

Kaweah Delta Health Care District Board of Directors Committee Meeting

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

NOTICE

The Strategic Planning Board Committee of the Kaweah Delta Health Care District will meet at the Sequoia Regional Cancer Center conference room {4945 W Cypress Ave, Visalia, CA} on Thursday, April 10, 2025:

- 12:00PM Open meeting

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.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings (special meetings are posted 24 hours prior to meetings) in the Kaweah Health Medical Center, Mineral King Wing near the Mineral King entrance.

The disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department/Executive Offices) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: kedavis@kaweahhealth.org, or on the Kaweah Delta Health Care District web page <http://www.kaweahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT

David Francis, Secretary/Treasurer



Kelsie Davis

Board Clerk / Executive Assistant to CEO

DISTRIBUTION:

Governing Board, Legal Counsel, Executive Team, Chief of Staff, www.kaweahhealth.org

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KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS STRATEGIC PLANNING COMMITTEE

Thursday, April 10, 2025

Kaweah Health Sequoia Regional Cancer Center

4945 W Cypress Ave – Sequoia Regional Cancer Center Conference Room

Visalia CA, 93277

Attending: Directors: Lynn Havard Mirviss (Chair) and Armando Murrieta

Management: Gary Herbst, CEO

Executive Team

Medical Staff: Medical Staff Officers

All Members of the Kaweah Health Medical Staff

OPEN MEETING – 12:00 PM

CALL TO ORDER – Lynn Havard Mirviss, Chair

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 jurisdictions 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 (Kelsie Davis 559-624-2330) or kedavis@kaweahhealth.org to make arrangements to address the Board.

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 FY2026 Strategic Plan.

- i.** Ideal Environment – Dianne Cox, Hannah Mitchell, Amy Shaver, and Paul Stefanacci, MD
- ii.** Outstanding Health Outcomes - Paul Stefanacci, MD and Sandy Volchko
- iii.** Physician Alignment – Ryan Gates and JC Palermo
- iv.** Patient Experience and Community Engagement – Marc Mertz and Deborah Volosin

Mike Olmos • Zone 1
President

Lynn Havard Mirviss • Zone 2
Vice President

Dean Levitan, MD • Zone 3
Board Member

David Francis • Zone 4
Secretary/Treasurer

Armando Murrieta • Zone 5
Board Member

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- v. Strategic Growth and Innovation – Marc Mertz and Kevin Bartel

ADJOURN – Lynn Havard Mirviss, Chair

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Fiscal Year 2026 Annual Strategic Plan

Strategic Planning Board
Committee Presentation
April 10, 2025

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Strategic Planning Leaders

Initiative	Sponsor	Director/Leader	PMCO Team Member
Physician Alignment	Ryan Gates	JC Palermo	Suzy Plummer
Strategic Growth and Innovation	Marc Mertz	Kevin Bartel	Suzy Plummer
Outstanding Health Outcomes	Dr. Paul Stefanacci	Sandy Volchko	Suzy Plummer
Patient Experience and Community Engagement	Marc Mertz	Deborah Volosin	Josh Day
Ideal Environment	Dianne Cox	Hannah Mitchell	Josh Day

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

FY26 Strategic Planning and Budget Planning Timeline

ID	Task Name	Start	Finish	Duration	Feb 2025				Mar 2025				Apr 2025				May 2025				Jun 2025			
					2/2	9/2	16/2	23/2	2/3	9/3	16/3	23/3	30/3	6/4	13/4	20/4	27/4	4/5	11/5	18/5	25/5	1/6	8/6	15/6
1	Initiative leader meetings to revisit strategic plan	2/3/2025	3/20/2025	6.8w	[Strategic Planning]																			
2	Staffing Matrixes due to Director	2/12/2025	2/12/2025	.2w	[Budget Planning]																			
3	Initiative leaders to share proposed strategic plan w/ Operational leaders for budget impact considerations	3/3/2025	3/21/2025	3w									[Strategic Planning]											
4	Reclasses Due (Jul-Jan)	3/5/2025	3/5/2025	.2w									[Budget Planning]											
5	Finance Prepare Cost Center Operating Budgets	3/12/2025	3/21/2025	1.6w									[Budget Planning]											
6	Staffing Matrixes Due	3/14/2025	3/14/2025	.2w									[Budget Planning]											
7	Operating Budgets and Capital Budgets Distributed to Directors	3/21/2025	3/21/2025	.2w									[Budget Planning]											
8	Present proposed FY26 Strategic Plan to ET	3/27/2025	3/27/2025	.2w									[Strategic Planning]											
9	Strategic Plan Board Committee Meeting	4/10/2025	4/10/2025	.2w									[Strategic Planning]											
10	Completed VP Review and Approved Cost Center Budgets	4/18/2025	4/18/2025	.2w									[Budget Planning]											
11	First round of Budget meeting w/ ET and Leaders	4/21/2025	5/9/2025	3w									[Budget Planning]											
12	Final Strategic Plan Presentation to the Board	5/28/2025	5/28/2025	.2w									[Strategic Planning]											
13	First draft of Budget to ET	5/19/2025	5/19/2025	.2w									[Budget Planning]											
14	Leadership/Finance submits final vetted capital equipment budget	5/19/2025	5/19/2025	.2w									[Budget Planning]											
15	Present Prelim Budget to the Board	5/21/2025	5/21/2025	.2w									[Budget Planning]											
16	Budget Finalized	6/11/2025	6/11/2025	.2w									[Budget Planning]											
17	Present Budget to Finance Board	6/18/2025	6/18/2025	.2w									[Budget Planning]											
18	Final Budget Presentation to the Board	6/25/2025	6/25/2025	.2w									[Budget Planning]											

Strategic Planning
Budget Planning

**Excellence is not a destination,
it is a journey that never ends.**

**“Perfection
is not
attainable,
but if we
chase
perfection
we can catch
excellence.”**

**- Vince
Lombardi**



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Ideal Environment

Integrate Kaweah Care Culture into the various aspects of the organization

- Competitive Compensation and Benefits
- New Leader Selection and Development

Ensure a Practice Environment that is Friendly and Engaging for Physicians and Advanced Practice Providers, free of Practice Barriers

- Develop Leadership Training curriculum for Operational Directors, Division Chiefs, and Med Staff Service Line Directors

Increase Growth and Development for Employees of Kaweah Health

- Partnerships with local colleges and universities; grow volunteer opportunities
- Expand Kaweah Health University

Outstanding Health Outcomes

Reduce Hospital Acquired Infections

- Utilize the subject matter expertise of Healthcare Acquired Infection Team
- Expand the use of Bio-Vigil and promote best practices
- Expand multidisciplinary rounds

Reduce Surgical Complications

- Utilize the subject matter expertise of Surgical Quality Team
- Implement best practices to address preventable complications

Safety Program Support

- Apparent cause analysis for leaders; goal 2 ACAs per leader
- Develop standardized roles and responsibility and training for all leaders

Physician Alignment

To Recruit New Providers to our Community

- Increase our interactions with physician residents in the Central Valley
- Work with Key Medical Group, other medical groups and local independent physicians to recruit and place providers

Develop Services and Opportunities that Improve Alignment with and Support for Contracted and Affiliated Physician Practices

- Offer management services for contracted physicians and medical groups
- Promote Kaweah Health services and the physicians that provide them

Alignment through Integrated Delivery Network

- *Align efforts with Sequoia Integrated Health to become the network of choice*
- *Invest in resources and infrastructure to support physician practices in management of their attributed, capitated and empaneled patients*

Patient Experience and Community Engagement

Integrate Strategic Patient-Centered Practices Across the Continuum of Care

- Advance a seamless, patient-centered journey by engaging leaders, departments, and the community in identifying and addressing opportunities across every stage of care.

Empower all team members to Deliver Patient-Centered Care

- Empower leaders and departments with the training, tools, and data needed to drive accountability and improve patient experience across the organization.

Foster a Culture of Human Understanding

- Cultivate a culture of empathy and responsiveness by training staff to deliver compassionate care and exceptional service at every patient interaction.

Patient Experience and Community Engagement, Cont.

Focus on the Enhancement of the Environment

- Enhance the care environment by addressing cleanliness, acting on patient feedback, and completing facility upgrades that support comfort and healing.

Build Strong Relationships with the Community to Improve Health Outcomes

- Strengthen partnerships with patients, families, and community leaders to co-design care experiences, expand advisory participation, and elevate Kaweah Health's presence in the community.

Strategic Growth and Innovation

Grow key service lines and new services

- Lung Cancer Screening Program, Orthopedic Traumatology, Cardiothoracic Services, and Women's Health

Enhance existing space and to grow capacity and focus on efficiency in surgery

- Focus on OR metrics including on time starts, turn around time and block utilization
- Complete renovation and expansion in key areas to increase capacity

Expand our Clinic Network

- Create new patient access points to better serve our community

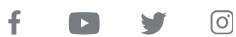
Implement and Optimize Innovative Technological Solutions

- Improve patient experience, expand access to care, and become more efficient

Expand Client Enrollment in Health Plan Partnership Programs (e.g CalAim)

- Enroll more patients so that they can be served by our comprehensive programs

Questions?



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