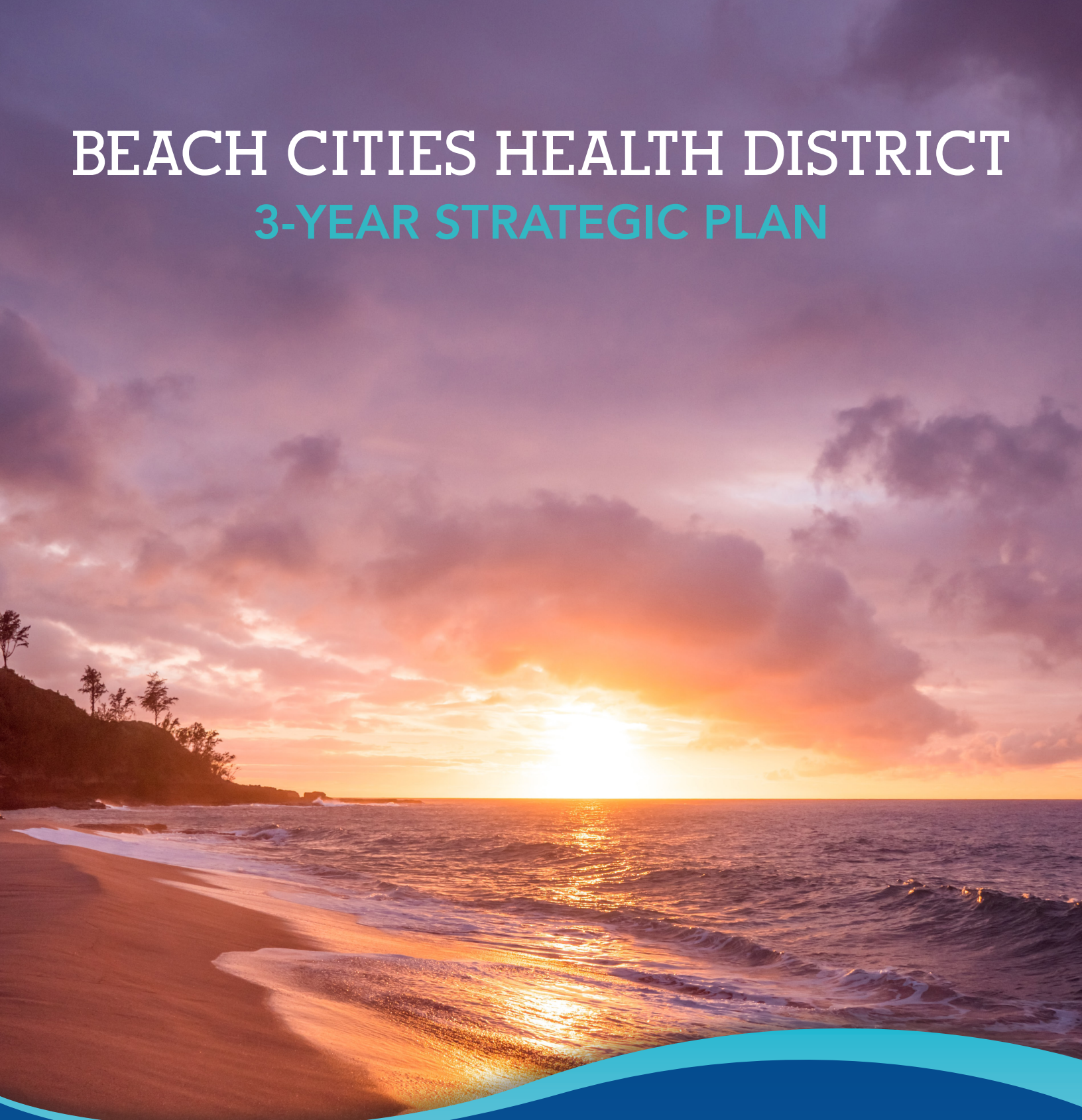


# BEACH CITIES HEALTH DISTRICT

## 3-YEAR STRATEGIC PLAN



*A Public Agency*

*Beach Cities*  
**Health District**





Beach Cities Health District is a California Healthcare District serving the Beach Cities of Hermosa Beach, Manhattan Beach and Redondo Beach.

### **Board of Directors**

Michelle Bholat, M.D; Noel Chun, M.D.; Jane Diehl; Martha Koo, M.D; Vanessa Poster

### **Chief Officers**

Tom Bakaly (Chief Executive Officer); William Kim, M.D. (Chief Medical Officer); Monica Suua (Chief Financial Officer); Kerianne Lawson (Chief Programs Officer); Cristan Higa (Chief Health Operations & Communications Officer); Megan Vixie (Chief Engagement Officer)

### **Location**

The Beach Cities of Hermosa Beach, Manhattan Beach and Redondo Beach located in Los Angeles County, California

### **Population**

122,462 (Source: U.S. Census Bureau, 2019 American Community Survey 5-Year Estimates)

## **Vision**

A health  
beach community

## **Mission**

Enhance community  
health through partnerships,  
programs and services for  
people who live and work  
in Hermosa Beach,  
Manhattan Beach and  
Redondo Beach

## **Core Values**

Compassion, Integrity,  
Accountability, Excellence



## STRATEGIC PLANNING GOALS

(not in priority order)

### Goal A: PROGRAMS & SERVICES

Provide all residents with enhanced health services of demonstrated effectiveness ranging from prevention and education to intervention

### Goal B: PEOPLE & PARTNERSHIPS

Improve the capacity of the district and its partners to assess and respond to individual and environmental factors that affect community health

### Goal C: TRANSPARENCY

Further the District's standing as a trusted and valued community resource

### Goal D: PHYSICAL ASSETS, INFRASTRUCTURE & FINANCIALS

Develop and manage District assets to increase value and maximize efficiencies

## 2022-2025 HEALTH PRIORITIES



Mental Health



Physical and Brain Health



Public Health and Safety



Substance Use





## STRATEGIC APPROACH

The 2022 – 2025 3-Year Strategic Plan defines the Health District's goals and objectives for the next three years. The plan utilized BCHD's existing mission, vision, and goals, and focused on defining new objectives. The document articulates BCHD strategic priorities and where the Health District will focus to achieve its goals. In addition to the Community Health Report's health priorities and objectives, the 3-Year Strategic Plan addresses other priorities such as finances, infrastructure, IT and human resources.

The Strategic Planning Committee has previously provided input to the development of the new objectives in their meetings on February 2, 2022, May 17, 2022, and August 29, 2022. The 3-Year Strategic Plan was also part of the Strategic Development Half-Day on March 11, 2020, for board, staff and community input.

## STRATEGIC PLANNING COMMITTEE

Michele Bholat, Board Member/  
Committee Chair

Vanessa Poster, President Pro-Tem

Joey Farrales, Committee Member

Lyman Fox, Committee Member

Lisa Gaudio, Committee Member

Vijay Jeste, Committee Member

David Liu, Committee Member

Charlotte LeBlanc, Committee Member

Ricardo Reznichuk, M.D., Committee Member

Christian Wendland, Committee Member

Megan Wong, High School Student

Mollie O'Grady, High School Student

## GOAL A: PROGRAMS & SERVICES

Provide all residents with enhanced health services of demonstrated effectiveness ranging from prevention and education to intervention

### Objective A.1

Prioritize and develop strategies to address the health priorities and objectives identified in BCHD's 2022-2025 Community Health Report:

#### A.1.1 Mental Health Objectives

- Decrease anxiety, depression and suicidal ideation across the lifespan
- Decrease bullying across the lifespan
- Decrease isolation and loneliness across the lifespan
- Increase access to early intervention mental health services for youth
- Increase stress management across the lifespan to decrease stress

#### A.1.2 Physical Health & Brain Health Objectives

- Decrease anxiety, depression and suicidal ideation across the lifespan
- Decrease bullying across the lifespan
- Decrease isolation and loneliness across the lifespan
- Increase access to early intervention mental health services for youth
- Increase stress management

across the lifespan to decrease stress

#### A.1.3 Public Health & Safety Objectives

- Improve emergency preparedness
- Increase community access to and education about preventive health programs and services
- Increase community awareness and education, for the public and partner organizations, regarding social determinants of health and health equity
- Increase community capacity to respond to public health crisis (e.g. COVID-19)
- Improve biking and walking infrastructure
- Increase equitable and inclusive delivery of BCHD programs and services
- Reduce homelessness

#### A.1.4 Substance Use Objectives

- Continue to reduce the percentage of adult smokers
- Reduce alcohol use, drug consumption and vaping in youth
- Reduce the number of victims of accidents involving alcohol/substance use
- Reduce substance abuse among adults

**GOAL B:  
PEOPLE &  
PARTNERSHIPS**

Improve the capacity of the district and its partners to assess and respond to individual and environmental factors that affect community health

**Objective B.1**

Develop and execute organizational development strategy that strengthens the District's human capital, specifically for the purposes of professional development, collaboration, succession planning, diversity, equity and inclusion.

**Objective B.2**

Remain competitive in the current job market to be seen as an employer of choice for current and future talent.

**Objective B.3**

Improve overall community health by connecting individuals to volunteer service that's purposeful to the individual, strategic to the organization, and impactful to the community.

**Objective B.4**

Serve as a leader, convener and backbone organization to address the community's health priority areas.

**Objective B.5**

Uphold industry standards and best practices and demonstrate fidelity through accredited certifications and awards (e.g. Medical Fitness Association, American Camp Association, Government Finance Officers Association).standards and best practices.

## GOAL C: TRANSPARENCY

Further the District's standing as a trusted and valued community resource

### Objective C.1

Continue to demonstrate a strong commitment to transparency and governance by participating in government and special district transparency efforts.

### Objective C.2

Strengthen community awareness and engagement by developing and implementing a proactive outreach plan to deepen the community's understanding of what BCHD is, how programs and services are benefiting residents and how the Health District's funding model and real estate holdings impact programs and services.

### Objective C.3

Implement and monitor the

District's 3-Year Strategic Plan to track progress and results of stated goals and objectives and make course corrections as needed.

### Objective C.4

Utilize priority-based budgeting methodology to invest in the proper resources to meet BCHD's stated objectives, clarify trade-offs and increase budget transparency.

### Objective C.5

Continue to generate the Community Health Report every three years (2025-2028), conduct a community health well-being measurement every two years (3rd party) and source other community health data to update BCHD's Health Priorities.

## GOAL D: PHYSICAL ASSETS, INFRASTRUCTURE & FINANCIALS

Develop and manage District assets to increase value and maximize efficiencies

### Objective D.1

Evaluate and update BCHD's long-term financial outlook and risk assessment to stabilize the District's funding, incorporating Healthy Living Campus Phase I, Capital Asset and the Real Estate Master Plan.

### Objective D.2

Develop a 5-year plan for programs, services and facilities impacted by the Healthy Living Campus timeline and construction impact during Phase I.

### Objective D.3

Pursue additional public, private funding opportunities and partnerships, as well as other revenue-generating opportunities that align with the Health District's mission to support funding of District programs, services and facilities.

### Objective D.4

Develop fundraising strategies for Phase II of the Healthy Living Campus project.

### Objective D.5

Invest in compliance, automation, support and disaster infrastructure preparedness (e.g., HIPAA and Cyber Security).

### Objective D.6

Address aging 514 building infrastructure through the Healthy Living Campus Master Plan.

### Objective D.7

Ensure safety is the utmost priority for operations, programming and emergency planning.





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