



Santa Rosa
COMMUNITY
HEALTH

The Road Forward

Strategic Plan 2021 - 2024



*Celebrating 25 years of
caring for our community
1996 - 2021*



Table of Contents:

About this Plan _____ pg. 1

Acknowledgements _____ pg. 2

Our Why _____ pg. 3

Vision, Mission, & Values _____ pg. 6

Approach _____ pg. 7

Strategic Priorities _____ pg. 8

Core Initiatives _____ pg. 9

Impact Amplified _____ pg. 13

About this Plan

At Santa Rosa Community Health, we believe health care is a fundamental human right—everyone should have the opportunity for a full and healthy life. Every day, we open our doors to care for patients in a way that honors them and meets their health care needs. We welcome everyone with compassion and respect for their culture, language, identity, and values—no matter what. We do this because each person is unique and deserves to be seen and valued for who they are and the life circumstances that bring them to us. None of us should ever receive anything less than the best care possible.

Santa Rosa Community Health's (SRCH) Strategic Plan was created using an inclusive and collaborative approach. We gathered information and data; incorporated input from our board, community stakeholders, chiefs, clinicians, and leadership; and evolved the plan over the first six months of 2021, a highly dynamic time given SRCH's role in the pandemic response in our community. Many people who care deeply about our community and organization worked together to co-create SRCH's future.

Vision: *A just and healthy community where all people can achieve their full potential for health and well-being.*

This document outlines SRCH's exciting three-year strategic plan for July 1, 2021, through June 30, 2024. We are eager to embark on a new strategic direction that fully centers our strong commitment to eliminating health inequities. Our plan addresses foundational and infrastructural needs in support of programs that will ensure the well-being of our patients, administrative and medical staff, and community members through four key strategic priorities:

**Advance
Health
Equity**

**Eliminate
Health
Disparities**

**Achieve
Service
Excellence**

**Inspire
Joy at
Work**



Acknowledgements

We are grateful to our Board members, SRCH leaders, and community partners who provided insight for the development of this plan. Each person who contributed deepened our ability to meaningfully interpret our needs assessment data to meet our community's health care needs. We appreciate the time and effort everyone contributed to make this plan truly responsive to the needs of our patients and community, and we look forward to bringing it to life-together.

Board Members

Robert (Bob) Benavides, Jr.
Paco Cano
Don Chigazola
Rhonda Denny
Jim Eimers
Kathleen Galvin

Anita Maldonado
John Sawyer
Bill Snow
Javier Torres
Maria Dalia Villagomez
Karla Garcia

Community Stakeholders

Alena Wall - Kaiser Permanente
Angie Dillon-Shore – First Five
Courtney Singleton – North Bay Regional Center
Dan Schurman – Providence
Karen Milman – Redwood Community Health Coalition
Karin Demarest – The Community Foundation

Karissa Moreno – Center for Wellbeing
Len Marabella – Catholic Charities
Lupe Navarro – Latino Service Providers
Paul Dunaway & Gary Fontenot – Adult & Aging
Division, County of Sonoma

SRCH Leaders

Naomi Fuchs - Chief Executive Officer
Carolina Apicella - Chief Financial Officer
Gabriela Bernal-Leroi - Chief Operations Officer
Elisabeth Chicoine - Chief Quality Officer

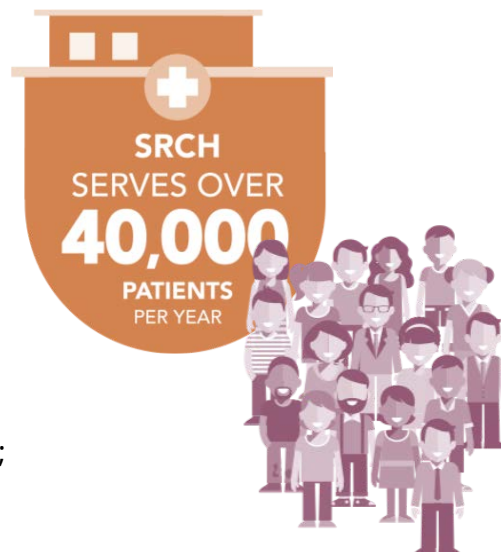
Jessica Jauregui - Chief Human Relations Officer (former)
Marie Mulligan, MD - Chief Medical Officer
Annemarie Brown - Sr. Director, Communications & Development

And the entire SRCH Leadership team!



Our Why

Santa Rosa Community Health provides comprehensive primary care, dental, and mental health services to more than 40,000 people each year. Alongside the relatively affluent communities of Santa Rosa are communities that experience extreme poverty and significant health and health care inequities, reflecting unequal social determinants of health. SRCH's patients have deep strengths, yet many face barriers to accessing health insurance and health care that makes them more vulnerable to poor health outcomes. These health disparities include shorter life expectancy; higher rates of chronic disease, such as hypertension and diabetes; and higher rates of mental health and substance use disorders than the population of Sonoma County overall.



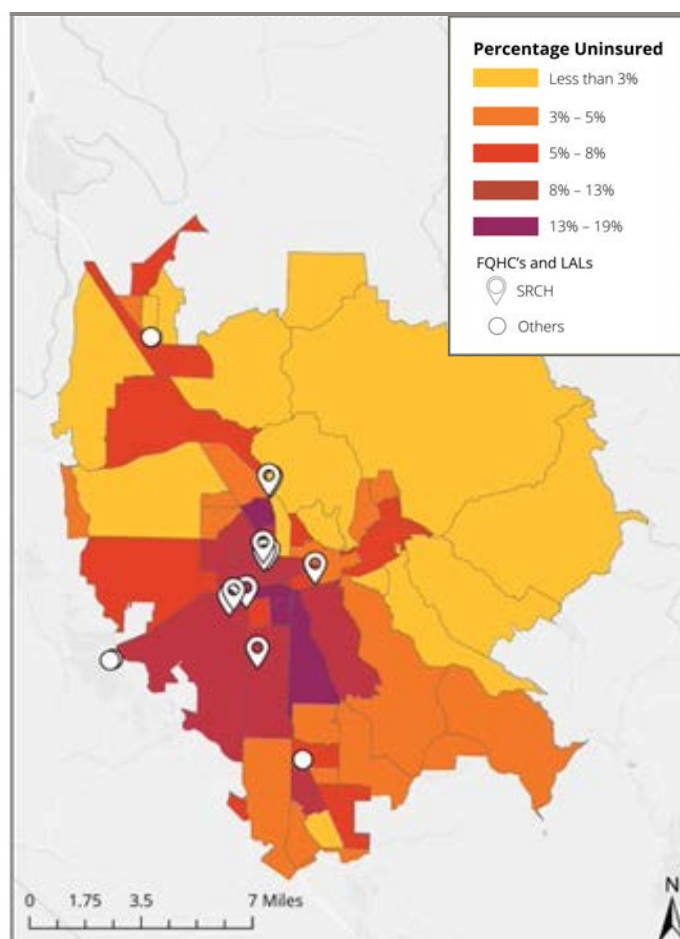
SRCH plays an essential role in providing quality medical, dental, and mental health services to those who otherwise would have nowhere to go for health care. **Nearly 30,000 of our patients (80%)** live at or below the federal poverty guideline, and the number of uninsured patients we serve has grown to 26% of our patient population in 2020.

We used clinic data and interviews with SRCH Board members, leadership, clinicians, and community stakeholders to inform the 2021 needs assessment. This assessment examined changes in our patient population, services provided, and health needs and outcomes, as well as emerging organizational needs.

Our 2021 Needs Assessment highlighted some key changes in our patient population between 2017 and 2020.

- The percentage of uninsured patients increased to one in four in 2020.
- There was a 7% percent reduction in the number of Medi-Cal patients between 2017 and 2020, down to 60% of patients in 2020.
- In 2020, SRCH patients were slightly older (8% of the total patient population was over the age of 65) and less likely to be children (33% of the patient population) compared to 2017.

**Percentage Uninsured per Census Tract
SRCH Service Area, 2019**



Data Source: U.S. Census Bureau, 2019 American Community Survey 5-Year Estimates

Patient Population (continued)

- In 2020, there was an increase in the proportion of patients who were Latinx (now 63% of all patients), continuing the 5-year trend of the growing population of Latinx patients.
- We care for more than 2,000 people who are experiencing homelessness. This is nearly 800 more patients than in 2017.
- Patients with diabetes increased by 11% to nearly 3,500 patients in 2020 (275 additional patients).
- Patients with asthma increased by 17% to nearly 3,300 patients in 2020 (270 additional patients).
- Reflecting increased capacity to provide substance-use disorder (SUD) services to people using opioids, patients receiving SUD services increased from 150 in 2017 to 501 in 2020.

Quality Measures

The 2017 fires that caused the loss of SRCH's largest health center that served 24,000 patients, along with the COVID-19 pandemic in 2020, disrupted service delivery; nonetheless **several SRCH quality measures remain positive and outperform California health center averages**. Analysis of these measures over time indicate where we need to continue our strong practices and where we need to focus to improve:

- Early access to **prenatal care** has remained consistently high.
- Overall, the percentage of newborns with low birth weights has decreased to a 5-year low of 6.2% (or 36 babies in 2020).
- The percentage of patients with **controlled hypertension** increased steadily compared to 2017 but decreased in 2020 due to the pandemic. The overall percentage of SRCH patients with controlled hypertension was 57%, similar to the California health center average of 56%.
- The percentage of patients who were able to manage their **diabetes** decreased. It is important to note that disparities exist in the rates of controlled diabetes and hypertension based on race, ethnicity, and insurance status.
- Many **preventative screenings**, such as cervical and colorectal cancer screenings, BMI screenings, and weight assessment/ counseling for children and adolescents decreased in 2020, due to the loss of in-person visits during the COVID-19 pandemic.
- Fortunately, screening for **depression and follow-up** planning held steady in 2019 and 2020 but was down from 2018.
- Although **cervical cancer** screenings have decreased since 2017 (especially during the pandemic), we remain in the top quartile of all health centers nationally.
- **Childhood immunization rates** were at 35% in 2020, which was an improvement from 2018 and 2019, but remain below the California health center average of 40%.
- **Dental sealants** for children 6 to 9 years have increased 22% since 2017, about 40% in 2020 (an average of 350 patients per year).



Organizational Needs

Key organizational needs emerged from interviews with multiple stakeholders, including:

- Need for financial stability and facilities infrastructure, especially after the impact of the fires and pandemic.
- Investment in human resources with a focus on staff development and rebuilding teams.
- Investment in a healthy, diverse, and inclusive workplace culture.
- IT infrastructure that supports the shift to telehealth and bi-directional health information exchange between patients and providers.
- Incorporation of more patient voice into program development and implementation.
- Comprehensive services for the growing number of older adults in the SRCH service area.

In 2019, just 1% of visits were via telehealth. In 2020,

49% were via telehealth

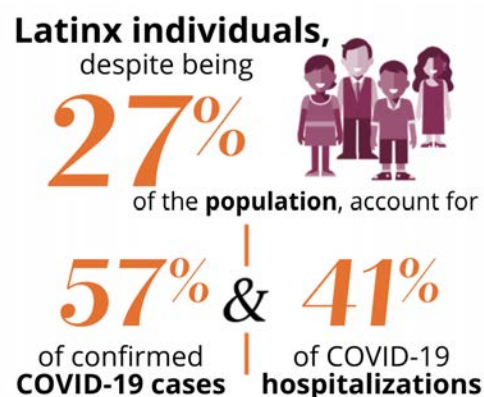


We have witnessed and experienced incredible challenges alongside our Santa Rosa community over the last five years. Just as many in our community are still recovering from the loss of their homes in the 2017 wildfires, we too are still recovering from the loss of our largest health center that served 24,000 patients.

Just four months after we re-opened our beloved Vista Campus, the COVID-19 pandemic reached our community. At SRCH, we rapidly pivoted to address this emergency. We tested nearly 60,000 people for COVID-19, moved the majority of visits to telehealth, and in January opened two sites to provide mass vaccinations to the community when they became available:

one at the Sonoma County Fairgrounds and one at the Roseland Library to meet the needs of our most impacted neighbors.

The impact of the pandemic, however, has not been experienced equally. While representing just 27% of the population in Sonoma County, the Latinx community has experienced 53% of COVID-19 cases.* In spite of being younger on average, Latinx individuals have accounted for 41% of COVID hospitalizations and 31.7% of deaths overall in the county. Latinx individuals comprise 62% of the cases under 50 but 82% of the deaths in this age group. The majority had treatable conditions – most commonly hypertension and diabetes related to epidemic rates of overweight and obesity.



**As of October 20, 2021.*

The staff at SRCH have done an astounding job of responding to the traumatic emergencies of the last four years. They have stepped up to provide incredible care to our patients, even in the face of personal and organizational challenges. They, too, need support and hope. This strategic plan will help us build the strength and resilience to ensure that everyone in our Santa Rosa community receives the health care they deserve.

A Renewed Vision & Mission

2021 also marks our 25th anniversary. Starting as a single health center in 1996, we're proud of what we've accomplished and inspired for the road forward. We renewed our vision, mission, and values to reflect this inspiration and our commitment.

Our Vision: *A just and healthy community where all people can achieve their full potential for health and well-being.*

Our Mission: *United in heart, health, and justice, SRCH provides excellent, comprehensive, culturally responsive health care that meets the needs of our diverse community.*

Our Values:

JUSTICE

Everyone deserves the right to a full and healthy life. We acknowledge that our lives, histories, and futures are interconnected, yet not all voices have been equally heard or valued. We work to remove this barrier to health and equity.

EQUITY

Everyone should receive the highest quality care that honors them and meets their unique needs. We ground our work in health equity and access for all.

CLINICAL EXCELLENCE

Continuous learning and innovation are essential for excellent care. We invest in learning and innovations to deliver the highest quality care.

COMPASSION

A loving and safe environment is essential for healing. Our health centers are a sanctuary, a place of refuge for those who need healing and community.

RESPECT

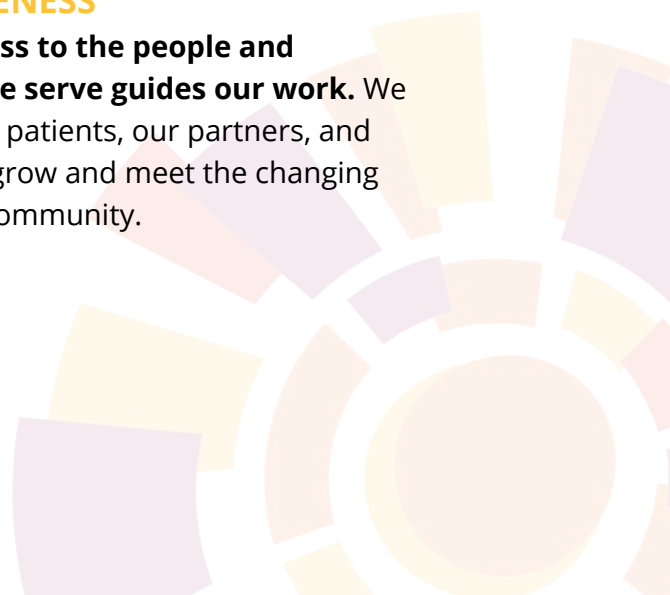
All who enter our doors are heard, valued, and respected. We honor the diverse cultures, identities, languages, and lived experiences that make up our community.

PARTNERSHIP

The journey to health and wellness is a shared collaboration with our patients, our team and our community. We recognize that health is a combination of care and community conditions, and we work together to make change.

RESPONSIVENESS

Responsiveness to the people and community we serve guides our work. We learn from our patients, our partners, and each other to grow and meet the changing needs of our community.



Our Approach

The Next Three Years

At SRCH, we do this work because we care deeply about the health of our community. We are excited to embark on a new strategic direction that fully centers our commitment to health equity and eliminating health disparities. To this end, our plan addresses foundational infrastructure needs in support of programs that will ensure the well-being of our patients, as well as support staff and clinical providers.

Looming large is the trauma that our community has faced, from the wildfires to the impacts of the COVID-19 pandemic. Many are still grieving and are exhausted from the rapid shifts these events required. We can support each other in healing by using a trauma-informed approach that uplifts the human-centered needs of our staff and patients. We can remind ourselves of the incredible adaptability and teamwork that we displayed to get through the challenges we faced. Our achievements over the last several years show that together we are far more capable than we might have thought. By supporting and inspiring each other, we can find the motivation to heal from the challenges of the past and take our work to the next level.

It is important to allow ourselves to imagine boldly in order to create the vision we hope to see, but it is also critical that we think about the realistic path to achieve our dreams. We know there is often a lack of financial resources and staff to quickly and easily make our strategic priorities happen. In order to make change with the resources and time we have, we will engage in a planning period to ensure our success on each of our strategic priorities. During this period, we will gather information to identify the resources needed to make the initiatives happen. This planning period is reflected in our action plan.

The COVID-19 pandemic has shined a spotlight on the health disparities in our County. As we address the social determinants of health and racial disparities in health, it is critical that we work together to think through change. By collaborating with our partners and patients and centering diversity, equity, and inclusion in all our efforts, we will ensure that diversity, equity, and inclusion are realized every day in our work and inform everything we do. This will allow us to create the health equity we envision for our community.



Our Strategic Priorities

Our priorities will guide us toward our vision over the next three years. On the following pages we outline the initiatives and aims for each strategic priority.

1

Advance Health Equity

Patients and community rely on Santa Rosa Community Health for respectful, equitable, and comprehensive care that meets the physical, mental, and social health needs of our community.

2

Eliminate Health Disparities

Every SRCH patient receives the highest quality care that meets their unique needs and respects their culture, identity, history, and life circumstances.

3

Achieve Service Excellence

Patients and staff feel cared for, respected, and empowered as they receive and give care at Santa Rosa Community Health. Core processes and technology are strong and aligned in support of this vision.

4

Inspire Joy at Work

All SRCH employees are equipped, supported, and empowered to do and be their best every day. They feel appreciated, experience a sense of belonging and well-being, and see their future here.



#1: Initiatives to Advance Health Equity



Mental and Behavioral Health

Expand and strengthen integrated behavioral and mental health services.

Behavioral and mental health services are accessible, integrated, and responsive to patient needs, identities, and experiences.

Caring for Older Adults

Develop and implement a PACE program and services for older adults.

Elder patients and families access, trust, and value the tailored care they receive in SRCH's PACE and geriatric programs.

Oral Health

Strengthen integrated dental services.

Everyone wears a healthy smile thanks to the integrated dental care at SRCH.

Trauma-Informed Care

Address trauma, post-disaster needs, and resilience.

Patients, staff, and community have the care and resources they need to heal from disasters and build resilience for the future.

Social Determinants of Health

Expand ACEs and other screening with linkages to services that address social determinants of health.

Patients are connected to the spectrum of care and essential resources they need to live a full and healthy life.

Patient & Community Engagement

Build a program of patient and community engagement.

Patients and community are trusted partners in the creation and delivery of health-giving programs and services.

#2: Initiatives to Eliminate Health Disparities



Prevention

Strengthen patient access to preventive health services, such as cancer screenings, immunizations, and well-child care.

Patients of all ages receive the preventative care and services they need to stay healthy.

Chronic Disease Management

Strengthen chronic-disease management programs, such as diabetes and hypertension.

SRCH patients confidently manage or treat their chronic diseases, such as diabetes and hypertension with education, resources, and coordinated care.

Access to Care

Enroll all eligible patients into insurance programs.

Improve health equity and health outcomes by ensuring that each SRCH patient has health coverage.

Coordinated Care

Expand and integrate care coordination

Patients receive seamless coordinated care across the continuum of services from partners and providers.

#3: Initiatives to Achieve Service Excellence



Patient Communication

Build robust systems for patient communication.

Patients can schedule care and communicate with SRCH quickly, easily, and in the ways that work best for them.

Telehealth

Expand video and telehealth capabilities.

Video and telehealth are an integral and satisfying part of receiving and delivering care for patients and clinicians.

Team-Based Care

Advance the Patient-Centered Health Home model of care.

Patients have a trusted relationship with their provider and a collaborative team of healthcare professionals.

IT Systems

Assess and strengthen IT support.

IT infrastructure is reliable, responsive, and secure.

Electronic Health Record Performance

Evaluate and potentially implement Epic EHR.

The EHR improves patient care and the staff experience and facilitates seamless delivery of comprehensive patient care.

Revenue Cycle

Strengthen revenue cycle.

Everyone does their part confidently, competently, and consistently to optimize billing and collections for visits.

#4: Initiatives to Inspire Joy at Work



Diversity Equity & Inclusion

Develop and implement integrated diversity, equity, and inclusion programs and practices.

Diversity, equity and inclusion are clear and shared practices and principles that guide the way we work together and deliver care.

Leadership Diversity

Grow a diverse leadership.

SRCH leadership reflects the diverse cultures, identities, and experiences of our community.

Leadership Development

Expand programs for leadership development and succession planning.

Employees across SRCH see and engage in clear pathways for learning, growing, and contributing at SRCH.

Well-Being & Appreciation

Enhance our culture and practices for staff appreciation and well-being.

Teams and employees are healthy, resilient, and appreciated.

Recruitment & Retention

Improve and expand systems for retention and recruitment.

People choose to work and stay at Santa Rosa Community Health.

Impact Amplified

Conclusion

We at Santa Rosa Community Health are committed to the principle that health care is a fundamental human right and everyone should have the opportunity for a full and healthy life. As we share this three-year strategic plan with our community, we are re-affirming our commitment to health equity in word and in practice.

We also know we have a large task ahead of us. As we launch this strategic plan, we will continue to gather information, identify needed resources, and define action steps to make our strategic priorities a reality. We are already inspired by the collaborative effort in developing this strategic plan; and we know that success will come when we apply the same determination, care, and thoughtfulness to implementing the plan detailed in this document. As we heal from the collective trauma our community and staff have faced, we will support each other in doing the hard work to make this plan a lived experience across our diverse community

Our power lies in the strength of our community, inside and outside our health center walls. Only together, sharing and embracing these strengths, can we amplify our impact, fulfill longstanding promises, and reach our vision for just and equitable health care for all.

All of us.
For all of you.



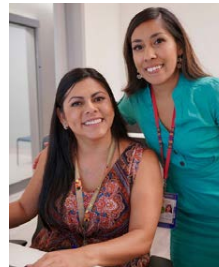


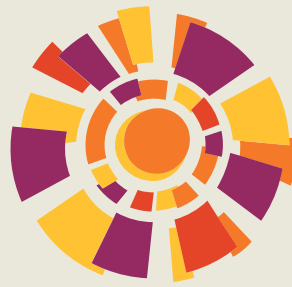
Santa Rosa COMMUNITY HEALTH

All of us. For all of you.

a californiah⁺health center

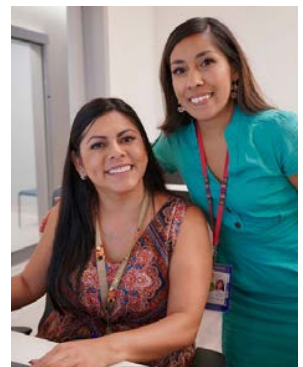
3569 Round Barn Circle
Santa Rosa, CA 95403





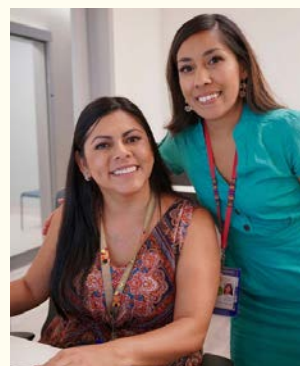
Santa Rosa
COMMUNITY
HEALTH

Strategic Plan 2021 - 2024



The Road Forward:

Santa Rosa Community Health Strategic Plan 2021 - 2024





The Road Forward:
Santa Rosa Community Health
Strategic Plan
2021 - 2024

Table of contents:

About this plan	pg. 1
Acknowledgements	pg. 2
Our Why	pg. 3
Vision	pg. 6
Values	pg. 7
Approach	pg. 8
Strategic Priorities	pg. 10
Initiative	pg. 12

About this plan:

At Santa Rosa Community Health, we believe health care is a fundamental human right—everyone should have the opportunity for a full and healthy life. Every day, we open our doors to care for patients in a way that honors them and meets their health care needs. We welcome everyone with compassion and respect for their culture, language, identity, and values—no matter what. We do this because each person is unique and deserves to be seen and valued for who they are and the life circumstances that bring them to us. None of us should ever receive anything less than the best care possible.

Thus Santa Rosa Community Health (SRCH) Strategic Plan was created using an inclusive and collaborative approach. We gathered information and data, incorporated input from our board, community stakeholders, chiefs, clinicians, and leadership, and evolved the plan over the first six months of 2021 - a highly dynamic time given SRCH's role in the pandemic response in our community. Many people who care deeply about our community and organization worked together to co-create SRCH's future.

***Vision:* Just and equitable health care so everyone can live a full and healthy life.**

This document outlines SRCH's exciting three-year strategic plan for July 1, 2021 through June 30, 2024. We are eager to embark on a new strategic direction centrally organized around a strong commitment to eliminating health inequities. Our plan addresses foundational and infrastructural needs in support of programs that will ensure the well-being of our patients, administrative and medical staff, and community members through four key strategic priorities:

**Advance
Health
Equity**

**Eliminate
Health
Disparities**

**Achieve
Service
Excellence**

**Grow Joy
at Work**