



**SONOMA VALLEY HEALTH CARE DISTRICT
BOARD OF DIRECTORS**

RETREAT AGENDA

THURSDAY, OCTOBER 22, 2020

SPECIAL SESSION 9:00 A.M.

HELD VIA ZOOM VIDEOCONFERENCE ONLY

**To participate via Zoom videoconferencing
use the link below:**

<https://sonomavalleyhospital-org.zoom.us/j/95658153978?pwd=UVBDQ25LVmRhSVNtSTFrcitSelZkZz09>

and enter the Meeting ID: 956 5815 3978, Passcode: 499573

**To participate via telephone only,
dial: 1-669 900 9128 or 1-669 219 2599**

and enter the Meeting ID: 956 5815 3978, Passcode: 499573

<p>In compliance with the Americans Disabilities Act, if you require special accommodations to participate in a District meeting, please contact District Clerk Vivian Woodall at vwoodall@sonomavalleyhospital.org at least 48 hours prior to the meeting.</p>	RECOMMENDATION		
AGENDA ITEM			
<p>MISSION STATEMENT <i>The mission of SVHCD is to maintain, improve, and restore the health of everyone in our community.</i></p>			
<p>1. CALL TO ORDER</p>	<i>Hirsch</i>		
<p>2. PUBLIC COMMENT <i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration.</i></p>	<i>Hirsch</i>		
<p>3. DISCUSSION REGARDING DISTRICT PARCEL TAX</p>	<i>Board Members</i>	Inform	
<p>4. UPDATE ON BRANDING INITIATIVE FOR SONOMA VALLEY HOSPITAL</p>	<i>Mather</i>	Inform	
<p>5. BOARD SELF-ASSESSMENT DISCUSSION</p>	<i>Board Members</i>	Inform	
<p>6. ADJOURN</p>	<i>Hirsch</i>		

October 2, 2020

BACKGROUND

The parcel tax was originally passed in 2002 for 5 years to provide the necessary financial stability for the Hospital while the options to comply with the 1989 earthquake code were sorted out and a compliance plan adopted and implemented. The parcel tax was renewed in 2007 and again in 2012 when it became apparent that earthquake compliance was very challenging and would take longer than expected to achieve. Each renewal was for a 5 year period,

The extra financial support was needed:

1. The age of the existing facility required a high level of maintenance. Much of the central utility equipment was over 40 years old and replacement parts were expensive and hard to find.
2. The existing facility was inefficient with an operational layout that required extra staffing in many areas.
3. The combination of fewer surgeons in the Valley and aggressive completion from surrounding hospitals coupled with the uncertainties associated with the future of the Hospital had resulted in a loss of surgery revenue.

The earthquake compliance project and the new wing that houses the emergency department and surgical suite were completed and opened for patient services in 2014.

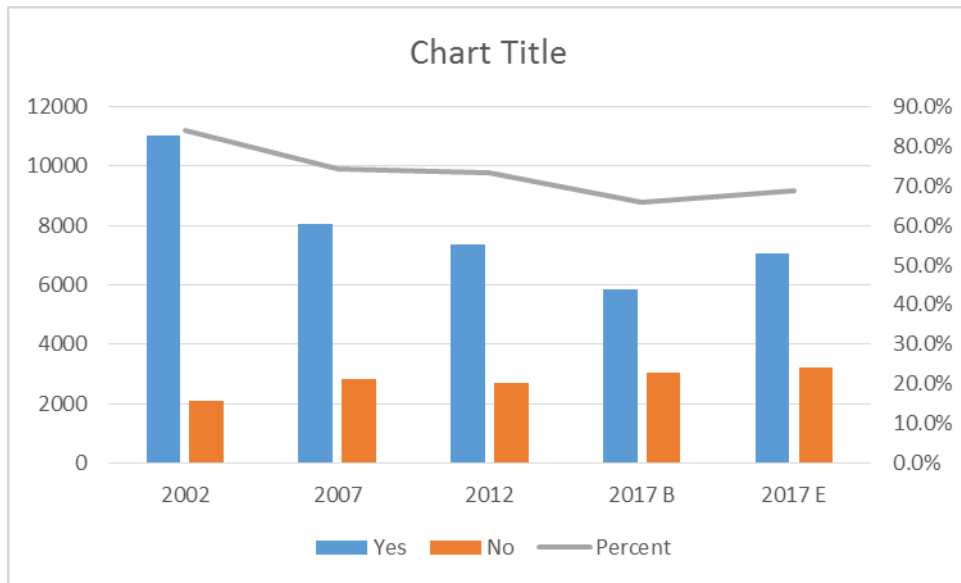
The parcel tax renewal in 2017 (a fifth five year period) was necessary because of rule changes for inpatient care reimbursement from the Center for Medicare and Medicaid Services (CMS) and a continuing increase in the percentage of patients with government insurance.

1. The CMS rule change decreased the average inpatient census by over 25%.
2. The government insurance reimbursement is typically below the cost of the services provided.

The community has consistently supported the parcel tax as shown by the data and chart below. The one failure in March 2017 (66.0% vs. a needed 66.7%) was most likely the result of weak campaign to get out the vote. The number of **NO** votes was not much higher than before, but the number of **YES** votes dropped significantly.

Past Parcel Tax Election Results

	Yes	No	Percent
2002	11017	2098	84.0%
2007	8058	2818	74.1%
2012	7354	2699	73.2%
2017 B	5860	3025	66.0%
2017 E	7043	3207	68.7%



This voting history shows a consistent **NO** vote around 2,800 in each of the last four Parcel Tax elections. Campaigns do not appear to be effective in reducing this number. Therefore the objective of the next Campaign must be the motivation of more than 7,000 Supporters to vote **YES**.

Present Parcel Tax Expires after FY 2021-2022

- **Parcel Tax Passed in June 2017, Funds Received Beginning FY 2017-2018**

The parcel tax was passed on June 6, 2017. The tax was included in tax bills for the State's fiscal year beginning July 1, 2017. The first revenue from this tax was received by the Hospital in December 2017. The revenue from the current parcel tax is about \$3.8 million per year.

- **Fifth Year Of Present Parcel Tax Will Be FY 2021-2022**

The tax was approved for a five year period, with the final year being the State's fiscal year beginning July 1, 2021. The last of this parcel tax revenue will be received by the Hospital during the Hospital's fiscal year 2021-2022.

- **Renewal of Parcel Tax Must Be Passed Before July 1, 2022**

The parcel tax currently represents 6.6% of the Hospital's revenue. In order for the Hospital to receive parcel tax revenue for the State's 2022-2023 fiscal year, the parcel tax must be renewed prior to July 1, 2022. Failure to renew the parcel tax by that date would deprive the Hospital of any tax revenue for the Hospital's 2022-23 fiscal year. Without parcel tax support it is unlikely that the Hospital could continue to function as a hospital.

A Compassionate Heart for Sonoma Valley

Project Goals

Establish Brand and Messages for Sonoma Valley Hospital that will:

- Invite others to share in a commitment to the hospital and its future
- Ignite enthusiasm from our community about the indispensable role we play in the lives and well-being of Sonoma Valley
- Ensure that everyone on the team can articulate our powerful new messages with ease and authority

A strong brand

Creates a relationship with your key audiences—now and in the future.

Minimizes competitive threats

Defends against negative news

Makes people proud to align with our organization



Key Findings

1. We are a prized and vital community asset
2. We have made a lot of progress
3. Our competitors have clearly-defined brands
4. We have the opportunity to welcome your community as you do your patients



In other words ...

The brand needs to leverage the best of the Hospital.

The brand must be proactive, not reactive.

Brand Opportunities

Keep moving forward

Champion your neighbors

Rally around Sonoma Valley



Shifting Perceptions

WHERE WE ARE

A convenient option for emergency services

Uncertainty

Changing services constantly

Subject to a bewildering health care system

In a transactional relationship with Sonoma Valley

WHERE WE NEED TO BE

The heart of healthcare for Sonoma Valley

Optimistic and unified direction

A sustainable and professional provider with vision

Successfully evolving in concert with the health care system

Wholly committed to the Sonoma Valley community



Brand Personality

EXPERT	LOCAL	GRACIOUS	RESOURCEFUL	TRUSTWORTHY
Healer	Community-minded	Respectful	Innovative	Reliable
Educated	Family-oriented	Welcoming	Efficient	Partner
Pillar	Friendly	Accessible	Nimble	Respected
Earnest	Neighborly	Compassionate	Responsive	Transparent



Your BrandEquation

BRAND PROMISE

A compassionate heart for Sonoma Valley

BRAND VALUES

Embrace Neighbors
Welcome All
Bring Our Best
Own Our Moment
Care for Each Other
Heal with Heart & Mind
Nurture Sonoma Valley
Lead the Way Forward

BRAND VALUE PROPOSITION

I am **assured** knowing that Sonoma Valley Hospital supports my neighbors and me **not just in times of crisis, but also in our wellness journey.**

BRAND POSITIONING

Sonoma Valley Hospital is where I **feel at home and get the excellent care I expect.**

BRAND PERSONALITY

Expert
Local
Gracious
Resourceful
Trustworthy

MISSION



Bringing the Brand to Life



Brand is everyone's responsibility



Message Basics



Never assume.



Repeat, repeat, repeat.

Make it personal.



Benefits, not features.



A good message

Points to the problem you are trying to solve.

Highlights the value of your approach

Adds an emotional connection.

Belief Message

Define simply

Give high-level information

Share your vision

Build understanding

Suggest the value of the hospital



When to Use It

In an elevator

At a BBQ

When introducing yourself to a group

At a community meeting

On your home page

In patient materials



Belief Message

At Sonoma Valley Hospital, we believe no one should have to choose between excellent care and the comfort of their own community.

Every day, Sonoma Valley residents come to us on their healthcare journey, whether urgent or planned, and receive outstanding care close to home.

Because we are all neighbors, and the Valley thrives when we are each at our best.



Be the Voice of Sonoma Valley Hospital



Brand is everyone's responsibility

