



March 11, 2022

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services and Acquisition Committee meeting at 10:00AM on Wednesday March 16, 2022 in the Kaweah Health Support Services Building, 520 West Mineral King Avenue, Copper Room (2nd Floor), Visalia, CA.

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
Mike Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads "Cindy Moccio".

Cindy Moccio
Board Clerk, Executive Assistant to CEO

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

KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS FINANCE, PROPERTY, SERVICES & ACQUISITION COMMITTEE

Wednesday March 16, 2022

Kaweah Health Medical Center – Support Services Building
520 W. Mineral King Avenue – 2nd floor Copper Room Conference Room

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, CEO; Malinda Tupper, VP & CFO; Kevin Morrison, Director of Facilities Planning; Jennifer Stockton, Director of Finance, Deborah Volosin, Director of Community Engagement; Cindy Moccio, Recording

1. **OPEN MEETING – 10:00AM**
2. **CALL TO ORDER – *David Francis***
3. **PUBLIC 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 (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.
4. **FINANCIALS** – Review of the most current fiscal year financial results and budget.
Malinda Tupper – Vice President & Chief Financial Officer
5. **SEMI-ANNUAL INVESTMENT REPORT** – Semi-annual review of the Kaweah Delta Health Care District Investment Report.
Jennifer Stockton, Director of Finance
6. **USC UROLOGY AGREEMENT** – Review proposed affiliation with USC Urology agreements; Program management and subspecialty services and full-time urology services.
7. **SEQUOIA REGIONAL CANCER CENTER MEDICAL ONCOLOGY** – Annual report on the Sequoia Regional Cancer Center Radiation Oncology Services joint venture.
Lucile Gibbs, Director Medical Oncology
8. **SEQUOIA REGIONAL CANCER CENTER RADIATION ONCOLOGY** – Annual report on the Sequoia Regional Cancer Center Radiation Oncology Services joint venture
Renee Lauck, Director Imaging & Radiation Services

9. **2022 REVENUE REFUNDING BONDS** – Review of the draft refunding revenue bond, series 2022 documents.

Jennifer Stockton, Director of Finance

10. **CALIFORNIA HEALTH FACILITIES FINANCIAL AUTHORITY (CHFFA)** - Review a proposal resolution authorizing execution and delivery of a loan and security agreement, promissory note, and certain actions in connection therewith for the CHFFA non-designated public hospital bridge loan program.

Jennifer Stockton, Director of Finance

11. **UNITEK NURSING SCHOOL PARTNERSHIP** – Presentation of a program to support and host nursing student cohorts at Kaweah Health.

Jamie Morales, Director of Talent Acquisition

12. **ADJOURN** – *David Francis*

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.

REPORT TO THE BOARD OF DIRECTORS

Urology Service Line

Marc Mertz, Vice President & Chief Strategy Officer, 559.624.2511
June 23, 2022

Summary Issue/Service Considered

Tulare County is dramatically underserved by urologists. The most recent Provider Needs Assessment report completed by Sg2 Consulting in October 2020 showed that the County needed 11 additional physicians to reach the median number of required urologists based on the population. The impacts of this shortage include patients leaving the community for urology services, patients not getting access to urology services, and a limited amount of urological call coverage at Kaweah Health Medical Center.

Kaweah Health has been very actively recruiting urology as one of our top priority specialties for several years, but we have been unsuccessful. Urology is one of the most sought-after specialties across the United States, and competition is extremely high.

Management believes that our best opportunity to recruit and retain high-quality urologists is to partner with the University of Southern California and the Keck School of Medicine of USC Department of Urology. Led by Dr. Inderbir Gill, M.D., the department has more than 60 surgeons, oncologists, researchers, residents, and fellows. The program is ranked #9 in the nation by U.S. News & World Report.

Quality/Performance Improvement Data

The goals of our partnership with USC Urology would include:

- To increase local access to general and specialized urology services for all residents of Tulare and Kings Counties
- Continue to support our current urologists, including Drs. Ford and Prah
- To recruit additional urologists to live and practice in our community
- To affiliate with a leading urology provider to enhance and expand the scope of our local urology services, including the continued development and implementation of best practices
- Increase urology call coverage for the Medical Center. In January we only had just 10 days of urology call coverage, with all coverage provided by USC physicians and Dr. Patel. In February we had 8 days covered, again by USC physicians and Dr. Patel. Dr. Patel is leaving Kaweah Health and Visalia in March. During the days without call coverage we are forced to transfer patients who need urology care.
- To partner with an academic medical center to provide our physicians with the opportunity to participate in the training future physicians and providers
- Partner with an academic medical center to improve recruitment opportunities, including accessing graduating urology residents and fellows

Policy, Strategic or Tactical Issues

The proposed affiliation with USC Urology include two separate but associated agreements:

Program Management and Subspecialty Services

- Three-year agreement
- Establishes the Kaweah Health/ USC Urology Program, a co-branded urological service
- USC works with Kaweah Health to promote and advertise the program
- USC faculty physicians in a variety of urological subspecialties, including but not limited to robotic/laparoscopic cancer surgery, female pelvic urology, endourology, stone disease, male infertility, reconstructive surgery, and targeted and image-guided therapies, would come to Visalia once or twice per month (determined by demand) to provide clinic and surgical services
- Clinic services will be provided in the Kaweah Health Specialty Clinic (formerly the Chronic Disease Management Center)
- Physicians will also see patients, as requested, in the rural health clinics
- USC would bill for all professional services (clinic and surgical) and retain the collections
- Kaweah Health would bill for and retain all facility fees for clinic and surgical services
- Annual payments to USC include a program fee of \$250,000; physician assistant salary cost of \$50,000; and associated travel costs

Full-time Urology Services

- Three-year agreement
- USC would recruit (with Kaweah Health participation and approval) general urologists to live and practice medicine in Visalia. Physicians would be USC/Keck employees and Department of USC Urology faculty, with all of the associated benefits
- The number of physicians would increase over time as dictated by patient demand.
- Physicians would see patients in the Kaweah Health Specialty Clinic (cobranded as the Kaweah Health/USC Urology Program) and the rural health clinics
- Surgeries would be performed at Kaweah Health Medical Center
- USC physicians would participate in ED call (under a separate call agreement already in place)
- USC would also hire a physician assistant/ nurse practitioner (PA/NP) to support the program
- Kaweah Health would operate the clinic, including staffing, supplies, equipment, electronic health record, etc.
- USC would bill for all professional services (clinic and surgical) and retain the collections
- Kaweah Health would bill for and retain all facility fees for clinic and surgical services
- Kaweah Health would provide USC with an annual income guarantee amount per full-time urologist or PA/NP
- Kaweah Health would guarantee USC annual collections of \$652,348 per urologist and \$175,998 per PA/NP. These amounts cover salaries, benefits, malpractice, billing, and operating expenses. The guarantees would be offset by the professional revenues collected by USC for the services provided. Kaweah Health would be responsible for making up any shortfall.

Recommendations/Next Steps

The language and terms of the two urology agreements detailed above and provided in the Board packet have been negotiated with USC by Marc Mertz and Ben Cripps, with the full involvement of outside counsel.

We recommend that the Board authorize management to execute the proposed agreements.

REPORT TO THE BOARD OF DIRECTORS

SRCC Medical Oncology

Lucile Gibbs, Medical Oncology Projects Director, (559) 624-3257
February 16th, 2021

Summary Issue/Service Considered

SRCC Medical Oncology is a strategic member of the District's oncology service line. The District's oncology service line represents a continuum of shared medical and radiation services and programs provided by physicians, Kaweah Delta Health Care District (KDHCD), Adventist Medical Center – Hanford, and outside agencies through Sequoia Regional Cancer Center (SRCC), KDHCD acute inpatient and hospice outpatient programs, Cancer Registry, Tumor Board, Cancer Committee, and the American Cancer Society (ACS).

Quality/Performance Improvement Data

Medical Oncology: Once again, we have demonstrated our survival of the ongoing impact of the COVID-19 pandemic on medical oncology cancer services. We have faced and endured the persistent challenges in maintaining the same level of care as before the pandemic, including social distancing, staff shortage, and PPE.

We continued to utilize the most current releases of Generation 2 iKnowMed, one of the leading Medical Oncology Electronic Medical Record systems and the GE Centricity Practice Management System. We remain contracted with McKesson for pharmaceuticals and will continue to be a reference site for McKesson utilizing the most recent technology and services that includes Lynx Mobile, Generation 2 iKnowMed, PharmaServ, Clear Value Plus (CVP), and Innovative Practice Services (IPS). We also continue to work diligently toward maximizing all of our pharmaceutical rebate opportunities.

In-Office Dispensing (IOD) specialty pharmacy allows the practice to routinely capitalize on the increased availability of oral oncolytics. We remain focused on maximizing convenience, access, and financial as well as educational support for patients who receive their oral chemotherapy medications from our IOD. By dispensing from our IOD we are able to expedite patient access, reduce out-of-pocket expenses, and provide patients with a timely positive experience.

We are in the process of submitting our 2021 attestation for the Merit-based Incentive Payment System (MIPS), a Quality Reporting program for the Centers for Medicare and Medicaid (CMS), and for 2022 will continue to work with Innovative Practice Services to achieve and report the results of our goals related to Quality, Advancing Care Information, and Improvement Activities.

We continue to use the DicksonOne temperature monitoring system for our medical grade refrigerators that house our pharmaceuticals.

Policy, Strategic or Tactical Issues

We continue to participate as a strategic member in the development of a multidisciplinary approach for medical oncology, radiation oncology, surgery, imaging, and genetic counseling, to provide responsive, orchestrated cancer treatment to patients in the Tulare and Kings Counties.

Focus on continued development of a strong regional presence in the medical oncology market in both Tulare and Kings Counties.

- Differentiate from competitors' medical oncology services available for patients. Focus on customer satisfaction, high quality service and the most advanced technology.
- Continue to support a seamless environment and optimize access for patients and physician.
- Maintain and nurture the "physician to physician" contact that has resulted in increased referrals in Tulare and Kings Counties.
- Improve efficiency of care and patient throughput.
- Continue to refine the patient care coordination, authorization, and financial assistance program function as well as monitor patient satisfaction.

Recommendations/Next Steps

1. Continue KDHCD Tumor Board including community education.
 - Continue to increase referral base in Hanford and surrounding areas.
 - Continue to increase "physician to physician" contact in Hanford.
2. Continue to monitor customer satisfaction.
 - Continue to develop and incorporate "Kaweah Care, Choose Kind" in order to increase patient, physician, and employee satisfaction in all areas of SRCC.
 - Continue to survey patients and families for current satisfaction and identify opportunities for improvement.
 - Continue to survey physicians and employees in order to identify opportunities for improvement.
3. Explore potential relationships with institutions.

Approvals/Conclusions

We will continue to work to address the strategic opportunities available to us and put into practice the various recommendations identified in this report. We will remain focused on providing maximum care for our patients and continue to work toward fully integrating our service line, creating and maintaining a seamless, high quality service and environment for our patients, improving our regional presence, and attaining and preserving a meaningful profit margin.

METRICS SUMMARY

MEDICAL ONCOLOGY	TOTAL				
	FY2019	FY2020	FY2021	FY2022 Annualized	%CHANGE FROM PRIOR YR
Management Services Revenue	\$31,801,933	32,908,627	\$34,625,494	\$37,612,718	▲ 9%
Management Services Expenses	\$31,775,110	32,787,423	\$34,784,022	\$37,550,537	▲ 8%
Net Income*	\$26,823	121,205	(\$158,527)	\$62,181	▲ 139%
Partner(s) Share - Minority Interest	\$14,753	66,663	(\$87,190)	\$34,199	▲ 139%
Kaweah Health Net Income	\$12,070	\$54,542	(\$71,337)	\$27,981	▲ 139%

RADIATION ONCOLOGY	TOTAL				
	FY2019	FY2020	FY2021	FY2022 Annualized	%CHANGE FROM PRIOR YR
Management Services Revenue	\$8,831,513	10,013,663	\$9,268,389	\$8,258,232	▼ -11%
Management Services Expenses	\$6,969,443	7,268,815	\$6,628,973	\$6,669,318	▲ 1%
Net Income	\$1,862,069	2,744,848	\$2,639,416	\$1,588,915	▼ -40%
Partner(s) Share - Minority Interest	\$465,517	686,212	\$659,854	\$397,229	▼ -40%
Kaweah Health Net Income	\$1,396,552	\$2,058,636	\$1,979,562	\$1,191,686	▼ -40%

TKC	TOTAL				
	FY2019	FY2020	FY2021	FY2022 Annualized	%CHANGE FROM PRIOR YR
Lease Revenue	\$1,891,412	1,945,488	\$1,973,334	\$2,058,535	▲ 4%
Lease Expenses	\$1,038,253	1,008,890	\$998,815	\$962,865	▼ -4%
Net Income	\$853,159	936,598	\$974,519	\$1,095,670	▲ 12%
Partner(s) Share - Minority Interest	\$213,290	234,150	\$243,630	\$273,918	▲ 12%
Kaweah Health Net Income	\$639,869	\$702,449	\$730,889	\$821,753	▲ 12%

COMBINED TOTAL	TOTAL				
	FY2019	FY2020	FY2021	FY2022 Annualized	%CHANGE FROM PRIOR YR
Total Revenue	\$42,524,858	\$44,867,778	\$45,867,217	\$47,929,485	▲ 4%
Total Expenses	\$39,782,807	\$41,065,128	\$42,411,810	\$45,182,720	▲ 7%
Net Income	\$2,742,051	\$3,802,650	\$3,455,407	\$2,746,766	▼ -21%
Partner(s) Share - Minority Interest	\$693,560	\$987,024	\$816,294	\$705,345	▼ -14%
Kaweah Health Net Income	\$2,048,491	\$2,815,626	\$2,639,114	\$2,041,419	▼ -23%

*Annual net income for SRCC -MO is guaranteed at \$100,000. Loss at fiscal year end is due to timing differences as net income is earned on calendar year basis.

2021 REPORT TO THE BOARD OF DIRECTORS SEQUOIA REGIONAL CANCER CENTER

Radiation Oncology Services Joint Venture

Renee S Lauck, Director, Imaging & Radiation Oncology Services (559) 624-2345
March 4, 2022

Summary Issue/Service Considered

Summary of SRCC Joint Venture

Included on financial Metrics report.

Radiation Oncology Joint Venture Financial Summary

Radiation Oncology saw a slight loss in revenue mostly due to a year of transition with new medical group. Our new radiation oncologists transitioned into their new role at SRCC this year, which also included staff working to learn new protocols and treatment plans. As they get their practice running smoothly and work with the radiation oncology staff to gain efficient care for our patients and referring physicians, we will continue to see growth in the coming years. We remain mindful regarding expenses.

<u>Combined Radiation Oncology Visalia/Hanford</u>	<u>FY 2020</u>	<u>FY 2021;</u>
• Management Services Revenue	\$10,013,663	\$9,268,389
• Management Services Expenses	\$7,268,815	\$6,628,973
• Overall Net Income	\$2,744,848	\$2,639,416
• Partner shared income	\$686,212	\$659,854
• KDHC Net Income	\$2,058,636	\$1,979,562

<u>TKC Joint Venture</u>	<u>FY 2020</u>	<u>FY 2021;</u>
• Lease Revenue	\$1,945,488	\$1,973,334
• Lease Expenses	\$1,008,890	\$998,815
• Net Income	\$936,598	\$974,519
• Partner(s) Share – Minority Interest	\$234,150	\$243,630
• Kaweah Health Net Income	\$702,449	\$730,889

Radiation Oncology Operational Summary

Radiation oncology provides services to Tulare and Kings Counties.

Services include;

- External radiation treatments for inpatients at KHMC and Adventist Hospital as well as internal radiation (I-131 thyroid) for outpatients in both counties.
- We continue to see the bulk of our patients in the Visalia area and have seen Hanford volume lower than previous years. We believe this is due to the lack of surgeons at Adventist hospital.
- Comprehensive High Dose Radiation (HDR) program in Visalia for Breast and Vaginal Cancers. We've seen declines in Cervical HDR procedures, which has resulted in lower revenue, but also lower expense as these procedures are time

consuming. Physician group has a different approach to cervical cancers. These cases are sent to Stanford or UCSF at this time. They are looking at the possibility of bringing someone in to perform these in the next few years.

- Stereotactic Radiation Surgery program (SRS) and Stereotactic Body Radiation Therapy (SBRT) is provided in coordination with KHMC neurosurgery group.
- Thyroid I 131 studies are completed as outpatients coordinated with Nuclear Medicine at KHDC.
- Xofigo treatments for prostate coordinated with Nuclear Medicine at KHMC.

The Visalia SRCC building encompasses the following services;

- Radiation Oncology
- Medical Oncology
- Kaweah Health Imaging & Center
- Laboratory Services

Having all services within one building continues to be convenient for our patients and staff. All work closely to coordinate care and expedite services for our cancer patients.

Quality/Performance Improvement Data

Our staff focus has been on efficiencies and quality of services to our patients. Some of the ideas staff have brought forward have saved hours of overtime by putting in programs that expedite processing of radiation plans as well as checking of plans.

As we have learned new protocols and processes with our physicians this year, we have seen some challenges within the department, but overall it has been a positive experience with a lot of communication taking place daily. Physicians and staff have a morning huddle each day to review the needs for each day. This process has been extremely helpful and proven to help with assuring there are no delays in service. We are very proud of the staff and physicians and their ability to assure our patients receive the safest and most accurate treatments.

The number of highly complex cancer treatments, which include our Stereotactic radiosurgery (SRS), Stereotactic Body Radiotherapy (SBRT) and High Dose Radiation (HDR) program, has surprised our radiation oncologists. SRS is one of several collaborative services we perform with our neurosurgery group and both have doubled in volume over the last year. We performed 68 of these cases in 2020 and 110 cases in 2021. We have performed 109 cases so far in FY 22. These treatments are performed on the TrueBeam and are extremely precise, when it comes to treating cancer.

Having an increase of highly complex cases taking place on our TrueBeam has also brought to light our need for a second physicist. Radiation physicists are responsible for monthly, quarterly and yearly QA on all equipment as well as daily checking of all radiation plans to assure the dose is accurate as well as factoring in all previous radiation received. They must be present for our SRS/SBRT treatments as well as all of the HDR cases. Radiation Oncology Services is highly regulated and the oversight of each plan and the QA on equipment is something that requires Physicists present.

Our new physician group is committed to bringing the latest treatments and standards to SRCC comparing to those found at universities. We have found their focus on safety and accuracy to be world class.

Policy, Strategic or Tactical Issues

Continue to work with marketing to focus on world-class care and showing off our newest technology as it becomes available.

Recommendations/Next Steps

We had planned to implement a nurse navigator position in 2021, but have held off waiting on the implementation of the lung screening software, scheduled to be installed in the spring of 2022. Allowing our physicians and staff time to acclimate and transition into the changes this last year allows us to save expense until all systems are in place.

As we move into 2022, we have the following goals:

- Install second TrueBeam and Brainlab technology graciously funded by an anonymous donor.
- Work on efficiencies in scheduling patients with having a second TrueBeam.
- Hire a second Physicist to assure we have coverage and second checks on physics work. Having a second physicist will assure we can continue to treat when one is away as well as assuring we have coverage for all QA on machines. Our physicist is currently providing the work of 1.5 FTE with the another .6 having been contracted out over the last year.
- Continue to expand and evaluated new treatments for our patients.
- Focus on education for staff to learn newest treatments and planning techniques with our physicians.

Approvals/Conclusions

Overall, the last year has been a year of transition for our physicians and staff. Our physicians have shown commitment to providing the latest treatments available with a focus on university level care. The growth seen in our dosimetrists, therapists and nurses has been incredible. Each one of our staff were already top notch in their field, but with the new thoughts and excitement of our physicians, it has given our staff the ability to grow and challenge themselves beyond previous heights.

Our patient satisfaction continues to be close to 100%. Staff satisfaction in radiation oncology has continued to be one of our highest areas. We believe communication plays a major role in overall satisfaction for our patients and staff.

As we continue to grow into world-class care, we are extremely grateful for the community support and the support of the foundation and board at Kaweah Health.

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RESOLUTION OF **KAWEAH DELTA HEALTH CARE DISTRICT** AUTHORIZING EXECUTION AND DELIVERY OF A LOAN AND SECURITY AGREEMENT, PROMISSORY NOTE, AND CERTAIN ACTIONS IN CONNECTION THEREWITH FOR THE CALIFORNIA HEALTH FACILITIES FINANCING AUTHORITY NONDESIGNATED PUBLIC HOSPITAL BRIDGE LOAN PROGRAM

Nondesignated Public Hospital Bridge Loan Program

WHEREAS, **KAWEAH DELTA HEALTH CARE DISTRICT** (the “Borrower”) is a nondesignated public hospital as defined in Welfare and Institutions Code Section 14165.55, subdivision (l), excluding those affiliated with county health systems pursuant to Chapter 240, Statutes of 2021 (SB 170), Section 25; and

WHEREAS, Borrower has determined that it is in its best interest to borrow an aggregate amount not to exceed **\$8,857,998.00** from the California Health Facilities Financing Authority (the “Lender”), such loan to be funded with the proceeds of the Lender’s Nondesignated Public Hospital Bridge Loan Program; and

WHEREAS, the Borrower intends to use the funds solely to fund its working capital needs to support its operations;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Borrower as follows:

Section 1. The Board of Directors of Borrower hereby ratifies the submission of the application for a loan from the Nondesignated Public Hospital Bridge Loan Program.

Section 2. **MALINDA TUPPER, CHIEF FINANCIAL OFFICER,**(an “Authorized Officer”) is hereby authorized and directed, for and on behalf of the Borrower, to do any and all things and to execute and deliver any and all documents that the Authorized Officer(s) deem(s) necessary or advisable in order to consummate the borrowing of moneys from the Lender and otherwise to effectuate the purposes of this Resolution and the transactions contemplated hereby.

Section 3. The proposed form of Loan and Security Agreement (the “Agreement”), which contains the terms of the loan is hereby approved. The loan shall be in a principal amount not to exceed **\$8,857,998.00**, shall not bear interest, and shall mature 24 months from the date of the executed Loan and Security Agreement between the Borrower and the Lender. The {Each} Authorized Officer(s) is (are) hereby authorized and directed, for and on behalf of the Borrower, to execute the Agreement in substantially said form that includes the redirection of up to 20% of Medi-Cal reimbursements (checkwrite payments) to Lender in the event of default, with such changes therein as the Authorized Officer(s) may require or approve, such approval to be conclusively evidenced by the execution and delivery thereof.

Section 4. The proposed form of Promissory Note (the “Note”) as evidence of the Borrower's obligation to repay the loan is hereby approved. The Authorized Officer(s) is (are) hereby authorized and directed, for and on behalf of the Borrower, to execute the Note in substantially said form, with such changes therein as the Authorized Officer(s) may require or approve, such approval to be conclusively evidenced by the execution and delivery thereof.

Date of Adoption: _____

SECRETARY'S CERTIFICATE

I, _____, Secretary of **KAWEAH DELTA HEALTH CARE DISTRICT**, hereby certify that the foregoing is a full, true and correct copy of a resolution duly adopted at a regular meeting of the Board of Directors of **KAWEAH DELTA HEALTH CARE DISTRICT** duly and regularly held at the regular meeting place thereof on the ____ day of _____, 20__, of which meeting all of the members of said Board of Directors had due notice and at which the required quorum was present and voting and the required majority approved said resolution by the following vote at said meeting:

Ayes:

Noes:

Absent:

I further certify that I have carefully compared the same with the original minutes of said meeting on file and of record in my office; that said resolution is a full, true and correct copy of the original resolution adopted at said meeting and entered in said minutes; and that said resolution has not been amended, modified or rescinded since the date of its adoption, and is now in full force and effect.

Secretary

Date: _____

Kaweah Health Partnership – Unitek College

This presentation is a proposal to be considered by the Kaweah Health Board for the purposes of expanding RN educational opportunities in Tulare County.



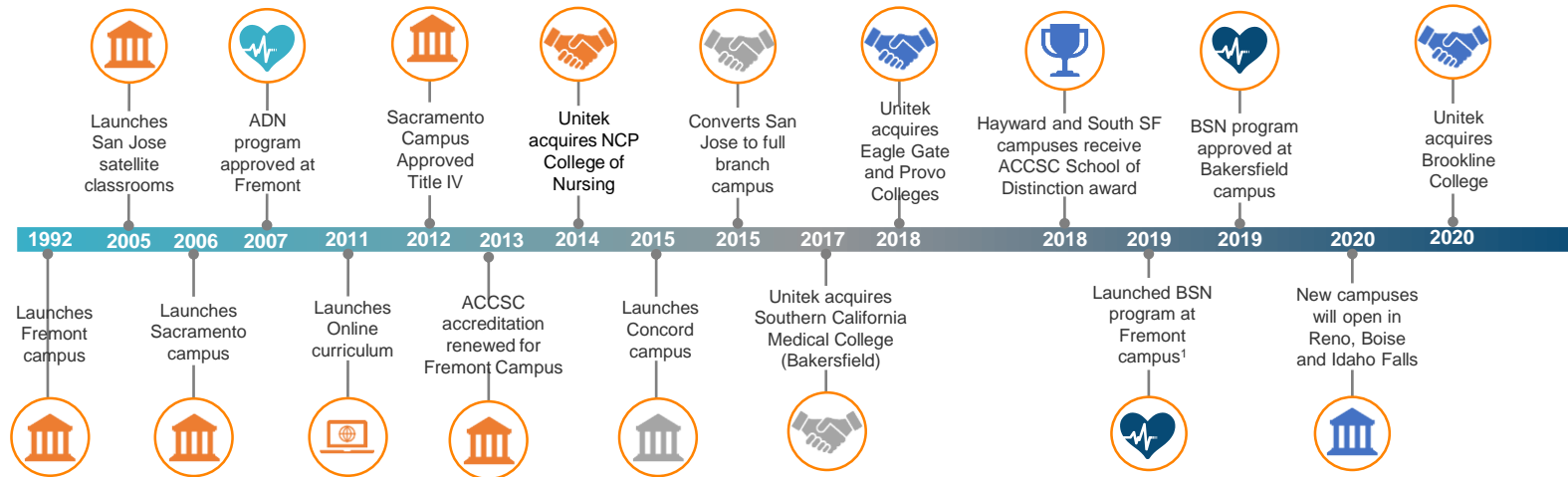
Goals and Purpose

To establish a community partnership to prepare safe and competent baccalaureate registered nurses to help address workforce shortages in our region



Unitek's Success Reflects a 27-Year History of Growth

Founded in 1992, Unitek Learning is the parent company for five distinguished learning institutions in the areas of healthcare, nursing, and emergency medical services.



Formation and Early Growth

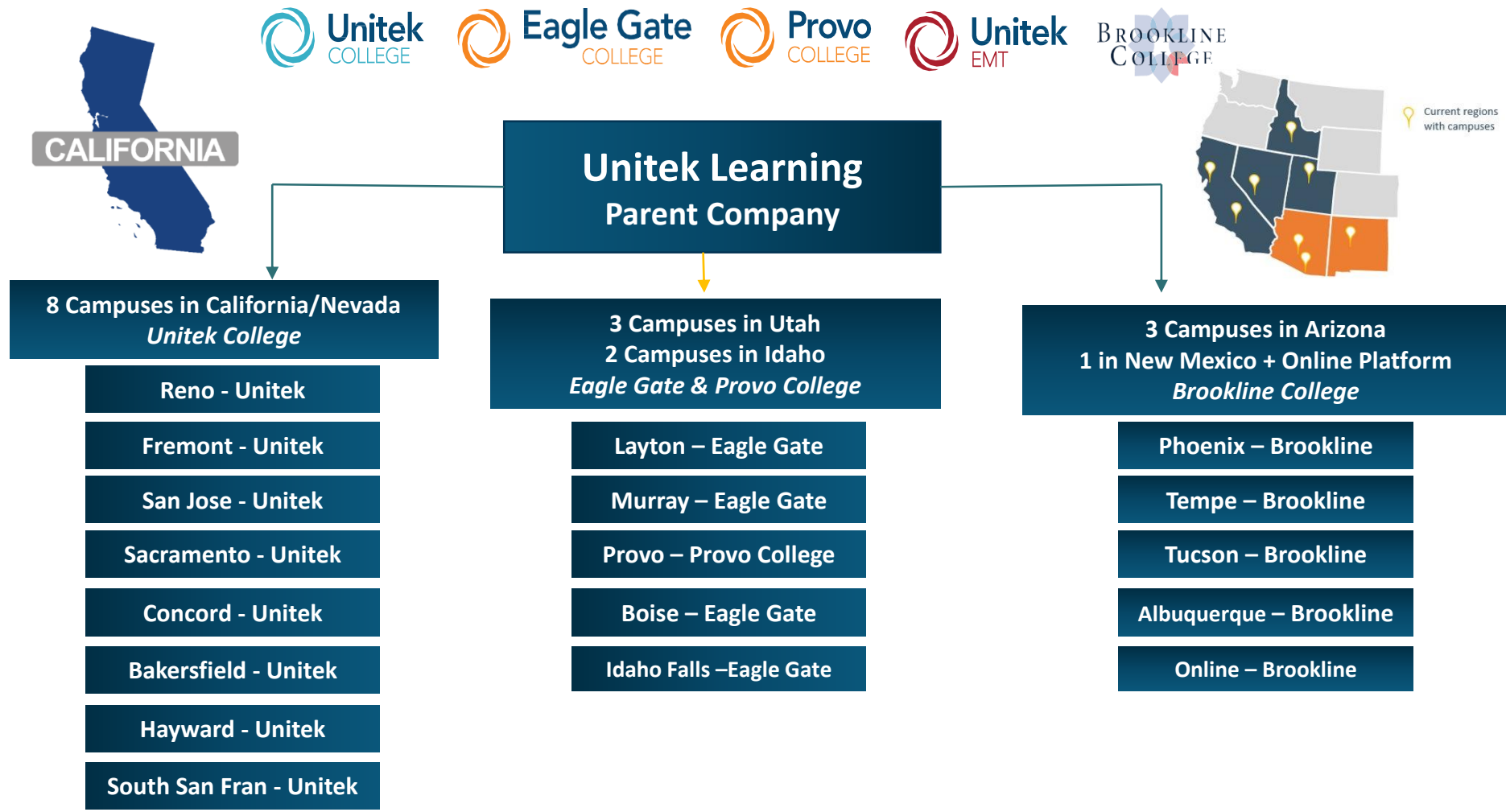
- Primary strategic focus on establishing accreditations and industry presence
- Established deep-rooted relationships with clinical partners and regulators to expand footprint within California to multiple campuses
- Continued investment in technology enabled launch of online program

Accelerating Growth

- Established leadership in California enabled addition of three Utah campuses
- Academic program offerings expanded with launch of BSN at Fremont and Bakersfield campuses
- Unitek's best-in-class healthcare programs recognized with prestigious awards granted by the ACCSC (Accrediting Commission of Career Schools and Colleges)



About Unitek Learning



About Unitek Learning

Accreditations



Approvals



Accolades



Watson Caring
Science Institute

2020 SCHOOLS OF EXCELLENCE

2020 SCHOOLS OF DISTINCTION

Outcomes



NCLEX-RN

90.2%

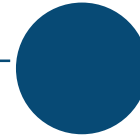
NCLEX-PN

87.0%



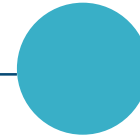
School-in-a-Box

School-in-a-Box; expanding campus-based programs into the Hospital



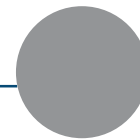
Unitek College

Sponsoring college



Bakersfield

Sponsoring campus. Campus based student will not attend school-in-a-box and school-in-a-box students will not attend campus face-to-face.



School-in-a-Box (expanded use site)

The SIB location will **not be considered a separate facility / satellite / campus**; we simply send to ACCSC a copy of the SIB contract and Nursing Board approval for the **"expanded use facility"** (i.e. more than clinical instruction).



BSN Unitek College

- **School-in-a-Box Assumptions**

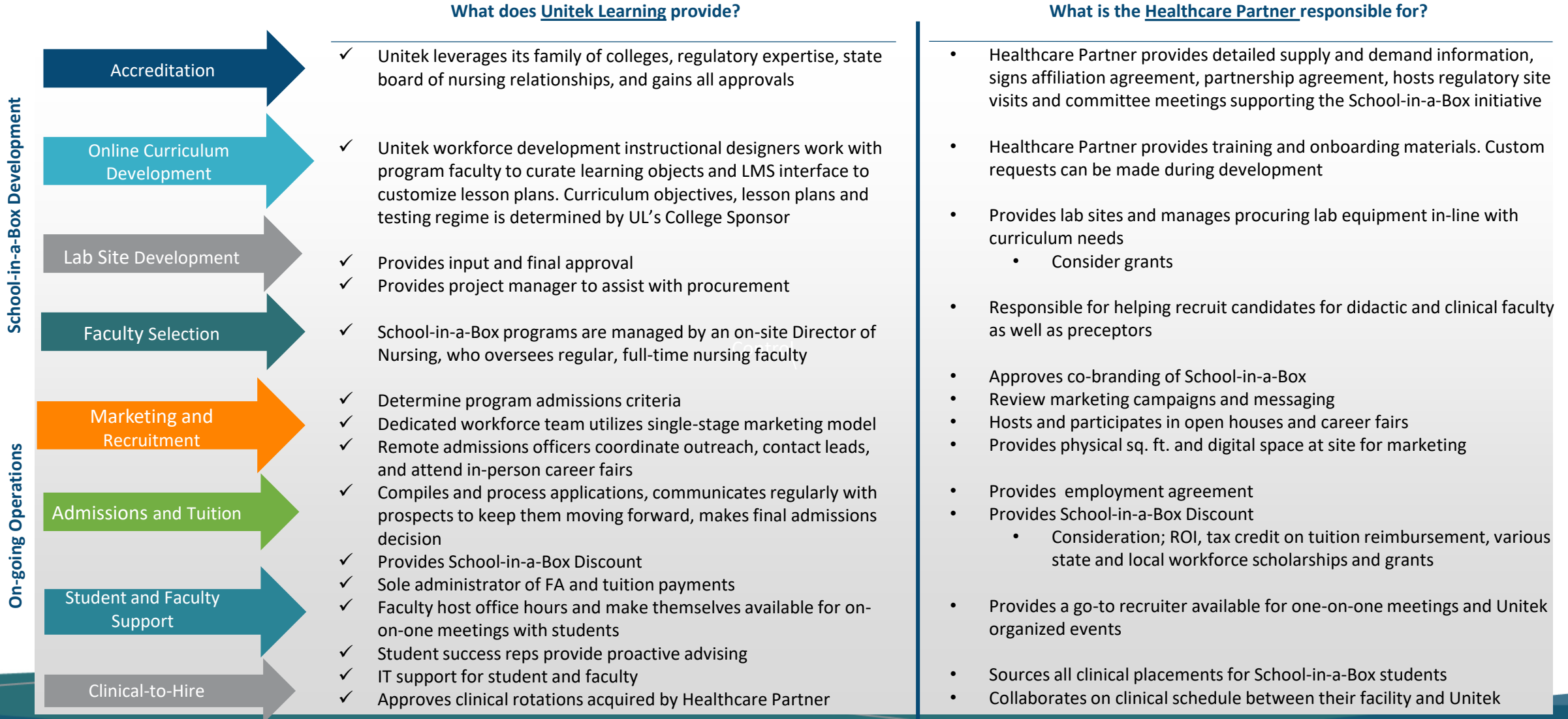
- Delivery of the BSN Program together
- Didactic and Gen Eds – all online
- Lab/Skills – at Kaweah Health
- Clinical – at Kaweah Health

- **Population Summary**

- Assuming regulatory approval, starting students in Fall 2022/Jan 2023
- Starting 20 students 2 times per year (Advanced Placement – two year program for BSN; three year program for BSN full)



School-in-a-Box; Anatomy of a Partnership



A Sharing Economy Breakdown

Unitek Learning

- Marketing
 - Direct and indirect lead gen
- Faculty
 - Site Director
 - General Education, Instructional Faculty
 - Nursing, Instructional Faculty
 - Sim Operator
- Direct Student Support
 - Admissions
 - Financial Aid Rep
 - Registrar
 - Student Workforce Integration Lead (career services)
 - Student Services Advisor
 - NCLEX Success Coach

Kaweah Health

- Skills and Sim Space
- Clinical Rotations



Regulatory Approvals

Milestones	Short Scenario	Long Scenario
Signed SIB Agreement Target	February 2022	April 2022
BRN Committee Meeting	April 21, 2022	June 23, 2022
Send ACCSC BSN App	April 2022	July 2022
BRN Full Approval	May 18-19, 2022	August 17-18, 2022
ACCSC Staff Level Approval	June 2022	September 2022
BPPE	June 2022	September 2022
USDOE	June 2022	September 2022
Start Marketing and Faculty Recruitment	July 2022	October 2022
Shortest Start Scenario	June 2022	October 2022
Longest Start Scenario	September 2022	January 2023



Marketing Concepts

Direct Lead Gen Examples

- Co-Branded Landing Page
- PPC
- Social/Display
- SEO
- Media/Association

Get Started
Complete this form and our Admissions department will contact you shortly with more information.

FIRST NAME LAST NAME

PHONE ZIP CODE

EMAIL STATE

Albuquerque Nursing

I have read and agree to Brookline's privacy policy and understand how my personal information may be collected and used. By submitting this form, I agree that Brookline College may call and/or text me about educational services at the phone number provided, including a wireless number, using automated technology. Please note, this consent is not required to attend our institution.

[Get Started >](#)

Indirect Lead Gen Examples

- Digital board advertising in hospital
- Open Houses, lunch-and-learns, online transfer credit reviews
- Hospital-based - Installation for advertising the program:



Tuition Pricing – Kaweah Health Contributions

Example: Cohort of 20 at BSN (AP two-year program) = tuition of \$59,316 with Unitek Discount. Kaweah Health contributes \$10,000 per year for two years = \$39,316. With books and supplies, cost to each student is \$48,559. Each student will be eligible for Kaweah Health Tuition Reimbursement of \$5,000 based on successful completion of classes, leaving each student with an out of pocket cost of \$38,559. Each student will be evaluated for grant opportunities and loans. Note: For the BSN Full, Kaweah Health Tuition Reimbursement is capped at \$10,000 over the three years.

Tuition Pricing Summary - Kaweah-Delta

Employee	Catalog Tuition		\$ 93,150		\$ 127,250		Annual Fee		Program Total	
	Unitek Tuition Discount		Discounted Tuition Price		SIAB Fee per Student		Student Tuition with Books			
	BSN	BSN Full	BSN	BSN Full	BSN	BSN Full	BSN	BSN Full	BSN	BSN Full
Starts per Cohort										
15 - 19	26.7%	20.2%	\$ 68,316	\$ 101,493	\$ 14,500	\$ 14,500	\$ 48,559	\$ 68,010		
20 - 24	36.3%	30.9%	\$ 59,316	\$ 87,993	\$ 10,000	\$ 10,000	\$ 48,559	\$ 68,010		
25 or More	41.2%	36.2%	\$ 54,816	\$ 81,243	\$ 7,750	\$ 7,750	\$ 48,559	\$ 68,010		

