STRATEGIC INITIATIVES

2008 - 2012

LONG RANGE PLANNING COMMITTEE

BOARD OF DIRECTORS

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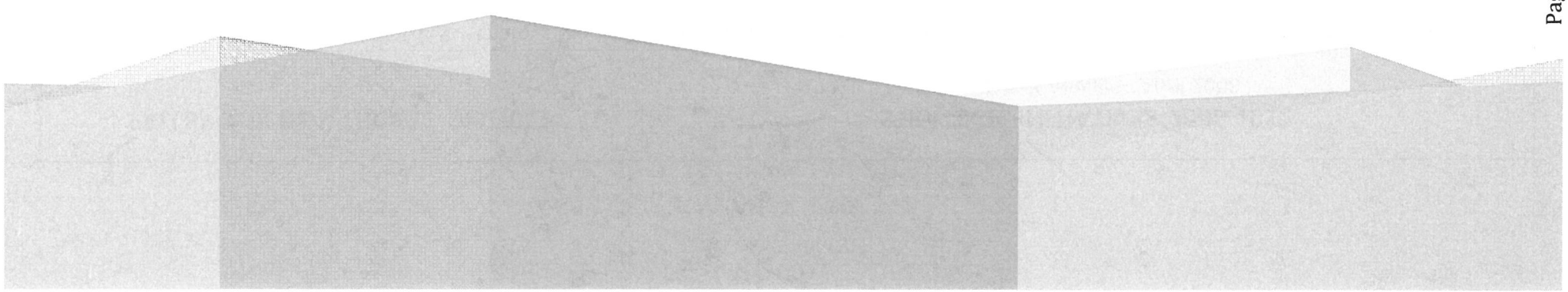
AUGUST 18 2008 - LRP COMMITTEE REVIEW



FALLBROOK HEALTHCARE DISTRICT	STRATEGIC INITIATIVES 2008-2012 Developed August – April 2008

GOAL 1: COMMUNITY AWARENESS - Improve the Community's understanding of the District's process to address healthcare needs.

STRATEGIES:

A. Use news releases and speaker bureau to increase the Community's awareness of what the District does to meet the Community's healthcare needs.

B. Assess the effectiveness of establishing an electronic and physical bilingual mailing list to inform the Community of planned, in process and completed District initiatives.

C. Solicit testimonials from District beneficiaries to highlight the impact of the District's commitment to the local community. (Use established forums: Rotary Club, etc.)

D. Perform a pre-and post-survey evaluation to assess the effectiveness of the aforementioned strategies in improving the Community's awareness of the services performed by the District.

GOAL 2: COMMUNICATIONS & COLLABORATION - Increase the understanding of the District's needs and challenges through better communications.

STRATEGIES:

A. Establish a quarterly newsletter that the District will mail to residents, highlighting new services, changes to current services, evolving healthcare industry pressures and proposed mitigating actions by the District.

B. Solicit participation of Fallbrook Hospital Corporation's key management in communicating steps being taken by the District to meet the healthcare needs of the Community.

C. Create a regular communication schedule between community providers of health services to better coordinate their combined efforts.

D. Include a "CEO Update" at one District public Board meeting per quarter.

GOAL 3: ASSET MANAGEMENT - Maximize the Return on Investment of District Assets

STRATEGIES:

A. Develop a 5 year revenue projection to include estimated operational expenses, **community healthcare programs (inclusive of community collaborative, health fair and the grant program)** allocations and investment objectives.

B. Identify capital investment opportunities that support the strategic plan objectives (land, buildings, equipment, etc.).

C. Coordinate capital investment plans with Fallbrook Hospital Corporation to ensure community needs are addressed.

D. Evaluate the reserve fund that addresses the Contingency Plan funding requirements

E. Develop qualitative and quantitative outcome measures to ensure community healthcare programs are providing the desired results (i.e., Health Fair, Community Collaborative, etc.).

GOAL 4: **COMMUNITY NEEDS** - Proactively identify evolving community needs

STRATEGIES:

A. Develop and use a Community Needs Assessment tool as a basis for identifying what needs are not addressed by the Community Healthcare Programs.

B. Assess what is the most effective forum for soliciting the direct input of community residents (i.e. mail, e-mail, phone, etc.)

GOAL 5: **INTEGRATED PLANNING** - Ensure for the continuation of needed healthcare services through active community integrated planning processes.

STRATEGIES:

A. Create and maintain a database of current providers to our Community.

B. Utilize information garnered from Goal 4 strategies (identifying needs) and provider database developed in Goal 5A-1 to attempt to facilitate the meeting of identified needs.

GOAL 6: **GRANT PROGRAM DEVELOPMENT** - .

STRATEGIES:

A. Establish a formal process for funding that balances the allocation of programs to be funded (e.g. startup vs. annuity)

B. Create a grant program development process that is transparent to changes in the District Board Leadership

C. Research opportunities to solicit outside grant funds that will complement the grants provided by the District (i.e. evaluate the appropriateness of hiring a grant writer to assist in soliciting grants)

D. Continue to measure the performance of grantees to ensure they are meeting expectations.

GOAL 7: **BOARD COMMITMENT** - Create a sustainable leadership culture of excellence that provides for continuity of the District's strategic initiatives .

STRATEGIES:

A. Assign to each District Board member direct responsibility for overseeing one or more of the established goals.

B. Actively engage with the community to perpetuate the District's mission and vision for the future. (FHD has no statement of Vision at this time.)

C. Transition individual assigned responsibility at the end of the term of office to ensure the successful implementation of the strategic objectives.

FALLBROOK HEALTHCARE DISTRICT

LONG RANGE PLANNING

Board Committee assignment for Development of Goal Initiatives April 7, 2008

GOALS:

1. COMMUNITY AWARENESS
2. COMMUNICATIONS & COLLABORATION
3. ASSET MANAGEMENT
4. COMMUNITY NEEDS
5. INTEGRATED PLANNING
6. GRANT PROGRAM DEVELOPMENT
7. BOARD COMMITMENT

BOARD COMMITTEES:

A.	COMMUNITY PROGRAMS –	Director Milt Davies
B.	GOVERNMENT & PUBLIC RELATIONS –	Director Gordon Tinker
C.	FACILITIES –	Director Roy Hiscock
D.	FINANCE –	Director Hollis Moise
E.	LONG RANGE PLANNING –	Director Dan Goldberg

ASSIGNMENT FOR DEVELOPMENT OF GOAL INITIATIVES NOTE: Assignment to Committees is done by the President of the Board and is subject to change when term of the Director is completed or terminated and/or as President of the Board determines necessary and appropriate.

GOAL	COMMITTEE	DIRECTORS
1 AND 2	GOVERNMENT & PUBLIC RELATIONS	GORDON TINKER, CHAIR MILT DAVIES
3	FACILITIES	ROY HISCOCK, MD, CHAIR HOLLIS MOYSE
3 AND 6	FINANCE	HOLLIS MOYSE, CHAIR ROY HISCOCK, MD
4	COMMUNITY PROGRAMS	MILT DAVIES, CHAIR
7	LONG RANGE PLANNING	DAN GOLDBERG, CHAIR

Support service to each committee is provided by Administrator Vi Dupre and General Counsel Blaise Jackson.

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 1**

GOAL 1: **COMMUNITY AWARENESS** - Improve the Community's understanding of the District's process to address healthcare needs.

STRATEGIES:

A. Use news releases, annual report and speaker bureau to increase the Community's awareness of what the District does to meet the Community's healthcare needs.

B. Establish an electronic bilingual communication link to inform the Community of planned, in process and completed District initiatives.

C. Solicit testimonials from District beneficiaries to highlight the impact of the District's commitment to the local community. (Use established forums: Rotary Club, etc.)

D. Perform a pre-and post-survey evaluation to assess the effectiveness of the aforementioned strategies in improving the Community's awareness of the services performed by the District.

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 1 STRATEGY A**

GOAL 1: **COMMUNITY AWARENESS** - Improve the Community's understanding of the District's process to address healthcare needs.

STRATEGY A. Use news releases, annual report and speaker bureau to increase the Community's awareness of what the District does to meet the community's healthcare needs.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 1A-1: Establish routine newspaper articles in either or both the Village News and the North County Times to keep the community informed of the District's activities.	Monthly	Administrator Gov't & Comm Relations	To correspond with District matters, issues, events that are of impact/interest/concern to the community	High	
ACTION 1A-2: Develop a Speakers Bureau to address community organizations every two years. To include but not limited to presentations to groups such as: Rotary Club of Fallbrook; Bonsall Rotary Club; Village Rotary Club; Fallbrook Chamber of Commerce; Bonsall Women's Club; Fallbrook Women's Club; Fallbrook Masonic Lodge; Legacy Endowment; North County Networking; Encore Club; Soroptomist Club; Kiwanis Club; VFW Post 1924; Fallbrook Garden Club Purchase projector and computer to be used by Director's for speaking venues.	6 presentations per year One time purchase	GOVERNMENT & PUBLIC RELATIONS Committee Administrator	On-going outreach September 2008	High	

ACTION 1A-3: Stay in touch with legislative activity in the State through ACHD and apprise community, as appropriate, of impacts, concerns of legislative action as it impacts District's healthcare focus and programs .	Monthly	GOVERNMENT & PUBLIC RELATIONS Committee Administrator	Attend ACHD Conferences and ACHD sponsored meetings with other similar Special Healthcare Districts	High	
ACTION 1A-4 Broaden distribution of FHD Annual Report.	Annual	Government & Public Relations Administrator	ANNUAL		
INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 1 Strategy B**

GOAL 1: **COMMUNITY AWARENESS** - Improve the Community's understanding of the District's process to address healthcare needs.

STRATEGY: B. Establish an electronic bilingual communication link to inform the Community of planned, in process and completed District initiatives.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 1B-1: Use Website as a venue to release info on: 1. Events 2. Meeting agendas 3. Programs . Bi-lingual outreach.	On-going	Staff and Webmaster	Annual and On-going	High	
ACTION 1B-2: News releases, Speakers Bureau, flyers and promotional advertisement in local businesses, schools, churches, organizations of District sponsored events as they are developed and implemented followed by reports of outcomes/results in local media and on the website	On-going	Staff and Webmaster	In conjunction with datelines of events	Medium	
ACTION 1B-3: Posting and maintaining Calendar of the District on the Website.	Annually	Administrator	On-going to maintain current Data	High	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 1 Strategy C**

GOAL 1: **COMMUNITY AWARENESS** - Improve the Community's understanding of the District's process to address healthcare needs.

STRATEGY: C. Solicit testimonials from District beneficiaries to highlight the impact of the District's commitment to the local community. (Use established forums: Rotary Club, etc.)

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 1C-1: Encourage organizations/agencies that benefit directly by District sponsorship and/or funding to acknowledge funding source in their communications.	Required of grantees	GOVERNMENT & PUBLIC RELATIONS Committee Administrator	On-going	HIGH	
ACTION 1C-2: Encourage individuals who benefit from/participate in District sponsored/funded programs to give feedback to the District on their experience. Through evaluative tools such as follow-up phone inquiries, questionnaires, etc. Post outcomes on Website and in news releases. Incorporate into speaker bureau presentations.	10 per year	GOVERNMENT & PUBLIC RELATIONS Committee Administrator	On-going	HIGH	
ACTION 1C-3: Develop and implement a Healthcare Hero's program. Recognize individuals who make outstanding contributions to healthcare in the community	Once per year	Community Programs, Gov't & Public Relations Comm with Administrator	ANNUAL	MEDIUM	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 1 Strategy D**

GOAL 1: **COMMUNITY AWARENESS** - Improve the Community's understanding of the District's process to address healthcare needs.

STRATEGY: D. Perform a pre-and post-survey evaluation to assess the effectiveness of the aforementioned strategies in improving the Community's awareness of the services performed by the District.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 1D-1: Develop a "report card" for community members to "grade" the District . Use telephone survey to quantify results.	Completed by end of FY 08-09	Professional survey firm or temp staff	Every 2 years	Medium	

GOAL 2: **COMMUNICATIONS & COLLABORATION** - Increase the understanding of the District's needs and challenges through better communications.

STRATEGIES:

A. Solicit participation of Fallbrook Hospital Corporation's key management in communicating steps being taken by the District to meet the healthcare needs of the Community.

B. Create a regular communication schedule between community providers of health services to better coordinate their combined efforts.

C. Continue the quarterly "CEO Update" to the District at public Board meetings.

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 2 Strategy A**

GOAL 2: **COMMUNICATIONS & COLLABORATION** - Increase the understanding of the District's needs and challenges through better communications.

STRATEGY A. Solicit participation of Fallbrook Hospital Corporation's key management in developing collaborative efforts with the District to meet the healthcare needs of the Community.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 2A-1: Solicit CHS staff at quarterly board reports or on an "as needed" basis to identify new programs, services, trends, threats.		Directors and Staff	On-going	Low	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 2 Strategy B**

GOAL 2: **COMMUNICATIONS & COLLABORATION** - Increase the understanding of the District's needs and challenges through better communications.

STRATEGY B. Create a regular communication schedule between community providers of health services to better coordinate their combined efforts.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 2B-1: Continue COMMUNITY COLLABORATIVE COMMITTEE monthly meetings. Extend invitation to participate to a broader range of healthcare providers.	9 PER YEAR	Community Programs Committee Government & Public Relations Committee Administrator	MONTHLY	HIGH	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 2 Strategy C**

GOAL 2: **COMMUNICATIONS & COLLABORATION** - Increase the understanding of the District's needs and challenges through better communications.

STRATEGY C. Continue the quarterly "CEO Update" to the District at public Board meetings.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 2C-1: Continue quarterly CEO Update at District public Board meetings.	Quarterly	FHC C.E.O.	On-going	High	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 3**

GOAL 3: **ASSET MANAGEMENT** - Maximize the Return on Investment of District Assets

STRATEGIES:

A. Develop a 5 year revenue projection to include estimated operational expenses, community healthcare programs (inclusive of community collaborative, health fair and the grant program) allocations and investment objectives.

B. Identify capital investment opportunities that support the strategic plan objectives (land, buildings, equipment, etc.).

C. Develop qualitative and quantitative outcome measures to ensure investments are providing the desired results (i.e., Health Fair, Community Collaborative, etc.).

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 3 Strategy A**

GOAL 3: **ASSET MANAGEMENT** - Maximize the Return on Investment of District Assets

STRATEGY: A. Develop a 5 year revenue projection to include estimated operational expenses, community healthcare programs (inclusive of community collaborative, health fair and the grant program) allocations and investment objectives.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 3A-1: Using historical data and current estimates of future trends, develop most likely rates of return on invested funds and property tax revenues for the next 4 – 5 years.	1 month before budget	TREASURER ADMINISTRATOR	ON-GOING	MEDIUM	
ACTION 3A-2 : Evaluate the likelihood that any significant capital investments will occur within the next 4 – 5 years, and, if so, their likely financial impact.	Within 3rd fiscal quarter	TREASURER ADMINISTRATOR	ON-GOING	MEDIUM	
ACTION 3A-3: Evaluate whether additional administrative staff will be necessitated within the next 4-5 years and, if so, the related salary/benefit impact per year.	1 month before budget	TREASURER ADMINISTRATOR	ON-GOING	MEDIUM	
ACTION 3A-4: Utilizing the results of the above actions, develop estimates of annual Income, Expense and the resultant cash and investment balances.	1 month before budget	TREASURER	ON-GOING	MEDIUM	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 3 Strategy B**

GOAL 3: **ASSET MANAGEMENT** - Maximize the Return on Investment of District Assets

STRATEGY: B. Identify capital investment opportunities that support the strategic plan objectives (land, buildings, equipment, etc.).

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 3B-1: Maintain an ongoing awareness of real estate availability in the areas near to/or adjacent to the existing hospital.	SEMI-ANNUALLY	TREASURER FACILITIES COMMITTEE ADMINISTRATOR	ON-GOING	ON-GOING	
ACTION 3B-2: Through discussions with the FHC obtain their input on the relative importance/need of the acquisition of additional land for hospital purposes.	SEMI-ANNUALLY	TREASURER FACILITIES COMMITTEE ADMINISTRATOR	ON-GOING	ON-GOING	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 3 Strategy C**

GOAL 3: **ASSET MANAGEMENT** - Maximize the Return on Investment of District Assets

STRATEGY: C. Evaluate the reserve fund that addresses the Contingency Plan funding requirements

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 3C-1: Review the Contingency Plan and make current.	ANNUALLY	TREASURER ADMINISTRATOR	ON-GOING	MEDIUM	
ACTION 3C-2: Update these calculations based upon current costs/expense and revenues and revise the figure of the sum needed for the Contingency Plan.	ANNUALLY	TREASURER ADMINISTRATOR	ON-GOING	MEDIUM	
ACTION 3C-3: Compare the result of the previous step with the District's current cash/investment funds.	ANNUALLY	TREASURER ADMINISTRATOR	ON-GOING	MEDIUM	
ACTION 3C-4: Take appropriate steps with respect to current operating and community healthcare programs, inclusive of grant expenses, to ensure that sufficient funds are generated to meet the Contingency Plan funds requirements.	ANNUALLY	TREASURER, ADMINISTRATOR BOARD MEMBERS	ON-GOING	HIGH	
ACTION 3C-5: Annually update action steps 2 through 4 above to ensure that sufficient funds will continue to be available to meet the Contingency Plan's requirements.	ANNUALLY	TREASURER, ADMINISTRATOR BOARD MEMBERS	ON-GOING	HIGH	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 3 Strategy D**

GOAL 3: **ASSET MANAGEMENT** - Maximize the Return on Investment of District Assets

STRATEGY: D. Develop qualitative and quantitative outcome measures to ensure community healthcare programs are providing the desired results (i.e., Health Fair, Community Collaborative, etc.).

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 3D-1: Coordinate with the results/Action Steps of the Community Needs Assessment (GOAL 4) to ensure that district healthcare needs are being met.	ANNUALLY	BOARD	ON-GOING	MEDIUM	
ACTION 3D-2: Solicit the support of the CCC to develop the criteria with which to evaluate whether local District supported programs are achieving their desired results.	One time – With annual review	TREASURER ADMINISTRATOR COMMUNITY PROGRAMS	ON-GOING	MEDIUM	
ACTION 3D-3 In combination with Action 3E-3, above, rank these programs in order of their relative importance to help re-direct, as necessary, District funding.	ANNUALLY	BOARD	ON-GOING	MEDIUM	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 4**

GOAL 4: **COMMUNITY NEEDS** - Proactively identify evolving community needs

STRATEGIES:

A. Develop and use a Community Needs Assessment tool as a basis for identifying what needs are not addressed by the Community Healthcare Programs.

B. Assess what is the most effective forum for soliciting the direct input of community residents (i.e. mail, e-mail, phone, etc.)

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 4 Strategy A**

GOAL 4: **COMMUNITY NEEDS** - Proactively identify evolving community needs

STRATEGY:

A. Develop and use a Community Needs Assessment tool as a basis for identifying what needs are not addressed by the Community Healthcare Programs.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 4A-1: Develop and use a Community Needs Assessment tool.	One time with annual review FY '08-09	GOV'T & PUBLIC RELATIONS, COMMUNITY RELATIONS & ADMINISTRATOR WITH IN-PUT OF CCC MEMBERS	FALL 2008	MEDIUM	
ACTION 4A-2: Provide quarterly report to Board about CCC identified community needs.	4 times per year	COMMUNITY RELATIONS & ADMINISTRATOR	QUARTERLY	LOW	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 4 Strategy B**

GOAL 4: **COMMUNITY NEEDS** - Proactively identify evolving community needs

STRATEGY: B. Assess what is the most effective forum for soliciting the direct input of community residents (i.e. mail, e- mail, phone, etc.)

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 4B-1: Develop a database of statistical data on the numbers of District residents served, by year, through the grant/healthcare related activities financially supported by the District.	ANNUALLY	TREASURER ADMINISTRATOR	ON-GOING	MEDIUM	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 5**

GOAL 5: **INTEGRATED PLANNING** - Ensure for the continuation of needed healthcare services through active community integrated planning processes.

STRATEGIES:

A. Create and maintain a database of current providers to our Community.

B. Utilize information garnered from Goal 4 strategies to ensure that any potential future healthcare services are addressed either by existing community providers or through a District initiative, sponsorship or grant.

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 5 Strategy A**

GOAL : **INTEGRATED PLANNING** - Ensure for the continuation of needed healthcare services through active community integrated planning processes.

STRATEGY: A. Create and maintain a database of current providers to our Community.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 5A-1: Using the Community Collaborative Committee as a starting point, establish a database of current providers.	June 30 2009	Administrator	Ongoing	High	
ACTION 5A-2: Periodically contact each organization to get a current list of officers and an update on their activities	2 X per year	Administrator	Ongoing	Medium	
ACTION 5A-3: Annually prepare a handout listing the providers, their addresses and phone numbers and officers and distribute at the Health Fair. Include services offered.	Once a year	Administrator	Ongoing	High	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 5 Strategy B**

GOAL : **INTEGRATED PLANNING** - Ensure for the continuation of needed healthcare services through active community integrated planning processes.

STRATEGY: B. Utilize information garnered from Goal 4 strategies (identifying needs) and provider database developed in Goal 5A-1 to attempt to facilitate the meeting of identified needs.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 5B-1: Contact local healthcare providers and get an update of their activities and indicators of services identified as needed but lacking in their service area within the Fallbrook community. To be inclusive of agencies as well as physicians.	Quarterly	Administrator	Quarterly	Medium	
ACTION 5B-2 Identify, based on findings and recommendations of the CCC, local providers and the Fallbrook Hospital, agencies, programs and or providers interested and capable of pilot programs to address unmet needs in the community.	2 x per year	Board Chair of Community Programs Administrator with input of Community Collaborative Committee	Quarterly	Medium	

GOAL 6: GRANT PROGRAM DEVELOPMENT -

STRATEGIES:

A. Establish a formal process for funding that balances the allocation of programs to be funded (e.g. startup vs. annuity)

B. Create a grant program development process that is transparent to changes in the District Board

C. Research opportunities to solicit outside grant funds that will complement the grants provided by the District (i.e. evaluate the appropriateness of hiring a grant writer to assist in soliciting grants)

D. Continue to measure the performance of grantees to ensure they are meeting expectations.

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 6 Strategy A**

GOAL 6: **GRANT PROGRAM DEVELOPMENT**

STRATEGY : **A.** Establish a formal process for funding that balances the allocation of programs to be funded (e.g. start-up vs annuity)

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 6A-1: Examine the grant/LOI submissions of the last 2 years and categorize them between start-up and annuity.	Annually	Treasurer Administrator	As necessary	High	
ACTION 6A-2: Determine, based on the above action, the $ allocation between the two categories.	Annually	Treasurer	As necessary	High	
ACTION 6A-3: Evaluate the need for a formal process to allocate funds between the two categories.	Annually	Treasurer	As necessary	High	
ACTION 6A-4 Make recommendation to the Board based on findings.	Annually	Treasurer	As necessary	High	
ACTION 6A-5 Based in research of programs within the community, and review of programs needed in the community, determine types of programs that warrant annual support/consideration due to expanded need, limitation of available resources and intrinsic value/importance within the community. Additionally, research impact on the community if funds withheld result in lack of, reduced and/or discontinued service or impairment of health and well-being of community members .	Annually	Finance Committee Chair Community Programs Chair Administrator	Annually	High	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 6 Strategy B**

GOAL 6: **GRANT PROGRAM DEVELOPMENT**

B. Create a grant program development process that is transparent to changes in the District Board Leadership.

STRATEGY : **B.** Create a grant program development process that is transparent to changes in the District Board Leadership.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 6B-1: Research how other Healthcare/Hospital Districts operate their grant programs. -and - Evaluate FHD's process in comparison to other District's programs. Develop and propose appropriate changes to FHD's process and program.	Annually	Treasurer Administrator	Ongoing	High	
ACTION 6B-2: Re-visit % of allocation to Grant Program for assurance of fiscal impact.	Annually	Treasurer	Ongoing	High	
ACTION 6B-3 Review FHD Mission Statement and the grant program's adherence to the stated Mission. -and- Recommend adjustment/change of grant program or Mission Statement so that they are in accord with vision and mission of the District.	Annually Annually	Treasurer Administrator Treasurer to Board	Annually As necessary	High High	
ACTION 6B-4 Conduct periodic grant writing workshop for 501(c)(3) healthcare related provider groups of the Fallbrook community – and Develop resource list for assistance to applicants such as educational institution offerings and grant writer professionals available on a consultant basis.	Biennial Annual	Administrator Grant Writer Professional	Biennial Ongoing	Medium	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 6 Strategy C**

GOAL 6: **GRANT PROGRAM DEVELOPMENT**

STRATEGY : D. Research opportunities to solicit outside grant funds that will complement the grants provided by the District (i.e. evaluate the appropriateness of hiring a grant writer to assist in soliciting grants)

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 6C-1: Establish contact with other Healthcare Districts that solicit grants from outside sources and based on findings, develop a process for FHD to evaluate necessity and appropriateness of FHD seeking funding in addition to its own revenue source.	4 Districts	Administrator Community & Gov't Relations		Low	
ACTION 6C-2: Develop a summary of other Districts activities re grants and funding	Annually	Administrator	As necessary	Medium	
ACTION 6C-3: Research feasibility of District engagement of a Grant Writer on consultant basis if a need and opportunity for gaining outside funding for community healthcare programs arise.	February 2009	Administrator Finance Committee		Low	

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 6 Strategy D**

GOAL 6: **GRANT PROGRAM DEVELOPMENT**

STRATEGY : D. Continue to measure the performance of grantees to ensure they are meeting expectations.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 6D-1: Grant Program defines that every recipient of grant funding is required to report to FHD on program activities and progress toward fulfillment of goals established in their grant application. These reports must include: expense of the program Y-T-D, funds remaining, facets of program delivered Y-T-D, quantitative presentation of numbers of persons served by the program, qualitative evaluation of impact of the program.	QUARTERLY OR AS DEFINED IN SCHEDULE DEFINED BY DISTRICT ADMN	ADMINISTRATOR FINANCE COMMITTEE	GRANT YEAR	HIGH	
ACTION 6D-2: FHD Directors and Staff must avail themselves to observation, support of and, when appropriate, to participation in programs of the grant recipient entities.	Bi-Annually	DIRECTORS ADMINISTRATOR	ANNUALLY	HIGH	
ACTION 6D-3: Develop and implement a method of evaluation of program of grant recipients by the recipients of services of the entity.	Annually	ADMINISTRATOR COMMUNITY PROGRAMS	ANNUALLY	HIGH	
ACTION 6D-4: Grant recipients must demonstrate support of FHD through support of District programs. (Participation in the Health Fair, Community Collaborative Committee, etc)	Bi-Annually	ADMINISTRATOR COMMUNITY PROGRAMS	BI-ANNUALLY	HIGH	

GOAL 7: **BOARD COMMITMENT** - Create a sustainable leadership culture of excellence that provides for continuity of the District's strategic initiatives .

STRATEGIES:

A. Assign to each District Board member direct responsibility for overseeing one or more of the established goals.

B. Actively engage with the community to perpetuate the District's mission and vision for the future

C. Transition individual assigned responsibility at the end of the term of office to ensure the successful implementation of the strategic objectives.

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 7 Strategy A**

GOAL 7: **BOARD COMMITMENT** - Create a sustainable leadership culture of excellence that provides for continuity of the District's strategic initiatives .

STRATEGY: A. Assign to each District Board member direct responsibility for overseeing one or more of the established goals.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 7A-1 Complete the Initiative forms and develop an executive summary.		PRESIDENT			
ACTION 7A-2 Establish & conduct individual reviews with Board Members and their assigned goals.	Once per year	PRESIDENT Assigned Board Members	ANNUAL		
ACTION 7A-3 Establish a semi-annual workshop to review strategic plan progress	SEMI-ANNUAL	FULL BOARD GENERAL COUNSEL ADMINISTRATOR			
ACTION 7A-4 Review Strategic Plan prior to budget development for inclusion in subsequent budget considerations.	ANNUAL	PRESIDENT TREASURER			

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 7 Strategy B**

GOAL 7: **BOARD COMMITMENT** - Create a sustainable leadership culture of excellence that provides for continuity of the District's strategic initiatives .

STRATEGY: B. Actively engage with the community to perpetuate the District's mission and vision for the future.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 7B-1: Include a section of the District's Annual Report that identifies and reports Strategic Plan progress.	Annual	President	Fall for publication in January		
ACTION 7B-2: Encourage Directors to attend/participate in community meetings such as Chamber of Commerce Sundowners, Rotary, Kiwanis, etc. Grant recipient events. (Demonstrating interest in and support of the community at large and opportunity to get "grass root" perspective/insight into community concerns and programs.		All Board members – In areas specific/related to their Committee's goal assignment.			

FALLBROOK HEALTHCARE DISTRICT STRATEGIC INITIATIVES 2008-2012	**GOAL 7 Strategy C**

GOAL 7: **BOARD COMMITMENT** - Create a sustainable leadership culture of excellence that provides for continuity of the District's strategic initiatives .

STRATEGY: C. Transition individual assigned responsibility at the end of the term of office to ensure the successful implementation of the strategic objectives.

INITIATIVES	METRICS	TEAM MEMBERS	TIMELINE	PRIORITY	ACCOMPLISHED
ACTION 7C-1: Transfer assigned goal responsibility from old to new directors		President of Board Administrator			
ACTION 7C-2: Establish an "orientation" process for new Board members. (Perhaps include reference to specific trainings as part of the orientation process. "Ethics" is required by law of the State – Others could be required by the bylaws – or - policies of the District)	Mid-November 2008	District General Counsel Administrator	Update as necessary		
ACTION 7C-3: Promote attendance/participation in trainings, seminars, conferences wherein Director may gain information relative to his role as a Board member.		District General Counsel Administrator All Board Directors			