

# BEACH CITIES HEALTH DISTRICT

## SIX-YEAR STRATEGIC PLAN

2025 – 2031





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 Mueller (Chief Health Operations & Communications Officer)

Megan Vixie (Chief Engagement Officer)

Ali Steward (Chief Partnerships & Innovation 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)





## Our Vision

**A healthy beach community.**

## Our Mission

**To optimize health for our Beach Cities community through innovative and inclusive programs, partnerships and spaces.**

## Our Core Values

### Compassion

Seeks to connect with others in their life circumstance; demonstrates “perspective-taking” abilities; promotes self-esteem and self-advocacy skills in others; demonstrates a caring attitude toward others; validates people’s needs.

### Integrity

Is genuine and transparent when dealing with others; values honesty; is honorable and ethical; holds oneself accountable to the same standard of performance at all times (even if no one is watching); acts on beliefs and values that promote a commitment to health and wellness.

### Accountability

Takes responsibility for actions and decisions; proactively seeks solutions and resolves problems; fosters a safe and clean environment; utilizes evidence-based standards, metrics, and benchmarks; is truthful when dealing with the public and co-workers.

### Excellence

Motivates others to model healthy behaviors in the community; learns from mistakes and values the experience; strives for continuous performance improvement; harvests resources; embraces change, decision-making and calculated risk-taking.



## STRATEGIC PLANNING GOALS

(not in priority order)

### Goal A: COMMUNITY HEALTH

Promote and provide health and wellness services based on the evolving needs of the community.

### Goal B: PEOPLE & PARTNERSHIPS

Strengthen BCHD and its partners' ability to drive improvements in individual and community health.

### Goal C: AWARENESS

Further BCHD as a trusted and essential community institution.

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

Leverage resources to enhance services and improve efficiency.

## 2025-2028 HEALTH PRIORITIES



### Mental Health & Substance Use



### Physical Health





## STRATEGIC APPROACH

The 2025–2031 Six-Year Strategic Plan serves as a forward-thinking roadmap that defines Beach Cities Health District’s (BCHD) mission, vision, core values, strategic goals and objectives for the years ahead. This plan is designed to guide BCHD with clarity and purpose, ensuring all efforts are aligned with our unwavering commitment to advancing the health and well-being of the communities we serve.

The plan clearly articulates BCHD’s strategic priorities and identifies the key areas where we will focus our energy, expertise and resources to achieve meaningful and lasting impact. Informed by the most recent Community Health Report, the plan incorporates both community-identified health needs and broader organizational priorities, including financial sustainability, infrastructure development, information technology modernization, talent development and organizational resilience.

Developed through a collaborative planning process, the Strategic Plan reflects the dedicated work of the Strategic Planning Committee, which has been actively engaged in its development since 2023. It has been shaped by Strategic Development Half-Day meetings that welcomed thoughtful input from BCHD’s Board, staff and community stakeholders.

As we embark on this transformative journey, the 2025–2031 Strategic Plan stands as a living document—one that not only charts our direction but inspires innovation, fosters accountability and strengthens partnerships across every level of the organization. Together, we are building a healthier beach community.

## STRATEGIC PLANNING COMMITTEE ROSTER

### FISCAL YEAR 2025-26

#### ASSIGNED BOARD MEMBERS

- Michele Bholat, M.D., Committee Chair
- Jane Diehl: Committee Chair

#### ASSIGNED STAFF

- Cristan Mueller, Chief Health Operations & Communications Officer

#### COMMUNITY MEMBERS

- Lisa Gaudio
- Khiem Luu
- Christian Wendland
- Lily Hanna
- Jeffrey Gaul
- Jennifer Seidner
- Ken Chaplin
- Susan Bremer Rosso

#### YOUTH REPRESENTATIVES

- Lila Mokhtari
- Luke Finigan



## GOAL A: COMMUNITY HEALTH

Promote and provide health and wellness services based on the evolving needs of the community.

### OBJECTIVES

- A.1** Strive to ensure that all programs and services are accessible and affordable to diverse populations, with a focus on minimizing barriers such as income, ability and transportation.
- A.2** Promote intergenerational engagement in health and wellness programs to strengthen social bonds and mutual support across age groups.
- A.3** Serve as a connector to key community resources by maintaining strong local partnerships and making residents aware of and able to access essential services, even when not directly provided by BCHD.
- A.4** Utilize the Community Health Report to identify community needs and health priorities.

### HEALTH PRIORITIES & OBJECTIVES

#### Mental Health & Substance Use

- Decrease anxiety, depression and suicidal ideation
- Reduce substance use (e.g. alcohol, cannabis, nicotine) across the lifespan
- Increase community education for mental health and substance use prevention and access to early intervention services
- Increase social connectedness to address loneliness and social isolation
- Enhance stress resilience, positive coping strategies and mental well-being

#### Physical Health

- Promote habits and practices to increase restful and restorative sleep
- Improve health and quality of life for people with dementia, including Alzheimer's disease, and their caregivers
- Maintain healthy eating habits and low percentage of residents who are obese or overweight
- Improve biking and walking safety
- Maintain high levels of physical exercise participation





## GOAL B: PEOPLE & PARTNERSHIPS

Strengthen BCHD's and its partners' ability to drive individual and community health.

### OBJECTIVES

- B.1** Enhance organizational development strategies that strengthen BCHD's team while upholding industry standards and best practices.
- B.2** Position BCHD as an employer of choice and sustain its competitiveness in the job market.
- B.3** Advance community health by connecting individuals to volunteer service that's purposeful for the individual, strategic to the organization and impactful to the community.
- B.4** Serve as a leader, convener, and backbone organization by cultivating strategic partnerships and managing strong relationships to collaboratively address community health priorities.



## GOAL C: AWARENESS

Further BCHD as a trusted and essential community institution.

### OBJECTIVES

**C.1** Demonstrate an ongoing commitment to transparency and good governance by actively participating in government and special district transparency efforts.

**C.2** Strengthen community awareness and engagement.

**C.3** Track and share BCHD's strategic goals, objectives, results and outcomes.





## GOAL D: FINANCIALS, INFRASTRUCTURE & PHYSICAL ASSETS

Leverage resources to enhance services and improve efficiency.

### OBJECTIVES

- D.1** Annually evaluate and update BCHD's long-term financial outlook and risk assessment to strengthen the District's financial position.
- D.2** Implement the Healthy Living Campus Master Plan, including addressing aging infrastructure in the 514 building and programs, services and other facilities.
- D.3** Increase revenue-generating opportunities to support BCHD's operational and capital needs.
- D.4** Continue to invest in innovation (e.g., sustainability, efficiency, technology) to protect and enhance District assets.
- D.5** Prioritize safety through proactive risk management, emergency planning and hazard mitigation.





*A Public Agency*

*Beach Cities*  
***Health District***

**bchd.org**