



November 25, 2020

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Strategic Planning Committee meeting at 5:30PM on Wednesday December 2, 2020, in the Multi Service Center Auditorium 402 W Acequia Avenue, Visalia California or via GoTo Meeting from your computer, tablet or smartphone

<https://global.gotomeeting.com/join/984874845> or via phone - [+1 \(408\) 650-3123](tel:+14086503123) access code: 984-874-845.

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 Delta Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

Due to COVID 19 visitor restrictions to the Medical Center - the disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Delta Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: cmoccio@kdhcd.org, or on the Kaweah Delta Health Care District web page <http://www.kaweahdelta.org>.

KAWEAH DELTA HEALTH CARE DISTRICT
Garth Gipson, Secretary/Treasurer

A handwritten signature in black ink that reads 'Cindy Moccio'.

Cindy Moccio
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff

<http://www.kaweahdelta.org>

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

Wednesday December 2, 2020 – 5:30PM

Kaweah Delta Medical Center Multi Service Center
402 W Acequia Avenue, Visalia California – Multi Service Center Auditorium

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

<https://global.gotomeeting.com/join/984874845>

You can also dial in using your phone.

United States: [+1 \(408\) 650-3123](tel:+14086503123) Access Code: 984-874-845

Board of Directors: Lynn Havard Mirviss (Chair), Garth Gipson

Management: Gary Herbst, CEO
Executive Team

Medical Staff: Medical Staff Officers
All Members of the KDHCD 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 DELTA STRATEGIC PLAN** – *Marc Mertz, Chief Strategy Officer*
 - a. Review of the current FY2021 Strategic Plan
 - b. Review of the FY2022 Strategic Planning Process.
 - c. Discuss potential strategic initiatives for the FY2022 Strategic Plan.

ADJOURN – *Lynn Havard Mirviss*

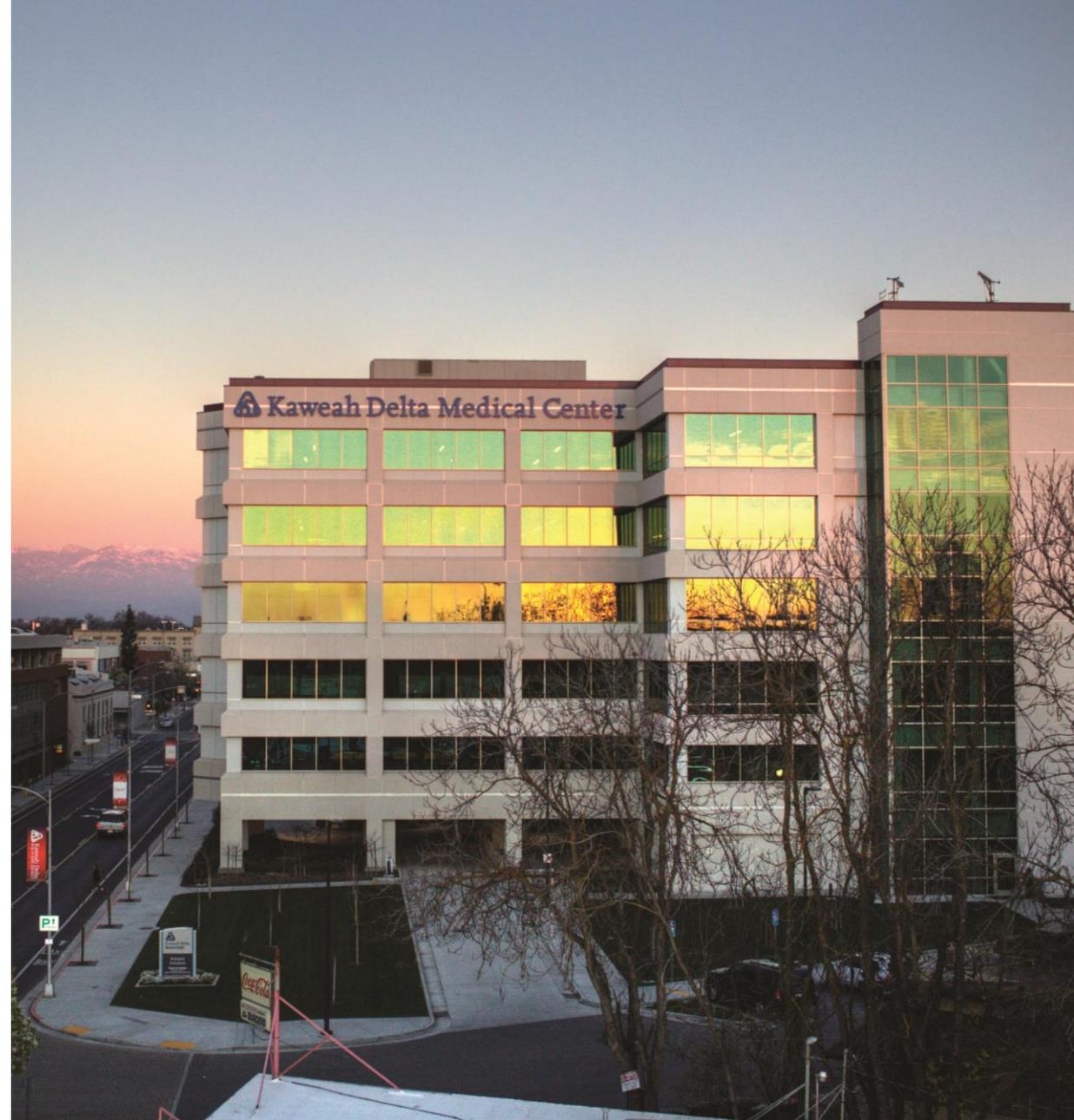
In compliance with the Americans with Disabilities Act, if you need special assistance to participate at this meeting, please contact the Board Clerk (559) 624-2330. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Kaweah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



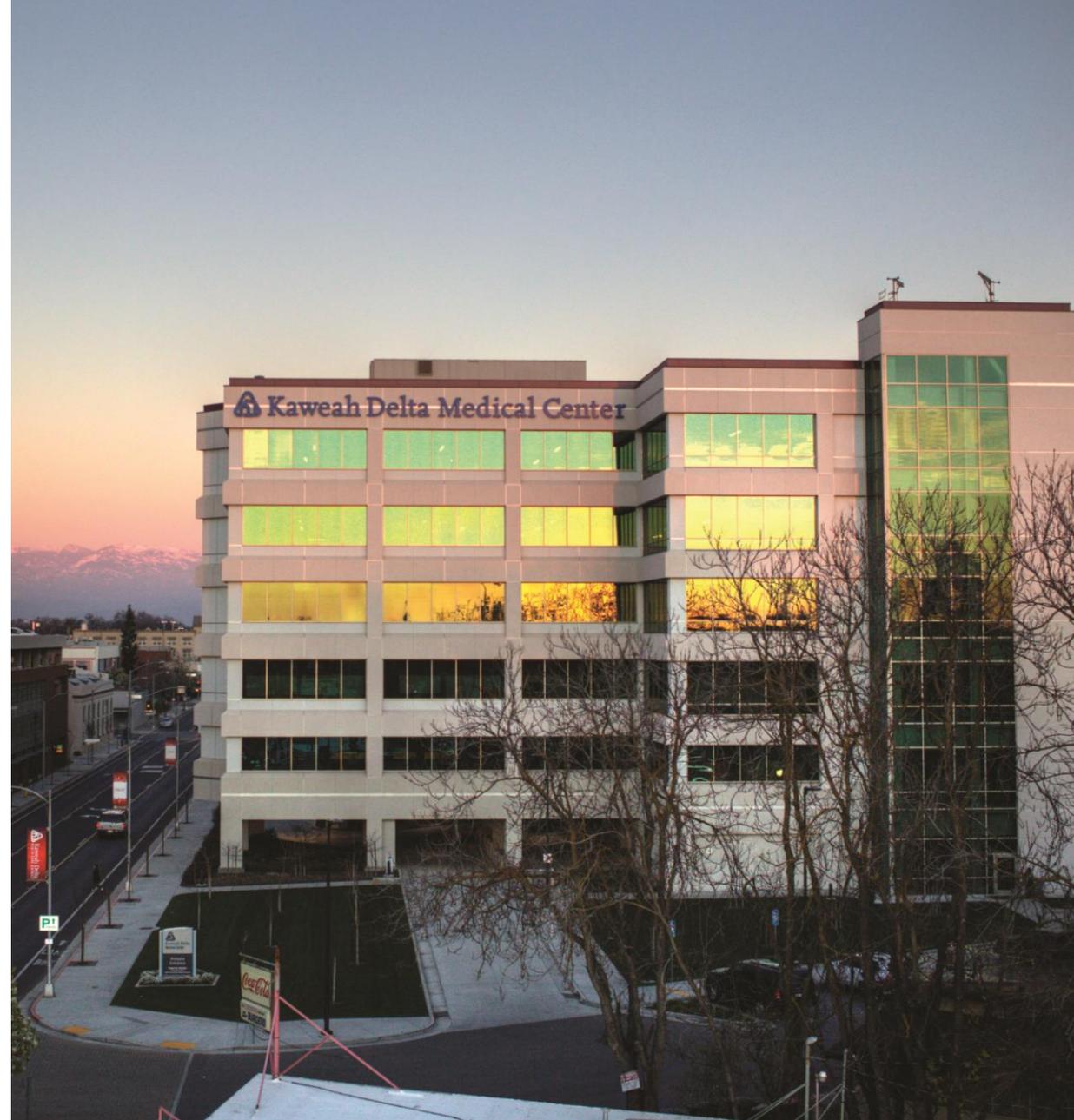
**Board of Directors
Strategic Planning Committee
December 2, 2020**

Today's Objectives

- Review the current year (Fiscal Year 2021) Strategic Plan
- Review the Fiscal Year (FY) 2022 Strategic Planning Process
- Discuss potential initiatives for Kaweah Delta to focus on in FY2022 and include in the next Strategic Plan



Kaweah Delta Fiscal Year 2021 Strategic Plan



Purpose of a Strategic Plan

- The planning process can bring together leaders to develop a **shared understanding of the world around us, our current performance, our opportunities.**
- The strategic plan identifies our most important priorities so that we can **allocate the time and resources necessary to successfully achieve our objectives.**
- The strategic plan will help **focus our energy and resources** on the most important initiatives and to “say no” to others.
- We will use the strategic plan to **communicate our priorities** to the board, our staff, the medical staff, and our community.
- We will use the strategic plan to **monitor our performance and to increase accountability.**

Overview of Kaweah Delta's Strategy Structure



Overview of Strategic Plan Documents

Kaweah Delta Strategic Plan Framework 2020-2021 DRAFT			
	Strategic Initiative	Metrics	Strategies/ Tactics
<p>Our Mission (The reason we exist)</p> <p>Health is our passion. Excellence is our focus. Compassion is our promise.</p>	<p>Organizational Efficiency and Effectiveness <i>Increase the efficiency and the effectiveness of the organization to reduce costs, lower length of stay, and improve outcomes.</i></p>	<ul style="list-style-type: none"> AUGS within 0.75 days of GMLDS Drug/supply/testing utilization or spend-TBD Surgical implant standardization-TBD Staffing metrics-TBD OR efficiency indicator-TBD Spending per beneficiary target-TBD 	<ul style="list-style-type: none"> Utilize the updated Resource Effectiveness Committee (REC) structure to improve patient flow, population management, and cost-savings. Better alignment staffing levels with patient volumes/units of service. Assess utilization of diagnostic testing, lab testing, and use of medications and make reductions, as appropriate. Standardize supplies and medical implants
<p>Our Vision (What we aspire to be)</p> <p>To be your world-class healthcare choice, for life.</p>	<p>Kaweah Care Culture <i>Recruit, develop, and retain the best staff and physicians to create an ideal work environment and ensure that patients receive excellent compassionate care.</i></p>	<ul style="list-style-type: none"> Pulse Survey - improve 250% Tier 3 Teams to Tier 2 or higher EE Engagement survey - 4.19 engagement score Physician Engagement survey - 3.68 alignment score SAD Teamwork: 69%; Safety 75% Increase % compliance with manager response to events (TBD - data pending) HCAHPS Overall Rating: 76.5% 9s and 10s during FY21 ED Patient experience: Overall Rating: 70% during FY21 	<ul style="list-style-type: none"> Pulse & Employee Engagement Survey and action planning Leadership Development programs Just Culture Commitment - Staff awareness GME faculty and Medical Staff Leadership Development Physician Engagement Committee work Operation Always - Patient engagement Safety attitudes questionnaire (SAD) and action planning Increase Kaweah Care recognitions and celebrations Develop performance scorecards for leaders, physicians, medical directors and department chairs
<p>Our Pillars</p> <p>Achieve outstanding community health</p> <p>Deliver excellent service</p> <p>Provide an ideal work environment</p> <p>Empower through education</p> <p>Maintain financial strength</p> <p>June 9, 2020</p>	<p>Outstanding Health Outcomes <i>Demonstrate that we are a high-quality provider so that patients and payers choose Kaweah Delta.</i></p>	<ul style="list-style-type: none"> Leapfrog 5 CAUTI's 0.774 CLABSI's 0.687 MRSA's 0.768 Sepsis bundle 270% 100% of Leapfrog/NDP Safe Practices points 	<ul style="list-style-type: none"> Quality focus teams Daily catheter and central line Gemba rounds Improve compliance with sepsis bundle Create diagnosis-specific committees to address mortality and readmissions Infection prevention hand hygiene program
	<p>Strategic Growth and Innovation <i>Grow intelligently by expanding existing services, adding new services, and serving new communities.</i></p>	<ul style="list-style-type: none"> 2% growth in market share (FPSA) 11.2% increase in IP surgical volume Net 30 increase in the number of physicians in the market Retain 11 KD residents (40%) in the Central Valley Two new ambulatory locations Launch telehealth services Introduce new branding 	<ul style="list-style-type: none"> Develop a comprehensive and coordinated ambulatory network strategy Better monitor and manage patient referrals to ensure continuity of care Enhance physician relations capabilities to improve recruitment, onboarding, and retention of physicians Promote key service lines to a broader geographic market (e.g. Fresno, Bakersfield) Continue work with community advisory groups and use public perception data to improve community relations Refresh of organization branding and naming strategy Complete master facility plan to modernize and expand facilities
	<p>High Performing OP Delivery Network <i>Improve the performance of our ambulatory services to provide greater access to care and keep people healthy.</i></p>	<ul style="list-style-type: none"> Employee engagement ≥ 50th percentile OP patient satisfaction score ≥ 50th percentile OP Outcome measures (A1c < 9), blood pressure, depression screening, flu vaccine) Clinic visits ≥ 100% of budget Net income ≥ 100% of budget Labor productivity ≥ 100% of budget Provider deficiencies 0% RAF score of TBD 	<ul style="list-style-type: none"> People: Leadership rounding with staff and physicians Service: Leadership rounding with patients Population health: Improve documentation/coding/billing processes for clinical documentation Growth: Develop existing provider productivity/opportunity reports and identify new primary/specialty care opportunities Finance: Monthly accountability meetings a round operational measure

Plan Framework

- Single page summary of the entire Strategic Plan
- Includes the Mission, Vision, Pillars, and the current fiscal year's Strategic Initiatives, performance metrics, and strategies/tactics
- Is a great overview of the Strategic Plan that should routinely be shared with staff, the Board, the medical staff, and others.
- The listed metrics are aligned with the annual organizational goals, although the Strategic Plan will typically include more metrics that the goals
 - Organizational goals are indicated by **bolded blue font**
- On a quarterly basis, the metrics will be color coded to indicate achievement of performance metrics. This can serve as a “stop-light” report to ET, the Board, and others.

Strategic Plan Framework

- Strategic Initiative Charters
- Strategy Summaries

Overview of Strategic Plan Documents

Strategic Initiative Charter: Kaweah Care Culture

Objective

Recruit, develop, and retain the best staff and physicians to create an ideal work environment and ensure that patients receive excellent compassionate care.

Chair

Laura Goddard

ET Sponsor

Dianne Cox

Performance Measure	Baseline	FY21 Goal	FY22 Goal	FY23 Goal
Employee Engagement	4.12	4.19	TBD	TBD
Physician Engagement	3.55 alignment score	3.68 alignment score	TBD	TBD
Patient Engagement	July 19-March 20 73.8% HCAHPS 64.5% ED PEC	76.5% HCAHPS 70% ED PEC	80.4% HCAHPS 72% ED PEC	82.8% HCAHPS 75% ED PEC
Safety Culture	SAQ Teamwork: 63% Safety: 69%	SAQ Teamwork: 66% Safety: 73%	TBD	TBD

Team Members

Teresa Boyce
Ed Largoza
Keri Noeske
Brittany Taylor
Sandy Volchko
Anu Banerjee

Strategies (Tactics)	Net Annual Impact (\$)*
Employee Engagement	
Physician Engagement	
Patient Engagement	
Safety Culture (Safety Climate & Teamwork Climate)	

* Average annual impact over 3 years

Strategic Initiative Charters

- Each of the five Strategic Initiatives has a Charter. This is a 1 or 2 page summary of the Initiative's objective, performance metrics, and the key strategies that will make us successful
- The Charter also indicates the team members that helped prepare the Strategic Initiative materials
- Whenever possible, we have projected the financial impact of the strategies

Strategic Plan Framework

- **Strategic Initiative Charters**
 - Strategy Summaries

Overview of Strategic Plan Documents

Strategy Summary for: Service Line Expansion and Optimization

Strategic Initiative: Strategic Growth and Innovation

Objective

Expand key Kaweah Delta Service lines through addition of related services not currently offered, new affiliations, new specialty or sub-specialty providers, and new locations.

Key Components

- Expand operating room capacity through improved efficiency, expanded hours/days, and/or development of new rooms
- Expand neurosciences, urology, and gastroenterology service offerings through marketing, potential partnerships, and improved physician relations/alignment

Outcomes	FY21	FY22	FY23
Increase number of patients/enrolled lives in condition-specific clinics	15%	15%	15%
Increase volume in IP surgery volume	11.2%	TBD	TBD
Increase volume in OP surgery volume	16.7%	TBD	TBD
Neurosurgery market share (FPSA) ^[1]	35%	40%	45%
Orthopedic market share (FPSA) ^[1]	57%	60%	64%
Open heart surgery market share (FPSA) ^[1]	70%	72%	75%
Recruit additional urologists	2	2	0

[1] Based on OS+PD data CY2018

Financial Impact	FY21	FY22	FY23
Capital Requirements			
Revenue			
Expenses			
Labor			
Supplies			
Other			
Total Costs			
Contribution Margin			

Team Members

Coby La Blue, Marc Mertz, Ryan Gates, and Dan Allain

Strategy Summary

- Under each Strategic Initiative, there is a 1-page Strategic Summary for each of the indicated strategies or tactics
- The Strategic Summary provides more details regarding the specific actions we will take as well as more performance metrics that will be used to monitor our achievement of this strategy
- The summary includes three-year performance targets whenever possible
- Beginning with the next strategic planning process, we will be providing more details regarding the financial impact of each strategy, including capital requirements and operating income and expenses. This information will be used to prioritize strategies and will inform the annual budget process.

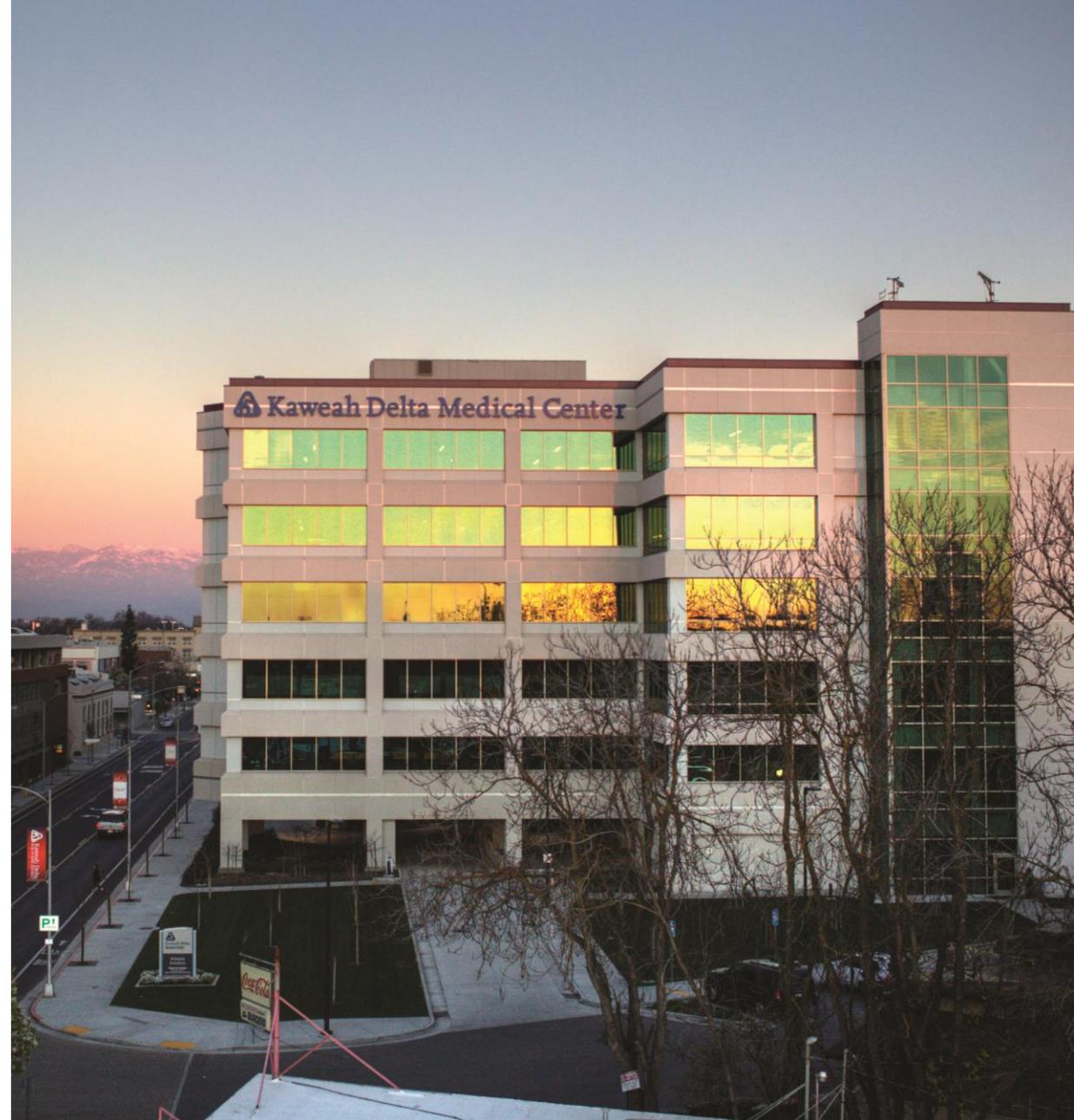
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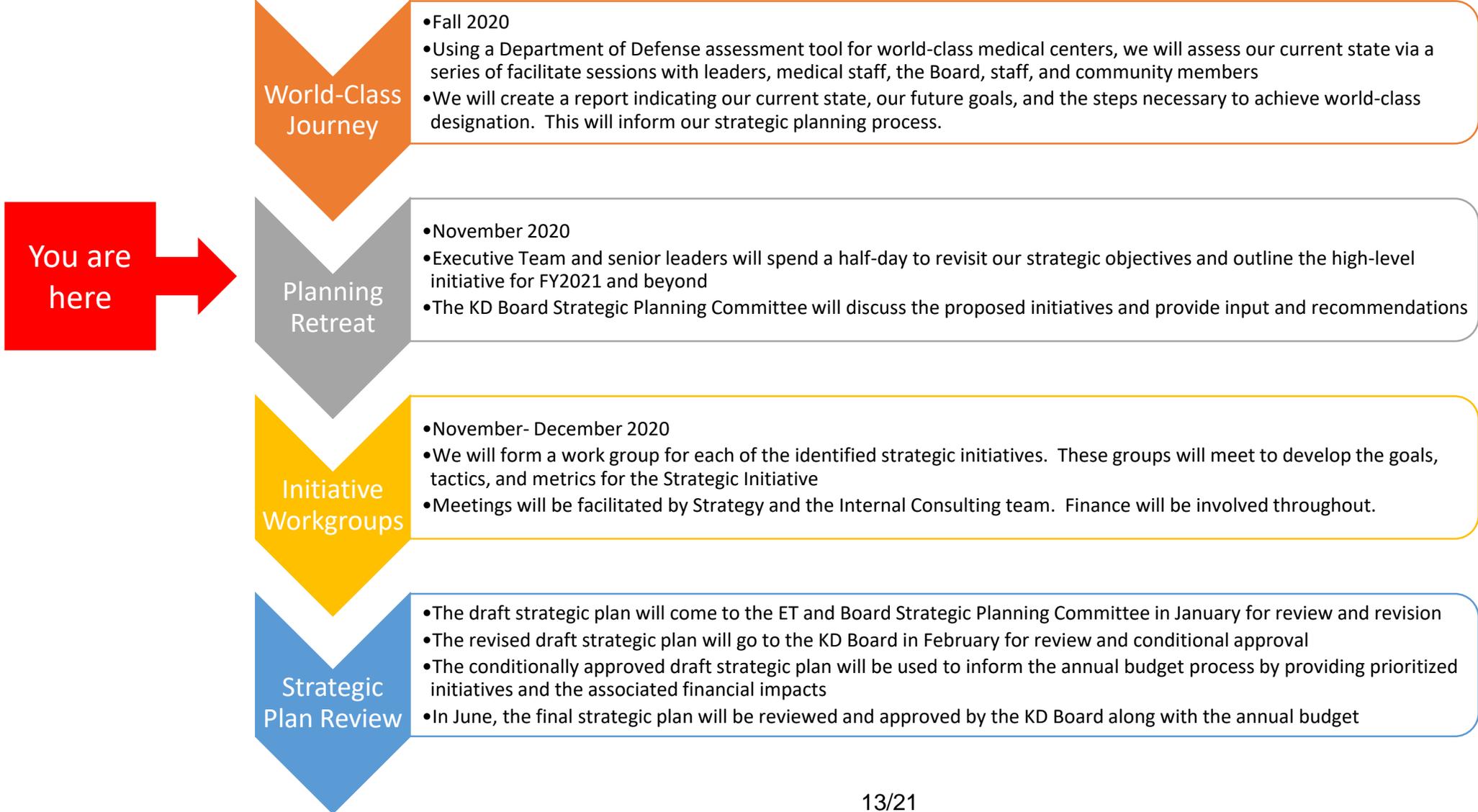
Kaweah Delta Strategic Plan Framework 2020-2021

Strategic Initiative	Metrics	Strategies/ Tactics
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<p>Our Vision <i>(What we aspire to be)</i></p> <p>To be your world-class healthcare choice, for life.</p>	<p>Kaweah Care Culture <i>Recruit, develop, and retain the best staff and physicians to create an ideal work environment and ensure that patients receive excellent compassionate care.</i></p> <ul style="list-style-type: none"> • EE Engagement survey - 4.19 engagement score (65th ptile) • Physician Engagement survey – 3.68 alignment score • SAQ Teamwork: 66%; Safety 73% • HCAHPS Overall Rating: 76.5% 9s and 10s during FY21 • ED Patient experience: Overall Rating: 70% during FY21 	<ul style="list-style-type: none"> • Pulse & Employee Engagement Survey and action planning • Leadership Development programs • Just Culture Commitment – Staff awareness • GME faculty and Medical Staff Leader Development • Physician Engagement Committee work • Operation Always - Patient engagement • Safety attitudes questionnaire (SAQ) and action planning • Increase Kaweah Care recognitions and celebrations • Develop performance scorecards for leaders, physicians, medical directors and department chairs
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<p>Empower through education</p> <p>Maintain financial strength</p>	<p>Strategic Growth and Innovation <i>Grow intelligently by expanding existing services, adding new services, and serving new communities.</i></p> <ul style="list-style-type: none"> • 2% growth in market share (FPSA) • 11.2% increase in IP surgical volume • Net 30 increase in the number of physicians in the market • Retain 11 KD residents (40%) in the Central Valley • Two new ambulatory locations • Increased total OR capacity (available hours/minutes) • Launch telehealth services • Introduce new branding 	<ul style="list-style-type: none"> • Develop a comprehensive and coordinated ambulatory network strategy • Better monitor and manage patient referrals to ensure continuity of care • Enhance physician relations capabilities to improve recruitment, onboarding, and retention of physicians • Promote key service lines to a broader geographic market (e.g. Fresno and Kern Counties) • Continue work with community advisory groups and use public perception data to improve community relations • Refresh of organization branding and naming strategy • Complete master facility plan to modernize and expand facilities
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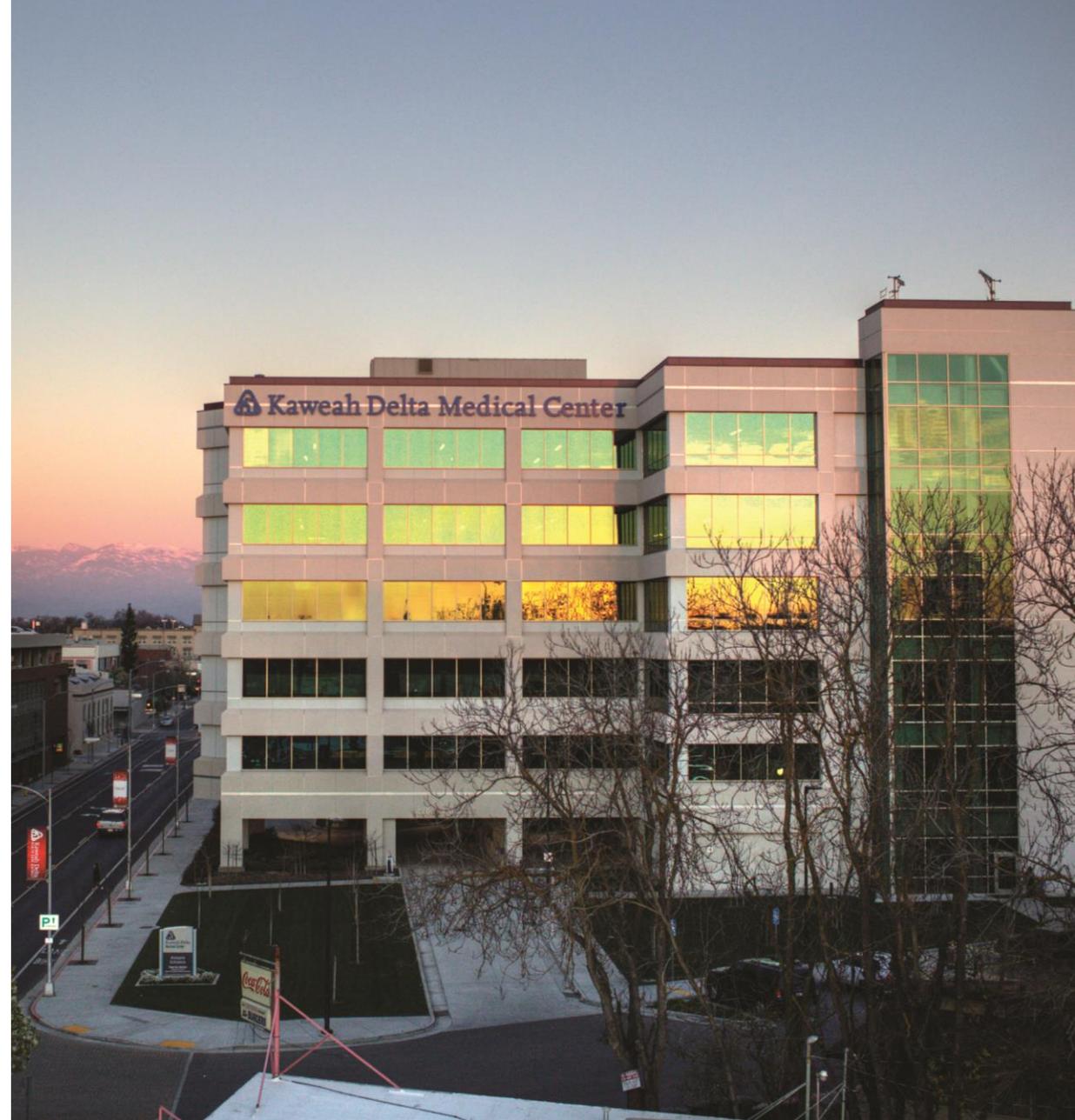
FY2022 Strategic Planning Process



Fiscal Year 2022 Strategic Planning Process



Discussion of Potential FY2022 Strategic Initiatives



Strategic Objectives Considered

Strategic Objectives Selected

- Outstanding Health Outcomes
- High Performing OP Delivery Network

1) Outstanding Health Outcomes

- Patient and Customer Experience
- Improving Public Perception and/or Community Engagement

2) Patient and Customer Experience

- Strategic Growth and Innovation
- Strategic Partnerships
- Recruitment
- Expanding Geographical Reach with New Locations

3) Strategic Growth and Innovation

- Kaweah Care Culture
- Ideal Work Environment
- Improve Internal Communications to Increase Engagement, Awareness, and Perception

4) Ideal Work Environment

- Reduced Length of Stay
- Organizational Efficiency
- Cost Reduction Strategies

5) Organizational Efficiency and Effectiveness

- Education

6) Empower Through Education

- Develop Enhanced Value-Base/Risk Capabilities
- Development of Enhanced Data Analytics and Reporting Capabilities

Both of these will be incorporated into the six strategic initiatives selected. At this time, they are not stand alone initiatives

Outstanding Health Outcomes

It's important that we focus on Outstanding Health Outcomes because it draws importance to **timely care** for both inpatient and outpatient care settings. Outstanding Health Outcomes will help **drive Kaweah Delta's image in the community, drive physician engagement, elevate levels of expectations for staff and physicians alike**, and is our **number one foundational pillar**. Because delivering outstanding **healthcare is the business we are in**, it makes sense to focus on **improving access to care**, and **elevating levels of expectations**. Higher standards will require a greater call for **personal ownership from staff and physicians, driving the image of Kaweah Delta in the community**, which in turn **supports maintaining financial strength**.

Building the Team – Departments Involved with Initiative Management and Support

- Quality and Patient Safety
- Infection Prevention
- Population Health
- Risk Management
- Nursing/Physician/GME Engagement
- Clinical Education
- Finance
- Ancillary
- Pharmacy

Alignment with Pillars

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

Patient and Customer Experience

Patients have choices, so it's important that community members **enjoy receiving quality care** at Kaweah Delta. There is a **strong tie between customer perception and how customers are treated** so ensuring that **Kaweah Care Culture** shines through creating a World Class experience. **Patient experience also drives the most powerful form of advertising, word of mouth**. It's also important to remember that bolstering the patient experience will **positively influence both employee and physician satisfaction**. The patient and customer experience **affects safety and quality scores**, along with having a **direct connection to Outstanding Health Outcomes**.

Building the Team – Departments Involved with Initiative Management and Support

- Human Resources
- Emergency Department
- Clinical Leaders
- Medical Staff Leaders
- Quality and Patient Safety
- Security
- Environmental Services
- Patient Accounting
- Outpatient Clinical Team Members
- Marketing
- Media Relations

Alignment with Pillars

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

Organizational Efficiency and Effectiveness

Not only does organizational efficiency and effectiveness **influence customer satisfaction**, but it also **influences employee satisfaction, improved the coordination of care across the continuum, and supports the financial strength pillar**. Kaweah Delta's ability to be efficient in directing care across the continuum also creates a natural increase in **patient satisfaction** and **positive patient outcomes**.

Building the Team – Departments Involved with Initiative Management and Support

- Patient Care Leaders
- Ancillary Department Leaders
- Medical Staff Services
- Materials Management
- Population Health
- Quality and Patient Safety
- Audit and Consulting Services
- Information System Services
- Patient Experience

Alignment with Pillars

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

Strategic Growth and Innovation

Kaweah Delta needs continuous **growth and expansion to stay relevant, protect market share**, and **increase revenue**. With the community in mind, **access to care is imperative**. If Kaweah Delta wants to **improve public perception** and **attract and retain the very best physicians and staff members**, strategic growth including **partnerships** needs to be a focus. To promote Kaweah Delta’s World Class performance, innovation is required to make Kaweah Delta **unique and different from competitors**. Supporting financial strength, growth and expansion can create opportunities to **pursue grants** and other forms of funding.

Building the Team – Departments Involved with Initiative Management and Support

- Sequoia Integrated Health
- Physician Recruitment
- Physicians
- Managed Care Contracting
- Kaweah Delta Medical Foundation
- Strategic Planning Team
- Finance
- Surgical Care/Cardiac Care
- Marketing
- Compliance

Alignment with Pillars

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

Empower Through Education

This topic was added to the potential strategic initiatives during the conversation at the planning meeting. The team felt strongly that having an educated team will **enhance leadership development, foster the development of internally trained and educated nurses and physicians, increases retention of those home grown team members, and supports clinical program development.** Kaweah Delta has prioritized the **education and engagement of community members** over the past couple years which has **increased perception and awareness.** Education truly **drives the success of all other initiatives** and will ultimately allow for new ways to **create and embrace accountability tools.**

Building the Team – Departments Involved with Initiative Management and Support

- Organizational Development
- Graduate Medical Education
- Marketing
- Clinical Education
- Nursing Practice
- Population Health
- Ancillary Leadership
- Quality and Patient Safety
- Pharmacy

Alignment with Pillars

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

Ideal Work Environment

Reinvigorating the **Kaweah Care Culture** will **improve physician and staff engagement and satisfaction**. **Improving internal communication** can better prepare all **staff members and physicians to be advocates and ambassadors** for Kaweah Delta. Part of creating an ideal work environment will include finding more **consistency and continuity amongst leaders**, along with **utilizing data, systems, and tools to create accountability**.

Building the Team – Departments Involved with Initiative Management and Support

- Organizational Development
- Compliance
- Medical Staff Services
- Human Resources
- Physician Recruitment and Relations
- Graduate Medical Education
- Clinical Leaders
- Ancillary Support Leaders

Alignment with Pillars

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