



County of Monterey

Item No.

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Legistar File Number: A 24-565

December 03, 2024

Introduced: 11/18/2024

Current Status: Agenda Ready

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Matter Type: BoS Agreement

- a. Receive a presentation on the proposed Natividad Medical Center's Strategic Plan for 2025-2028; and
- b. Approve Natividad Medical Center's 2025-2028 Strategic Plan.

RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a. Receive a presentation on the proposed Natividad Medical Center's Strategic Plan for 2025-2028; and
- b. Approve Natividad Medical Center's 2025-2028 Strategic Plan.

SUMMARY/DISCUSSION:

Natividad Medical Center has completed the development of its 2025-2028 Strategic Plan, which outlines the hospital's vision and direction.

The 2025-2028 Strategic Plan is structured around five key goals:

1. Deliver Exceptional Person-Centered Care
2. Provide the Highest-Quality Services to Become Monterey County's Hospital of Choice
3. Foster a Highly Engaged, Diverse, Inclusive Workforce
4. Promote Efficient and Sustainable Operations
5. Grow and Innovate

These goals and the supporting strategies will help Natividad Medical Center further its commitment to our mission.

The development of the 2025-2028 Strategic Plan involved a comprehensive review of the needs of our patients, community, and Natividad Medical Center operations. Throughout the process, Natividad Medical Center's mission was its north star which is to continually monitor and improve the health of the people of Monterey County, including the vulnerable, through coordinated, affordable, high quality health care. Natividad Medical Center partnered with Raimi and Associates, a well-respected strategic planning expert, to facilitate the process. Strategic planning was collaborative with input from many stakeholders and leaders from Natividad Medical Center and the County of Monterey Health Department. This inclusive approach ensured that the plan aligned with priorities of the stakeholders. The process included an identification and prioritization of goals, strategies, and outcomes. Our strategic plan prioritizes person-centered care, service excellence, health equity, community-focus, sustainable stewardship, and a mission-driven workforce.

The implementation of the 2025-2028 Strategic Plan will be driven and monitored by strategies and

outcomes linked to each of the five goals. Progress will be tracked using a set of outcomes that reflect the services across the organization.

OTHER AGENCY INVOLVEMENT:

County Counsel has reviewed the report and concurs with the recommendation. The implementation of the updated strategic plan will continue to involve collaboration with key stakeholders and leaders to ensure Natividad Medical Center's goals are met to better serve its mission, patients, and community.

FINANCING:

There is no fiscal impact from receipt of this presentation, and approval of Natividad Medical Center's Strategic Plan.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

Check the related Board of Supervisors Strategic Initiatives:

? Economic Development:

- Through collaboration, strengthen economic development to ensure a diversified and healthy economy.

? Administration:

- Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability, and transparency.

? Health & Human Services:

- Improve health and quality of life through County supported policies, programs, and services, promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.

? Infrastructure:

- Plan and develop a sustainable, physical infrastructure that improves the quality of life for County residents and supports economic development results.

? Public Safety:

- Create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow by reducing violent crimes as well as crimes in general.

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Approved by: Dr. Chad Harris, MD, Chief Executive Officer, 783-2504

Attachments:

Board Report

Attachment A - Draft 2025-2028 Natividad Medical Center Strategic Plan