



Tulare Local
Healthcare District

Strategic Planning Session

April 27, 2024

Introductions & Icebreaker



Tulare Local
Healthcare District

Pick a number from 1 to 50

Meeting Purpose

- Assess our progress
- Re-establish priorities
- Determine course corrections



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The Planning Process

- Where are we today?
- Where do we want to go?
- SWOT Analysis
- Key Data Review



- Ideation
- Establish Direction
- Set Goals
- Set Timelines
- Determine Metrics



- Set & Execute Action Plans
- Allocate Resources
- Manage Projects

- Evaluate the Process
- Make Adjustments



- Check Direction
- Measure Results

What is Planning?



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Healthcare District

“Planning is about bringing the future into the present so we can do something about it now.”

-Alan Lakein

Desired Outcomes from the Day



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- Create focus and clarity of purpose
- Reduce noise/distractions
- Create a framework for decision making
- Accelerate action
- Create consensus

What is Most Important to You?



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Take a couple of minutes and write down your top priority for the District.

Mission, Vision & Values



Tulare Local
Healthcare District

- Mission – ***What we DO***. A business mission is a shared sense of business purpose. The reason for our existence.
- Vision – ***What we DREAM***. A business vision is defined as a shared view of future reality. What we aspire to do.
- Values – ***Who we ARE***. Business values are defined as statements of shared core beliefs that guide decision making. The boundaries that we will operate within.

Mission, Vision & Values



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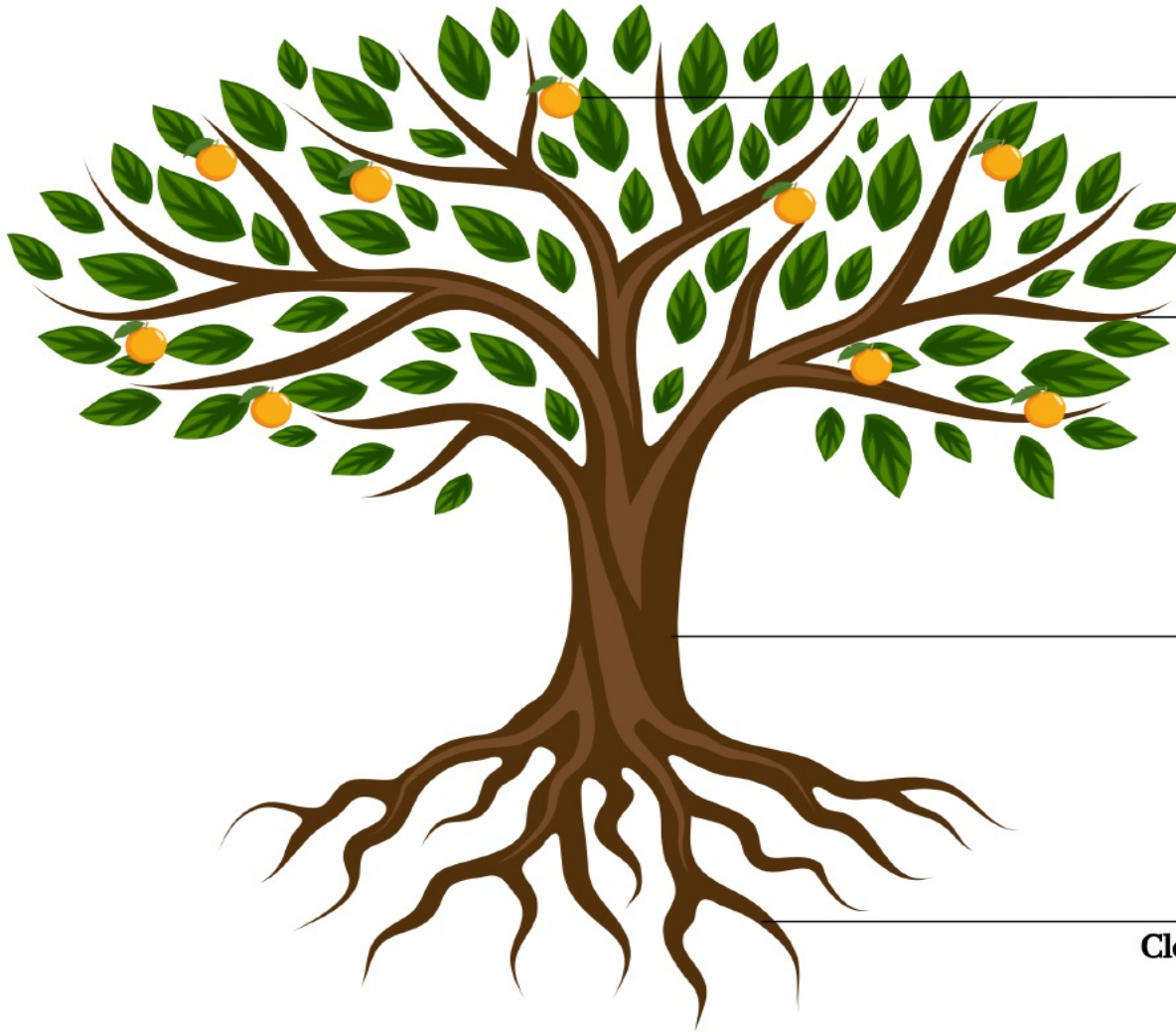
- Mission:
 - To manage and utilize District resources to address the health needs of our population.
- Vision:
 - To be an outstanding community resource, actively driving and supporting the improved health of our residents.
- Values
 - T: Transformative
 - L: Loyal
 - H: Honest
 - D: Dedicated

Vision

The Job of the Strategic Plan is
to Fulfill the Vision of the
Organization.

TLHD Vision:

To be an outstanding community resource, actively driving and supporting the improved health of our residents.



FRUIT

Results: Achievement of Aspirational Goals

STRONG BRANCHES

Sustainable Growth: Innovation, Expansion, Improvement

SOLID TRUNK

System Foundation: Core Processes & Procedures, Operations, Workforce

GROUNDING ROOTS

Clear Direction: Leadership, Strategy, Core Concepts

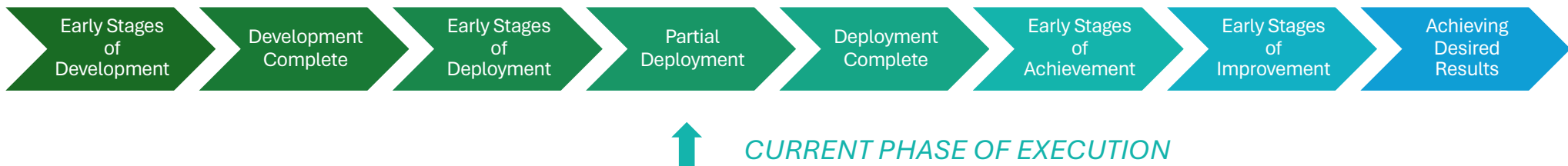


Tulare Local
Healthcare District

2023 – 2024 Review

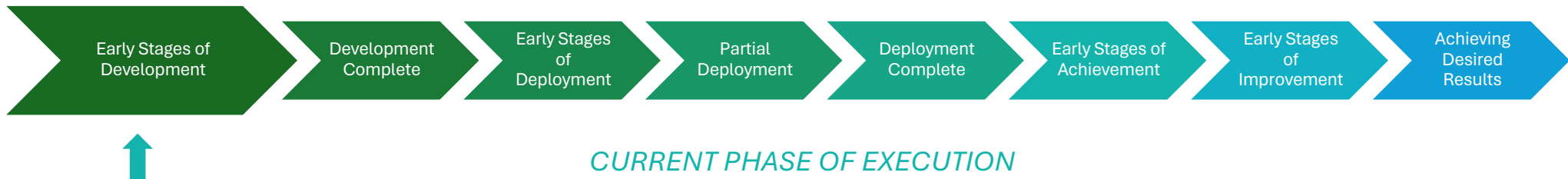
2023 – 2024 Strategic Plan Scoreboard

- Early Stages of Development** → **1.0 Improve Community Health**
- Partial Deployment** → **2.0 Demonstrate Outstanding Stewardship**
- Partial Deployment** → **3.0 Improve Community Outreach & Communication**
- Early Stages of Improvement** → **4.0 Ensure Financial Sustainability**
- Early Stages of Deployment** → **5.0 Pursue Performance Excellence**



1.0 Improve Community Health

- 1.1 Fill in Community Health Need Gaps
- 1.2 Develop a Community Education Plan
- 1.3 Participate in Healthcare Provider Recruitment & Retention Efforts
- 1.4 Establish Rewards Systems for Member Utilization



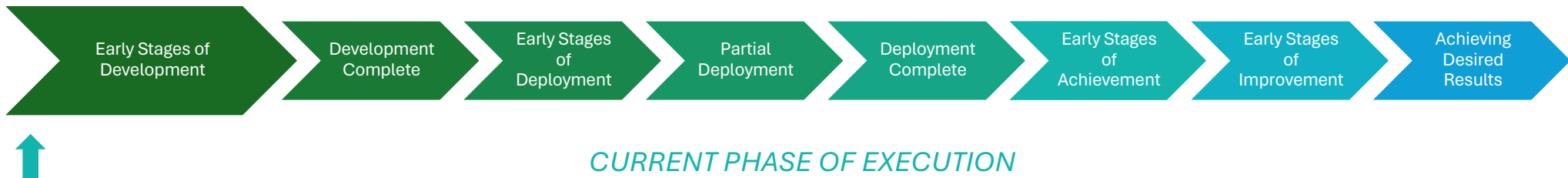
1.0 Improve Community Health

1.1 Fill in Community Health Need Gaps

Executive Summary: Staff has reviewed the following documents:

- 2020 Adventist Health Tulare Community Health Plan
- 2021 Adventist Health Tulare Community Health Plan
- 2017-2022 HSA Community Health Improvement Plan (County of Tulare)
- 2022 Valley Children’s Hospital Community Health Needs Assessment (Fresno, Kern, Kings, Madera, Merced, Stanislaus and Tulare Counties)
- Launched Hero Health at Evolutions, addressing veteran health needs

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> ▪ Develop a plan outlining how TLHD can help improve or provide healthcare services where service shortages exist. 	<ul style="list-style-type: none"> ▪ Highlight areas of greatest need and least available services 	<ul style="list-style-type: none"> ▪ Staff research time 	<ul style="list-style-type: none"> ▪ Adventist Health ▪ Other Healthcare Providers 	<ul style="list-style-type: none"> ▪ Time and financial resources will be comprehensively evaluated once the Tower plan has been finalized. 	None at this time

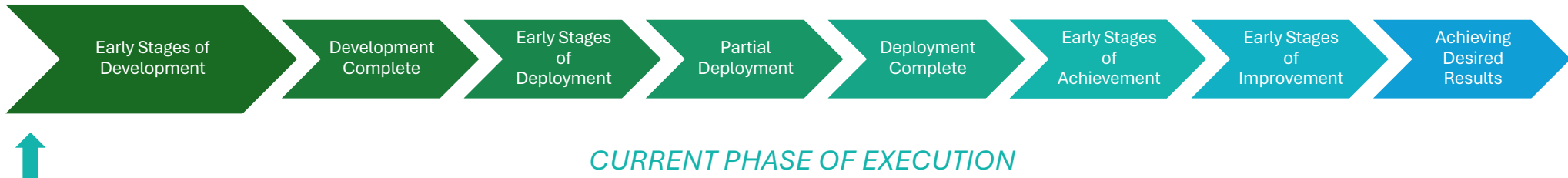


1.0 Improve Community Health

1.2 Develop a Community Education Plan

Executive Summary: Staff has met with several local education leaders, but there has been no significant progress on this initiative.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Develop a plan outlining how TLHD can contribute toward the health education of our community. 	<ul style="list-style-type: none"> Prioritize opportunities 	<ul style="list-style-type: none"> Staff research time Printed Materials Health Education Classes 	<ul style="list-style-type: none"> Educational leaders Healthcare providers 	<ul style="list-style-type: none"> Time and financial resources will be evaluated once the Tower plan has been finalized. 	None at this time

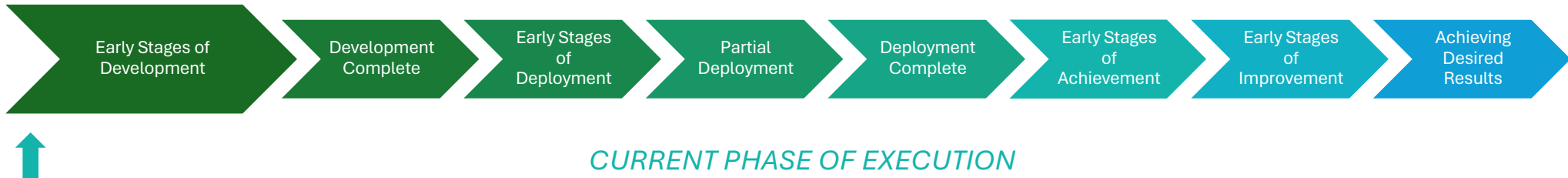


1.0 Improve Community Health

1.3 Participate in Healthcare Provider Recruitment & Retention Efforts

Executive Summary: Organizational Goal has not yet begun

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Determine if TLHD can assist in the process of attracting providers to Tulare. 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Significant financial considerations 	<ul style="list-style-type: none"> Adventist Health 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD

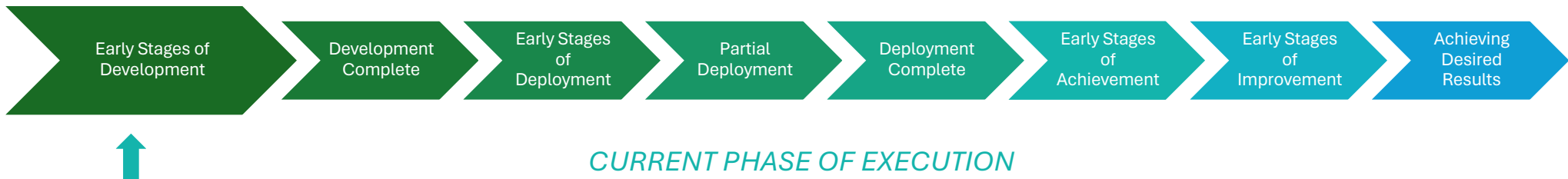


1.0 Improve Community Health

1.4 Increase Evolutions Member Utilization

Executive Summary: The focus on membership growth has overshadowed the initiative of improving utilization. While we have enjoyed some improvement in utilization, there are additional action plans yet to be developed and implemented.

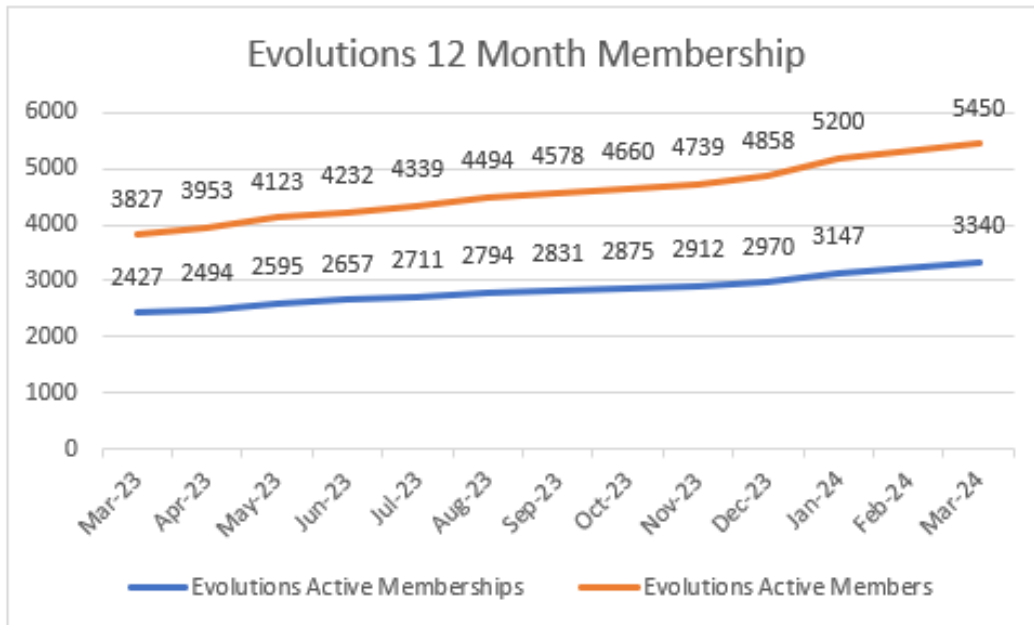
Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Memberships have risen by 30% + over the past 12 months. 	<ul style="list-style-type: none"> New programs have been established Open houses 	<ul style="list-style-type: none"> Staff time Minor financial considerations 	<ul style="list-style-type: none"> Staff 	<ul style="list-style-type: none"> Additional ideas are in early stages of development, including longevity rewards and utilization awards 	None at this time





12 MONTH MEMBERSHIP (Contract) AND MEMBER GROWTH

	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Mar-24	Delta
Evolutions Active Memberships	2427	2494	2595	2657	2711	2794	2831	2875	2912	2970	3147	3340	38%
Evolutions Active Members	3827	3953	4123	4232	4339	4494	4578	4660	4739	4858	5200	5450	42%
Memberships - Variance from Previous Month		67	101	62	54	83	37	44	37	58	177	193	
Members - Variance from Previous Month		126	170	109	107	155	84	82	79	119	342	250	



Delta
38%
42%

CURRENTLY UNDER DEVELOPMENT: Evolutions Performance Indicator Tracking System

Key Performance Indicators - Evolutions							
Criteria	Unit	JANUARY		FEBRUARY		MARCH	
		Actual	Target	Actual	Target	Actual	Target
Member Count	Count	5200		5346		5450	
Membership Count	Count	3147		3215		3340	
Member Growth (M/M)	%	7%		3%		2%	
Membership Growth (M/M)	%	6%		2%		4%	
Membership Retention	%						
Attendance Rate - All Members	%						
Attendance Rate - Silver Sneakers	%	56%		41%		49%	
Attendance Rate - Renew Active	%	57%		52%		52%	
Average Check-In per Member - All Members	Number						
Average Check-In per Member - Silver Sneakers	Number	6.92		6.64		6.84	
Average Check-In per Member - Renew Active	Number						
Revenue per Member	USD	\$ 35.99		\$ 35.60		\$ 35.04	
Group Exercise Attendance	%						
Net Promoter Score	-						
Guest to Member Conversion	%						
Payroll Exception Cost	\$						
Non-productive Hours	Count						
Re-Join Contracts	Count						
Contract Renewals	Count						
New Member Contracts	Count						

Percentage of Active Silver Sneakers members with at least 1 check-in for the month.

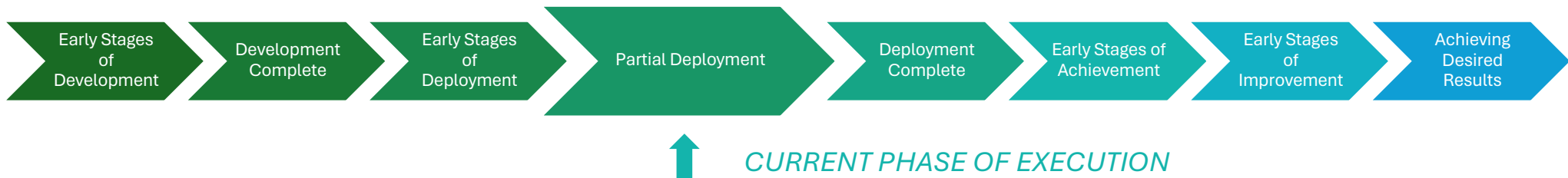
Average number of check-ins per active Silver Sneakers member with at least 1 check-in for the month.

2.0 Demonstrate Outstanding Stewardship

2.1 Develop Plan for Tower Completion

2.2 Develop Plan for Real Estate Development

2.3 Restore & Renew Evolutions Plaza & Gym



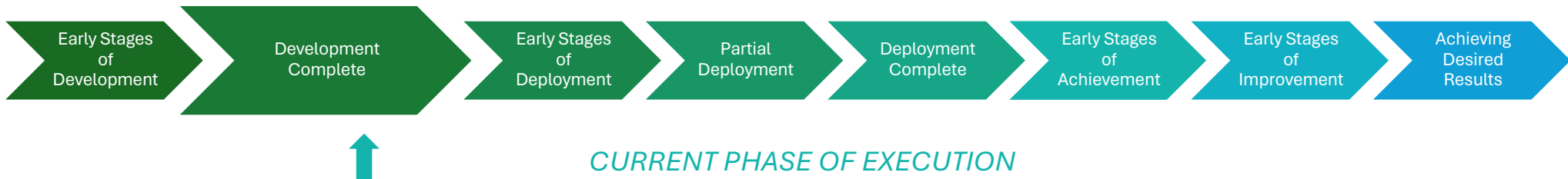
2.0 Demonstrate Outstanding Stewardship

2.1 Develop Plan for Tower Completion

Executive Summary:

Staff has developed a workable plan to open the basement, first and second floors of the tower, utilizing the issuance of Revenue Bonds combined with a stakeholder loan.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> The District can raise approximately \$50M by issuing Revenue Bonds. This alone can open the basement and second floor. An addition \$15M is needed to complete the first floor. 	<ul style="list-style-type: none"> The architect, DSC, has provided cost estimates and drawings for the basement and second floor. DSC is developing the project list needed to open the basement, first and second floors. 	<ul style="list-style-type: none"> Retaining Wulff, Hansen & Co. Bond advisor Committing most of the future revenue to the repayment of Revenue Bonds 	<ul style="list-style-type: none"> Adventist Health 	<ul style="list-style-type: none"> The Tower completion is required to meet the 2030 earthquake safety codes. Hire a Construction Manager 	<ul style="list-style-type: none"> Proceed with preparing for the issuance of Revenue Bonds and execute later this year.



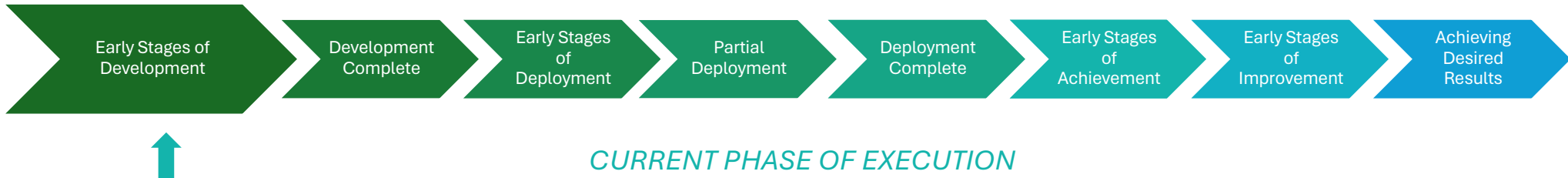
2.0 Demonstrate Outstanding Stewardship

2.2 Develop Plan for Real Estate Development

Executive Summary:

Staff has recently appraised and explored options for the sale of properties in the Tulare Medical Center. The sale of one parcel is pending and interest has been expressed for the other two.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Allow the properties in the Tulare Medical Center to become utilized for their intended purpose of housing new providers or medical services. Review options for the development of properties on Gem and Cherry. 	<ul style="list-style-type: none"> Sale is pending for one parcel in the Tulare Medical Center 	<ul style="list-style-type: none"> Appraisal recently completed. 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Continued pursuit of buyers 	<ul style="list-style-type: none"> There is no perceived urgency to sell and/or develop properties. Keep Gem Street and Cherry Street properties in inventory for future use.



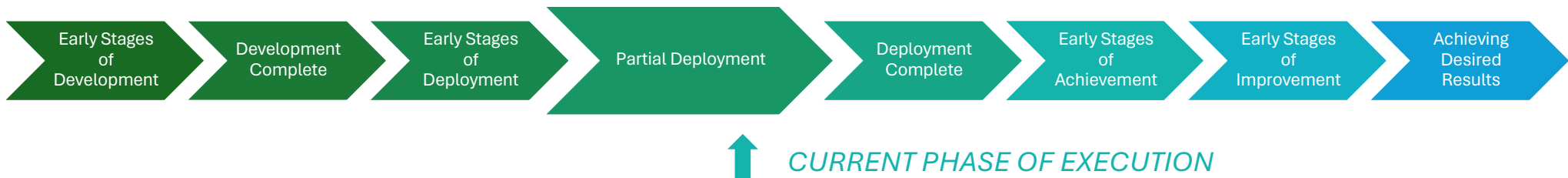
2.0 Demonstrate Outstanding Stewardship

2.3 Restore & Renew Evolutions Plaza & Gym

Executive Summary:

Maintenance and repair of Evolutions Plaza has been deferred for many years due to a lack of capital. A complete plan for the replacement of key systems has been developed and deployment has begun in several areas. Maintenance and depreciation schedules have been created to forecast future expenses related to the upkeep of the Plaza.

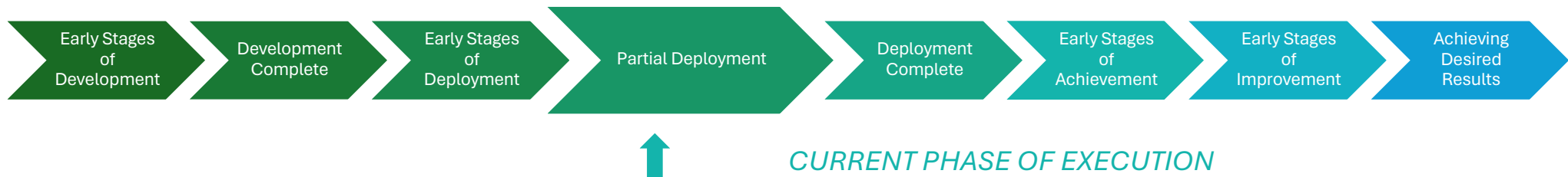
Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> The key objective is to care for and maintain Evolutions Plaza. 	<ul style="list-style-type: none"> Asphalt HVAC Systems Network Upgrades UV Filter Systems Pool Liners Solar Dehumidifier Flooring Security Cameras 	<ul style="list-style-type: none"> Significant capital has been allocated for replacement and upgrades at Evolutions Plaza 	<ul style="list-style-type: none"> Evolutions Plaza tenants Evolutions members 	<ul style="list-style-type: none"> A maintenance and depreciation schedule has been created which will enable the district to forecast future expenditures. 	<ul style="list-style-type: none"> Continue to reinvest in the Evolutions Plaza building as necessary.



3.0 Improve Community Outreach & Communication

3.1 Expand Community Outreach

3.2 Improve Community Communication

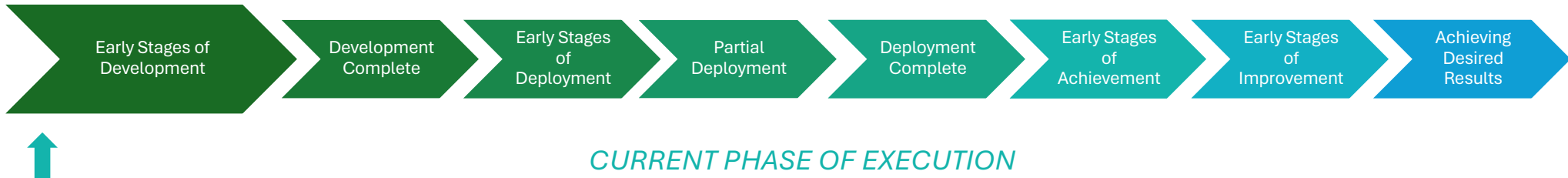


3.0 Improve Community Outreach & Communication

3.1 Expand Community Outreach

Executive Summary: Efforts began on this initiative early last year and were set aside as other priorities presented themselves.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Increase interaction with the community through structured committees and partnerships. Potential members have been identified for the Ad Hoc Committee. 	<ul style="list-style-type: none"> Identify and Develop Community Partners. 	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Community members Staff Board members 	<ul style="list-style-type: none"> The formal creation and commencement of an Ad Hoc committee. 	<ul style="list-style-type: none"> Continue to reinvest in the Evolutions Plaza building as necessary.



3.0 Improve Community Outreach & Communication

3.2 Improve Community Communication

Executive Summary: We have initiated the expansion of communications platforms by creating social media pages, community newsletters, and quarterly newsletter subscription on our website, and have a plan for regular updates and new information.

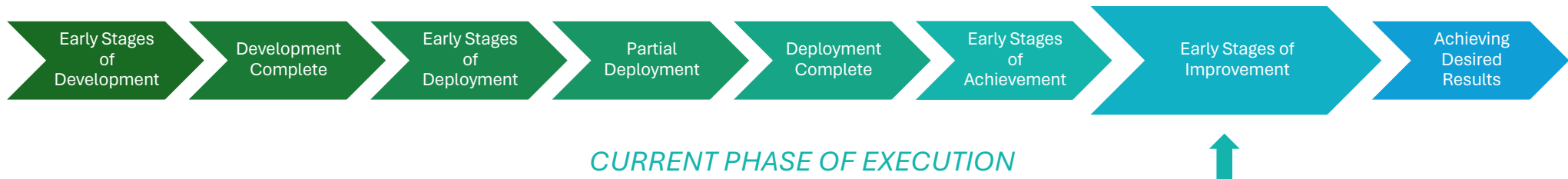
Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Increase use of social media platforms – we have added our presence on Facebook and Instagram. The District Website has received significant attention with consistent updates and new content added. 	<ul style="list-style-type: none"> A Social Media policy was developed and approved by the Board. We entered a contract that provides retention and retrieval of Social Media content for Public Records Act purposes. 	<ul style="list-style-type: none"> Staff time Contract 	<ul style="list-style-type: none"> Community members Staff Board members 	<ul style="list-style-type: none"> Create method for receiving feedback on the value of our platforms and adjust where appropriate. 	<ul style="list-style-type: none"> Continue to provide new and fresh information to keep our online presence relevant and interesting.



CURRENT PHASE OF EXECUTION

4.0 Ensure Financial Sustainability

- 4.1 Establish Investment of Surplus Cash
- 4.2 Develop and Fund Operational Cash Reserve
- 4.3 Pursue Other Sources of Capital
- 4.4 Develop and Maintain Cash Flow Projection
- 4.5 Meet Evolutions Financial Targets

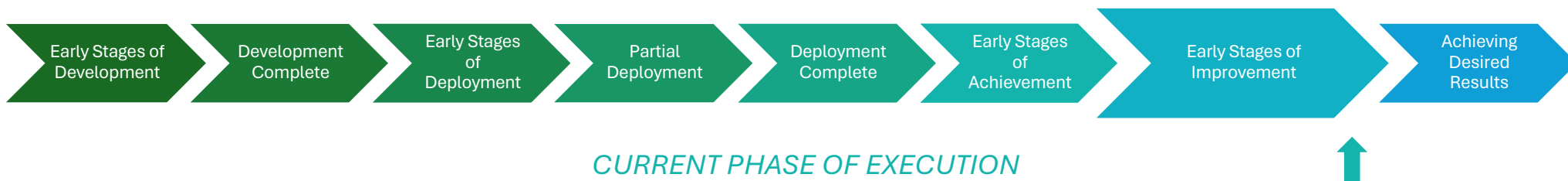


4.0 Ensure Financial Sustainability

4.1 Establish Investment of Surplus Cash

Executive Summary: Surplus cash has been strategically invested to maximize returns and maintain appropriate liquidity. Annual earnings from investments are approaching \$600,000.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> • Create a laddered portfolio of investments with scheduled maturities to maintain liquidity and maximize returns. • New investments in Treasury Bills are exceeding 5% returns. 	<ul style="list-style-type: none"> • Ongoing consideration of financial options aligned with liquidity needs. 	<ul style="list-style-type: none"> ▪ Staff time ▪ Fees ▪ Consultation 	<ul style="list-style-type: none"> ▪ Staff ▪ Board members 	<ul style="list-style-type: none"> ▪ Amounts will be adjusted as cash is needed for capital improvements. 	<ul style="list-style-type: none"> • We have enjoyed early success in this strategy, and we should continue this path.



4.0 Ensure Financial Sustainability

4.2 Develop and Fund Operational Cash Reserve

Executive Summary: Establish a cash reserve that remains liquid and available to address any negative shifts in organizational performance.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> 90 days cash on hand has been established as our goal. This amounts to approximately \$1M, which is being protected in a liquid account. 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> \$1M 	<ul style="list-style-type: none"> Staff Board members 	<ul style="list-style-type: none"> This amount could be adjusted as conditions warrant. 	<ul style="list-style-type: none"> Maintain cash reserve

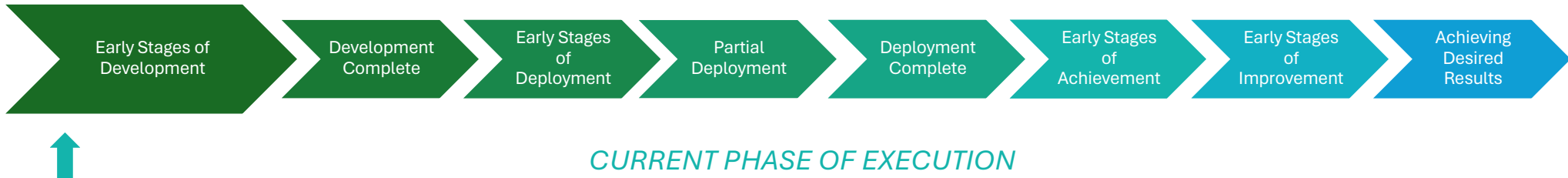


4.0 Ensure Financial Sustainability

4.3 Pursue Other Sources of Capital

Executive Summary: Determine availability of funds from grants, philanthropy, State or Federal programs or other sources to assist in the completion of capital projects as they are identified.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Investigate alternative funding sources for the Tower and other capital projects desired by the Board. 	<ul style="list-style-type: none"> Research has included inquiry with CSDA, ACHD and OSHPD We also have ongoing discussions with Adventist Health. 	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Staff Adventist Health 	<ul style="list-style-type: none"> Continue to search for available programs 	<ul style="list-style-type: none"> There does not appear to be grant or reimbursement programs readily available for non-hospital operators. Searches will continue.

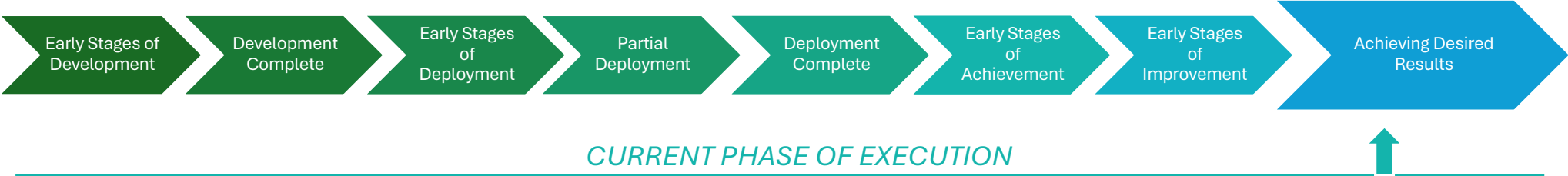


4.0 Ensure Financial Sustainability

4.4 Develop and Maintain Cash Flow Projection

Executive Summary: Develop a 10-year cash flow projection that serves the Board in decision-making of capital expenditures.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> The cash flow report has been completed and shared with the Board on a quarterly basis. 	<ul style="list-style-type: none"> The cash flow report is updated regularly as new investments are approved or considered. 	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Staff Board of Directors 	<ul style="list-style-type: none"> Continue to update and report to the Board 	<ul style="list-style-type: none"> Continue as is.



4.0 Ensure Financial Sustainability

4.5 Meet Evolutions Financial Targets

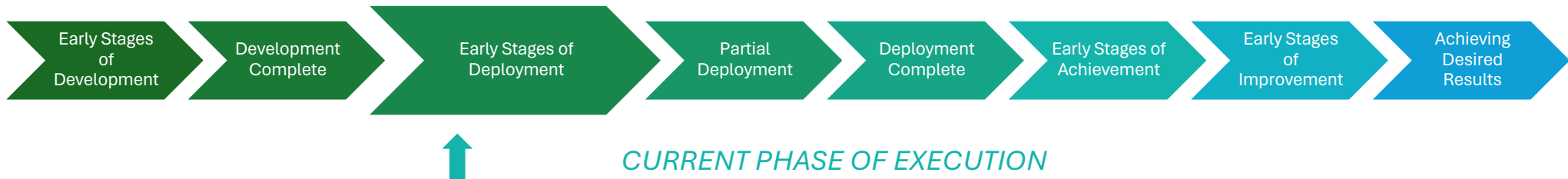
Executive Summary: Evolutions Fitness and Wellness Center can and should be a self-sustaining business. Investments are required, which can be recovered through positive operational results.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Grow Membership – Evolutions membership has grown over 30% in the past 12 months. Increase Silver Sneaker Utilization. 	<ul style="list-style-type: none"> Evolutions has conducted several membership drives and new member incentives that has resulted in significant membership growth. 	<ul style="list-style-type: none"> Staff time Marketing Budget 	<ul style="list-style-type: none"> Staff 	<ul style="list-style-type: none"> Continue to develop creative membership drive opportunities 	<ul style="list-style-type: none"> Evolutions is ahead of target YTD and should continue on its current path.



5.0 Pursue Performance Excellence

- 5.1 Establish Excellence Criteria
- 5.2 Maintain Board Alignment
- 5.3 Improve Employee Engagement
- 5.4 Improve Member Satisfaction (Evolutions)



5.0 Pursue Performance Excellence

5.1 Establish Excellence Criteria

Executive Summary: To establish the ability to measure progress, specific criteria and targets will be established in our pursuit of performance excellence.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> A template has been established identifying criteria to measure Performance Excellence. 	<ul style="list-style-type: none"> An internal Standard Operating Procedures team has been formed and actively developing SOP's. Operations Workflow has been developed and regularly utilized. 	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Staff Board members 	<ul style="list-style-type: none"> Continue to review and adjust as necessary. 	<ul style="list-style-type: none"> We are on the right track and will continue forward.

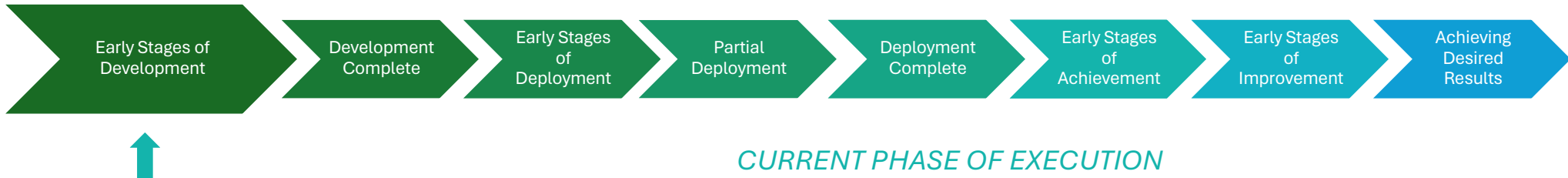


5.0 Pursue Performance Excellence

5.2 Maintain Board Alignment

Executive Summary: While the board encourages healthy debate of the issues facing the District, it also desires to convey alignment and focus of purpose to the community.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Establish agreeable protocols for unified communication. 	<ul style="list-style-type: none"> Internal Standard Operating Procedures and Policies are being drafted. 	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Staff Board members 	<ul style="list-style-type: none"> Continue to review and adjust as necessary. Establish Board Self-Assessment Establish agreed upon protocols through policy development 	<ul style="list-style-type: none"> We are on the right track and will continue forward.

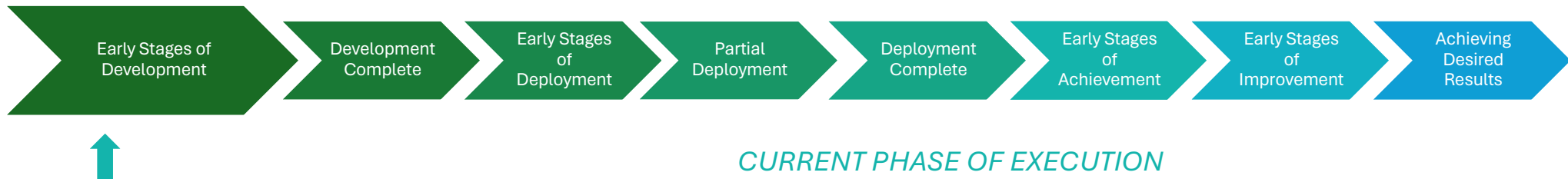


5.0 Pursue Performance Excellence

5.3 Improve Employee Engagement

Executive Summary: Highly engaged employees are proven to deliver outstanding results.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Highly engaged employees are proven to deliver outstanding results. 	<ul style="list-style-type: none"> Develop an employee engagement survey system. Establish a baseline score. 	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Staff Board members 	<ul style="list-style-type: none"> Refine as appropriate 	<ul style="list-style-type: none"> N/A

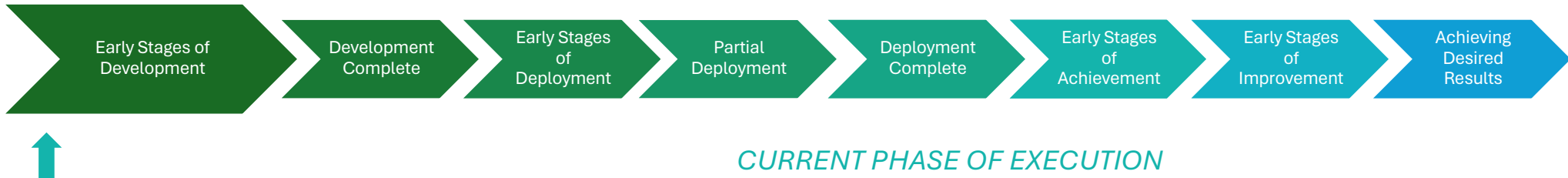


5.0 Pursue Performance Excellence

5.4 Improve Member Satisfaction (Evolutions)

Executive Summary: High member satisfaction will lead to increased membership and improved retention.

Objectives and Key Results	Initiatives and Projects	Resource Allocation	Stakeholder Engagement	Future Outlook & Adjustments	Conclusion and Recommendations
<ul style="list-style-type: none"> Establish a way to measure member satisfaction and create a baseline measurement. 	<ul style="list-style-type: none"> Develop a survey and delivery structure to measure satisfaction. 	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Staff Board members 	<ul style="list-style-type: none"> Continue to review and adjust as necessary. 	<ul style="list-style-type: none"> N/A



TLHD Situational Analysis 2023

Internal	External
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Unified Board & Staff • Strong Community • Financially Strong • Strong Track Record Since 2017 • Align with City of Tulare • Charitable Foundation • Strong Healthcare Partner • Assets • Legislation (Legislative Rep) <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Partnerships w/ Local & State Entities • Multi-Media Communication • Better Way to Tell Our Story • Elected Officials • Utilize Evolutions Creatively & Efficiently • Pursue Grants • Create Citizen Committees • Education Programs • Using Under Utilized Land or Real Estate Development • Unify Local Medical Services <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Communication/PR • Board Vacancy • Unsolved Issues (Tower & Medical Buildings) • Financial Limitations • Non-producing Real Estate • Evolutions Financial Sustainability • Staff Breadth • Property Deferred Maintenance <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p>THREATS</p> <ul style="list-style-type: none"> • Transportation • Legislation • Community Perception • Loss Tenant • New Health Threats • Poor Demographics • Unhealthy Lifestyles • Diversity of Healthcare Options • Competitions-Patient Referrals to Outside • Insurance Contracts • Continuance of Revenue Streams <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

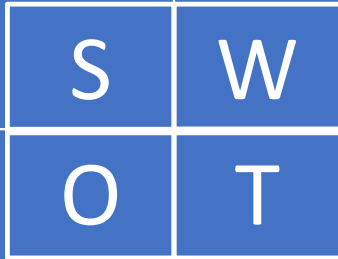


STRENGTHS [INTERNAL]

- Childcare Services
- Good Overall Customer Service
- Group X Class Variety
- Membership Inclusions
- Pool/Hot Tubs/Sauna
- Size and Scope of Facility
- Evo Plaza Space/Tenants
- Social Environment for Members
- Personal Training Services
- Personal Training Services
- Indoor Walking Track
- Established Age of Business
- Member Loyalty
- Location/Visibility
- Facility and Equipment Management

WEAKNESSES [INTERNAL]

- Aging Machinery and Equipment
- Facility Age and Condition
- Space Constraints in Free-Weight Area
- Suboptimal Location of Yoga Room
- High Proportion of Inexperienced Staff
- Limited Human Resources Support
- Accountability Deficits
- Cultural Fragmentation
- Collaboration Enhancement Opportunities
- Development of a Learning Culture
- Predominance of Part-Time Staff
- Communication Hurdles
- Staff Scheduling Complexity
- Disruption Due to Construction/Repairs
- Usability of Childcare Outdoor Space (*Needs shade in summer*)
- Need for Dedicated Maintenance Area
- Personal Trainer Access Control
- Standard Process Modernization
- Hiring, Training and Onboarding Quality/Efficiency
- Leadership Alignment Imperative
- Employee Engagement and Recognition Framework Establishment



OPPORTUNITIES [EXTERNAL]

- More Community Involvement
- Community Partnership Program (Pilot)
- Tanning Services
- Nutritional Services
- Educational Classes
- Medically-Based Services
- Ice Bath Therapy Services
- Marketing & Advertisement
- AH/Foundation Collaboration
- Changing Fitness Trends
- Internal Events/Camps/Clubs
- Expand Childcare Activities/Services
- Retail Sales
- Evolutions App
- Expand Use of Pool/Aqua Classes
- Rentable Space in Conference Room
- Continuing Education for Staff/Leadership
- Member Reward System/Loyalty Program
- Silver Sneakers and Renew Active Utilization

THREATS [EXTERNAL]

- At-Home Fitness Trends
- Limited Weekend Hours Compared to Competitors
- Board Commitment/Consistency
- Medicare Fitness Program Rate Reduction
- State-wide Cost of Living Increase

Local care District

Jim Collins



Tulare Local
Healthcare District

“The signature of mediocrity is not an unwillingness to change, although if you don’t change you will become irrelevant, the true signature of mediocrity is chronic inconsistency.”

Policies and Standard Operating Procedures



Tulare Local Healthcare District

Policy Table of Contents

T.L.H.D. POLICY NUMBERING SYSTEM	
Range	Category
1000-1099	Board
1100-1199	Administration/General
1200-1299	Finance
1300-1399	Personnel
1400-1499	Evolutions Fitness & Wellness Center

TULARE LOCAL HEALTHCARE DISTRICT POLICIES				
Table of Contents	Policy Number	Board Approved	Last Revision	Scheduled Review
Board:				
• Appointment of Directors				
• Board Code of Conduct				
• Agenda Preparation and Distribution				
• Board Meeting Minutes				
• Audio Video Tape Recordings of Board Meetings				
• Committee Policy				
Admin/General:				
• Code of Ethics and Values				
• Internal and External Communications				
• Communications Outreach				
• Emergency Response Guidelines for Hostile or Violent Incidents				
• Communications Transparency				
• Electronic Communications				
• Public Documents				
• Conflict of Interest Code * Req annual review/revision per PRA -CCR		Apr-19	Aug-22	
• Receipt of Gifts				
• External Social Media		Nov-23	Nov-23	
• Internal Social Media		Nov-23	Nov-23	
• Records Retention		Dec-20	Feb-21	
Personnel:				
• Unlawful Harassment Including Sexual Harassment				
• Injury Illness Prevention				
• Drug and Alcohol Use				
• Workplace violence prevention				
• Pre-employment Screening				
Finance:				
• Capitalization Policy		Jun-23	Jun-23	
• Investment Policy		Jun-23	Jun-23	
• Credit Card Use Policy				
• Purchasing Policies				
• Reimbursement Policy				

TULARE LOCAL HEALTHCARE DISTRICT POLICIES				
Table of Contents	Policy Number	Board Approved	Last Revision	Scheduled Review
Evolutions Fitness & Wellness Center:				
• Non-Discrimination				
• Anti-Harassment				
• ADA Compliance				
• General Etiquette				
• Center Attire and Safety on the gym floor				
• Gym Use				
• Day Fee				
• Guest Policy				
• Age Restrictions				
• Mobile Device Use				
• Membership Cancellation				
• Membership Transfer				
• Membership Freeze				
• Equipment Use				
• Locker Rooms				
• Pool Use				
• Sauna Use				
• Childcare - Parent Handbook				
• Childcare - Health and Safety				
• Childcare - Emergency Protocols				

Ethics, Compliance and Conflict of Interest



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Strategic Direction



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Healthcare District

1. Improve Community Health
2. Demonstrate Outstanding Stewardship
3. Improve Community Outreach and Communication
4. Ensure Financial Sustainability
5. Pursue Performance Excellence
6. *Protect Hospital Services*

Blind Spots

- What are we missing?



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Refining Direction



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1. Improve Community Health

1.1 Fill in Community Health Need Gaps

1.2 Develop a Community Education Plan

1.3 Participate in Healthcare Provider Recruitment & Retention Efforts

1.4 Increase Evolutions Member Utilization

Refining Direction



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Healthcare District

2. Demonstrate Outstanding Stewardship
 - 2.1 Develop Plan for Tower Completion
 - 2.2 Develop Plan for Real Estate Development
 - 2.3 Restore & Renew Evolutions Plaza & Gym

Refining Direction



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3.0 Improve Community Outreach & Communication

3.1 Expand Community Outreach

3.2 Improve Community Communication

Refining Direction



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4. Ensure Financial Sustainability

4.1 Establish Investments of Surplus Cash

4.2 Develop and Fund Operational Cash Reserve

4.3 Pursue other Sources of Capital

4.4 Develop and Maintain Cash Flow Projection

4.5 Meet Evolutions Financial Targets

Refining Direction



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5. Pursue Performance Excellence

5.1 Establish Excellence Criteria

5.2 Maintain Board Alignment

5.3 Improve Employee Engagement

5.4 Improve Member Satisfaction (Evolutions)

Wrap Up / Next Steps

- Memorialize discussions
- Create Action Plans
- Establish Metrics



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