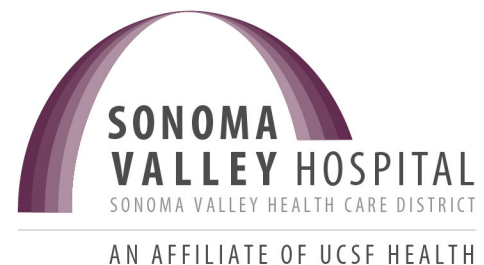


2023 and Beyond

2023-2028 Strategic Plan



Our Mission

Why we exist – To restore, maintain and improve the health of everyone in our community.

Our Vision

What we always want to be - A trusted resource for compassionate, exceptional healthcare.

Our Values are always CREATING a Healthy Hospital:

- C = Compassion** (We show consideration for the feelings of others at all times)
- R = Respect** (We honor and acknowledge the value of people and resources in providing care)
- E = Excellence** (We strive to exceed the expectations of the people we serve)
- A = Accountability** (We are reliable, responsible owners of the outcomes of the organization)
- T = Teamwork** (We are productive and participative staff members who energize others)
- I = Innovation** (We seek new and creative solutions to deliver quality healthcare)
- N = Nurturing** (We inspire those with whom we work to achieve their highest potential)
- G = Guidance** (We direct our community members through their health care journey)

Committed To A Healthier Sonoma Valley

Transforming To Meet Community Needs



John Hennelly, CEO, Sonoma Valley Hospital

The Sonoma Valley Hospital strategic plan is a roadmap for how we intend to support the health of all members of our community going forward. It outlines the initiatives that we, (you and I) deem vital to ensure access to the right care for all valley residents in the coming years. With direction from the community, our Board of Directors and our partners in care in the Valley, we have created a plan that addresses the key healthcare concerns. Here are some of the community and hospital challenges that have driven our strategic planning process:

- Our community is aging. Over the coming years, data suggests that we'll see a noteworthy 10% increase in residents over the age of 65 while other age groups show no growth or shrink. As we age, we are more likely to need the hospital.
- Access to care is inconsistent in parts of our community.
- Our community has a broad set of healthcare needs. To better serve, we need more Spanish speaking providers and staff. We need more primary care doctors and specialists.
- We need ambulatory care (care provided in outpatient settings) to be closer to the communities we serve.
- The hospital's main campus needs modernization to be effective in the coming decades.
- Maintaining a hospital in town is important, but funding it is an ongoing challenge.

Given these, and many other data points, we have built this strategic plan around four key priorities:

1. Realign our Main Campus
2. Bring Care into the Community
3. Achieve Financial Stability
4. Meet Seismic Compliance

Enclosed are detailed descriptions of these priorities. Each priority has strategies and measurable outcomes to guide us. I believe that if we focus on these priorities, Sonoma Valley Health Care District will be well positioned to care for the needs of our entire community well into the future.

John Hennelly, CEO
Sonoma Valley Hospital

What We Heard

build trust
care for diverse population
bring care beyond current location
financially independent
specialists
facilities up to date
geriatrician
more from our UCSF Health affiliation



Four Mileposts STRATEGIC PLAN | 2023 and Beyond



REALIGN OUR MAIN CAMPUS: Align Hospital Services with Community Needs

Objective

The Sonoma Valley Hospital campus is realigned so that the hospital services better serve community needs.

Strategy

Work in partnership with the University of California San Francisco (UCSF) to redevelop the hospital campus to better align hospital resources with the needs of our diverse and aging populations. Expand core programs and add new services while creating space to host additional partners such as primary and specialty care physicians, diagnostics, and health educators.

Outcomes

1. Increased capacity to allow residents access to more hospital-based services in Sonoma Valley.
2. Increased access to UCSF providers.
3. Improved outcomes through better coordination and navigation between care providers.
4. Expansion of community services (education, training, support services).
5. Improved cultural sensitivity to our diverse and aging populations.



BRING CARE INTO THE COMMUNITY: Explore and Expand

Objective

Ensure equitable access for all community members and make healthcare convenient, affordable, and culturally sensitive.

Strategy

Sonoma Valley Hospital will explore expanding healthcare services closer to the under-served population centers of the Health Care District (such as the Springs communities) by creating a new facility for ambulatory services, including preventative, diagnostic, primary, and specialty care.

Outcomes

1. A healthier community.
2. More affordable healthcare.
3. Improved access to care.
4. Services aligned to respond to and meet the needs of our diverse and aging populations.
5. Patients with a better understanding of how to manage their health.



SUSTAINABILITY: Ensure Our Financial Future

Objective

Stabilize and secure the hospital financially to meet the growing demands for diverse healthcare services and needs in the community.

Strategy

Create, establish, expand, and optimize hospital services that address the needs of our communities through the recruitment of physicians while we strengthen our partnerships with existing providers.

Outcomes

1. Expanded local access to GI specialty services, cardiology diagnostics, acute care services, and importantly, primary care services.
2. Enhanced range of orthopedic and increased physical therapy services locally.
3. Enhanced diagnostic services through cutting edge technology and equipment.
4. Destination hospital for diagnostics, specialized orthopedic services and care.



SEISMIC COMPLIANCE: Make Our Hospital More Resilient

Objective

Ensure our hospital continues to meet seismic standards and remains safe in the future.

Strategy

Establish a long-range seismic plan along with a funded work plan that allow us to meet the next seismic upgrade targets and remain compliant with California Senate Bill 1953 (SB1953). Efforts also will be employed to lobby the state legislature to modify requirements for additional upgrades with safety and continuation of operation as our highest priorities.

Outcomes

1. Approved seismic compliance plan with California regulatory agencies.
2. Achieved any scheduled compliance and capital financial goals.
3. Extended deadlines or modified requirements to meet future seismic standards to ensure the hospital's viability to serve our community's needs.

Detailed Strategies to Support the Four Priorities



The following pages are the more detailed actions that we will use to make progress towards the four priorities described on the previous page.

REALIGN OUR MAIN CAMPUS:

Align Hospital Services with Community Needs

Objectives:

The Sonoma Valley Hospital campus is realigned so that the hospital services better serve community needs.

Strategies:

Work in partnership with the University of California San Francisco (UCSF) to redevelop the hospital campus to better align hospital resources with the needs of our diverse and aging populations. Expand core healthcare services and add new services while creating space to host additional partners such as primary and specialty care physicians, diagnostics, and health education.

1. To redesign the hospital campus to better position itself for future care needs, we will:

- Engage architects/planners to create a roadmap to align the campus infrastructure to Sonoma Valley healthcare needs by the end of 2023.
- Develop a strategy to fund the roadmap through collaboration with UCSF and other development partners.

2. To develop a geriatrics program to provide specialized services to our large and growing aging population, we will:

- Successfully recruit new geriatricians into the Sonoma market by the end of fiscal year 2024.
- Establish an “age friendly” approach to care including inpatient protocols and outpatient services specifically focused on aging.
- Identify skilled nursing care needs.
- Identify UCSF service lines to host on campus and in community.
- Recruit faculty from UCSF to provide clinical oversight and improve integration.

3. To improve access to care by creating space to host new services and care partners, we will:

- Develop outpatient space to allow for the provision of care.
- Identify key community providers to transition into hospital-based space.

4. To become a destination for health education programs within our served area in 2024, we will:

- Create spaces to enable education programming to improve quality of life and reduce hospitalizations.
- Foster support groups for various health needs of our diverse and aging population.
- Develop a rotating speakers bureau for UCSF experts to provide ongoing health and wellness news and conversations on campus.
- With UCSF, bring healthcare education into the neighborhoods of our diverse and aging populations.





Outcomes:

1. Higher utilization of campus.
2. Improved age-based care, and culturally responsive and sensitive care.
3. Increased access to UCSF providers locally.
4. Enhanced reputation and branding from affiliation with UCSF for being an age-friendly center.
5. Expanded healthcare teams with capabilities to meet the needs of our diverse and aging populations.
6. Increased local access to specialists and diagnostics at SVH.
7. Increased patient satisfaction.



BRING CARE INTO THE COMMUNITY:

Explore and Expand

Objectives:

Ensure equitable access for all community members and make healthcare convenient, affordable, and culturally sensitive.

Strategies:

Sonoma Valley Hospital will explore expanding healthcare services closer to the population centers of the Health Care District (such as the Springs communities), create a new facility for ambulatory services, including preventative, diagnostic, primary, and specialty care. We will:

- Establish and expand services to the central and west side of the District beginning in 2024.
- Recruit and secure bilingual staff to support patient access and navigation beginning in 2023.
- Identify health disparities among patient populations and work with community partners to identify health inequities, including social determinants of health in 2023.
- Continue to provide and expand outpatient programs for our diverse and aging populations with our healthcare partners.

Outcomes:

1. A healthier community.
2. More affordable healthcare.
3. Improved access to care.
4. Services responsive to community's diverse needs.
5. Targeted Health Education.
6. Patients with a better understanding of how to manage their health.





SUSTAINABILITY:

Ensure Our Financial Future

Objectives:

Meet the growing demand for healthcare services in the community and in doing so, stabilize and secure the hospital financially.

Strategies:

Through recruitment of new practitioners and strengthening our engagement with existing providers, Sonoma Valley Hospital will establish, expand, and optimize hospital services that address the needs of our communities.

- 1. To re-establish gastroenterology services through targeted physician recruitment, we will:**
 - Successfully recruit one gastroenterologist into the Sonoma Valley by June 2024.
- 2. To meet the demand for primary cardiology services through program expansion and strategic investments, we will:**
 - Explore potential of establishing a physician cardiology clinic on-site by mid-2024.
 - Develop long-term plan for cardiology program, including physician recruitment(s) and the facility.
- 3. To expand orthopedic services and physical therapy care through engagement of existing and new providers and the development of specialty programs, we will:**
 - Develop a strategy to enhance recruitment and retention of orthopedic practitioners and outpatient physical therapists (general and specialty expertise).
 - Continue to build relationships with existing providers to grow orthopedic and PT programs.
 - Assess program needs and develop long-term real estate strategy for program expansion by mid-2024.
 - Identify short-term plan to mitigate capacity constraints and promote PT program growth within current footprint by end of 2023.
- 4. To expand access to primary and other specialty care by practitioners and physicians, we will:**
 - Facilitate recruitment of primary care practitioners and other specialists into the healthcare district community by the end of 2023.
 - Recruit one new practitioner a year beginning in 2023.
- 5. To expand outpatient services and facilitate further service line expansion through continued progress of our Outpatient Diagnostic Center (ODC) construction project (Phase I (CT-Scan) – Completed (August 2022) and Phase II (MRI) – Estimated Completion March 31, 2025), we will:**
 - Increase access to care for patients in our community by leveraging brand new CT-Scan Suite to provide best in class diagnostic testing.
 - Operationalize newly acquired 3 Tesla MRI by Jan 2024.
- 6. To establish a Destination Program at Sonoma Valley Hospital, we will:**
 - In concert with a physician, facilitate and implement a destination program at Sonoma Valley Hospital by the end of 2024.



Outcomes:

1. Improved financial performance through targeted volumes and market share growth.
2. Increased access to gastroenterology services locally.
3. Increased access to cardiology services locally.
4. Increased accessibility to orthopedic and physical therapy services.
5. Increased primary and specialty care.
6. Increased volumes for outpatient diagnostics.
7. Become destination for specialized care.



SEISMIC COMPLIANCE:

Make Our Hospital More Resilient

Objectives:

Ensure our hospital continues to meet seismic standards and remains safe in the future.

Strategies:

Establish a long-range seismic plan along with a funded work plan that allow us to meet the next seismic upgrade targets and remain compliant with Senate Bill 1953 (SB1953). Efforts also will be employed to lobby the state legislature to modify requirements for additional upgrades with safety and continuation of operation as our highest priorities.

1. To develop a long-range seismic plan to meet the next targets for seismic upgrades, we will:

- Engage Architect & Engineering Professionals with specific experience and successful track record in developing and executing hospital long-range seismic plans in California.
- Professionals will evaluate the Hospital's facilities and site conditions.
- Professionals will develop a long-range seismic plan to retrofit or reclassify hospital buildings to meet State Agency seismic performance categories.
- The plan will be submitted to the State Agency for review & approval.

2. To develop a work plan based on an approved long-range seismic plan, we will:

- Develop a work plan to employ analytical studies and computer models to reclassify buildings to upgraded performance categories to minimize or eliminate physical retrofit.
- Develop a costing model and a timeline to execute phased work plan.

3. To utilize approved long-range seismic plan to secure grant funding to execute the work plan and any design and construction retrofit, we will:

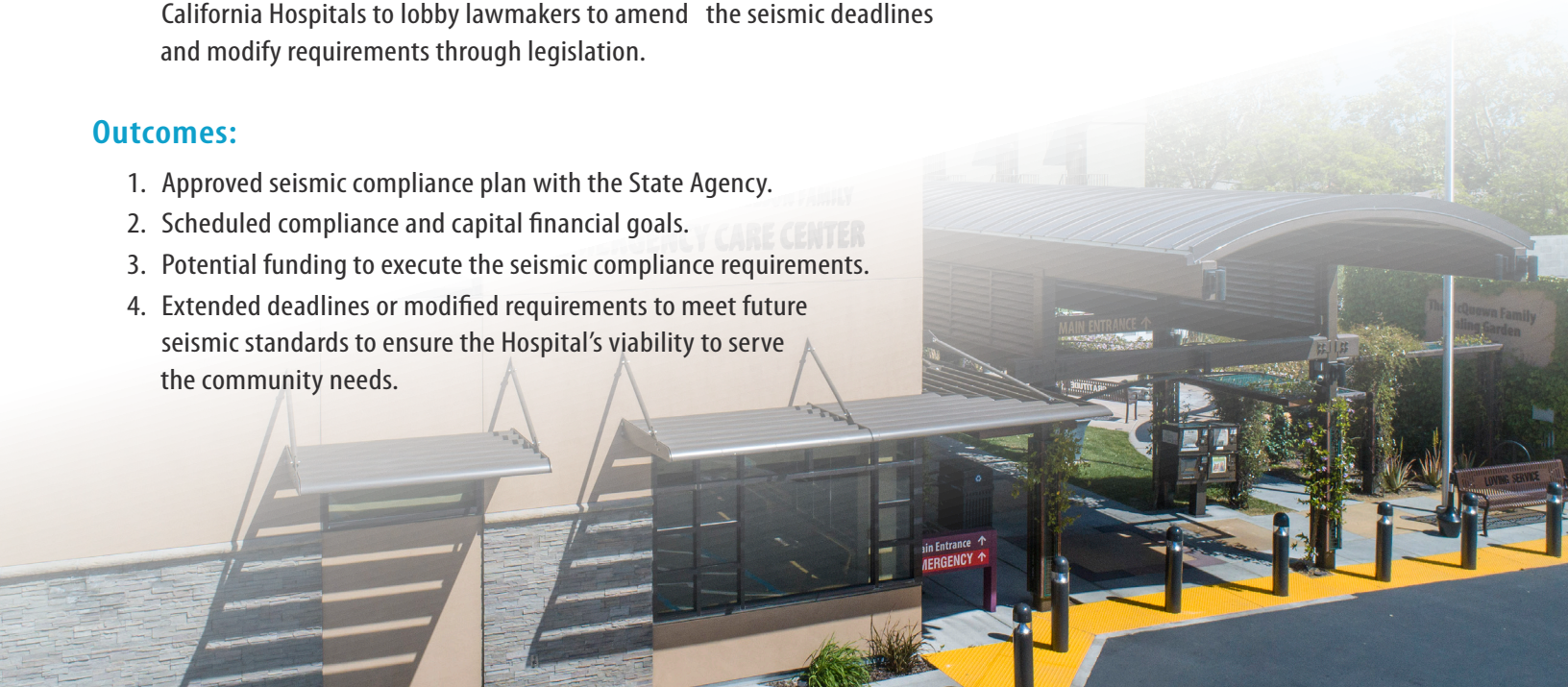
- Apply for State Agency grant program – Small and Rural Hospital Relief Program – SB395.
- Source and apply to identified federal grants for seismic compliance.

4. To extend deadlines and/or modify seismic requirements, we will:

- Work collectively with California Hospital Association (CHA) and other California Hospitals to lobby lawmakers to amend the seismic deadlines and modify requirements through legislation.

Outcomes:

1. Approved seismic compliance plan with the State Agency.
2. Scheduled compliance and capital financial goals.
3. Potential funding to execute the seismic compliance requirements.
4. Extended deadlines or modified requirements to meet future seismic standards to ensure the Hospital's viability to serve the community needs.



Acknowledgements

Thank you to everyone who contributed to the development of the 2023 and Beyond Strategic Plan.

So many people put so much work into making this a reality. I would like to recognize the entire SVH staff for their hard work and attentiveness as we constructed this plan. Our medical staff and community providers for their commitment to the hospital and willingness to provide constructive feedback. And most importantly, our community stakeholders and YOU who shared ideas for this strategic plan by participating in meetings, emails, and surveys. Additional specific appreciation and acknowledgement goes out to the following individuals for their contribution to the strategic plan.

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Thank you.

John

If you didn't get a chance to participate in the Community Listening Sessions, we would love to hear from you. Visit our website to take the Feedback Survey. To receive health news and Sonoma Valley Health Care District information, join our email lists when you visit our website: sonomavalleyhospital.org.



Terms

Acute Care – Acute care is a level of health care in which a patient is treated for a brief but severe episode of illness, for conditions that are the result of disease or trauma, and during recovery from surgery.

Aging Population – The aging of the world’s populations is the result of the continued decline in fertility rates and increased life expectancy. This demographic change has resulted in increasing numbers and proportions of people who are over 60. It is estimated that Sonoma Valley’s aging population for those 65 and older will increase by 10% in the coming years.

Ambulatory Care – Ambulatory care refers to medical services performed on an outpatient basis, without admission to Sonoma Valley Hospital.

Behavioral Health – Behavioral health generally refers to mental health and substance use disorders, life stressors and crises, and stress-related physical symptoms.

Bilingual/Bicultural – A person who is bilingual and/or bicultural reflects a person who identifies as a member of two linguistic and/or cultural groups.

Calendar Year— A calendar year is the 12-month accounting period that begins on January 1 and ends on December 31.

California Senate bill 1953 – SB 1953 requires that all acute care hospitals in California meet specific seismic safety standards by 2008 and 2030. (Sonoma Valley Hospital is compliant with 2008 seismic safety standards. SB 1953 is legislation that came in effect following the 1994 Northridge Earthquake.)

CT-Scan – A computerized tomography (CT) scan combines a series of X-ray images taken from different angles around your body and uses computer processing to create cross-sectional images (slices) of the bones, blood vessels and soft tissues inside your body. CT scan images provide more-detailed information than plain X-rays do.

Culturally Sensitive – means an awareness, understanding, and responsiveness to the beliefs, values, customs, and institutions (family, religious, etc.) of a group of people, particularly those of a race or ethnic group different from one’s own, or those identified cultures of persons with specific disabilities such as deafness.

Culturally Responsive – Being culturally responsive requires having the ability to understand cultural differences, recognize potential biases, and look beyond differences to work productively with children, families, and communities whose cultural contexts are different from one’s own.

Fiscal Year – A fiscal year is a 12-month calendar a company or government uses for financial reporting and budgeting. Sonoma Valley Health Care District’s fiscal year begins July 1 and ends June 30.

Geriatrics – Geriatrics is the medical specialty dedicated exclusively to providing high-quality, patient-centered care for older adults. Older adults have a unique set of issues and concerns which geriatric clinicians are trained to focus upon.

Intensive Care Unit (ICU) – Intensive Care Unit (ICU) is a unit in the hospital where critically ill patients are cared for by specially trained staff.

Primary Care Providers (PCP) – Primary care providers include doctors, nurses, nurse practitioners, and physician assistants. They often maintain long-term relationships with you and advise and treat you on a range of health-related issues.

Memory Care –Memory care is a kind of specialized care for people living with Alzheimer’s and other forms of dementia.

MRI – An MRI (magnetic resonance imaging) scan is a test that creates clear images of the structures inside your body using a large magnet, radio waves and a computer. Healthcare providers use MRIs to evaluate, diagnose and monitor several different medical conditions.

Orthopedic, General – General orthopedics is the field of medicine that focuses on the diagnosis and treatment of injuries and disorders of the musculoskeletal system and a variety of orthopedic conditions.

Orthopedics, Specialist – These are orthopedists that choose to subspecialize. They have training in advanced treatments for specific groups of diagnoses such as hands, knee replacement, and shoulders.

Population Diversity – Diversity is the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.

Skilled Nursing Care – Skilled nursing care is provided by trained registered nurses in a medical setting under a doctor's supervision. It's basically the same level of nursing care you get in the hospital. Patients may go from the hospital to a skilled nursing facility to continue recovering after an illness, injury or surgery.

Sustainable Healthcare – Organized medical care that ensures the health needs of the current population are met, without compromising environmental, economic, or social resources for future generations.

Sonoma Valley Health Care District – Sonoma Valley Health Care District (SVHCD) was established in 1946 with oversight by a publicly elected five Board of Directors. The Mission of the Sonoma Valley Health Care District is to maintain, improve and restore the health of everyone in the District, which encompasses the entire Sonoma Valley with the exclusion of Kenwood and communities to the north. The Board governs Sonoma Valley Hospital.

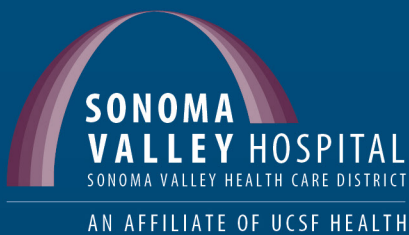
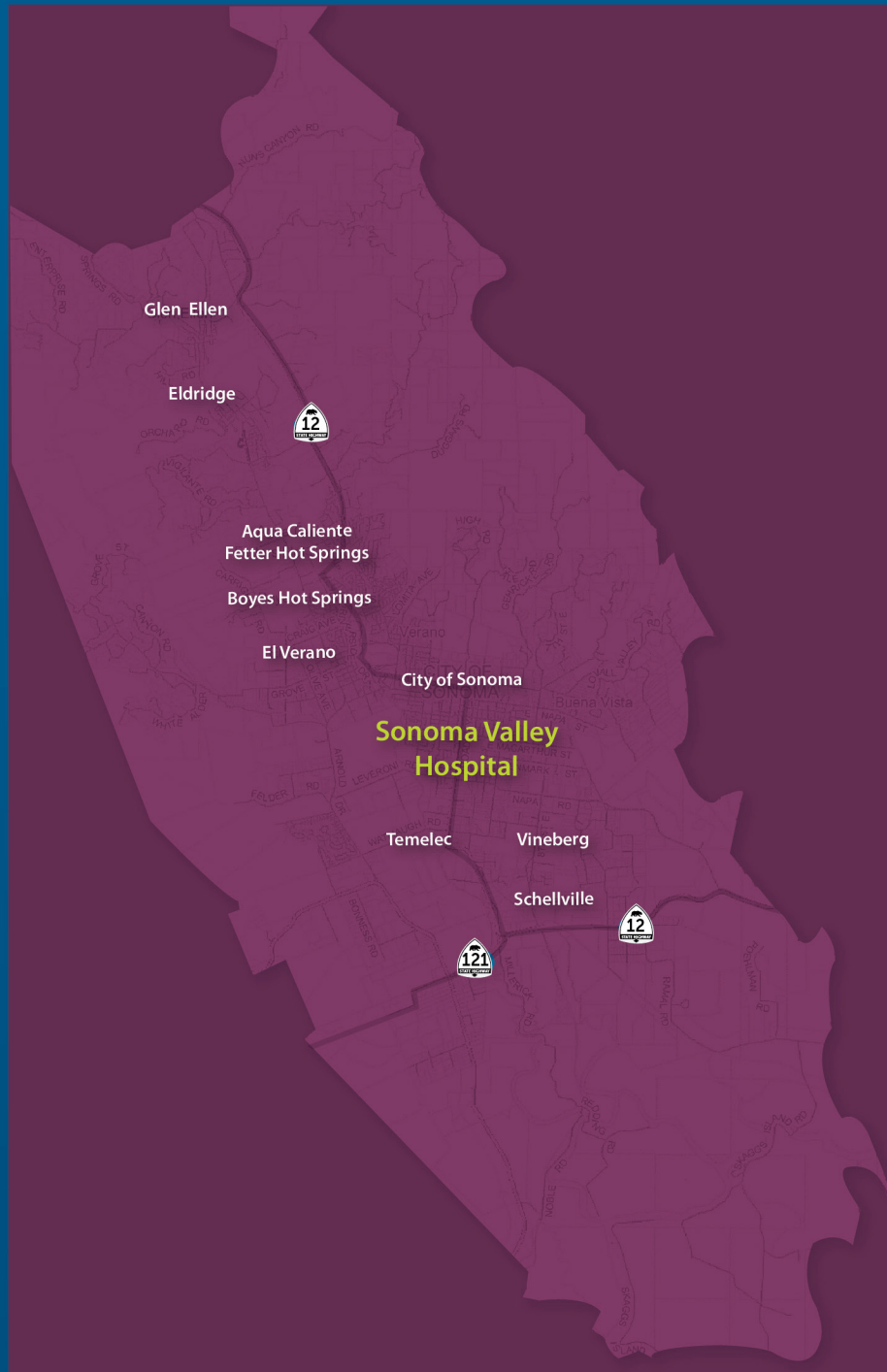
Sonoma Valley Hospital – Sonoma Valley Hospital is a 51-bed (24-Acute and 27-Skilled Nursing), full-service acute care district hospital located in Sonoma, California, providing residents of the Sonoma Valley with a broad range of healthcare services. SVH is known as a warm, comfortable place of healing with a compassionate professional staff dedicated to the needs of the community. It was created by the community and has served residents of the Sonoma Valley in its current location since 1957 in the heart of the Sonoma Valley. In 2018, Sonoma Valley Hospital became an affiliate of UCSF Health.

Specialists (Physicians) – A physician specialist specializes in treating one field of health, such as gastroinology, urology, or gynecology. Unlike general physicians, they only see patients who have a problem fitting within their specialty and do not perform general physical exams. Often patients need referrals from their primary care physicians to see a physician specialist.

University of California, San Francisco (UCSF) – Is part of the University of California system and is dedicated entirely to health science and life science. It conducts research and teaching in medical and biological sciences.

UCSF Health – UCSF Health includes UCSF Medical Center, which is the top-ranked medical center in California and ranks among the top five hospitals nationwide according to U. S. News & World Report, as well as UCSF Benioff Children's Hospitals and additional affiliates throughout the Bay Area. Recognized for innovative treatments, advanced technology, collaboration among health care professionals and scientists, and a highly compassionate patient care team, these hospitals serve as the academic medical center of the University of California, San Francisco, which is world-renowned for its biomedical research, education and patient care. UCSF Health's nationally preeminent programs include cancer, children's health, the brain and nervous system, organ transplantation, and women's health. It operates as a self-supporting enterprise within UCSF.

SONOMA VALLEY HEALTH CARE DISTRICT



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