We deliver compassionate care, strengthen community health, and empower one another to make a difference.

OCEAN BEACH HEALTH Strategic Plan 2026

PATIENT EXPERIENCE	CULTURE OF TRUST & ENGAGEMENT	SUSTAINABILITY
1. Patient Access 2. Customer Loyalty 3. People Centered Focus 4. Community Engagement	1. Staff Engagement 2. Leadership Development 3. High Reliability Initiatives	1. Service Line Evaluation / Expansion 2. Budget & FTE Evaluation and Accountability 3. District Capital Strategy 4. Revenue Cycle Management 5. Government Relations

1. Patient Access

- Provider recruitment and retention 12/31
- Standardize Healthcare Access roles & responsibilities under one department 4/30
- Develop a standardized scheduling provider matrix 3/31

2. Customer Loyalty

- Personalized letter for new clinic patients 1/31
- OBH letter of gratitude to all OBH patients 11/30
- Franklin Covey Customer Service training ongoing 12/31

3. People Centered Focus

- Patient Family advisory committee clarity of function (board member included) 3/31
- Explore the feasibility of outpatient care coordinator and/or partnership 9/30
- Implementing the Paramedicine grant and decrease unnecessary ED visits 1/31

4. Community Engagement

- Lunch and Learn Board / Providers / Leadership 6 times a year 2/28
- Community convening patients with complex needs 4/30
- Analyze current district healthcare usage. Use data to create a plan to serve underrepresented district population 6/30

1. Staff Engagement

- Franklin Covey 7 Habits training 80% of staff by 12/31
- Shared Governance committee by 3/31
- Key Stakeholders at the table for key decisions 12/31

2. Leadership Development

- Leadership Job Shadow (2 departments per SLT, 1 department per leader) 12/31
- Patient Rounding with calendar 12/31
- CEO & Executive succession plan 12/31
- Exploring clinical and leadership pathways 10/31
- Physician & Provider leadership succession plan 12/31
- Develop a leadership pathway by 12/31 Franklin Covey

3. High Reliability Initiatives

- 100% of employee investigations utilize Just Culture – using the algorithm by end of 12/31
- Explore the available models and develop a tool to identify for governance the key quality issues 2/28
- Commitment to go over one Just Culture scenario each leadership meeting 1/31
- Implement standardized safety huddles across the district 6/1
- Assess available performance data providers reports to be made available (EHR optimization for providers) by 12/31

1. Service Line Evaluation / Expansion

- Establish Women's and Children's service line that is sustainable 12/31
- Explore behavioral health expansion 12/31
- Explore potential specialties based on data 12/31

2. Budget & FTE Evaluation and Accountability

- Monthly review with senior leadership with variance reporting 4/1
- OT variance report every two weeks to review with SLT 2/28
- Assess current clinic state and create staffing matrix 3/31

3. District Capital Strategy

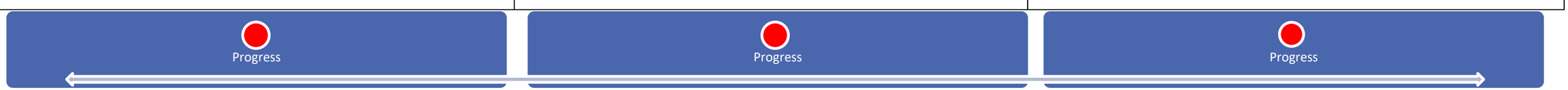
- Master campus plan 12/31
- Develop a 5-year capital plan 2/26

4. Revenue Cycle Management

- Go live with R1 1/2026
- Developing by KPI and implement with new vendor by 1/31
- A/R target under
  - < 60 at 90 days 3/31
  - <50 at 120 days 6/30

5. Government Relations

- Congressional representatives and candidates written invitations 3/31
- Engagement with WSHA & TRC on pertinent Healthcare legislation 12/31
- Establish a government relations committee 1/31



Values: Compassion & Equity, Community Focus, Collaboration & Engagement, Continuous Improvement

1.07.2026