



February 17, 2023

## NOTICE

The Board of Directors of Kaweah Delta Health Care District will meet in a Strategic Planning Committee meeting at 12:30PM on Friday February 24, 2023, at the Support Services Building 5<sup>th</sup> Floor GME Conference Rooms; 520 W Mineral King Avenue.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings in the Kaweah Delta Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

The disclosable public records related to agendas are available for public inspection at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA and on the Kaweah Delta Health Care District web page <https://www.kaweahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT  
Mike Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads "Cindy Moccio". The signature is written in a cursive, flowing style.

Cindy Moccio  
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:  
Governing Board  
Legal Counsel  
Executive Team  
Chief of Staff  
<http://www.kaweahhealth.org>



**KAWEAH DELTA HEALTH CARE DISTRICT  
BOARD OF DIRECTORS  
STRATEGIC PLANNING COMMITTEE**

Friday February 24, 2023 – 12:30pm  
Kaweah Health Support Services Building  
520 W. Mineral King Avenue, Visalia California – 5<sup>th</sup> Floor GME Classrooms

Board of Directors: Lynn Havard Mirviss (Chair) & Garth Gipson  
Management: Gary Herbst, CEO  
Executive Team  
Medical Staff: Medical Staff Officers  
All Members of the Kaweah Health Medical Staff

**CALL TO ORDER** – *Lynn Havard Mirviss, Committee Chair*

**PUBLIC / MEDICAL STAFF PARTICIPATION** – Members of the public wishing to address the Committee concerning items not on the agenda and within the subject matter jurisdiction of the Committee may step forward and are requested to identify themselves at this time. Members of the public or the medical staff may comment on agenda items after the item has been discussed by the Committee but before a Committee recommendation is decided. In either case, each speaker will be allowed five minutes.

**1. KAWEAH HEALTH STRATEGIC PLAN** – *Marc Mertz, Chief Strategy Officer*

- a. [Review the Kaweah Health Strategic Plan Structure and Process](#)
- b. Discuss proposed strategic initiatives for the FY2024 Strategic Plan.
  - i. Organizational Efficiency and Effectiveness- *Executive Sponsor Jag Batth*
  - ii. Outstanding Health Outcomes- *Executive Sponsor Willy Brien, MD*
  - iii. Patient and Community Experience- *Executive Sponsor Keri Noeske*
  - iv. Empower through Education- *Executive Sponsor Lori Winston, MD*
  - v. Ideal Work Environment- *Executive Sponsor Dianne Cox*
  - vi. Strategic Growth and Innovation- *Executive Sponsor Ryan Gates*

**ADJOURN** – *Lynn Havard Mirviss*

*In compliance with the Americans with Disabilities Act, if you need special assistance to participate at this meeting, please contact the Board Clerk (559) 624-2330. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Kaweah Health Care District Board of Directors meeting.*

# Strategic Plan Kick Off

Board of Directors and Medical Staff

Fiscal Year 2024 Strategic Plan

February 24, 2023



[kaweahhealth.org](https://kaweahhealth.org)



# Agenda and Objectives

1. Review the Kaweah Health Strategic Plan Structure and Process
2. Introduce the Fiscal Year (FY) 2024 Strategic Planning Leaders
3. Review the Proposed FY2024 Strategic Initiatives
  - a) What did we do in Fiscal Year 2023?
  - b) What are some initial thoughts for the coming year?
  - c) What is missing or should be removed?
  - d) Who should work on the planning process?
4. Next Steps
  - a) Work Group Meetings
  - b) Next Board/Medical Staff Meeting

# Overview of Kaweah Health's Strategy Structure



**Health** is our passion.  
**Excellence** is our focus.  
**Compassion** is our promise.



[kawahhealth.org](http://kawahhealth.org)





**To be your  
world-class  
healthcare  
choice,  
for life.**



[kawahhealth.org](https://www.kawahhealth.org)



- **Achieve outstanding community health**
- **Deliver excellent service**
- **Provide an ideal work environment**
- **Empower through education**
- **Maintain financial strength**



[kaweahhealth.org](https://www.kaweahhealth.org)



# FY 2024 Strategic Planning Process

Step	Timing	Who
Kick-Off	Today	Board Committee and Medical Staff
Work Groups Meet to Discuss FY2024 Initiatives, Strategies, and Performance Metrics	February/March	Each of the Six Initiatives will Form a Work Group with Staff, Physicians, PMCO Consultant, and a Board Member
Update the AchieveIT Strategic Planning Tool with the Draft Plan	April	Initiative Leaders
Present Draft FY2024 Strategic Plan to the Executive Team	April 24 <sup>th</sup>	Initiative Leaders
Present Draft FY2024 Strategic Plan to the Board Strategic Planning Committee and Medical Staff	May 17 <sup>th</sup>	Board Committee and Medical Staff
Align Strategic Plan with the Fiscal Year Budget	April/May	Initiative Leaders and Finance
Update Strategic Plan in AchieveIT	May 31 <sup>st</sup>	Initiative Leaders
Strategic Plan Presented to the Board for Approval	June	Initiative Leaders

# Strategic Planning Leaders

Initiative	ET Sponsor	Director/Leader	Board Member	PMCO Consultant
Outstanding Health Outcomes	Willie Brien, MD		Dave Francis	Diana Saechao
Patient and Customer Experience	Keri Noeske		Dave Francis	Diana Saechao
Organizational Efficiency and Effectiveness	Jag Batth		Mike Olmos	Suzy Plummer
Strategic Growth and Innovation	Ryan Gates		Garth Gipson	Suzy Plummer
Empower Through Education	Lori Winston, MD		Ambar Rodriguez	Suzy Plummer
Ideal Work Environment	Dianne Cox		Lynn Havard-Mirviss	Diana Saechao

# Outstanding Health Outcomes Strategies

Fiscal Year 2023 Strategies	Initial Thoughts For Next Year
<ul style="list-style-type: none"><li>• Standardized Infection Ratio (SIR)</li><li>• SEPSIS Bundle Compliance (SEP-1)</li><li>• Mortality and Readmissions</li><li>• Team Round Implementation</li><li>• Quality Improvement Program (QIP) Reporting</li><li>• HUMANA Medicare Advantage (MA)</li><li>• Inpatient Diabetes Management</li></ul>	<ul style="list-style-type: none"><li>• Standardized Infection Ratio (SIR)</li><li>• SEPSIS Bundle Compliance (SEP-1)</li><li>• Mortality and Readmissions</li><li>• Team Round – per Gary, what is the impact? Implement quantifiable data to assess impact.</li><li>• Quality Improvement Program (QIP) Reporting</li><li>• HUMANA – remove strategy, no longer need to track if KHMG contract terminates</li><li>• Inpatient Diabetes Management</li><li>• Add Health Equity - new standard and requirement for reporting.</li></ul>

# Outstanding Health Outcomes Work Group

Potential Work Group Members:

- Dr. William Brien
- Sonia Duran-Aguilar
- Dave Francis
- Sandy Volchko
- Emma Mozier
- Ryan Gates
- Dr. Thomas Gray
- Emma Camarena
- Cody Ericson

*Who is  
missing?*

*Any  
Volunteers?*

# Ideal Work Environment Strategies

Fiscal Year 2023 Strategies	Initial Thoughts For Next Year
<ul style="list-style-type: none"><li>• Employee Retention</li><li>• Kaweah Health Team Works Well Together</li><li>• Expand Volunteer Programs</li></ul>	<ul style="list-style-type: none"><li>• Employee Retention</li><li>• Kaweah Health Team Works Well Together</li><li>• Expand Volunteer Programs</li><li>• Add Improve Resiliency of the Kaweah Health Team (from Empower through Education)</li><li>• Add Mentorship and Succession Planning (from Empower through Education)</li></ul>

# Ideal Work Environment Work Group

Potential Work Group Members:

- Dianne Cox
- Raleen Larez
- Ambar Rodriguez
- Hannah Mitchell

*Who is  
missing?*

*Any  
Volunteers?*

# Strategic Growth and Innovation Strategies

Fiscal Year 2023 Strategies	Initial Thoughts For Next Year
<ul style="list-style-type: none"><li>• Recruit and Retain Providers</li><li>• Grow Inpatient Volumes in our Service Area</li><li>• Grow Outpatient Volumes</li><li>• Facility Modernization</li><li>• Improve Community Engagement</li><li>• Innovation</li><li>• Expand Healthplan and Community Partnerships</li></ul>	<ul style="list-style-type: none"><li>• Continue to expand urology services and coverage</li><li>• Recruit Stanford cardiothoracic surgeons and grow the CT surgery program</li><li>• Expand endoscopy access and MAC coverage</li><li>• Implement a hospital at home/ enhanced ambulatory care pilot with Humana lives</li><li>• Open new primary care access points in the community</li><li>• Add bariatric and electrophysiology services</li><li>• Develop plan for the Sequoia Gateway land, including physician partnerships</li></ul>

# Strategic Growth and Innovation Work Group

## Potential Work Group Members:

- Ryan Gates
- Ivan Jara
- JC Palermo
- Tracy Salsa
- Kevin Bartel
- Kevin Morrison
- Marc Mertz
- Marketing and Communications
- Social Media
- Community Engagement

*Who is  
missing?*

*Any  
Volunteers?*

# Organizational Efficiency and Effectiveness Strategies

Fiscal Year 2023 Strategies	Initial Thoughts For Next Year
<ul style="list-style-type: none"><li>• Patient Throughput and Length of Stay</li><li>• Operating Room Efficiency/Capacity</li><li>• Back in Black</li></ul>	<ul style="list-style-type: none"><li>• Patient Throughput and Length of Stay</li><li>• Observation Status Patients Focus</li><li>• Operating Room Efficiency</li><li>• Request to Admit to Admit Orders</li><li>• Implementation and Optimization of WorkDay</li><li>• Test and Treatment Usage</li><li>• Post Acute Placement and Utilization</li></ul>

# Organizational Efficiency and Effectiveness Work Group

Potential Work Group Members:

- Jag Batth
- Rebekah Foster
- Mike Olmos
- Emma Mozier
- Christine Aleman
- Renee Lauck/Randy Kokka
- Molly Niederreiter/Tiffany Bullock
- Michelle Peterson
- Brittany Taylor

*Who is  
missing?*

*Any  
Volunteers?*

# Patient and Community Experience Strategies

Fiscal Year 2023 Strategies	Initial Thoughts For Next Year
<ul style="list-style-type: none"><li>• World-Class Service</li><li>• Physician Communication</li><li>• Nursing Communication</li><li>• Enhancement of Systems and Environment</li></ul>	<ul style="list-style-type: none"><li>• World-Class Service</li><li>• Physician Communication</li><li>• Nursing Communication</li><li>• Enhancement of Systems and Environment</li></ul>

# Patient and Community Experience Work Group

Potential Work Group Members:

- Keri Noeske
- Deborah Volosin
- Dave Francis
- Tendai Zinyemba
- Luke Schneider

*Who is  
missing?*

*Any  
Volunteers?*

# Empower through Education Strategies

Fiscal Year 2023 Strategies	Initial Thoughts For Next Year
<ul style="list-style-type: none"><li>• Expand Educational Opportunities</li><li>• Improve Resiliency of the Kaweah Health Team</li><li>• Increase and Improve Leadership Education</li><li>• Mentorship and Succession Planning</li><li>• Increase Nursing Cohort Seats</li><li>• Expand GME</li></ul>	<ul style="list-style-type: none"><li>• Move Improve Resiliency of the Kaweah Health Team and Mentorship and Succession Planning to Ideal Work Environment</li><li>• Remove expand GME</li><li>• Optimizing Learning Management Platform Organization Wide</li><li>• Educate on the Value of Teaming Across the Organization</li><li>• Diversity, Equity and Inclusion Education</li></ul>

# Empower through Education Work Group

Potential Work Group Members:

- Dr. Winston
- Lacey Jensen
- Ambar Rodriguez
- Hannah Mitchell
- Dr. Seng
- Dr. Tedaldi
- Sandra Souza
- Ruthie Toews
- Chris Patty
- 1-2 Residents
- Bedside nursing

*Who is  
missing?*

*Any  
Volunteers?*

# Next Steps

- Work Groups will meet to Discuss Strategies and Performance Metrics
- Draft Strategic Plan will be Presented to Executive Team and the Board/Medical Staff
- The Strategic Planning Process will be Aligned with the Fiscal Budget

*Save the Date:  
The Next Strategic  
Planning Meeting  
is May 17th*