

# Kaweah Delta Health Care District Board of Directors Committee Meeting

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

## NOTICE

Please join my meeting from your computer, tablet or smartphone.

<https://meet.goto.com/KelsieD/kaweahdeltahealthcaredistrictboardofdirectorsmeet>

**You can also dial in using your phone.**

Access Code: 460-561-181

United States: [+1 \(646\) 749-3122](tel:+16467493122)

The Strategic Planning Board Committee of the Kaweah Delta Health Care District will meet at the Support Services Building 1<sup>st</sup> Floor Emerald Room {520 W. Mineral King Ave, Visalia, CA} on Monday, May 18, 2026:

- 5:30 PM 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](mailto: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

**Mike Olmos • Zone 1**  
Board Member

**Jonna Schengel • Zone 2**  
Board Member

**Dean Levitan, MD • Zone 3**  
Secretary/Treasurer

**David Francis • Zone 4**  
President

**Armando Murrieta • Zone 5**  
Vice President

# **Kaweah Delta Health Care District**

## **Board of Directors Committee Meeting**

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

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### DISTRIBUTION:

Governing Board, Legal Counsel, Executive Team, Chief of Staff, [www.kaweahhealth.org](http://www.kaweahhealth.org)

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Board Member

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# Kaweah Delta Health Care District

## Board of Directors Committee Meeting

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

This agenda is posted in compliance with the Ralph M. Brown Act, including amendments enacted under Senate Bill 707.

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

Kaweah Health Support Services Building – 1<sup>st</sup> Floor Emerald Room  
520 W. Mineral King Ave., Visalia, CA

**Monday May 18, 2026 {Committee Meeting}**

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**OPEN SESSION – 5:30 PM**

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**Attending:** Directors: Jonna Schengel (Chair) and Armando Murrieta;

Management: Marc Mertz, Chief Executive Officer; Executive Team;

Medical Staff: Medical Staff Officers; All members of the Kaweah Health Medical Staff

- 1. CALL TO ORDER**
- 2. PUBLIC 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 (5) 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.

- 3. MINUTES**

[Review of minutes from April 10 2025.](#)

- 4. Kaweah Health Strategic Plan** – Max Heckhausen, Vice President of Strategy

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# Kaweah Delta Health Care District

## Board of Directors Committee Meeting

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

- a. **Review the Kaweah Health Strategic Plan Structure and Process**
- b. Discuss proposed strategic initiatives for the FY2027 Strategic Plan.
  - i. [Ideal Environment – Dianne Cox and Hannah Mitchell](#)
  - ii. [Strategic Growth and Innovation – Max Heckhausen and Kevin Bartel](#)
  - iii. [Outstanding Health Outcomes – Paul Stefanacci, MD](#)
  - iv. [Patient Experience and Community Engagement – Max Heckhausen and Deborah Volosin](#)
  - v. [Physician Alignment – Tom Boggs and JC Palermo](#)

**ADJOURN** – Jonna Schengel, Chair

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## **Strategic Planning Committee**

**Thursday, April 10, 2025**

### **Kaweah Health Sequoia Regional Cancer Center conference room**

Attending: Lynn Havard Mirviss (Chair) & Armando Murrieta; Gary Herbst, Chief Executive Officer; Marc Mertz, Chief Strategy Officer; Dianne Cox, Chief Human Resources Officer; Jag Batth, Chief Operating Officer; Ryan Gates, Chief Ambulatory Officer; Paul Stefanacci, MD, Chief Medical Officer; Malinda Tupper, Chief Financial Officer; Deborah Volosin, Director of Patient & Community Experience; Kevin Bartel, Director of Surgical Service Lines; J.C. Palermo, Director of Physician Recruitment & Relations; Hannah Mitchell, Director of Organizational Development; Sandra Volchko, Director of Quality & Patient Safety; Julianne Randolph, MD; Diana Saechao, Sr. Project Manager & Consultant; Josh Day, Project Manager & Consultant; and Lisette Mariscal, Recording

**Call to Order:** This meeting was called to order at 12:05 PM by Chair Lynn Havard Mirviss.

**Public Participation:** There was no public participation.

**Kaweah Health Strategic Plan – Review of the Kaweah Health Strategic Plan Structure and Process.** – *Marc Mertz, Chief Strategy Officer*

- Marc Mertz provided an overview of the Kaweah Health Strategic Plan structure and process. Each of the following presenters summarized their initiatives, and suggestions were proposed for inclusion in the final document under item iii. of the agenda that will be going to the Board of Directors.
  - 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
    - The recommendations presented will be reviewed.
  - iv. Patient Experience and Community Engagement – Marc Mertz and Deborah Volosin
  - v. Strategic Growth and Innovation – Marc Mertz and Kevin Bartel

Adjourned at 1:18 PM

# Fiscal Year 2027 Annual Strategic Plan

Strategic Plan Board Committee  
May 18, 2026



# Strategic Planning Leaders

Initiative	Sponsor	Director
Ideal Environment	Dianne Cox	Hannah Mitchell
Strategic Growth and Innovation	Max Heckhausen	Kevin Bartel
Outstanding Health Outcomes	Dr. Paul Stefanacci	
Patient Experience and Community Engagement	Max Heckhausen	Deborah Volosin
Physician Alignment	Tom Boggs	JC Palermo

# Ideal Environment



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# Ideal Environment

## *Employee Engagement and Retention*

- 1.1.1 Develop tactics and implement action plans in response to the results of the June 2026 Employee Engagement Survey
- 1.1.3 Expand Kaweah Health University

## *School Partnerships and Volunteer Programs*

- 1.2.1 Sustain the recent growth of local nursing program capacity with ongoing support and continued integration of new graduates into the workforce
- 1.2.2 Develop a program to support employee readiness to enter into Kaweah Health sponsored education programs
- 1.2.3 Monitor graduation and retention of Kaweah Health employees in sponsored programs
- 1.2.4 Develop a volunteer strategy that advances the mission of Kaweah Health and improves patient satisfaction
- 1.2.5 Develop a plan to further engage volunteers in clinic operations and business functions

# Ideal Environment

## *Resident Engagement and Retention*

- 1.3.1 Develop tactics to improve 2026 ACGME survey scores
- 1.3.2 Target specialties that align with community needs assessment and/or service line growth and determine resident retention benchmarks
- 1.3.3 Create alignment between Kaweah Health administration and GME program directors to enhance collaboration
- 1.3.4 Executive team members will attend resident education sessions once per month to solicit feedback for actionable changes

## *Physician and Provider Engagement*

- 1.4.1 Implement changes to the onboarding process for physicians and providers
- 1.4.2 Create a physician leadership development program

# Strategic Growth and Innovation



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



# Strategic Growth and Innovation

## *Grow Targeted Service Line Volume*

- 2.1.1 Grow the structural heart program
- 2.1.2 Recruit a full time EP Cardiologist
- 2.1.3 Develop and execute a long- term strategy for skilled nursing facility growth
- 2.1.4 Grow volumes in urology, orthopedics and general surgery

## *Enhance Medical Center Capacity and Efficiency*

- 2.2.1 Focus on improving operating room efficiency (first case starts, block time, turnover times)
- 2.2.2 Complete renovation and licensing of two outpatient procedure rooms
- 2.2.3 Complete expansion of the cardiovascular post acute care unit (PACU)

# Strategic Growth and Innovation

## *Expand Access for Patients through Clinic Network Development*

- 2.3.1 Assess the need and obtain board approval to implement identified opportunities to expand Sequoia Regional Cancer Center services and space
- 2.3.2 Achieve accreditation from the Commission on Cancer (COC)
- 2.3.3 Assess the need and obtain board approval to implement identified opportunities to expand Akers multi specialty clinic specialties and services
- 2.3.4 Expand the rural health clinic network
- 2.3.5 Finalize strategy for ambulatory surgery center project
- 2.3.6 Evaluate feasibility for additional urgent care location
- 2.3.7 Create and implement a plan for services at the Ben Maddox clinic
- 2.3.8 Identify opportunities to augment existing primary care delivery models and ancillary service volumes
- 2.3.9 Develop and implement a strategy to reduce no shows/canceled appointments

# Strategic Growth and Innovation

## *Innovation*

- 2.4.1 Implement AI agents in Workday
- 2.4.2 Trial and implement AI ambient listening in the inpatient setting for nursing and hospitalists
- 2.4.3 Identify new strategies and tools related to scheduling, registration and billing
- 2.4.4 Determine a strategy related to implementing a healing at home program
- 2.4.5 Proactively prepare and respond to health care reform opportunities (e.g., Ambulatory Specialty Model, CJRx, Rural Health Transformation Program)

## *Enhance Health Plan Programs*

- 2.5.1 Identify, develop and implement two new high impact care management/social determinants of health programs
- 2.5.2 Formalize the street medicine program

# Outstanding Health Outcomes



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# Outstanding Health Outcomes

## *Safety Program Enhancement*

- 3.1.1 Implement structured hand off process
- 3.1.2 Establish real time escalation of patient condition process
- 3.1.3 Conduct daily executive safety rounds with frontline staff
- 3.1.4 Implement a physician-nurse collaboration council

## *Reduce Hospital Acquired Infections (HAI)*

- 3.2.1 Standardize insertion and maintenance bundles aligned with best practice
- 3.2.2 Embed daily interdisciplinary line necessity assessment in workflows
- 3.2.3 Strict criteria limiting femoral access to defined emergent or last resort scenarios
- 3.2.4 Embed all infection prevention protocols into the EHR with real time alerts, order sets and decision pathways
- 3.2.5 Implement a structured culture protocol

# Outstanding Health Outcomes

## *Safety in Nursing Practice*

- 3.4.1 Launch the “No Pass Zone” initiative related to call light and alarm response
- 3.4.2 Enhance hourly rounding by nursing focusing on the pain, personal needs, positioning and possessions (the “4 Ps”)
- 3.4.3 Adhere to environmental and safety protocols (e.g., bed alarms, non slip footwear)
- 3.4.4 Assign appropriate clinical resources for patients at risk for falls
- 3.4.5 Implement post fall huddles (within 30 minutes of fall)
- 3.4.6 Require completion and documentation of a two person skin assessment at critical transition points
- 3.4.7 Implement the pressure injury prevention (PIP) bundle for all patients with a Braden Scale score of < 18
- 3.4.8 Ensure regular rotation and skin inspection for patients using medical devices
- 3.4.9 Early intervention for nutritional deficiencies and incontinence related dermatitis

# Outstanding Health Outcomes

## *Reduce Surgical Complications*

- 3.3.1 Standardize early detection and rapid escalation of postoperative deterioration
- 3.3.2 Strengthen rapid response system
- 3.3.3 Implement VTE prevention evidence-based bundles
- 3.3.4 Implement respiratory evidence-based bundles
- 3.3.5 Ensure coding and documentation accuracy

# Patient Experience and Community Engagement



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**Kaweah Health**  
MORE THAN MEDICINE. LIFE.

# Patient Experience and Community Engagement

## *Promote a Patient Centric Culture*

- 4.1.1 Through education, rounding and use of patient experience survey data, empower teams to ensure that every touchpoint in a patient's healthcare journey is designed with their needs, preferences and well being in mind
- 4.1.2 Embed storytelling into the organization's culture
- 4.1.3 Establish FY2027 organizational, departmental and individual leader goals for patient experience

## *Enhancement of Environment*

- 4.2.1 Focus on improving the hospital's physical spaces to promote comfort, accessibility and a sense of healing
- 4.2.2 Provide patient feedback to teams to assist in improving their cleanliness score

# Patient Experience and Community Engagement

## *Strengthen Community Engagement*

- 4.3.1 Through the addition of new Community Advisory Council members and participation in speaking engagements and service clubs in the community, continue to build strong relationships that foster trust, improve health outcomes and increase access to care
- 4.3.2 Design and implement programs to connect with community members who experience barriers to accessing healthcare services

# Physician Alignment



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



# Physician Alignment

## *Mature Value- Based Care Capabilities/Kaweah as Must Have Network*

- 5.2.1 Expand value-based care contracts
- 5.2.2 Perform gap analysis on infrastructure needs to enable success
- 5.2.3 Implement tools and support to drive accurate and complete documentation and coding to close the risk adjustment factor (RAF) gap compared to peers
- 5.2.4 Develop a process to ensure 77% of patients have an annual wellness visit
- 5.2.5 Develop and execute an annual QIP/Stars quality workplan
- 5.2.6 Develop and implement a scalable, actionable physician scorecard
- 5.2.7 Identify and implement improvement opportunities for network integrity and care continuity
- 5.2.8 Develop provider compensation models that incorporate and align value-based incentives

# Physician Alignment

## *Journey to Top Decile Performance*

- 5.3.1 Develop and implement an ambulatory physician governance model to build culture and identity
- 5.3.2 Implement and hardwire High Reliability Organization (HRO) concepts in clinics
- 5.3.3 Provide superior patient experience and access through use of technology and operations
- 5.3.4 Improve physician experience through rounding and governance
- 5.3.5 Identify and implement three changes to improve the practice environment
- 5.3.6 Benchmark clinic performance for operational efficiency
- 5.3.7 Develop and implement growth plans at the site level

# Physician Alignment

## *Recruit New Physicians and Advanced Practice Providers to our Community*

- 5.1.1 Increase our interactions with physician residents in the Central Valley
- 5.1.2 Work with Key Medical Group, other medical groups and local independent physicians to recruit and place providers
- 5.1.3 Refine and operationalize the recruitment and onboarding process for physicians and advanced practice providers
- 5.1.4 Develop an Ambulatory Strategic Plan, to include a master campus plan



# The pursuit of healthiness