



October 31, 2024

## NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Academic Development Committee meeting at 4:00PM on Wednesday, November 6, 2024 in the Kaweah Health Medical Center – Support Services Building Copper Conference Room (2<sup>nd</sup> Floor) 520 West Mineral King Avenue.

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

The disclosable public records related to agendas are available for public inspection at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA and on the Kaweah Delta Health Care District web page <https://www.kaweahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT  
David Francis, Secretary/Treasurer

A handwritten signature in black ink, appearing to read "Kelsie K. Davis".

Kelsie K. Davis  
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:  
Governing Board  
Legal Counsel  
Executive Team  
Chief of Staff  
<http://www.kaweahhealth.org>

**KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS  
ACADEMIC DEVELOPMENT**

Wednesday November 6, 2024

Kaweah Health Support Services Building  
520 West Mineral King – Copper Conference Room (2<sup>nd</sup> floor)

ATTENDING: Directors: Ambar Rodriguez (chair) & Mike Olmos; Lori Winston, M.D., Chief of Medical Education & Designated Institutional Official; Gary Herbst, CEO; Keri Noeske, CNO; Amy Shaver, Director of GME; Krystal Guzman, Manager of GME; James McNulty, Director of Pharmacy Services, Sean Oldroyd, DO, Emergency Medicine Program Director; Mara Lawson, RN, Director of Clinical Education; Lydia Marquez, Executive Assistant to the Chief of Medical Education & Designated Institutional Official, Recording

**OPEN MEETING – 4:00PM**

**CALL TO ORDER – Ambar Rodriguez**

**Public/Medical Staff participation** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Kelsie Davis 559-624-2330) or kedavis@kaweahhealth.org to make arrangements to address the Board.

1. [MINUTES](#)- Approval of 9.11.2024 Meeting Minutes
2. [GENERAL SURGERY RESIDENCY ANNUAL PROGRAM REVIEW](#) – Review of the accreditation status, current citations, performance on institutional metrics, and a SWOT Analysis- *Sebastiano Cassaro, MD, Program Director of the Kaweah Health General Surgery Residency Program*
3. [INSTITUTIONAL UPDATES](#) – Review of the latest updates on the interview season, accreditation statuses, GME staffing and an Executive Summary of the recent GMEC activities- *Lori Winston, MD, Chief of Medical Education and Designated Institutional Official*

**ADJOURN – Ambar Rodriguez**

*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.*

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11/1/2024 9:38:05 AM

Mike Olmos – Zone I  
Secretary/Treasurer

Lynn Havard Mirviss – Zone II  
Vice President

Dean Levitan, MD – Zone III  
Board Member

David Francis – Zone IV  
President

Ambar Rodriguez – Zone V  
Board Member

**MISSION: Health is our Passion. Excellence is our Focus. Compassion is our Promise.**

## **Academic Development Committee**

**Wednesday September 11, 2024**

**Kaweah Health Medical Center SSB Copper Room (2<sup>nd</sup> Floor)**

ATTENDING: Directors: Ambar Rodriguez (chair) & Mike Olmos; Lori Winston, MD, Chief of Medical Education & Designated Institutional Official; Gary Herbst, CEO; Keri Noeske, CNO; Krystal Guzman, Manager of GME; Mara Lawson RN, Director of Clinical Education, Nursing Professional Development Practitioner ; Amy Shaver, Director of GME; Jaime Morales, Director of Talent Acquisition, Human Resources; Kelly Pierce, Volunteer and Career Pathway Manager and Guild & Volunteer Programs; Lydia Marquez, Executive Assistant, Recording

Called to order at 4:00PM

Public Participation – none

**HEALTHCARE PATHWAY PROGRAMS** – Review of the current programs, affiliations, and relationships to augment our future workforce (copy attached to the original of these minutes and considered a part thereof) – *Jaime Morales, Director of Talent Acquisition, Human Resources*

- *Kelly Pierce currently manages the Volunteer Pipeline Program. The program has seen an increase in volunteers over the past three years from 420 to 660. The goal is to have students start volunteering in high school. Kaweah Health is currently working with 24 different high schools within Tulare and Kings Counties.*
- *The RN Pipeline Program works with different schools such as College of the Sequoias, San Joaquin Valley College, Porterville College and Unitek College. Unitek College launched its program in 2023 and has partnered with Kaweah Health to offer a Bachelor of Science in Nursing (BSN) Program. The first cohort began in March 2023 which started as a two-year program and going forward it will be a three-year program. Kaweah Health will partner with the Marketing Department to promote community awareness and as a marketing tool for recruitment. Although recruitment for nurses remains a challenge, Kaweah Health hopes to address this by partnering with Unitek and other affiliated schools within the Tulare and Kings Counties area.*

**GENERAL SURGERY RESIDENCY PROGRAM ANNUAL PROGRAM REVIEW** – Review of the accreditation status, current citations, performance on the institutional metrics, and a SWOT analysis (copy attached to the original of these minutes and considered a part thereof) – *Lori Winston, MD, Chief of Medical & Designated Institutional Official*

- *In the interest of time, the presentation for the General Surgery Residency Annual Program Review will be presented at the next Academic Development Committee Meeting on Wednesday, November 6, 2024.*

Adjourned at 4:52PM

**Kaweah Delta Health Care District  
ACADEMIC DEVELOPMENT COMMITTEE**

Mission and Purpose: The Academic Development Committee of the Board serves to strengthen our institutional pillar of empowering through education. Kaweah is a teaching health care organization and education is the foundation that enables Kaweah's teams to provide world-class care to our community in a constantly evolving medical climate. Members provide strategic guidance and support for the development and enduring success of our educational programs.

Specific Responsibilities: Review of GMEC oversight of GME including the Annual Institutional Review and annual program evaluations for all residency programs. Provide oversight of Annual American Society of Health System Pharmacists program reviews. Annual budget review and feasibility assessments for new & expanding programs. Collaborate with the Human Resources department and help with enterprise strategies for the education of our workforce. Monitor program retention and attrition along with compliance with ACGME, ABMS, CMS, ASHP and the Joint Commission. This committee will also serve to foster educational alignment with institutional goals and metrics.

11.6.24 Agenda:

General Surgery Residency Annual Program Review - Review of the accreditation status, current citations, performance on institutional metrics, and a SWOT Analysis – Sebastiano Cassaro, MD, Program Director of the Kaweah Health General Surgery Residency Program

Institutional Updates – Review of the latest updates on the interview season, accreditation statuses, GME staffing and an executive summary of the recent GMEC activities – Lori Winston, MD, Chief of Medical Education and Designated Institutional Official

# Kaweah Health

## Surgery Residency Program 2024

Sebastiano Cassaro, MD, FACS

## Strengths

**Experienced Faculty and Mentorship:** The program benefits from a seasoned, committed faculty with expertise in trauma and acute care. These mentors are dedicated to developing residents' skills, especially in the high-stakes environment of a safety-net hospital.

**Extensive Clinical Exposure:** Residents gain substantial hands-on experience through high patient volumes and diverse, complex cases, particularly within acute care and trauma. This exposure enhances skill development and prepares residents for real-world challenges.

**Supportive Team Environment:** A close-knit trauma team creates a collaborative environment that supports learning and morale, fostering a positive educational experience despite institutional challenges.

**Improved Board Pass Rates:** Although early residency cohorts faced challenges with board pass rates, new academic support initiatives have shown success, leading to steady improvements in recent classes and reinforcing the program's focus on academic rigor.

## Weaknesses

**Historical Academic and Board Pass Rate Challenges:** The program's lower board pass rates from past cohorts have impacted its reputation for academic strength. While recent improvements are promising, there is ongoing work to solidify a consistent academic support system that will sustain these gains.

**Resource and Financial Constraints:** The institution's financial instability limits its capacity to invest in advanced technology, staffing, and resident resources, affecting training quality and patient care. This financial strain presents a persistent challenge to maintaining the residency's competitive edge.

**Geographic Location:** The program's location poses difficulties in attracting residents who may prefer urban amenities or specific lifestyle factors, narrowing the pool of applicants.

**Outmigration of Key General Surgeons:** The recent departure of two high-volume general surgeons has diminished the institution's capacity to provide elective surgeries, impacting both resident training opportunities and revenue generation. This outmigration also heightens the workload on remaining surgeons, potentially straining resources and resident experience.



## Opportunities

**Enhanced Academic and Mentorship Programs:** Building on the improvements in board pass rates, the program can further strengthen academic support, offering structured learning modules, mentorship, and remediation plans for struggling residents. Highlighting these initiatives may help boost recruitment.

**Pursuing Strategic Partnerships for Resources:** Collaborations with larger institutions or private sponsors could help alleviate resource constraints, supporting training tools, simulation labs, and advanced surgical technology.

**Resident Well-being Initiatives:** Introducing resilience-building and mental health programs could help address burnout risks, enhancing resident retention and satisfaction.

**Research and Case Study Publication:** The diversity and complexity of trauma cases offer unique research opportunities. Highlighting these academic pursuits could appeal to candidates interested in academic or research-oriented careers.

**Recruiting General Surgeons with Elective Focus:** This vacancy presents an opportunity to recruit general surgeons who specialize in elective procedures, which would benefit resident education and improve the institution's financial outlook by restoring elective surgery volume.

## Threats

**Institutional Financial Instability:** The hospital's financial challenges, including limited resources and potential budget cuts, threaten the quality of both resident training and patient care. The ability to maintain training standards under these conditions remains a significant concern.

**Challenges in Competing for Top Residents:** New community programs like this one face recruitment challenges against larger, better-resourced residencies in more desirable locations. The institution's financial instability, geographic drawbacks, and historical board pass rates may deter top candidates.

**Regulatory and Accreditation Pressures:** Increased regulatory requirements, combined with financial limitations, could place additional strain on the institution. Balancing these demands with limited resources may affect the residency program's ability to maintain accreditation standards.

**Resident Retention:** Competing programs offering better geographic locations, more resources, and access to advanced facilities may draw away current residents, presenting both a recruitment and retention challenge.

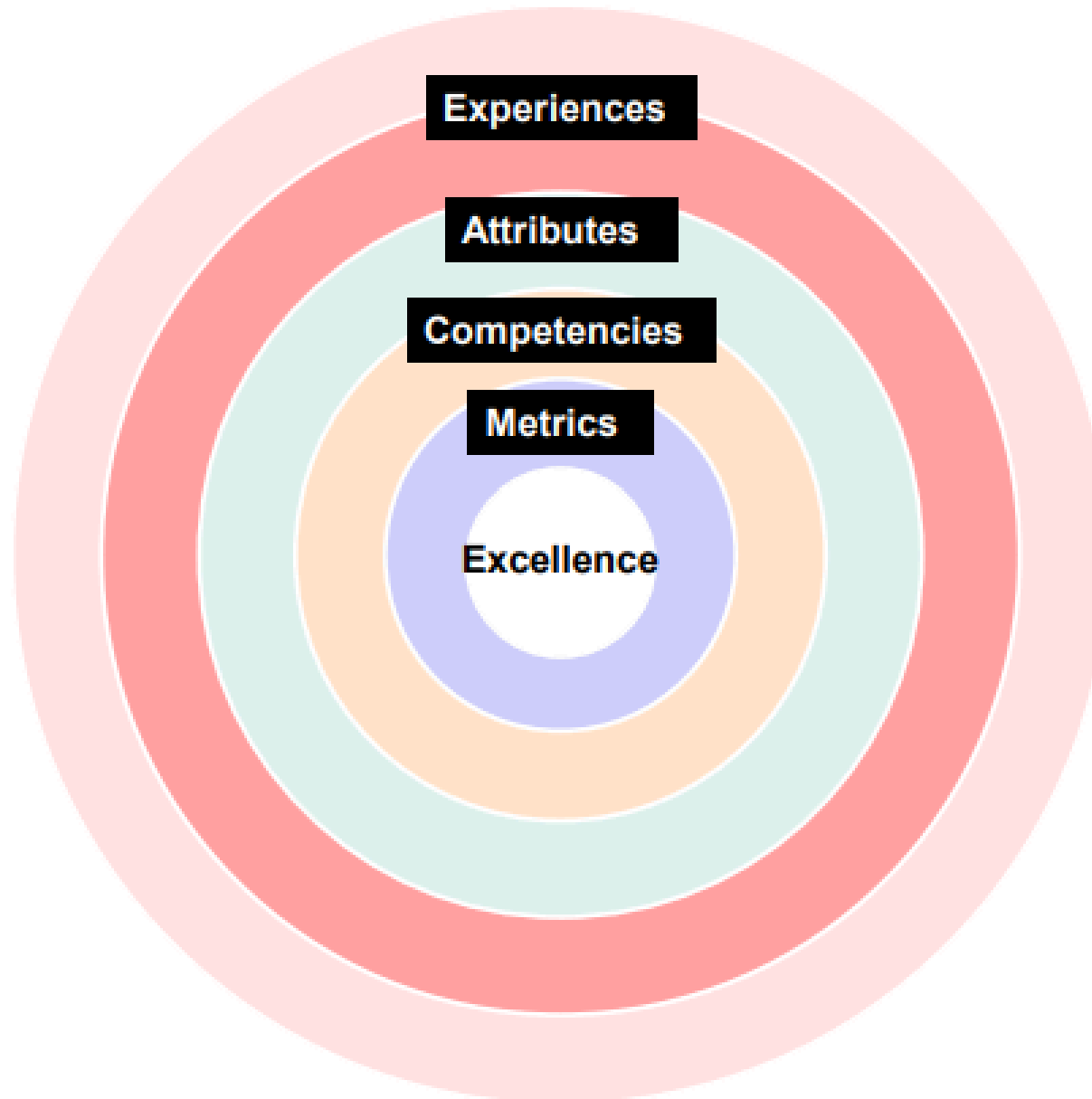
# Institutional GME Update

Nov 2024

# GME applications received to date



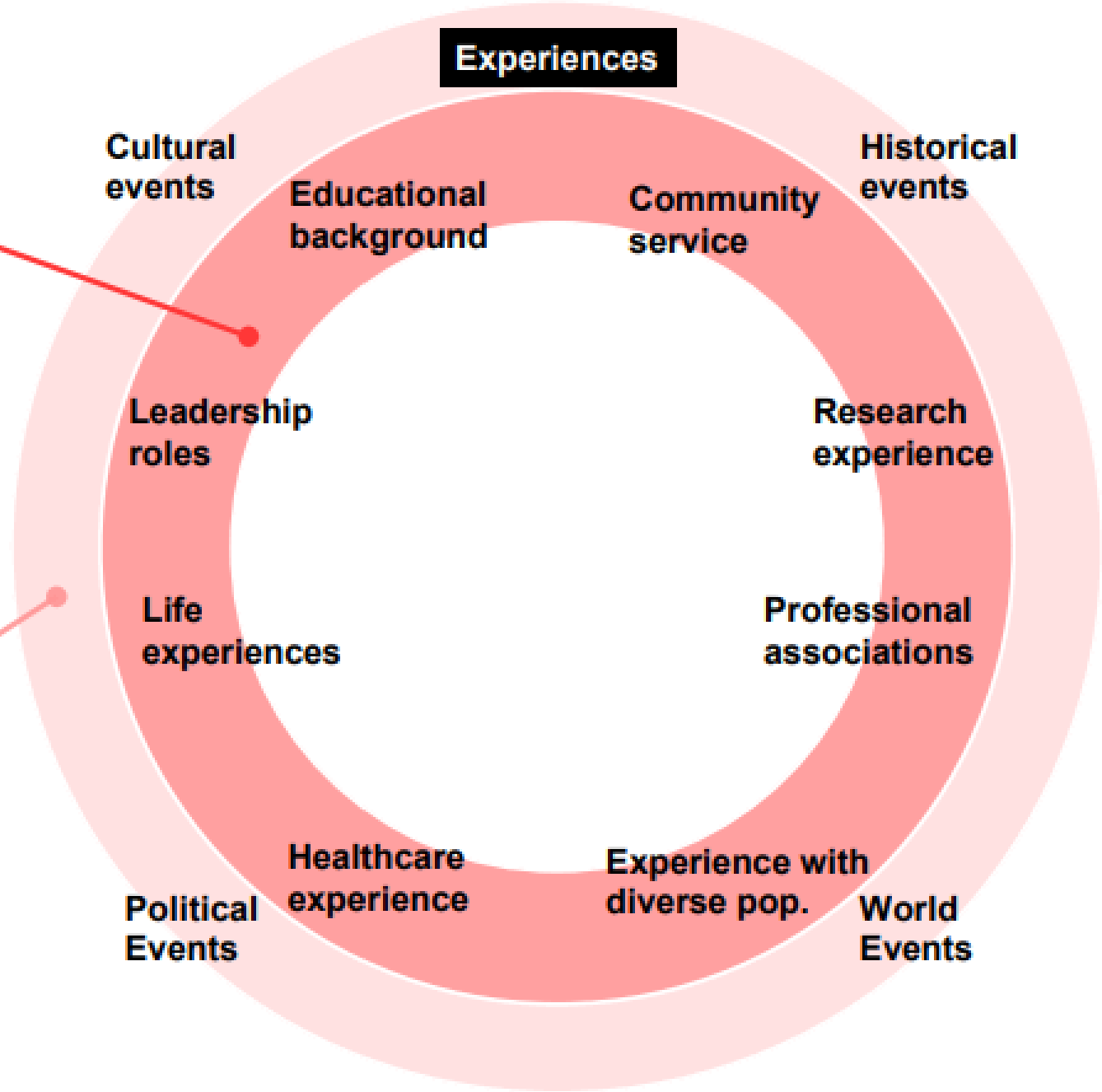
# Model for Holistic GME Selection

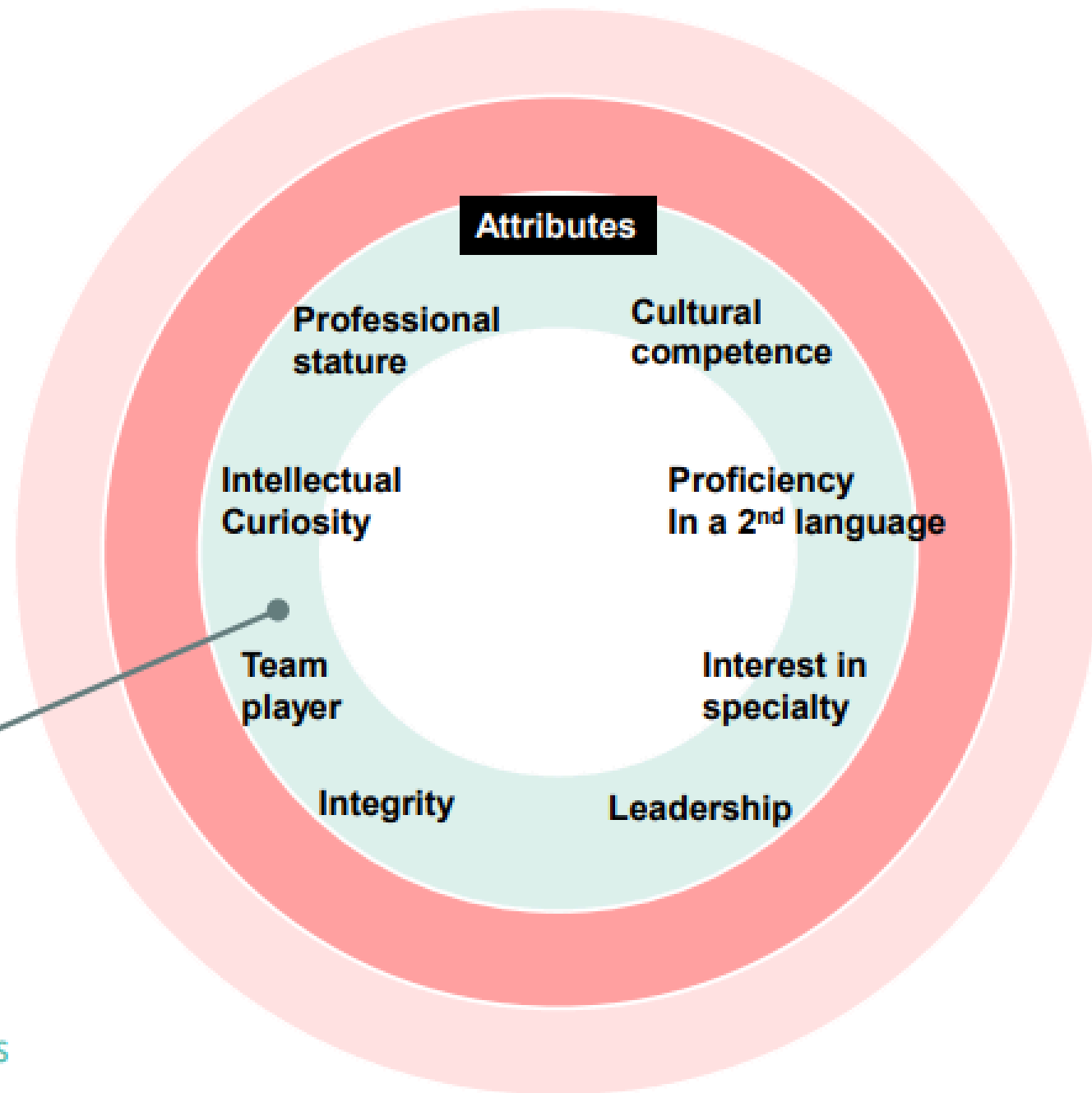


# Experiences

Experiences-  
Encompasses the  
path an applicant  
has taken to get  
to where s/he is.

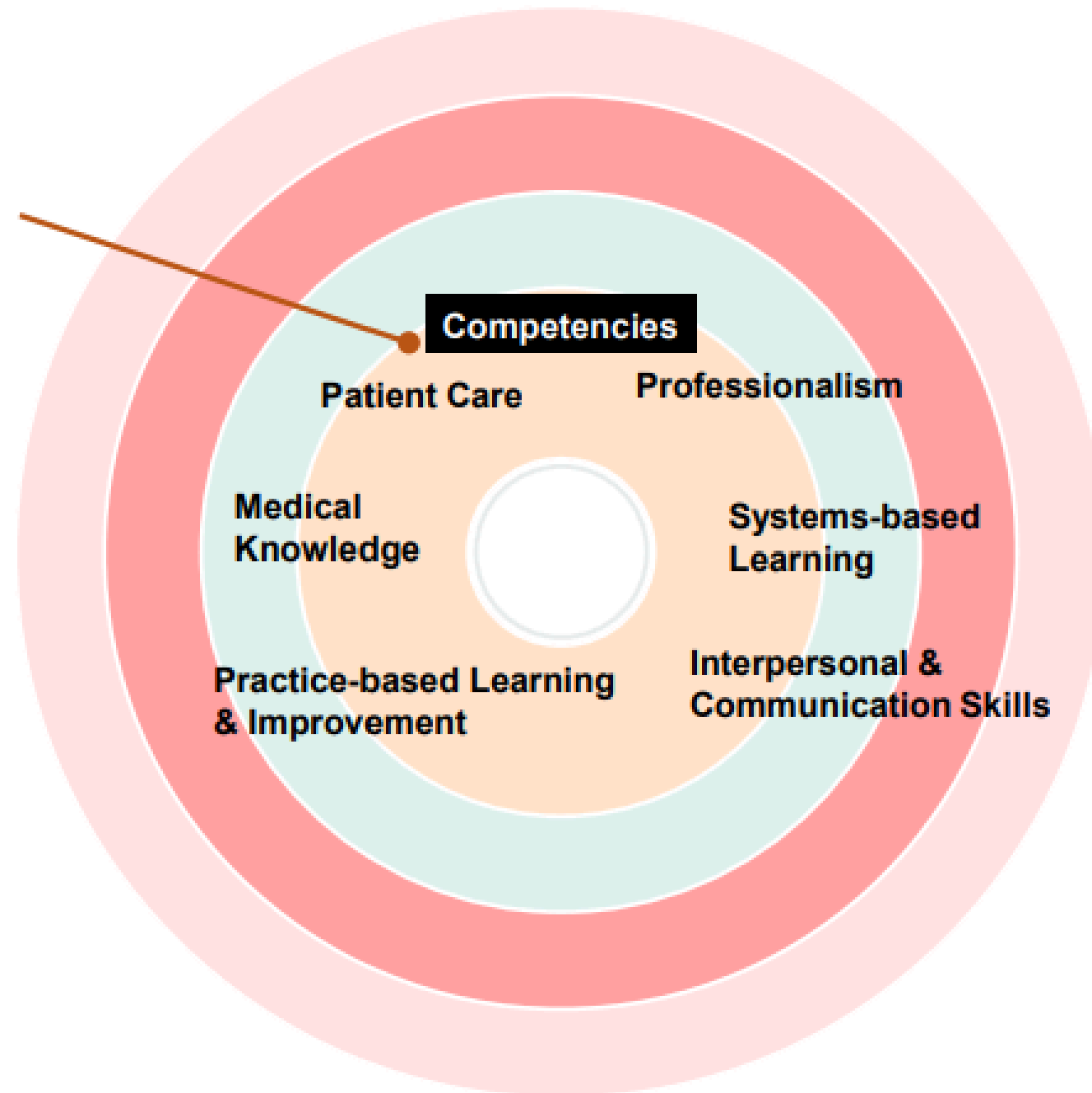
The outer ring  
acknowledges the  
influence of the  
world context in  
which these  
experiences took  
place



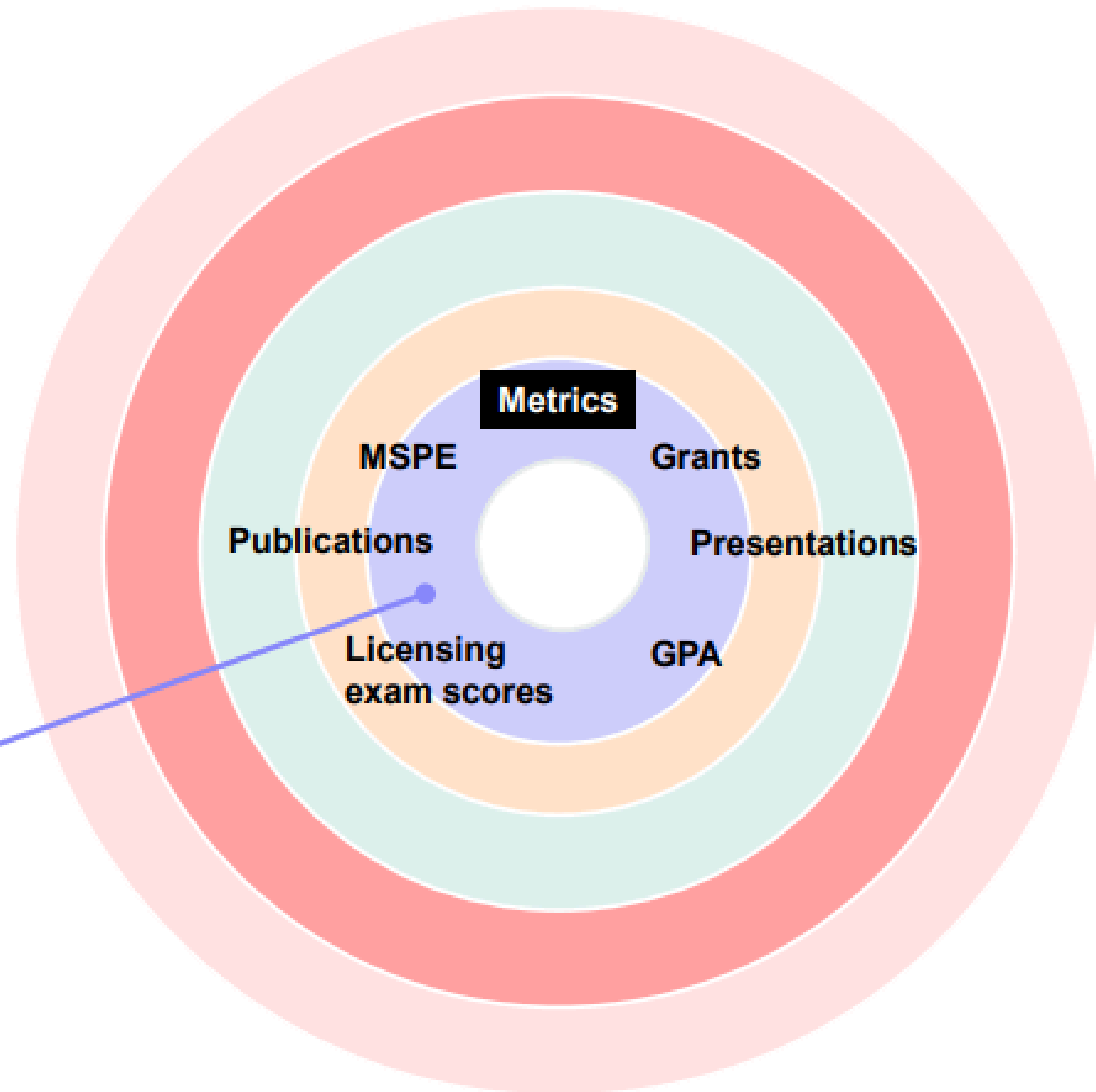


Attributes- Includes the applicant's current skills and abilities, personal qualities, and relevant demographic factors

Competencies-  
Include the way in  
which an applicant  
applies their skills  
including how they  
think, achieve  
results, interact  
with people, and  
self-manage.







Metrics-  
Includes the  
quantitative  
scholarly academic  
components of the  
applicant's  
portfolio



# **Continued ACGME Accreditation for all Programs**

# Recent Updates



## Anesthesiology

Increasing class size to 6 residents per year



## GME staffing

Maria Villacana - TY, Karen Montufar - EM



## Family Medicine

Successful Street Medicine Outing 10/30/2024

Losing APD Dr. Daniela Rangel (former program graduate) to local FQHC Living Water Clinic



## Transitional Year

Dr. Pas is taking Dermatology bound residents on elective rotation



## Emergency Medicine

New Medical Student Clerkship Director - Dr. Jose Orozco



## ICU

Discussions regarding bringing back night coverage



## General Surgery

ATLS course led by Dr. Kalani continues to bring outside revenue



Transitional Year PGY1 --> FM PGY2



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LEARN

# 2024 Fellowship Matches for Kaweah seniors

Dr. Ben Nguyen - General Surgery chief matched with UNLV Surgical Critical Care

Dr. Niaree Hopelian - EM matched with Kaweah Health Ultrasound Fellowship

Dr. Elisa Quince - EM accepted for Clinical Education and Simulation fellowship at Kaweah Health

We are the  
**future.**

