



## VHCD Strategic Plan Visioning Summary

### Executive Summary

In 2023, the Vashon Health Care District undertook a process to arrive at its strategic plan. The planning process was intended to validate the District's Mission, clarify its Vision, and lead to the development of an implementable strategic implementation process to become part of the District's ongoing operations.

This document is intended to 'tell the story' of the development of a strategic framework to assist the District in furthering its mission in the community. A significant amount of time and discipline has been spent by the District leadership in ensuring its role in the community is valuable and focused on what is important.

At the center of the process and the outcomes is a spirit of **listening**. Listening to the community's needs, hopes and concerns in a transparent way. This listening, and the resulting process and outcomes has brought the District to a place of focus that informs its future direction. The 2 most critical outcomes of this work have been the establishment of a consensus vision statement and a set of objectives.

The vision statement is: ***We are accountable for individual and community health through partnerships and collaboration.*** This vision represents the awareness of the District's Commissioners that while they hold a representative responsibility to their constituents to serve the health needs of the community, they also owe an inclusive, transparent, collective effort to both identify and implement objectives.

After developing a vision, criteria, and evaluating a number of alternatives developed from their research and community listening, the District will be focusing on 3 primary areas of strategic interest: ***Primary care reserve fund, acute/urgent care access, and behavioral health.***

The final part of the document focuses on integrating the strategic objectives into the District's operating and leadership work. While these objectives are being pursued, it's important for the District to establish a framework for continued evaluation of these objectives and continue to evaluate additional strategic opportunities into the future.



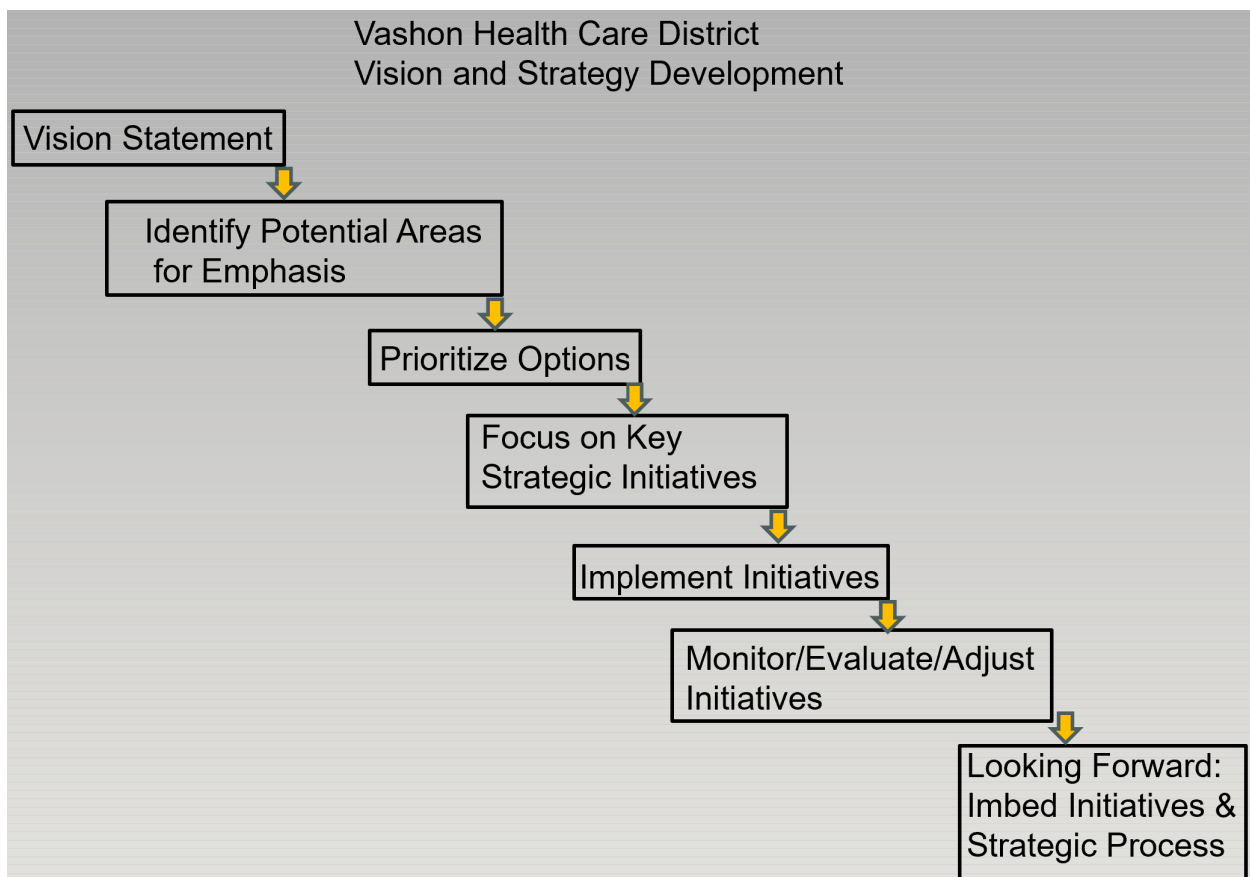
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### The Plan

#### The Framework

With the framework established through this process, the District can move forward in a way that connects strategy to its daily work.

In general, this process followed the sequence of events below:





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### 1. Confirming the Mission

As a starting point to the process, the District confirmed its commitment to the following Mission Statement:

***The mission of the Vashon Health Care District is to promote and maintain the health of the residents of Vashon and Maury Islands by supporting accessible quality health care through community partnerships, shared decision-making, transparency and responsible stewardship of resources.***

While the circumstances of the District's strategic responsibilities have changed, the commissioners felt strongly that the core mission remained and was not fully realized.

### 2. Developing a Vision

The District invested a significant amount of time in developing a comprehensive vision statement.

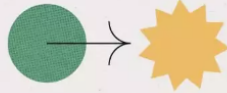
The reasons for developing a vision were threefold:

1. Healthy organizations routinely validate (and potentially adjust) their vision to reflect current and expected market conditions.
2. The change in the underlying relationship between the District and the largest on-island primary care provider represented such a change in market conditions, and
3. To provide a positive backdrop for strategic initiatives and resource allocation (resource allocation being the most tangible reflection of vision).

In pulling together a vision statement, the District understood some primary attributes to be included:



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### Ambitious

Your vision statement should be a challenge that your team must strive to achieve.



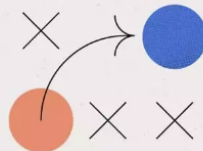
### Feasible

Keep your vision statement within the realm of feasibility—not easy, but not impossible.



### Broad

All of your company's goals should fit under the wider umbrella of your overall vision.



### Strategic

Describe an ideal future that's relevant to your company and makes sense as part of your brand.

From a process standpoint, the District requested each of the commissioners to draft their own vision statement for the District based on their own experiences and perspectives, and those of the many of their neighbors that they sought to properly frame the new paradigm in which the District found itself. These were then presented at a strategic planning retreat. Once presented, the Board spent time with open dialogue to understand the elements of each statement, looking for common themes, words, and phrases, and for a central sense of meeting its mission.

Distilling the draft vision statements into a consensus statement led to the following:



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***We are accountable for individual and community health through partnerships and collaboration.*** Taking accountability, seeking both broad (serving the many) and deep (being most impactful to those served) health needs to address, centering inclusion and communication, and sharing decision-making and implementation to maximize effectiveness and appropriateness represents where the District sees its best focus.

### 3. Developing Criteria for Identifying Strategic Objectives

With the vision in place, the District then turned its attention to developing a set of criteria by which potential strategic objectives would be identified, evaluated and prioritized. By focusing on key themes, words, and phrases identified in the Listening and Visioning process, the Board identified a handful of criteria it would use in this evaluation. The criteria included:

- **Primary Care Focused**
- **Collaboration**
- **Stewardship**
- **Equity**
- **Communications**
- **Advocacy**
- **Education**
- **Social Determinants of Health**
- **Innovation**
- **Expanded Health Care**

The next step was to understand that each of the above criteria does not carry the same weight in an evaluation – some of them are more central to the District’s vision. To develop a sense of weight to these, the Board used a ‘forced choice’ exercise to systematically compare each criterion to the others. In the end, these criteria were weighted as follows:



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#### 4. Developing & Prioritizing Potential Objectives

With the criteria in hand, the District then set about identifying a number of potential areas for development. Traditionally, this would start with a formal ‘needs assessment’ which would involve significant outcome data research and interpretation. While an ongoing needs assessment is still of long-term interest to the District, it was felt other means of creating some options in the short term would serve to direct the District’s goals. In part, this was from historical data in terms of demographics and utilization. In addition, the District held many “listening sessions” where they invited the community to provide their opinions and feedback as to where the district would be the most impactful – and also which would support the mission and vision of the District. Finally, the District reached out to specific stakeholders in the community with whom they have collaborated over the past 3 years to gain insights into potential issues for consideration. A summary of the information gathered from these sessions can be found in Exhibit A attached.

The initial list of options to be considered included:



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- A. Develop a Primary Care Reserve Fund in case the island found itself without a primary care provider
- B. Acute/After Hours Care – increasing access to urgent/episodic care
- C. Behavioral Health Services
- D. In-Home and Aging in Place
- E. Healthcare Navigator/Ombudsman
- F. The Social Determinants of Health
- G. Alternative Funding Development
- H. Dental Health Services
- I. Digital Health

For each of these options, an SBAR (Situation, was developed to outline the specific issues being addressed. These SBAR documents can be found in Exhibit B attached.

The options were then evaluated using the criteria developed above. The evaluation of those options lead to the following analysis:

Vashon Health Care District			Primary Care Focused	Collaboration	Stewardship	Equity	Communications	Advocacy	Education	Social Determin of Health	Innovation	Expanded Health Care
Objective #	Objective	Description										
1	Reserve Fund (Primary Care Safety Net)	Establish a financial safety net for primary care on island	X		X							
2	After hours Care	Access to episodic (urgent) care after hours/weekends	X	X	X	X					X	X
3	Behavioral Health	Improve access to ambulatory behavioral health services	X	X	X	X	X	X		X		
4	In-Home Care & Aging In Place			X	X	X	X	X	X	X	X	X
5	Health Resources to make informed decisions.	Comprehensive info to all islanders re: available services and how to access them	X	X		X	X	X	X		X	
7	Ensure adequate oral health resources available to island residents			X		X			X	X		
8	Community Well-Being	ID gaps in SDOH relevant to health				X	X	X	X	X	X	
9	Resource Development	Develop private funding complement to tax base for expanded vision development			X			X			X	X
10	Digital Health											

### Prioritization & Focus

After significant analysis and discussion, the District felt there were 3 priorities that should be the focus of the district’s strategic initiatives:

- **PC Reserve Fund**
- **Acute/After Hours Care**



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- **Behavioral Health**

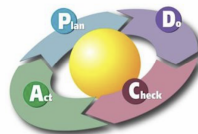
### 5. Pivot to Implementation

With the strategic focus identified, the District set about to organize a committee structure to provide the necessary resources and to clarify objectives and deliverables. Each of the areas of strategic importance has developed a charter to help define its focus. The individual charters for each of the committees can be found in Exhibit C at the end of this document.

Among items defined and clarified in the charters include:

- **Purpose**
- **Membership**
- **Governance**
- **Cadence**
- **Deliverables**
- **Project Plan**
- **Dashboards**
- **Communication**

### 6. Roadmap Going Forward



As the District looks to incorporate the strategic process into its routine business cycle, it mirrors the classic P-D-C-A cycle (Plan-Do-Check-Act) for process improvement. The intent is to have an ongoing approach whereby the objectives are being reviewed/evaluated/adjusted to ensure they are still what the District wants to support. In the end, the best indicator of priorities is in resource allocation. The strategic objectives must be integrated into the annual budgeting process. The following Strategic Planning Schedule depicts the expected cadence for strategic activities of the District:





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VASHON HEALTH CARE DISTRICT												
Strategic Review Calendar												
	-----QUARTER 1-----			-----QUARTER 2-----			-----QUARTER 3-----			-----QUARTER 4-----		
Activity	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Review</b>												
Updates from Work Groups	X	X	X	X	X	X	X	X	X	X	X	X
Quarterly Review (reprioritize)				X					X		X	
General Review of New Opportunities							X	X	X	X	X	
Annual Report											X	
<b>Prioritize</b>												
Monthly Check In	X	X	X	X	X	X	X	X	X	X	X	X
Revisions/Additions			X				X		X			X
Set next year priorities						X	X	X	X	X		
Report Priorities											X	
<b>Budget</b>												
Quarterly \$ Track	X				X			X			X	
Develop next year budget							X	X	X	X	X	X
<b>Budget Approval</b>												
Internal Review						X			X		X	X
Draft Submission										X		
Public Input											X	
Adoption												X
Final Approval/publication												X

**Review/Evaluation** – Ongoing and continuous evaluation of the objectives will be provided by the committees to the District Board at every Board meeting (currently 2 times per month). Each committee has established a dashboard to provide ongoing feedback regarding progress against the workplans established in the charters. The emphasis is on real-time and ongoing evaluation, allowing adjustments to be made along the way. With Dashboards being provided monthly, a more in-depth quarterly status report will be provided to the District. The quarterly reports will be an opportunity to evaluate the progress of each initiative and determine if it is still aimed at the District’s goals. New strategic opportunities will be brought forward to the Board in Q3 of every year, so that changes can be incorporated into the annual budget process for prioritization and funding. Smaller, incidental, unanticipated and/or emergent opportunities will be continuously, transparently monitored and placed within proper perspective to the strategic framework. Finally, an annual report of all strategic initiatives should be provided to the Board and the Community.

**Prioritization/Re-Prioritization** – The intent is to continuously be evaluating the efforts against the goals – and to ensure the strategic initiatives are on track toward the vision elements. This would be primarily done quarterly. Once per year, it would be beneficial for the district to re-affirm their vision statement and the priorities being funded – best done through the annual budget



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allocation cycle. Looking forward, the District will be faced with balancing the progress of the current initiatives against the prospect of new initiatives identified throughout the year. The goal is to have any adjustments to the current plans identified. If the workplans are not manifesting the anticipated outcomes, each plan can be evaluated to confirm it is still a priority of the District.

**Budget** – As the District’s fiscal year approaches, the idea is that any adjustments to the current work, and potential new opportunities, will be incorporated into the annual budget plan. This includes any operating, as well as capital expenditures. Quarterly tracking of the financial performance (expenditures) against plan will serve the district well. In addition, the annual budget cycle will represent the culmination and synthesis of all the strategic initiatives being considered and/or continued.

**Secondary Priorities & Unsolicited Opportunities** – It is fully expected the District will be faced with opportunities from the community which will require the District to evaluate if they should be added to the current set of commitments. Some may come from within the District, while others will come from the community. Unsolicited opportunities will require a policy-driven approach to how the District anticipates processing these.

**Defining/Confirming/Adjusting Outcomes** As stated earlier in this document, the initial determination of areas of strategic emphasis was the synthesis of many listening sessions, as well as baseline demographic information. While this produced a solid set of priorities, the district would benefit by the establishment of a ‘needs assessment’ framework to add to the continued listening to the community. This should provide additional rigor to the data set and could provide an objective baseline against which to measure the impact of the District’s strategic initiatives.