



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

**DESERT HEALTHCARE DISTRICT  
STRATEGIC PLANNING COMMITTEE  
Strategic Planning Committee Meeting**

**February 14, 2025**

**12:30 P.M.**

**Desert Healthcare District and Foundation**

**Located at the**

**Regional Access Project Foundation**

**Suite G-100**

**41550 Eclectic Street Palm Desert, CA 92211**

**Members of the public can participate by webinar using the following link:**

<https://us02web.zoom.us/j/82235376982?pwd=oaPO4sfYtbe3M3LsGmxNBpboFV24j1.1>

**Password: 180601**

**Webinar ID: 822 3537 6982**

**Members of the public can participate by telephone, using the follow dial in information  
(669) 900-6833 or (833) 548-0276 to Listen and Address the Committee when called upon:**

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**Password: 180601**

**AGENDA**

Page

- A. Call to Order**
- B. Approval of the Agenda**
- C. Approval of the Meeting Minutes**

1. [January 14, 2025](#) 


3 - 6

**D. Public Comments**

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

agenda that are of public interest and within the subject-matter jurisdiction of the District. The Committee has a policy of limiting speakers to not more than three minutes. The Committee cannot take action on items not listed on the agenda. Public input may be offered on an agenda item when it comes up for discussion and/or action.

## **E. New Business**

1. ACTION - [Consideration of approving a Request for Proposals \(RFP\) for a Consultant to Facilitate the Development of Long-Term Goals and a 5-Year Strategic Plan for the Desert Healthcare District and Foundation.](#)  7 - 17

## **F. Committee Member Comments**

## **G. 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 72 hours prior to the meeting.

If you have any disability which would require accommodation to enable you to participate in this meeting or translation services, 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 72 hours prior to the meeting.

*Andrea S. Hayles*



**DESERT HEALTHCARE DISTRICT**  
**Strategic Planning Committee Meeting**  
**MEETING MINUTES**

Tuesday, January 14, 2025, 1:30 PM

**Directors Present**

**District Staff Present**

**Absent**

<p>Greg Rodriguez, Chair, Vice-President            Kimberly Barraza, Secretary            Leticia De Lara, MPH, Director</p>	<p>Chris Christensen, CPA, Chief Executive Officer            Eric Taylor, CPA, Chief Administration Officer            Donna Craig, Chief Program Officer            Alejandro Espinoza, MPH, Chief of Community Engagement            Meghan Kane, Senior Program Officer, Public Health            Andrea S. Hayles, MBA, Board Relations Officer</p>	
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**A. Call to Order – Vice-President Greg Rodriguez, Chair**

Chair Rodriguez called the meeting to order at 1:32 p.m.

**B. Approval of the Agenda**

Chair Rodriguez asked for a motion to approve the agenda.

*Moved by:* Kimberly Barraza

*Seconded by:* Leticia De Lara

**Yes** Kimberly Barraza, Leticia De Lara, and Greg Rodriguez

**Carried 3-0**

**C. Meeting Minutes**

Chair Rodriguez asked for a motion to approve the minutes of the July 09, 2024, meeting.

[July 09, 2024](#) 

*Moved by:* Leticia De Lara

*Seconded by:* Kimberly Barraza

**Yes** Kimberly Barraza and Leticia De Lara

**Abstain** Greg Rodriguez

**Carried 2-0**

**D. Public Comments**

At this time, comments from the audience may be made on items not listed on the agenda that are of public interest and within the subject-matter jurisdiction of the District. The Committee has a policy of limiting speakers to not more than three minutes. The Committee cannot take action on items not listed on the agenda. Public input may be offered on an agenda item when it comes up for discussion and/or action.

**E. Old Business**


1. FY2021-2026 Strategic Plan

- a. [Summary of 2021-2026 Strategic Plan Goals](#) 

Chris Christensen, CEO, provided an overview of the goals outlined in the 2021-2026 Strategic Plan. The committee discussed the measurements of the goals using Results-Based Accountability (RBA) for performance evaluation. Meghan

Kane, Senior Program Officer for Public Health, explained the key aspects of the RBA and highlighted the significant funding. The committee requested that staff review the minutes related to the Strategic Plan and the motion regarding planning for the next five years.

## F. New Business

1. FY2027-2031 Strategic Planning
  - a. [Consideration to approve a 3-month timeline that includes continuation of the current 5-year strategic plan to expire June 2026, consultant and facilitator engagements, facilitated workshops and introduction of a multi-phase timeline.](#) 

*Moved by:* Leticia De Lara

*Seconded by:* Greg Rodriguez

**Yes** Kimberly Barraza, Greg Rodriguez, and Leticia De Lara

**Carried 3-0**

Chris Christensen, CEO, outlined the possibilities for multiple proposals and discussed the Request for Proposal (RFP) process. Mr. Christensen is in the process of scheduling a meeting with consultant Steve Hollis to seek recommendations and engage with other agencies to initiate the strategic planning process.

The committee discussed the community engagement activities planned for the upcoming months, which will include workshops focused on developing the strategic plan and collaborating with organizations in different areas of expertise.

Director De Lara moved to proceed with the RFP process with the necessary adjustments to the timeline. The staff will present their findings at the February committee meeting for

review, and proposals will be presented in May for approval in June.

**G. Committee Member Comments**

There were no committee member comments.

**H. Adjournment**

Chair Rodriguez adjourned the meeting at 2:03 p.m.

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Greg Rodriguez, Vice-President, Chair, Strategic Planning Committee  
Desert Healthcare District Board of Directors

Audio recording available on the website at <https://www.dhcd.org/Agendas-and-Documents>



**DESERT HEALTHCARE**  
DISTRICT & FOUNDATION

Date: February 14, 2025  
To: Strategic Planning Committee  
Subject: Release of a Request for Proposals (RFP): Consultant to Facilitate the Development of Long-Term Goals and a 5-Year Strategic Plan for the Desert Healthcare District and Foundation

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**Staff Recommendation:** Consideration to approve the release of an RFP for the selection of a Strategic Planning Consultant to lead the development of long-term goals and a comprehensive 5-year strategic plan for the Desert Healthcare District and Foundation.

**Information:**

- On November 26, 2024, the Board discussed the future management of the District's resources following Measure AA, focusing on ensuring long-term sustainability and leveraging these resources to enhance healthcare access and improve the overall health of residents.
- On January 28, 2025, the Board approved a 7-month timeline for developing and releasing an RFP to engage a consultant who will assist in the creation of long-term goals and a 5-year strategic plan.
- The recommended RFP seeks a consultant who will:
  - Conduct a comprehensive review and analysis of relevant documents, including healthcare landscape assessments, the District's financial status, and the current strategic plan. This analysis will inform the development of both a new 5-year strategic plan and long-term healthcare goals, ensuring financial sustainability and alignment with available resources.
  - Develop a timeline with key milestones for the creation of the 5-year strategic plan (FY 2027-2031) and long-term goals, incorporating input from a series of Board workshops. These workshops will help refine the plan to ensure alignment with community healthcare needs, while also costing out the strategies to ensure financial feasibility.
  - Evaluate funding opportunities and potential partnerships for both short- and long-term healthcare strategies, ensuring that the 5-year plan supports long-term sustainability. This will include exploring new opportunities for the Desert Healthcare Foundation's role in supporting the District's goals and funding strategies.
  - Collaborate closely with District staff to evaluate current staffing capacity and determine any additional staffing requirements necessary to effectively implement the new strategic plan.
- Staff recommends releasing the RFP on March 1, 2025, with a submission deadline of May 1, 2025. An attached RFP is provided for review. If Board members have recommendations for consultants, they are encouraged to refer them to the Chief Executive Officer.
- In addition to the Strategic Planning RFP, staff will prepare a separate RFP for a financial consultant, targeted for release in Spring 2026. This consultant will

develop a comprehensive 30-year financial plan to manage hospital lease payments, property tax receipts, and the reserve fund investment portfolio, focusing on forecasting, revenue projections, long-term sustainability, and alignment with the new 5-year strategic plan and long-term goals.

**Fiscal Impact:**

- Presently unknown.





**DESERT HEALTHCARE**  
**DISTRICT & FOUNDATION**

REQUEST FOR PROPOSALS (RFP)

RFP # 02.2025

RELEASE DATE: March 1, 2025

CONSULTANT TO FACILITATE THE DEVELOPMENT OF  
LONG-TERM GOALS AND A 5-YEAR STRATEGIC PLAN FOR  
THE DESERT HEALTHCARE DISTRICT AND FOUNDATION

RFP SUBMISSION DATE: May 1, 2025

Proposal Contact: [info@dhcd.org](mailto:info@dhcd.org)

DESERT HEALTHCARE DISTRICT AND FOUNDATION  
Consultant to Facilitate the Development of Long-Term Goals and a 5-Year Strategic Plan for the  
Desert Healthcare District and Foundation

REQUEST FOR PROPOSALS  
Table of Contents

I. TIMELINE..... 3

II. INTRODUCTION..... 4

III. MISSION AND VISION..... 5

IV. QUALIFICATIONS..... 5

V. SCOPE OF SERVICES..... 5

VI. DELIVERABLES..... 7

VII. FEE STRUCTURE..... 9

VIII. DISTRICT DOCUMENTS..... 9

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## I. TIMELINE

The RFP process will operate along the following timeline: [Note: The Desert Healthcare District and Foundation (District and Foundation) reserves the right to modify the stated schedule of events at any time.]

Date	Activity
March 01, 2025	Release Request for Proposals.
May 01, 2025	Proposals due to the Desert Healthcare District via electronic submission by 5:00pm to <a href="mailto:info@dhcd.org">info@dhcd.org</a> .
May 20, 2025	Strategic Planning Committee reviews proposals and staff recommendations.
May 27, 2025	Board of Directors approve applicant.
June 01, 2025	Contract begins.

Desert Healthcare District staff will be available for technical assistance and questions at [info@dhcd.org](mailto:info@dhcd.org). The Desert Healthcare District and Foundation reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

Questions and information requests can be submitted to:

Desert Healthcare District and Foundation Staff  
E-mail: [info@dhcd.org](mailto:info@dhcd.org)

## II. INTRODUCTION

The Desert Healthcare District (“District”) is a California Special District formed in 1948 with the mandate to build a hospital to meet the growing healthcare needs of the residents in Palm Springs and the surrounding areas in the Western Coachella Valley. Desert Hospital opened in 1950. The Desert Healthcare Foundation (“Foundation”) was founded in 1967 as a subsidiary of the District and as the fundraising arm for the nonprofit hospital. Over the years, the Foundation has provided and funded a number of important healthcare services in the communities served by the District. In 1997, after a lengthy public process, the District Board voted unanimously to enter into a lease of its 385-bed, acute-care hospital, to Tenet Health Systems (“Tenet”) for 30 years. Because of the success of the District and Foundation in addressing the healthcare needs of the Western Coachella Valley, special legislation was passed and in 2018 the voters of the Eastern Coachella Valley voted to annex into the District and greatly expand the District boundaries to include the residents of the entire Coachella Valley.

Today, the District is governed by a seven-member board, with members elected by the residents in zones that represent all of the communities within its boundaries. The District has an annual operating budget of over \$12 million, as it pursues its mission to promote health and wellness for its residents through community health initiatives, providing grants of over \$5 million annually, and serving as good stewards in protecting and enhancing the District’s assets. The District completed a comprehensive Community Health Needs Assessment in 2020 which assists the District and Foundation in addressing and allocating their resources to address the important healthcare needs of the communities served by the District.

The current 30-year lease with Tenet will expire May 30, 2027. A new 30-year lease purchase agreement (LPA) was negotiated with Tenet in 2024 and approved by 72% of the vote of registered voters of the Healthcare District. The lease terms extend the lease period from May 31, 2027 to May 30, 2057 and transfers the asset to Tenet at the end of the lease period. The LPA provides for lease and purchase installments over the 30-year period totaling nearly \$650M with the first installment of \$100M due May 31, 2027.

Through the issuance of this RFP, the District seeks to retain a strategic consultant to guide the development of a comprehensive 5-year strategic plan that incorporates long-term goals. The consultant will assist in evaluating the current state, analyzing healthcare needs, and identifying funding opportunities to support both short-term and long-term objectives. Additionally, the consultant will facilitate workshops, gather community input, and provide actionable recommendations to align the District’s goals with available resources, ensuring the successful implementation of strategies to address the evolving healthcare needs of the community.

### III. MISSION AND VISION

As we move forward with long-term planning, it is essential that all goals, strategies, and actions are aligned with the Desert Healthcare District and Foundation's core mission and vision. This alignment ensures that every effort contributes toward the broader goal of improving health and wellness across the Coachella Valley. By building upon this foundational framework, we can create a unified approach that addresses the diverse needs of the community while maintaining a shared commitment to equitable health outcomes for all.

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

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

### IV. QUALIFICATIONS

As a strategic consultant, please provide responses for each of the following:

1. Provide an overview of background and experience in long-term strategic planning for California healthcare districts and foundations, including evaluating community needs (clinical or otherwise) as part of an assessment of organizational capabilities, capital access/plans/capacity, and/or constraints. Summarize your experience advising districts as they evaluate strategic and financial/investment planning considerations.
2. Outline the type, number, and experience you have in developing, evaluating, and/or reviewing clients' strategic plans or initiatives.
3. Provide references and examples for each of the above.
4. Describe what sets your organization's services apart from your competition, and what unique value-added services could you provide.

### V. SCOPE OF SERVICES

The objectives of the engagement include the following:

1. **Document Review and Analysis:** Review and analyze relevant documents to understand the current state, existing plans, and financial situation of the District and Foundation. This analysis will inform the development of a new 5-year strategic plan and long-term goals. Specific areas of focus include:
  - o **Healthcare Landscape Analysis:** Using the 2023 Community Clinical and Social Needs Assessment (Huron Report) and the CVEP/Desert Healthcare District Study, evaluate healthcare services, future needs, gaps in the system, workforce needs, and infrastructure capabilities.

- **Investment Portfolio and Financial Situation:** Review the District’s current financial position and investment portfolio to assess their alignment with healthcare goals, future needs, and potential funding opportunities.
    - Understand the current financial situation, including income, expenses, and funding sources, to have a comprehensive financial outlook to aid in costing out a new Strategic Plan and long-term goals.
  - **Current Strategic Plan Analysis:** Conduct a thorough analysis of the District’s current strategic plan (expiring in June 2026) to assess its alignment with long-term strategies and community needs. Key areas of analysis will include:
    - **Evaluation of Gaps and Areas for Improvement:** Identify gaps in the current plan and suggest improvements to stay aligned with evolving community needs.
    - **Strengths and Weaknesses:** Evaluate how well the plan addresses community healthcare needs and supports the District’s overarching goals, ensuring relevance and effectiveness.
    - **Financial Review:** Assess the District’s financial position, obligations, and capacity to effectively utilize funds to achieve strategic goals, ensuring that financial resources are aligned with long-term sustainability.
2. **Timeline Development:** Develop a timeline outlining key milestones for creating a comprehensive long-term strategic plan, incorporating intermediate goals for the first 5-year phase (FY 2027-2031). This timeline will be informed by financial forecasting and funding needs, ensuring the allocation of resources is synchronized with long-term goals.
  3. **Facilitate Board Workshops:** Facilitate 6-8 Board workshops to guide the Board through the process of developing a long-term strategic plan, with a specific focus on creating, and costing out, a new 5-year strategic plan (FY 2027-2031) that serves as a foundation for achieving long-term goals. These workshops will be key to the creation of both the draft and final versions of a new 5-year strategic plan. The workshops will include:
    - Define the goals, strategies, metrics, and financial resources of a new 5-year strategic plan keeping in mind a long-term vision.
    - Ensure that feedback gathered from community input sessions is integrated into the discussions and revisions during the workshops.
    - Refine the draft 5-year strategic plan based on workshop discussions and community feedback, leading to the creation of a final plan.
  4. **Draft and Final 5-Year Strategic Plan:** Develop a 5-year strategic plan with refinements based on feedback from Board workshops and community input. The final strategic plan will incorporate both short-term and long-term perspectives. This plan will include:
    - **Long-Term Vision:** A clear long-term vision that guides the District’s healthcare goals beyond the 5-year scope, ensuring that short-term goals are aligned with the District’s broader aspirations.

- **Comprehensive Outline of Goals:** Clearly defined long-term goals for the District's healthcare services and specific goals of a 5-year plan.
  - **Actionable Strategies:** Specific, actionable strategies to achieve the goals within the 5-year timeframe while keeping the long-term vision in mind.
  - **Metrics, Accountability and Benchmarking:** Establish measurable outcomes, metrics and benchmarks for assessing progress toward the goals/strategies.
  - **Financial Integration:** Both the 5-year and long-term plans will include high-level financial assessments that cost out the proposed strategies, identifying how current and future funds can advance the goals and strategies in both the short-term and long-term.
  - **Staffing Capacity:** Collaborate closely with District staff to evaluate current staffing capacity and determine any additional staffing requirements necessary to effectively implement the new strategic plan.
5. **Analysis of District and Foundation Funding Opportunities:** Identify immediate needs and opportunities for the 5-year plan that will directly contribute to broader long-term healthcare goals, including but not limited to:
    - Grant funding (rolling grants, RFPs, initiatives).
    - Community outreach efforts.
    - Mobile medical clinics.
    - Results-based accountability framework.
  6. **Consideration of Future Funding Opportunities:** Evaluate future funding opportunities ensuring the 5-year plan lays the groundwork for long-term sustainability and expansion.
  7. **Evaluation of Strategic Alternatives:** Evaluate alternative strategies, such as potential partnerships and funding sources, while considering any limitations imposed by lease agreements or other financial constraints. Focus on leveraging these alternatives to support the District's long-term healthcare goals.
  8. **Analysis of the Desert Healthcare Foundation:** Develop a strategy to enhance the role of the Desert Healthcare Foundation in supporting the District's long-term healthcare goals, exploring new opportunities for funding, partnerships, and collaborations.

## VI. DELIVERABLES

The consultant will provide expert support and guidance to assist the District in developing a comprehensive 5-year strategic plan (FY 2027-2031), while laying the foundation for a long-term strategic vision. This includes evaluating current strategies, engaging key stakeholders, assessing the District's financial situation, and ensuring the plans are actionable, aligned with community needs, and financially sustainable. The following deliverables are aligned with the scope of work:

- **Document Review Summary:** A summary report of key findings from the review and analysis of relevant documents.

- **Timeline Development:** A detailed timeline outlining milestones and deliverables for the development of the 5-year strategic plan (FY 2027-2031), with clear intermediate goals and deadlines, as well as long-term planning considerations.
- **Board Workshop Materials:**
  - Materials for 6-8 facilitated Board workshops, guiding the Board through the development of both the 5-year strategic plan and long-term strategic goals. This includes draft plans, discussion guides, and actionable next steps.
  - Summaries of each workshop, documenting feedback, key decisions, and revisions made to the draft 5-year strategic plan and long-term goals.
- **Funding Opportunities Report:** a report providing a comprehensive evaluation to support the District's 5-year and long-term strategic goals, addressing both current and future needs, including:
  - **Assessment of Existing Funding Opportunities:** Analysis of the District's and Foundation's current funding sources, identifying gaps and making actionable recommendations to better align with strategic objectives.
  - **Future Funding Development:** Evaluation of future funding needs, including facilities and service development, ensuring the 5-year plan aligns with long-term sustainability.
  - **Strategic Alternatives and Partnerships:** Examination of potential strategic partnerships, including opportunities with organizations like Eisenhower Health, and strategies to maximize funding within the constraints of the District's lease agreements.
  - **Desert Healthcare Foundation Strategy:** A strategy to enhance the role of the Desert Healthcare Foundation in supporting the District's long-term goals, including leveraging funds for future partnerships and collaborations.
- **5-Year Strategic Plan (FY 2027-2031):** Develop a 5-year strategic plan with clear, actionable goals that align with the District's long-term vision. The plan will include measurable metrics, accountability measures, and benchmarks to track progress, along with high-level financial assessments to cost out both short-term and long-term strategies. The plan will also include an assessment of necessary staff additions to ensure the District has the appropriate resources to meet the demands of the strategic plan's implementation and long-term goals.
- **Community Outreach Sessions:** facilitate 2-3 community outreach sessions to gather feedback on the draft 5-year strategic plan and long-term goals, ensuring community input is integrated into the final plans and that they reflect the needs and priorities of the community.
- **Board and Committee Presentations:** Present the draft 5-year strategic plan, long-term goals, and financial strategies at a Board of Directors meeting and relevant Committee meetings. Following feedback from workshops, Board and Committee meetings, and community outreach sessions, deliver the final presentations at a subsequent Board meeting, ensuring all input is incorporated.
- **Bi-Monthly Check-Ins:** Conduct bi-monthly check-ins with District staff to provide progress updates, address concerns, and integrate feedback during the development of the strategic plan, long-term vision, and financial components.



## VII. FEE STRUCTURE

As part of the Request for Proposal process, the District requests a comprehensive breakdown of your proposed fees, including fixed-price milestones, along with any additional costs or expenses associated with completing the scope of work and corresponding deliverables. Additionally, the District requests that the rough draft of the strategic and financial plans be submitted by December 2025, with the final versions delivered by March 2026. Please include the following details in your proposal:

1. **Fixed-Price Milestone Fees:** Outline your proposed fixed-fee structure tied to key deliverables and milestones throughout the engagement. The District anticipates the following phases and requests an estimated cost for each phase:
  - **Phase 1: Discovery and Analysis:** Document review, healthcare landscape analysis, financial position review, and evaluation of the current strategic plan.
  - **Phase 2: Strategic Plan Development:** Timeline development, facilitation of 6-8 Board workshops, and drafting of the 5-year strategic plan (FY 2027-2031)
  - **Phase 3: Community Engagement and Feedback:** Facilitation of 2-3 community outreach sessions to gather feedback on the draft strategic plans
  - **Phase 4: Draft Plan Delivery (December 2025):** Deliver the rough draft of the 5-year strategic plan and long-term vision, including detailed financial components that outline the cost of implementing the strategies. This will be accompanied by a presentation to the Board and relevant Committees.
  - **Phase 5: Final Plan and Presentation (March 2026):** Deliver the Final 5-year strategic plan and long-term vision, including detailed financial components that outline the cost of implementing the strategies. This will be accompanied by a presentation to the Board.
2. **Additional Expenses:** Provide a breakdown of any anticipated out-of-pocket expenses you foresee incurring during the project (e.g., travel, printing, meetings), and explain how these will be billed. Such expenses should be billed at cost, with prior approval from the District.
3. **Payment Schedule:** Specify your preferred payment schedule, including when invoices will be issued for each milestone and the terms for payment.

## VIII. DISTRICT DOCUMENTS

The following documents can be found on the District's website at [www.dhcd.org](http://www.dhcd.org):

1. 1997 Hospital Lease
2. 2027 Hospital Lease Purchase
3. FY21-26 Desert Healthcare District and Foundation Strategic Plan
4. 2023 Community Clinical and Social Needs Assessment (Huron Report)
5. CVEP/Desert Healthcare District Study: The Regional Economic Impacts of DHCD's Community and Clinical Social Needs Goals and Recommendations Implementation
6. Grantmaking Policies and Procedures
7. California Health and Safety Code