

Orcas Island Health Care District

2026 Strategic Planning



Current State

- Certainty with new Island Health Contract
- New chief admin/operations officer at Island Health
- Clinic is stable
- Aimee clinic manager has good rapport, is responsive
- More requests for resources like PT, food bank, and other social services
- More awareness by after-hours doctors
- Two new providers
- We have well qualified applicants who are interviewing at the clinic
- Levy increase has signaled community support for health care; there is respect and trust in local health care
- People want local health care
- Collaboration among providers is strong that was born out of Covid, we have worked to channel collaboration
- Chris and Ellen making good progress with the community health network, clinic design and relationship with Trillium
- Themes have emerged: More collaboration, financial concerns, the district is a leader, perception and truth that our board is healthy

Challenges

- Clinic is short staffed
- Too many ideas to implement and not enough time to implement them
- Financial cutbacks
- General societal and healthcare uncertainties
- Health care not as accessible as it once was

Working Together

- Making decisions quickly
- Using tools and processes available to us
- Implement effective prioritization
- Understanding roles and responsibilities
- Having clear channels of communication
- Holding ourselves accountable to each other and our community
- Seek to understand each other by sharing our perspectives, experiences, and insights
- Continue to build healthy relationships between management, governance, and community
- Have flexibility in how we collaborate with our partners

Building a Collaborative Framework

- Use the narrative Tracking instrument (dashboard)
- Agree on board meeting structure (budget updates monthly, odd month review strategic plan, even month, focus on budget)
- Develop a tool for quick decision-making
- Schedule dashboard sessions

2050 Vision

General Priorities

A. Clinic Care

- Family care
- Mental health access for public pay
- Women's health

- Stable high quality primary care related specialties
- Birth to end of life, full support
- SUD's prevention strategies
- Access to specialty care like dental and vision
- OB care
- Robust visiting specialist program
- Metrics to evaluate is expanded and improved
- Language is not a barrier
- Screening tests are readily available on Orcas
- Open communication
- Innovative technology
- We have established well defined metrics to document the quality of health care

B. Health Collaboration

- Working together
- One central coordinator
- Build partnerships within the network of health
- No wrong door for help
- Concierge level of care for all
- Orcas and island wide network promotes and improves health
- Stronger collaboration with SJC Health Department
- Community inclusion
- Language is not a barrier
- Community members actively participate in strategy of the district

C. District Financial Health and Operations Health

- The island economy is stronger
- Abundance in access financial security services
- District is seen as a hallmark of financial stewardship
- Healthy relationships between management and governance
- Research-based information
- Workforce stability
- We are in our prime, positioned for long term success
- Maximize the ability to maximize Medicaid and Medicare reimbursements

D. Infrastructure

- Making staff satisfaction a priority
- We have the facilities of the future
- High quality staff
- Work force stability

E. Care for Elders and Individuals with Disabilities

- People stay on Orcas because of access to health care
- Aging with dignity safely
- Mechanisms for people to age in place
- We have programs to allow people to age in place
- Retirement community housing
- Mobile integrated health and home-based care
- Island Health from first breath to aging with dignity in place
- Islanders can age in place and not move away

F. Communication

- Develop external comms plan
- Share a draft of this plan with Diane

Taking Action on our Vision

3-5 Years

A. Work with Island Health to focus on one specialty each year

A. Clinic care oversight

A. Secure dental sustainability

A. Bi-lingual support

B. Develop a financial and leadership model for the county

B. One central coordinator “complex case management”

C. Maintain contingency reserves

C. Develop clinical manager role

C. Celebrate with staff annually

C. Clearly defined roadmap

C. Hire superintendent

D. Ensure competitive wages

D.Complete facility project

E.Launch and grow MIH

E.Support community home care workforce plan

F. Share draft plan with Diane

F. Develop external comms plan

Year One by 12/31/2026

C.Develop talent and succession plan for the staff and board

C.Develop grantmaking process for community orgs

F.Develop public communications plan