



November 1, 2023

NOTICE

The Board of Directors of Kaweah Delta Health Care District will meet in a Marketing & Community Relations Committee meeting at 4:00PM on Thursday November 9, 2023, at Kaweah Health Lifestyle's Center; 5105 W. Cypress 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 Health 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
Michael 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 MARKETING & COMMUNITY RELATIONS

Thursday, November 9, 2023

5105 W Cypress Avenue – Kaweah Health Lifestyle Center Conference Room

ATTENDING: Directors: Garth Gipson (Chair) and Ambar Rodriguez; Gary Herbst, CEO; Marc Mertz, Chief Strategy Officer; Karen Tellalian, Director of Marketing & Media Relations; Deborah Volosin, Director of Community Engagement; Raymond Macareno, Sr. Communications Specialist; María Rodríguez Ornelas, Sr. Communications Specialist; Gary Rogers, Sr. Communications Specialist; Patrick Moorman, Jr., Sr. Marketing Specialist; Greg Bitney, Sr. Graphic Designer; and Kelsie Davis, Recording

OPEN MEETING – 4:00 PM

CALL TO ORDER – Garth Gipson, Chair

1. PUBLIC / MEDICAL STAFF PARTICIPATION – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdiction of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.

2. COMMUNITY ENGAGEMENT – *Deborah Volosin, Director of Community Engagement*

- 2.1. Update on community engagement and events
- 2.2. Wayfinding Results

3. MARKETING & MEDIA RELATIONS – *Karen Tellalian, Director of Marketing & Communications*

- 3.1. Social Media Update
- 3.2. Media Relations Update
- 3.3. Marketing Update

ADJOURN – Garth Gipson, Chair

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 Delta Health Care District Board of Directors meeting.

*Mike Olmos – Zone I
Secretary/Treasurer*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Board Member*

*David Francis – Zone IV
President*

*Ambar Rodriguez – Zone V
Board Member*

MISSION: Health is our Passion. Excellence is our Focus. Compassion is our Promise.

An NRC Health AdVoice Study

Kaweah Health

Man on the Moon

1-Concept Test

July 2023

Study Design

Background

- NRC Health conducted online advertising testing research for Kaweah Health
- The quantitative survey launched July 18, 2023
- One video ad was tested in the “Man on the Moon” campaign

Methodology

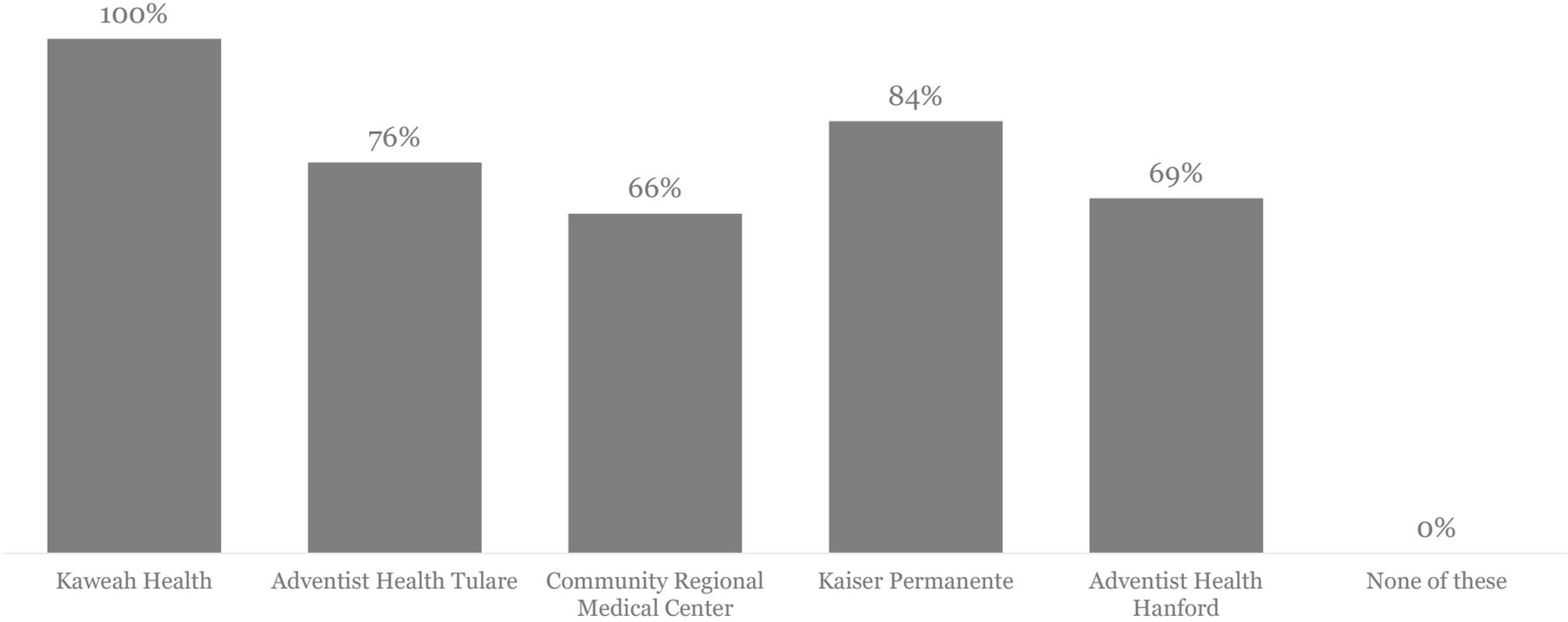
- The study consisted of 100 respondents for the quantitative study
- Respondents were recruited using the following criteria:
 - Females age 25-54
 - Not employed in advertising, market research or the healthcare industry
 - Living within Kaweah Health PSA and SSA
 - Aware of Kaweah Health

Significance

- Standard error range $\pm 9.8\%$ at 95% confidence level
- Differences are deemed significant when the difference is beyond the error range

Quantitative Survey Results

Awareness



Reasons for Effectiveness



The ad has nice soothing music. It has scenes which depicts smiling kind staff. Each doing their job relaxed and happy to be there.

that Kaweah Health is there to help

How the ad let the nurses be the center of the ad cause the nurses are somewhat the center of a clinic. They do a lot of the medical procedures related by the doctor, to me without nurses a hospital or clinic would not work out.

how every employee if you go to the general has a better part in taking care of you and your health.

It's not only doctors and nurses but the night crew, food services they all matter too.

Outstanding performance

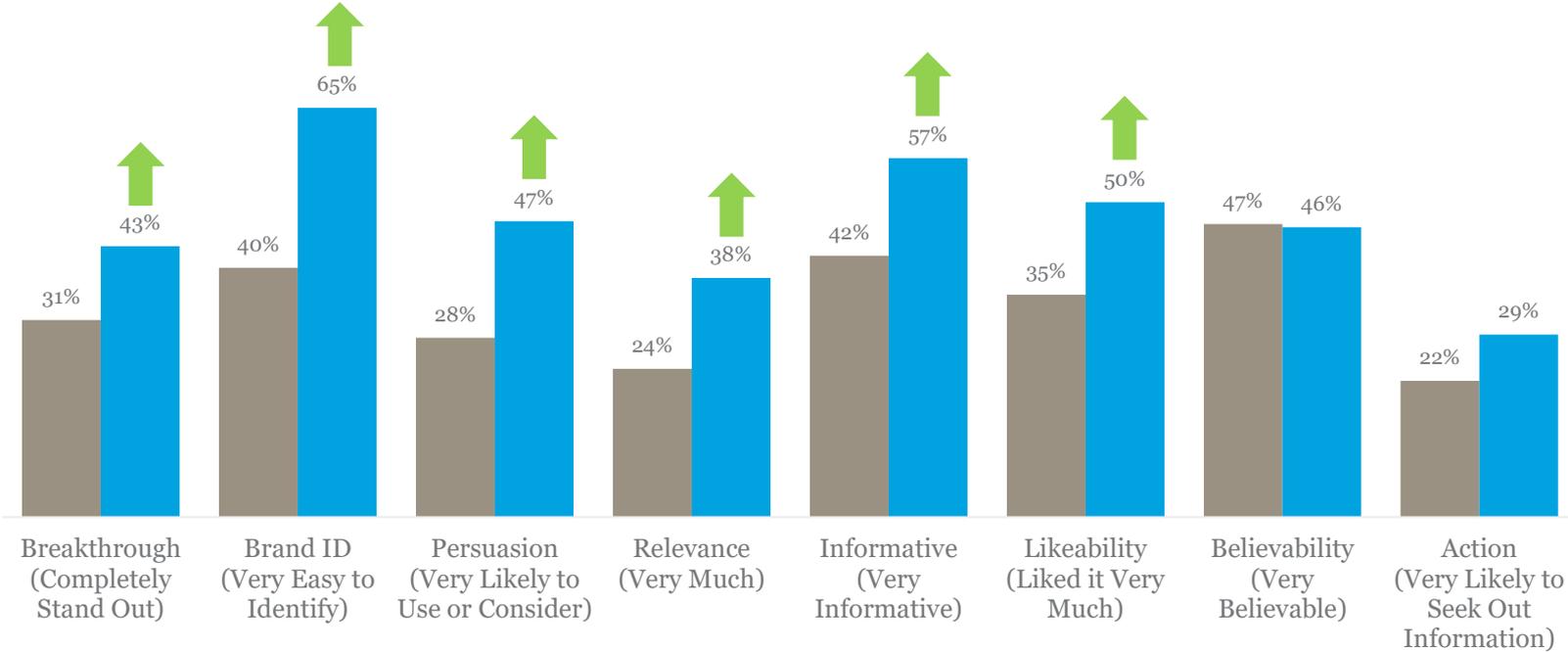
I like when the little girl asks the mom what she does for a living and she says she helps save lives.

Loved each scene where they focused on the patient

It made me feel like Kaweah Health hires competent individuals from the bottom up

The main component that stood out in the ad was the multiple presenting of the services that were non-medical such as custodial, laundry/linen, and other support staff.

AdVoice Benchmark Comparisons: Top Box Results



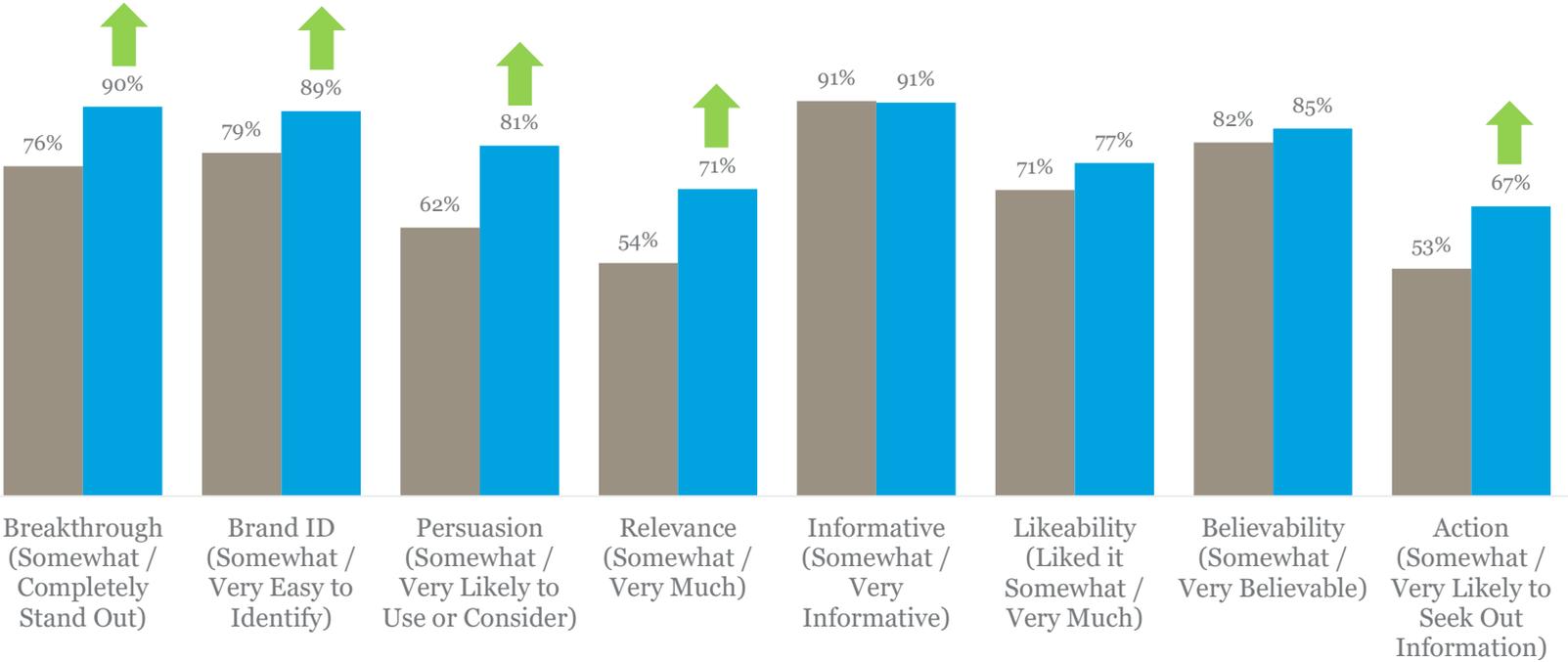
Significance for:
 Concept vs. AdVoice Benchmark
 ↑ ↓

■ AdVoice Benchmark

■ Man on the Moon



AdVoice Benchmark Comparisons: Top Two Box Results

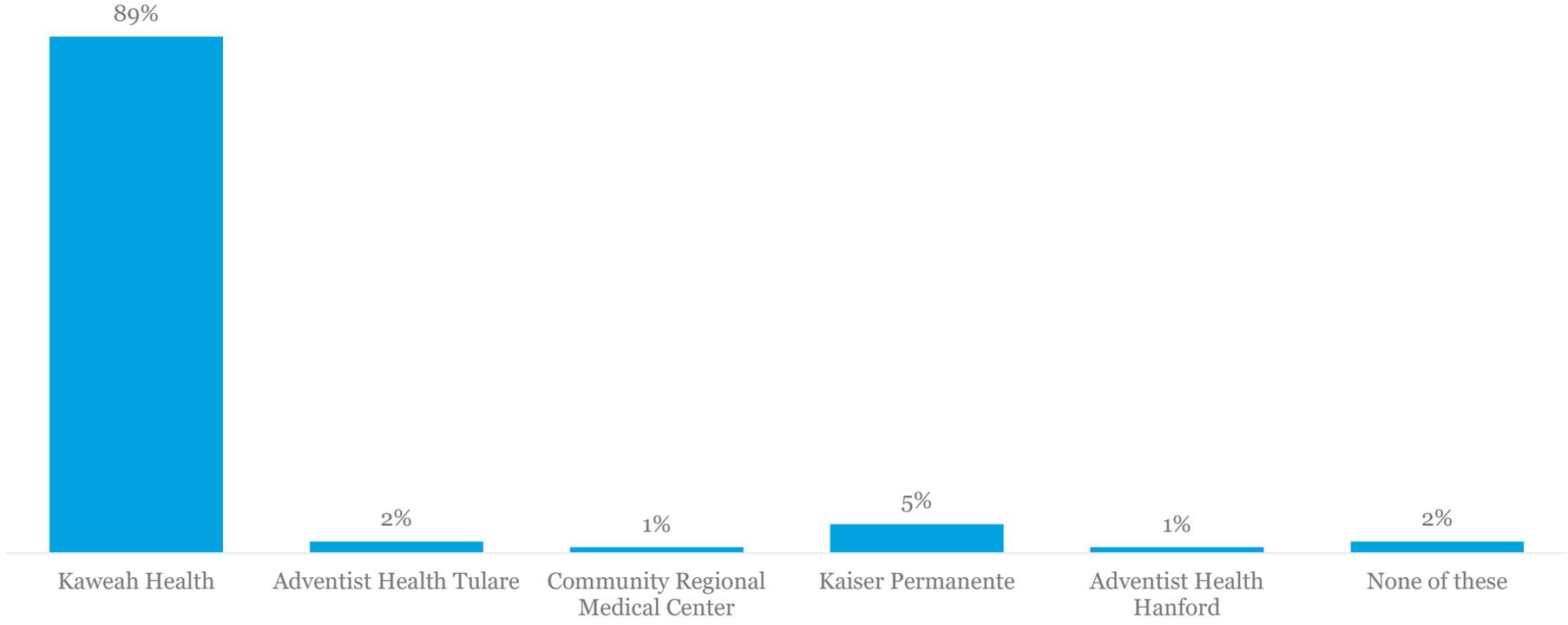


Significance for:
 Concept vs. AdVoice Benchmark
 ↑ ↓

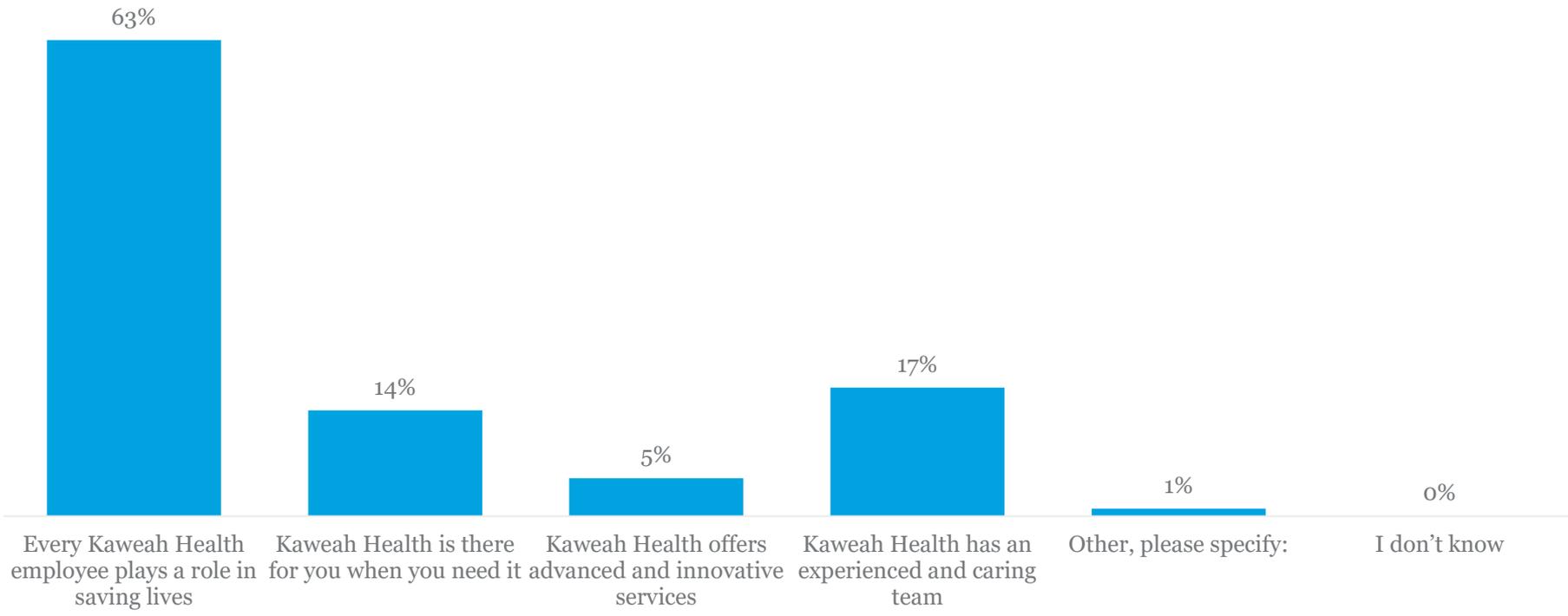
■ AdVoice Benchmark ■ Man on the Moon



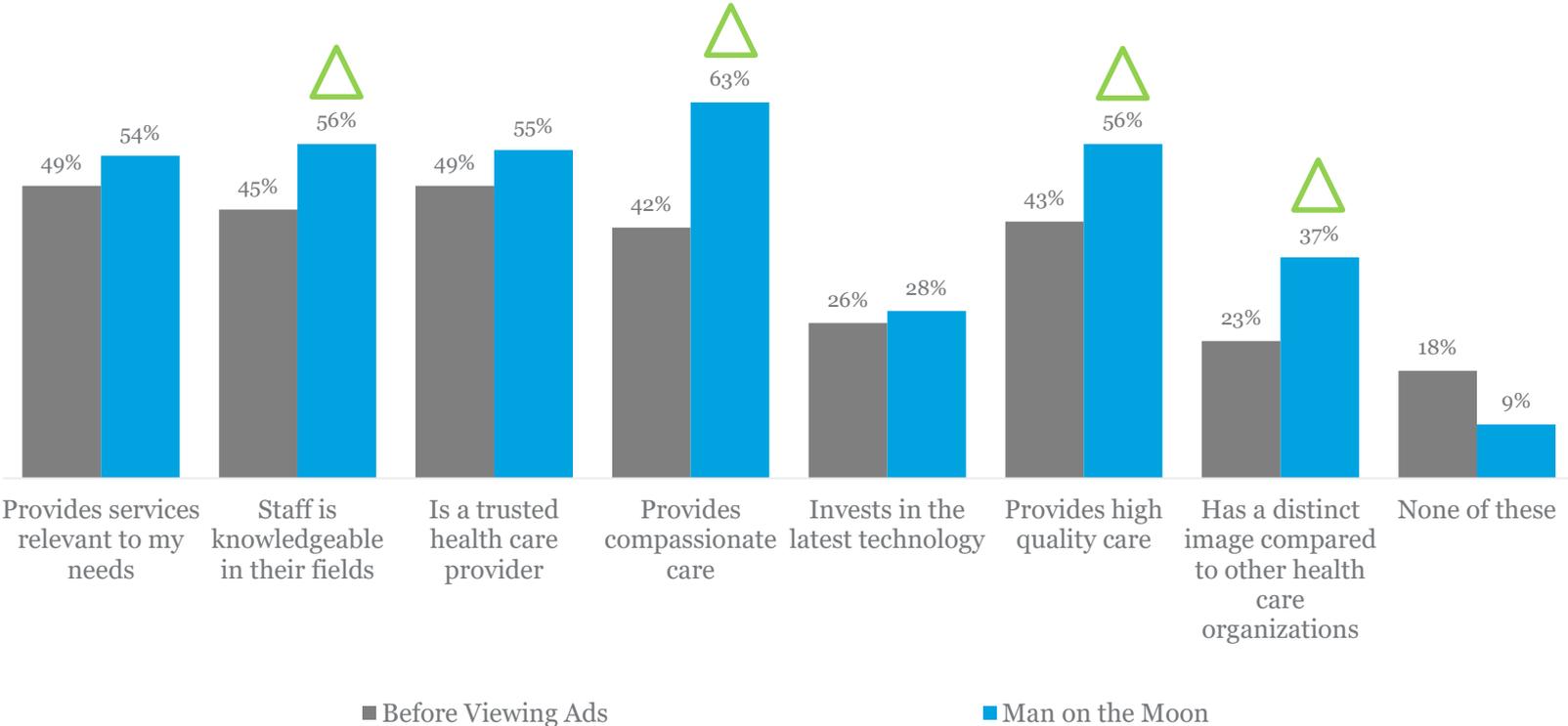
Brand Identification



Main Idea

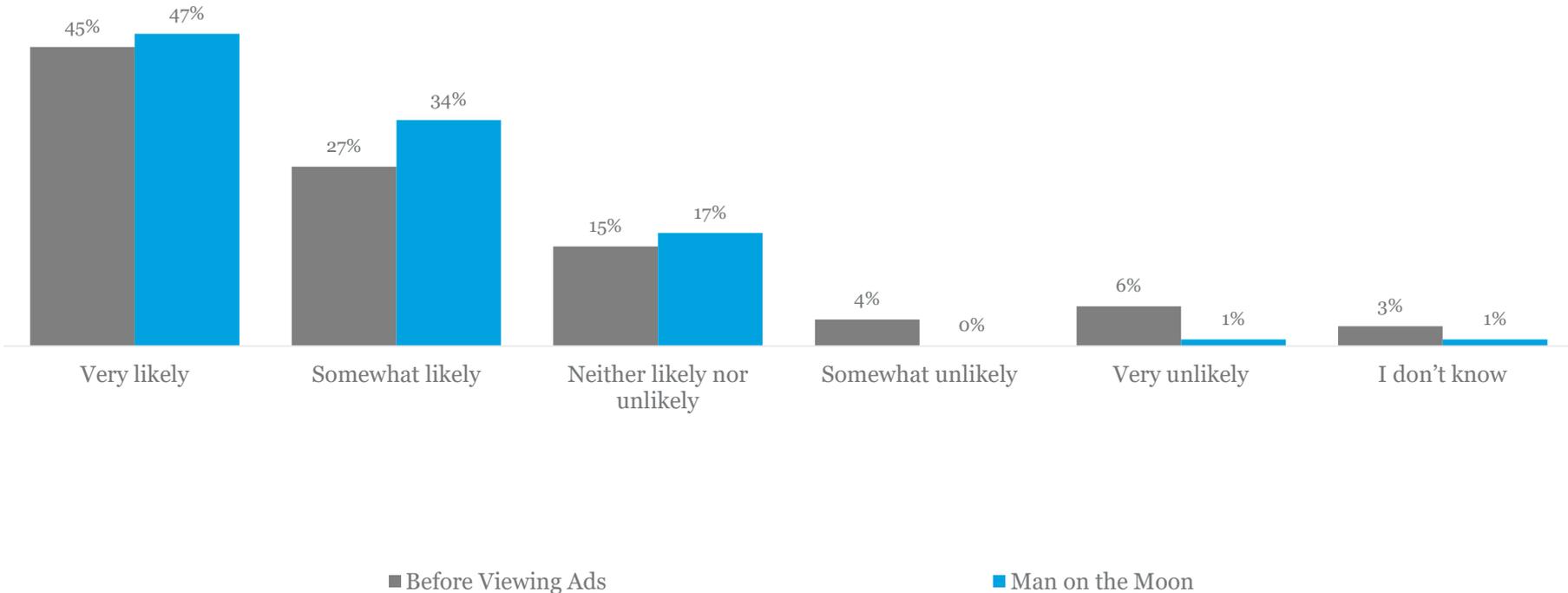


Perceptions / Attributes

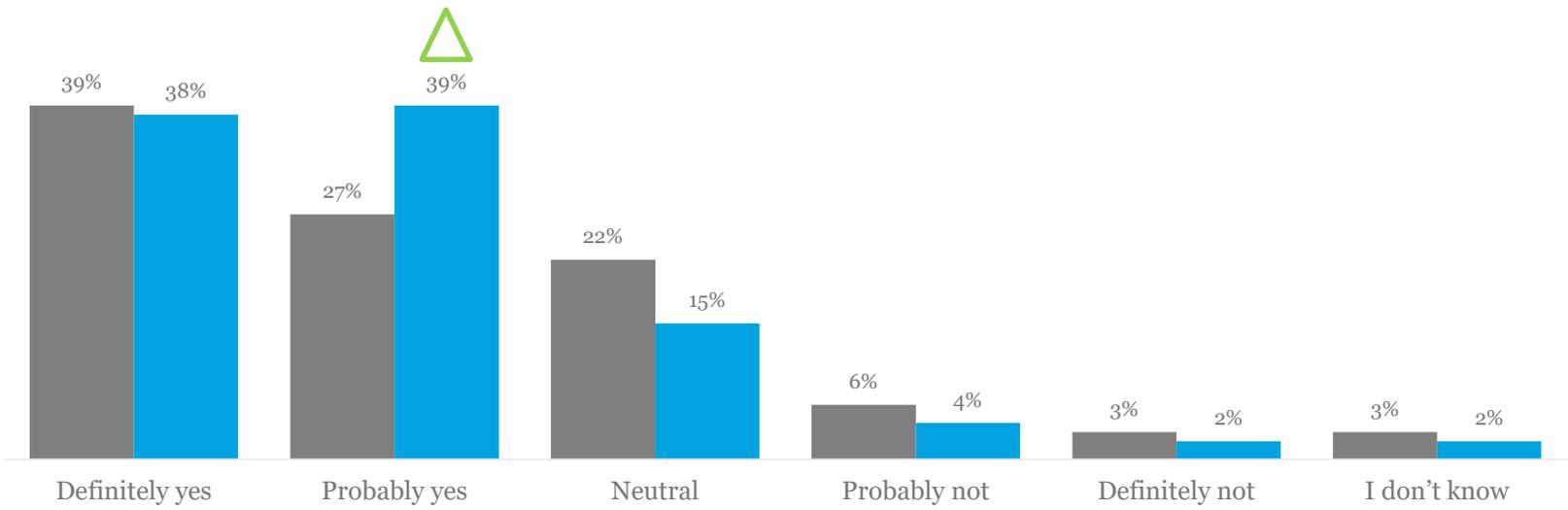


Significance for:
After Viewing Ad(s) vs. Before Viewing Ad(s)
 ▲ (Green) Increase
 ▼ (Red) Decrease

Persuasion – Likelihood to Use



Persuasion – Likelihood to Recommend



Significance for:

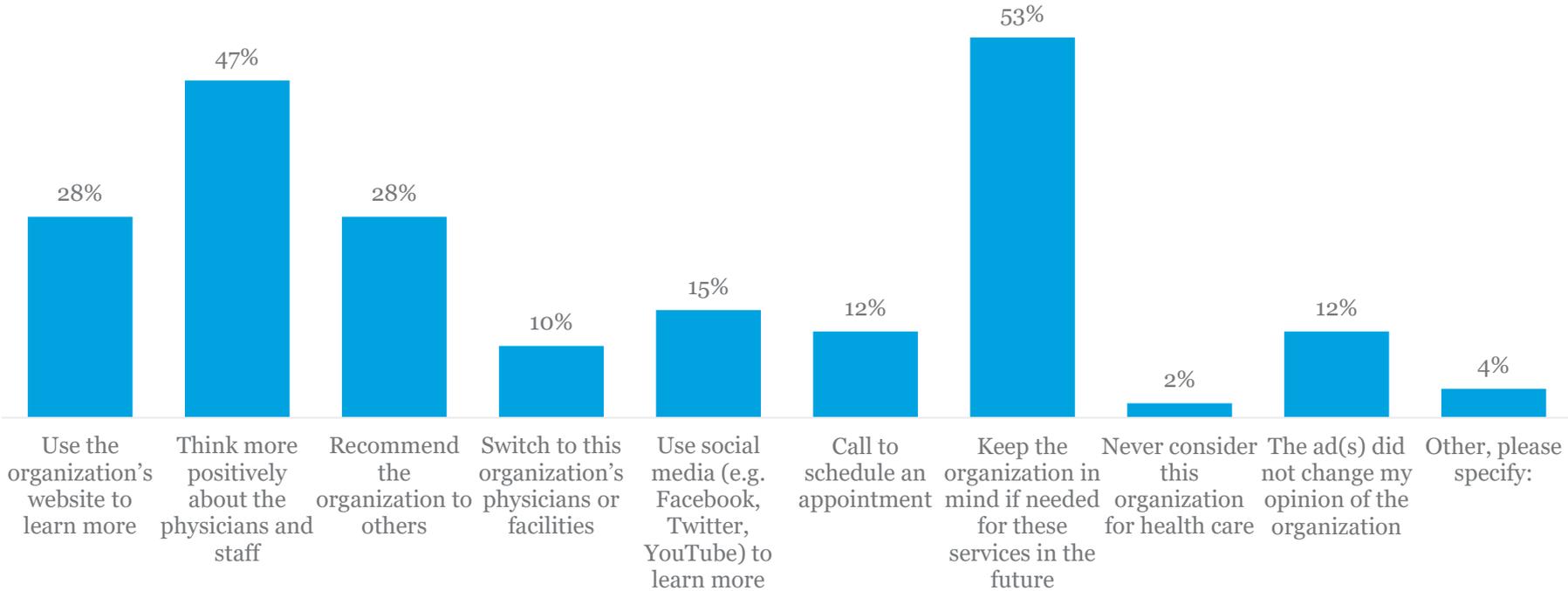
After Viewing Ad(s) vs. Before Viewing Ad(s)



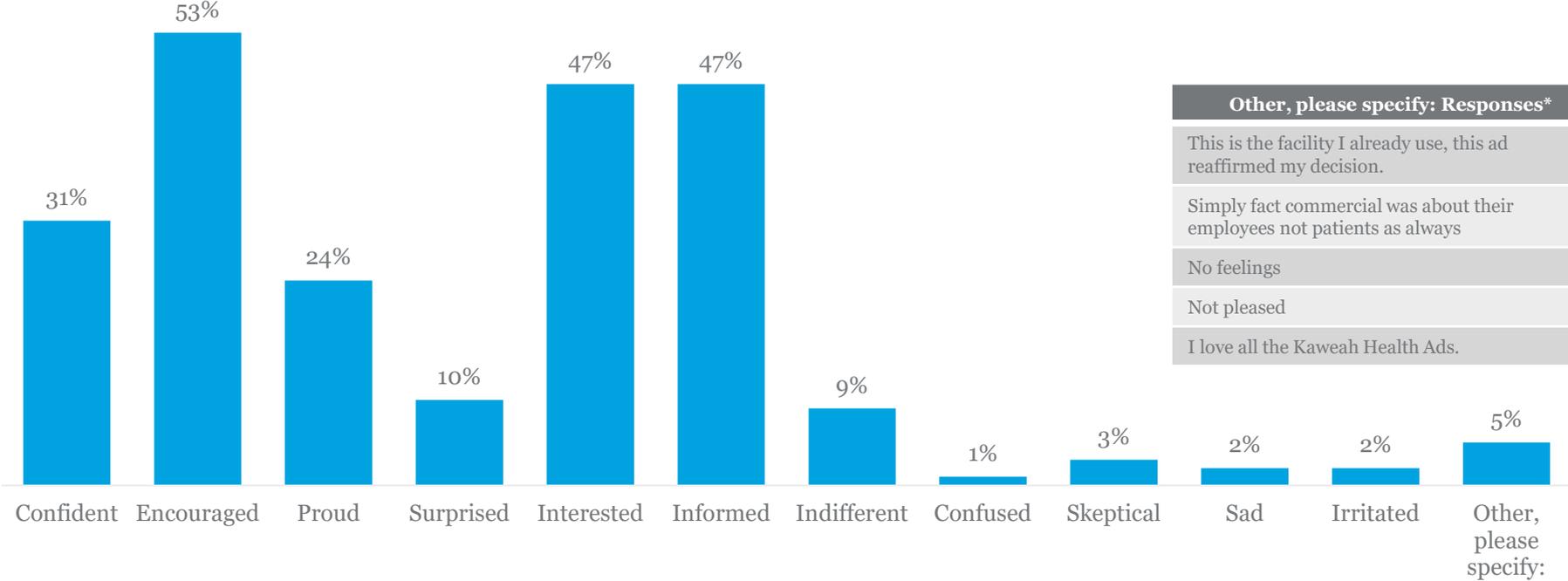
■ Before Viewing Ads

■ Man on the Moon

Call To Action



Emotional Connection

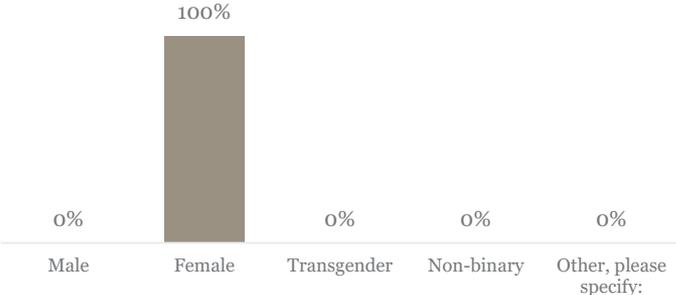


- Other, please specify: Responses***
- This is the facility I already use, this ad reaffirmed my decision.
 - Simply fact commercial was about their employees not patients as always
 - No feelings
 - Not pleased
 - I love all the Kaweah Health Ads.

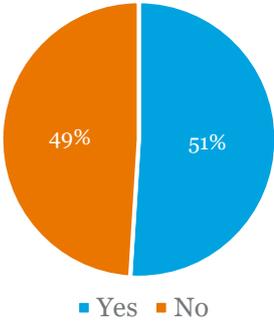
Appendix: Sample Demographics & Benchmark Questions

Quantitative Survey Demographics

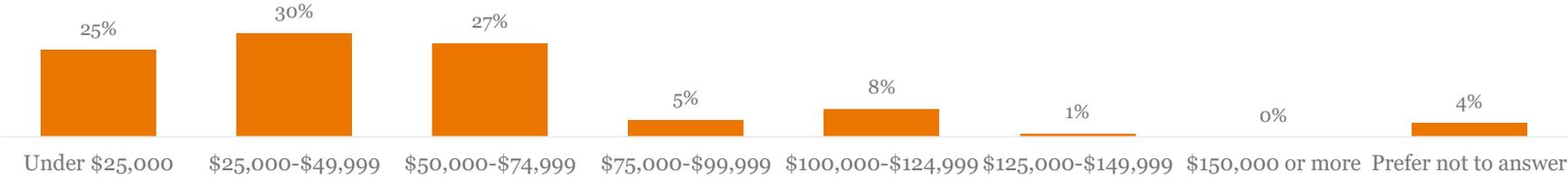
Gender



Children Under 18?

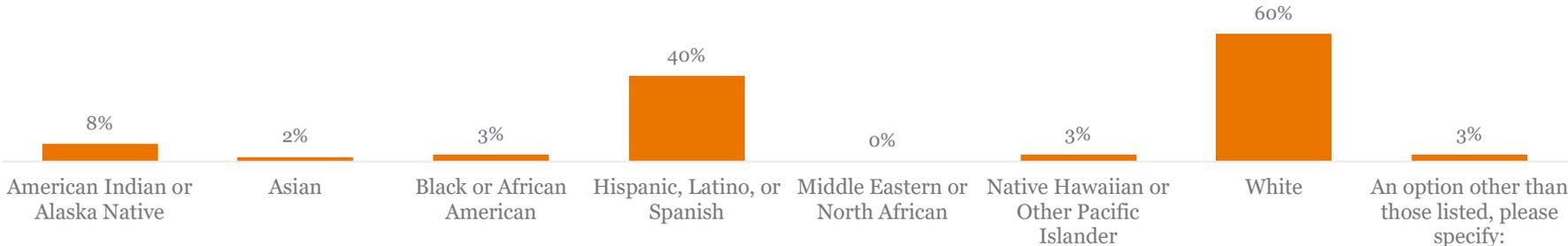


Household Income

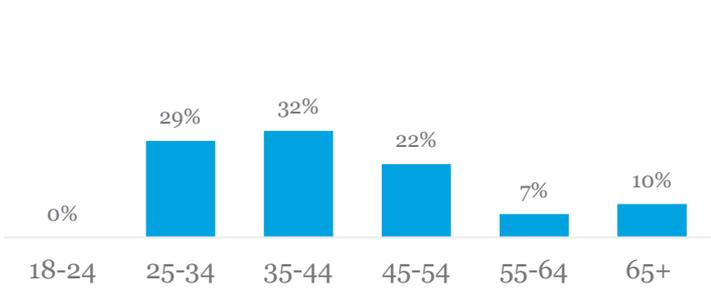


Quantitative Survey Demographics

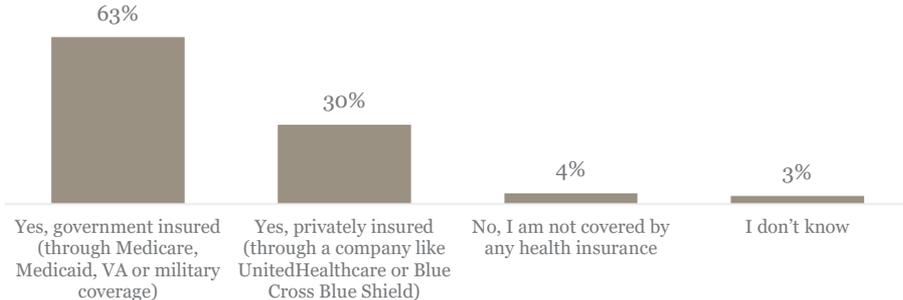
Race/Ethnicity



Age



Insurance



Benchmark Questions

AdVoice Benchmark Metric	Question	Question Text
Breakthrough	Q13	To what extent would the ad(s) you saw stand out from other ads that you see, read or hear?
Brand ID	Q14	Do you believe the hospital or healthcare system advertised in the ad(s) is easy to identify?
Persuasion	Q16	After seeing the ad(s), if needed, how likely would you be to use or consider using Kaweah Health for Any services?
Relevance	Q24	How relevant are the ad(s) to you or your household?
Informative	Q21	How informative are the ad(s)?
Likeability	Q20	To what extent did you like the ad(s)?
Believability	Q22	How believable are the ad(s)?
Action	Q18	After seeing the ad(s), how likely is it that you will seek out additional information on Kaweah Health for Any services?



Corporate Headquarters
1245 Q St. Lincoln, NE 68508
800.388.4264
Local: 402.475.2525

 Kaweah Health Medical Center

Media Relations Update



kaweahhealth.org



Top Performing News Content – August 17, 2023 - October 25, 2023

 **Yahoo! News**
Editorial | US | Oct 5 · 12:28 PM

Visalia Corporate Games ends with lip-synching battle between businesses



... Visalia, Electric Motor Shop, Equity Group, Kaweah Container, **Kaweah Health**, Kawneer, Serpa Packaging Solutions, Self-Help Enterprises, ...

Kaweah Health

58M Reach 1 Duplicates

Positive ○

 **Becker's ASC Review** · Cameron Cortigiano
Editorial | US | Sep 28 · 12:29 PM

The 13 best hospitals in California for cardiac surgery



... Center Kaiser Permanente Santa Clara Medical Center **Kaweah Health Medical Center** (Visalia) Mercy General Hospital (Sacramento) PIH ...

Kaweah Health Medical Center

207k Reach

Positive ○

 **KSEE-TV** · Emily Erwin
Editorial | US | Sep 22 · 3:37 PM

Kaweah Health is improving overall wellbeing with mental health services



At **Kaweah Health** mental health is part of overall health, which is why they've created the **Kaweah Health** Center for Mental Wellness .

Kaweah Health

451k Reach

Positive ○

 Kaweah Health Medical Center

Social Media



kaweahhealth.org



Competitor Performance - August 17, 2023 - October 25, 2023

Profile	Audience	Net Audience Growth	Published Posts	Public Engagements	Public Engagements per Post	% Audience Growth	Published Carousels	Published Videos	Published Photos	Published Links	Published Text	Reactions	Comments	Shares
Your Profiles Average	5,758.71	61.86	52.29	2,896.57	55.40	1.09%	10.33	8.00	38.43	1.50	1.00	2,615.43	186.86	165.00
Competitor Profiles Average	12,913.08	109.46	38.00	2,434.31	64.06	0.85%	15	6.54	23.85	2.63	0.38	2,331.77	61.62	66.50
1 Valley Children's	60,796	147	17	909	53.47	0.24%	N/A	3	12	2	0	682	51	176
2 Kaweah Health	25,513	227	114	9,040	79.30	0.90%	N/A	19	90	5	0	7,428	1,000	612
3 valleychildrens	22,896	575	28	14,254	509.07	2.58%	18	8	2	N/A	N/A	14,063	191	N/A
4 @CareForKids	19,339	-5	36	370	10.28	-0.03%	N/A	0	28	5	3	299	15	56
5 adventisthealth	15,522	478	58	3,542	61.07	3.18%	9	21	28	N/A	N/A	3,435	107	N/A
#														
6 Community Region...	14,590	24	21	182	8.67	0.16%	N/A	13	6	2	0	164	2	16
7 Saint Agnes Medica...	12,978	101	30	383	12.77	0.78%	N/A	1	27	2	0	304	20	59
8 Adventist Health in ...	7,205	-208	63	2,901	46.05	-2.81%	N/A	14	44	5	0	2,680	131	90
9 kaweahhealth	6,760	106	95	10,186	107.22	1.59%	21	21	53	N/A	N/A	9,947	239	N/A
10 Sierra View Medical...	5,057	58	70	1,568	22.40	1.16%	N/A	2	63	5	0	1,273	160	135
11 Kaweah Health Lif...	3,822	28	36	116	3.22	0.74%	N/A	2	34	0	0	112	4	0
12 dignityhealthbakers...	2,783	93	41	2,539	61.93	3.46%	21	16	4	N/A	N/A	2,479	60	N/A
13 saintagnesmedicalc...	2,765	77	38	1,351	35.55	2.86%	9	3	26	N/A	N/A	1,325	26	N/A

Top Posts August 17, 2023 - October 25, 2023 – Post Engagements

 **Kaweah Health**
Tue 8/22/2023 10:08 am PDT

Shout out to the City of Visalia for being named one of the great places to live in #California by Kiplinger, a national publicatio...



Total Engagements	12,304
Reactions	1,826
Comments	539
Shares	242
Post Link Clicks	160
Other Post Clicks	9,537

...  

 **Kaweah Health**
Tue 8/29/2023 7:43 pm PDT

You will LOVE this. ❤️ Our Certified Nursing Assistant, Alfredo Vera Torres, was recently recognized by Visalia Police Department for...



Total Engagements	2,092
Reactions	880
Comments	98
Shares	32
Post Link Clicks	—
Other Post Clicks	1,082

...  

 **Kaweah Health**
Tue 9/12/2023 8:04 pm PDT

"With all my heart, I would like to thank every single nurse that provided such caring ways to help me with what I was..."



Total Engagements	1,439
Reactions	160
Comments	9
Shares	9
Post Link Clicks	5
Other Post Clicks	1,256

...  

Top Posts August 17, 2023 - October 25, 2023 – Reach

 **Kaweah Health**
Tue 8/22/2023 10:08 am PDT

Shout out to the City of Visalia for being named one of the great places to live in #California by Kiplinger, a national...



Reach 173,947

...  

 **Kaweah Health**
Tue 8/29/2023 7:43 pm PDT

You will LOVE this. ❤️ Our Certified Nursing Assistant, Alfredo Vera Torres, was recently recognized by Visalia Police...



Reach 7,826

...  

 **kaweahhealth**
Wed 9/13/2023 1:47 pm PDT

WELCOME! Our second cohort of nursing students has officially embarked on their three-year journey toward becoming...



Reach 7,033

...  

Top Posts August 17, 2023 - October 25, 2023 – Shares

 Kaweah Health
Tue 8/22/2023 10:08 am PDT

Shout out to the City of Visalia for being named one of the great places to live in #California by Kiplinger, a national...



Shares 242

...   

 kaweahhealth
Wed 9/13/2023 1:47 pm PDT

WELCOME! Our second cohort of nursing students has officially embarked on their three-year journey toward becoming...



Shares 95

...   

 kaweahhealth
Fri 8/25/2023 1:56 pm PDT

A big thank you to @shannongroveca, @vincefong661, and @assemblyman_mathis for their work to...



Shares 51

...   

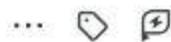
Top Posts August 17, 2023 - October 25, 2023 – Comments

 **Kaweah Health**
Tue 8/22/2023 10:08 am PDT

Shout out to the City of Visalia for being named one of the great places to live in #California by Kiplinger, a national...



[Comments](#) 539



 **Kaweah Health**
Wed 9/13/2023 1:41 pm PDT

WELCOME! Our second cohort of nursing students has officially embarked on their three-year journey toward becoming...



[Comments](#) 115



 **Kaweah Health**
Tue 8/29/2023 7:43 pm PDT

You will LOVE this. ❤️ Our Certified Nursing Assistant, Alfredo Vera Torres, was recently recognized by Visalia Police...



[Comments](#) 98



Top Posts August 17, 2023 - October 25, 2023 – Post Engagements

  Kaweah Health en Español
Mon 10/16/2023 5:54 pm PDT

ÚLTIMA HORA | Por favor COMPARTA esta publicación para informar a sus seres queridos: nuestro Departamento de...



Total Engagements	1,024
Reactions	27
Comments	28
Shares	7
Post Link Clicks	7
Other Post Clicks	955

...  

  Kaweah Health en Español
Thu 8/31/2023 4:53 pm PDT

Esto le ENCANTARÁ. ❤️ Nuestro Asistente Certificado de Enfermería, Alfredo Vera Torres, fue reconocido de manera muy...



Total Engagements	178
Reactions	64
Comments	4
Shares	3
Post Link Clicks	—
Other Post Clicks	107

...  

  Kaweah Health en Español
Fri 9/29/2023 4:57 pm PDT

¡Felicidades! La familia López dio la bienvenida a su primer bebé el 19 de septiembre. 🥰 Llegar a este punto no ha...



Total Engagements	103
Reactions	12
Comments	1
Shares	2
Post Link Clicks	—
Other Post Clicks	88

...  

  Kaweah Health en Español
Thu 8/31/2023 4:53 pm PDT

Esto le ENCANTARÁ. ❤️ Nuestro Asistente Certificado de Enfermería, Alfredo Vera Torres, fue reconocido de manera muy...



RECONOCIMIENTO DE CUIDADO

"El Teniente Hughes y el Sargento Bill Diaz del Departamento de Policía de Visalia brindan un reconocimiento especial a Alfredo Vera Torres por salvar la vida de un miembro de nuestra comunidad en horas no laborales."

Reach 2,577

...  

  Kaweah Health en Español
Mon 10/16/2023 5:54 pm PDT

ÚLTIMA HORA | Por favor COMPARTA esta publicación para informar a sus seres queridos: nuestro Departamento de...



Reach 1,700

...  

  Kaweah Health en Español
Fri 9/29/2023 4:57 pm PDT

¡Felicidades! La familia López dio la bienvenida a su primer bebé el 19 de septiembre. 🥰 Llegar a este punto no ha...



Reach 1,049

...  

NEW – Healthy Baby, Healthy Mama Podcast



Soundcloud.com/KaweahHealth



[YouTube: @KaweahHealth](https://YouTube:@KaweahHealth)

The image shows a YouTube video player interface. At the top, there is a search bar and the YouTube logo. The video content features two women sitting at a table in front of a blue backdrop with the Kaweah Health logo and tagline 'MORE THAN MEDICINE. LIFE.' and 'MÁS QUE MEDICINA.'. The video player includes a progress bar showing 32:13 / 36:28 and various control icons. Below the video, the title 'Healthy Baby, Healthy Mama | Episode 1: Breastfeeding' is displayed, along with the channel name 'Kaweah Health' (408 subscribers) and a 'Subscribe' button. Interaction buttons for likes (0), comments, share, and download are also visible. A description box at the bottom provides details about the video's views (66), upload date (1 month ago), and content, mentioning the host Maria Rodriguez and the guest Stephanie Genetti.

 Kaweah Health Medical Center

Reputation Management



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

Average Rating – August 17, 2023 – October 25, 2023

Performance Score 74/100
0% vs. previous period

Average Rating 3.99 -2% vs. previous period	Total Reviews 259 +2% vs. previous period	Response Rate 98.46% +4% vs. previous period	Response Time 1.73 days +65% vs. previous period
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Average Rating



Top Locations - May 11, 2023- August 17, 2023

Rank	Location	Score
 1	Kaweah Health Urgent Care (Court Street) 1633 S Court St Visalia CA	80 / 100
 2	Kaweah Health Exeter Clinic 1014 San Juan Ave Exeter California	73 / 100
 3	Kaweah Health Therapy Specialists Spine and 820 S Akers St Visalia California	73 / 100

Top Locations - August 17, 2023 – October 25, 2023

Rank	Location	Score
 1	Kaweah Health Urgent Care (Court Street) 1633 S Court St Visalia CA	93 / 100
 2	Kaweah Health Therapy Specialists Spine and 820 S Akers St Visalia California	93 / 100
 3	Kaweah Health Medical Center 400 W Mineral King Ave Visalia CA	91 / 100

Rating Info - August 17, 2023 – October 25, 2023

Ratings Distribution



Review Sites Distribution



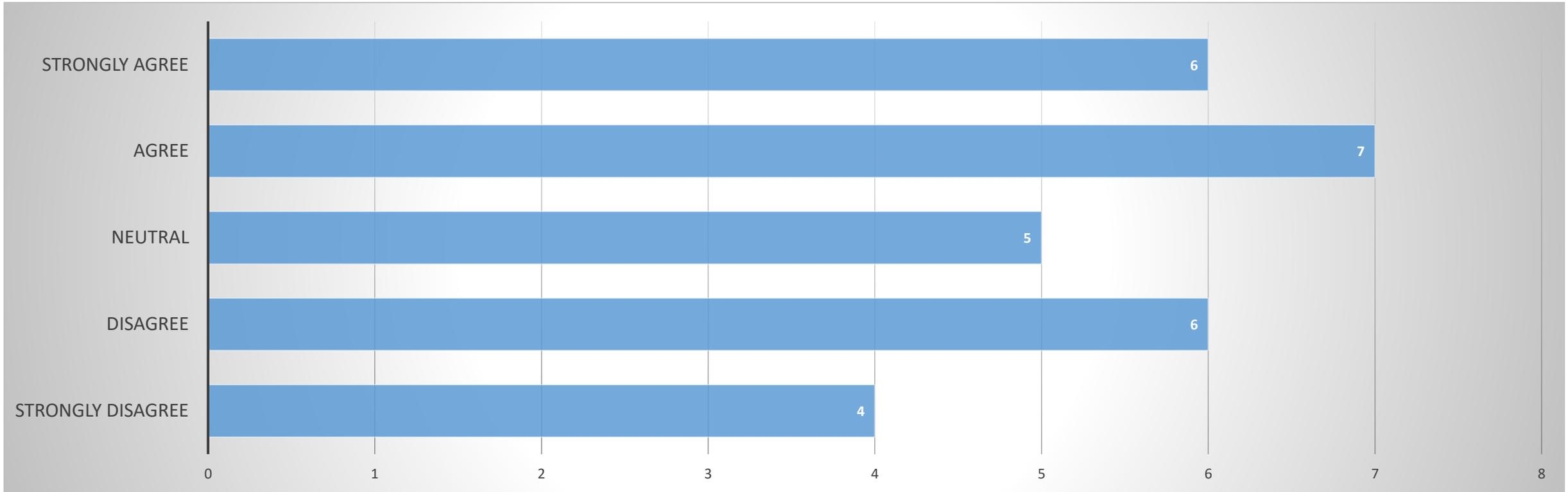
Wayfinding Survey

Community Engagement

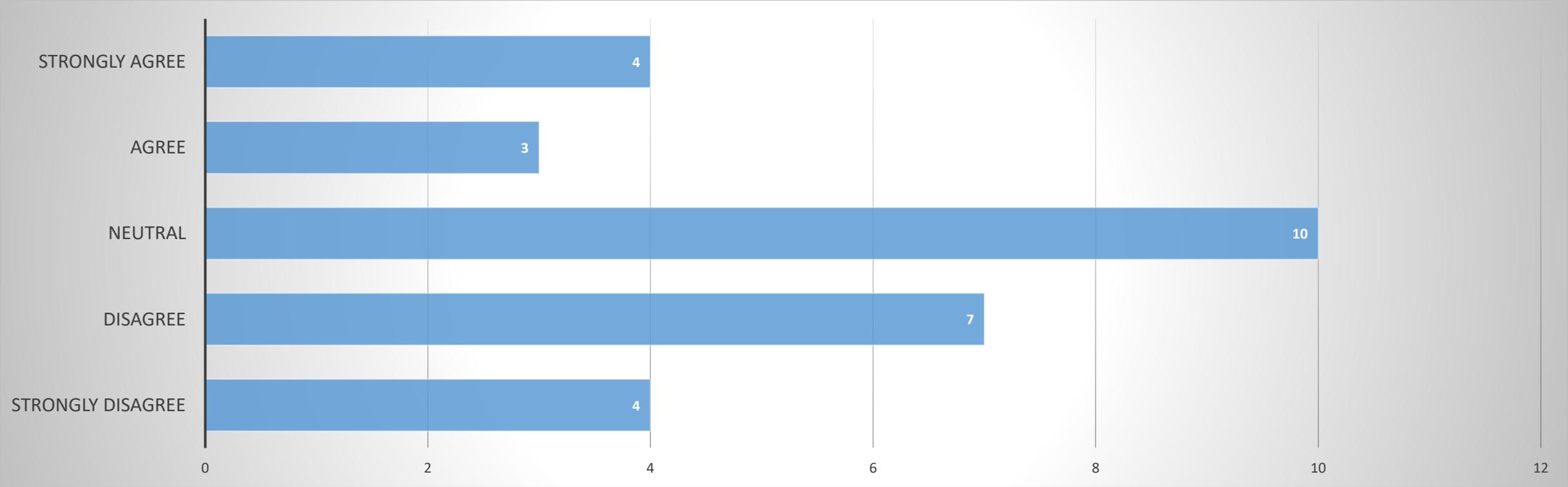
30 community members came onto the Main Campus after being assigned a unit. They rated us on the ease of directions and parking, cleanliness of inside and outside of facility, wayfinding, signage, and friendliness of staff. The survey took place during the month of August, 2023.



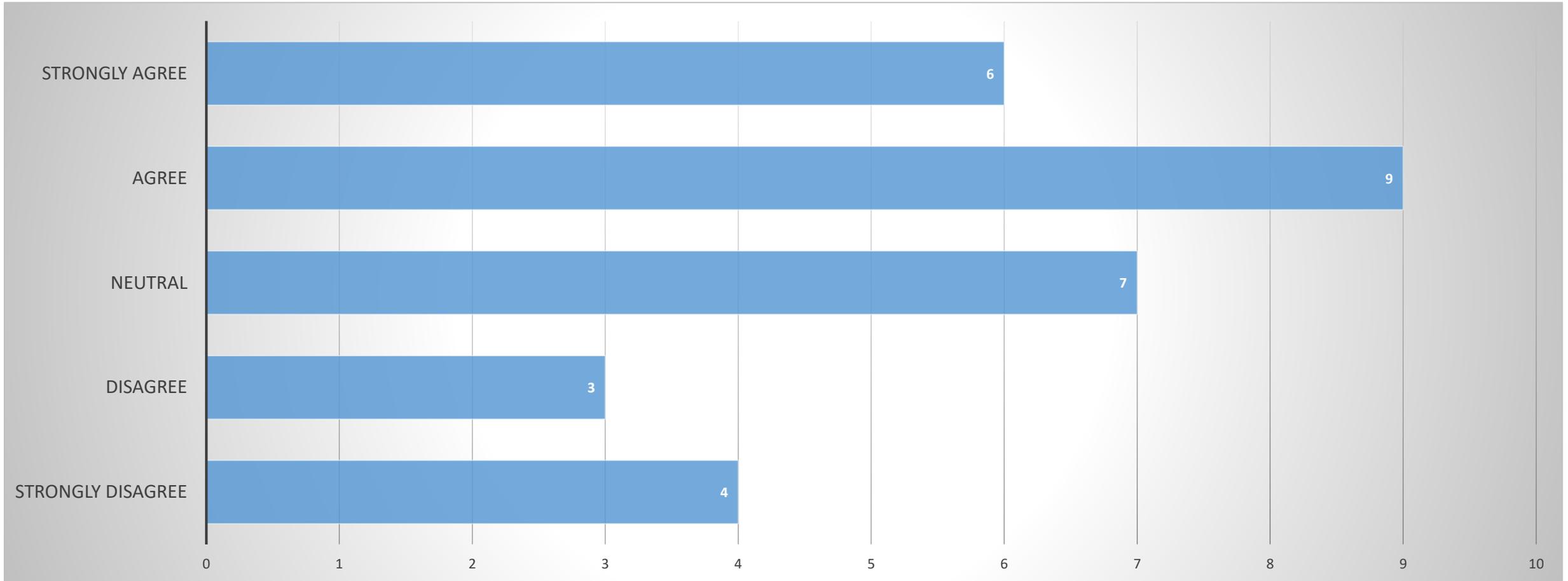
I went to the Kaweah Health Website and found the location before I came on campus.



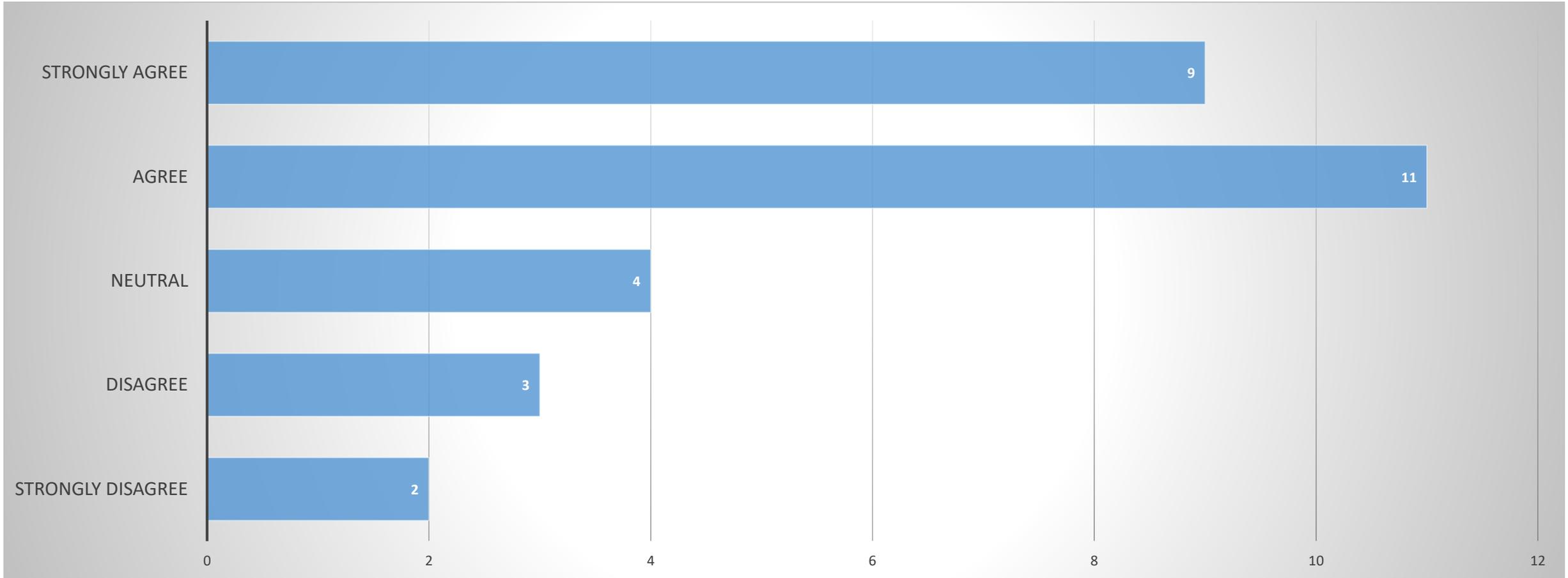
The Website was very informative and gave me clear directions on the location I was attempting to find.



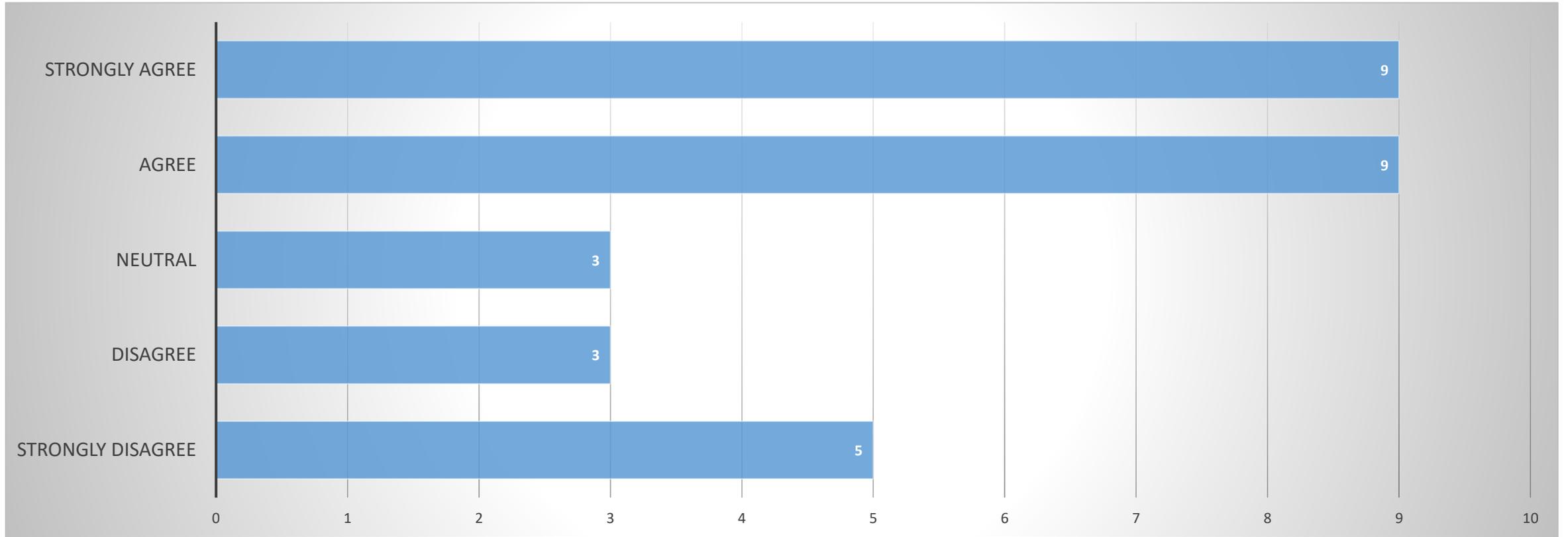
It was easy to find parking.



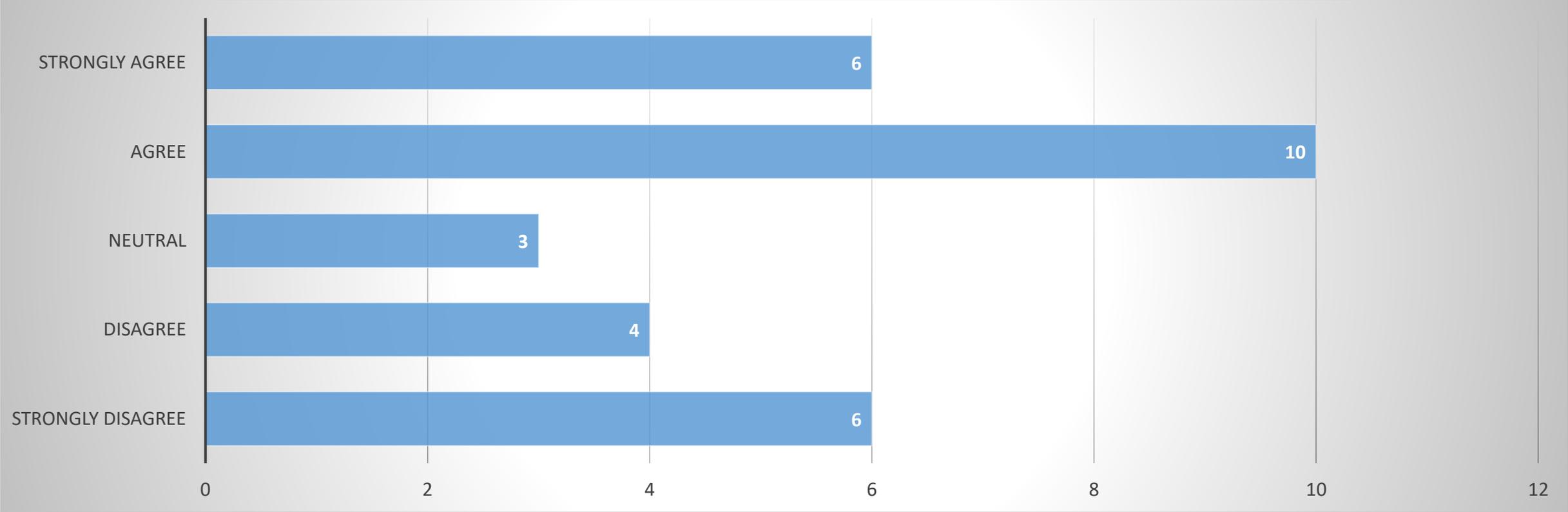
I felt safe in the parking lot.



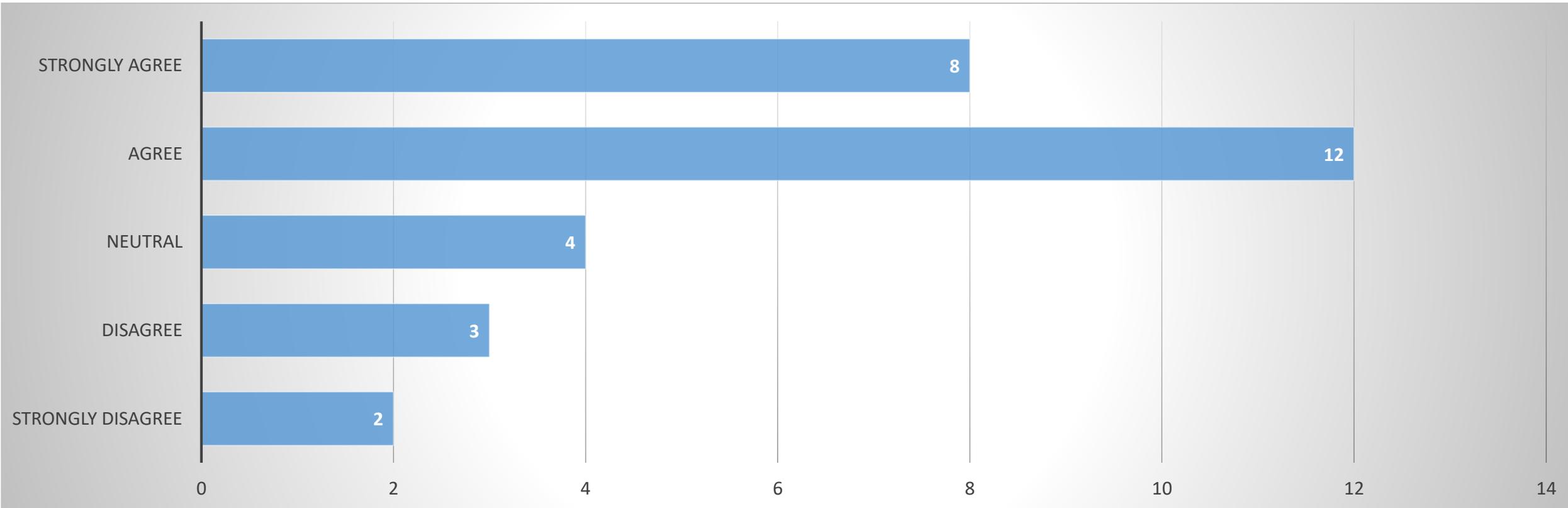
There was proper signage for parking.



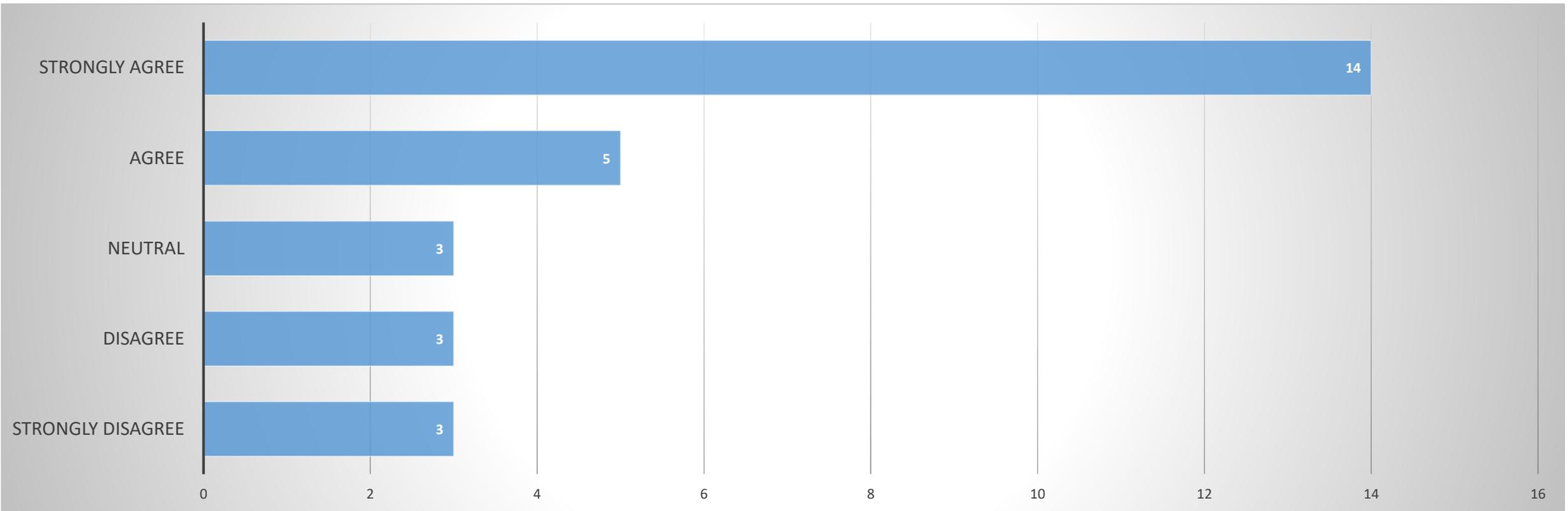
It was easy to find the correct entrance for my assigned location.



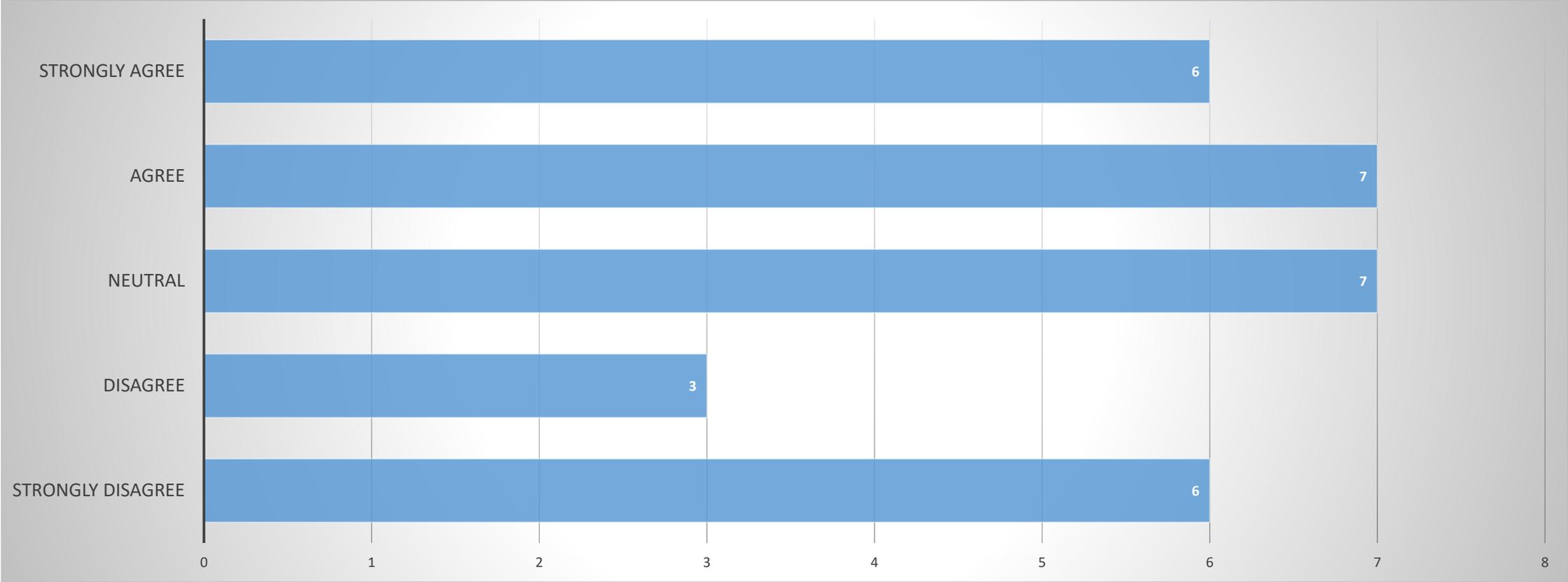
The area outside the facility was clean. (Trash cans, windows, sidewalks, etc.)



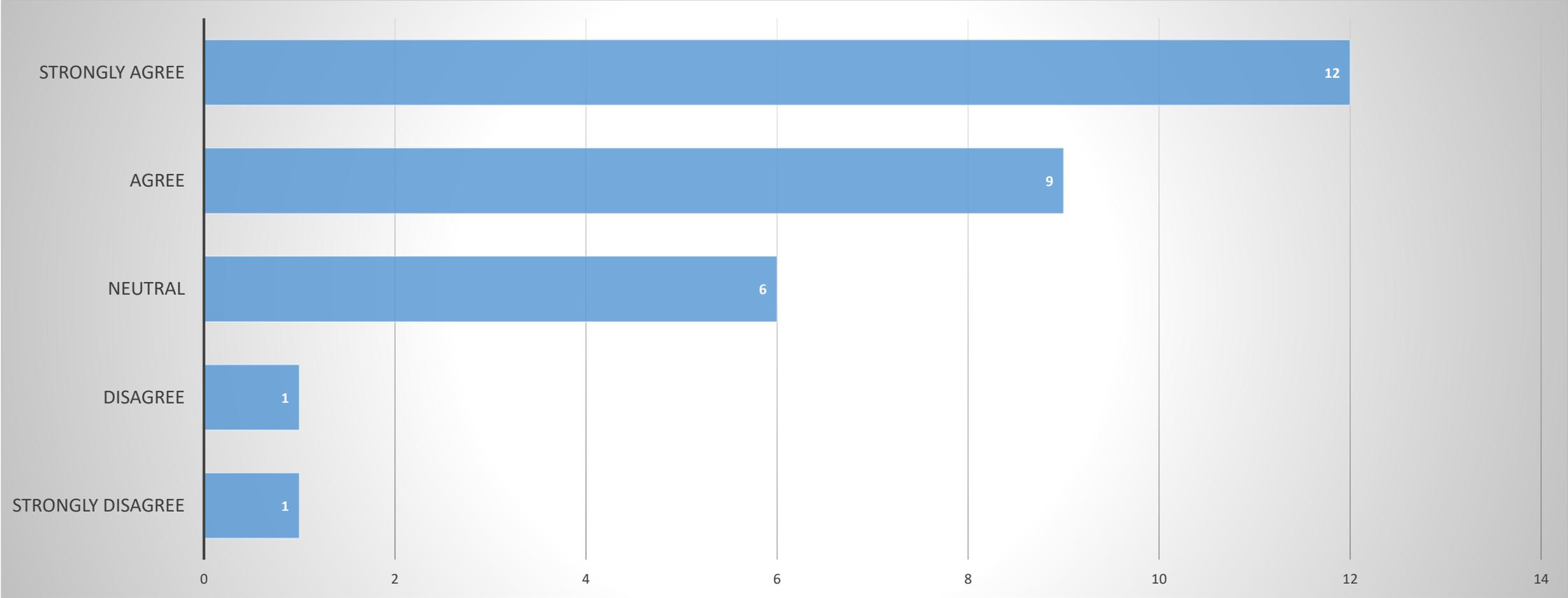
The staff members were friendly, knowledgeable and gave adequate directions and assistance.



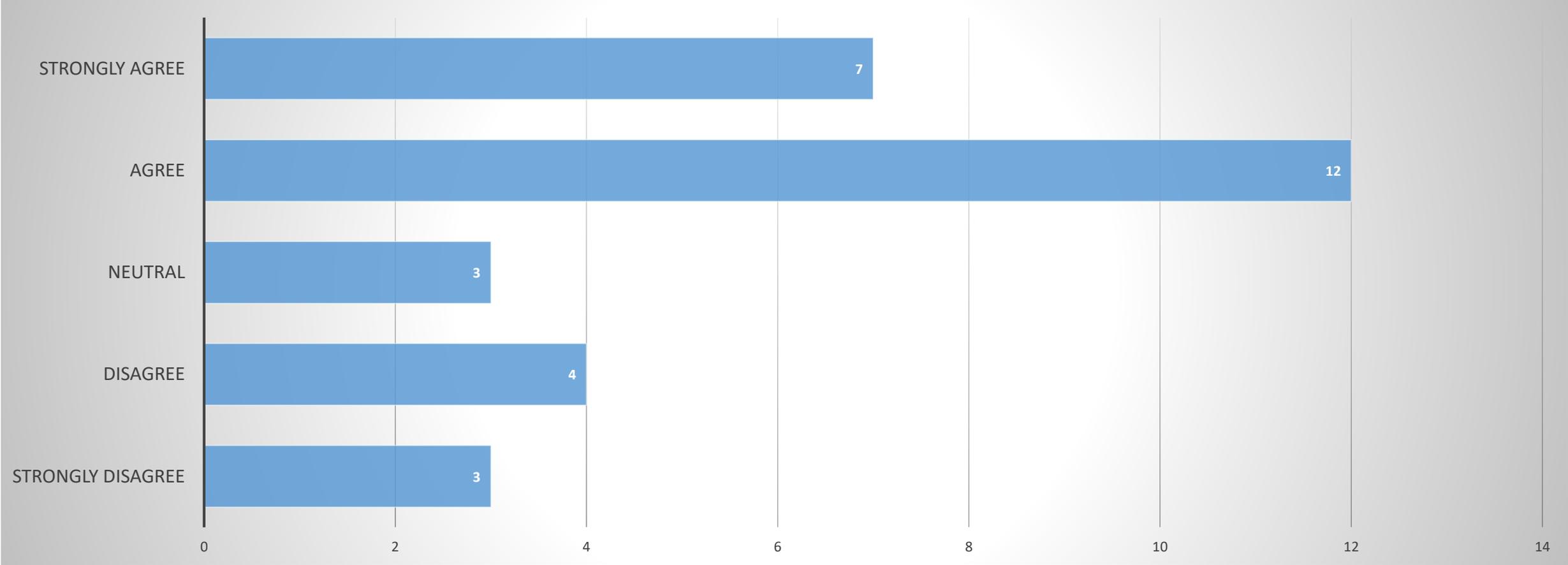
The internal signage was easy to follow.



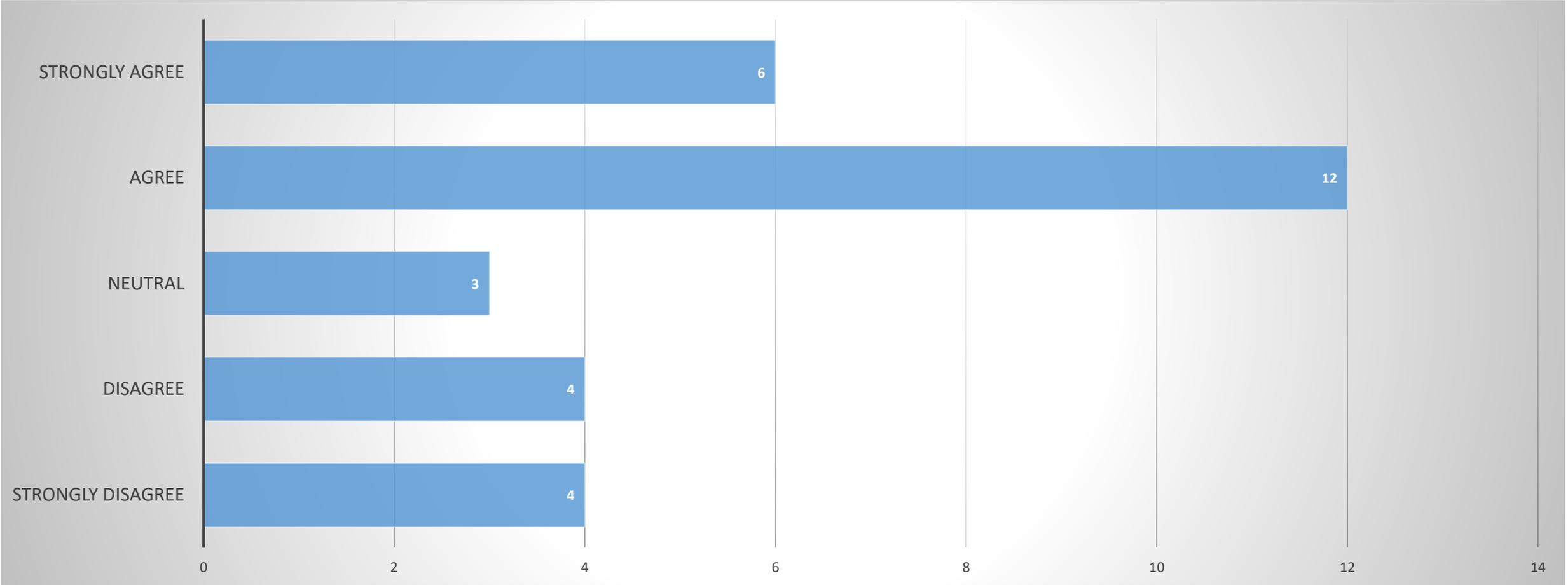
The restrooms were easy to locate.



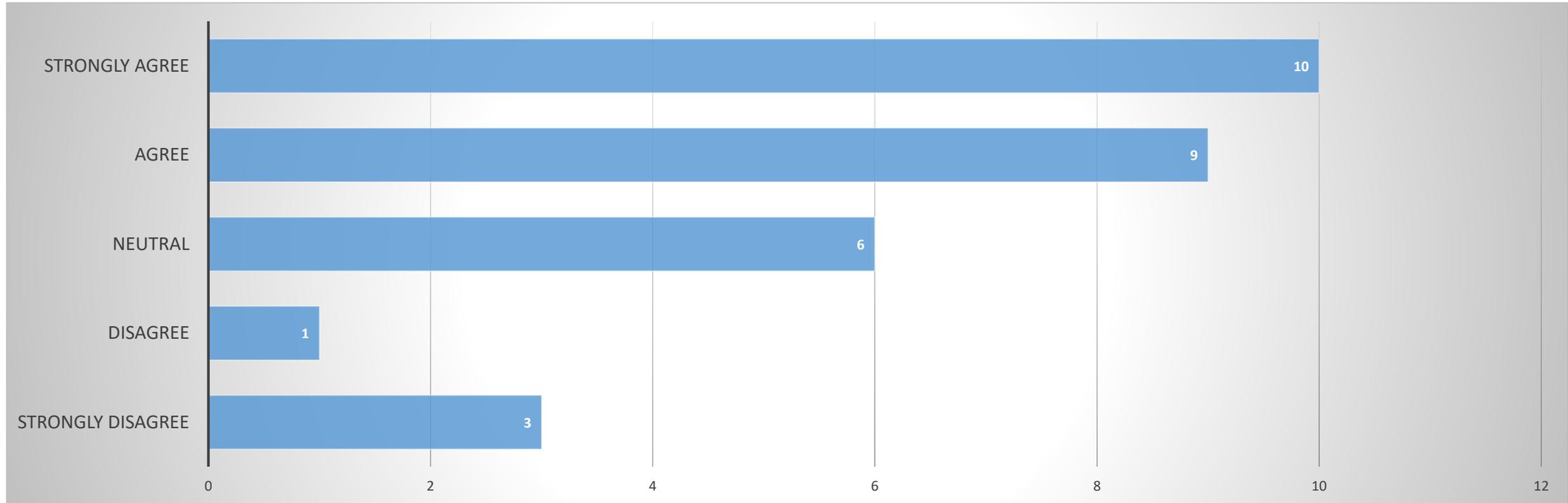
The elevators were easy to locate.



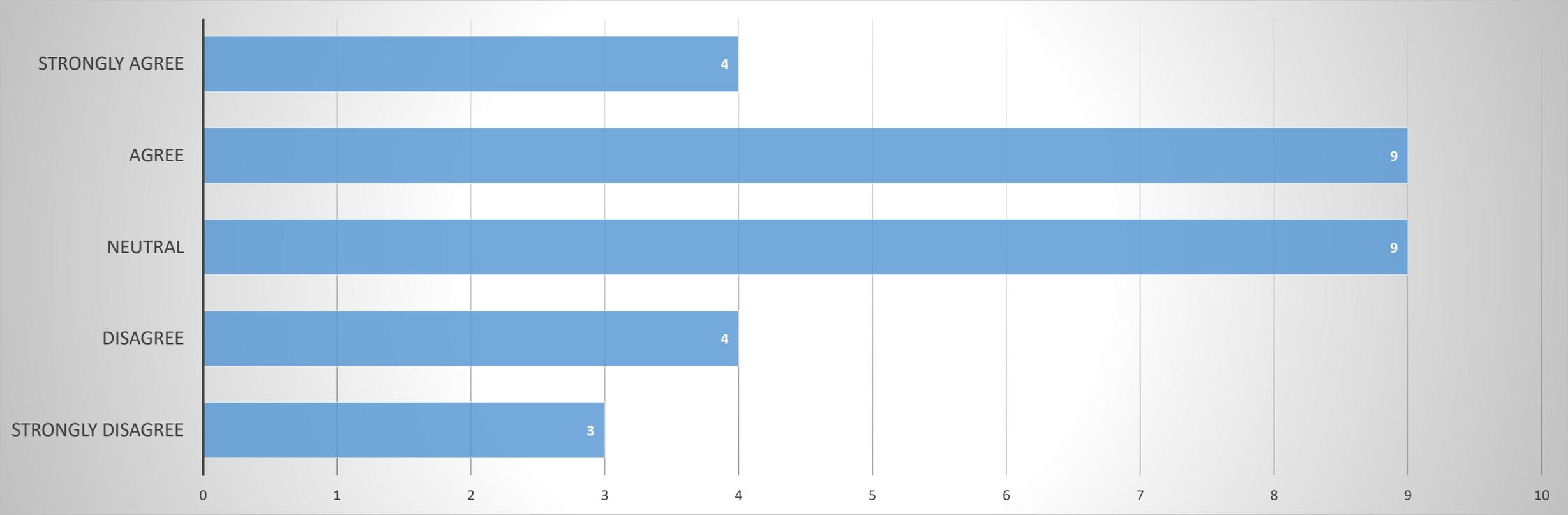
The cafeteria was easy to locate.



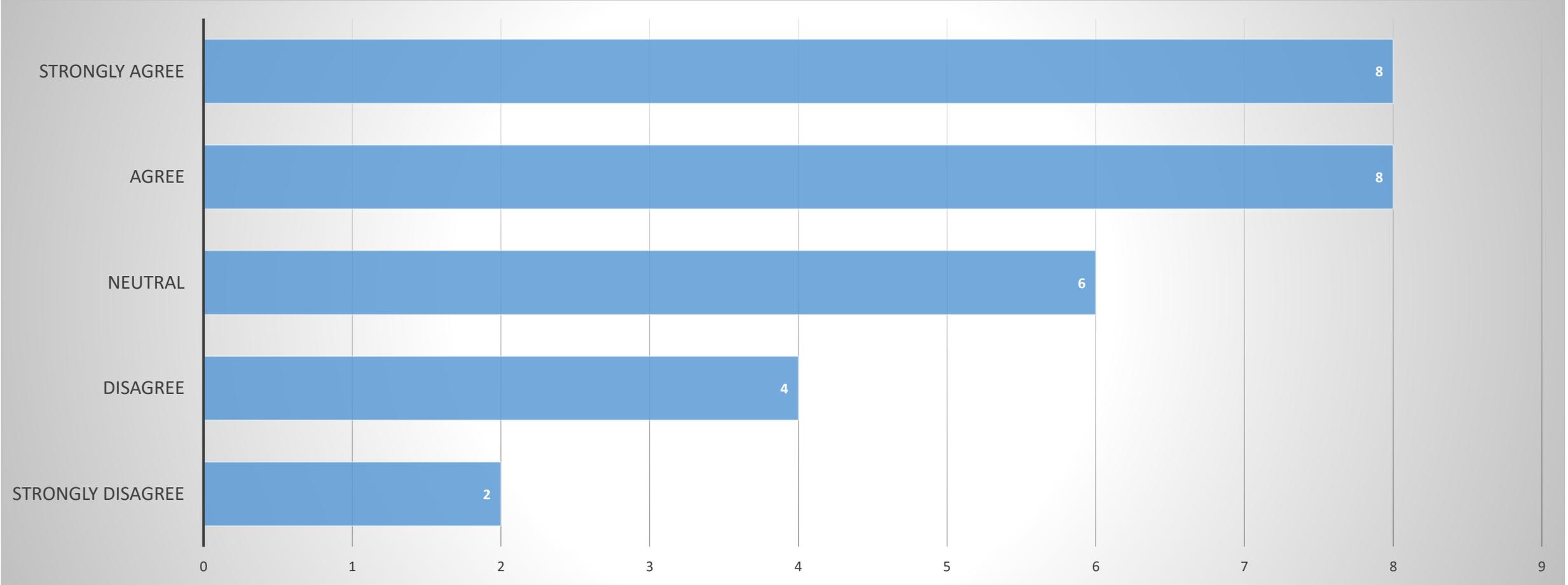
The inside the facility was clean. (Trash cans, windows, hallways, floors, bathrooms, etc.)



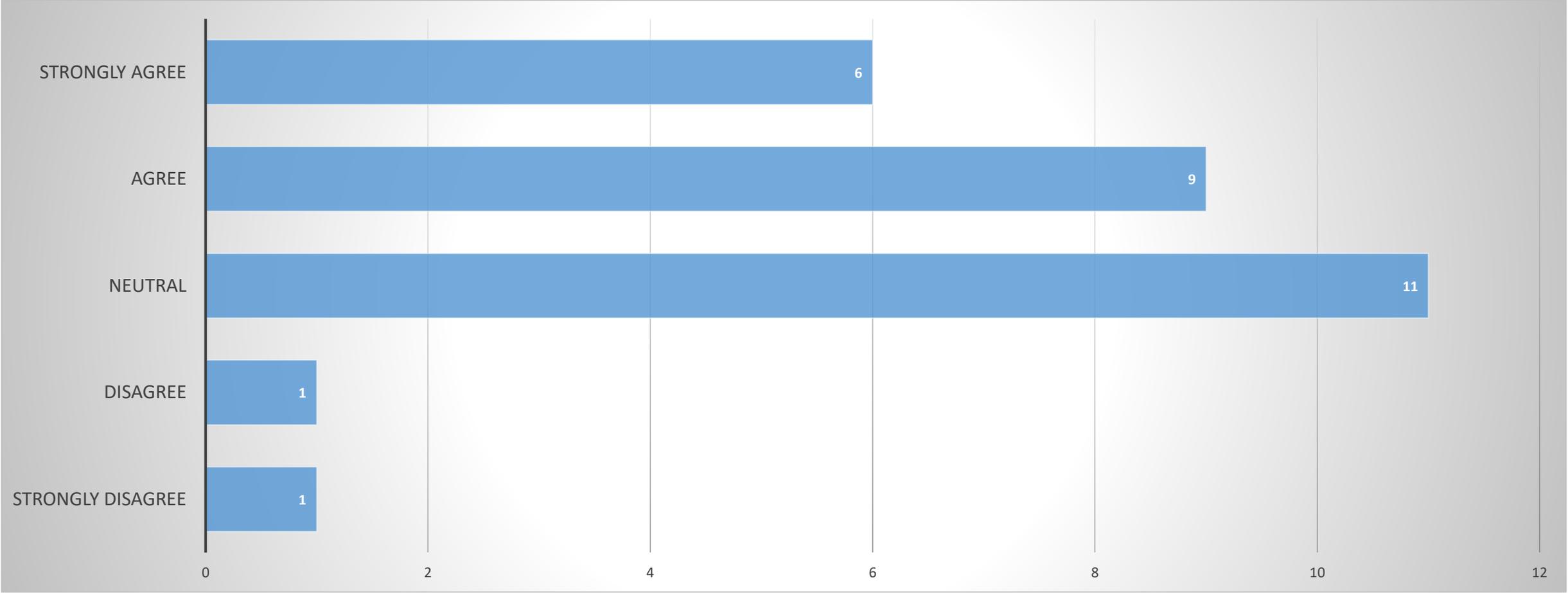
In cafeteria, food looks appetizing, staff was friendly, area was clean, etc.



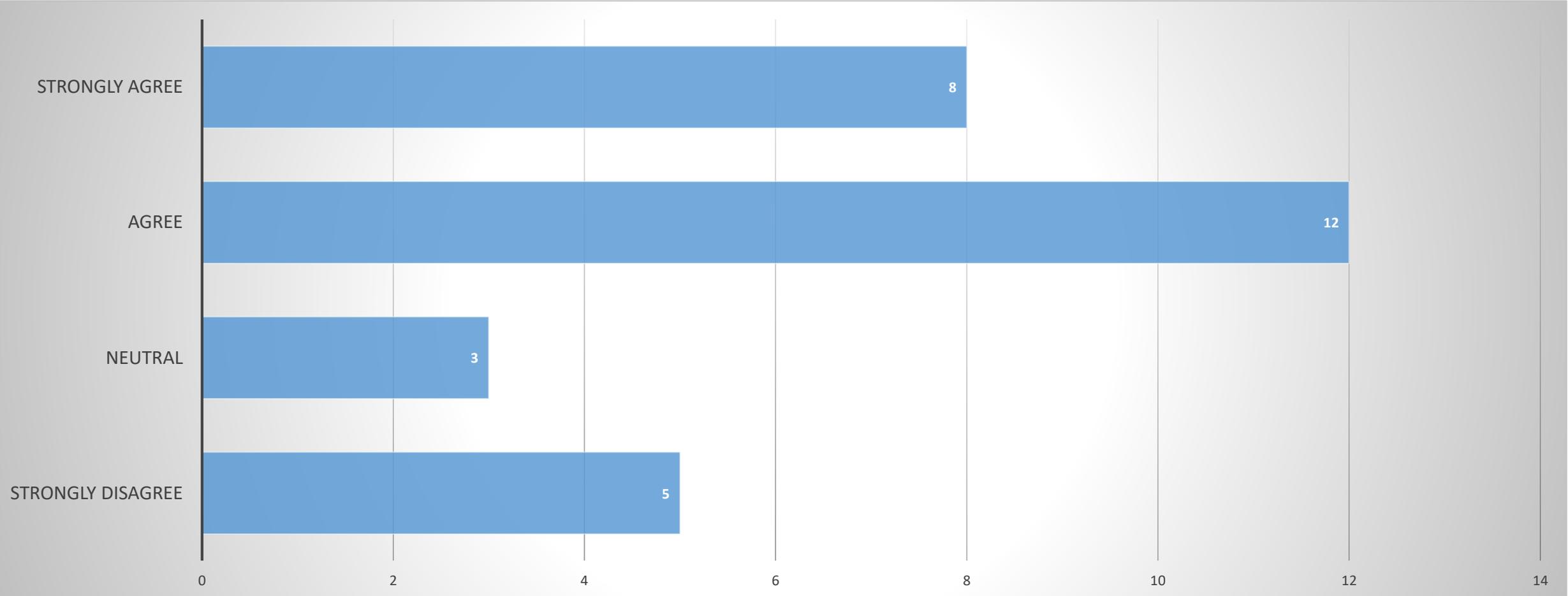
Vending machines were easy to locate.



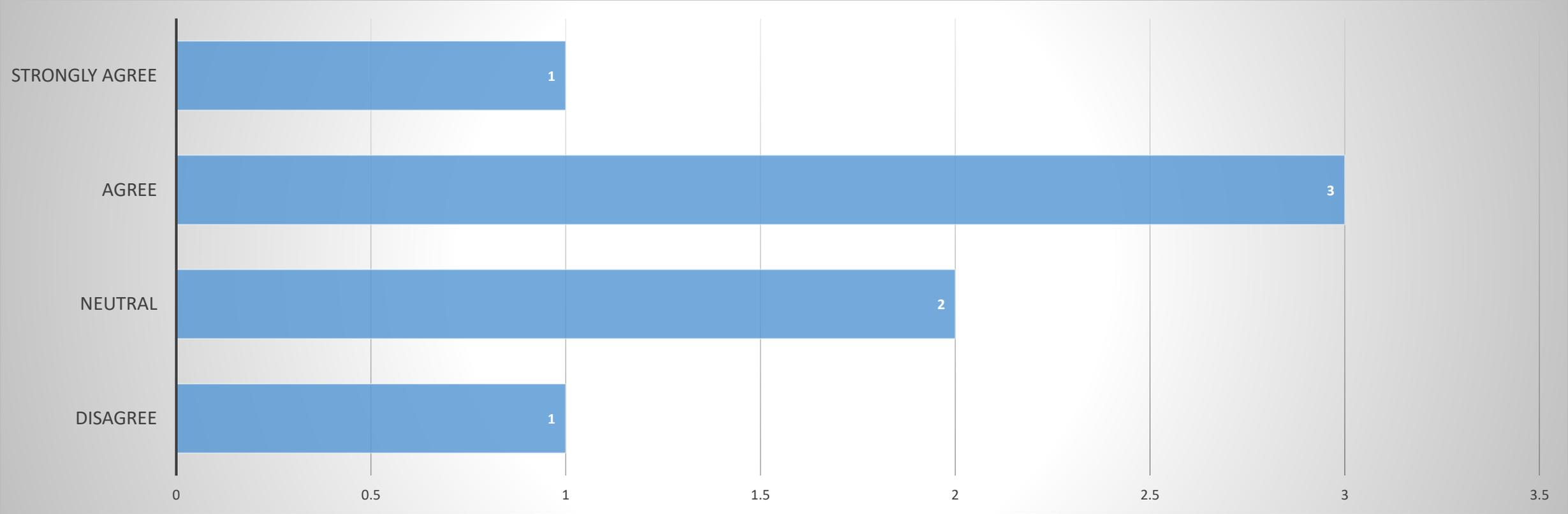
Vending machines were functioning properly.



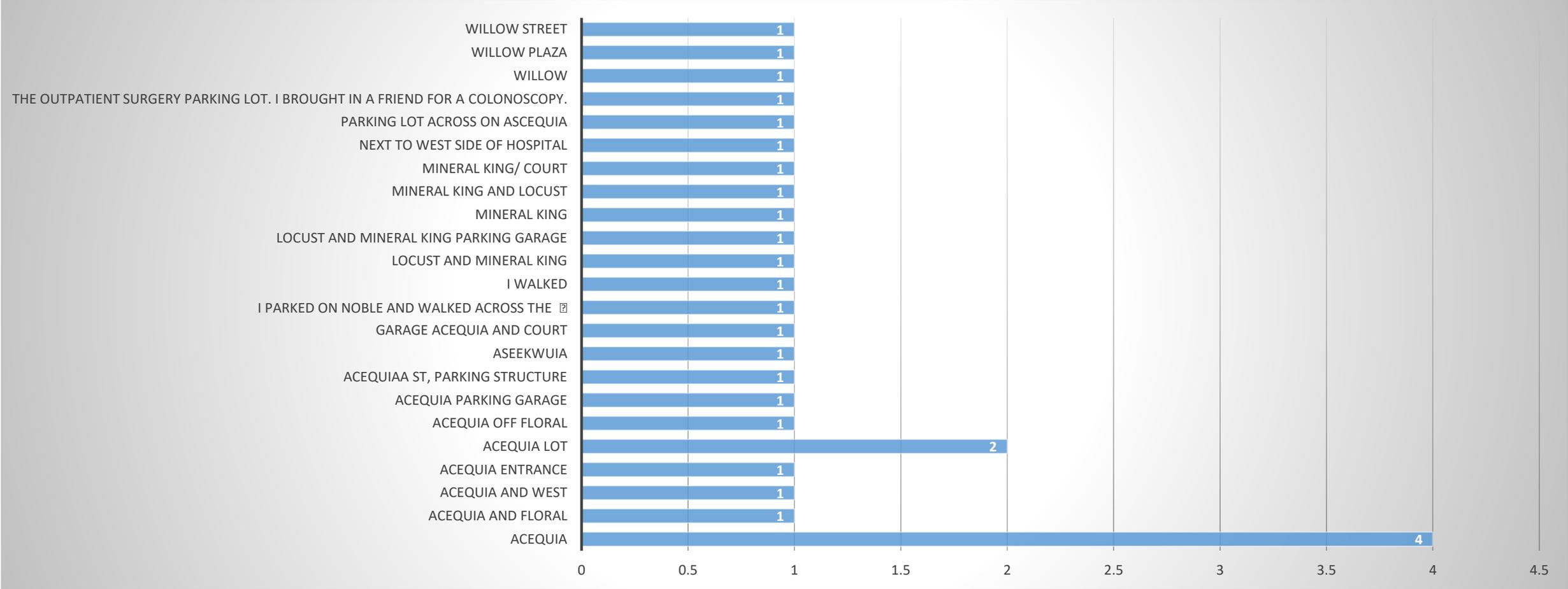
The hand sanitizers were visible and available.



If a member of the Spanish speaking population, the signage and communication were easy to understand.



Which parking lot did you park in?



Environmental Services - Feedback and Action Plan



Environmental Services Feedback

- The floors in the Acequia men's bathroom need a full scrubbing. The waste bin was heavily rusted at the bottom. Not a good look. The edges where the floors meet the walls need a scrubbing. The tile floors are mopped - but need a good scrubbing. The grout lines are dirty.
- The carpeted areas in the Acequia lobby were not well-vacuumed. I was there before many people arrived. There was litter on the floors in the lobby, which was not new litter.
- A house keeping (?) supervisor named Lea was helpful, volunteering assistance with my wheelchair and taking me from the cafeteria to the Acequia lobby.
- Went to use the restroom on 3north and the toilet wasn't flushed, but, no trash on floor, and was relatively clean.
- Primarily, the hallways were clear of any loose trash.
- What I did see was near ED doors and inside the elevator. The lobby waiting area inside the Acequia entrance could use a good vacuum.
- Nearly all the disinfectant dispensers I passed by were sufficiently filled. Only one in the cafeteria was empty.
- Trash near Mineral King Emergency entrance sign including a beer bottle. Trash near the main entrance.
- Found used needle and bloody syringe on sidewalk outside of Acequia wing.
- Visitors badges were the main trash outside.
- There were visitor badges stuck to the floor in the elevator.
- I did not see any hand sanitizers.
- There was trash outside on the ground at the AW entrance.
- Hospital was clean
- Elevator floors were filthy.

Environmental Services Action Plan

- Provide feedback to EVS team (both positive and constructive feedback) in October 2023 staff meeting.
- Establish EVS First Impression Committee (UBC team focused on improving service deliverables in the ED & Public areas). Meetings with staff are scheduled week of 10/9/23.
- Assess trash cans in restrooms – transition to plastic ones as a sustainable solution (non rusting) where immediately needed: complete by mid November 2023.
- Reassess carpet maintenance frequencies and realign accordingly: EVS leadership scheduled to meet with Floor care project team end of October 2023.
- EVS Director to follow up on 3N restroom that was reported to not flush, and if that's still the case, Facilities W/O will be placed and Facilities Director will also be informed: Complete by 10/9/2023
- Continue to partner with Facilities Grounds team on entrances and trash feedback.
- Discuss alternative visitor badge options with Patient Experience committee to address badges being stuck on floors and elevators.

Facilities – Feedback and Action Plan



Facilities Feedback

Entrances

- I entered on the Acequia since all visitors are required to check in. Then they told me my location was on the complete opposite side. The directions were vague and I could easily have gotten lost. Lots of improvements are needed. It was a good experience. I think this will be helpful in making it better in the future.
- The entrance at Acequia was like being in a parking garage and on a bright sunny day was dark and dreary. There are picnic tables but no one is using them at all. In my travels I found one set of drinking fountains out of order, one elevator out of order and the other elevator up to 3 West was old, slow, and no signage inside. When I got out there was only a 3 North, 3 South, and 3 West sign, nothing to tell me where to go if I only knew I was headed to ICU. I did eventually find 3 W ICU but it was very difficult.
- Several were confused about the correct entrance to enter. Many had to walk around through the ambulance bay to get to the AW entrance.
- Ambulatory surgery center entrance is very confusing. Walked through the MK entrance and had to walk back outside and around.
- Difficult to determine main entrance.
- My overall impression was the hospital is a little easier to navigate when you enter from the main entrance.

Facilities Feedback Cont'd

Elevators

- One elevator was out of order and the functional one was dirty.
- Only one of the two public elevators was working. My husband has been a patient often in the past two years so I know this has been a problem for a long time. Is it permanently out of order?
- On day of my visit one elevator was out of order.
- Elevator's appear to be well used and slow.
- The old area looked very worn and the new area looked clean.
- One elevator was broken. I had to wait a while.
- When I got off on the 4th floor, the waiting area was boiling hot. Very uncomfortable.
- Had to search for elevators.

Facilities Feedback Cont'd

Wayfinding

- Stripes on the wall here helpful!
- Never have understood the various colors along baseboards. Find the signs with the M&A much more helpful. Plus, they're easier to focus on because they are positioned at eye level. I did appreciate the blue tape line you see on the wall when you get off the elevator on the 2nd floor. Positioned at eye level and including the letters ICU and arrows it was much more helpful than what you see on the first floor.
- The colored lines were helpful to some and not to others. The lines changing color made it very confusing.
- Hospital was clean and staff was very friendly. I still had trouble finding my brother's room, even with the color tape and map provided. Why does the colored tape just change colors when I'm going down the same hallway?
- While participant was visiting there was an earthquake. Staff received notifications, but the participant was nervous and confused.

Signage / Directions

- Unless I COMPLETELY missed it.... there were ZERO directions to get ANYWHERE from the East Mineral King lobby.
- When going from AW to MK it felt like we were in an area we weren't supposed to be in. (Back of the house) There is an opportunity to use the hallway to brag about yourselves and show the public the great things you are doing and that it is a public hallway.

Facilities Feedback Cont'd

Parking

- The parking garage was convenient, but there was no signage.
- Had to park on the roof of the Acequia parking garage.
- There was ample parking in the parking garage.
- For L&D, they did not tell me where to park. It was very confusing.
- Lack of parking signage was stressful.
- Parked in the Locust garage, plenty of parking, but, entered through the Mineral King entrance and had to walk through the facility to get to the correct side of the hospital.
- A pedestrian bridge from the parking garage would make access much easier.

Upkeep of Facilities

- Base boards in hallways need to be replaced COVID signage needs to not block general signs.
- Three of the chairs in the Acequia wing lobby have torn under fabric falling close to the floor.
- Plastic plants in the lobby? This is a cheap look.
- While sitting in lobby of 4 South a gigantic cockroach ran across. I killed it and disposed of it. The facility was not dirty but many places needed attention to detail.
- Finally, can I mention the visitor waiting areas are unsatisfactory? Coming off the elevator on 2nd floor was like walking into someone's living room. The ICU waiting area was even worse. Over half of the chairs lining the wall were filled with anxious family members. I felt very uncomfortable walking through the first group and even worse sitting with the second group to complete this survey.

Facilities Department Action Plan

- **Increase Signage** - Work with Marketing team to provide additional directories at multiple locations:
 - Hallway transition to East Expansion and Mineral King (Zone 6)
 - Directory signage in the public elevators
 - Directory signage at the Mineral King Entrance. Updating the existing kiosks may improve this as well.
- **Wayfinding Stripes** - Review the potential restriping of the hallways:
 - Need to consider using multiple lines and dedicating one color to represent your path of travel from Point A to Point B, without having to change colors (i.e. follow Blue line to the Mineral King West Elevators, follow the Green line to the Mineral King East Elevators, Orange line to Cafeteria, etc.)
 - Potentially add additional striping, similar to existing for 2W ICU and 3W to better identify certain areas like the cafeteria.
- **Budget** – Costs associated with implementing the above items can be covered under an existing wayfinding budget.

Food & Nutrition Services – Feedback and Action Plan



Food Nutrition Services Feedback

Atmosphere in Cafeteria

- The cafeteria was once much nicer. It serves the needs to staff but is not welcoming to visitors. It is cheerless and industrial.
- I saw the cafeteria sign and vending machines. When I opened the door to the cafeteria I saw the hot foods, sausage links, boiled eggs, biscuits, gravy, potatoes. Looked ok. Didn't try the food. Very large limited menu. No one asked if I wanted anything as I was standing at the counter.
- Saw Starbucks. Happy to purchase coffee.
- No hot food out in cafeteria to view. Bought a closed box; not appetizing when opened. Fruit cups did look good!
- The food boxes need to be clear so you can see what is in there. Had to open all of the boxes.
- The cafeteria hot food line was closed during my visit at 3:30 p.m. There was a sufficient selection of fast food items available for purchase. Otherwise, this area was clean and very quiet.
- The cafeteria entrance is a small door that looks like it could go into a restroom or an office. Not welcoming at all. Food looked edible but not appealing. A large beverage/ Salad cooler was totally empty. No one was serving behind the counter. Needs better lighting, some bright signage or artwork, it seemed very depressing.
- Cafeteria was very easy to find. Staff didn't acknowledge me when I was looking at the food and instead were having their own conversations. However, I'm sure had I asked for help they would have helped me.
- Can we do a glass door?

Food Nutrition Services Feedback Cont'd

Atmosphere Cont'd

- There was a lot of information posted outside the cafeteria door which made things confusing.
- There was a menu for the Siren Grill and the community member tried to order that inside the cafeteria. Very misleading.
- There were no staff members behind the counters in the cafeteria. It would have been nice to see someone there.

Wheelchair Access

- The primary door to the cafeteria did not allow wheelchair access. I became trapped. I had to stand and collapse the wheelchair to get past the choke point. The food line is difficult to access from a wheelchair.
- The beverage boxes need to be moved. The cafeteria staff on duty did not help. The lines were too narrow for my wheelchair.
- Wheelchair access at Kaweah should not mean the person using the wheelchair has to ask for help to carry out routine tasks like getting a meal in the cafeteria. Perhaps there was a way I could have accessed the serving line, but then organization and signage comes up as a problem. I felt like I was inconveniencing people.

Food Nutrition Services Feedback Cont'd

Vending Machines

- The vending machines seemed to be working in both wings. The lobby food service spot in the MK lobby is well done and inviting. The vending "Cafe" in the AW is too small, poorly lit, and not welcoming.
- Tried two vending machines. One didn't work at all. Second had a network error but took swipe instead of tap.
- Idea- give vending machine and or cafe voucher to use on this wayfinding visit.
- The vending machines in the AW lobby were dimly lit and participants felt like they were intruding on staff who were sitting in there.
- Vending machines were empty.
- Would appreciate if you could use a credit card for vending machines.
- The vending machines on the first floor, near the ICU and main lobby near the Acequia entrance were well stocked. I didn't purchase anything so I don't know if they were working well. I've had an experience where a machine did not work and there was no way to receive a refund on the premises. Although it was not an easy process, I did receive a refund about a week later. The same small signage was displayed so I'm assuming the process remains the same. The AW vending area was a little messy.

Food & Nutrition Services Action Plan

- The Retail Manager will work with Cafeteria Staff to immediately offer assistance to patrons who are in wheelchairs.
- The Retail Manager will work with team members to have stocking done prior to meal service times. Also, they will only bring out one cart at a time and flatten boxes once they are emptied.
- FNS Director will work with the Facilities Director to evaluate the lighting in the AW vending area.
- Retail Manager to review food packaging options. Items are labeled with tamper-proof content labels.
- FNS Director will reach out to the vending companies to evaluate the machines. FNS Director will also reach out to ISS to evaluate router signal strengths in the vending area. Machines currently take credit cards.
- FNS Director will work with the Facilities Director to evaluate what can be done with the door and entrance and the lighting in the café to make the space a more inviting and welcoming atmosphere. The Retail Manager will work with the culinary teams to ensure the food presents better.
- Retail Manager will work with café staff to provide acknowledgement of patrons when they enter the café serving area, the serving line, and the cashier.
- FNS Director will work with vending machine companies to ensure the machines work and to keep them stocked and ready for patrons.

Marketing and Signage – Feedback and Action Plan



Marketing/Signage Feedback

Signage / Directions

- Overall it was easy to find the Cath lab and the staff were helpful. Looking for the Cath lab on the website was more challenging in that I wasn't sure which floor or which parking lot to park in from the cardiac web page. But once on site it was easy enough. The most challenging part of the assignment was finding the QR code in the Cath lab because the sign I had in my head was different than the sign (window decal) in the lab.
- Otherwise was mainly clean. I didn't see any outside signage around the hospital. Once inside I didn't see any signage until the elevators.
- It was a good experience overall. My only complaint was that there was signage directing to the Mineral King Entrance but it was closed so I had to walk around to the Acequia entrance. Other than that it was a great experience!
- There is no location signage in lobby but that is understandable as one is supposed to check in at desk.
- There needs to be a location map or directory at each entrance to show where you need to go similar to what the mall has or most multi-story businesses.
- Easy to see the main entrance versus the emergency entrance. Staff provide clear directions it just takes a while to get to the Mother/Baby unit because it's on the other side. From there everything was easy to find, clean, friendly staff, signage in Spanish good in all areas needed. Staff give clear Spanish directions when needed. The cafeteria is on the other side of the building so again it took a little while to get there but the directions from staff were very easy to follow. I don't think I saw any signage in the main lobby of the Mother/Baby unit that said cafeteria so I had to ask for directions but maybe I missed it.

Marketing/Signage Feedback Cont'd

- The only place Ambulatory or an A was posted outside on QR code & in surgery bldg. I went in one entrance and was told to go outside and walk around to the other entrance. I went between builds with no lighting, then back and tried another way, asked one person for help. Had to be buzzed in. Entrance littered with leaves. Have walk around corner to be greeted. One bathroom for M and F. No food or drink allowed in waiting area. Signage for vending n cafe easy to find. Still have how to wear mask sign up in cafe. Mask displays/ COVID signs up.
- Has a fork in the hallway ME and MW but does not indicate elevators are to the west.
- Signage very easy to follow and map was helpful.
- I did not see signs in the Acequia wing lobby with directions to the various units.
- As I walked around the inside of the hospital and found my way to the main hospital entrance , then the signs/directions were easier to see.
- I used the Acequia Wing Entrance. Directions from that entrance take you to Mineral King Lobby but does not provide any indication that the floor you want is that way.
- Assigned L&D, but the MK entrance was closed. Walked through the ambulance bay to AW entrance, but no signage for L&D.

Marketing/Signage Feedback Cont'd

Signage/Directions

- I entered the hospital from the Acequia entrance and staff from the lobby gave me directions, follow yellow, purple, blue lines to elevator. Once that ended I had to ask directions to the elevator. Took elevator to 3rd floor, and followed signs to 3N. The floor on the elevator display was hard to see, very faint. What would be helpful, when the elevator doors open, to have the floor painted on the wall in front of you. Not sure I'm describing this correctly.
- The signage on the ground level in front of the elevator said 4Tower but did not list telemetry. Then when I got to the 4th floor, the signage by the elevator was different which was confusing. Why are they different? Telemetry was written on the wall but there were no arrows. I sort of followed the hallway and found it. Website should include site map.
- Street signage for different entrances needs improvement.
- There needs to be signage inside the elevators with the different floors and units listed.
- There needs to be more signage in Spanish.
- Mineral King entrance signage appears to be only for labor and delivery and lab.
- Very few of the participants knew what M, A, ME, and MW meant.

Marketing/Signage Feedback Cont'd

Website

- The address listed on the website is the main address of the hospital so Google Maps takes you to the main entrance. Easy to see the main entrance versus the emergency entrance.
- The website for the 3 West ICU takes you to the Acequia entrance but the location is actually better found from the Mineral King entrance which was very confusing as I went to floor 3 in the Acequia entrance and had a hard time finding the West wing. I went back down to lobby and was told by an employee to follow different color stripes on the wall, that was very confusing as the colors changed and I had to ask to find an elevator the third floor of the West wing.
- Some people don't have access to the internet, so the website is not an option.
- Going to the website before visiting the hospital wasn't top of mind.
- I typed in 4N on the website, but nothing came up. I had to make a call.
- I tried looking for a map on the website and couldn't find one.
- I went to the website, and it directed me to the Acequia Entrance, which was the wrong entrance for where I needed to go.
- I found a link on the website that misdirects you.
- Website was not easy to navigate on my phone.
- The website provides helpful information about hand washing before entering the NICU. I did not go into the NICU. Perhaps the hand washing requirements might be posted in the elevator hallway next to the NICU entrance?

Marketing/Signage Feedback Cont'd

Website Cont'd

- I tried looking for a hospital map but I could not find it on the Kaweah Health website. I looked under the visitor tab, and typed hospital map in the search and found no results. I found the website challenging to navigate.
- Lots of issues with the web site. Out of date info. Directions to the third floor did not include information about the elevator.
- There is no information on Broderick on the website other than what it looks like from the inside (video). If we are telling patients/visitors to go to Broderick instead of 3rd floor Main building then we need to change that. I looked for the closest place to park and again there was nothing online on where it so I actually parked in the furthest away lot.
- The address listed on the website is the main address of the hospital so Google Maps takes you to the main entrance.
- The website for the 3 West ICU takes you to the Acequia entrance but the location is actually better found from the Mineral King entrance which was very confusing as I went to floor 3 in the Acequia entrance and had a hard time finding the West wing. I went back down to lobby and was told by an employee to follow different color stripes on the wall, that was very confusing as the colors changed and I had to ask to find an elevator the third floor of the West wing.

Marketing Department Action Plan

- **Remove Unnecessary Signage** – Remove outdated signs from campuses and cafeteria.
- **Website Update** – Update and improve the virtual map with walking directions from one location to another.
(Total cost - \$4,800)
- **Elevator Signage** – Put ADA Compliant, metal signs in the interior of each elevator
(Total Cost = \$1,458)
- **Main Entrance Location Maps** – 32” Touch Screen computer pedestal kiosks, connecting to website.
(Quantity: 2 @ \$3,832 = \$7,864; Electrical connection estimate \$8,000, OSHPD Approval Required)
(Total Cost \$15,864)
- **Facility Maps/Handouts** – 11”x17” bilingual folded facility maps to be handed out at check-in.
(Total Cost = \$5,000)
- **Exterior Signage** – Parking lot signs to identify A,M, S as identified on maps (Total Cost = \$4,500)
Internally illuminated single-sided monument sign with push-thru logo and LED message display for nights and instances when the Mineral King entrance is closed. “Emergency entrance only. Others Use Acequia”. Other messaging planned for times when Mineral Kings entrance is open.
(Total Cost = \$40,908)

Plan View

Front View

Proposed (Scale Estimated)

Existing

Client Information
 Contact: Karen Tejlalian
 Company: Kaweah Health
 Address: 400 W. Mineral King
 Visalia, CA 93291
 Phone:
 Fax:
 Email:

Description
 Manufacture and install internally illuminated single-sided monument sign with push-thru logo and LED message display. Concrete base and 4" steel center pole.

Materials
 4" steel pole support
 Concrete footing and base
 .125" aluminum cabinet
 1/2" clear acrylic push-thrus
 3/16" white acrylic
 white LED illumination
 Digital print translucent vinyl
 6.6mm RGB LED message display

■ MP13740 Vans Blue Money
 ■ 3M Red 3630-33

* If clients orders have not been processed, colors will be matched to the closest equivalent. By signing you confirm that you have reviewed and agree to the color selection.

Each sign must have:
 8" finished round post
 1/2" thick white, 1/2" (1/4" and 1/2")
 3/16" size .125" CA 1195 Copper wire

Note: This sign is intended to be installed in accordance with the requirements of Article 610 of the National Electrical Code (NEC) and Article 610.11 of the National Electrical Code. The location of the sign must be in accordance with Article 610.11 of the National Electrical Code. Please refer to the sign manufacturer's instructions for more information.

ATTENTION: Before signing please review all details of this drawing, including but not limited to, spelling, colors, and placement. By signing you confirm that you have reviewed and agree to all conditions specified in this drawing.

PLEASE SIGN HERE _____ date _____

Approved
 As Is Without Change
 With Changes Noted

CSA UL

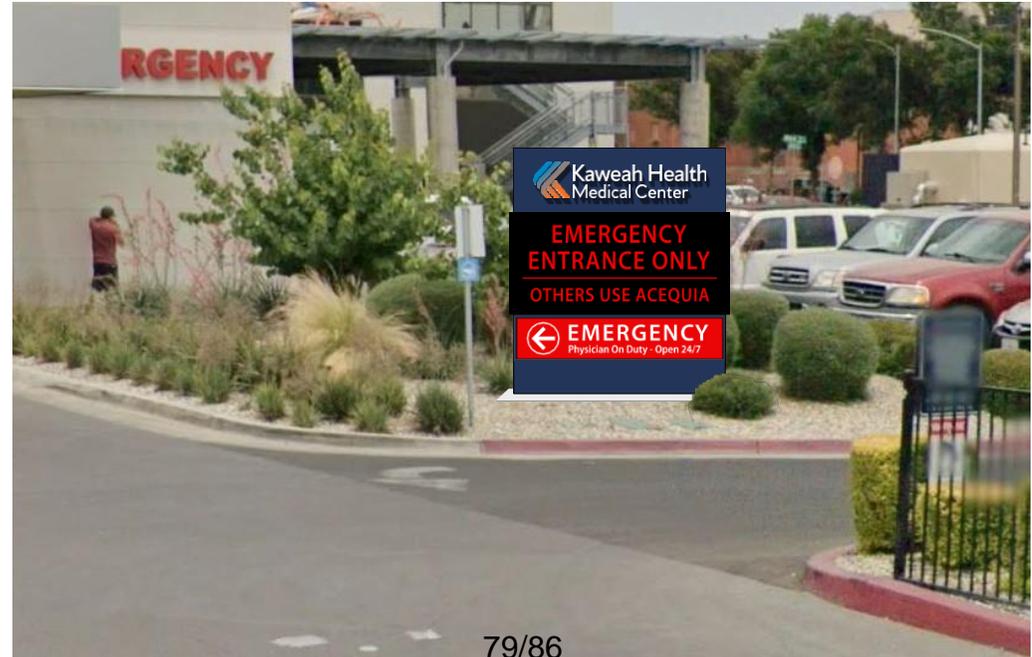
4270 N. Brewley Ave.
 Fresno, CA 93722
 Ph: (559) 275-0300
 Fax: (559) 275-7482
 design@a-plus-signs.com

LED Monument Sign
 Kaweah Health
 400 W. Mineral King, Visalia, CA

Drawn by: JTA Date: 7-6-23
 Scale: NTS

File name: KMHC Phase 2 Emergency LED 1
 Location: KAWEAH HEALTH/KAWEAH HEALTH PHASE 2, MAIN CAMPUS/EMERGENCY ENTRANCE LED SIGN

Rep: JWA





Staff Feedback

- As I walked around 3N no staff asked if I needed help. A patient's wife stopped me and asked if I needed help. We talked. She shared her husband had been at the hospital since last Friday. Had a stroke. Was on the CV ICU floor and then moved to 3N on Tuesday. Wife said no one from the hospital has been communicating with her. She thought because it's Friday they would try to discharge her husband to Rehab but no one was telling her this. She said her husband was up walking for the first time yesterday, and her house would be difficult to navigate if he came home. She said someone from the staff (I think her badge had RN) was on the phone and when I left the wife told me her husband was being presented to team. Wife said she didn't know what that meant. I left.
- They provided me with a map of the facility when I asked at the entrance desk.
- Several employees asked if I needed help and they were extremely FRIENDLY.
- Staff was extremely friendly at the entrance and gave me precise directions to my assigned location.
- The ladies in Labor and Delivery were nice but the main entrance people were not.
- The Acequia wing receptionist was friendly and helpful.
- Great experience. I was so intent on observing signage, etc., several employees stopped and asked if I was lost and needed help. Employees were very friendly, professional, and helpful.
- Staff were not friendly and we were almost ran over by three interns or staff in the hall.
- Staff at the front desk was personable and helpful. Offered to direct me to my destination.

Staff Feedback Cont'd

- The staff at the Acequia entrance were very helpful. (Follow the blue line and then the purple line. I would rather discuss the web site issues rather than take the time to document now.)
- Staff were not helpful or welcoming.
- At no time did any staff ask if I was lost or needed help. The front desk/reception person told me where the elevator was but it seemed like I interrupted her. Maybe I was supposed to ask someone else?
- Most experiences can be overridden with great customer service. All staff need to be on the same page. Customer/patient focused.
- Participant hinted at not being helped by staff due to his demographic.
- Nursing staff were transporting patient down the hall in a bed and the patient's bottom was showing.
- Staff was very friendly.
- The staff member was helpful when I asked to use a wheelchair.
- I was stopped at the check-in desk when I tried to walk in. Staff members were not aware of what a "vendor" pass was and had to call someone.

Wayfinding Action Plan – Team Communication



Team Communication Action Plan

- Implement patient stories sharing via huddles, newsletters, staff meetings and rounding. Provide organization leaders with stories to choose and share with their teams as appropriate. In place by November 2023.
- Create compassionate communication education training for nursing and providers to be implemented in conjunction with organizational development. Creation and implementation by January 2024.
- Create compassionate communication education for organization team members to be implemented with organizational development. Creation and implementation by January 2024.
- Share feedback from survey with organization leaders for an awareness and solution creation at unit levels.
- Implement customer service training and etiquette expectations in orientation. Develop standards across all organization departments. Incorporate with orientation in February 2024.

Miscellaneous Feedback

- It was pretty rough. Will provide verbal feedback when we meet, but from the website on it was difficult.
- Thank you for the opportunity to assist. It's a big facility and I appreciate that you are working to make it more user friendly!
- I forgot to look for hand sanitizers. The QR code was the most difficult thing to find! 😊
- Took my husband to do lab work, lab parking was full, disappointing because he is elderly and in a wheelchair. Inside lab was empty, no one in the waiting room, told the receptionist and she suggested I take the survey. Thank You for listening.
- Yes, it was easy for me, but, I had to help a visitor find 2South. I looked and watched through her eyes. She found parking quick, she said, but had a bit of confusion on the "M" for Mineral King. When gets to Zone 6 it splits to go to Lab & Mineral King. I said yeah but will go right to the elevators as it curves around. You can go that way but it is longer. I explained what was on that side. The elevator was not working, so had to use the patient one. But visitors were not sure I said it was okay to use them. Maybe a sign would be good? Cafeteria was good and smelled yummy. Staff was walking so visitors could ask questions. I saw two different people ask. Parking garage not good for me - due to my vehicle - but there was enough light, signs, it was clean, and secure. The signs were good but people don't read signs. Made staff a little uneasy when I showed the paper. They were wondering what was going on.
- Overall I'm sure the patient care is exceptional but as a visitor it was an underwhelming experience to go there.



The pursuit of healthiness