PO BOX 213, Vashon WA 98070
vashonhealthcare.org

VASHON HEALTH CARE DISTRICT

STRATEGIC PLAN

2026–2028

Revised and Adopted 10-23-2025

I. Introduction

The Vashon Health Care District (VHCD) Strategic Plan for 2026–2028 establishes the District's priorities, operating framework, and resource strategy for advancing community health in a volatile and evolving health care environment.

This plan builds on the District's foundational work since its creation and reflects lessons learned through rapid system change, funding uncertainty, and increasing demand for integrated health and social services.

II. Mission, Vision, and Values

Mission

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.

Vision

The District is accountable for **individual and community health** through partnerships and collaboration.

Values

VHCD's work is grounded in:

- Accountability
- Collaboration
- Equity
- Transparency
- Responsible stewardship
- Community partnership

III. Historical Context

Origins (2019–2020)

The Vashon Health Care District was established by voters in November 2019 to:

- Assess unmet health care needs
- Enhance existing services
- Sustain local health care through public funding

The District's first priority was maintaining primary care services during a period of provider instability, achieved through contracting with Sea Mar Community Health Centers prior to the District's first levy.

Stabilization and Transition (2021–2022)

The District focused on:

- Subsidizing and stabilizing primary care
- Paying down initial operational debt
- Acquiring property for a future clinic site

In late 2022, Sea Mar transitioned to independent operations, prompting renewed strategic planning and partnership development.

Strategic Expansion (2023–2025)

The District adopted three core strategic priorities in 2023:

- Primary Care Sustainability
- Urgent Care
- Behavioral Health

In 2024–2025, the District expanded services to include:

- Youth behavioral health
- Mobile urgent care
- Vulnerable adult and senior services
- Medical vouchers and compassionate care

These expansions occurred amid increasing funding volatility at the federal, state, and county levels.

IV. Strategic Planning Framework (2026–2028)

Strategic Pillars

The Strategic Plan is organized around four continuing strategic pillars:

1. **Primary Care Sustainability**
2. **Urgent Care**
3. **Behavioral Health**
4. **Vulnerable Populations**

These pillars guide all program development, funding decisions, and performance evaluation.

V. Emergency Planning Overlay

Recognizing ongoing instability in public health funding and service delivery systems, the Strategic Plan incorporates an **emergency planning overlay**. This overlay is designed to:

- Monitor funding changes at all levels of government
- Assess potential service disruptions
- Inform reserve usage and prioritization

- Shape adaptive strategic decision-making

Emergency planning is integrated into all work groups and financial planning processes.

VI. Strategic Goals (2026–2028)

The District's overarching goals for the 2026–2028 period are to:

1. **Maintain and strengthen existing programs**
2. **Expand services within core strategic priorities**
3. **Develop infrastructure for adaptability and resilience**
4. **Improve needs assessment and prioritization capacity**
5. **Manage financial resources responsibly while maintaining adequate reserves**

VII. Organizational Structure

Superintendent-Led Operations

District operations are directed by the Superintendent, under policy guidance and oversight from the Board of Commissioners.

Work Groups

VHCD organizes its work through advisory work groups that support the Board and Superintendent. These include:

Programmatic Work Groups

- Medical Health Services
- Behavioral Health Services
- Social Health Services

Operational / Administrative Work Groups

- Finance
- Strategic Planning (Committee of the Whole)
- Governance (Committee of the Whole)

Hybrid Work Group

- Outreach

All work groups are advisory in nature and operate under Board-adopted governance policy.

VIII. Performance Measurement Framework

Projects and priorities are evaluated using three integrated indicators:

Quality

- What is delivered, how it is delivered, and why
- Evidence-based practices
- Partnerships and collaboration
- Priority of necessity

Access

- Who is served
- Breadth and depth of access
- Equity across populations

Efficiency

- Cost and affordability
- Sustainability
- Responsible resource utilization

IX. Financial Strategy and Reserves

Emergency Reserve Structure

The District maintains a consolidated emergency reserve consisting of:

- **$1,000,000 active emergency reserve**
- **Approximately $600,000 passive reserve** (unused levy capacity)

Funding Categories

Funds are managed across three levels:

- **Reserved** – Broad contingency categories requiring Board authorization
- **Allocated** – Budgeted program or operational categories
- **Authorized** – Contracted or Board-approved expenditures

Contracts are streamlined to align with fiscal years and avoid ad hoc extensions.

X. Strategic Priorities by Area

Medical Health Services

- VIFR Mobile Integrated Health partnership
- Continuation of urgent care services
- Development of a coordinated health care network
- Monitoring primary and secondary care access

Behavioral Health Services

- Youth behavioral health programs
- Adult behavioral health services
- Trauma, crisis, and community access to therapy
- Ongoing needs assessment

Social Health Services

- Case management and care navigation
- Medical voucher and compassionate care programs
- Housing security support
- Transportation access
- Community Circles

Outreach

- External communications and public information
- Partner coordination
- Community engagement events
- Emergency communications

Finance

- Budget and levy development
- Cash flow oversight
- Reserve management
- Audit and financial reporting

XI. Governance and Strategic Oversight

The Board of Commissioners retains all governing authority and oversees:

- Strategic direction
- Financial stewardship
- Policy adoption
- Superintendent evaluation

Strategic planning and governance functions are carried out by the Board as a whole, supported by staff and advisory work groups.

XII. Conclusion

The 2026–2028 Strategic Plan positions the Vashon Health Care District to remain **adaptive, resilient, and community-centered** in the face of uncertainty. By aligning strategy, governance, and financial stewardship, the District continues its commitment to accessible, integrated health care for all residents of Vashon and Maury Islands.