



Strategic Framework

Mission

To improve the health of Indian River County residents.

Vision

An innovative and integrated healthcare network that improves the health of Indian River County residents.

Strategic Priorities

Overall Impact Indicator: Increase in the % of adults who say their overall health is "good" or "excellent". (Source: Florida CHARTS)

1. Focus efforts and investments on programs that strengthen primary care, behavioral/mental health, and prevention.

KPI: % of District funds focused on primary care, behavioral/mental health and prevention. (Source: IRCHD)

2. Improve access to healthcare services by reducing financial barriers.

KPI: Decrease in the % of adults who could not see a doctor at least once in the past year due to cost. (Source: Florida CHARTS)

3. Convene the community to strengthen the continuum of care for Indian River County.

KPI: Solutions identified and District initiatives implemented. (Source: IRCHD)

Strategic Action Plan

Strategic Priority One - Focus efforts and investments on programs that strengthen primary care, behavioral/mental health, and prevention.

Activity	Deliverable	Timeframe	Responsibility
1. Develop criteria to evaluate a program/service proposal aligns with the District's strategic plan.	Criteria rubric	Completed by June 30, 2022	Ann Marie
2. Assess every funding request against the criteria, including the strength of program metrics and ability to track program impact.	Funding recommendations provided to Trustees	April to June annually	Jenny
3. Conduct an annual program audit of all District funded organizations to demonstrate accountability and ensure the appropriate expenditure of tax dollars.	Report of a cost allocation plan to the Trustees Report of observations to the public	Completed annually by August 15	Dawn
4. Annual budget and plan that aligns District funding and programs to the strategic plan.	Approved budget	Completed each September	Board of Trustees

Strategic Priority Two - Improve access to healthcare services by reducing financial barriers.

Activity	Deliverable	Timeframe	Responsibility
5. Transition to 100% program and outcome funding.	Financial assistance application process discontinued	By September 2023	Jenny
6. Create a program that helps offset the cost of healthcare visits.	Transition county funding of healthcare need to District budget	September 2023	Ann Marie and Trustees
7. Identify and fund public/private partnerships and programs to reduce financial barriers to healthcare.	A multi-source financial structure supporting programs available to all residents	Ongoing	Ann Marie
8. Provide and analyze internal and external data pertaining to income, funding assistance and payer sources available to residents.	Report of analysis and findings	Annually before budget	Dawn
9. Conduct additional research into the financial barriers to help focus and direct funding to more specific areas.	Summary of findings	Ongoing	Kate/Dawn

Strategic Priority Three - Address the healthcare inequity in Indian River County by convening the healthcare community.

Activity	Deliverable	Timeframe	Responsibility
10. Continue the MH/SA Delivery Committee to bring and sustain new services and programs to the county.	Recommendations for new/additional programs and services	Ongoing	Ann Marie
11. Schedule regular educational and training opportunities for the Trustees.	Presentation schedule of health-related programs and community activities	Monthly	Kate
12. Trustee-led presentations, speaking engagements, town halls highlighting the Hospital District's purpose/value to the community.	Schedule with community groups, ie: taxpayer's association, Rotary, Exchange Clubs, etc.	Quarterly	Kate/Trustees
13. Continue analyzing data systems/sets to identify opportunities and gaps.	Data driven analysis of opportunities and gaps	Ongoing	Dawn
14. Conduct regular individual and group meetings of providers.	Provider organizations are up to date with current healthcare-related activities	Ongoing	Jenny
15. Strengthen existing and establish new partnerships, engage with community partners, and connect with public health officials to collectively improve health outcomes.	Key contacts identified; opportunities for staff and trustees to connect with community leaders	Ongoing	Staff and Trustees
16. Hold one to two focus groups per year to prioritize the community voice and deepen our understanding of the causes of health inequity in Indian River County.	Implement at least one strategy/solution	Ongoing	Staff and Trustees
17. Engage in Health Fairs and other community activities to increase awareness of the District's role and accomplishments.	Summary of learnings from participation	September 2022 to August 2023	Staff and Trustees