

Kaweah Delta Health Care District

Board of Directors Committee Meeting

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

NOTICE

The Academic Development Board Committee of the Kaweah Delta Health Care District will meet in the Betty Sinor Room, 5th Floor {520 W Mineral King Avenue, Visalia, CA} on Wednesday, July 29, 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, or on the Kaweah Delta Health Care District web page <http://www.kaweahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT

Mike Olmos, Board Member



Kelsie Davis

Board Clerk / Executive Assistant to CEO

DISTRIBUTION:

Governing Board, Legal Counsel, Executive Team, Chief of Staff, www.kaweahhealth.org

Mike Olmos • Zone 1
Board Member

Jonna Schengel • Zone 2
Board Member

Dean Levitan, MD • Zone 3
Secretary/Treasurer

David Francis • Zone 4
President

Armando Murrieta • Zone 5
Vice President

Kaweah Delta Health Care District

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Meeting held: Wednesday, July 29, 2026 • Betty Sinor Conference Room, 5th Floor

Attending: Mike Olmos (chair) & Armando Murrieta (co-chair), Marc Mertz, CEO, Paul Stefanacci, MD, Chief Medical Officer, Angel Smith, JD, Chief Medical Education Officer and Designated Institutional Official, James McNulty, Director of Pharmacy Services, Mara Lawson, RN, Director of Clinical Education, Amy Shaver, Director of GME, and Lydia Marquez, GME Program Coordinator, Recording.

OPEN MEETING – 4:00 PM

CALL TO ORDER – Mike Olmos, 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 to make arrangements to address the Board.

1. **MINUTES** – Approval of the minutes 1.7.26
2. **INSTITUTIONAL RECAP AND UPDATES** – Review of the latest updates on the interview season, accreditation statuses, GME staffing and an Executive Summary of the most recent GMEC activities- Angel Smith, JD, Chief Medical Education Office and Designated Institutional Official.

ADJOURN – Mike Olmos, Chair

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Vice President

MINUTES –

Kaweah Delta Health Care District Board of Directors Committee Meeting

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Meeting Title: ACADEMIC DEVELOPMENT

Meeting held: Wednesday, January 7, 2026 • Copper Room Conference Room, 2nd Floor

Attending: Mike Olmos (chair) & Armando Murrieta (co-chair), Paul Stefanacci, MD, Chief Medical Officer, Marc Mertz, CEO, Angel Smith, JD, Chief Medical Education Officer and Designated Institutional Official, Mara Lawson, RN, Director of Clinical Education and Nursing Professional Development Specialist, Brett Hearn, ED Nurse Manager and Lydia Marquez, GME Program Coordinator, Recording.

OPEN MEETING – 4:01 PM

CALL TO ORDER – David Francis, 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 to make arrangements to address the Board.

1. MINUTES – Approval of the minutes from 9.17.25

2. CLINICAL EDUCATION – Updates on the Nursing Education Department, Initiatives for 2025, Upcoming plans for 2026, and a tour of the new Nursing Education Center (if time permits)- Mara Lawson, RN, Director of Clinical Education and Nursing Professional Development Specialist.

- The Clinical Education Department is comprised of 18 Nursing Professional Practitioners, 2 Nursing Professional Specialists, 2 Program Coordinators, and 1 Administrative Assistant. The department's mission is to support nursing staff and other professional disciplines through comprehensive orientation, in-service training, and formal education courses. This is accomplished through close collaboration with nursing leaders, providers, risk management, and other key stakeholders. Each cohort is assigned to a patient care unit where they meet

Kaweah Delta Health Care District Board of Directors Committee Meeting

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daily, focusing on topics such as evidence-based practice, clinical skill development, and professional growth. In 2025, Kaweah Health supported a total of 933 nursing students, reflecting its strong commitment to academic partnerships and workforce development.

- The Nurse Residency Program emphasizes patient safety, adherence to professional standards, and compassion in care delivery. The program incorporates hands-on learning activities and clinical scenarios to strengthen critical thinking and clinical judgment skills. The department continues to face several challenges, including turnover among nursing leaders, budgetary constraints, and limitations related to competency management software. To address these issues, the department is actively exploring grant opportunities, foundation support, and additional external resources to enhance program sustainability and educational infrastructure.

ADJOURN – Mike Olmos, Chair 5:14pm

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INSTITUTIONAL RECAP AND UPDATES –

Annual Institutional Review AY2025-26

Designated Institutional Official Report to
the Kaweah Health Executive Team

July 13, 2026

Angel Smith, JD – DIO



kaweahhealth.org

ACGME Institutional Requirement

1.14. The GMEC must demonstrate effective oversight of the Sponsoring Institution's accreditation through an Annual Institutional Review (AIR).

1.14.a. The GMEC must identify institutional performance indicators for the AIR, to include, at a minimum: **1.14.a.1.** the most recent ACGME institutional letter of notification; **1.14.a.2.** results of ACGME surveys of residents/fellows and core faculty members; and, **1.14.a.3.** each of its ACGME-accredited programs' ACGME accreditation information, including accreditation and recognition statuses and citations.

Areas of Focus

- Institutional Overview
 - ACGME Accreditation Status
 - ACGME Survey Results
- Program Overview
 - ACGME Program Accreditation Status
 - ACGME Resident/Fellow Survey Results
 - ACGME Faculty Survey Results
 - Resident/Fellow Performance
- Institutional & Program Opportunities

Institutional Overview



7 Programs

- Six residencies
- One fellowship



139 Residents/Fellows



No Citations



ACGME Survey Results are at or above National Compliance % except:

- Safety & Health Conditions
- Comfort calling supervisor w/ questions
- Fear of intimidation/retaliation
- Faculty Teaching & Supervision
- Four or more days free in 28-day period

Accreditation Council for
Graduate Medical
Education

401 North Michigan Avenue
Suite 2000
Chicago, IL 60611

Phone 312.755.5000
Fax 312.755.7498
www.acgme.org

1/16/2026



Angel Smith, JD
Designated Institutional Official & Chief Medical Education Officer
400 Mineral King Ave.
GME, 5th Floor
Visalia, CA 93291

Dear Ms. Smith,

The Institutional Review Committee (IRC), functioning in accordance with the policies and procedures of the Accreditation Council for Graduate Medical Education (ACGME), has reviewed the information submitted regarding the following institution:

Kaweah Delta Health Care District (KDHCD)
Visalia, CA

Institution: 8000500018

Based on the information available at its recent meeting, the Review Committee accredited the institution as follows:

Status: Continued Accreditation
Effective Date: 01/12/2026

The Review Committee determined that the institution is in substantial compliance with the Institutional Requirements and did not issue any new citations.

The Review Committee must be notified of any major changes in the organization of the institution. When corresponding with this office, please identify the institution by number and name as indicated above.

Sincerely,

Kenneth Brown
Associate Executive Director, IRC
Institutional Review Committee

Institutional Resources & Infrastructure

Requirement	Requirement Met/At-Risk	Action Plan
Administrative Staffing	Met: Additional PC for EM starts July 20, 2026	N/A
Access to Food	Met	N/A
Educational Space	Met	N/A
Resident Lounge Space	Met	Resident Lounge being renovated; Resource Library adding workstations
IT & Simulation Support	Met	N/A
Call Rooms	Met	N/A

Medical School Affiliations & Visiting Learners

Total	What?	Who?
64	Medical School Affiliations	(Most frequent rotators) • CHSU-Fresno – 43 • ATSU (Santa Maria) – 26 • UC Davis – 23 • Kansas City University – 15 • Western Univ. – 9
248	Student Rotations	190 Medical Students (# per specialty) ANES (28) EM Sub-I (45) EM Core (37) Psych Sub-I (18) Psych Core (17) Neurology (4) Gen Surg Sub-I (4) Gen Surg Core (6) Ultrasound (8) Peds (5) 44 PA students 14 SRNA students
13	Clinical Experiences	(# per specialty) ANES (28) EM Sub-I (45) EM Core (37) Psych Sub-I (18) Psych Core (17) Neurology (4) Gen Surg Sub-I (4) Gen Surg Core (6) Ultrasound (8) Peds (5)

Match Results

Program/Positions	% Filled in Match	Of Note
ANES / 6	100	
EM / 13	100	
FM / 7	100	
GS / 3 + 2 prelims	100 categorical / Prelims in SOAP	<i>Categorical positions were filled in top five of rank list – all women/Prelims are both women</i>
PSYCH / 7	100	<i>Farthest they've gone down rank list to fill</i>
CAP / 3	100	<i>Lowest # of applications received</i>
TY / 12	100	

Fun Fact: 20 of our incoming residents are fluent in these languages and plan to get certified as interpreters.

Arabic (2), Spanish (8), American Sign Language, Polish, Farsi, Urdu, Vietnamese, Telugu, Chinese, Mandarin, Armenian, Cantonese, and Punjabi

Program Overview

- ACGME Program Accreditation Status
- ACGME Resident/Fellow Survey Results
- ACGME Faculty Survey Results
- Resident/Fellow Performance



Anesthesiology



6-6-4-4 = 20



Faculty Survey:

- 100% Very Positive
- Low Scoring areas
 - Process to transition care when resident fatigued
 - Residents instructed in cost-effectiveness



No citations



ACGME Res/Fel Survey Results

- At or above Specialty Compliance %
 - Except: increased clin resp granted
- Overall Res Eval went from 65% to 80%



ITEs: 50th%

Step 3: 1 awaiting results

Board Pass: 75% (not aggregate)



Opportunities:

- Faculty Recruitment
- Grad Retention

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2/9/2026



Anne Shapiro, DO, MAS
Interim Residency Program Director, Core Faculty, Obstetric Anesthesiology
Kaweah Health
400 W. Mineral King Avenue
Visalia, CA 93291-6263

Dear Dr. Shapiro,

The Review Committee for Anesthesiology, functioning in accordance with the policies and procedures of the ACGME, has reviewed the information submitted regarding the following program:

Anesthesiology

Kaweah Delta Health Care District (KDHCD) Program
Kaweah Delta Health Care District (KDHCD)
Visalia, CA

Program 0400500028

Based on the information available to it at its recent meeting, the Review Committee accredited the program as follows:

Status: Continued Accreditation
Effective Date: 12/15/2025
Total Approved Resident Positions: 24
Complement Breakdown by Level: 6 - 6 - 6 - 6

The Review Committee determined that the program is in substantial compliance with the Program Requirements and did not issue any new citations.

The Review Committee must be notified of any major changes in the organization of the program. When corresponding with this office, please identify the program by number and name as indicated above.

Sincerely,

Cheryl Gross, MA
Executive Director

Family Medicine



7-7-7 = 21



Faculty Survey:

- 100% Completion



One citation for
insufficient faculty



Opportunities:

- Recruitment/Retention
- Faculty Scholarly Activity



ACGME Res/Fel Survey Results

- At or above Specialty Compliance %
 - Except: increased clin resp granted
- Overall Res Eval went from 70% to 75%



ITEs: 65% scored at/above means

Step 3: 1 has not passed, 3 not taken

Board Pass: 100%

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2/25/2025



Mario Martinez, MD
Family Medicine Residency Program Director
Kaweah Delta Health Care District (KDHCD)
400 West Mineral King Avenue
Visalia, CA 93291

Dear Dr. Martinez,

The Review Committee for Family Medicine, functioning in accordance with the policies and procedures of the ACGME, has reviewed the information submitted regarding the following program:

Family medicine

Kaweah Delta Health Care District (KDHCD) Program
Kaweah Delta Health Care District (KDHCD)
Visalia, CA

Program 1200500714

Based on the information available to it at its recent meeting, the Review Committee accredited the program as follows:

Status: Continued Accreditation
Effective Date: 01/22/2025
Total Approved Resident Positions: 21

The Review Committee determined that the program is in substantial compliance with the Program Requirements and did not issue any new citations.

AREAS FOR IMPROVEMENT / CONCERNING TRENDS

The Review Committee identified the following areas for program improvement and/or concerning trends:

Evaluations

The Committee encourages the program to review results from the Resident Survey, as there were concerns expressed across three domains. The Committee reminds the program that Resident Survey results are reviewed annually to assist with the determination of substantial compliance with the requirements.

Faculty Scholarly Activity

The Committee noted that program-level faculty scholarship will be monitored annually for improvement and evidence of substantial compliance. Over 50% of the program faculty reported zero scholarly productivity.

Psychiatry



7-7-9-3 = 26



Faculty Survey:

- 100% Very Positive

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Fax 312.755.7498
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3/4/2026



Mandeep S Bagga, MD
Program Director
Kaweah Health
400 West Mineral King Avenue
GME Office
Visalia, CA 93291

Dear Dr. Bagga,

The Review Committee for Psychiatry, functioning in accordance with the policies and procedures of the ACGME, has reviewed the information submitted regarding the following program:

Psychiatry

Kaweah Delta Health Care District (KDHCD) Program
Kaweah Delta Health Care District (KDHCD)
Visalia, CA

Program 4000500313

Based on the information available to it at its recent meeting, the Review Committee accredited the program as follows:

Status: Continued Accreditation
Effective Date: 02/12/2026
Total Approved Resident Positions: 28

The Review Committee determined that the program is in substantial compliance with the Program Requirements and did not issue any new citations.

Subspecialty Programs

The following is a list of subspecialty programs associated with your program. Subspecialty programs with ** preceding the program number were not reviewed at the most recent RC meeting.

4050540001- Child and adolescent psychiatry
Continued Accreditation - Effective: 02/12/2026

The Review Committee must be notified of any major changes in the organization of the program. When corresponding with this office, please identify the program by number and name as indicated above.



No citations



Opportunities:

- Faculty Recruitment

ACGME Res/Fel Survey Results

- At or above Specialty Compliance % Except:
 - Safety and health conditions
 - Increased clin resp granted
 - Witnessed abuse, harassment
- Overall Res Eval went from 76% to 56%



ITEs: $\geq 75\%$ scored at or above 80th%

Step 3: 1 awaiting results

Board Pass: 100%



Child & Adolescent Psychiatry



3-3 = 6



Faculty Survey:

- 100% Very Positive
- Areas for Improvement
 - Info not lost during handoff
 - Residents instructed in cost-effectiveness



No citations

ACGME Res/Fel Survey Results

- At or above Specialty Compliance % Except:
 - Participate in safety event invest/analysis
 - Appropriate level of supervision
 - Evaluation
- Overall Res Eval went from 100% to 83%



ITEs: 50th%

Board Pass: 100% (not aggregate)



Opportunities:

- C&A Unit MHH
- Grad Retention

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3/4/2026

Cory D Jaques, MD
Program Director
Kaweah Delta Health Care District (KDHCD) Program
400 W Mineral King Ave
Visalia, CA 93291

Dear Dr. Jaques,

The Review Committee for Psychiatry, functioning in accordance with the policies and procedures of the ACGME, has reviewed the information submitted regarding the following program:

Child and adolescent psychiatry

Kaweah Delta Health Care District (KDHCD) Program
Kaweah Delta Health Care District (KDHCD)
Visalia, CA

Program 4050540001

Based on the information available to it at its recent meeting, the Review Committee accredited the program as follows:

Status: Continued Accreditation
Effective Date: 02/12/2026
Total Approved Fellow Positions: 6

The Review Committee determined that the program is in substantial compliance with the Program Requirements and did not issue any new citations.

The Review Committee must be notified of any major changes in the organization of the program. When corresponding with this office, please identify the program by number and name as indicated above.

Sincerely,

Louise Castie



Transitional Year



12 per year

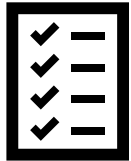


Faculty Survey:

- 100% Very Positive
- Low Scoring areas
 - Process to transition care when resident fatigued
 - Residents instructed in cost-effectiveness



No citations



ACGME Res/Fel Survey Results

- At or above Specialty Compliance % Except:
 - Time to interact with patients
 - Increased clin resp granted
 - 80-hour week / Four or more days free in 28
- Overall Res Eval went from 100% to 92%



Step 3: 4 awaiting results



Opportunities:

- Better leveraging of TY residents in QI
- Recruitment of former grads

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Suite 2000
Chicago, IL 60611
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Fax 312.755.7498
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2/6/2026



Michael Stanley, DO
Transitional Year Residency Program Director
Kaweah Delta Health Care District (KDHCD) Program
400 West Mineral King Avenue
Visalia, CA 93291

Dear Dr. Stanley,

The Review Committee for Transitional Year, functioning in accordance with the policies and procedures of the ACGME, has reviewed the information submitted regarding the following program:

Transitional year

Kaweah Delta Health Care District (KDHCD) Program
Kaweah Delta Health Care District (KDHCD)
Visalia, CA

Program 9990500244

Based on the information available to it at its recent meeting, the Review Committee accredited the program as follows:

Status: Continued Accreditation
Effective Date: 12/04/2025
Total Approved Resident Positions: 12

The Review Committee determined that the program is in substantial compliance with the Program Requirements and did not issue any new citations.

The Review Committee must be notified of any major changes in the organization of the program. When corresponding with this office, please identify the program by number and name as indicated above.

Sincerely,

Cheryl Gross, MA
Executive Director
Review Committee for Transitional Year



13-14-11 = 38



No citations



Faculty Survey:

- 90% Very Positive
- Low Scoring area
 - Faculty act unprofessionally

ACGME Res/Fel Survey Results

- Focus Areas Below Specialty Compliance %
 - Balance btw educ and pt care
 - Safety and Health conditions
 - Able to raise concerns/process for dealing confidentially w/ probs and concerns
 - Appropriate amt of teaching
 - Satisfied w/ feedback
- Overall Res Eval went from 79% to 71%



ITEs: < 50% at benchmarks
 Step 3: 10 awaiting results, 3 did not pass
 Board Pass: 100%



Opportunities:

- ITE scores
- Difficult interactions
- Special Review

Emergency Medicine

Accreditation Council for
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401 North Michigan Avenue
Suite 2000
Chicago, IL 60611
Phone 312.755.5000
Fax 312.755.7498
www.acgme.org

3/6/2026



Sean H Oldroyd, DO
Emergency Medicine Residency Program Director
Kaweah Delta Health Care District (KDHCD)
400 West Mineral King Avenue
Visalia, CA 93291-6263

Dear Dr. Oldroyd,

The Review Committee for Emergency Medicine, functioning in accordance with the policies and procedures of the ACGME, has reviewed the information submitted regarding the following program:

Emergency medicine

Kaweah Delta Health Care District (KDHCD) Program
Kaweah Delta Health Care District (KDHCD)
Visalia, CA

Program 1100500213

Based on the information available to it at its recent meeting, the Review Committee accredited the program as follows:

Status: Continued Accreditation
Effective Date: 01/14/2026
Total Approved Resident Positions: 42

The Review Committee determined that the program is in substantial compliance with the Program Requirements and did not issue any new citations.

The Review Committee must be notified of any major changes in the organization of the program. When corresponding with this office, please identify the program by number and name as indicated above.

Sincerely,

Jenny Campbell, MA
Associate Executive Director
Review Committee for Emergency Medicine
312.755.5026
jcampbell@acgme.org



5-3-3-3-3 = 17



No citations



Faculty Survey:

- 75% Positive
- Low Scoring areas
 - Satisfied w/ Prof Dev and Educ
 - Process to transition care when resident fatigued
 - Evaluation
 - Instruction on cost-effectiveness



ACGME Res/Fel Survey Results

- Focus Areas Below Specialty Compliance %
 - Resources
 - Professionalism
 - Fac Teaching and Supervision
 - Interprofessional Teamwork skills modelled/taught
 - Satisfied w/ feedback
- Overall Res Eval went from 100% to 18%



ITEs: at or above benchmarks

Step 3:

Board Pass: 83% (not aggregate)



Opportunities:

- Faculty Engagement
- Expanding Rotations
- Special Review

Surgery

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401 North Michigan Avenue
Suite 2000
Chicago, IL 60611

Phone 312.755.5000
Fax 312.755.7498
www.acgme.org

3/11/2026



John J Hong, MD
Program Director
400 West Mineral King Avenue
GME Office, SSB Building, Fifth Floor
Visalia, CA 93291

Dear Dr. Hong,

The Review Committee for Surgery, functioning in accordance with the policies and procedures of the ACGME, has reviewed the information submitted regarding the following program:

Surgery

Kaweah Delta Health Care District (KDHCD) Program
Kaweah Delta Health Care District (KDHCD)
Visalia, CA

Program 4400500428

Based on the information available to it at its recent meeting, the Review Committee accredited the program as follows:

Status: Continued Accreditation
Effective Date: 01/15/2026
Total Approved Resident Positions: 17
Complement Breakdown by Level:

4 - 4 - 3 - 3 - 3
C = 3-3-3-3-3
P = 1-1

The Review Committee determined that the program is in substantial compliance with the Program Requirements and did not issue any new citations.

RESOLVED CITATIONS

The Review Committee determined that the following citations have been resolved:

Performance on Board Exams | Since: 01/04/2024 | Status: Resolved
[Program Requirement V.C.3.a)] For specialties in which the ABMS member board and/or AOA certifying board offer(s) an annual written exam, in the preceding three years, the program's aggregate pass rate of those taking the examination for the first time must be higher than the bottom fifth percentile of programs in that specialty. (Outcome)

Fellowship Matches

Program	Resident	Fellowship
Anesthesiology	Dr. Katherine Nguyen	Children's Hospital of Los Angeles – Pediatric Anesthesiology
Emergency Medicine	Dr. Abimbola Bankole Dr. Shadi Kiaei Dr. Tyler Kirkland Dr. Iman Shull	SUNY Update Med University NY Medical – Toxicology Rutgers New Jersey Medical School – Medical Toxicology Stanford Health – Addiction Medicine Vituity / Kaweah Health - Medical Education
Psychiatry	Dr. Sheena Ghalla Dr. Nicole Haggerty Dr. Liz Jahng Dr. Monica Khokhar Dr. Rahul Maini	Kaiser Permanente Fontana – Child and Adolescent Psychiatry UC San Diego – Child and Adolescent Psychiatry Kaweah Health– Child and Adolescent Psychiatry UCLA Medical Center – Addiction Psychiatry Fontana – Child and Adolescent Psychiatry
Surgery	Dr. Handelsman Dr. McNabb Dr. Petrak	Melanoma Fellowship – (International – Australia) Baylor University Med Center – Surgical Critical Care Hackensack NJ - Minimally Invasive Surgery

Resident Retention

Academic Year 25-26

Priority: Retain Kaweah Health Residents

Program	Graduates (June 2026)	# Signed with KH	# Signed in Central Valley	% Retained Overall	Notes
Anesthesiology	4	2	1 (Dr. Marigold – St. Agnes)	75%	One resident (Dr. Prentice) signed a two-year contract and the other (Dr. Brazeal) signed for one year
Emergency Medicine	11	2		18%	Dr. Eduardo Amaya and Dr. Iman Shull (Shull – Education Fellowship for one year)
Family Medicine	7	3	2 (Dr. Sanchez – United Dr. Granados - Bakersfield)	71%	Drs. Truong (Tulare Clinic/Inpt), Patel (Akers and Women's Hlth), and Rivera (Plaza and Ben Maddox)
Psychiatry	4	0		0%	
Surgery	3	0		0%	All grads went to fellowships
Child & Adol Psychiatry	3	0		0%	*Overall retention = 31% *KH retention = 22%

AY2025-26 Successes

Area	Institution	Programs
Accreditation	Continued Accreditation With No Citations (Jan. 16, 2026)	All – Continued Accreditation
Resident Match	N/A	All Categorical Positions 100% Filled
Resolved Citations/AFIs	N/A	ANES – Evaluations & Fac Tchg Superv FM – Educ Environ SURG – Board Pass Rate
Scholarly Activity	N/A	Residents had six publications Faculty had 12 publications
Expansion	CSU Opening C&A Unit MHH Ground-breaking	CAP and Psychiatry
Grants	Applied for cap slots via Section 126 (CMS) March 2026; app under review (May 2026)	ANES

AY2025-26 Risks

Area	Concern(s)	Action Plan
Faculty attrition	Loss of EM faculty (APD), change in surgery faculty group, adequate FM faculty	Partner with provider groups to recruit; better grad retention
Finances	Legislation passed affecting Medicare/Medicaid reimbursement rates	Optimizing clinical documentation; grant funding opportunities
Case volumes	Loss of elective case volume for surgery program	Expanding surgery clinic to support elective cases; elective surgery rotations (St. Agnes)
Faculty Teaching & Supervision	Faculty interested in teaching; Environment of Inquiry; Appropriate amount of teaching in clinical and didactic activities; Increasing clinical responsibility granted	Work with program leadership to assess faculty role/responsibilities and implement targeted faculty development; create “Junior Faculty” leadership training path for retained grads; clear delineation and regular (monthly) monitoring of faculty responsibilities and outcomes (accountability measures)
Safety/Health Conditions	Disruptive/unsafe patients; Walking to car when dark	Exec Team approved two FT security guards for Lindsay and Exeter BH clinics; reported through GMEC that a security guard is available to escort residents to cars
Program Data	Inability to obtain program-specific data as required by ACGME (EM, FM, Psych)	Follow-up with BI team about creating a dashboard template with needed data points that PDs can access and run as needed.

GME Strategic Growth Opportunities

Area	Opportunity	Implementation
Resources	Community pipeline development – more exposure to community physicians for succession planning, practice models, additional faculty	One to two years – requires changes to resident schedules/rotations to accommodate
Program Expansion	New program/fellowship feasibility (FM/OB fellowship through BCFMO) Internal Medicine (SV partnership) Rural training track/HOS reclass Alignment with hospital service line growth	Two to three years – requires feasibility study, resource procurement and allocation
Medical School Alignment	Sole clinical site for MS3 and MS4 rotations Evaluating/expanding medical school affiliations	One to two years – requires programs to assess recruitment and retention strategies/goals, and align with schools that meet goals



Questions?



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



ADC GME Annual Overview 29JUL2026

Kaweah Health Annual GME Update

The Other Side of GME

July 29, 2026

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Areas of Focus

- The “Multiplier Effect” of GME
- The Orchard
 - Medical Student Rotations
 - Medical School Affiliations
- The Economics of GME
 - Visiting Learners
 - Expansion
 - Research / QI and PS
- GME as a Bridge

The “Multiplier Effect” of GME

“Residency programs are like dropping a pebble into a pond.”

- *Most people only notice the pebble.*

First ripple = Better patient care (supervised clinical work, continuous teaching/learning)

Second ripple = Recruitment and retention

Third ripple = Expansion of specialty services

Fourth ripple = Stronger clinical education, interdisciplinary collaboration

Fifth ripple = Economic growth (PHY practices, jobs, research, access to care)

Final ripple = Healthier communities for decades

The Orchard

"A hospital without residency programs is like an orchard that only buys fruit instead of planting trees."

Residents are the plants, and medical students are the seeds.

Total	What?	Who?
64	Medical School Affiliations	(Most frequent rotators) • CHSU-Fresno – 43 • ATSU (Santa Maria) – 26 • UC Davis – 23 • Kansas City University – 15 • Western Univ. – 9
248	Student Rotations	190 Medical Students (# per specialty) ANES (28) EM Sub-I (45) EM Core (37) Psych Sub-I (18) Psych Core (17) Neurology (4) Gen Surg Sub-I (4) Gen Surg Core (6) Ultrasound (8) Peds (5) 44 PA students 14 SRNA students
13	Clinical Experiences	(# per specialty) ANES (28) EM Sub-I (45) EM Core (37) Psych Sub-I (18) Psych Core (17) Neurology (4) Gen Surg Sub-I (4) Gen Surg Core (6) Ultrasound (8) Peds (5)



The Economics of GME



"Most communities celebrate when a factory creates 40 jobs."

Physicians: 40-50 residents rotate annually from external programs, 38 resident grads annually (cost of recruiting a primary care physician = ~\$50K, specialty physician = ~\$150K)

Clinic expansion: Addition of the Child Stabilization Unit, expansion of MHH to include an adolescent unit

Research: Supported publication of nine (9) articles/studies external to GME (enhanced recovery after cardiac surgery, gaps in rural CKD care, AI as diagnostic tool, pain management for chronic back pain patients, influences on end-of-life decisions for cancer patients)

QIPS: 56 completed projects related to current hospital initiatives and committees (stroke, blood utilization, SQIP, appropriate use, HAI, sepsis, trauma, population health, HBIPS, behavioral health, HAPI, med safety, rural health)

New Specialty Services: Child Stabilization Unit, in-patient adolescent unit, surgical oncology



Better Access to Care: Street Medicine (saw 189 patients in 2025, reducing the number of non-emergent ED visits of homeless patients by 33% and high-acuity hospitalizations by 17% = ~\$1.3M in hospital savings)

Future Physician Leaders: Professionalism integrated into curriculum and one of six milestone competencies, "soft-skill" development opportunities and support (interdisciplinary communication, teamwork, co-management)

GME as a Bridge

"Oh, the Places [We'll] Go" – Dr. Seuss



Between medical school and independent practice: Transforming knowledge into competent practice

Between today's physicians and tomorrow's physicians: current medical literature, new technologies, fresh perspectives, questions that challenge old assumptions, succession pipeline for aging provider community

Between evidence and implementation: "Why do we do it this way?" Teaching hospitals tend to adopt evidence-based practices more quickly because questioning is expected.

Between healthcare systems: Few hospital employees ever see the entire system (EM, Surgery, Psych, ICU, Clinics, Rehab, Community Orgs)

Between the hospital and community: Simulation (ATLS, Sim Center Tours, Doctor's Academy, Doc Band, HEAL, Health Camp, UC Davis Reach Students Outreach)

Between the hospital's mission and its legacy: Teaching hospitals also shape who will provide care tomorrow. A residency program extends the hospital's influence far beyond the patients currently admitted. Its legacy lives through every graduate.

Between hope and access: A residency program doesn't solve all of those problems, but it creates a sustainable path toward addressing them. It brings new physicians into the community, expands clinical services, and increases the likelihood that some graduates will stay and practice where they are most needed.



Questions?



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