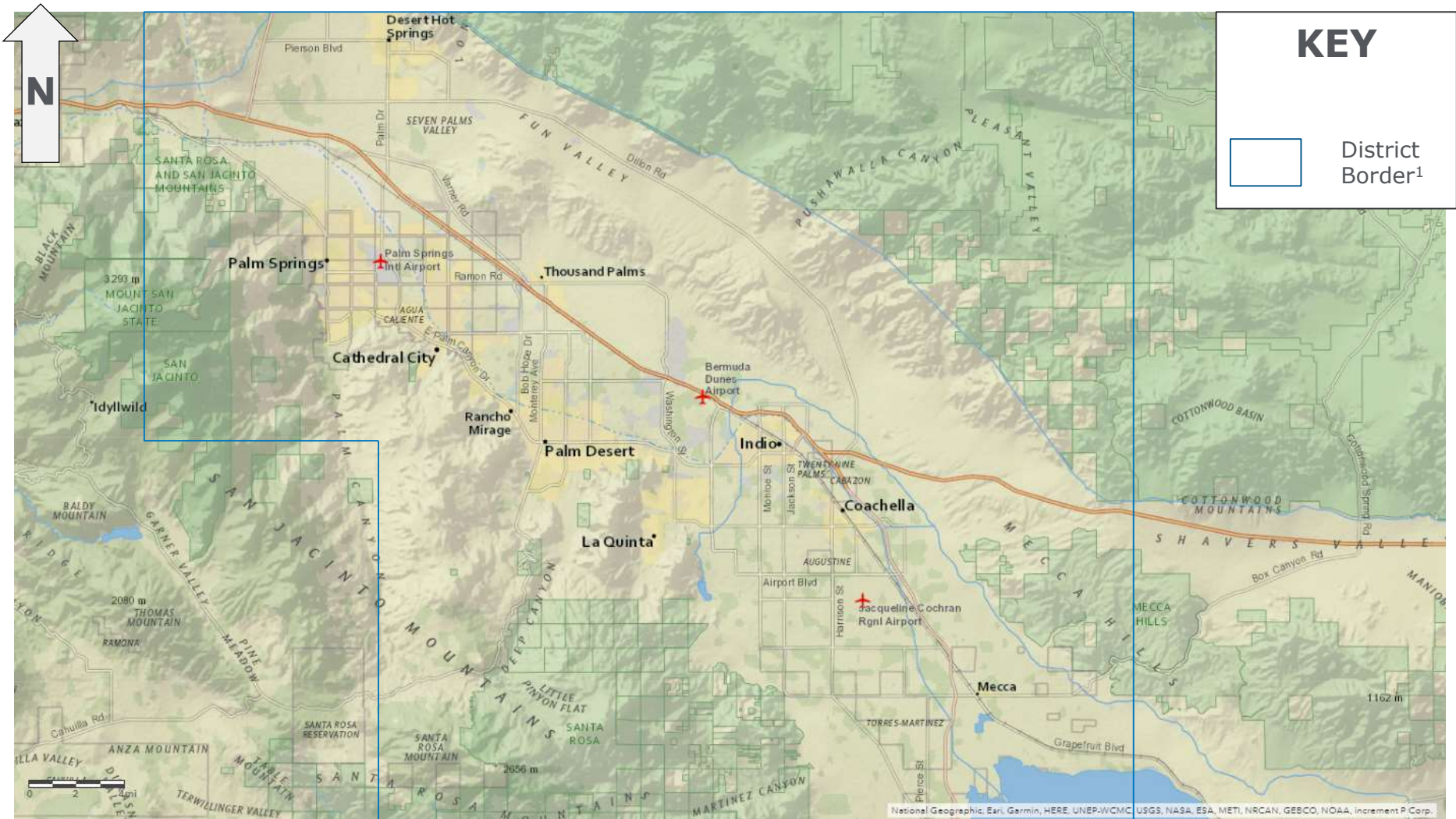
October 15, 2021



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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 Tenet 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



- 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 Tenet 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 - Explore 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 Tenet 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 DHCD/F 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 DHCD/F 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 DHCD/F 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