

Kaweah Delta Health Care District SPECIAL Board of Directors Meeting

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



DATE POSTED: April 24, 2026

NOTICE

Date: Tuesday, April 28, 2026

Location: Fairmont Scottsdale Princess – Ironwood Meeting Room #47

Address: 7575 E Princess Drive, Scottsdale, AZ 85255

Please join my meeting from your computer, tablet or smartphone.

<https://meet.goto.com/KelsieD/kaweahdeltahealthcaredistrictboardofdirectorsmeeti>

You can also dial in using your phone.

Access Code: 460-561-181

United States: [+1 \(646\) 749-3122](tel:+16467493122)

SCHEDULE:

- **Noon - 12:00 PM** Mountain Time – Open Session

AMERICANS WITH DISABILITIES ACT (ADA) NOTICE:

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Board Clerk at (559) 624-2330. Notification at least 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the meeting.

POSTING NOTICE:

All Kaweah Delta Health Care District regular Board and committee meeting notices and agendas are posted at least **72 hours** prior to the meeting (and **24 hours** prior to special meetings) in the Kaweah Health Medical Center, Mineral King Wing, near the Mineral King entrance, in accordance with Government Code §54954.2(a)(1).

PUBLIC RECORDS:

Disclosable public records related to this agenda are available for public inspection at:

Kaweah Health Medical Center – Acequia Wing, Executive Offices (1st Floor)

400 West Mineral King Avenue, Visalia, CA 93291

You may also request records by contacting the Board Clerk at (559) 624-2330 or

kedavis@kawahhealth.org, or by visiting the District's website at www.kawahhealth.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

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KAWEAH DELTA HEALTH CARE DISTRICT

Dean Levitan, M.D, Secretary/Treasurer

Prepared by:

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

Kelsie K. Davis
Board Clerk / Executive Assistant to the CEO

DISTRIBUTION:

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

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KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Fairmont Scottsdale Princess
Ironwood Meeting Room # 42
7575 E Princess Drive, Scottsdale, AZ 85255

Tuesday April 28, 2026 {Special Meeting}

Please join my meeting from your computer, tablet or smartphone.

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OPEN MEETING AGENDA {Noon/12:00PM MT}

- 1. CALL TO ORDER**
- 2. 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 jurisdiction of the Board are requested to identify themselves at this time.
- 3. BOARD GOVERNANCE - SELF-ASSESSMENT** – The Board of Directors will review and discuss the annual board self-assessment process as part of its governance best practices. The Board may provide direction to staff and/or take action regarding the structure, administration, and timing of the assessment.
- 4. ADJOURNED**

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Agenda Posting and Public Records

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Tuesday April 28, 2026

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Board Member

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Kaweah Health

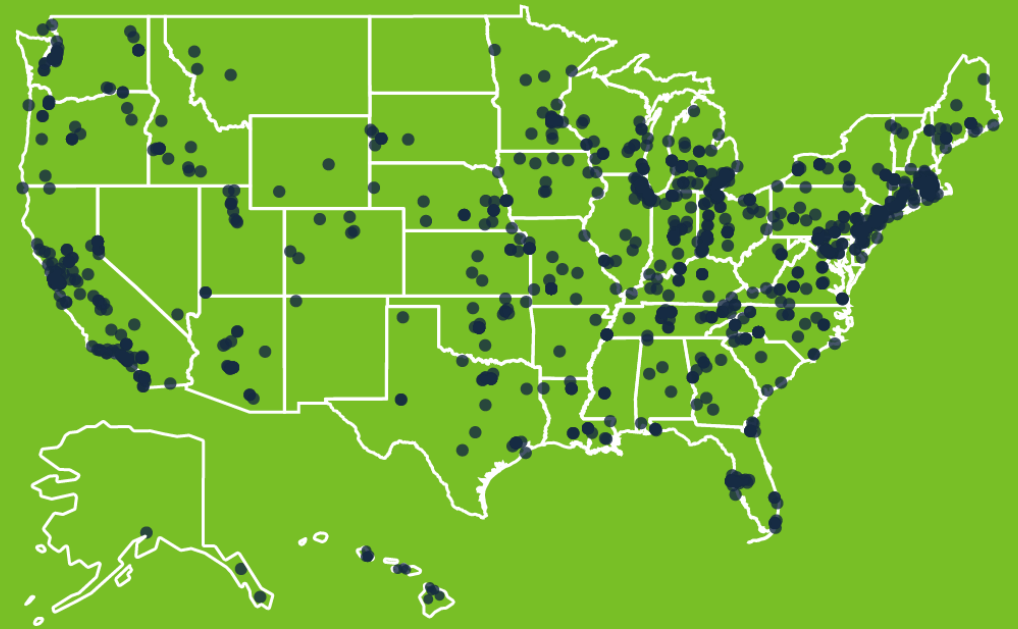
Board Self-Assessment

Date 04/28/2026

Ashley Schultz, Member Success Manager

The Governance Institute Today

The Governance Institute provides trusted, independent information, resources, tools, and solutions to board members, healthcare executives, and physician leaders in support of their efforts to most effectively lead and govern their organizations.



900+

Non-profit Healthcare Partners Nationally



Healthcare Executives, Board Members, Physician Leaders, Governance Support, General Counsels, etc.

The board's duties and responsibilities



THREE FIDUCIARY DUTIES

01

Care



02

Loyalty



03

Obedience



CORE RESPONSIBILITIES

Quality Oversight

Financial Oversight

Strategic Direction

Board Development

Management Oversight

Community Benefit & Advocacy

Board Culture

Response Rate: Board Engagement

5 of 5 responses

100% participation

n of 1=20%

Question Structure: Aligned to Roles and Responsibilities

32 Items – Very Effective to Very Ineffective

3 Items – 0 to 10

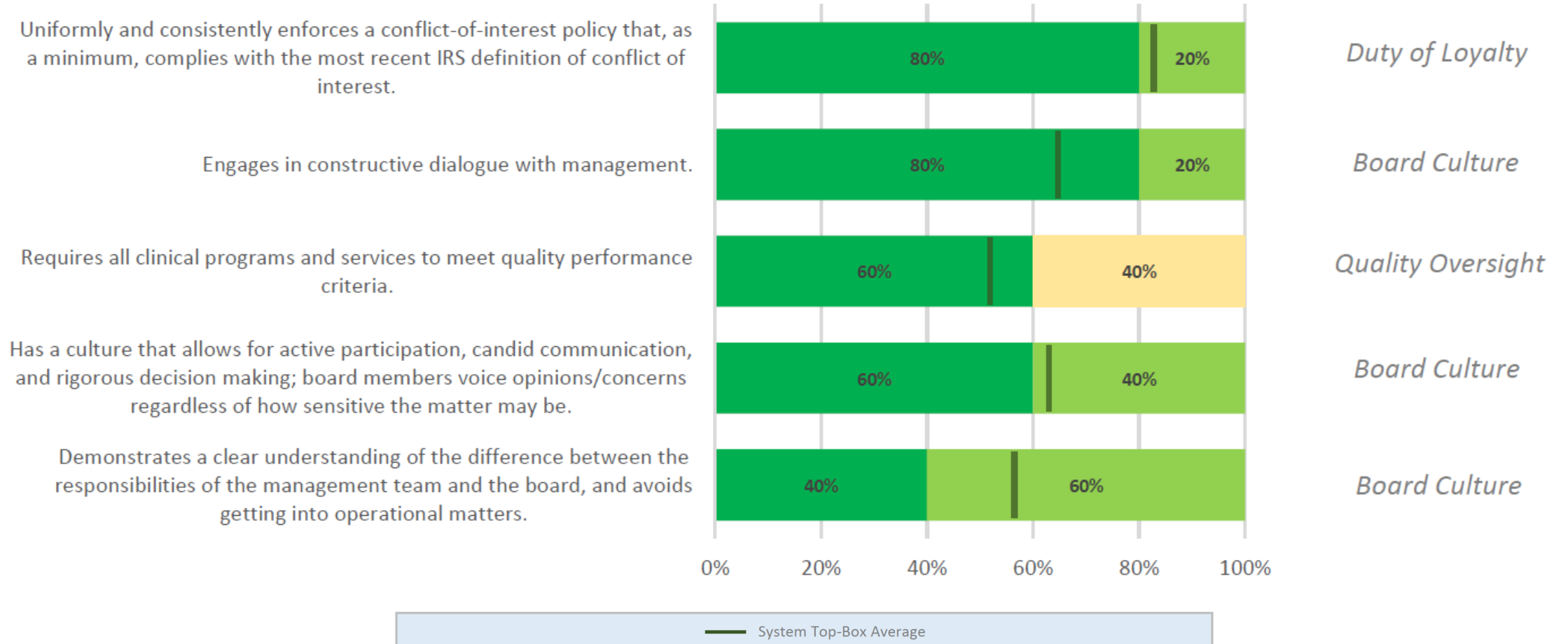
5 Items – Open Ended

Overall Rating: Overall Effectiveness of Board

Overall Metrics	2026	National Average
Overall Board Effectiveness	8 (40%)	8.6 (61.4%)
Positive, Meaningful, Engaging Experience	9.2 (80%)	9.2 (80.2%)
Opportunity to Influence Strategy, Culture, Performance	8.6 (60%)	8.7 (64.1%)

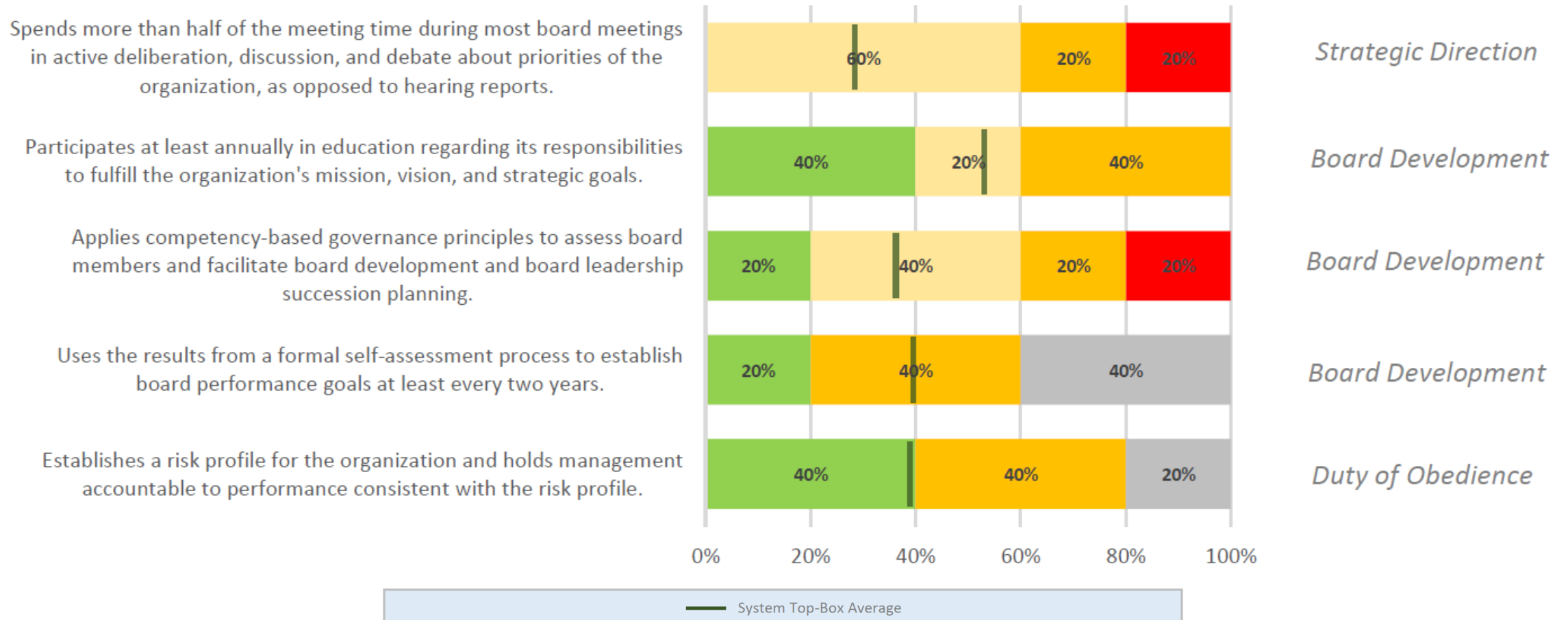
Items of Strength

Highest Performing Questions *Assessment items with highest Very Effective performance*



Items of Opportunity

Lowest Performing Questions *Assessment items with lowest Very Effective performance*



Open Ended Comments

Important Obligations (5)

- Serve as a trusted voice for community and employees
- Hold leadership accountable for quality, finance, and ethics
- Understand hospital operations and financial health
- Maintain strong oversight of care quality and patient safety

Board Experience (3)

- Positive, professional, and respectful board culture
- High engagement through committee work
- Appreciation for detailed board materials
- Comfortable raising concerns and asking questions

Influence Strategic Direction, Culture, Performance (2)

- Board members feel heard and able to influence strategy
- Open access to CEO and executive leadership
- Constructive dialogue and respectful disagreement encouraged

Open Ended Comments (cont.)

Board Improvement (5)

- Increase outreach to underrepresented communities
- Allow more open discussion during board meetings
- Strengthen relationships with medical staff
- Align board and new CEO on roles and meeting structure

Education Topics (3)

- Guidance on best practices amid regulatory change
- Credentialing standards beyond clinical quality
- Peer examples for complex governance issues

7 Elements of Effective Governance



Development Planning Ideas

Action Item	Strategy	Resources Available	Assigned To



Ashley Schultz

Member Success Manager

877-712-8778

aschultz@governanceinstitute.com

Appendix

Managing Finances and Achieving Growth in Extreme Uncertainty

- What are the most effective strategies and tactics to manage high levels of uncertainty?
- How should we think about capital (traditional and new sources), investments in innovation, and partnerships?

Artificial Intelligence and Cybersecurity

- What are our governance policies, principles, and practices for smart AI transformation?
- How can we accelerate digital literacy on the board and across the organization?
- How do we build awareness of cyber threats to strengthen preparedness?

Thinking Strategically and Developing Winning Strategies

- How should we scenario plan with such significant unknowns and in a time of unprecedented volatility?
- What are the best practices in effectively assessing and stratifying enterprise risk?
- How do we build governance capacity to anticipate and respond to major trends while ensuring agility and long-term resilience?

Elevating Quality

- How can we maintain our focus on quality and experience in the midst of a blizzard of priorities?
- What are the best practices in elevating and accelerating quality?
- How can we leverage technology for quality improvement?

Board Readiness for AI-Driven Healthcare

- Do we have the level of deep expertise required on our board?
- Is the quality of our board discussions up to entirely new problems?



INDEPENDENT HOSPITALS



ACADEMIC HEALTH CENTERS



HEALTH SYSTEMS



CHILDREN'S HOSPITALS



SUBSIDIARIES



PUBLIC HOSPITALS



RURAL & CRITICAL ACCESS HOSPITALS

UPCOMING EVENTS

CONFERENCES



September Leadership Conference

September 20–23, 2026
The Broadmoor
Colorado Springs, Colorado



2026 Governance Support Forum

September 23–24, 2026
The Broadmoor
Colorado Springs, Colorado

MAY WEBINAR

The Governance Institute presents

Master Quality Governance in the Boardroom: Top 5 Takeaways

May 28, 2026 | 11 a.m.–12 p.m. Pacific/2–3 p.m. Eastern

Members: No fee | Non-members \$295



Kaweah Health

2026 Board Self-Assessment Report

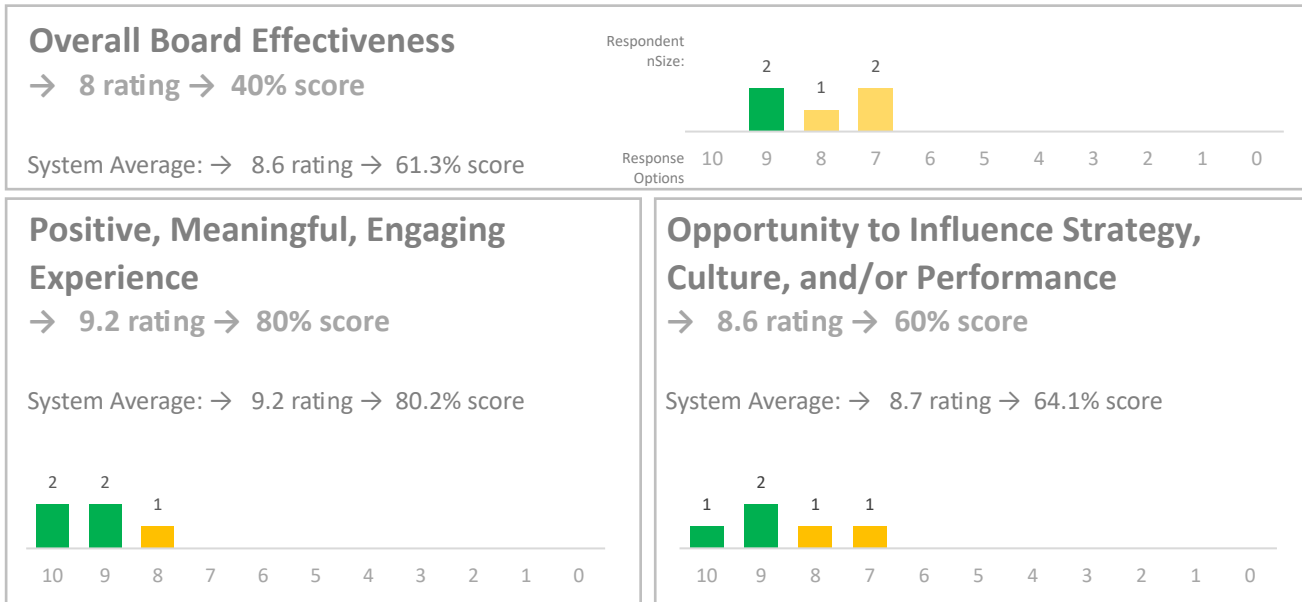


The Governance Institute

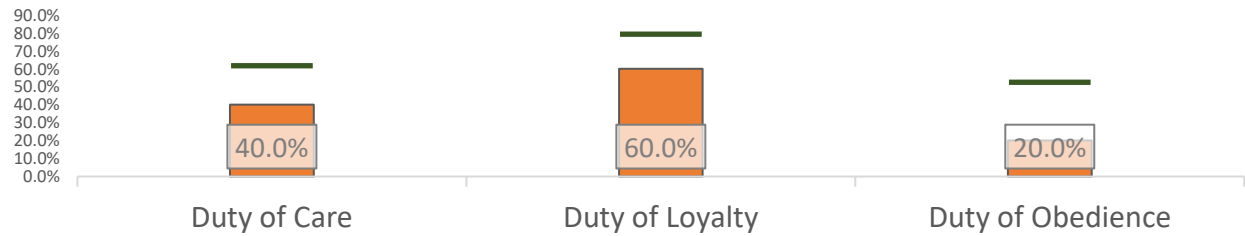


Executive Summary

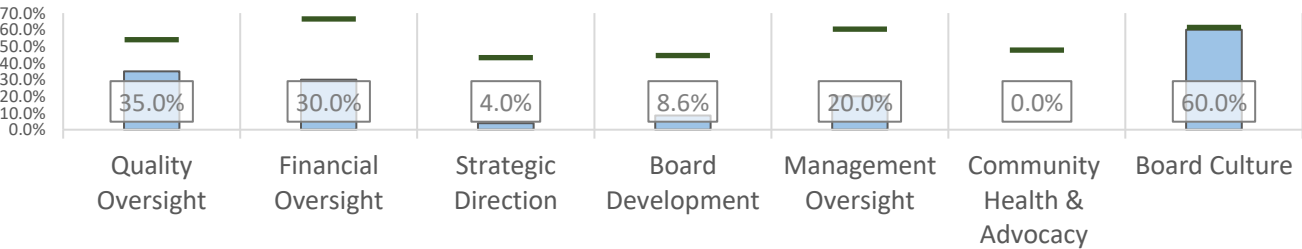
- 5 of 5 board members responded to your board's self-assessment, resulting in a 100% participation rate.
- The board gave an overall effectiveness rating of 8 out of 10, with 40% of the board selecting the highest possible rating.
- This report utilizes top box scoring, which shows either the percentage of respondents that selected "Very Effective," or 9 and 10 on a 10-point scale."



Fundamental Fiduciary Duties



Core Responsibilities

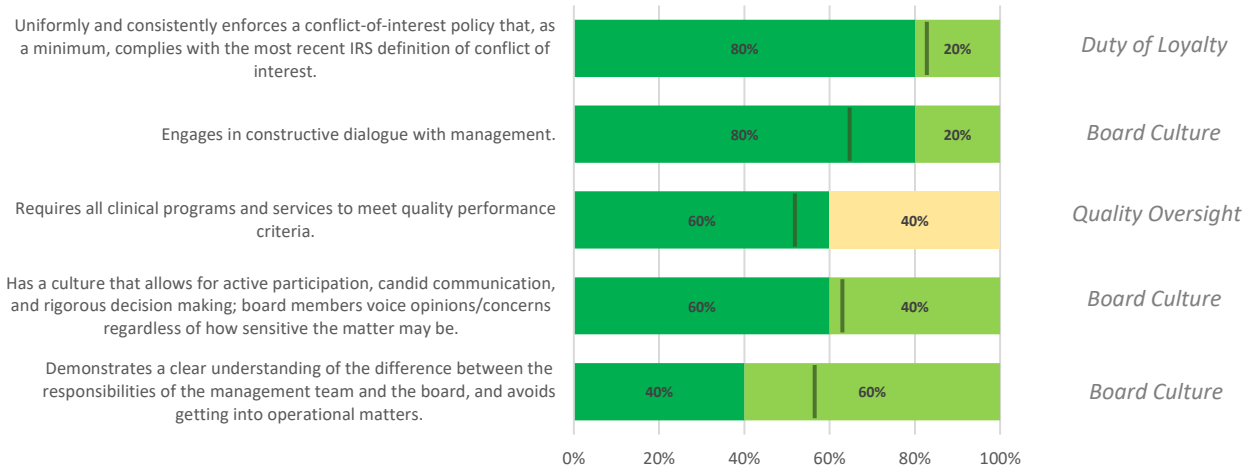


— System Top-Box Average

Focus Areas

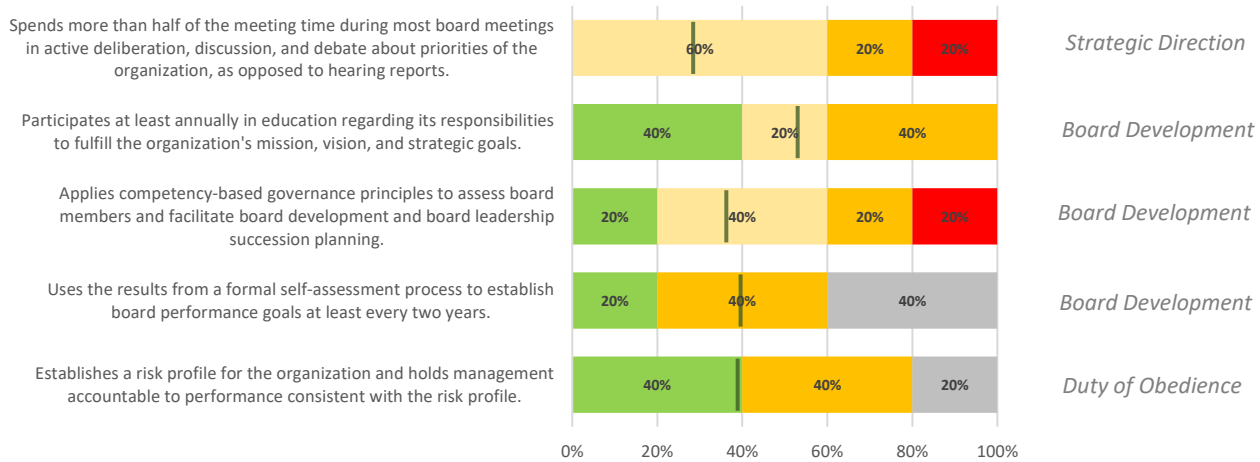
Highest Performing Questions

Assessment items with highest Very Effective performance

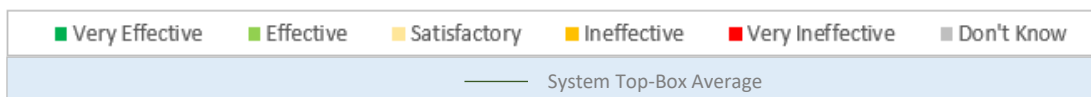
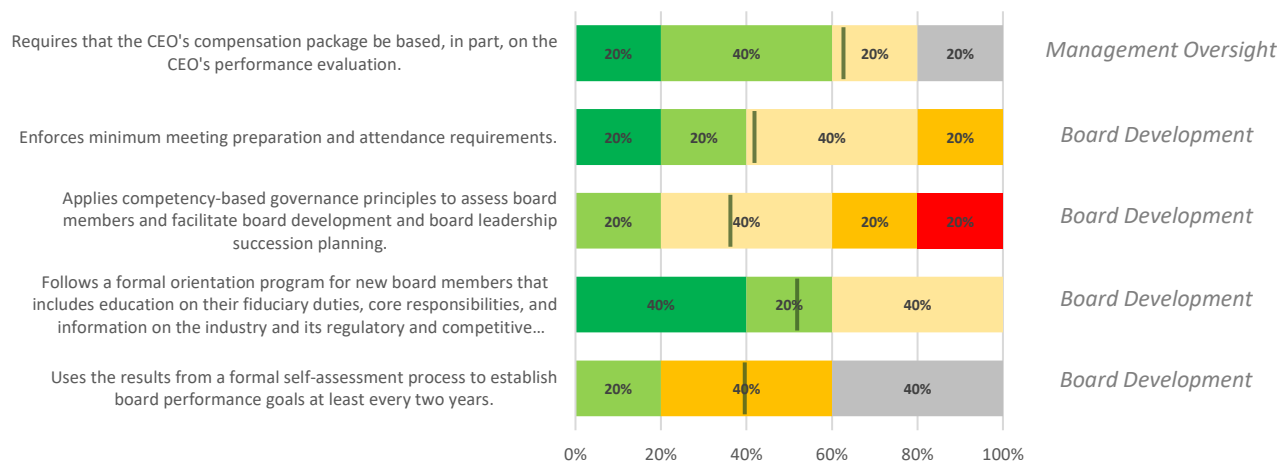


Lowest Performing Questions

Assessment items with lowest Very Effective performance



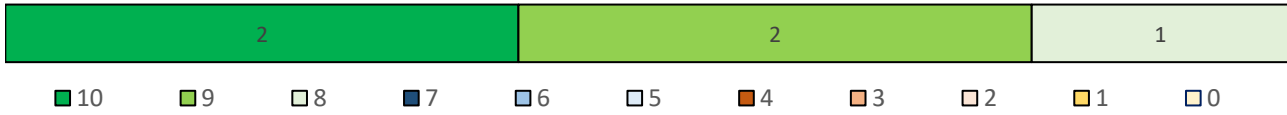
Questions with the Greatest Response Distribution



Additional Feedback

Respondents were asked to rate how much they agree with this question on a 0-10 scale, where 10 is strongly agree

My experience on the board is positive, meaningful, and engaging.



Comments:

During my time on the board we have had a cooperative, cordial and professional relationship among members, even with member changes over the years. I have been humbled by the commitment of staff to provide the most effective patient care possible and the responsiveness to needed changes, even though that effort continues to be needed and is never finished. I have been very engaged in several board committees and each one has been enlightening and, in some cases, challenging.

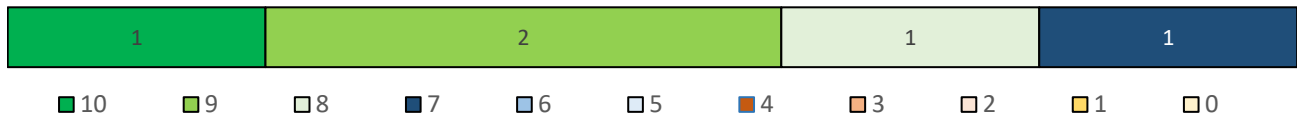
I have only been a board member a short time, but impressed with the level of detail I have access to through the board packet.

I believe that Kaweah Health is an outstanding health organization providing quality care to our community. I believe the Board appropriately prioritizes the needs of the organization, our patients and our community. I am proud to be associated with the Kaweah organization and feel privileged to be a part of it.

Additional Feedback

Respondents were asked to rate how much they agree with this question on a 0-10 scale, where 10 is strongly agree

I have the opportunity to effectively influence the organization's strategic direction, culture, and/or performance.



Comments:

Whether or not I am an officer or a member of the board, I have the chance to meet with members of the ET and the CEO to discuss issues, put accountability issues into conversation and expectation, raise concerns, ask for information, suggest actions, and get information to help me understand situations that arise in patient care situations. I believe I have always been able to ask, request and receive any information on any topic that needs my understanding.

Our Board encourages expression of divergent opinions on difficult issues. I feel comfortable expressing my opinions. I respect the views of other Board members and senior leaders, and feel that they respect mine.

Empty comment input area with horizontal lines.

Additional Feedback

What suggestions do you have for ongoing board education topics?

Feedback was shared by 60% of respondents. The average effectiveness rating provided by this group of respondents was 8 with a percent positive score of 33.3%.

Comments:

We have state required training on Ethics, Conflict of Interest, and are always informed on changes to the Brown Act. Since so many things are dictated to us by CMS, the State, and Congressional decisions that are virtually out of our hands, information on best practices, trends and how to deal with what is often a whipsaw reaction to the latest change/requirement we are being handed, regardless of the impact. It is hard for me to think specifically about new education topics. I will lean on my colleagues for their wisdom and thinking in this area.

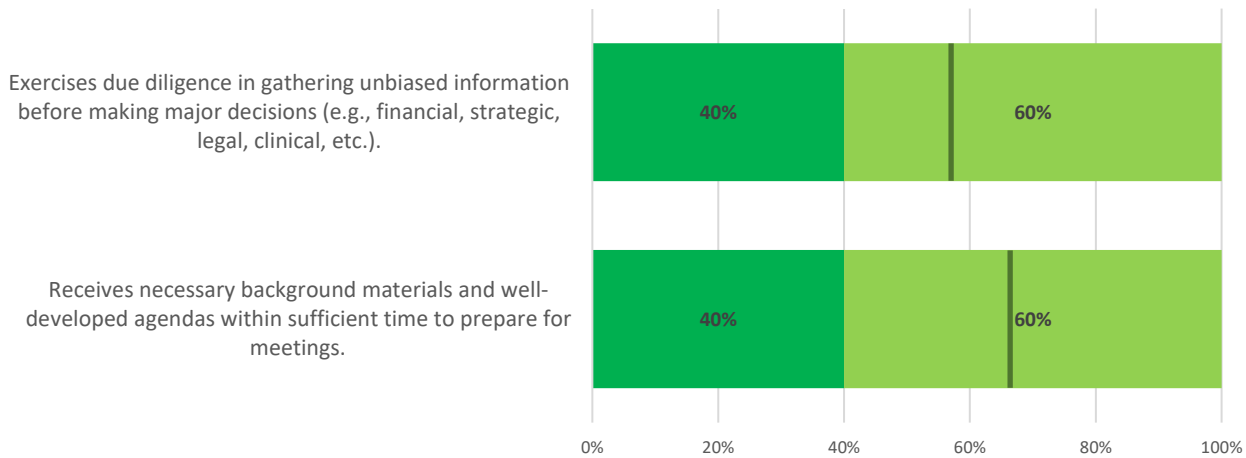
Legislative updates; how board members can advocate for a district hospital, which is much different than a for profit hospital.

Credentialing: setting quality standards (not just clinical) and priorities. Establishing guidelines for management/physician relationships. Understanding what other similar health care organizations do on thorny issues.

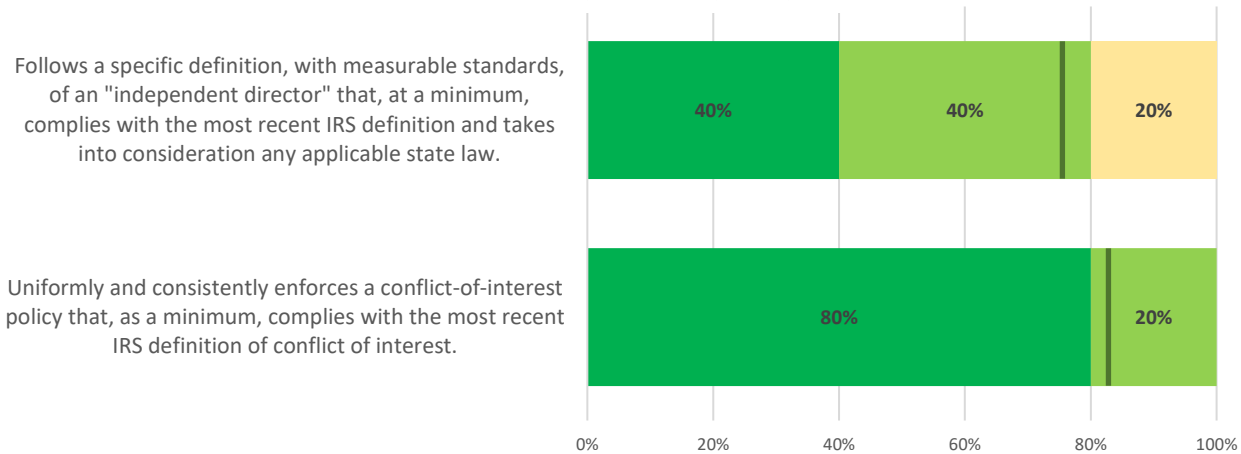
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Question Summary

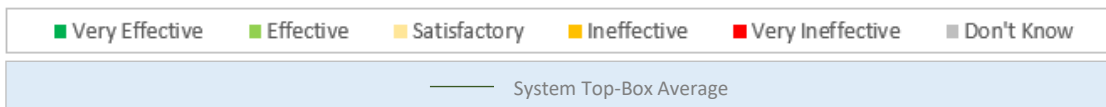
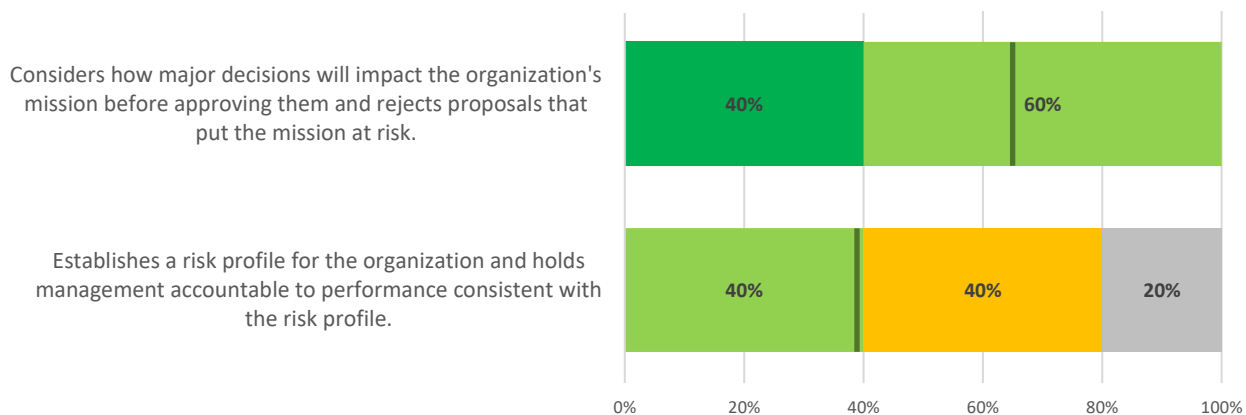
Duty of Care



Duty of Loyalty

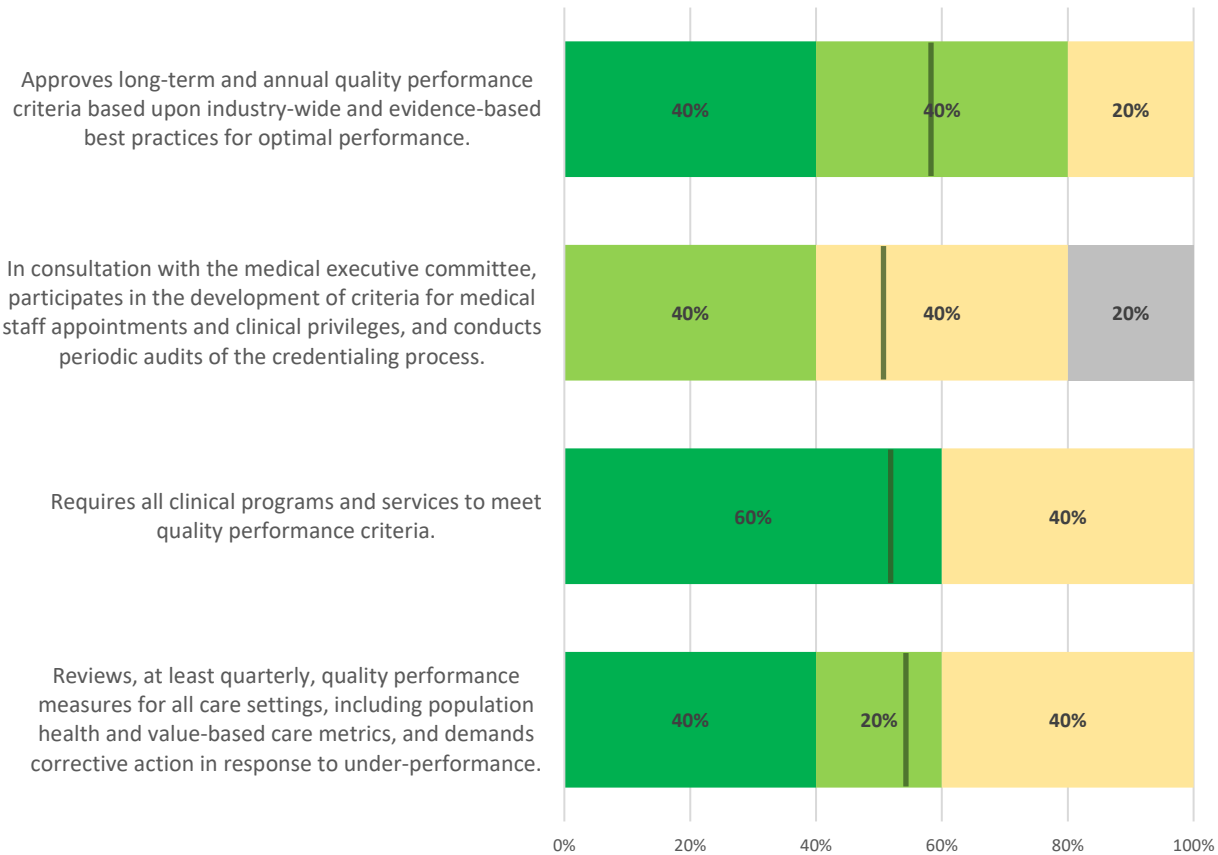


Duty of Obedience

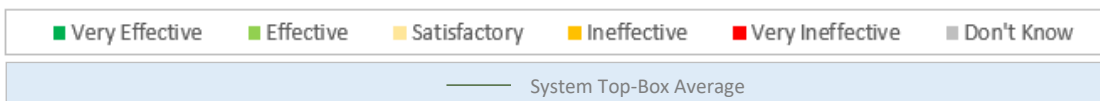
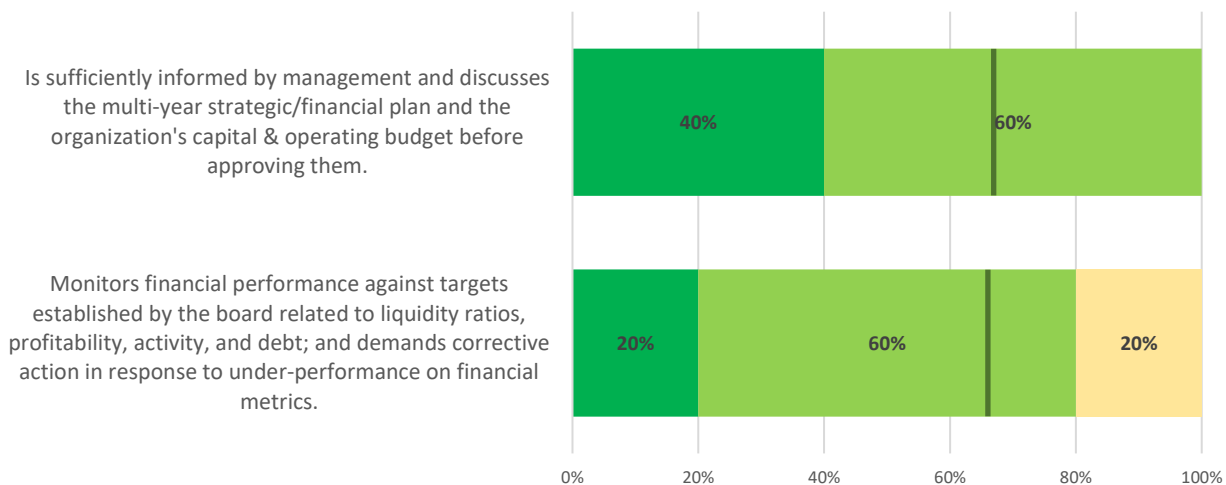


Question Summary

Quality Oversight



Financial Oversight



Question Summary

Strategic Direction



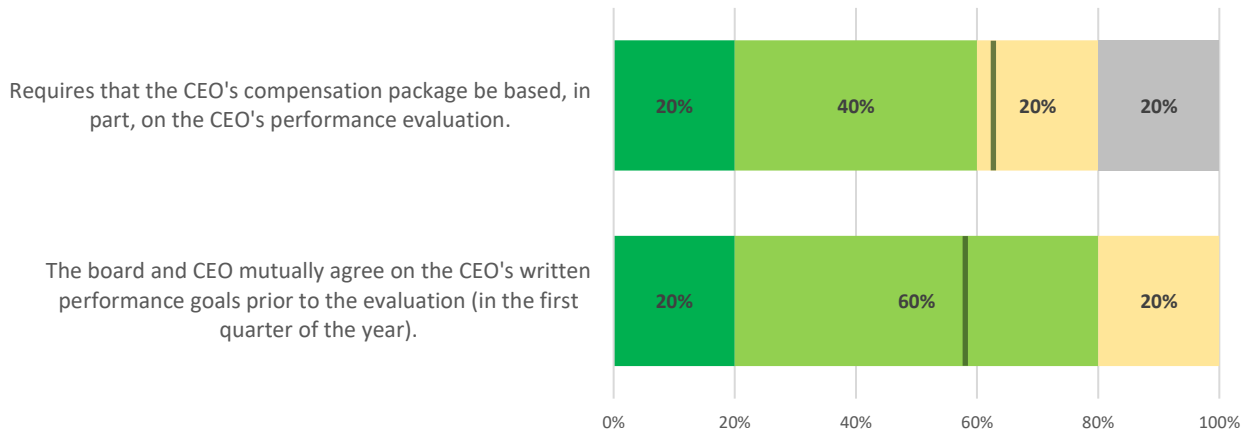
Question Summary

Board Development

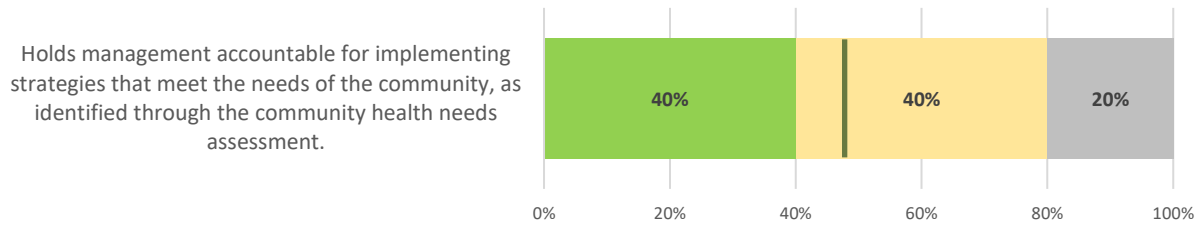


Question Summary

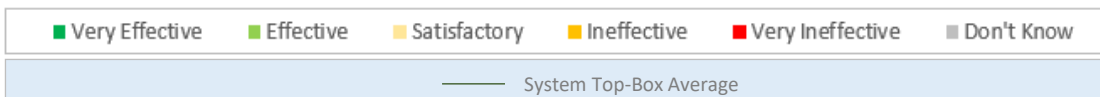
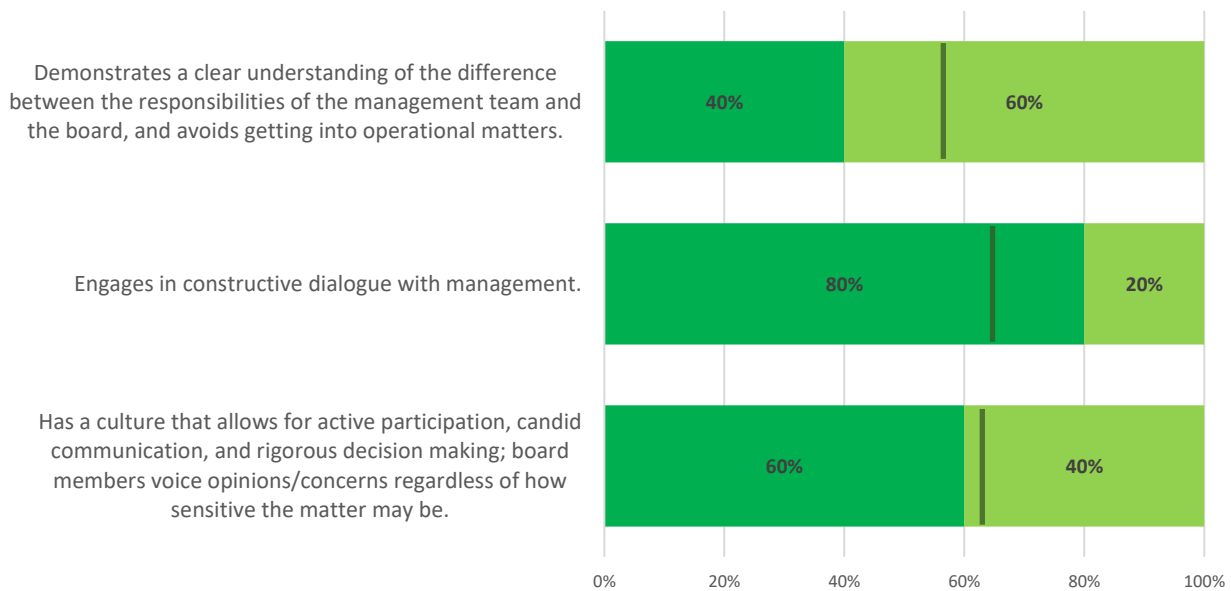
Management Oversight



Community Health & Advocacy



Board Culture



About The Governance Institute's Board Compass:

This assessment provides a detailed and thoughtful review of your **performance** as a board. The questions have been structured to reliably measure how effectively you perform a *specific, streamlined, and focused set* of The Governance Institute's recommended governance practices and aspects of board culture that are considered to be strong indicators of highly effective governance. This collection of questions focuses on behaviors that impact effectiveness, as well as governance practices that are most statistically correlated with higher overall performance. This provides boards a more accurate picture, facilitating prioritization based on a given behavior's or practice's likeliness to improve overall performance. The open-ended questions were thoughtfully selected to allow reflection upon board members' understanding of their role and their ability to make a meaningful impact, to pinpoint specific ways that can be improved.

Overview & Definitions

The survey questions go in the order of fiduciary duties and core responsibilities as listed below. There is not an equal number of questions per category because we worked diligently to determine which practices contributed the most to overall board effectiveness, and therefore did not want to bind the survey to an arbitrary formula.

Fiduciary Duties

Under the laws of most states, directors of not-for-profit corporations are responsible for the management of the business and affairs of the corporation. Directors must direct the organization's officers and govern the organization's efforts in carrying out its mission. In fulfilling their responsibilities, the law requires directors to exercise their fundamental duty of oversight. The duties of care, loyalty, and obedience describe the manner in which directors must carry out their fundamental duty of oversight.

- 1. Duty of Care:** Requires board members to have knowledge of all reasonably available and pertinent information before taking action. Directors must act in good faith, with the care of an ordinarily prudent person in similar circumstances, and in a manner he or she reasonably believes to be in the best interest of the organization.
- 2. Duty of Loyalty:** Requires board members to discharge their duties unselfishly, in a manner designed to benefit only the corporate enterprise and not board members personally. It incorporates the duty to disclose situations that may present a potential for conflict with the corporation's mission as well as protection of confidential information.
- 3. Duty of Obedience:** Requires board members to ensure that the organization's decisions and activities adhere to its fundamental corporate purpose and charitable mission as stated in its articles of incorporation and bylaws.

Core Responsibilities

The board accomplishes its responsibilities through oversight—that is, monitoring decisions and actions to ensure they comply with policy and produce intended results. Management and the medical staff are accountable to the board for the decisions they make and the actions they undertake. Proper oversight ensures this accountability.

The six core responsibilities of hospital and health system boards are:

1. **Quality oversight:** Boards have a legal, ethical, and moral obligation to keep patients safe and to ensure they receive the highest quality of care. The board's responsibility for quality oversight includes outcomes, safety, experience, and value. When the word "quality" is included in a practice, it encompasses all of these items.
2. **Financial oversight:** Boards must protect and enhance their organization's financial resources, and must ensure that these resources are used for legitimate purposes and in legitimate ways.
3. **Strategic direction:** Boards are responsible for envisioning and formulating organizational direction by confirming the organization's mission is being fulfilled, articulating a vision, and specifying goals that result in progress toward the organization's vision.
4. **Board development:** Boards must assume responsibility for effective and efficient performance through ongoing assessment, development, discipline, and attention to improvement.
5. **Management oversight:** Boards are responsible for ensuring high levels of executive management performance and consistent, continuous leadership.
6. **Community health and advocacy:** Boards must engage in a full range of efforts to reinforce the organization's grounding in their communities and must strive to truly understand and meet community health needs, work to address social determinants of health, improve the health of communities overall, and advocate for the underserved.

Board Culture

Board culture is the most important component and determinant of good governance. Culture determines the degree to which a board embraces its responsibilities, as well as the level of ethics and accountability to which the board holds its members. Culture determines how much of the advice and information gathered by the board will be absorbed, incorporated, and acted upon. Finally, it is the underpinning of the board's willingness to be proactive in fulfilling its requirement to evaluate its own performance.

Discussion Questions

1. What surprised us the most about the results?
2. How do the results reflect our prior areas of focus for board education and development? Were we on the right track?
3. How should the results reflect our new areas of focus for board education and development? Beyond selecting topics, what different methods or approaches should be considered?
4. How do the results align with our organization's mission, vision, strategic priorities, and challenges?
5. How will we, as a board, hold ourselves accountable for improving our performance over the next year?

Benchmark Description

Each exhibit represents a comparison of your board's responses and The Governance Institute's national normative database. *The System national average included in this report represents the responses of 1,354 board members, 100 Boards, and 72 Organizations. This benchmark is calculated using a rolling three-year period and is updated on a quarterly basis. This approach ensures the data remains current and minimizes the inclusion of outdated information.*