

Nehalem Bay Health District

Strategic Plan

2019-2024

Adopted 4-2-19



Center for
Public Service



FROM THE BOARD

The Nehalem Bay Health District, in terms of population and the district's tax base, is the smallest of any health district in Oregon. Yet we face many of the same difficult issues that citizens all across rural Oregon confront – limited access to primary and specialty care, long travel times to health care providers, affordable health care, poverty, homelessness, substance abuse and limited housing options. The decision to undertake the planning process represented in this report was driven by one overriding question: What can we do to try and better address these issues?

Early in 2018 the members of the Board of the Nehalem Bay Health District determined that the district's mission and future had to be assessed in a careful, systematic manner. We embarked upon an extensive strategic planning process, informed by engagement with stakeholders and citizens and enlightened by data on health, population and growth trends.

In this process we learned that the District has an important role in meeting our community's health care needs; that our biggest assets are our residents and partners; and that we have the potential to achieve big results even though we are small in size.

This, or any, plan is only the beginning of the work that lies ahead, but the planning is essential to pointing us in the right direction and defining a more beneficial future. To all the citizens of our community who willingly gave of their time, expertise and experience to help craft this plan we say – thank you. We sincerely hope that you will stay engaged with us as we move forward with our mission “to facilitate the delivery of health and community services through collaborative partnerships and responsible fiscal management.”

Thank you.

Marc C. Johnson, President

Lynda Chick, Vice President

Debbie Moberly, Secretary-Treasurer

Barbara Edwardson, Board member

Tom Mock, Board member

ACKNOWLEDGEMENTS

We acknowledge the invaluable assistance and involvement of dozens of district residents who participated in a range of meetings and workshops over the last year and helped develop his plan.

To the organizations and individuals who share space on our Wheeler campus – the board and staff of the Rinehart Clinic, the staff and management of the Nehalem Valley Care Center, the board and volunteers of the North County Food Bank and our tenants – we express our appreciation for your involvement in charting the future direction for the District.

Finally, we gratefully acknowledge the invaluable assistance of Dr. Margaret Banyan, The Nonprofit Institute in the Center for Public Service, located at Portland State University, and the dedicated team of PSU graduate students who provided the planning expertise and research capability that shaped this strategic plan.

EXECUTIVE SUMMARY

The Nehalem Bay Health District (NBHD) has played a role in the delivery of health care services since it formed in 1951 as the North Tillamook County Hospital District. Its three main buildings, the Old Wheeler Hospital (the Annex), Nehalem Valley Care Center, and Rinehart Clinic occupy its approximate 5.09 acres within the Wheeler City limits.

Currently, the NBHD serves as the governing board for the Nehalem Valley Care Center and manages the District property.

In June 2018, the NBHD Board launched a strategic planning process in which it issued a Request for Proposals. The Nonprofit Institute at PSU responded to and was awarded the contract. The planning process was designed to answer several questions related to the future of the District. These questions were related to a) refining the strategic direction of the District operations and organization and b) developing recommendations for the District property consistent with its vision for the future.

The decision to launch a strategic planning effort was due, in part, to a culmination of decisions and events. These included a newly constituted District Board, a decision to evaluate and possibly close and demolish the Annex Building due its deteriorating condition, an agreement to house the North County Food Bank on the District property in the short and long term, and the pending maintenance needs of the Nehalem Valley Care Center and Rinehart Clinic.

This Strategic Plan features the following components: Background, Vision, Mission, SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis, Priority Selection, Property Considerations, Strategic Plan Perspectives, and the Plan Elements in Action (Priorities, Objectives, Critical Tasks, and Timelines).

BACKGROUND: DEVELOPING THE STRATEGIC PLAN

This Strategic Plan was the result of a significant data collection efforts including public sessions devoted to physical and functional inventory of existing facilities, an online community survey, two public input meetings, a NBHD Board retreat, stakeholder interviews, and retrieval of existing health, property, and community demographic data.

As part of the foundation for this plan, The Nonprofit Institute at PSU developed a “State of the Community” report that documents the data and analysis related to this plan.

VISION

This Strategic Plan proposes a vision statement that captures the essence of the role the NBHD wishes to play in the community and its future direction. Vision statements are important for articulating the “north star” or strategic direction of an organization.

As a result, the vision of the Nehalem Bay Health District is:

We envision a future where the Nehalem Bay Health District is the heart of the community and where all residents live a happy, high-quality, and healthy life.

MISSION

Current Mission

The NBHD has an existing mission statement that articulates its purpose and primary objectives. The current mission statement of the District is:

The NBHD serves the communities of Manzanita, Nehalem, and Wheeler. Our mission is to facilitate the delivery of health and community services through responsible fiscal management.

Revised Mission

As part of this strategic planning effort, it became clear that the NBHD desires to work within the context of health and community services. An important means for that work is to engage with others to accomplish its important work. As a result, the proposed mission is:

To facilitate the delivery of health and community services by encouraging collaborative partnership and stewardship of public resources.

VALUES

Organizational values describe the basic core principles of the organization and provide a framework for decision making. Values have the power to communicate the cultural foundation of the organization. With this in mind, the NBHD has selected the following values (in no particular order) as being central to its priorities.

Equity and inclusion

Collaboration

Self-determination

Diversity

Sustainability

Transparency

DIVERSITY, EQUITY, AND INCLUSION

In addition to the articulation of values, the NBHD further emphasizes its commitment to diversity, equity, and inclusion. It therefore adopts the following statement as part of this Strategic Plan.

Consistent with our mission, vision, and values, the Nehalem Bay Health District embraces the principles of diversity, equity, and inclusion as we implement this Strategic Plan.

SWOT ANALYSIS

A SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis discussion was conducted as part of this planning process. Strengths and Weaknesses generally focus on current conditions; while opportunities and threats focus on an anticipated future state.

The content of this analysis was generated from the community meetings and the NBHD Board retreat. A SWOT Analysis serves a foundational purpose in the strategic planning process, where it can help stakeholders to identify innovative ideas, clarify direction, position the organization for future opportunities, and strategically avoid future limitations of activities. A SWOT Analysis is set in a time-context, meaning that these conditions will change over time as the NBHD solves problems, makes decisions, and explores opportunities.

This SWOT Analysis is formulated into its four component parts and is considered both for the organization itself and for the District's property. The purpose of this distinction was to highlight how the District's goals might illuminate opportunities for its property. These analyses appear Table 1 and Table 2 below.

Table 1: Organizational SWOT

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • The Board characteristics (expertise, collegiality, energy, and credibility) • Board openness and engagement with community; increasing visibility • Financial position (currently secure); tax exempt • Efficient organization (doing a lot with few resources) • Providing or hosting service provision (Care Center, Rinehart Clinic, Food Bank) 	<ul style="list-style-type: none"> • Lack of communication / lack of visibility • Primarily volunteer-run (except limited staff) • Funding: Lowest tax rate for a district in the state • Previous inefficiencies (e.g., lack of collaboration and relationships) • Not able to meet health care needs in the community; not reaching all of district residents in rural areas 	<ul style="list-style-type: none"> • Enabling legislation creates flexibility for organizational tasks • Extend and increase collaboration with existing partners • Possibility to increase collaboration with new partners • Possibility to increase collaborative funding through partnerships (including tenant’s ability to raise funds), millage, grants • Harness attention to community health needs (affordable health care, housing, or social determinants of health) • Innovate (e.g., facilitate telemedicine; innovative partnerships) • Build feedback into program design at beginning • Increased consciousness of community risks can be leveraged for grants and new NBHD (tsunamis, opioids, etc.) programs/activities • Possibility of funding model changes (e.g., single payer) 	<ul style="list-style-type: none"> • Board and staff burnout • Funding (risk) • Liability • National health care model and changes to Medicare and Medicaid (implications for Care Center funding model) • Aging population with increased housing, health care, and social service needs • Affordable, senior, and workforce housing in the community • Growing health care threats (mental health, opioids, substance abuse, etc.) • Rural health care delivery and funding • Potential competition with municipalities and health care entities for clients and funding • Natural disaster(s)

Table 2: Property SWOT

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Strategic location • Property size • Existing infrastructure • Functioning assets / buildings • Stable geography • Topography (multiple levels) • Generates income 	<ul style="list-style-type: none"> • Old hospital condition (expense to demolish / repair) • Aging facilities and deferred maintenance (Growing and expensive needs) • Quality of space and nonfunctional building design • Unusable areas of property • Limited space • Access (ADA compliance) 	<ul style="list-style-type: none"> • Buildable footprint on Old Hospital site (once demolished) and other buildable space on the property • Underutilized space at care center can be leveraged (e.g., currently private rooms, great physical therapy room; proximity to Rinehart Clinic) • Adjacent vacant lands: opportunity for future development • Innovation • Emergency location 	<ul style="list-style-type: none"> • Zoning • Neighbor relations (unknown if neighbors will be on board with future plans) • Severe deterioration of Annex Building • Earthquake stability for existing / usable buildings • No unified plan for response on property • Natural disaster(s) and demands for emergency space

This SWOT Analysis allows the NBHD to identify a range of priorities that, if pursued, would have significant impact for the community and residents.

PRIORITY SELECTION

In the development of a strategic plan, several questions form the basis for the selection of its priorities, strategies, and critical tasks. These include:

1. How should the NBHD focus its efforts and limited resources to achieve the maximum impact?
2. What are the unmet needs, or gaps, that align with the mission and vision of the NBHD?

The NBHD Board considered its primary role as a convener and facilitator. It developed several concepts that form the foundation of the Strategic Plan. These are summarized as follows (*note that the District does not desire to provide these services directly, but to convene, explore, facilitate, and assist in the pursuit of these goals*):

- Expand health care related services for older adults (elder care, assisted living, and/or home care), primary care, visiting nurses, specialty care, substance abuse, and mental health treatment
- Support high-quality existing service delivery on-site (e.g., Care Center, Rinehart Clinic, and Food Bank)
- Support programs or activities related to health promotion and social indicators of health
- Explore affordable, workforce, and/or senior housing options
- Future building development and design should focus on sustainability, shared use, dual functions, flex space, and incorporate emergency response and recovery features

DISTRICT PROPERTY CONSIDERATIONS

A related discussion about the District property development is warranted, given the current conditions on the site and the opportunities noted in the SWOT and other data collection efforts.

Site Features

Based on the findings of the State of the Community Report, the District property location and geologic stability provides the opportunity to meet the health-related needs of residents. Feedback from community participants indicated a need to consider opportunities for mixed/shared use. The concept of a District campus is compelling and aligns with the District's position to serve as a facilitator and convener. For example, housing located on the upper floors of buildings or adjacent to existing facilities provides important synergies for co-located services and shared funding models.

The property location and features suggest a mixed-use development that included diverse and compatible uses, such as co-locating existing services with housing or other community services. Multi-story buildings would maximize the parcel's development potential. This mixed-use approach will lend itself to collaborative fundraising activities for site development and programming. In addition, flex space may be considered. In other words, new building design should consider a variety of uses that may be adapted over time.

Other site features should include those that recognize human scale design, sustainability, energy efficiency, property aesthetics, and user's transportation needs, and access. These features are further detailed in the State of the Community Report.

Phasing Strategy

Given the shorter term and more urgent needs to demolish the Annex building and relocate the Food Bank, there is a need to consider the phasing of property development. Figure 1 below proposes an initial phasing strategy where the Annex is demolished, and the Food Bank building occupies its previously identified site. Housing may be considered on top of the Food Bank facility.

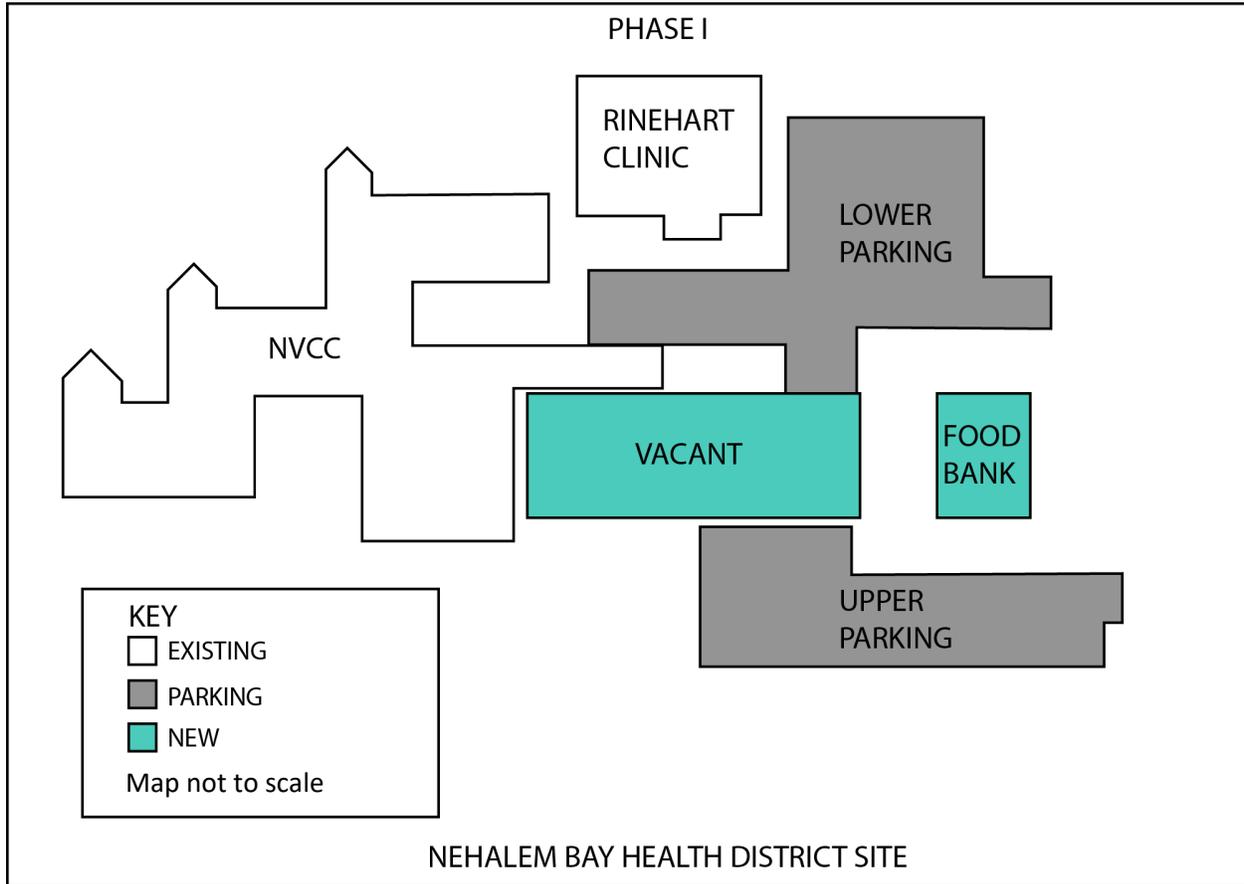


Figure 1: Property Development Phase I

Figure 2 shows a second phase of development in the future. The uses and design of this building should be developed as the District establishes additional collaborative partnerships. For example, the Rinehart Clinic space needs might be better suited in a future building. Alternatively, the physical therapy needs of the community and the Care Center may be located in a separate/new building. The key to better understanding the needs of future property development should be informed by the opportunities for District partnerships and by the service delivery priorities listed above.

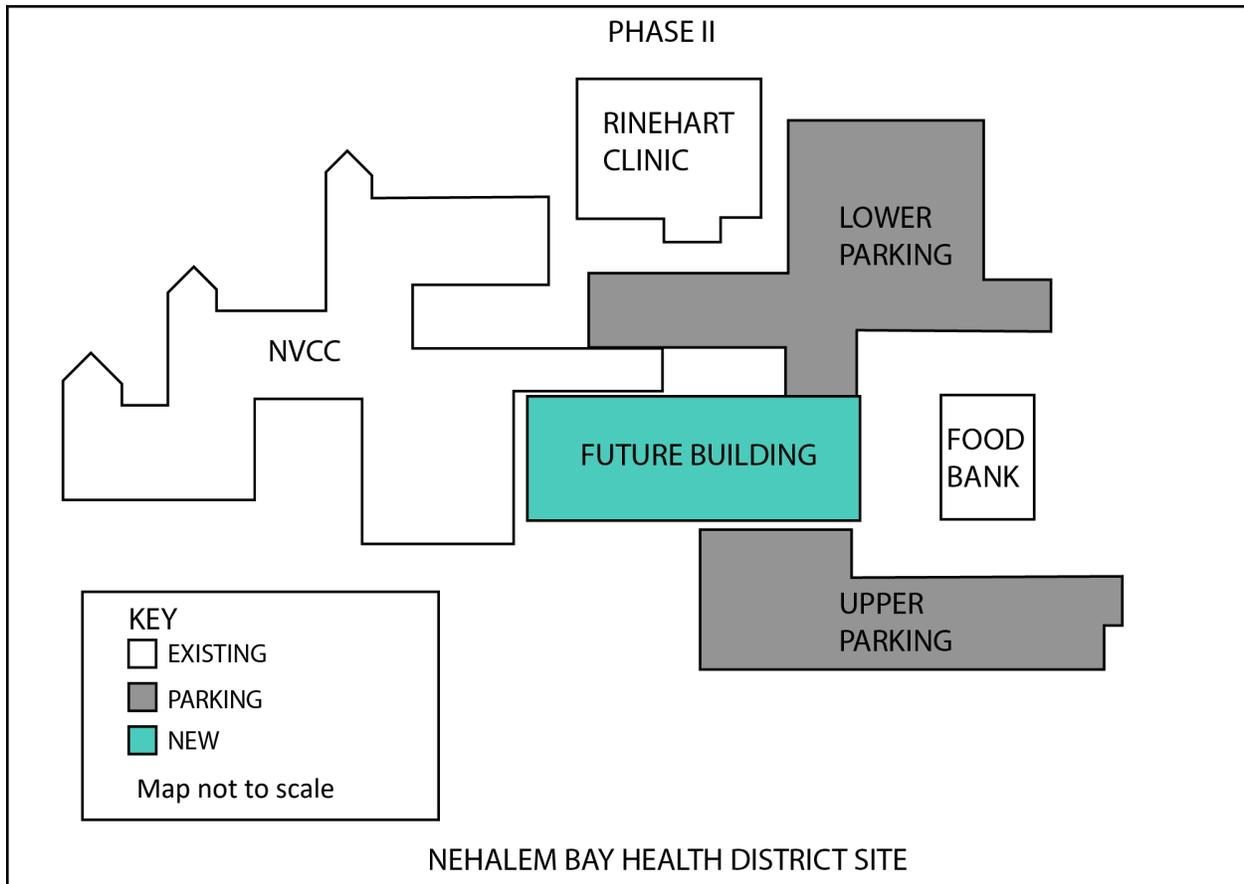


Figure 2: Property Development Phase II

Figure 3 below illustrates the property potential over a much longer term. This figure shows an additional potential building that may be dedicated for future residential, clinical, or office uses. As with all other phases, new buildings on the District campus should have the potential for flexible uses and / or mixed uses.

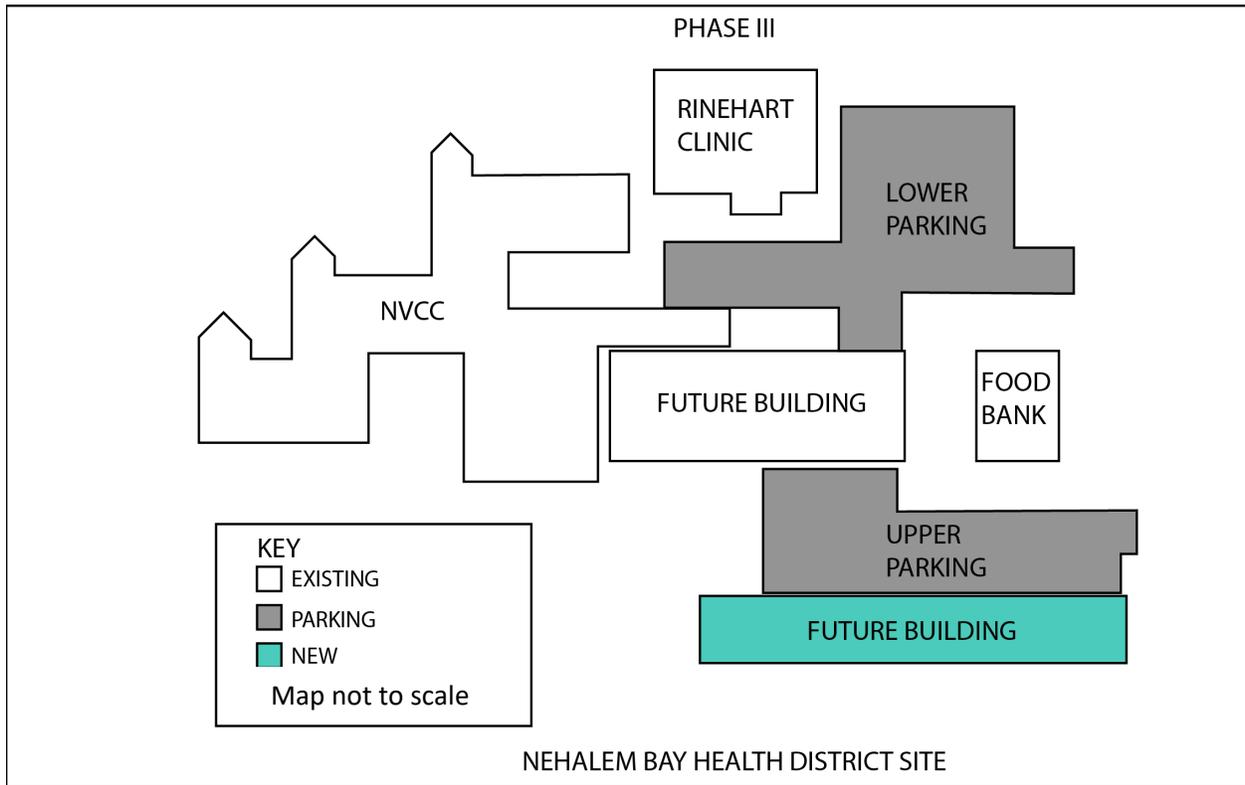


Figure 3: Property Development Phase III

STRATEGIC PLAN PERSPECTIVES

We can also think of priorities in five “frames” of strategy. These are consistent with a moderated Balanced Scorecard Approach. The approach recognizes two externally focused perspectives, two internally focused perspectives, and one associated with governance. Where the Balanced Scorecard generally suggests four perspectives, governance is an important perspective to employ to capture the character of the District as a public agency with an elected body. Figure 4 below, illustrates the relationship between these perspectives to one another and to the mission of the District. These perspectives are described below.

The Governance Perspective

The Governance Perspective considers the way in which the NBHD engages its duties to govern the District to achieve its mission. The NBHD duties include making policy, monitoring and approving the budget, and supervision of the District’s Executive Director. Because the Board has responsibility for ensuring that the mission of the organization is achieved, governance is uniquely different from the other perspectives.

The Stakeholder Perspective

The Stakeholder Perspective considers its relationship with stakeholders. It is guided by the question(s): To achieve our mission, how do we want to be seen by our stakeholders? What strategies are best suited to achieve the kind of relationship we desire with stakeholders?

The People Perspective

The People perspective considers how the District will work with its people in order to achieve its mission. By people, we mean all of the District’s employees, Board, contractors, and volunteers. As the District develops, and in future years, this perspective may require more emphasis if staffing is expanded.

The Operations Perspective

The Operations Perspective describes the substantive work of the District. It considers the strategic activities in which the District must excel to achieve its mission.

The Fiscal Perspective

The Fiscal Perspective considers the financial resources of the District that are needed to achieve the mission. It is guided by the question: To achieve our vision, what must we do to succeed financially?

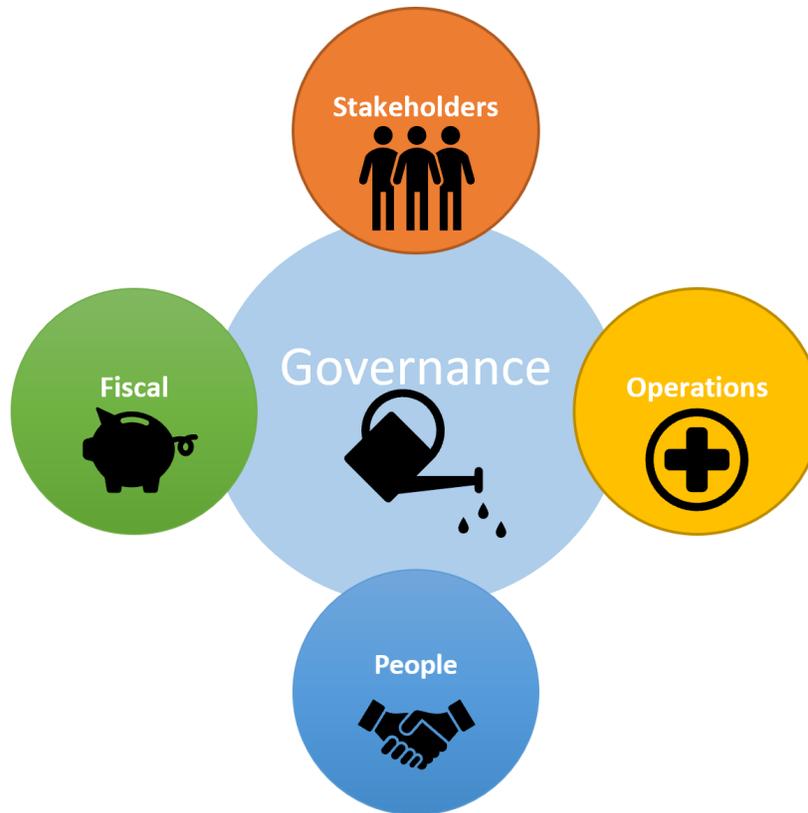


Figure 4: Five Strategic Perspectives

Plan Elements in Action: Strategic Priorities, Objectives, and Critical Tasks

As a tool for District management, this Strategic Plan should be understood as a living document. It provides short-term direction for a 5-year period, builds a shared vision, sets goals and objectives, and optimizes resources.

The priorities as described below describe the ultimate aim, or target, of an activity. These form the logic and ultimate direction to support the work of the District. These priorities can be used for reporting in the context of District documents and to develop an annual work and budgeting plan. The objectives are more specific in that they describe the steps that are to be taken to accomplish a goal. Critical tasks or activities describe those actions that may be taken to accomplish a particular objective. A timeline is also indicated in the tables below. The timeline is not intended to restrict activities. It is more important to identify the staging of activities.

The tables below are intended to provide guidance and clear activities for the upcoming 5-year period as a way of addressing strategic priorities. Included in these tables are the priorities associated with the District property.

These activities are not designed to be exclusive. Nor are they intended to constrain all District activities. In other words, the on-going excellent work of the NBHD should continue beyond what is listed here.



Strategic Priority 1	Objective	Critical Tasks	0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon
1. Develop board diversity and mission continuity <i>Develop representation strategies and practices that embrace community values and ensure continuity</i>	1.a. Pursue strategies to diversify NBHD Board	Assess gender, socioeconomic, racial, ethnic, disability, and experiential diversity of the board; recruit potential board members to achieve board diversity			✓	✓	✓
		Develop subcommittees to assist with the work of the District while developing leadership capacity		✓	✓	✓	✓
	1.b. Embrace diversity, equity, and inclusion in decision making process	Develop and adopt diversity, equity, and inclusion policy to guide Board decision making processes	✓				
	1.c. Develop monitoring systems to ensure Strategic Plan implementation	Develop annual work plans and complementary budgets to implement District activities as they develop	✓		✓	✓	✓
		Monitor Strategic Plan development by identifying accomplishment of critical tasks. Adapt strategies as needed to ensure continued relevance		✓	✓	✓	✓



Strategic Priority 2	Objective	Critical Tasks	0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon
2. Increase community knowledge and support <i>Increase community-wide understanding of the vision and mission of the NBHD</i>	2.a. Increase resident understanding of and support for desired District role in meeting health-related needs of the community	Develop external outreach, marketing, and communication plan to inform residents of the District mission, vision, goals, and funding needs (as they develop)	✓				
		Implement external outreach, marketing, and communication plan		✓	✓	✓	✓
	2.b. Increase stakeholder and/or collaborative partner awareness of the desired District role in meeting the health-related needs of the community	Host preliminary and ongoing meetings with potential collaborators to share District mission, vision, and plan		✓	✓	✓	✓
		Identify potential future shared goals. Potential collaborators may include Adventist Health, Providence, Tillamook County Health Department, and Columbia Pacific CCO		✓	✓	✓	✓



Strategic Priority 3	Objective	Critical Tasks	0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon
3. Support District staff and board and pursue partnerships <i>Support staff and board while embracing partnerships to pursue District goals</i>	3.a. Pursue strategies to manage work load(s)	Identify and delegate Board members and District staff to accomplish specific tasks identified in this Strategic Plan	✓				
		Establish Board subcommittees to distribute workload (see also Objective 5.a.)	✓	✓	✓	✓	✓
	3.b. Embrace partnerships to leverage and extend District goals.	Collaborate, share goals, and enhance communication with internal and external partners			✓	✓	✓
		Develop opportunities to regularly communicate and collaborate with onsite District tenants/partners	✓	✓	✓	✓	✓
		Develop opportunities for regular communication with external entities, including those providing direct health care and others providing community services	✓	✓	✓	✓	✓



Strategic Priority 4	Objective	Critical Tasks	0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon
4. Expand health related services and programs <i>Identify, develop, support, and pilot innovative programs that enhance community health and wellbeing by strategically leveraging District assets</i>	4.a Pursue efficiencies on existing District property	Prepare a long-term capital and facility plan to support existing building maintenance and development goals		✓	✓		
		Facilitate collaboration among existing tenants to identify and implement efficiencies and/or future uses through regular joint meetings	✓	✓	✓	✓	✓
	4.b Pursue programmatic opportunities to increase community wellbeing and health through collaborative partnerships	Conduct feasibility study(ies) to identify appropriate mix of new programs consistent with priorities (e.g., aging, primary, specialty, substance abuse, and mental health care)		✓			
		Identify, develop, pilot, and/or implement programs/activities based on feasibility findings			✓	✓	✓
		Develop assessment criteria to evaluate the extent to which programs/activities yield increased community health and well-being			✓	✓	✓
	4.c. Pursue opportunities to provide housing and/or other priorities on District property	Conduct feasibility study(ies) to identify opportunities for housing development (e.g., workforce, affordable, or senior housing) or other appropriate uses		✓			
		Identify, develop, pilot, and/or implement facility programs based on feasibility findings			✓	✓	✓
		Ensure property plans are developed to accommodate priorities (e.g., emergency-response and recovery needs, shared use, and/or sustainability)		✓	✓	✓	✓



Strategic Priority 5	Objective	Critical Tasks	0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon
5. Ensure fiscal health <i>Develop fiscal strategy to support the mission and vision of the District</i>	5.a Develop funding requirements and revenue alternatives to support existing partnerships/tenant needs as needed	Work with existing property tenants to identify new joint activities for which funding may be required		✓	✓		
		Identify appropriate mix of funding strategies to meet existing partnership needs			✓	✓	✓
		Develop and implement funding strategy with annual evaluation of progress			✓	✓	✓
		Develop and implement communication plan to support funding transparency (see marketing plan)			✓	✓	✓
	5.b Develop funding alternatives based on new partnerships and/or collaborative activities	Identify appropriate mix of funding strategies to meet District and partnership needs			✓	✓	✓
		Develop and implement funding strategy with annual evaluation of progress			✓	✓	✓

IMPLEMENTATION AND NEXT STEPS

This Strategic Plan outlines a framework for District decisions over the five-year time period by identifying priorities and plans that will support community wellness. However, as with any plan, implementation will be challenging, but rewarding.

This Strategic Plan should be followed by an annual work plan that delegates and assigns tasks, allocates required resources, and tracks progress through measures of activity. Subsequent plans may feature more substantive performance measures, such as numbers of residents housed, turnover rates of health care employees, or other social indicators of health.

By focusing on a few strategic priorities, allocating the resources of people and time, and monitoring outcomes, the District will make an impact on the health of the community.