

# Kaweah Delta Health Care District Board Of Directors Committee Meeting

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

## NOTICE

The Patient Experience Board Committee of the Kaweah Delta Health Care District will meet in the Copper Room, 2nd Floor {520 W Mineral King Avenue, Visalia, CA} on Wednesday, January 7, 2026:

- 4:00PM Open meeting.

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.

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 near the Mineral King entrance.

The disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department/Executive Offices) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: [kedavis@kaweahhealth.org](mailto:kedavis@kaweahhealth.org), or on the Kaweah Delta Health Care District web page <http://www.kaweahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT

David Francis, Secretary/Treasurer



Kelsie Davis

Board Clerk / Executive Assistant to CEO

### DISTRIBUTION:

Governing Board, Legal Counsel, Executive Team, Chief of Staff, [www.kaweahhealth.org](http://www.kaweahhealth.org)

# Kaweah Delta Health Care District Board of Directors Committee Meeting

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

Kaweah Health Medical Center  
520 W. Mineral King Avenue, Visalia CA 93291  
Copper Room (2nd Floor)

**Wednesday January 7, 2026**

ATTENDING: Mike Olmos (chair) & Armando Murrieta (co-chair); Paul Stefanacci, MD, Chief Medical Officer; Gary Herbst, CEO; Angel Smith, JD, Chief Medical Education Officer and Designated Institutional Official; James McNulty, Director of Pharmacy Services; Krystal Guzman, Manager of GME; Amy Shaver, Director of GME; Mara Lawson, RN, Director of Clinical Education; Dries Van Dyk, DO, GME Quality Improvement and Patient Safety Director; Lydia Marquez, Executive Assistant Recording.

**OPEN MEETING – 4:00PM**

**CALL TO ORDER – Mike Olmos, Board Chair**

**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.

- 1. MINUTES-** Review of the open minutes from September 17, 2025.
- 2. CLINICAL EDUCATION-** Updates on the Nursing Education Department, Initiatives for 2025, Upcoming plans for 2026, and tour of the new Nursing Education Center. Lead by Mara Lawson, RN, Director of Clinical Education and Nursing Professional Development Specialist.

**ADJOURN – Mike Olmos, Board Chair**

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**Mike Olmos • Zone 1**  
Board Member

**Lynn Havard Mirviss • Zone 2**  
Board Member

**Dean Levitan, MD • Zone 3**  
Secretary/Treasurer

**David Francis • Zone 4**  
President

**Armando Murrieta • Zone 5**  
Vice President

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**Meeting Title: ACADEMIC DEVELOPMENT**

**Meeting held: Wednesday**, September 17, 2025 • Copper Conference Room, 2nd Floor

**Attending:** Armando Murrieta (co-chair), Paul Stefanacci, MD, Chief Medical Officer, Gary Herbst, CEO, Angel Smith, JD, Chief Medical Education Officer and Designated Institutional Official, Krystal Guzman, Manager of GME, Amy Shaver, Director of GME, Mara Lawson, RN, Director of Clinical Education, Dries Van Dyk, DO, GME Quality Improvement & Patient Safety Director, Rita Pena, Quality Improvement & Child and Adolescent Psychiatry Fellowship Program Coordinator, and Lydia Marquez, Executive Assistant to the Chief Medical Education Officer and Designated Institutional Official, Recording.

**OPEN MEETING – 4:12 PM**

**CALL TO ORDER** – Armando Murrieta, Co-Chair

**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](mailto:kedavis@kaweahhealth.org) to make arrangements to address the Board.

**1. MINUTES** – Approved of the 07.30.25 Meeting Minutes

**2. GME QUALITY IMPROVEMENT AND PATIENT SAFETY (QIPS)**- Presentation of the QIPS curriculum for the Residents and Fellows at Kaweah Health (copy attached to the original of these minutes and considered a part thereof)- *Dries Van Dyk, DO, GME Quality Improvement and Patient Safety Director*

- The GME Quality Improvement and Patient Safety Program fosters collaboration between residents and faculty, providing opportunities to work with committees and across multiple specialties. Since the program's inception, there has been a significant improvement in the project approval and feedback process. The current approval rate is approximately 85% in comparison to 20% prior to the program's creation.

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- Residents are encouraged to develop feasible projects that can be realistically completed during their residency. Completion of an approved project is a graduation requirement for all residents. The program aims to meet with residents regularly to support ongoing progress throughout their projects. In 2024, every project had a faculty mentor assigned to guide the residents and help advance their projects. As a result, all graduation residents from last year successfully completed their projects on time, and all current residents remain on track for timely completion this year.

**ADJOURN** – Armando Murrieta, Co-Chair at 4:33pm

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# Nursing Professional Development

Previously Known as Clinical Education



# Who is “Clin Ed?”

Nursing Specialty: **Nursing Professional Development (NPD)**

- 18 NPD Practitioners
- 2 NPD Specialists
- 2 Program Coordinators
- 1 Administrative Assistant

Years of service:

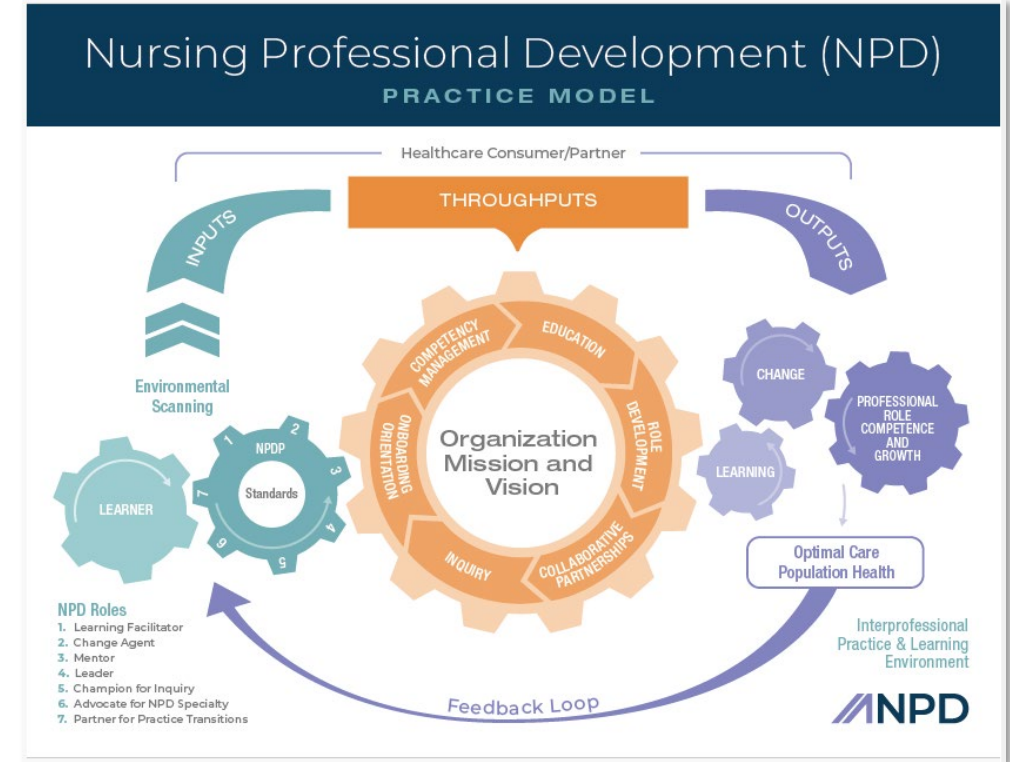
- 22 years → 3 months (**both** returning employees)





# What do we do?

- Onboarding
- New processes/equipment
- Continuing education classes (RN/LVN/CNA)
- Competency management
- Role development
- Champions for a spirit of inquiry
- Change agents



# Assigned Patient Care Units

Emergency Department

Critical Care: ICU, CVICU, 3W, 5T, Rapid Response Team

Maternal Child Health: Labor & Delivery, Mother Baby, NICU, Pediatrics

Medical Surgical: 2N, 2S, 3N, 3S, 4N, 4S, 4T, BP, Telemetry

Mental Health: Acute Psych, Crisis Stabilization Unit

Rehab, Sub-Acute, Skilled Nursing Facility

Surgery, PACU, Ambulatory Surgical Center, Endoscopy, Sterile Processing

Cardiac Cath Lab, Cardiovascular Surgery, Cardiovascular Pre/Post-op

House Supervisors, Vascular Access Team, Wound Nurses

Dialysis: Acute & Chronic

Sequoia Regional Cancer Center, Infusion Center, Hospice, Radiology/Imaging

Medical Transport



# What do we do?

## Collaborate!

- Leaders
- Providers
- Infection Prevention
- Risk Management
- Quality, Patient Safety & Accreditation
- Organizational Development
- Career Pathways
- Nursing Schools
- Healthcare organizations across the nation



# How do we do it?

- Weekly focused unit rounding
- Daily meetings with unit leaders
- Weekly or bi-weekly meeting with new nurses
- Weekly flyers
- In person classes
- Online modules
- Evidence Based Practice skills → Lippincott
- Staff meetings
- Shared decision making meetings (UBC, PPC)
- Nurse Residency training
- Preceptor training
- Committees & Taskforces
- Participate in RCAs
- Create education required to secure Trauma & Stroke certifications
- American Heart Association Training Facility
  - All employees who require CPR training
  - Special classes for incoming GME Residents (ACLS, PALS, NRP)

# The 2025 Numbers...

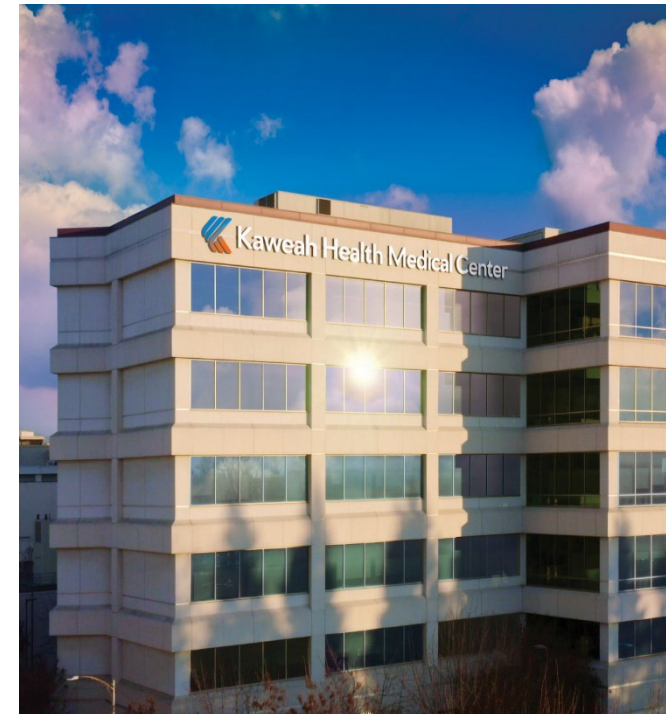
**431** = Total # of nurses hired

**247** = Total # of new graduate nurses (57%)

**155** = Total # of Unlicensed staff (CNA/MHW/Techs)

**1024** = Total # of classes taught

**933** = Total # of nursing students



# Nurse Residency Program

Any nurse hired with less than 1 year of experience  
1 day/month for 6 months  
4 cohorts per year  
All service lines together

Focus on patient safety and American Nursing Association (ANA) standards of professional nursing  
Focus on compassion - ***their*** “very important person” is the patient in case scenarios  
Review their own patient scenarios  
Hands on activities



# Nurse Residency Program





# World Class Education and Competency Excursion









# Unlicensed Education and Competency Excursion



# NPD 2026 Strategic Plans

- Skills Lab day for new graduate nurses during orientation
- Open SIM Lab skills day every month
- Increasing night shift support
- Revising curriculum to include various teaching modalities including “flipped classroom”
- Obtaining accreditation for nurse residency program
- Increasing night shift support
- Electronic skills checklists
- Distinguishing nursing competencies from skills checklists
- Collaborating with nursing schools to improve clinical experiences
- Support for the 65 students graduating as RNs from Unitek (January, March, September)

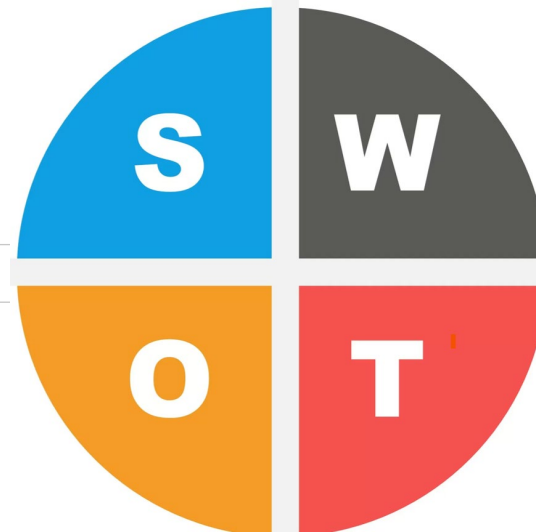


## STRENGTHS

Centralized = breaking down silos  
Standardization  
Collaboration  
SOPs for sustainability  
Diverse experience

## WEAKNESSES

10 NPDs with 2yrs or less NPD experience  
Limited NPD recruitment pipeline coupled with increasing demand for at-the-elbow clinical  
Lack of Competency Management Software



Integration of technology  
Compliance or remediation vs. education  
Funding for equipment for new classroom(s) & SIM lab  
Strategic investment in additional NPD positions and alternative support models

## OPPORTUNITIES

Turnover (nursing staff & leaders)  
Budget cuts to workshop hours

No clear industry metrics; uncertainty of what we “do”  
Budget process (Competency Management Software)  
Decreased nursing school clinical hours

## THREATS



# The pursuit of healthiness