



**CAMBRIA COMMUNITY HEALTHCARE DISTRICT
SPECIAL BOARD MEETING ANNOUNCEMENT**

Strategic Planning Workshop

September 20, 2021 at 9:00 am (PDT)

A special meeting of the Cambria Community Healthcare District Board of Directors will be held at The Old Grammar School - CUSD Classroom 12, 1350 Main Street in Cambria on Monday, September 20th from 9:00 a.m. to 12:00 p.m.

Public comment is invited on any item.

The Cambria Community Healthcare District monthly agenda and minutes are available at www.cambria-healthcare.org. Any changes or additions to the agenda will be posted at the District Office and on the District website.

Members of the public wishing to address the Board on matters other than scheduled items may do so when recognized by the Chair. Presentations are limited to a maximum of three minutes per person.

Note that while board members may not engage in dialog with the public during the board meeting, individual members may choose to incorporate an answer to a question posed by the public during their discussion of an agenda item.

AGENDA

A) OPENING

- 1) Call to order
- 2) Pledge of Allegiance
- 3) Establishment of a quorum

B) PUBLIC COMMENT FOR ITEMS NOT ON THE AGENDA

Members of the public who wish to address the Board on matters other than scheduled items may do so when recognized by the President. Presentations are limited to a maximum of three minutes per person.

C) REGULAR BUSINESS

- 1) Review of the 2019-2021 Strategic Plan.
- 2) Modifications for the 2021-2022 Fiscal Year.
- 3) Goals.

D) DECLARATION OF FUTURE AGENDA ITEMS

E) ADJOURNMENT

The next regular meeting of the Board of Directors of the Cambria Community Healthcare District will be held on September 28th at 9:00 a.m. at The Old Grammar School Board Room - 1350 Main St, Cambria, CA 93428.



Cambria Community Healthcare District Strategic Planning

Discussion Draft

May 15, 2020

Our Community



- A combined population of over 7,000 residents.
- An economy dominated by tourism -- 1.5 – 2 million visitors per year
- Median resident age of 61.7 years*
- 50-minute drive to San Luis Obispo and 40-minute drive to Paso Robles
- Cambria has one 65-year-old family physician, as well as a Federally Qualified Health Clinic (FQHC) staffed by a nurse practitioner serving low income individuals. The nearest hospitals are in Templeton and San Luis Obispo.

*American Community Survey 2018

To improve the health of District residents and visitors by providing emergency services, enhancing access to care and promoting wellness



What does success look like?

“What” are we trying to do?

Emergency Services

- Delivering the highest possible level of service as measured by:
 - Response times
 - Robust capabilities
 - Patient satisfaction
 - Patient outcomes
- Preparing our community for potential disasters (e.g., CERT) and assisting in disaster response (e.g., COVID)



Access to Care

- Ensuring basic medical needs can be met locally, if possible
 - Primary care
 - Mental health
 - After hours/urgent care
 - Ancillary services (e.g., lab testing)



Wellness Promotion

- Advocating for and facilitating availability of wellness enhancing services
 - First aid training, CPR, etc
 - Wellness education (e.g., fitness, nutrition, stress reduction)
- Reducing health disparities (economic, racial, etc)

What strategies will we need to deploy?

“How” are we going to succeed? (SMART – Specific, Measurable, Achievable, Realistic and Time Based)

Emergency Services

- Maintain response time at or less than 10 minutes
- Strategy #2
- Strategy #3
- Strategy #4



Access to Care

- Partner with third party to bring primary care, ancillary care and after hours to Cambria – New provider by 2021
- Identify needs and potential solutions for mental health service access
- Strategy #3
- Strategy #4



Wellness Promotion

- Train XXX high school students and community residents in various areas of first aid
- Offer/arrange for xx wellness programs
- Complete study of health disparities
- Strategy #4



People

Employee Satisfaction

Recruiting and Retention

Continuous Education

Competitive Compensation and Benefits



Financial

Maintaining an Operating Margin of XX%

Maintaining a Reserve Account of \$XX

Securing Access to Needed Capital



Data/ Information

Response Times

Community Needs

Patient Satisfaction

Patient Outcomes

Health Disparities



Enabling Strategies

Completing the Plan

- Objectives and strategies should be assigned to individual leaders
- Deadlines should be established
- Resource requirements should be identified and brought back to the Board
- The strategic plan should then be integrated with a financial and capital plan
- There should be continuous monitoring
- The strategic planning process is continuous

	Objectives ("What")	Strategies ("How")	"When"	"Who"
Emergency Services				
Access to Care				
Wellness Promotion				
People				
Financial				
Data				

Category	Objective ("What")	Strategies ("How")	Lead Responsibility	Team Members	Resource Requirements	Projected Completion
Emergency Services	Delivering the highest possible quality of service as measured by:		Mike McDonough	Tim, Iggy Fedoroff		Ongoing
	Maintaining a response time of not more than 10 minutes	Monitor monthly and implement corrective action where appropriate	Mike McDonough	Tim		Ongoing
	Having robust capabilities (personnel and equipment)	Identify and fill gaps in personnel training	Mike McDonough	Tim		
		Prepare 5 year capital plan including only prioritized items	Tim	Mike McDonough, Bill Rice	n/a	May, 2021
	Delivering high quality care onsite and in transit	Monitor adherence to established protocols	Mike McDonough	Tim	Data	
		Identify measurable standards for quality				Quality metrics to be developed by December
		Solicit feedback from local hospitals and government agencies 2x per year to identify areas for improvement	Mike McDonough			
Access to Care	Enhance choice for basic medical needs, including primary care, after hours/urgent care, ancillary services and mental health)	Evaluate various strategies (e.g. partnering with third party, versus building and operating directly, etc) for bringing primary care, ancillary care and/or after hours to Cambria and determine the optimal plan for proceeding	Cecilia Montalvo	Laurie Mileur	"Gap" between projected revenue and expenses for stand-alone primary care model with 1.5 provider FTE is \$600k/year 1 and ~\$150k/yr ongoing	New Provider in 2022
		Update community needs assessment in partnership with the County to identify other needs including wellness and mental health	Cecilia Montalvo	Laurie Mileur		

Category	Objective ("What")	Strategies ("How")	Lead Responsibility	Team Members	Resource Requirements	Projected Completion
Wellness Promotion	In coordination with the County, advocating for and facilitating availability of wellness- enhancing services, including (1) First aid training, hand-only CPR, etc and (2) Wellness education (e.g., fitness, nutrition, stress reduction) with a sensitivity to cultural differences and special needs populations (e.g., the disabled)	In partnership with San Luis Obispo (SLO) County Public Health and local community organizations, CCHD will organize and facilitate educational opportunities including virtual or in-person group classes, workshops, and guest speakers to address four key components of the SLO County Health Department plan (2013-2023) 1. Chronic Disease and Health Behaviors 2. Injury Prevention 3. Infectious Disease 4. Social and Emotional Health	Laurie Mileur	Tim, Mike McDonough	SLO County Public Health; local healthcare, fitness and wellness providers; and community organizations & clubs	
	Coordinate with SLO County and local community leaders and agencies to maintain communications, and to develop strategies for meeting the health-related needs of district residents as it relates to COVID 19, including mask distribution, vaccine deployment, etc.	TBD	Cecilia Montalvo, MikeMcDonnough	All		

Category	Objective ("What")	Strategies ("How")	Lead Responsibility	Team Members	Resource Requirements	Projected Completion
People	Maintain high levels of employee satisfaction, successfully recruit and retain employees, offer competitive compensation and benefits and continuing education	Identify tool for measuring employee satisfaction (enabling improvement goals)	Mike McDonough		TBD	Calendared for December, 2020
		Establish an objective for staff vacancy rate	Mike McDonough			
Finance	Manage finances in a prudent manner	Achieve budgeted level of cash flow for 2020	Bill Rice	Mike McDonough	n/a	
		Prepare draft operating budget for new fiscal year and submit to Finance Committee by April 30 each year	Mike McDonough	Bill Rice	n/a	
		Complete 5 year prioritized capital plan and identify sources of funding		Tim, Mike McDonough		
		Bolster philanthropic capabilities	Establish fundraising goal for Trust	TBD	Iggy Fedoroff, Mike McDonough	
		Develop philanthropy plan	TBD	Board of Directors		
Data	Acquire data that is not currently available in support of strategic objectives	Employee satisfaction	Mike McDonough			
		Community needs assessment	Cecilia Montalvo	Laurie Mileur		
		Patient care quality onsite and in-transit Feedback 2 times per year from local hospitals and government agencies about areas for improvement	Mike McDonough Mike McDonough			