



September 5, 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 Tuesday, September 11, 2024 in the Kaweah Health Medical Center – Support Services Building Copper Conference Room (2nd 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 September 11, 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 7.23.2024 Meeting Minutes
- 2. HEALTHCARE PATHWAY PROGRAMS** – Review of the current programs, affiliations, and relationships to augment our future workforce – *Jaime Morales, Director of Talent Acquisition, Human Resources*
- 3. GENERAL SURGERY RESIDENCY ANNUAL PROGRAM REVIEW** – Review of the accreditation status, current citations, performance on institutional metrics, and a SWOT Analysis – *Lori Winston, MD, Chief of Medical Education & 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.*

---

*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

Tuesday, July 23, 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; Krystal Guzman, Manager of GME; Mara Lawson RN, Director of Clinical Education, Nursing Professional Development Practitioner ; Mandeep Bagga, MD, Psychiatry Program Director; Mario Martinez, MD, Family Medicine Director and JEDI Committee Chair; Michelle Phillips, Psychiatry Residency Program Coordinator; Lydia Marquez, Executive Assistant, Recording

Called to order at 4:00PM

Public Participation – none

**PSYCHIATRY RESIDENCY ANNUAL PROGRAM REVIEW** – Review of the accreditation status, current citations, performance on institutional metrics, and a SWOT Analysis (copy of the attached to the original of these minutes and considered a part thereof) – *Mandeep Bagga, MD, Psychiatry Program Director and Michelle Phillips, Psychiatry Residency Program Director*

- *The Psychiatry Residency Program is training 26 residents and 6 fellows (CAP Fellowship Program directed by Cory Jaques). The program has a 100% performance rate in all categories on institutional indicators. We celebrate their 100% Board Pass Rates and its reputation as the best Psychiatry Residency in the Central Valley. The program highlighted two challenges. 1. Retaining residents after 2-years because of compensation that is not competitive and 2. Difficulty recruiting Spanish-Speaking residents who are highly sought after.*

**JEDI (JUSTICE EQUITY DIVERSITY AND INCLUSION) SUBCOMMITTEE OF GMEC** – Review of the AAMC Holistic Review Recommendations and Analysis of Trends in Self-Identified Demographic Recruitment Data for the Kaweah Health GME Programs (copy attached to the original of these minutes and considered a part thereof) – *Mario Martinez, MD, Family Medicine Program Director and JEDI Committee Chair*

- *Diversity incorporates different thoughts, ideology, opinions and viewpoints. All major organizations focus on diversity, equity and inclusion, which is vital for sustainability, especially within healthcare organizations. The approximate number of annual applicants per program ranges between 470- 1000. Only 1% of all applicants will come to Kaweah and only 8% of those interviewed will come to Kaweah. California is very competitive. The goal is to encourage more people to come*

*to the Kaweah Residency Programs through audition rotations and attendance of recruitment events that support our strategic processes to target diverse individuals. There were some discussions surrounding challenges to create an inclusive environment for Kaweah residents. The Board Members requested MIDAS reports related to these issues (Mara Lawson offered to bring this information back to the board members) and to meet with some residents to gain a better understanding of the concerns (Dr. Winston will arrange a meeting).*

Adjourned at 5:10PM

# Kaweah Health Career Pathways

September 11, 2024

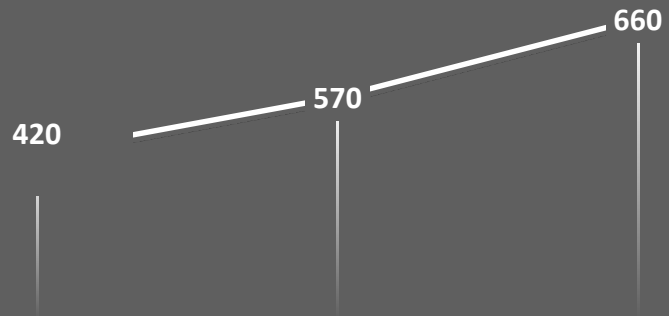


[kaweahhealth.org](https://kaweahhealth.org)

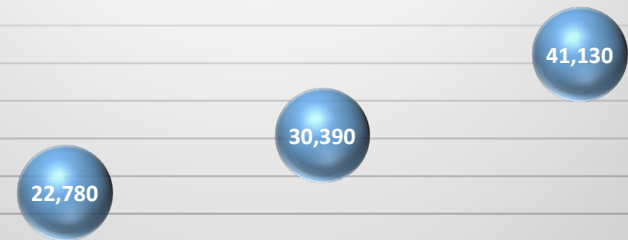


# Volunteer Pipeline

NUMBER OF VOLUNTEERS  
LAST THREE FISCAL YEARS



Volunteer Hours Given Last 3 Fiscal  
Years



# Volunteers Fiscal Year 2024

- 41,130 Total hours - valued at over \$1.5M
- 75 Kaweah Health Departments hosted volunteers
- 660 total number of volunteers that gave hours
  - 40% were under 18, from 24 different High Schools in Tulare and Kings Counties
  - 40% were 18-30
  - 20% were over the age of 30





# RN Pipeline

## In Region

	1x a year	2x a year	ANNUAL RN GRADS
<b>*COS</b>			
LVN to RN		10	20
RN Traditional		40	80
<b>*New* RN Year Round</b> (5/2022, 5/2023, every other year)	20		Grads starting 7/2024 20
<b>*New* RN Traditional Cohort</b> (8/2023)		40	Grads starting 5/2025 80
<b>Fresno City</b>			
RN		110	220
<b>Fresno State</b>			
RN		57	114
<b>Gurnick Academy</b>			
RN		30	60
<b>National University (Fresno)</b>			
RN		20	40
<b>*Porterville College</b>			
RN	20		20
<b>*New* RN Cohort</b> (1/2023)	20		Grads starting 12/2025 20
<b>*San Joaquin Valley College</b>			
LVN to RN	30		30
RN	36		36
<b>*New* RN Cohort</b> (8/2023)	36		Grads starting 4/2025 36
<b>*Unitek College</b>			
<b>*New* RN at Kaweah Health</b> (3/2023)		25	Grads starting 1/2026 50
<b>*New* RN at Sierra View</b> (3/2023)		15	Grads starting 3/2026 30
<b>*New* RN at CRMC</b> (1/2024)			Grads starting in 1/2027 50
<b>West Hills</b>			
RN	30		30

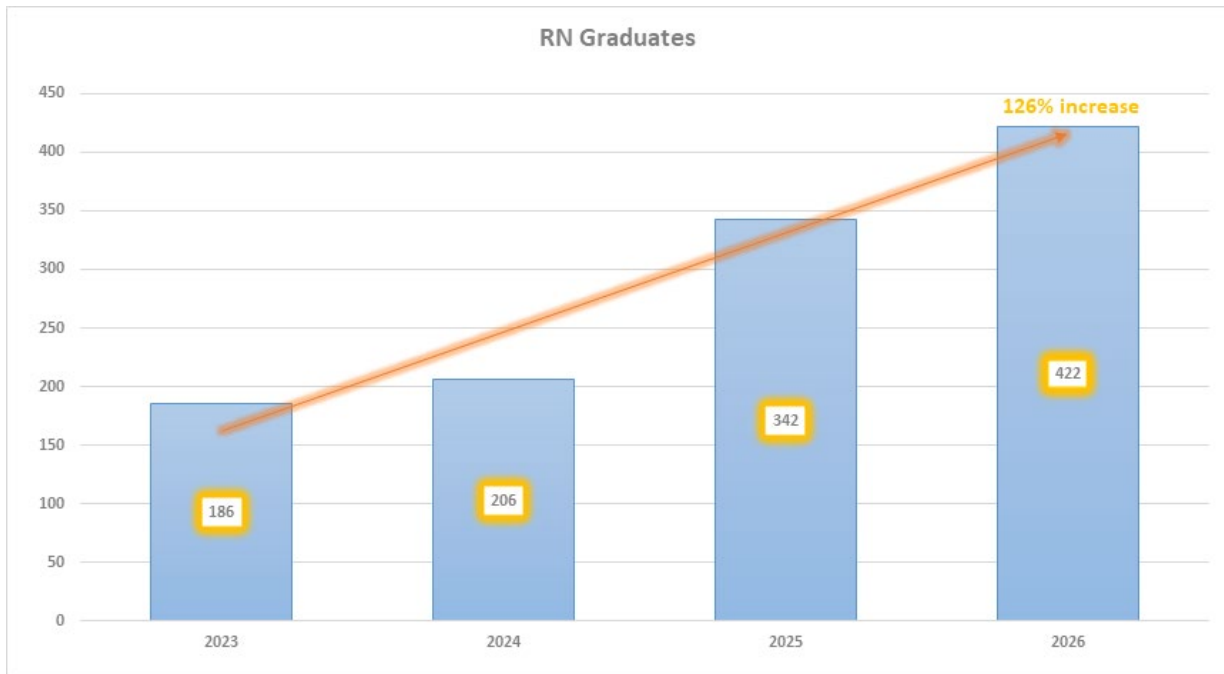
\*Local Visalia/Porterville area:  
COS, SJVC, Porterville College

Current Overall Region Grads: 650  
 Current \*Local\* Grads: 186  
 New Local Seats Added: 236  
 Local Grads in 2026: 422

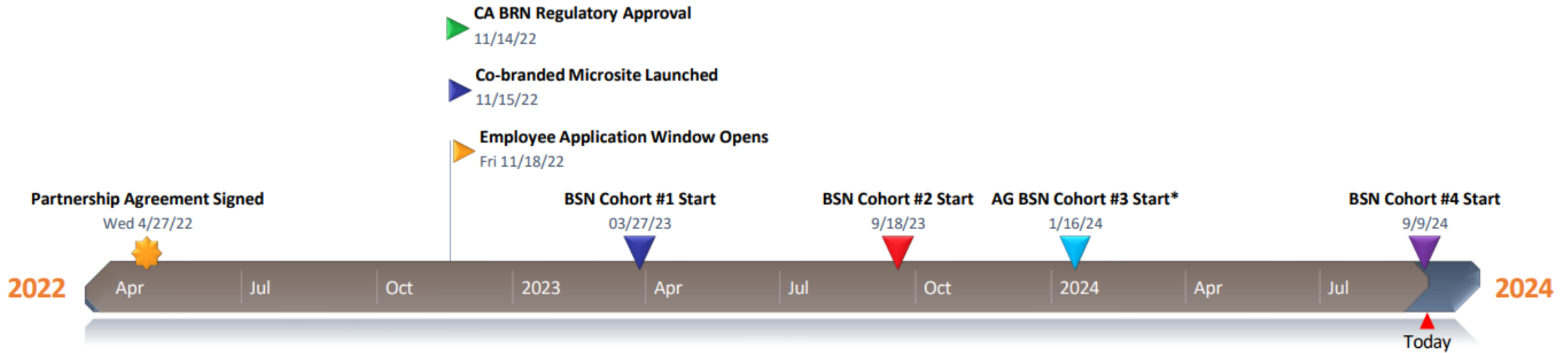


# The Future

## Local RN Graduates



# Kaweah Health Unitek Learning Partnership Major Milestones



\*All cohort starts consisted of 100% employees with one exception. 1/16/2024 Advanced Generic – 2 non-employee students.

# Kaweah Health Unitek Learning Partnership

## Major Milestones



Keri Noeske, CNO, Kaweah Health



Cohort #1  
March 2023



Cohort #2  
September 2023



Cohort #3  
January 2024

# Kaweah Health Employee Position Data for BSN Starts

**3/27/2023 0:00** 23

Certified Hemodialysis Tech	1
CNA	9
CVICCU	1
ED Tech	2
ED Tech II	1
LVN	1
Medical Assistant	2
Mental Health Worker and HUC	1
Office Assistant	1
Pharm Tech/Biller	1
Phlebotomist	1
Secretary- Dialysis Center	1
SPD Tech	1

**9/18/2023 0:00** 25

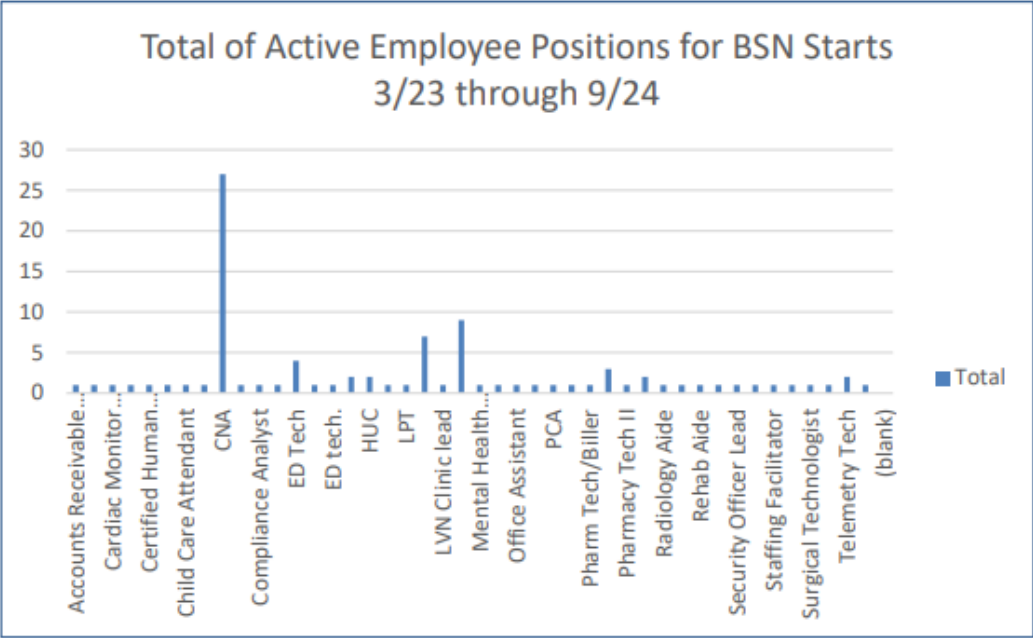
CHT	1
CNA	6
CNA/Telesitter	1
Compliance Analyst	1
ED Tech	2
HUC	2
LPT	1
LVN	5
Medical Assistant	3
Patient Transport	1
Pharmacy Tech	1

**1/16/2024 0:00** 20

Cardiac Monitor Technician	1
Child Care Attendant	1
CNA	4
ED tech.	1
Health Unit Coordinator	1
LVN	1
Medical Assistant	1
Nutrition Associate	1
PCA	1
Personal Care Aide	1
Pharmacy Tech	2
Phlebotomist	1
Security Officer Lead	1
Surgical Technologist	1
Telemetry	1
Telemetry Tech	1

**9/9/2024 0:00** 25

Accounts Receivable Clerk	1
Business Services Manager	1
Certified Human Tech (CHT)	1
Charge Posting Specialist	1
CNA	8
Health Unit Coordinator	1
Licensed Vocational Nurse	1
LVN Clinic lead	1
Medical Assistant	3
Pharmacy Tech II	1
Radiology Aide	1
Radiology Tech	1
Rehab Aide	1
Staffing Facilitator	1
Sterile Processing Tech	1
transporter	1





# Kaweah Health's Nursing Education Pathway – The Pipeline Plan

BSN Cohort Start		Graduation by Month					
		Jan-26	Mar-26	Sep-26	Sep-27	Jan-28	Sep-28
March 2023 FG	27		26				
September 2023 FG	26			27			
January 2024 AG	20	20					
September 2024 FG	25				25		
January 2025 FG	25					25	
September 2025 FG	25						25
		73 New RNs 2026		25 New RNs 2027		50 New RNs 2028	

# BSN Program

---

## ❖ Launch to date – 11/16/2022

### ❖ 722 employee leads

- 2022 – 175
- 2023 – 220
- 2024- 327

### ❖ 414 employees attended information sessions

- 2022- 99
- 2023-149
- 2024-166

### ❖ 160 Completed the BSN application

- March 2023 - 35
- Sep 2023 - conditionally accepted 22 from March. Additional 17 ranked = 39
- Jan 2024 AG- 23
- Sep 2024 – 33
- Jan 2025 – 30 (building waitlist)
- Sep 2025

## ❖ Starts

### ❖ March 2023 – 25

### ❖ Sep 2023 – 25

### ❖ Jan 2024 AG – 23 (2 community members)

### ❖ Sep 2024 – 25

2025

### ❖ Jan 2025 – 25

### ❖ Sep 2025 – Application deadline of March 2025

# Kaweah Health's Nursing Education Pathway Powered by Unitek College SPRING 2023 Class



Kayla Jacobo  
MA, KH MAHCC Clinic



Jasmine Bucknell  
CNA, Float Pool



Allison Morales  
CHT, Chronic Dialysis



Jessica Scoville  
MA, Urgent Care



Samuel Cox  
US/MHW, Acute Psych



Rebecca Hobbs  
ED Tech II



Tiana Sul  
CNA, 5T



Marisa Manriquez  
Pharmacy  
Tech/Biller



Hannah Pasillas  
Phlebotomist,  
Dinuba



Yulisa Rodriguez  
Secretary III,  
Dialysis



Kelsey Duvall  
ED Tech I



Vanessa Lopez-Lozano  
MBOA, KH Cardiology  
Center



Ana Zavala  
LVN, 5T



# Kaweah Health's Nursing Education Pathway Powered by Unitek College SPRING 2023 Class



Grayson Angioli  
CNA, 2N



Jennifer Gomez  
CNA, 5T



Jorje Solorzano  
CNA, ICU



Jeanette Lopez-Ramos  
SP Tech I Non Certified



Alexandra Rightmeier  
ED Tech I



Jose Silva  
CNA, 5T



Kimberly Eggleston  
Pharmacy Tech II



Alexia Rios  
CNA, Skilled Nursing-  
Short Stay



Christina Llamas  
CNA, 5T



Ivan Alvarez  
CNA, 3W



Sandra Sanchez  
Office Assistant,  
Lifestyles



Nicole Graham  
CNA, Subacute

# Kaweah Health's Nursing Education Pathway Powered by Unitek College Fall 2023 Class



Nancy Cuevas  
MA, Woodlake



Crystal Solis  
MA, Exeter



Madonna Mesa  
CHT, Dialysis



Valerie Masiel  
LVN Lead,  
Urgent Care



Tamara Bonilla  
Compliance Contract  
Analyst



Laura Gonzalez Saenz  
CNA, CVICU



Arianna Myrick  
LVN, OB Postpartum



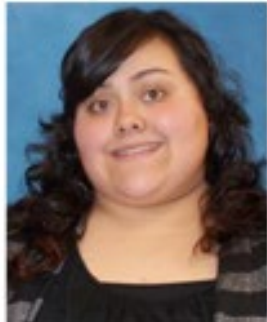
Fallon Costa  
LPT, Emergency



Ashley Correia  
Respiratory Therapist



Mayra Salas  
LVN, 2N



Reyna Williams  
HUC, 3W



Erica Stephens  
CNA, 2N



Judith Kampitak  
HUC, 3N



Christina Denney  
LVN-Lead, Woodlake



# Kaweah Health's Nursing Education Pathway Powered by Unitek College Fall 2023 Class



Kaytlyn Lenai Nebre  
ED Tech I



Chris Chambers  
ED Tech 1



Irene Moreno  
CNA, EKG



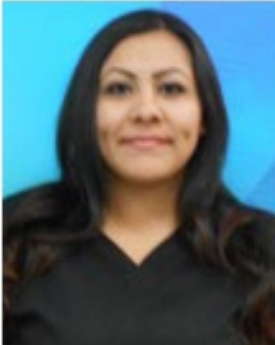
Yasmine Lazcano  
Telemetry Monitor Tech



Adrienne Santos  
CNA, 2N



Veronica Balanza Abdon  
Unit Secretary, NICU



Bianca Martinez  
LVN- Urgent Care Court



Adriana Ibarra  
Telesitter



Koy Saechao  
Pharmacy Tech II



Jezelle Alcala  
LVN- Urgent Care Court



Carmen Coria  
Patient Transport

# Kaweah Health's Nursing Education Pathway

## Powered by Unitek College

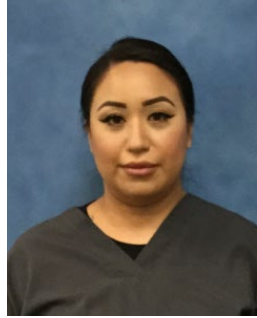
### SPRING 2024 Class



Reina Alvarez Cortez  
Personal Care Aide,  
PHC



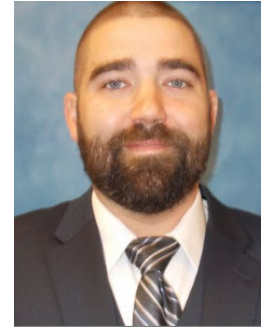
Zitlali Alvarez  
C.N.A, 3S



Marisol Andrade  
MA, Urology Clinic



Esmeralda Angulo  
C.N.A, 2S



William Burns  
Security Officer Lead



Melissa Cisneros  
HUC, 2S



Miranda Figueroa  
Child Care Attendant,  
TLC



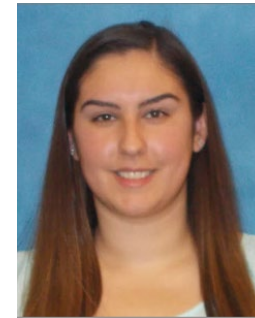
Amber Garza  
Phlebotomist I



Isabella Gonzalez  
NICU Nutrition Associate



Kennalee  
Tapia-Ramirez  
Telemetry Monitor Tech



Anyssa Wall  
C.N.A, 4T

# Kaweah Health's Nursing Education Pathway

## Powered by Unitek College

### SPRING 2024 Class



Alexandra Gamboa  
ED Tech II



Lyndin Jensen  
C.N.A, Acute Rehab



David James  
Telemetry Monitor Tech



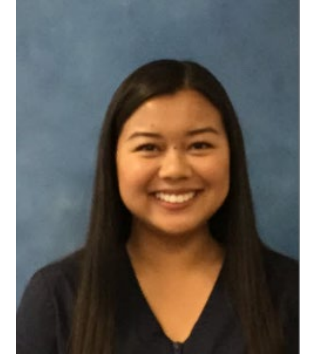
Ali Kennedy  
LVN, Acute Psych



Morghan Nixon  
Pharmacy Tech/Biller



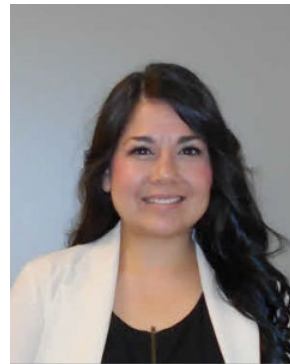
Evelyn Saesee  
Personal Care Aide,  
PHC



Hannah Saesee-Noi  
C.N.A, 3E



Magdalena San Miguel  
Surgical Tech,  
Surgery Cardiac



LeeAnn Souza  
Pharmacy Tech/Biller



Hector Munoz Valdivia  
Telemetry Monitor Tech



# Kaweah Health's Nursing Education Pathway

## Powered by Unitek College

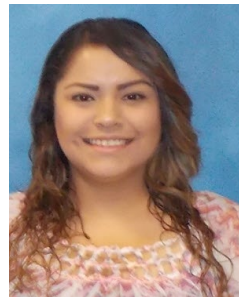
### FALL 2024 Class



Brianna Abney  
Imaging Services Aide  
Radiology



Mariela Andrade  
Jimenez  
CNA 2 North



Angelica Anguiano  
Staff Facilitator  
Float Pool



Francisca Castillo  
Certified Dialysis Tech  
Dialysis-Visalia Clinic



Yadira Alessandra  
Castro  
CNA 4 North



Lisa Marie Cunha  
LVN Clinics Lead  
Ben Maddox Clinic



Virginia Duran Camacho  
Accounts Receivable Clerk  
Credit and Collections



McKenzie Ferreira  
HUC  
OB Postpartum



Rochelle Galindo  
Medical Assistant  
Lindsay Clinic



Adieva Garza  
Rehab Aide  
Therapies Akers



Sara Gentner  
CNA  
2 North



Adriana Davin  
Licensed Psych Tech  
Mental Health Hospital



Jorge Gutierrez  
CNA  
3 South

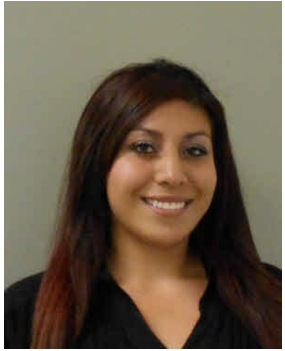


Anita Jara  
Pharmacy Tech II  
Pharmacy-Primary Operations

# Kaweah Health's Nursing Education Pathway

## Powered by Unitek College

### FALL 2024 Class



Yonana Aguilar Magana  
Medical Assistant  
Exeter Clinic



Tyler Malone  
Business Services Manager  
ICU (2 West)



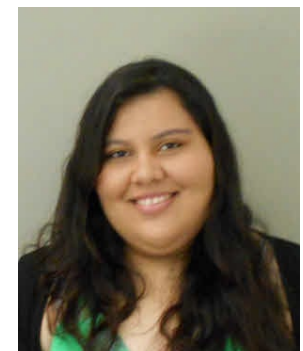
Brittany McGarrah  
Staff Facilitator  
Float Pool



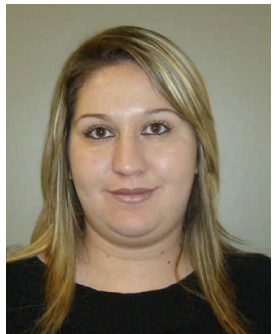
Milan Patel  
CNA  
CVICCU (5 Tower)



Ana Pena  
Medical Assistant  
Urology Clinic



Eva Romero  
CNA  
Float Pool



Tia Salazar  
Certified Sterile Processing Tech  
Sterile Processing



Sarah Saephan  
CNA  
Float Pool



Jessica Stryd  
CNA  
4 South



Alex Weatherford  
Charge Posting Specialist  
HIM



Sarah Weldon  
LVN  
Labor Delivery





# Academic Development Committee

**Sept 24**

# General Surgery - Continued Accreditation Jan 4, 2024

5-3-3-3-3 = 17

## NEW CITATION

The qualifying exam first time pass rate in the preceding three years is 66.67%, which is below the fifth percentile (75%) for programs. The Review Committee advises the program to implement measures (i.e., curriculum, mock examinations, etc.) to ensure all graduates are adequately prepared to take and pass the qualifying examination on the first attempt

## Mission

To provide a broad-based educational and clinical experience in the wider scope of the specialty, to train compassionate, competent and professional general surgeons with the skills and confidence needed to enter the unsupervised practice of surgery in a community setting or to succeed in fellowship training in a subspecialty area of surgery. The program emphasizes the knowledge, skills and attitudes residents need to work collaboratively in the healthcare delivery system and have a positive impact on their patients' lives and on their communities.





# Surgery Performance on Institutional Indicators



Case logs



Step 3 Pass rates



Resident Survey



Faculty Survey

Information lost during hand-off process

Participated in efforts to recruit diverse: med  
studs and other staff



In-training exam scores



Boards Pass Rate

# General Surgery

Major changes: PGY4 & 5 residents took written board exam in April 2024

## Strengths

1. Early exposure to surgical cases & procedures
2. Substantial trauma volume, including a significant number of penetrating injuries.
3. Reasonable work hours, and support for a culture of work life balance.
4. Flexible / customizable curriculum

S

## Weaknesses

1. No dedicated surgical critical care service
2. Lack of some subspecialty volume

W

## Opportunities

1. Create more opportunities for surgical specialties such as thoracic surgery, foregut/bariatric surgery, and others
2. New service lines
3. Hire grads and increase volume w/ improved medi-Cal reimbursement

O

## Threats

1. Financial challenges leading to cost containment measures impacting resident education (intentional restrictions of surgical volume)
2. Outmigration of voluntary faculty
3. System inefficiencies

T

## GRADUATES

### 15 Surgery Residency Graduates Career Paths

- 4 Returned Locally
  - Adventist/Dignity/VA Hospital
- 1 Considering Return
  - Kaweah
- 10 Graduates went into Fellowships

## Board Pass Rate

- Improvement in Written Board Exam Pass Rate for all senior residents this year = 100%



# The End

