

Northwest Kidney Centers FY28 Strategic Plan

FY28 Outcomes	We deliver equitable, innovative, person-centered care		Great people stay and grow with us, finding fulfilling mission-driven careers	Our financial stability enables us to meet the greatest needs of our community	
Five pillars of our plan	PATIENTS Provide holistic care as a local and national leader, pioneering person-centered initiatives.	INNOVATION Transform kidney care through research, innovation, policy, and advocacy.	PEOPLE Create a mission-driven workplace that provides people with fulfilling careers	PARTNER FOR SUCCESS Be the preferred strategic partner to meet the greatest needs of our community.	FINANCIAL STRENGTH Transform our business model and practices to achieve sustainable financial performance.
FY28 Goals	1. 10+ clinics achieve DFC quality STAR ratings of 4 or 5 2. Increase the percent of people on the transplant waitlist (PPPW%) by 20% 3. Increase proportion of self-reported BIPOC patients in Home Dialysis by 10% 4. Our patient satisfaction scores are greater than 75%	1. Evaluate efficacy, impact and value of internal innovation program 2. Establish a patient advisory group or council (PAC) 3. Launch new CKD education & awareness curriculum focused on early-stage CKD and share with broader physician/hospital community	1. 75% of employee engagement survey respondents would recommend NKC as a place to work 2. Overall turnover rate is 18% 3. Achieve budgeted labor cost per treatment	1. Establish 3 net new partnerships that drive margin improvement by \$300K or more 2. Lead nation in % of patients in home therapy (22% of total volume) 3. 90+% of active medical staff say we are the premier dialysis organization in the region	1. Operating margin of 2.5% 2. Days receivable <60 3. Grow fundraising to \$3 million