

Orcas Island Health Care District

Strategic Overview & Collaborative Framework

CURRENT STATE

A snapshot of where we stand — our strengths, momentum, and emerging themes.

- ▶ Island Health Contract provides operational certainty, supported by a newly appointed Chief Administrative/Operations Officer
- ▶ The clinic is stable, with Aimee as clinic manager — she brings strong rapport and responsiveness that supports day-to-day operations
- ▶ Two new providers recently joined the team, and well-qualified candidates are actively interviewing
- ▶ Growing community requests for resources including physical therapy, food bank access, and social services — reflecting increased awareness among after-hours physicians
- ▶ The levy increase has signaled broad community support; there is genuine respect and trust in local health care, with strong demand for accessible, local services
- ▶ Provider collaboration, born out of COVID, remains robust — we have actively channeled and built upon that collaborative spirit
- ▶ Chris and Ellen are making meaningful progress with the community health network, clinic design, and the relationship with Trillium
- ▶ Emerging themes: deeper collaboration, financial sustainability, the district as a sector leader, and a healthy, well-regarded board

CHALLENGES

Understanding our constraints helps us plan realistically and prioritize with intention.

- ▶ The clinic remains short-staffed, creating pressure on existing team members
- ▶ An abundance of good ideas competes with limited bandwidth for implementation
- ▶ Financial cutbacks require careful stewardship and prioritization
- ▶ Broader societal and healthcare system uncertainties continue to shape our environment
- ▶ Health care accessibility has decreased relative to prior years — a concern we hold seriously

WORKING TOGETHER

Our shared commitments to one another and the community we serve.

- ▶ Make decisions with appropriate speed — neither rushed nor delayed
- ▶ Leverage the tools and processes already available to us
- ▶ Implement effective prioritization so our energy goes where it matters most
- ▶ Maintain clarity around roles and responsibilities

- ▶ Establish and use clear, reliable channels of communication
- ▶ Hold ourselves mutually accountable to each other and to the community
- ▶ Seek to understand one another by sharing perspectives, experiences, and insights
- ▶ Continue to cultivate healthy relationships among management, governance, and community
- ▶ Remain flexible in how we collaborate with partner organizations

BUILDING A COLLABORATIVE FRAMEWORK

Concrete structures that turn intention into action.

- ▶ Adopt and use the Narrative Tracking Instrument (dashboard) as a shared lens on progress
- ▶ Align on a consistent board meeting structure: monthly budget updates, strategic plan review on odd months, and budget focus on even months
- ▶ Develop a rapid decision-making tool to reduce friction when timely action is needed
- ▶ Schedule regular dashboard sessions to ensure alignment and shared situational awareness

2050 Vision

General Priorities & Long-Range Strategy

CLINICAL CARE

Providing comprehensive, accessible, high-quality care from first breath to end of life.

- ▶ Family care, women's health, and OB care as cornerstones of community health
- ▶ Mental health access expanded for public-pay patients
- ▶ Substance use disorder (SUD) prevention strategies integrated into care
- ▶ Stable, high-quality primary care with related specialties — birth to end of life
- ▶ Robust visiting specialist program with access to dental, vision, and specialty care on-island
- ▶ Screening tests readily available on Orcas; language is never a barrier to care
- ▶ Well-defined, established metrics to document and evaluate care quality — regularly reviewed and expanded
- ▶ Open communication and innovative technology embedded in care delivery
- ▶ Develop a structured prenatal care strategy in partnership with Island Health
- ▶ Explore and support telehealth to extend access and encourage residents to stay on island

HEALTH COLLABORATION

A seamlessly connected network where no one falls through the cracks.

- ▶ One central coordinator providing complex case management — a 'no wrong door' approach

- ▶ Concierge-level care accessible to all community members, regardless of background or means
- ▶ Orcas and island-wide health network actively promotes and improves community well-being
- ▶ Stronger collaboration with San Juan County Health Department and county-wide protocols
- ▶ Community inclusion is foundational — community members actively participate in district strategy
- ▶ Language is not a barrier; bilingual and multilingual support available across the network
- ▶ Partnerships built throughout the broader network of health — utilizing local talent and professionals
- ▶ Support from Witmar, protocols developed through Island Health, and active recruitment of health care professionals
- ▶ Explore off-island ED physician coverage and mobile integrated health (MIH) protocols across the county

DISTRICT FINANCIAL HEALTH & OPERATIONAL EXCELLENCE

A financially sound, well-governed district recognized as a model of stewardship.

- ▶ The district is seen as a hallmark of financial stewardship and long-term operational health
- ▶ Healthy, trust-based relationships between management and governance
- ▶ Abundance of financial security services accessible to the island economy
- ▶ Decisions are grounded in research-based information
- ▶ Workforce stability achieved and maintained — we are positioned for long-term success
- ▶ Medicaid and Medicare reimbursements maximized through proactive strategy

INFRASTRUCTURE

Facilities, technology, and a workforce built for the future.

- ▶ Staff satisfaction is a strategic priority — not an afterthought
- ▶ We have the facilities of the future: modern, accessible, and purpose-built
- ▶ High-quality, stable workforce supported by competitive wages and professional development
- ▶ Technology and online resources are fully integrated into operations and patient care

CARE FOR ELDERS & INDIVIDUALS WITH DISABILITIES

Orcas is a place where people can grow old with dignity — and stay.

- ▶ People remain on Orcas because of access to comprehensive health care
- ▶ Aging with dignity, safety, and independence — supported by programs that allow aging in place
- ▶ Mobile integrated health and home-based care available as cornerstones of elder support
- ▶ Retirement community housing options developed to support long-term island residency
- ▶ Island Health supports islanders from first breath to aging with dignity — no one needs to leave

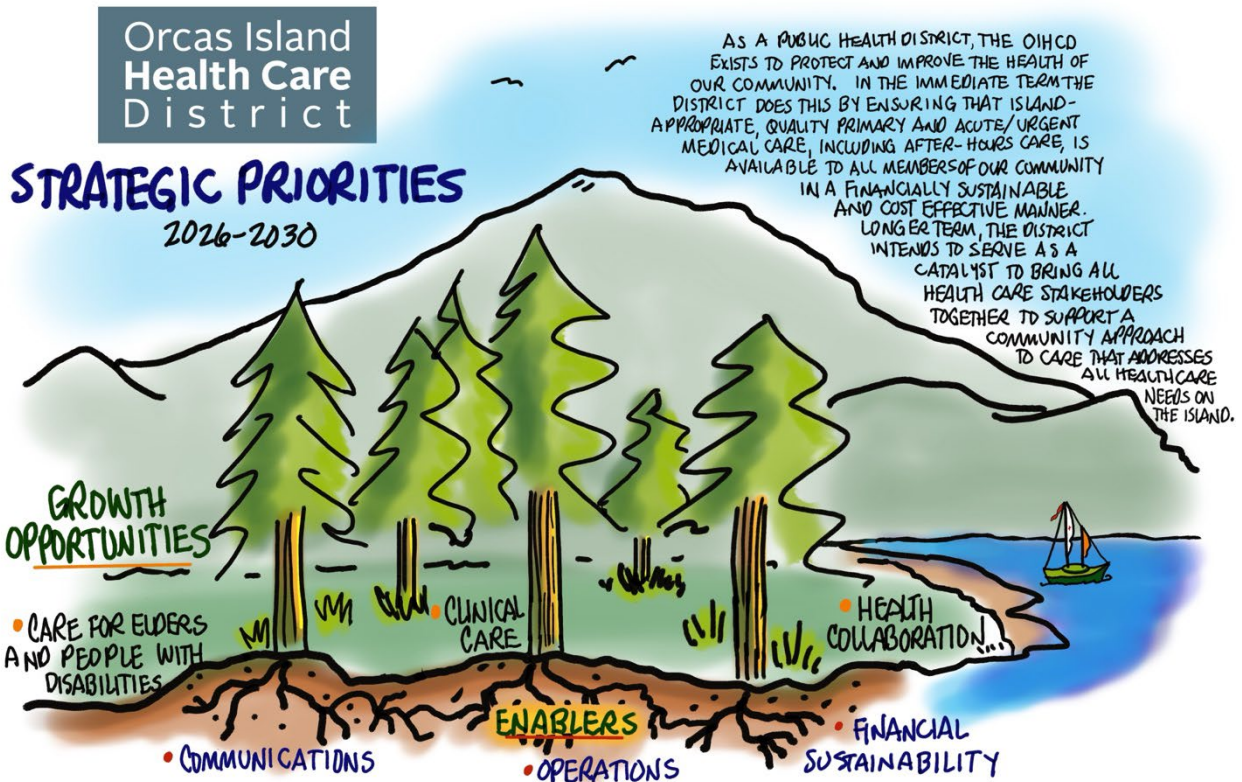
COMMUNICATION

Clear, proactive communication that connects and builds trust with our community.

- Develop a comprehensive external communications plan
- Share a draft of the communications plan with Diane for review

Taking Action on Our Vision

From aspiration to implementation — year by year.



3–5 YEAR PRIORITIES

Building the infrastructure, systems, and relationships that make the 2050 vision possible.

- ▶ Work with Island Health to focus on one specialty area per year — deepening expertise incrementally
- ▶ Provide clinic care oversight with clear accountability structures
- ▶ Secure dental sustainability for the long term
- ▶ Establish bilingual support across services
- ▶ Develop a financial and leadership model in partnership with the county
- ▶ Launch one central coordinator / complex case management role
- ▶ Maintain contingency reserves as a financial safety net
- ▶ Develop and strengthen the clinical manager role
- ▶ Celebrate staff contributions annually — recognition as a cultural norm
- ▶ Produce a clearly defined roadmap (our living strategic plan)
- ▶ Long-term staffing planning and board recruitment
- ▶ Ensure competitive wages to attract and retain quality staff
- ▶ Complete the facility project
- ▶ Launch and grow the Mobile Integrated Health (MIH) program

- ▶ Support the community home care workforce plan
- ▶ Share the draft strategic plan with Diane
- ▶ Develop and finalize the external communications plan

YEAR ONE — BY DECEMBER 31, 2026

Near-term commitments that build momentum and establish essential foundations.

OIHCD Superintendent Strategic Priority Projects - 2026				Orcas Island Health Care District
#	Strategic Priority Project	90 days	6 months	1 year
1	Communications	New OIHCD/Island Health Committees: Operations, Community Wellness, Finance Putting Strategic Goals/Priorities and Action plans on the OIHCD Website	Formalizing monthly/quarterly report-outs Semi-annual update to community about building progress, primary care expansion, community collaboration.	External Communications Plan Re-Building Project, Clinic Services Expansion,
2	District Finances & Operations	Meet w/Staff to discuss clinic building project Welcome Event for Physician Assistant	Welcome Event for Dr. Whitmire Develop Talent & Succession Plan for Board & Staff	Develop Grantmaking Process for Community Orgs
3	Infrastructure	A & E Contract Finalized Financial Advising Contracts Signed	Grants & Other Financing Advisement Contract Finalized Philanthropic Campaign Planning	A & E Design Process Completed Municipal Bond Initiated
4	Care for Elders & People with Disabilities	Launch MIH Program Support Home Care Workforce Development plan		
5	Clinical Care	Establish Alternative Dental Program plan for 2027+	Clinical Care Oversight through Dashboard Support alternative Mammogram van for Orcas	Ensure continued development of Pre-natal/OB care Fly-offs review structure through MIH/Complex Care Collaborative
6	Health Collaboration	Maintain out of clinic care workgroup to address short-term projects such as Discharge instructions for Orcas Residents Formalize Complex Care Collaborative/MIH Program Oversight Advisory Group	Finance and Leadership model for County-wide health network	Pursue grantmaking for collaborative health projects

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