Paso Robles Strategic Plan to Address Homelessness



2024-2027







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Paso Robles Community,

With a sense of profound optimism and excitement, the City of Paso Robles unveils our first-ever Strategic Plan to Address Homelessness—which we hope is a blueprint for change in our community. This plan marks a pivotal moment as we collectively embark on a path to strategically address the challenges associated with homelessness that have affected our community.

This groundbreaking venture for our city encapsulates months of hard work, thoughtful dialogue, and a shared vision. The plan embodies our community's unyielding spirit and commitment to creating an environment of positive change.

I am grateful to each community member, service provider, advocate, and stakeholder who poured their passion and expertise into creating this strategy. Your voices were critical in shaping a plan that is both responsive to the specific needs of our homeless population and reflective of our broader community values. Your participation was more than just valuable; it was inspirational and has set the stage for a transformative journey ahead.

With our Strategic Plan to Address Homelessness, we take our first concerted steps towards a brighter future. Together, Paso Robles has crafted a comprehensive framework that is ambitious, achievable, and innovative. I invite you all to join us as we turn the pages of this strategy into real-life chapters of progress and hope.

With heartfelt thanks and anticipation,

Ty Lewis, Paso Robles City Manager

"On a single night in 2022, roughly 582,500 people were experiencing homelessness in the United States."¹

- The 2022 Annual Homelessness Assessment Report (AHAR) to Congress



This staggering figure underscores the magnitude of the homelessness problem as families and individuals across the country grapple with housing instability, economic hardships, and a lack of access to essential services. Nationally, the homelessness crisis is a multifaceted challenge that transcends geographic boundaries and socio-economic disparities. Homelessness is a pressing issue that has plagued the United States for decades, with millions of individuals and families struggling to find stable shelter and access to vital services. As a nation, we have witnessed the increasing complexities of this crisis, making it an imperative concern on a local level.



¹ De Sousa, T., Andrichik A., Cuellar M., Marson, J., Prestera E., and Rush, K., Abt Associates. (2022). *The 2022 Annual Homelessness Assessment Report (AHAR) to Congress.* Prepared by the Department of Housing and Urban Development.

Introduction

The City of El Paso de Robles (Paso Robles) was incorporated on March 11, 1889. It is a general law city with a Council-Manager form of government. It is located along California State Highway 101, about midway between Los Angeles and San Francisco, and is about 27 miles from the Pacific Ocean. Nearly 31,000 people call Paso Robles home. Paso Robles has a growing wine industry and is known for its high-quality wineries that attract millions annually.².

Like most cities, Paso Robles is not immune to the epidemic of homelessness. The 2022 San Luis Obispo County Point in Time Count identified 239 homeless individuals in the City of

Paso Robles. 221 of these individuals were unsheltered³. The problem of homelessness is acute. Homeless individuals are at higher risk of becoming a victim of crime, experiencing substance abuse or mental health disorders, or having a disproportionate number of medical issues. For the community, the visible signs of homelessness reduce their quality of life, disrupt businesses, and impact tourism.

Homeless encampments in the Salinas Riverbed have increased the risk of wildland fires, and efforts to mitigate this risk have resulted in the expenditure of over \$102,000 in General Fund money being spent on riverbed clean-up efforts. In 2022 the Paso Robles



Police Department responded to 2,455 calls for service related to homelessness. This represents a 69% increase over the homelessness-related calls for service in 2020⁴.

² City of Paso Robles

³ San Luis Obispo County. (2022). San Luis Obispo County Homeless Census & Survey Comprehensive Report 2022.

⁴ City of Paso Robles

The State of California faces significant challenges related to homelessness. According to recent data from the U.S. Department of Housing and Urban Development (HUD)⁵, California has consistently held one of the highest homeless populations in the nation. In 2022, the state reported over 171,000 homeless individuals. California also leads the nation in the percentage of homeless individuals who are unsheltered at 67.3%, highlighting the growing urgency of the problem.

In early 2022, the Paso Robles Chamber of Commerce, through a partnership with the City of Paso Robles (City), facilitated a futures-oriented study on homelessness in Paso Robles. One outcome of this study was the need to develop a short-term strategic plan to align regional partnerships and City resources. In May of 2023, the City commissioned a working group comprised of key City staff, several members of the former Unhoused Futures Studies Task Force, members of the Paso Robles Community who have "lived" homeless experiences, and representatives from key stakeholder agencies and organizations to develop a three-year *Strategic Plan to Address Homelessness* (Plan).



⁵ De Sousa, T., Andrichik A., Cuellar M., Marson, J., Prestera E., and Rush, K., Abt Associates. (2022). *The 2022 Annual Homelessness Assessment Report (AHAR) to Congress.* Prepared by the Department of Housing and Urban Development.

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Acknowledgments

The City of Paso Robles would like to thank the participants from the Unhoused Futures Studies Task Force, persons from the "lived experience" community, and members from the following organizations:



County of San Luis Obispo Health Agency





















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Acknowledgments

We would also like to thank City staff who also played an integral role in the development of this plan. The City of Paso Robles is comprised of the following Departments:

Administrative Services City Clerk City Manager's Office Community Development Community Services Fire and Emergency Services Human Resources Police Department Public Works Utilities





Plan Development

The Plan Working Group met several times during the Summer and Fall of 2023. The Group looked at the *strengths, weaknesses, opportunities, and threats* facing the City of Paso Robles related to the problem of homelessness. The results of this review were used to develop the six Focus Areas in this Plan.

* ***	Programs and Services	Coordinate local and regional efforts to address homelessness through a dedicated Homeless Services Manager.
	Behavioral Health	Improve access to behavioral health and substance abuse resources.
B	Education, Outreach and Training	Implement an outreach and communications plan to increase public awareness regarding homelessness and available resources.
	Housing Continuum	Inventory, develop and increase housing along the housing continuum including emergency shelter, transitional housing and affordable housing options.
	Funding and Resources	Identify and pursue local, regional, state and federal funding opportunities.
	Policies and Procedures	Develop and implement sustainable policies and procedures that promote health, safety, and housing stability.

In August 2022, the San Luis Obispo County Board of Supervisors approved the Countywide Plan to Address Homelessness, 2022–2027⁶.

⁶ The San Luis Obispo Countywide Plan to Address Homelessness 2022 – 2027.

The County outlined the following six key lines of effort in the plan:

- 1. Create affordable and appropriately designed housing opportunities and shelter options for underserved populations.
- 2. Focus efforts to reduce or eliminate the barriers to housing stability for those experiencing homelessness or at risk of homelessness, including prevention, diversion, supportive services, and housing navigation efforts.
- 3. Improve and expand data management efforts through HMIS and coordinated entry systems to strengthen data-driven operational guidance and strategic oversight.
- 4. Create, identify, and streamline funding and resources.
- 5. Strengthen regional collaboration.
- 6. Build public engagement through information-sharing and partnership.

The Focus Areas in this Plan were developed to align with the Lines of Effort in the San Luis Obispo Countywide Plan to Address Homelessness.

	Paso Robles Focus Areas	SLO County Lines of Effort
4551	Programs and Services	2
	Behavioral Health	6, 2
eg:	Education, Outreach and Training	1, 2
	Housing Continuum	5, 6
	Funding and Resources	4
	Policies and Procedures	3

Within each Focus Area, Goals were developed. They were developed to provide a clear and focused direction for addressing homelessness within our community. These Goals are essential for guiding our efforts, allocating resources effectively, and measuring progress. They support the six Focus Areas of our Plan by serving as the foundation upon which our strategies and actions are built. By setting specific Objectives under each Goal, we can ensure our Plan is not just comprehensive but also actionable, enabling us to make a meaningful and lasting impact on homelessness in our community.

This Plan is meant to be a guiding document to help prioritize the City's mitigation efforts toward homelessness. All the Goals were developed so that they could be accomplished within the life of the Plan; however, the Plan identifies the following Goals that are foundational to the Plan's success and should be achieved within the first year of implementation:

- Hire a City Homeless Services Manager to coordinate City services, ensure continuity of effort, prevent duplication of services, and manage related grants.
- Implement a communication plan to share the Paso Robles Strategic Plan to Address Homelessness within the community.
- Conduct a financial needs assessment to determine funding needs and potential funding options needed to complete the plan objectives⁷.
- Develop a budget that supports the priorities of the Plan and provides the greatest return on investment.



The remaining goals will be prioritized annually by the Homeless Services Manager, in collaboration with identified coordinating partners, and presented to the City Council in an annual report.

City of Paso Robles Strategic Plan to Address Homelessness



⁷ This goal is ongoing throughout the life of the plan; however, beginning this goal will be a priority of the newly hired Homeless Services Manager.

Focus Areas and Goals Summary

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Programs and Services

- 1. Hire a City Homeless Services Manager to coordinate City services, ensure continuity of effort, prevent duplication of services, and manage related grants.
- 2. Work with the County and North County neighboring jurisdictions to establish North San Luis Obispo Homeless Collaborative including public and private sector entities.

Behavioral Health

1. In collaboration with the County and other service providers, increase capacity for low barrier mental health services, detox, and substance abuse services.

Education, Outreach and Training

- 1. Implement a communication plan to share the Paso Robles Strategic Plan to Address Homelessness with the Community.
- 2. Implement an outreach program aimed at enhancing life skills, work skills, and increasing knowledge of available resources for homeless populations or those at risk for becoming homeless.
- Partner with stakeholders to implement a youth education program to address the root cause of homelessness.

Housing Continuum

- 1. Develop partnerships with key stakeholders to identify and fill current gaps in the housing continuum.
- 2. Support Countywide efforts to remove local barriers to build and sustain supportive transitional housing and affordable housing.

Funding and Resources

- 1. Conduct a financial needs assessment to determine funding needs and potential funding options needed to complete plan objectives.
- 2. Develop a budget that supports the priorities of the plan and provides the greatest return on investment.

Policies and Procedures

- 1. Review existing public policies to identify options to mitigate the environmental, health and safety impacts of homelessness in the riverbed and throughout the City.
- 2. Pursue policies that support the development of supportive transitional housing and supportive industry employment opportunities.
- 3. Adopt a unified data management system in coordination with the County.



Accountability

Accountability is a crucial element of any effective strategic plan. It provides a framework for measuring progress, ensuring that objectives are met, and enabling an organization to adapt to changing circumstances. However, while accountability is essential, it's important to recognize the challenge of establishing quantitative performance metrics. The difficulty lies in striking a balance between setting measurable targets and recognizing the complexity of the real world, where not everything can be neatly quantified.

Accountability in a strategic plan serves several critical purposes. It helps align the efforts of various stakeholders towards common objectives. It also allows for evaluating the plan's



effectiveness by tracking key performance indicators (KPIs) and milestones. Accountability provides a mechanism for identifying what works well and what may need adjustments, facilitating continuous improvement. Additionally, it enhances transparency and trust within the organization and among the Paso Robles community. It serves as a guiding light.

Regarding the response to homelessness, we know what we want to do but don't yet

know what we will have the capacity (i.e., resources, funding, etc.) to accomplish. To date, various aspects of the local and regional homelessness response efforts have not been quantified; therefore, we do not have a baseline from which to measure. Additionally, there are little to no national standards related to this Plan's objectives, so benchmarking to a standard is impractical, if not impossible. It will be incumbent on the new Homeless Services Manager to establish qualitative and quantitative baseline metrics by the end of the Plan's first year. These will measure the plan's effectiveness in years two and three.





1. Programs and Services



Coordinate local and regional efforts to address homelessness through a dedicated Homeless Services Manager.

Goal 1.1

Hire a City Homeless Services Manager to coordinate City services, ensure continuity of effort, prevent duplication of services, and manage related grants.



Research similar positions in the local area and region and include key community stakeholders in the recruitment process.

Coordinating Partners

City Council; Human Resources

Goal 1.2

Work with the County and North County neighboring jurisdictions to establish North San Luis Obispo County Homelessness Collaborative including public and private sector entities.

Objective 1.2.1
Recommend the County bring together representatives from throughout the North County region, to develop a North County Homelessness Collaborative that meets quarterly to ensure alignment of effort.
Coordinating Partners
Homeless Services Division – SLO County Homeless Services Manager – PR City
Objective 1.2.2
Work with the County to develop a North County response plan to include provision of resources and notifications to homeless populations during climate extremes and other community threats.
Coordinating Partners
Homeless Services Division – SLO County Homeless Services Manager – PR City Office of Emergency Services – SLO County

2. Behavioral Health

Improve access to behavioral health and substance abuse resources.

Goal 2.1

In collaboration with the County and other service providers, increase capacity for low barrier mental health services, detox, and substance abuse services.

Objective 2.1.1.
In collaboration with state, county, and local stakeholders, take inventory of existing mental health, detox, and substance abuse services, and identify unmet needs and gaps in service. (To create a baseline for service needs)
Coordinating Partners
Homeless Services Division – SLO County Behavioral Health – SLO County Homeless Services Manager – PR City
Objective 2.1.2.
Identify realistic and cost-efficient partnerships and/or resource sharing agreements to address identified unmet needs and gaps in mental health, detox, and substance abuse services.
Coordinating Partners
Homeless Services Division – SLO County Behavioral Health – SLO County Homeless Services Manager – PR City
Objective 2.1.3.
Partner with the County for the development of unique low-barrier mental health and outreach services, such as regional mobile crisis unit teams or local mental health, police, and emergency services teams.
Coordinating Partners
Homeless Services Division – SLO County Behavioral Health – SLO County Homeless Services Manager – PR City Emergency Services – PR City Police Department – PR City



3. Education, Outreach and Training



Implement an outreach and communications plan to increase public awareness regarding homelessness and available resources.

Goal 3.1

Implement a communication plan to share the Paso Robles Strategic Plan to Address Homelessness with the community.

Objective 3.1.1
Develop and maintain Homeless Service webpage on the City's website providing information and updates related to homelessness and the progress on the Homelessness Strategic Plan. Supplement with regular social media messaging.
Coordinating Partners
Homeless Services Manager-PR City Civic Engagement Coordinator-PR City
Objective 3.1.2
Provide quarterly City Council updates and include state of homelessness report in annual city report.
Coordinating Partners
Homeless Services Manager-PR City
Objective 3.1.3
In partnership with the County, host public workshops and panels designed to educate the public on various aspects of homelessness.
Coordinating Partners
Homeless Services Division-SLO County

Homeless Services Division-SLO County Homeless Services Manager-PR City



3. Education, Outreach and Training

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Goal 3.2

Implement an outreach program aimed at enhancing life skills, work skills, and increasing knowledge of available resources for homeless populations or those at risk for becoming homeless.

Objective 3.2.1
In collaboration with the County, and non-profits who serve the homeless, develop a comprehensive outreach plan to include a printed collateral piece with up-to-date resource information.
Coordinating Partners
Homeless Services Manager-PR City North County Homeless Collaborative
Objective 3.2.2
Develop and/or partner with workforce development organizations to implement
 employment support programs that provide job placement assistance, skill development, and career counseling to individuals seeking stable employment within the City.

Library-PR City Human Resources-City



3. Education, Outreach and Training



Goal 3.3

Partner with stakeholders to implement a youth education program to address the root causes of homelessness.

Objective 3.3.1
Engage the Paso Robles Youth Commission, as well as Paso Robles school- aged children, to hear first-hand lived experience accounts about concerns, issues, and pathways to homelessness, including substance
abuse.
Coordinating Partners
Recreation Services-PR City
Objective 3.3.2
Develop opportunities for after school teen engagement to foster positive community participation amongst youth.
Coordinating Partners
Library-PR City
Recreation Services-PR City
Objective 3.3.3
Partner with foster youth serving organizations to develop positive
enrichment opportunities for foster youth.
Coordinating Partners
Library-PR City Recreation Services-PR City



4. Housing Continuum



Inventory, develop and increase housing along the housing continuum including emergency shelter, transitional housing and affordable housing options.

Goal 4.1

Develop partnerships with key stakeholders to identify and fill current gaps in the housing continuum.

Objective 4.1.1.
In partnership with key stakeholders, conduct an inventory of the existing housing continuum and (data)set targets to guide future projects. Include emergency, transitional, acutely low, extremely low, very low and affordable housing.
Coordinating Partners
Homeless Services Division-SLO County Homeless Services Manager-PR City
Objective 4.1.2.
Coordinate with the County and affordable housing developers to identify, develop, fund, and implement new opportunities to meet established targets.
Coordinating Partners
Homeless Services Manager-PR City Community Development-PR City
Objective 4.1.3.
Continue to work with stakeholders to increase workforce and market rate multi-family housing.
Coordinating Partners
Community Development-PR City



4. Housing Continuum

Goal 4.2

Support Countywide efforts to remove local barriers to build and sustain supportive transitional and affordable housing. partnerships

Objective 4.2.1	
, , , , ,	tner with affordable housing developers and key ounty's efforts to build and sustain supportive
Coordinating Partners	
City Manager	
Objective 4.2.2	
sites that takes into consideration ac	ential supportive emergency and transitional housin cess to complimentary supportive services, vices, and impact to surrounding neighborhoods an
Coordinating Partners	

Homeless Services Manager-PR City Community Development-PR City



5. Funding and Resources



Identify and pursue local, regional, state and federal funding opportunities.

Goal 5.1 Conduct a financial needs assessment to determine funding needs and potential funding options needed to complete plan objectives. **Objective 5.1.1** Work with policymakers and key stakeholders to annually prioritize elements of the strategic plan and adjust as needed, determining associated costs and performing a costbenefit analysis. **Coordinating Partners** Homeless Services Manager-PR City Finance Services-PR City **Objective 5.1.2** Work with North County Homelessness Collaborative to investigate community philanthropic interest in developing a North County Homelessness Foundation dedicated to raising funds to support the collaborative's objectives. **Coordinating Partners** Homeless Services Division-SLO County Homeless Services Manager-PR City North County Homelessness Collaborative



5. Funding and Resources



Goal 5.2

Develop a budget that supports the priorities of the plan and provides the greatest return on investment.

Objective 5.2.1.
As part of the City's 2-year budget cycle, appropriate general fund dollars for homeles response in support of the strategic objectives.
Coordinating Partners
City Council
Objective 5.2.2.
Pursue and partner with the County to assist in their efforts to pursue grant funding opportunities that align with the strategic plan goals.
Coordinating Partners
Homeless Services Manager-PR City
Objective 5.2.3.
Work with North San Luis Obispo County Homelessness Collaborative to achieve economies of scale and avoid duplication of efforts.
Coordinating Partners

Homeless Services Manager-PR City



6. Policy and Procedures



Develop and implement sustainable policies and procedures that promote health, safety, and housing stability.

Goal 6.1

Review existing public policies to identify options to mitigate the environmental, health, and safety impacts of homelessness in the riverbed and throughout the City.

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С	Objective 6.1.1. Conduct a comprehensive review of existing public policies related to homelessness vithin the City, focusing on those that specifically pertain to the riverbed area to identify
	gaps, limitations, and opportunities for updates.
C	Coordinating Partners
Н	Homeless Services Manager-PR City
C	Dbjective 6.1.2.
	Support legislation that enhances the City's ability to address localized issues related to nomelessness.
С	Coordinating Partners
С	City Council
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D e	Objective 6.1.3. Develop Park Ranger program to assist with monitoring of Riverwalk Trail and park use to encourage safe use and access of public spaces and to provide information regarding available homelessness resources.
С	Coordinating Partners
С	City Council
	Dbjective 6.1.4.
	Partner with the REC Foundation to make improvements to the Riverwalk Trail to encourage recreational use.
С	Coordinating Partners
	Public Works- PR City Recreation Services-PR City

6. Policy and Procedures

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Goal 6.2

Pursue policies that support the development of supportive transitional and affordable housing and supportive industry employment opportunities.

Objective 6.2.1.
Review and implement policies that promote housing affordability fee deferrals and/or fee reductions for low and very low housing development.
Coordinating Partners
Homeless Services Manager-PR City
Objective 6.2.2.
Implement the City's Economic Development Strategic Plan to encourage a diversified economy that includes supportive industry employment.
Coordinating Partners

Goal 6.3

Adopt a unified data management system in coordination with the County.

Obj	jective	6.3.1.
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Work with the San Luis Obispo County Homeless Services Manager to determine the best opportunities for a regional collaboration tool used to gather and share demographic data to develop a local needs assessment.

Coordinating Partners

City Council Homeless Services Manager-PR City Emergency Services-PR City Police Department-PR City



Fiscal Impact

The initial fiscal impact of implementing the Paso Robles Strategic Plan to Address

Homelessness is \$200,000. This includes the salary and operational costs of funding a Homeless

Services Manager that will be responsible for completing key tasks, coordinating partnerships,

and monitoring and reporting progress on the plan.

The following objectives may require additional fiscal review based on the desired scope

at the time of implementation.

Behavioral Health			
2.1.3	Partner with the County for the development of unique low-barrier mental health services, such as regional mobile crisis unit teams or local mental health, police, and emergency services task forces.		
Education, Outreach and Training			
3.2.1	In collaboration with the County, and non-profits who serve the homeless, develop a comprehensive outreach plan to include a printed collateral piece with up-to-date resource information.		
3.2.2	Develop and/or partner with workforce development organizations to implement employment support programs that provide job placement assistance, skill development, and career counseling to individuals seeking stable employment within the City.		
3.3.2	Develop opportunities for after school teen engagement to foster positive community participation amongst youth.		
Housing Continuum			
4.1.2	Coordinate with the County and affordable housing developers to identify, develop, fund, and implement new opportunities to meet established targets.		
4.1.3	Continue to work with stakeholders to increase workforce and market rate multi-family housing.		
4.2.1	Identify a liaison from the City to partner with affordable housing developers and key County officials responsible for the County's efforts to build and sustain supportive transitional and affordable housing.		

Funding and Resources				
5.2.1	As part of the City's 2-year budget cycle, appropriate general fund dollars for homeless response in support of the strategic objectives.			
Policies and Procedures				
6.1.3	Develop Park Ranger program to assist with monitoring of Riverwalk Trail and park use to encourage safe use and access of public spaces and to provide information regarding available homelessness resources.			
6.1.4	Partner with the REC Foundation to make improvements to the Riverwalk Trail to encourage recreational use.			



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Partner Agency Mission Statement

County of San Luis Obispo Health Agency

The Health Agency's mission is to provide a broad array of services essential to the health and well-being of those living in and visiting San Luis Obispo County. The Agency's vision is that residents and visitors are healthy and have access to services essential to maintain optimal health.

El Camino Homeless Organization (ECHO)

ECHO's mission since 2001 is to empower people in SLO County to make positive change by providing food, shelter, and supportive services.

Housing Authority San Luis Obispo (HASLO)

HASLO's goal is to provide decent, safe and affordable housing for eligible residents of the County of San Luis Obispo. HASLO seeks to create safe neighborhoods by partnering with individuals and organizations to provide housing, education and employment opportunities for families of modest means to become self-sufficient and improve their quality of life.

National Alliance on Mental Illness – San Luis Obispo County

NAMI provides advocacy, education, support and public awareness so that all individuals and families affected by mental illness can build better lives.

Paso Robles Housing Authority

The Paso Robles Housing Authority's mission is to provide quality, affordable housing, that promotes quality of life through a healthy community.

Paso Robles Joint Unified School District

The Paso Robles Joint Unified School District's mission is to deliver an exemplary education in a safe environment which empowers students with the skills, knowledge, and attitudes necessary for success in an ever-changing world.

Paso Robles Templeton Chamber of Commerce

Paso Robles Templeton Chamber of Commerce promotes economic vitality, empowers leaders, champions businesses, fosters civic engagement and honors our history.

Paso Robles Wine Country Alliance

Paso Robles Wine Country Alliance is dedicated to the promotion and protection of Paso Robles Wine Country, and the continuous improvement of the quality of its wines, vineyards, and experiences.

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Philanthropy Faith Hope & Love

Philanthropy Faith Hope & Love's mission is to direct community philanthropy grounded in faith, hope and love, toward meeting the needs and promoting redirection of individuals and families caught in challenging lifestyles and conditions into better opportunities and futures.

Transitions Mental Health (TMHA)

THMA is a non-profit organization serving San Luis Obispo and North Santa Barbara Counties, Transitions-Mental Health Association is dedicated to eliminating stigma and promoting recovery and wellness for people with mental illness through work, housing, community, and family support services.

Travel Paso

Travel Paso markets strategically, initiates collaboration, and champions the region.

Tenet Health Central Coast – Twin Cities Community Hospital

Tenet Health Central Coast aims to provide quality, compassionate healthcare in the communities we serve.