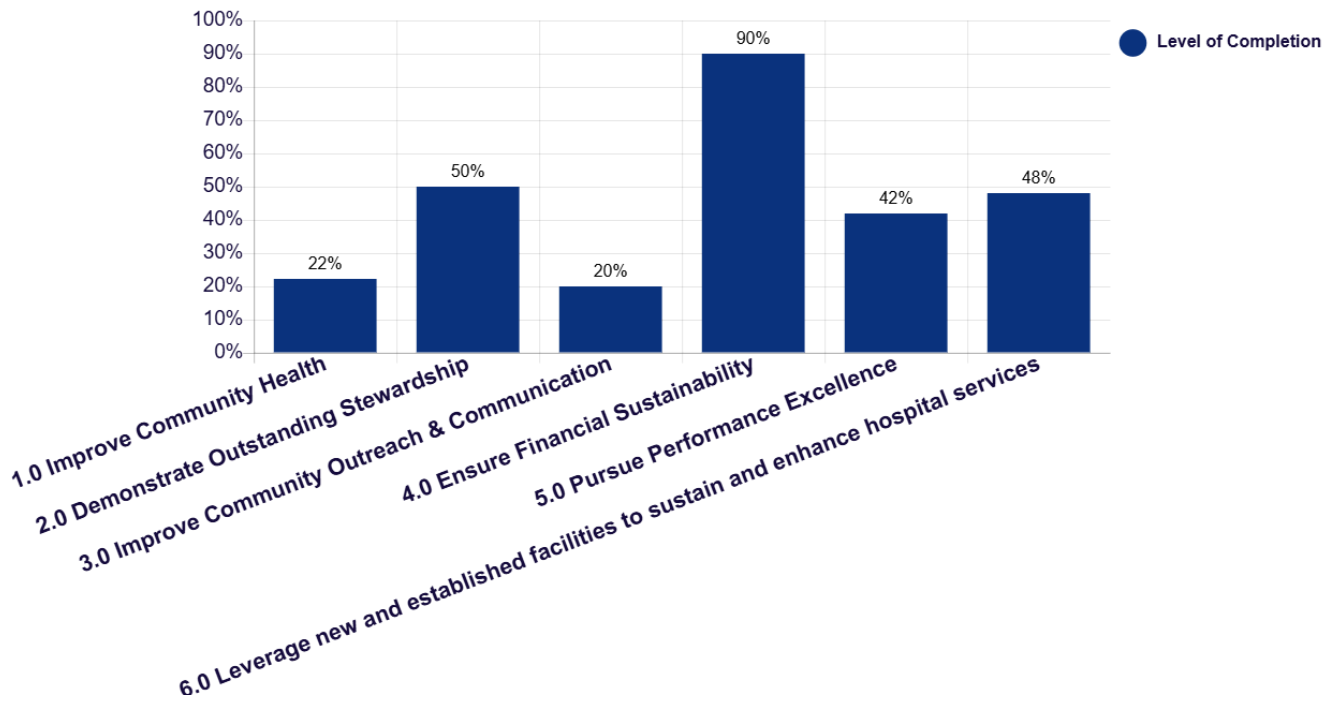


Strategic Objectives



Completion by Goal

Strategic Objective	Strategic Goal	Description of Goal	Level of Completion
1.0 Improve Community Health	1.1 Fill in Community Health Need Gaps.	Assist in providing healthcare services where shortages exist.	20%
1.0 Improve Community Health	1.2 Develop a Community Education Plan	Improve healthcare status through improved health education.	10%
1.0 Improve Community Health	1.3 Participate in Healthcare Provider Recruitment and Retention Efforts	Participate in recruitment and retention efforts to reduce provider shortages.	0%
1.0 Improve Community Health	1.4 Increase Evolutions Member Utilization	Improve member utilization of the Evolutions Gym.	38%
1.0 Improve Community Health	1.5 Explore Opportunities to Utilize Evolutions Fitness and Wellness Center for Community Health Initiatives	Expand use of Evolutions Fitness and Wellness Center to Improve Community Health	5%
1.0 Improve Community Health	1.6 Collaborate with Medical Education Partners to Advance Local Medical Education Programs	Collaborate with educators to expand the local healthcare workforce	60%
2.0 Demonstrate Outstanding Stewardship	2.1 Develop Plan for Real Estate Development	The District owns several properties near the hospital and a plan for best use needs to be developed.	40%
2.0 Demonstrate Outstanding Stewardship	2.2 Restore & Renew Evolutions Plaza & Gym	A list of Evolutions projects has been developed and a plan for implementing has been created.	80%
2.0 Demonstrate Outstanding Stewardship	2.3 Develop a Property Management Plan	Develop a plan for future use of all District properties and buildings	0%
2.0 Demonstrate Outstanding Stewardship	2.4 Be a Responsible Community Steward, Supporting and Promoting Applicable Community Initiatives	Be an active partner in the business of the communities we represent. Support growth and enhance a positive culture by engaging ourselves with others	80%
3.0 Improve Community Outreach & Communication	3.1 Expand Community Outreach	Increase community dialogue to ensure community input and collaboration.	10%
3.0 Improve Community Outreach & Communication	3.2 Improve Community Communication	Ensure that the community is aware of the plans and changes initiated by the District.	60%
3.0 Improve Community Outreach & Communication	3.4 Develop and publish the Tulare Local Healthcare District Legacy Story	Memorialize the incredible journey of the Tulare Local Healthcare District	10%
4.0 Ensure Financial Sustainability	4.1 Pursue other Sources of Capital	Funding from other sources may be available to assist with meeting the goals and objectives of the District.	90%
4.0 Ensure Financial Sustainability	4.2 Ensure adequate cash reserves to remain		100%

4.0 Ensure Financial Sustainability	7.4 Maintain Operational Cash Reserve	financially solvent in the event of significant revenue loss.	
4.0 Ensure Financial Sustainability	4.3 Review all Service Contracts and Modify as Appropriate	Evaluate all service contracts to ensure appropriate costs and quality	80%
5.0 Pursue Performance Excellence	5.1 Establish Excellence Criteria	To establish the ability to measure progress, specific criteria and targets will be established in our pursuit of performance excellence.	88%
5.0 Pursue Performance Excellence	5.2 Improve Employee Engagement	Highly engaged employees are proven to deliver outstanding results.	0%
5.0 Pursue Performance Excellence	5.3 Improve Member Satisfaction (Evolutions)	High member satisfaction will lead to increased membership and improved retention.	0%
5.0 Pursue Performance Excellence	5.4 Review and Revise all Policies and Resolutions as Appropriate	Ensure that we are compliant with all legal requirements and clear with expectations	80%
6.0 Leverage new and established facilities to sustain and enhance hospital services	6.1 Maximize Investment in Tower Completion	Maintain our focus on completing the new tower and establish it as our financial priority	60%
6.0 Leverage new and established facilities to sustain and enhance hospital services	6.2 Complete New Hospital Tower Construction	Explore all possible options for funding and set in motion the final steps toward completion of the Tower	80%
6.0 Leverage new and established facilities to sustain and enhance hospital services	6.3 Facilitate Community Support	Ensure that the strategies of the District relating to the Tower are consistent with the desires of the community	10%
6.0 Leverage new and established facilities to sustain and enhance hospital services	6.4 Secure Sustainable Funding for Facility Upkeep	Ensure that we have sustainable source of funds to maintain the high quality our hospital facilities	0%
6.0 Leverage new and established facilities to sustain and enhance hospital services	6.5 Enhance Landlord-Tenant Collaboration	Work closely with Adventist Health and collaborate toward the goal of enhancing healthcare services for our community	90%

Highest Completion

Strategic Goal	Action Plans/Tactics	Owner	Level of Completion	Status	Urgency	Updates
4.2 Maintain Operational Cash Reserve	4.2.1 Determine appropriate reserve and obtain board approval	Randy Dodd	100%	Complete	Immediate	\$1M has been reserved
5.1 Establish Excellence Criteria	5.1.1 Determine our definition of performance excellence and establish appropriate metrics.	Eva Edge	100%	Complete	High	The ACHD Criteria for excellence has been adopted
5.1 Establish Excellence Criteria	5.1.3 Publish all Board agendas and minutes in a timely manner	Eva Edge, Randy Dodd	100%	In Progress on Track	Immediate	All scheduled timelines have been consistently met
5.1 Establish Excellence Criteria	5.1.4 Respond to all public information requests in a timely manner	Eva Edge	100%	In Progress on Track	Immediate	All timelines have been met
4.1 Pursue other Sources of Capital	4.3.1 Research available grants and other funding sources aligned with our strategies	Randy Dodd	90%	In Progress on Track	High	Many options have been researched. There are additional options available once our seismic assessment has been completed
6.2 Complete New Hospital Tower Construction	6.2.1 Complete analysis on various options for Tower completion	Randy Dodd	90%	In Progress on Track	Immediate	Several viable options have been identified

Lowest Completion

Strategic Goal	Action Plans/Tactics	Owner	Level of Completion	Status	Urgency	Updates
1.3 Participate in Healthcare Provider Recruitment and Retention Efforts	1.3.1 Meet with Adventist Health leaders to discuss ways the District can assist	Randy Dodd	0%	Not Started	Low	Pending Tower completion plan to consider available resources
1.4 Increase Evolutions Member Utilization	1.4.1 Establish rewards system for Evolutions Member utilization	Eva Edge	0%	Not Started	Moderate	Pending Mind Body Transition
1.5 Explore Opportunities to Utilize Evolutions Fitness and Wellness Center for Community Health Initiatives	1.5.2 Use of Mind Body App to secure conference room for health-related programs	Eva Edge	0%	Not Started	Low	This action plan is pending the transition to Mind Body
2.3 Develop a Property Management Plan	2.3.1 Organize leases, appraisals and site plans to create a Master Plan	Randy Dodd	0%	Not Started	Moderate	Pending staff capacity
3.1 Expand Community Outreach	3.1.1 Develop Ad Hoc Committees	Randy Dodd	0%	Not Started	Moderate	Pending staff capacity