



Tulare Local  
Healthcare District

# Tulare Local Healthcare District

## 2023 - 2024 Strategic Plan

**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

### 2023-2024 Strategies:

- 1.0 Improve Community Health
- 2.0 Demonstrate Outstanding Stewardship
- 3.0 Improve Community Outreach & Communication
- 4.0 Ensure Financial Sustainability
- 5.0 Pursue Performance Excellence

Strategic Objective	<b>1.0 Improve Community Health</b>			
Description of Strategy	Ensure that the efforts of the District are aligned with, and supportive of, the objective of improving community health.			
2023-2024 Goals	<b>1.1 Fill in Community Health Need Gaps</b>	<b>1.2 Develop a Community Education Plan</b>	<b>1.3 Participate in Healthcare Provider Recruitment &amp; Retention Efforts</b>	<b>1.4 Increase Evolutions Member Utilization</b>
Description of Goal	It is the desire of the board to assist in providing healthcare services where shortages exist.	The District desires to improve healthcare through improved health education.	The District recognizes the healthcare provider shortage that exists in our community and desires to participate in recruitment and retention efforts.	Improved member utilization of the Evolutions Gym should be an indication of improved health of those engaged.
Action Plans / Tactics	1.1.1 Review Community Health Needs Assessments.	1.2.1 Confer with local education leaders and assess needs.	1.3.1 Meet with AH leaders to discuss ways TLHD can assist	1.4.1 Establish rewards systems for member utilization
Measurement	Completion of a draft plan.	Completion of a draft plan.	Completion of a draft plan.	Increased member utilization
Owner(s)	Randy Dodd, CEO	Randy Dodd, CEO	Randy Dodd, CEO	Jayne Presnell, Executive Director
Due By:	2024 Qtr 4	2024 Qtr 4	2024 Qtr 3	2024 Qtr 3

<b>Strategic Objective</b>	<b>2.0 Demonstrate Outstanding Stewardship</b>		
<b>Description of Strategy</b>	<b>The Board of the Tulare Local Healthcare District is committed to being outstanding stewards of the assets and resources entrusted to it.</b>		
<b>2023-2024 Goals</b>	<b>2.1 Develop Plan for Tower Completion</b>	<b>2.2 Develop Plan for Real Estate Development</b>	<b>2.3 Restore &amp; Renew Evolutions Plaza &amp; Gym</b>
<b>Description of Goal</b>	The completion of the tower was identified as the most important goal for the planning period 2023-2024. With an estimated price tag of \$100M all options need to be considered and a course of action set in motion.	The District owns several properties near the hospital and a plan for best use needs to be developed.	The Evolutions gym has a number of maintenance items that have been deferred due to financial limitations. A list of projects will be developed and a plan for implementing created.
<b>Action Plans / Tactics</b>	2.1.1 Continue partnership dialogue with AH	2.2.1 Assess community needs and determine best use of properties	2.3.1 Prepare list and associated budget
<b>Measurement</b>	Completion of a draft plan.	Completion of a draft plan.	Completion of a draft plan.
<b>Owner(s)</b>	Randy Dodd, CEO	Randy Dodd, CEO	Jayne Presnell, Executive Director & Nancy Overstreet, Project Manager
<b>Due By:</b>	2023 Qtr 4	2024 Qtr 2	2023 Qtr 2

Strategic Objective	<b>3.0 Improve Community Outreach &amp; Communication</b>	
Description of Strategy	<b>The Tulare Local Healthcare District strives to ensure open communication and effective partnerships with the community it serves.</b>	
2023-2024 Goals	<b>3.1 Expand Community Outreach</b>	<b>3.2 Improve Community Communication</b>
Description of Goal	Increase community dialogue to ensure community input and collaboration.	Ensure that the community is aware of the plans and changes initiated by the District.
Action Plans / Tactics	3.1.1 Develop Ad Hoc Committees	3.2.1 Increase use of social media platforms
	3.1.2 Develop Community Partners	3.2.2 Increase frequency of updates on District Website

Measurement(s)	New Committees	Scheduled Website Updates
	# of Community Participants	# of Site Visitors

Owner(s)	Randy Dodd, CEO	Randy Dodd, CEO
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Due By:	(3.1.1) 2023 Qtr 3	(3.2.1) 2023 Qtr 4
	(3.1.2) 2024 Qtr 1	(3.2.2) 2024 Qtr 1

Strategic Objective	4.0 Ensure Financial Sustainability				
Description of Strategy	In order to meet the objectives of the District and the community it serves, we will develop and maintain achievable financial plans to ensure sustainability.				
2023-2024 Goals	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
Description of Goal	Maximize investment returns consistent with our investment policy and our needs for liquidity.	Ensure adequate cash reserves to remain financially solvent in the event of significant revenue loss.	Funding from other sources may be available to assist with meeting the goals and objectives of the District.	Consistently update cash flow projections that enable the Board of Directors to make informed business and financial decisions.	It is important that the Evolutions Gym is financially self-sustaining.
Action Plans / Tactics	4.1.1 Establish an investment strategy that improves returns and maintains acceptable risks.	4.2.1 Determine appropriate reserve and obtain board approval	4.3.1 Research available grants and other funding sources aligned with our strategies	4.4.1 Create template for report and present to board for acceptance	4.5.1 Grow membership
	4.1.2 Invest \$7M in short term treasury bills				4.5.2 Increase Silver Sneaker Member utilization
	4.1.3 Create a "laddered" investment approach that leverages long-term rates and maintains appropriate liquidity				
Measurement	% of Surplus Funds Invested	Days Cash on Hand	Research Completion	Monthly or Quarterly Report to Board	Budget Achievement
Owner(s)	Randy Dodd, CEO	Randy Dodd, CEO	Randy Dodd, CEO	Randy Dodd, CEO	Jayne Presnell, Executive Director
Due By:	(4.1.1) 2024 Qtr 1	2023 Qtr 2	2024 Qtr 2	2023 Qtr 3	(4.5.1) 2025 Qtr 1
	(4.1.2) 2023 Qtr 2				(4.5.2) 2023 Qtr 4
	(4.1.3) 2024 Qtr 1				

Strategic Objective	5.0 Pursue Performance Excellence			
Description of Strategy	The Board of the Tulare Local Healthcare District aspires to perform, and be acknowledged, as an outstanding public agency.			
2023-2024 Goals	5.1 Establish Excellence Criteria	5.2 Maintain Board Alignment	5.3 Improve Employee Engagement	5.4 Improve Member Satisfaction (Evolutions)
Description of Goal	To establish the ability to measure progress, specific criteria and targets will be established in our pursuit of performance excellence.	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.	Highly engaged employees are proven to deliver outstanding results.	High member satisfaction will lead to increased membership and improved retention.
Action Plans / Tactics	5.1.1 Determine our definition of performance excellence and establish appropriate metrics. 5.1.2 Complete draft of revised bylaws 5.1.3 Publish all Board agendas and minutes in a timely manner 5.1.4 Respond to all public information requests in a timely manner	5.2.1 Establish agreeable protocols for unified communication.	5.3.1 Establish a way to measure employee engagement and create a baseline measurement.	5.4.1 Establish a way to measure member satisfaction and create a baseline measurement.
Measurement(s)	5.1.1 Completion of a Draft Plan 5.1.2 Completion Revised ByLaws 5.1.3 Required Timelines Met 5.1.4 Required Timelines Met	TBD	Baseline Employee Satisfaction	Baseline Member Satisfaction
Owner(s)	Randy Dodd, CEO	Randy Dodd, CEO & Kevin Northcraft, Board Chairman	Randy Dodd, CEO	Jayne Presnell, Executive Director
Due By:	(5.1.1) 2024 Qtr 1 (5.1.2) 2023 Qtr 4 (5.1.3) 2023 Qtr 1 (5.1.4) 2023 Qtr 1	TBD	2024 Qtr 2	2024 Qtr 2