

Petaluma
HEALTH CARE
DISTRICT

Strategic Plan 2012 –2017

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I. Introduction

For over 60 years the Petaluma Health Care District (PHCD) has been a major leader and advocate for quality health care in Southern Sonoma County. The District, which owns Petaluma Valley Hospital (PVH) and leases its operations to St. Joseph’s Health Care System of Sonoma County, is an active landlord and voice for the healthcare needs of the community.

The health care environment is more challenged today than ever before. This combined with the economy and changing community demographics requires new and innovative solutions to how the Petaluma Health Care District can best use its influence, expertise and resources to continue its leadership and advocacy role on behalf of the community.

II. The Strategic Planning Process

Strategic Planning is a key leadership and planning tool for strengthening and providing direction to keep an organization viable. The strategic plan sheds light on an organization’s unique strengths and relevant weaknesses, enabling it to pinpoint new opportunities. It requires all stakeholders have a shared vision, one that includes an understanding of the environment, of the issues to be addressed and a collaborative approach to solutions through agreed upon actions. Strategic planning provides the organizational road map for moving forward.

In August of 2011, the Petaluma Health Care District Board, CEO and staff embarked on a formal strategic planning process to confirm the direction for the District and to reach agreement on measurable strategic priorities for 2012-2017. This decision was based on recognition of the importance of planning strategically to:

- Proactively respond to the community’s healthcare needs,
- Ensure the long term financial viability of the Petaluma Health Care District,
- Build support for Petaluma Valley Hospital within the communities that comprise the hospital’s primary service area.

The PHCD 2011 strategic planning process, which was facilitated by BK Consult, included the following steps:

Steps in the Strategic Planning Process

Step 1	a.) CEO, Ramona Faith, inaugurates the strategic planning process with PHCD staff. b.) The CEO and representatives from the PHCD Board conduct a series of interviews with key community members to gather input. c.) BK interviews the PHCD Board of Directors in preparation for a planning retreat.
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Step 2	Background information and data are assembled for use in the PHCD strategic planning retreat.
Step 3	A strategic planning retreat is held in which participants confirm the mission, vision and values of the Petaluma Health Care District, describe the internal and external environment, and identify and prioritize major issues to address in the planning process.
Step 4	The PHCD Board convenes to review and complete the first draft of the strategic priorities.
Step 5	The CEO and Management Team draft the Implementation Plan.
Step 6	The Strategic Plan and Implementation Plan are submitted to the PHCD Board for review, discussion and approval.

III. The Petaluma Health Care District Mission, Vision and Core Values

The PHCD Board reconfirmed the Petaluma Health Care District’s purpose (mission); articulated the legacy the District leaders strive for (vision) and defined the core values that guide all decisions.

The Petaluma Health Care District - Mission

The mission of the Petaluma Health Care District is to improve the health and well-being of our community through leadership, advocacy, support, partnerships and education.

The Petaluma Health Care District - Vision

The Petaluma Health Care District envisions

- A healthier community
- A thriving hospital
- Local access to comprehensive health and wellness services for all.

The Petaluma Health Care District – Core Values

We embrace and hold ourselves accountable to these core values.

<i>Collaboration</i>	We believe our strength comes from partnerships and collaborative community efforts. We recognize the ability to meet the health care needs of our community and fulfill our mission and vision is a shared responsibility.
<i>Commitment</i>	We commit to developing the financial and volunteer resources necessary to support community health and wellness. We honor follow through and commitments that are made to others.
<i>Dignity</i>	We engage in respectful communication in all interactions, striving to understand and incorporate diverse people and viewpoints.
<i>Excellence</i>	We demonstrate high standards of performance and seek excellence through continuous quality improvement. We create an atmosphere of trust and growth by providing feedback, coaching and recognition of achievement of others.
<i>Innovation</i>	We inspire a culture of innovation informed by data, best and promising practices, and thoughtful evaluation.
<i>Integrity</i>	We adhere to the highest ethical standards in all our professional and personal responsibilities. We demonstrate this through open and honest communication, addressing difficult issues and standing up for difficult decisions.
<i>Social Justice</i>	We commit to the health and well-being of all members of our community and advocate for those who are most vulnerable or in need.

III. External Conditions and Trends

The PHCD strategic planning process highlighted key trends, conditions, and opportunities impacting the environment in which the Petaluma Health Care District operates.

- **System Wide Health Care Services** – The future of Petaluma Valley Hospital, its financial stability, and its relationship with St. Joseph Health System to work together offers potential opportunities, yet the future remains unclear with the conclusion of the lease in 2017. In addition, there will be a large influx of newly insured people and more patients with complicated medical profiles, including a growing population of seniors, and an increase of the number of people with chronic diseases.
- **Health Care Reform and the Economic Climate** - Health Care Reform (HCR) is expected to bring significant changes to the Sonoma County health care delivery system. Many aspects of health care reform will drive changes in the collaborative relationships already at work: payment systems, cost effectiveness, accountability, quality of care and technology. Health care reform and the uncertainty of its future raise concerns for the

PHCD. The economy also offers challenges for families and for agencies, as state and federal cutbacks, cuts to reimbursement and other budget decisions leave families, individuals and institutions struggling, especially given the high cost of living in Sonoma County.

- **Relationships with Other Providers** – The PHCD would benefit from strengthening collaboration with key health providers in the region including physicians, the Petaluma Health Center, St. Joseph Health System, Kaiser Permanente, and other hospital systems. Given the PHCD’s commitment to collaboration, these circumstances can encourage building closer relationships, foster information sharing and working together to strengthen health care services in Southern Sonoma County that minimize the need to travel out of the community for care.
- **Community Leadership and Engagement** – Sonoma County’s leadership has embraced the social determinants of health, such as income, access to healthy activities and healthy food, safety, etc. Leadership has come together to address these social determinants through countywide initiatives, such as Health Action. Health Action is a collaboration of public and private leadership and the community as a whole to respond to social determinants “upstream” with the vision of making Sonoma County the healthiest county in California by 2020. Its first initiatives are to increase access to healthy food (iGrow), promote physical activity (iWalk) and ensure a medical home (that is patient centered) for everyone (iCare). The PHCD is ideally positioned to be a leader in the conversation about healthy communities and health care reform and lead the Southern Sonoma regional efforts underway elsewhere in Sonoma County. The community in Southern Sonoma County already participates in community benefit and social justice efforts and the PHCD could capture or harness that participation into community wellness efforts.

IV. Petaluma Health Care District Strategic Priorities 2012-2017

The PHCD Strategic Plan Initiatives focus on Petaluma Valley Hospital, on optimizing and leveraging the District assets, on demonstrating leadership in promoting wellness throughout the community, and on strengthening partnerships and pursuing collaborative opportunities. The PHCD infrastructure sustains these efforts through governance leadership, financial stewardship, and clarity and consistency in all practices.

Strategic Priority	Goal
Petaluma Valley Hospital	Ensure continued presence of a high quality, community based hospital.
Community Health	Position the Petaluma Health Care District as a leader and resource for community health, wellness and prevention.
Collaboration and Partnerships	Strengthen and improve the health care services and programs available in the area served by Petaluma Health Care District and the surrounding region.
Financial Sustainability	Build a firm financial foundation with long-term revenue streams to promote community health and to protect the presence of necessary health facilities in the community.
Infrastructure Development	Strengthen organizational quality, effectiveness and efficiency.

STRATEGIC PRIORITY - Petaluma Valley Hospital

It is the strategic goal of the PHCD to provide residents of its primary service area the full range of healthcare services within the hospital’s financial capability and clinical competence and minimize outmigration of area residents for health care services. The PHCD strives to maintain and develop an attractive, modern, appropriately equipped physical plant. The PHCD will continue to work closely with SJHS to assure that the facility and services provided are excellent, and that the relationship between the two organizations is effective.

At the conclusion of this strategic plan (2017), the current lease with SJHS will end. The rationale for this goal is to ensure that PHCD’s key constituencies, staff members, community leaders and area residents share a common understanding of where the hospital should be in five years.

Strategic Priority

Goal: Ensure continued presence of a high quality, volume appropriate hospital serving all residents of Southern Sonoma County.

Objectives

- 1.1. Determine the future state of Petaluma Valley Hospital in 2017.
- 1.2. Determine confidence level for public support for Petaluma Valley Hospital.
- 1.3. Research development opportunities for PVH campus.

STRATEGIC INITIATIVE - Community Health

PHCD seeks to impact health through improving the local health care system and focusing resources on prevention. The PHCD wants to increase community involvement in positive changes toward healthy lifestyles choices, through information, and resource sharing. This priority explores the opportunity for the PHCD to work with other community partners to create a model for health and wellness, a community resource that involves people in a range of activities around health and wellness, offering classes and support groups, and building on community projects such as Health Action's iGROW and iWALK.

Strategic Priority

Goal: Position the Petaluma Health Care District as a leader and resource for community health, wellness and prevention.

Objectives

- 2.1. Strengthen and expand PHCD capacity as a community resource for health, wellness and prevention.
- 2.2. Expand access to wellness services in Petaluma.

STRATEGIC PRIORITY - COLLABORATION AND PARTNERSHIPS

Rationale

PHCD will develop its leadership role by convening, fostering and promoting collaborations with other organizations, county agencies and social services to address the critical issues identified in Southern Sonoma County. Health Care Reform creates new possibilities and promotes collaboration among providers and services. PHCD wants to be integral to the successful transition into Health Care Reform for the Southern Sonoma County community.

Strategic Priority

Goal: Strengthen and improve the health care services and programs available in the area served by Petaluma Health Care District and the surrounding region.

Objectives

- 3.1. Establish the Petaluma Health Care District as a major presence in regional health care efforts.
- 3.2. Optimize the relationship with the Petaluma Community Foundation.
- 3.3. Establish Petaluma as a Heart Safe Community.
- 3.4. Facilitate access and availability to healthcare services and programs for District residents.

STRATEGIC PRIORITY - Financial Sustainability

Rationale

The Board has a firm commitment to the financial stability and sustainability of the District with the intent to pursue all available funding or investment opportunities and to use creativity in employing all available resources. The PHCD could expand services with business models that include maximizing real estate properties, expanding current business services and programs, and exploring opportunities to create an integrated health and wellness model aligned with PVH and local physicians that could meet the needs of the community for both acute and prevention services.

Strategic Priority

Goal: Build a firm financial foundation with long-term revenue streams to promote community health and to protect the presence of necessary health facilities in the community.

Objectives

- 4.1. Identify revenue generating opportunities that maximize assets and align with the District mission and priorities.
- 4.2. Leverage existing PHCD businesses.

STRATEGIC PRIORITY – Infrastructure Development

Rationale

The Petaluma Health Care District wants to be recognized by the community and other health care districts as an innovator and health and wellness resource in our community and to be considered a great place to work. This initiative recognizes the critical importance of governance leadership and organizational effectiveness in promoting the understanding of the community health and wellness needs, in aligning resources to meet those needs, and in committing to excellence in all that we do. The board and staff commit to working together in constructive partnership to provide the needed leadership, resources and infrastructure to move forward strategically and thoughtfully in today's challenging environment.

Strategic Priority

Goal: Strengthen organizational performance and effectiveness.

Objectives

- 5.1. Ensure HR policies are defined and consistent.
- 5.2. Ensure fiscal policies are defined and current.
- 5.3. Develop a marketing, communication plan.
- 5.4. Create a healthy workplace environment where staff function at their highest potential, are engaged and satisfied.
- 5.5. Continually strengthen the PHCD governance leadership.