

Kaweah Delta Health Care District SPECIAL Board of Directors Meeting

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



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Kaweah Health – Executive Office Conference Room
305 W Acequia Visalia, CA

Tuesday February 10, 2026 {Special Meeting}
OPEN MEETING AGENDA {10:00AM}

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. APPROVAL OF BOARD POLICY BOD18- APPOINTMENT TO FILL BAORD VACANCY AND CANDIDATE STANDARDS

The Board will review New Board Policy BOD18 and consider its adoption. Upon approval, the policy will govern the Board's subsequent review, interview, and appointment of candidates to fill the board vacancy.

Recommended Action: Approve Board Policy BOD 18

4. KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS- ZONE II

Discussion regarding applications received to fill the Zone II Kaweah Delta Health Care District Board Vacancy, including consideration of next steps such as conducting interviews of some or all applications.

5. ADJOURN

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.

Tuesday February 10, 2026

Mike Olmos • Zone 1
Board Member

VACANT • 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 SPECIAL Board of Directors Meeting

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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>.

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Policy Number: BOD18	Date Created: 02/01/2026
Document Owner: Kelsie Davis (Board Clerk/Executive Assistant to CEO)	Date Approved: TBD
Approvers: Board of Directors (Administration)	
Appointment to Fill Board Vacancy and Candidate Standards	

Printed copies are for reference only. Please refer to the electronic copy for the latest version.

I. Purpose

The purpose of this policy is to establish clear, lawful, and transparent standards and procedures for the appointment of individuals to fill vacancies on the Kaweah Delta Health Care District Board of Directors, including individuals who may subsequently seek election to the Board.

This policy is intended to, with respect to appointment an individual to fill a Board vacancy:

- Ensure compliance with applicable Kaweah Delta Health Care District Bylaws, provisions of the California Health and Safety Code, Elections Code, and the Ralph M. Brown Act;
- Promote fairness, transparency, and public confidence in the eligibility and appointment process; and
- Clarify expectations for appointed directors who may also be candidates for election.

II. Authority

The Board of Directors is authorized to fill vacancies pursuant to applicable provisions of the Kaweah Delta Health Care District Bylaws and California law governing health care districts.

For purposes of this policy, a seat on the Board of Directors becomes vacant upon the happening of any of the following events before the expiration of the term:

- The incumbent's failure to comply with the Kaweah Delta Health Care District Board Bylaws, including but not limited to Section 13.
- The death of the incumbent.
- An adjudication pursuant to a quo warranto proceeding declaring the incumbent is physically or mentally incapacitated due to disease, illness, or accident and there is reasonable cause to believe the incumbent will not be able to perform eh duties of their officer for the remainder of their term.
- The resignation of the incumbent.
- The incumbent's removal from office.
- The incumbent's ceasing to be an inhabitant of the district for which the officer was chosen or appointed.
- The incumbent's failure to discharge the duties of their office for a period of three consecutive months, except when prevented by sickness.
- The incumbent's conviction of a felony or any offense involving a violation of their official duties.
- The incumbent's refusal or neglect to file their required oath within the time prescribed.

- The decision of a competent tribunal declaring void their election or appointment.
- The incumbent's commitment to a hospital or sanatorium by a court of competent jurisdiction as a drug addict, dipsomaniac, inebriate, or stimulant addict; but in that event the office shall not be deemed vacant until the order of commitment has become final.

Nothing in this policy is intended to impose qualifications for elected office beyond those established by statute.

III. Statutory Eligibility Requirements

To be eligible for appointment, an applicant shall:

1. Be a registered voter;
2. Reside within the boundaries of the Kaweah Delta Health Care District and, if applicable, within the electoral zone or division of the vacant seat;
3. Be legally qualified to hold public office under California law; and
4. Be able to take and file the Oath of Office as required by law.

Failure to meet statutory eligibility requirements shall disqualify an applicant from appointment.

IV. Appointment Standards (Discretionary Considerations)

In selecting an appointee, the Board may consider, but is not limited to considering, the following factors:

1. Demonstrated interest in public service, health care governance, or community health;
2. Availability and willingness to attend Board meetings, special meetings, and committee meetings;
3. Understanding of the role of the Board as a governing body, distinct from day-to-day management;
4. Ability to exercise independent judgment, avoid conflicts of interest and act in the best interests of the District;
5. Experience, skills, or perspectives that contribute to effective Board governance, including but not limited to health care, finance, law, compliance, public policy, or community engagement; and
6. Ability to work collaboratively and professionally with other Board members, District leadership, medical staff members and the public.

These considerations are intended to guide the Board's discretionary appointment decision and shall not be construed as eligibility requirements for elected office.

V. Ethical and Legal Compliance Requirements

An individual appointed to the Board shall, as a condition of appointment:

1. Take and file the Oath of Office prior to participating as a Board member;
2. File a Statement of Economic Interests (Form 700) within required statutory timeframes;
3. Complete ethics training required by Government Code section 53235 et seq. (AB 1234);
4. Comply with the Ralph M. Brown Act, the Political Reform Act, and all other applicable laws;
5. Adhere to District policies, including the Board Bylaws, the Code of Conduct, Conflict of Interest Code, and confidentiality requirements.

VI. Appointees Who Seek Election to the Board

An appointed Board member who seeks election to the Board shall acknowledge and comply with the following:

1. Appointment to the Board does not confer any advantage, endorsement, or guarantee of election;
2. All campaign activities shall be conducted on personal time and without the use of District resources;
3. District resources, staff, facilities, communications systems, and titles shall not be used for campaign purposes;
4. The appointee shall comply with all applicable campaign finance, disclosure, and reporting requirements enforced by the Fair Political Practices Commission and the County Registrar of Voters;
5. The appointee shall continue to perform Board duties impartially and in the best interests of the District during the election period.

VII. Term of Appointment

An appointment made pursuant to this policy shall:

1. Fill the remainder of the unexpired term, unless otherwise provided by law; and
2. Expire upon certification of the election results for the seat, unless the appointee is elected to continue service.

If elected, the individual must take a new Oath of Office for the elected term.

VIII. Prohibited Considerations

In making an appointment, the Board shall not consider:

1. Political affiliation or party registration;
2. Voting history;
3. Whether an applicant has declared or intends to declare candidacy for election, except for acknowledgment purposes under this policy; or
4. Any characteristic protected by state or federal law.

IX. Process and Transparency

1. All interviews, deliberations, and appointments shall be conducted in open session in compliance with the Ralph M. Brown Act;
2. The appointment shall be made by an open-session vote of the Board;
3. The District shall maintain records of the appointment process consistent with public records requirements.

X. Adoption and Review

This policy shall be adopted by resolution of the Board of Directors and may be reviewed and amended as necessary to ensure continued compliance with applicable law.



Board of Directors

Kaweah Health Care District Zone II Vacancy 2026

Name Leslie Bodoh

Address Visalia, California, 93291

Phone Number

Email

Occupation/Employer MedAmerica, Inc - Vituity

Registered Voter in District ☒ Yes

Brief Biography/Years of Residency in District

I moved into the district in 2018 from Porterville, California, to be closer to my work at Kaweah Health. I have lived in Tulare County for 46 years and have strong personal and professional ties to the community. I raised both of my children in Tulare County. My daughter is a college graduate and currently works as a registered nurse outside the area, and my son is in his junior year of college. My family's roots in the county reflect a long-term investment in the health, education, and stability of the community. I have spent my career working in healthcare operations and support roles, serving local providers and public partners with a focus on improving access, quality, and accountability.

Why Are You Interested in Serving on the Board?

I am interested in serving on the Board because Kaweah Health plays a critical role in the health, stability, and economic well-being of Tulare County. As a longtime resident who has raised a family here and built a career supporting healthcare delivery in the region, I care about ensuring the district remains strong, accountable, and responsive to community needs. Having worked within complex healthcare systems, I understand the challenges hospitals face today, including financial pressures, workforce constraints, regulatory requirements, and the need to continuously improve quality and access to care. I am motivated to contribute at the governance level, where thoughtful oversight, strategic planning, and community perspective are essential to long-term success. I value public service and believe community-based governance benefits from board members who bring both professional insight and a clear understanding of the population being served. Serving on the Board would allow me to give back to the community that has shaped my family and career while supporting Kaweah Health's mission and future sustainability.

Experience or Skills You Would Bring to the Board?

I bring extensive experience in healthcare operations, data analytics, and performance improvement, along with a strong understanding of how policy, finance, and clinical operations combine in a public health system. My background allows me to evaluate complex information, ask informed questions, and support sound governance and strategic decision making.

I spent 13 years at Kaweah Health in roles focused on analytics, operational improvement, and quality reporting, where I worked closely with clinical leaders, executives, and frontline teams to translate data into actionable insight. This experience strengthened my ability to assess organizational performance, financial sustainability, and regulatory compliance.

I have also led large, multi-stakeholder initiatives, including the implementation of CalAIM programs and oversight of mental health services delivered in Tulare County jails. These roles required collaboration with county agencies, providers, and community partners, as well as accountability for outcomes, budgets, and timelines.

In addition, I bring significant nonprofit and volunteer experience through years of board service and fundraising leadership with community organizations. I am accustomed to balancing fiduciary responsibility, mission alignment, and public trust, and I value thoughtful oversight, transparency, and collaboration in governance roles.

Key Priorities for Kaweah Health?

A primary priority for Kaweah Health must be restoring and maintaining financial stability while continuing to deliver safe, high quality patient care. Recent financial challenges underscore the importance of strong fiscal oversight, disciplined budgeting, and strategic decision making to ensure the long-term viability of the district.

Federal policy changes, including the Big Beautiful Bill, present additional financial challenges for Kaweah Health, particularly given the high percentage of Medi-Cal patients within the service area. Reimbursement pressures and policy driven funding shifts make it critical to closely monitor revenue, manage costs, and advocate for sustainable care delivery models that reflect the realities of the population served.

Workforce recruitment, retention, and engagement must be addressed. Staffing levels, labor costs, and productivity directly impact both patient outcomes and fiscal performance and require careful data informed oversight.

Access to care and service line sustainability remain essential priorities, especially for rural and underserved communities in Tulare County. Evaluating services through both clinical and financial lenses will be necessary to balance community need with operational feasibility.

Lastly, strengthening community trust through clear communication about challenges, priorities, and progress should remain Kaweah Health's mission as a public healthcare district.

Upload your CV Here

 LeslieBodoh_CV.pdf

Leslie Bodoh

Business Professional

Results driven healthcare and community leader with extensive experience in operational improvement, data analytics, and strategic fundraising. Proven success in contract management, grant review, performance measurement, and large-scale event execution. Brings over a decade of volunteer and nonprofit leadership, with a strong track record of building donor relationships, leading cross functional teams, and implementing strategies that strengthen financial performance and community impact.

✉ leslienbodoh@gmail.com

📞 (559) 429-2267

📍 Visalia, CA

🌐 [linkedin.com/in/leslienbodoh](https://www.linkedin.com/in/leslienbodoh)

VOLUNTEER EXPERIENCE

Committee Volunteer

United Way of Tulare County

01/2022 - Present

Tasks/Achievements

- Chaired the 2025 Power of the Purse fundraising event, leading a 400 person event that generated \$54K in profit, nearly a 24% increase over the prior year. Implemented expense controls and new committee structures to improve engagement and efficiency. Led all aspects of planning and execution, including team leadership and budget oversight. Selected to serve again as Chair for the 2026 event.
- United Way Affiliate Grant Volunteer, 2024–Present: Evaluate grant applications through document review, site visits, and organizational interviews, and provide data informed funding recommendations to the United Way Board. Apply governance principles, financial awareness, and community need assessment to support responsible allocation of limited resources.
- Power of the Purse Committee Member 2022 & 2023: Assisted with planning and executing the annual fundraiser, supporting sponsorship acquisition and donor engagement. Created and implemented a new opportunity drawing, generating an additional \$5,400 in profits.

Founding Member & Vice President

Porterville High School Aquatics Booster

07/2018 - 05/2022

Tasks/Achievements

- Established Nonprofit Foundation: Played a key role in founding the organization and obtaining 501(c)(3) status to provide long-term financial support for the school's aquatics programs.
- Fundraising for Student Support: Led initiatives to raise funds covering tournament fees, travel costs, uniforms, and scholarships, ensuring equitable access to swim and water polo opportunities.
- Capital Campaign Leadership: Led a capital campaign that successfully raised funds to cover a portion of the costs of a new scoreboard.

Volunteer Board Leadership

St. Anne's Home and School Board

08/2005 - 06/2019

Tasks/Achievements

- Strategic Accountability: Served as Fundraiser Chair (9 years), Treasurer (2 years), and General Board Member (3 years), reporting fundraising performance, budget adherence, and financial risk considerations to the principal, diocesan priest, and school board president to ensure transparency and alignment with organizational goals.
- As Treasurer, provided regular financial and operational feedback to the school principal on budgets, fundraising performance, and resource allocation, supporting informed decision making and alignment with school and diocesan priorities.
- Golf Tournament Coordination: Organized annual golf tournaments hosting 100–120 golfers, netting \$15k per event while maintaining expenses at 35%. Managed sponsorships, donors, logistics, and volunteer teams.
- Spring Dinner Event Management: Led an annual auction fundraising event for 4 years with 350–400 attendees, netting \$80K annually while maintaining expenses 30%. Managed all aspects of the event, including sponsorship acquisition, donor relations for live and silent auctions, volunteer coordination, logistics, and budget oversight.
- Capital Campaigns: Led 2 successful Fund-a-Need campaigns that funded renovations and improvements to the school cafeteria and all school restrooms.
- Drive-Thru Dinners: Coordinated logistics for biannual drive-thru dinners serving up to 600 meals, including donor procurement, volunteer oversight, and event execution.

WORK EXPERIENCE

Senior Manager - Enterprise Data Analytics

MedAmerica, Inc. - Vituity

04/2025 - Present

Visalia, California

Achievements/Tasks

- Lead enterprise data analytics strategy supporting clinical, operational, and financial decision making across a multi state physician services organization.
- Manage and mentor analytics teams delivering executive level reporting, dashboards, and performance insights.
- Partner with clinical, finance, operations, and IT leaders to translate business needs into actionable analytics and standardized metrics.
- Establish data governance standards to ensure accuracy, consistency, and trust in enterprise reporting, with a focus on responsible and governed use of AI enabled analytics.
- Develop scalable analytics solutions that improve visibility into productivity, quality outcomes, revenue performance, cost drivers, and external partner satisfaction, including development of CEO survey reporting with Net Promoter Score and satisfaction metrics across partner organizations.

Regional Director of Operations

Integrated Practice Management Solutions, Inc. - Precision Psychiatric Services

11/2022 - 04/2025

Bakersfield, California

Achievements/Tasks

- Developed and managed annual budgets and capital spending plans to meet financial and operational goals across multiple sites. Monitored monthly variances for controllable line items and productivity ratios, and implemented cost saving measures without compromising quality.
- Regularly presented financial, operational, and quality performance insights to executive leadership to support strategic and governance level decision making.
- Established and maintained a Continuous Quality Improvement committee, metrics, and processes to improve operational efficiency and ensure compliance with local, state, and federal regulations, including accreditation standards.
- Led the request for proposal process and supported contract negotiations with the county, resulting in Board of Supervisors approval and acquisition of medical services for Tulare County Jail. Directed onboarding of 100 new staff members and implementation of an upgraded electronic medical record system within six weeks.
- Improved revenue cycle management by streamlining workflows, reducing claim rejections, and increasing collection accuracy. Used data analysis to forecast revenue, optimize billing procedures, and strengthen overall financial performance.

Senior Data Analyst

Kaweah Health

11/2017 - 09/2025

Visalia, California

Per Diem: 11/2021 – 09/2025

Achievements/Tasks

- Provided per diem subject matter expertise for Quality Improvement Program metrics, aligning workflows with metric standards to support continuous improvement and performance outcomes.
- Improved quality and HEDIS scores by developing data exchange processes with health plan partners, achieving high performance on eight priority measures within three months of implementation.
- Led the design and implementation of a referral management system from concept to go live, increasing specialty care referral throughput by 46 percent within one year.
- Managed data reporting for PRIME and MIPS programs, contributing to more than \$70 million in revenue through development and maintenance of SQL and Crystal Reports supported by strong data governance practices. Designed and delivered a training curriculum for 10 analysts on Cerner proprietary reporting modules.

WORK EXPERIENCE

Program Manager III

Centene Corporation - Health Net of California

11/2021 - 11/2022

Visalia, California

Achievements/Tasks

- Successfully expanded the Central Valley CalAIM provider network in 4 counties by 36% within 12 months by building strong relationships with organizations to ensure coordinated, patient-centered care for Medi-Cal members.
- Evaluated provider, clinic, and community-based organization grant applications, awarding \$11.3 million across 4 counties to improve delivery infrastructure, expand capacity, enhance quality outcomes, and reduce health disparities.
- Cultivated a robust network of healthcare providers, clinics, and community-based organizations. Provided guidance to organizations to create tailored referral management systems, improving access to supportive services for Enhanced Care Management (ECM) members.

Data Analyst

Kaweah Health

02/2016 - 02/2017

Visalia, California

Application Analyst

Kaweah Health

09/2011 - 02/2016

Visalia, California

Owner

Bodoh Medical Billing and Consulting

09/2008 - 07/2015

Porterville, California

Achievements/Tasks

- Founded a medical billing and consulting business including, planning and managing all aspects of the business, contracting, business development, contract-staff hiring, client management, and marketing.
- Established and administered contracts with 12 private physician practices to lead EHR implementation and transition from paper to fully electronic medical record including clinical documentation, revenue cycle management, and scheduling.
- Led a 2-year quality improvement venture for 3 provider practices, hosted by the California Health Care Foundation, including reporting and utilizing the PDCA cycle to show improvement.
- Developed and executed contracts with 4 physician offices to deliver comprehensive billing services, including claims creation and submission, adjudication, payment posting, denial management, appeals, reconciliation, accounts receivable reduction, and financial reporting.

EDUCATION

Masters of Business Administration

University of Phoenix

07/2022



Board of Directors

Kaweah Health Care District Zone II Vacancy 2026

Name

Steven Koobatian

Address

Phone Number

Email

Occupation/Employer

President/Board Certified Vocational Rehabilitation
Consultant/ Vocational Designs, Inc.

Registered Voter in District

Yes

Brief Biography/Years of Residency in District

Since 1986, I have been a resident in District Zone II. My family has deep roots in Visalia dating back to the early 1900's. My grandfather Markar emigrated to Visalia and became the first licensed barber to establish a business on Church Street. He cut many heads of hair until his retirement at age 92.

After completing my graduate education in Vocational Rehabilitation Counseling, I followed my grandfather's self-employment wisdom and established Vocational Designs, Inc. in 1984. Please visit www.VocationalDesigns.com to learn about the successful services we currently provide throughout California.

Karin and I have been married for 45 years and are blessed to have raised two children in Visalia. My daughter Evy is completing her 3000 hours internship to serve as a Licensed Clinical Professional Counselor, and our son Dustin is a Resident Physician at Kaweah Health in Family Medicine.

Serving and giving back to our community is a high priority in our family and I have enjoyed many leadership positions in my professional career and personal life, including Past President of Visalia County Center Rotary Club, and Assistant Governor in our Rotary International District 5230. It is with this passion that I desire to serve the hospital, the people of District Zone II, and the community as one of the next Kaweah's Board of Directors.

Why Are You Interested in Serving on the Board?

Visalia is described as the "Crown Jewel of the San Joaquin Valley." I deeply desire to see Kaweah Health become a "diamond" in providing world class health care services as a successful and independent public hospital for the citizens of our region and beyond.

As I have served on Kaweah's Community Advisory Councils for many years (Ambassadors and Health Care for Today and Tomorrow) along with recently participating in the community CEO candidate interviews, I have become extremely impressed with witnessing firsthand the dedicated leaders, staff and physicians' passion for providing excellence in health care.

I have the heart of community service, business acumen, and the skill set from my professional career in delivering human services to effectively work alongside the Board of Directors in Zone II to carry out Kaweah's mission- "More than medicine. LIFE."

Experience or Skills You Would Bring to the Board?

Through my extensive vocational rehabilitation experience in serving thousands of individuals with disabilities, private employers, government entities, law firms, and insurance companies, I offer to the Board the following skill set:

- * Understanding the medical dynamics and employment factors in serving a wide range of individuals who have acquired life altering physical, psychological, emotional, cognitive and catastrophic disabilities successfully return to work, maintain employment, and achieve independent living.
- * Expertise in labor market research, vocational training, projections of employment trends, labor and wage analyses, recruiting and job placement services to help people achieve gainful employment and employers manage staffing responsibilities.
- * Expert consulting with employers in accommodating workers with disabilities to help individuals safely transition back to work and minimize litigation (discrimination and wrongful termination lawsuits.)
- * Implementing office/computer workstation and industrial ergonomics to help employees safely perform work, prevent injuries and eliminate disability risk factors, and minimize workers' compensation claims.
- * Develop individualized Job Analyses to document a wide range of worker essential job functions (including physical and psychological work factors) for hiring, promotion, and return-to-work medical releases in occupational medicine.
- * Litigation experience as a Forensic Expert in testifying for both plaintiff and defense firms in complex employment damage cases in California Superior Courts, Federal Courts and permanent disability settlement cases in the California Workers' Compensation Appeals Board system.
- * As a business owner and corporate President, over 40 years in successfully managing a business and developing cutting edge services; hiring and training employees; promoting employee excellence by providing continuing education and opportunities to develop business leadership skills.
- * As a Fresno State University faculty professor in the Master of Science Program in Rehabilitation Counseling (concurrent with my private practice work), extensive experience in graduate education teaching; research; student advisement; student and faculty recruitment; curriculum development; program coordination/department leadership; grant management; accreditation development and university service

Key Priorities for Kaweah Health?

From the member perspective while serving on Kaweah's Community Advisory Councils, and as I learned during the CEO candidate interviews, I see- from just the tip of the iceberg- many challenges and opportunities in the days ahead.

Of particular concern are the fiscal dynamics of legislation drastically cutting funding/reimbursements and meeting seismic requirements; continuing patient safety to the highest level; physician and other key team members recruitment, and strengthening our physician relationships and partnerships; maintaining and enhancing graduate medical education; boosting employee morale; addressing social media and public image issues; and working alongside the Board of Directors in supporting our new CEO and leadership team.

I humbly share with enthusiasm that I am interested in rolling up my sleeves and working closely with the Board of Directors, not just to fulfill the end of this Zone II 2026 term, but if God allows, to serve our District over the next four-year term.

Thank you for your time and consideration of my application.

Respectfully submitted,
Steven D. Koobatian, Ph.D.

Upload your CV Here

Curriculum Vitae - Steven D. Koobatia... .pdf

Curriculum Vitae

STEVEN D. KOOBATIAN, Ph.D.

EDUCATION

Doctor of Philosophy, 1990 – Walden University, Minneapolis, Minnesota

Vocational Rehabilitation/Human Services

Dissertation: *Workers' Compensation Litigation in California's Vocational Rehabilitation Program: Implications for Change.*

Master of Arts, 1981 – California State University, Fresno, California

Rehabilitation Counseling

Bachelor of Arts, 1979 – California State University, Fresno, California

Biological Science

EMPLOYMENT / PROFESSIONAL EXPERIENCE

June 1984 to Present:

Board Certified Vocational Rehabilitation Consultant / President
VOCATIONAL DESIGNS, INC. – Visalia, California

➤ **Specializing in comprehensive career, vocational rehabilitation, forensic and disability management services including:**

- Catastrophic injury rehabilitation
- Employability/earning capacity evaluations
- Labor market analyses
- Career change and vocational/academic planning
- Interest, aptitude, ability and work personality testing
- Ergonomics and Assistive Technology
- Essential job functions analyses
- Americans with Disabilities Act and Fair Employment Housing Administration consultations and interactive process services
- Resume development
- Job search and corporate outplacement services
- Independent living planning
- Self-Employment Business Analyst CA Dept. of Rehabilitation

EMPLOYMENT / PROFESSIONAL EXPERIENCE (continued)

June 1984 to Present: (continued)

Board Certified Vocational Rehabilitation Consultant / President (continued)
VOCATIONAL DESIGNS, INC. – Visalia, California (continued)

➤ **Vocational expert litigation experience:**

- Superior/Federal Courts and Civil Arbitration expert testimony
- Personal injury and death
- Disability, reasonable accommodation, race and sexual discrimination
- Wrongful termination
- Spousal support
- Social Security Disability testimony
- Workers' Compensation Appeals Board testimony

Spring 1984 to Fall 1984 / Fall 1995 to Present:

Lecturer/Adjunct Professor/Program Advisory Board & Mentor 1984-Present
Assistant Professor/Interim Program Coordinator 2014-2017

CALIFORNIA STATE UNIVERSITY, FRESNO – Fresno, California

Department of Counselor Education and Rehabilitation

Clinical Rehabilitation and Mental Health Counseling Master of Science Program

➤ **Graduate instruction specializing in the following courses:**

- Clinical Rehabilitation and Mental Health Services Case Management (Rehab 237)
 - Medical Aspects of Psychiatric Disability & Basic Psychopharmacology (Rehab 204A)
 - Advanced Career Placement: Transition (Rehab 268D)
 - Career Placement in Rehabilitation Process (Rehab 205)
 - Seminar in Career Development Theory (Coun 220)
 - Internship in Rehabilitation Counseling (Rehab 239)
 - Rehabilitation Counseling Practicum (Coun 258)
 - Introduction to Substance Abuse Rehabilitation (Rehab 265)
 - Case Practices in Rehabilitation Counseling (Rehab 237)
 - Contemporary Issues in MFT: Substance Abuse (Coun 234C)
 - Assistive Technology (Coun 262)
 - Seminar in Rehabilitation Counseling (Rehab 201)
 - New Technology and Social Concepts of Disability (IT 284T)
- Academic advising and career planning with graduate students pursuing education and employment in human services.
- Comprehensive Program Coordination duties to include: CORE/CACREP Accreditation Development; \$800,000 Rehabilitation Services Administration grant management; Graduate students clinical review coordination and supervision; and University Program Review accreditation development.

EMPLOYMENT / PROFESSIONAL EXPERIENCE (continued)

October 1997 to 2021:

Rehabilitation Consultant/Contractor - United States Veterans
DEPT. OF VETERANS AFFAIRS/CONTRACT SERVICES

Specialized contract services to Veterans with disabilities involving: comprehensive vocational rehabilitation evaluations; interest, aptitude, ability, educational and personality testing; development of independent living programs, assistive technology/ergonomics assessments, educational and college training plans, extended evaluation plans, job seeking skills work-shops, resumé development, employment marketing and job search services.

January 1991 to December 1994:

Consultant/Vice President
PRO PLACEMENT, INC. – Visalia, California

Provided employment recruiting services, job placement services and pre-employment evaluations to businesses in a variety of industries.

March 1989 to August 2014:

Vocational Expert
SOCIAL SECURITY ADMINISTRATION – San Francisco, California

Engaged in expert testimony to determine the impact of disability on employment to persons with disabilities in the Social Security system.

November 1980 to June 1984:

Rehabilitation Counselor/Supervisor
McGUINNESS ASSOCIATES – Fresno and Visalia, California

Vocational rehabilitation services to industrially injured workers; comprehensive vocational evaluations; job analyses; and case manager/staff supervisor.

CERTIFICATIONS / REGISTRATIONS

Certified Rehabilitation Counselor (C.R.C.)

Since April 1981; Certification #02170
COMMISSION ON REHABILITATION COUNSELOR CERTIFICATION
Schaumburg, Illinois 60173

National Board Certified Counselor (N.C.C.)

Since September 1985; Certification #15585
NATIONAL BOARD FOR CERTIFIED COUNSELORS, INC.
Greensboro, North Carolina, 27403

CERTIFICATIONS / REGISTRATIONS (continued)

Certified Disability Management Specialist (CDMS-R)

Since January 2026 Honorary/Retired Status
October 1985-December 2025; Certification #4225821
CERTIFICATION OF DISABILITY MANAGEMENT SPECIALISTS COMMISSION
(Formerly: Certification of Insurance Rehabilitation Specialists Commission)
Mount Laurel, New Jersey 08054

U.S. Department of Labor Certified Counselor

July 1987 – February 2009; Certification #13-173
U.S. DEPARTMENT OF LABOR, Office of Workers' Compensation Programs
San Francisco, California

Vocational Expert (Registered) Social Security Administration

2014 BPA #1088-11-90017
SOCIAL SECURITY ADMINISTRATION
San Francisco, California

Certified Progressive Goal Attainment Program Provider (PGAP)

Completed June 2011
MCGILL UNIVERSITY CENTER FOR RESEARCH ON PAIN AND DISABILITY
LifeTEAM Health, Inc., Los Gatos, California
Evidence-Based Rehabilitation Program for Reducing Disability Associated with Pain,
Depression, and other Chronic Health Conditions

PROFESSIONAL MEMBERSHIPS / COMMUNITY SERVICES

International Association of Rehabilitation Professionals – 2011-Present
American Rehabilitation Counseling Association – 1984-Present
American Counseling Association – 1984-Present
National Council on Rehabilitation Education – 2014-2017
Kaweah Health Hospital Advisory Council – 2022-Present
Business to Business Project Director, District 5230, Rotary International – 2011-2012
Assistant District 5230 Governor, Rotary International – 2009-2010
Chairperson, World Vision / Rotary International Angola Million Dollar Dream – 2008-2010
President, Visalia County Center Rotary Club of Rotary International – 2006-2007
Legislative Coordinator, California Association of Rehabilitation Professionals – 1991-1993
President, Central California Rehabilitation Association – 1985

PROFESSIONAL DEVELOPMENT/EDUCATIONAL PRESENTATIONS

Koobatian, S.D. (2017, December). *Comparing Criteria of Plaintiff and Defense Lawyers When Selecting Vocational Rehabilitation Experts in Civil Litigation*. Research Colloquium, Kremen School of Education, California State University, Fresno

Koobatian, S.D., Wandeler, C. & Poland, S. (2016, April). *A Study on the Most Important Qualifications Lawyers Seek When Selecting a Forensic Vocational Rehabilitation Counselor*. Poster presented at the National Council on Rehabilitation Education Conference, Newport Beach, CA.

Koobatian, S.D. (2016, February). *Counselor Professional Development & Identity* Chi Sigma Phi Chapter of Chi Sigma Iota, California State University, Fresno.

Koobatian, S.D. & Poland, S. (2016, February). *What Do Lawyers Look for in a Vocational Expert Witness?* Forensic and Private Rehabilitation Counseling Services Seminar, California State University, Fresno, and California Chapter International Association of Rehabilitation Professionals.

Koobatian, S.D. & Richardson, S. (2015, April). *T.A.R.G.E.T. Transition Special Education Collaboration between Fresno State Rehabilitation Counseling Program and Sanger Unified School District* at the National Council on Rehabilitation Education Conference, Newport Beach, CA.

Koobatian, S.D. (2014, October). *Impact of Retiring Baby Boomers and Post 911 Disabled Veterans: Future Trends and Mental Health Issues* at Fresno State Kremen School Mental Health Conference, California State University, Fresno.

PRESENTATIONS / CORPORATE TRAINING

California Department of Rehabilitation – Self Employment Development Services

Fresno Paralegal Association – Forensic Vocational Rehabilitation Services in Civil Litigation

College of Sequoias Services for Students with Disabilities – Disability Disclosure When Job Seeking

California Applicant Attorneys Association, Fresno Chapter, Forensic Evaluation – Transferable Skills and Vocational Rehabilitation Apportionment.

Sequoia Paralegal Association: Forensic Vocational Rehabilitation – The Role of the Expert in Civil Litigation

Constellation Brands, Inc./Mission Bell Winery – Disability Management and Workers' Compensation Cost Containment Services

Commission on Rehabilitation Counselor Certification – Role and Function Study

Fresno County Office of Education: Disability Management Services

Windham Injury Group: Ergonomics and Disability Management

PRESENTATIONS / CORPORATE TRAINING (continued)

Golden Plains Unified School District: Disability Management Services

California State University, Fresno – Ergonomics: An Ecological Approach to Human Factors and Work

United Health Centers, WIC Program District Offices Ergonomic Training/Consultations

City of Visalia – Disability Management ADA and FEHA Services

County of Tulare – Disability Management ADA and FEHA Services

Fresno Unified School District – Disability Management ADA and FEHA Services

Tulare County Bar Association – Employment/Earning Capacity Presentation

Fresno Industrial Claims Association – Workers' Compensation, Vocational Rehabilitation, ADA Presentation

Kraft General Foods – Essential Job Functions Analyses, Agility Testing, ADA Consulting Services

Visalia President's Round Table – ADA Presentation

Harris Ranch Beef – Essential Job Functions Analyses Meat Processing Plant Workers

Wausau/Nationwide Insurance Company – Workers' Compensation, Vocational Rehabilitation, ADA Presentation

J.G. Boswell Company – Workers' Compensation, ADA Presentation

Visalia Chamber of Commerce – Workers' Compensation, ADA Presentation

John H. Mitchell Law Firm – Workers' Compensation, ADA Presentation

Cole & Fisher Law Firm – Workers' Compensation and ADA Presentation

Victor B. Moheno Law Firm – Workers' Compensation, ADA Presentation

Basic Vegetable, Inc. – Workers' Compensation, ADA Presentation

Tulare District Hospital – Workers' Compensation , ADA Presentation

Insurance Education Association, Fresno – Workers' Compensation, ADA Presentation

Tulare/Kings Co. Personnel Association – Workers' Compensation, ADA Presentation

Pacific Employers – Ergonomics Presentation

Hanford Chamber of Commerce – Workers' Compensation, ADA Presentation

K.F.T.V. Channel 21 News Program – ADA Television Interview

Bob Garrison Radio Interview – ADA Radio Interview

American Public Works Association – Workers' Compensation, ADA Presentation

Taycal Press Corporation – Pre-Employment Testing, ADA Presentations

PRESENTATIONS / CORPORATE TRAINING (continued)

Central California Rotary Clubs (8) – ADA Presentations

Imperial Bondware Corporation – Essential Job Functions Analyses – Packaging Workers

Gannet Publications/Visalia Times Delta Columnist – Human Resources Column

Fresno County Department of Education – Workers' Compensation, Vocational Rehabilitation and ADA Presentation

Nestle/Contadina Foods – Agility Work Capacity Testing

City of Dinuba – Ergonomics Consultations

City of Visalia – Outplacement Services and Essential Job Functions Analyses

County of Tulare & Kings – Workers' Compensation, Vocational Rehabilitation, ADA Presentations

Utah State University, Rehabilitation Counseling Program – Assistive Technology & Psychological/Social Factors Presentation

Council on Education in Management – Psychiatric Disability/Job Accommodations in ADA Presentation

California Association of Rehabilitation and Reemployment Professionals – “Many Faces of Success” Program

Finance & Thrift Corporation – Ergonomic Consultations Corporate/ Branch Offices

Fresno Meat Company – Essential Job Functions Analyses Meat Processing Workers and Ergonomic Evaluations

Odwalla Juice Company – Essential Job Functions Analyses Plant/Workers

Veterans Administration Medical Center, Fresno – Ergonomic Evaluations

IVEX – Outplacement Services

Advanced Food Products – Outplacement Services

UNIVERSITY AND PROFESSIONAL SERVICES

California State University, Fresno, Clinical Rehabilitation and Mental Health Counseling Program. University Program Review Coordinator 2016 to 2017

California State University, Fresno, Counselor Education & Rehabilitation Department, CORE/CACREP conversion to the Master of Science in “Clinical Rehabilitation and Mental Health Counseling” program 2015 to 2017

Fresno City College Services for Students with Disabilities – Advisory Board Member 2015 to 2017

UNIVERSITY AND PROFESSIONAL SERVICES (continued)

International Association of Rehabilitation Professionals, California Chapter – Education Committee 2015 to 2016

California State University, Fresno, Kremen School of Education and Human Development, Dandoy Grant Research Committee 2014 to 2017

California State University, Fresno, Rehabilitation Counseling Program – Advisory Board Coordinator 2014 to 2017

California State University, Fresno, Rehabilitation Counseling Program – Committee Chairperson in developing new clinical review process for graduate students and Clinical Review Coordinator 2014-2017

PUBLICATIONS

Koobatian, S.D., Wandeler, C.A., Poland, S. (2017). *Comparing Criteria of Plaintiff and Defense Lawyers When Selecting Vocational Rehabilitation Experts in Civil Litigation*. The Rehabilitation Professional 25(2), 75-86. This publication was an “Invited Article.”

Smith, T.S., Koobatian, S.D. & Auzuenne, J. (2016). *Ethical Lessons Learned from the Armenian Genocide and Victor Frankl's Man's Search for Meaning*. Beyond Spinoza and Nietzsche: Applied Ethics for Mental Health Professionals (pp. 141-154). Athens, GA: Elliot & Fitzpatrick, Inc.

Koobatian, S.D. & Campbell, K. (2015). *What Do Lawyers Look for in a Vocational Expert? A Comprehensive Examination of the Literature*. The Rehabilitation Professional, 23(2), 75-86. This publication was the “Featured Article” and used for continuing education units internationally.

Koobatian, S.D. (2011). *A “Joint” Civil Rehabilitation*. Fresno County Bar Association: *The Bar Bulletin*; July/August 2011, Vol. 34 No. 7

Koobatian, S.D. (2001). *The Rapid Occupational and Training Finder* (3rd ed.) Visalia: VDI.

Koobatian, S.D. (1996). *The Rapid Occupational and Training Finder* (2nd ed.) Visalia: VDI.

Koobatian, S.D. (1994). *The Rapid Occupational and Training Finder* (1st ed.) Visalia: VDI.

AWARDS AND RECOGNITIONS

**President's Showcase of Excellence. California State University, Fresno
Creativity and Innovation for Effectiveness Award**

**Topic: Center for Business Solutions and Community Engagement
1 of 9 Awarded Bold Ideas from 146 Entries (2016-2017)**

**2015-2016 Spirit Award – T.A.R.G.E.T. Transition Special Education Collaboration with
California State University, Fresno and Sanger Unified School District (2016)**

AWARDS AND RECOGNITIONS (continued)

Vocational Service Leadership Award – Presented by Rotary International President Ron Burton (2014)

Rotary International District 5230 – Governor’s Recognition Award – Person of the Year Representing Over 3000 Rotarians (2012)

California State University, Fresno – Graduate School Recognition: Valuable Contributions to Rehabilitation Counseling Program (2009)

Vocational Designs, Inc. – Awarded Top 5 Small Business of the Year, Visalia Chamber of Commerce, Visalia, California (1998 and 2000)

Updated: January 1, 2026



Board of Directors

Kaweah Health Care District Zone II Vacancy 2026

Name Jonna Scjengel

Address Visila, CA, 93291

Phone Number

Email College of the Sequoias

Occupation/Employer

Registered Voter in District ☒ Yes

Brief Biography/Years of Residency in District

I have lived in Visalia since 1991 and have resided in the Kaweah Health Care District for 34 years and worked in the medical field as a Physical Therapist. In 2009, I developed the Physical Therapist Assistant program at the College of the Sequoias. Currently serve as the Dean of Nursing and Allied Health as well as Dean of Career Technical Education and Workforce Development. I have been involved in community and church activities. Education includes a Degree in Exercise Physiology from SFSU, Degree in Physical Therapy from UCSF, Masters in Educational Technology from SFSU and an Ed.D in Educational Leadership from University of Pacific.

Why Are You Interested in Serving on the Board?

I am seeking to join the Kaweah Board because of my long-standing commitment to the Visalia community and the Kaweah Health Care District. As a licensed Physical Therapist with extensive experience in healthcare and education, I bring a deep understanding of patient care, workforce development, and the evolving needs of our local health system.

As the Dean of Nursing and Allied Health as well as Dean of Career Technical Education and Workforce Development I am committed to a well educated workforce to meet the health care needs of our area. My leadership skills reinforce the importance of aligning healthcare education with community and hospital needs. My involvement in community and church activities reflects my dedication to service and collaboration. With a strong educational background in health sciences and educational leadership, I am motivated to contribute my experience, perspective, and commitment to supporting the mission and future of Kaweah Health.

Experience or Skills You Would Bring to the Board?

Creative Problem Solving
Strategic Planning
Strong working relationships in community and health care
Leadership skills; data informed decision making
Personal qualities such as open to change, seeks professional growth, ability to remain calm and reflective

in a crisis
Experience with large scale grants and fiscal responsibility

Key Priorities for Kaweah Health?

- 1. Advancing the care of the patients and medical science
- 2. Fiscal responsibility while supporting current employees
- 3. Ongoing workforce development and cooperation with educational partners
- 4. Engaging in legislative advocacy to support district hospital funding and policy needs

Upload your CV Here

 J. Schengel_CV_2026.pdf

Jonna Schengel, PT, MA, Ed.D.

PROFILE

Senior healthcare and higher-education professional with over 40 years of experience in physical therapy, healthcare delivery systems, workforce development, accreditation, and community leadership. Extensive background in hospital-based care, outpatient rehabilitation, allied health education, regulatory compliance, grant oversight, and regional workforce alignment. Proven experience bridging healthcare operations, education pipelines, and community needs in public-sector environments.

EDUCATION

University of the Pacific | Stockton, CA

Doctorate in Educational Leadership and Administration | 2014

California State University | Fresno, CA

Division of Continuing and Global Education

Certificate in Community College Faculty Preparation Program, 2010

San Francisco State University | San Francisco, CA

Master of Arts in Education, Educational/Instructional Technology | 1991

University of California, San Francisco | San Francisco, CA

Bachelor of Science, Physical Therapy | 1982

San Francisco State University | San Francisco, CA

Bachelor of Arts, Exercise Physiology | 1981

LICENSURE INFORMATION/REGISTRATION NUMBER

Currently Licensed in the State of California

- Registered Physical Therapist- License No. PT 011418
- Polestar Certified Pilates Instructor | 2008-Present
- Mat Pilates Certification, The Method | 2000-2010
- Lactation Consultant
- CPR Certified Instructor
- CEU Courses

EMPLOYMENT HISTORY

Dean of Career Technical Education (CTE) and Workforce Development; Industry & Technology, Manufacturing, Nursing and Allied Health | 2020-Present

College of the Sequoias | Visalia, CA

- Oversight of Nursing and Allied Health programs, Career Technical Education program: Industry, Technology, and Manufacturing, and Workforce Development
- Strategic leadership of healthcare workforce development initiatives
- Oversee Perkins Federal Funding Grants (\$900,000/yr)
- Oversee Strong Workforce Program Grants (\$1.2 million/yr)
- Collaboration with hospital, clinics, and regional employers
- Alignment of educational pipelines with labor shortages
- Serve on Instructional Council, Curriculum Committee, Management Council, Academic Deans Technology Committee, and Credit for Prior Learning Task Force

- Experience aligning educational, healthcare, and community stakeholders in nonprofit and public-sector environments

Dean of Nursing and Allied Health | 2017-2020

College of the Sequoias | Visalia, CA

- Leadership of nursing and allied health programs
- Oversight of clinical partnerships and placement agreements
- Governance participation supporting healthcare program accreditation

Program Director, Physical Therapist Assistant Program | 2009-2017

College of the Sequoias | Visalia, CA

- Developed the document for accreditation and received candidacy status from CAPTE
- Curriculum and Faculty development
- Teach several classes within the curriculum
- Serve on Advisory Committee for COS PTA Program
- Serve on Management Council
- Serve on Instructional Council
- Serve on Institutional Planning and Effectiveness Committee

Therapy Program Manager, Physical Therapist/Part Time/Per Diem | 2011

Therapy Specialists, Kaweah Delta Health Care District | Visalia, CA

- Consult with local hospital on outpatient productivity model
- Delivery of direct patient care
- Development and instruction continuing education workshops
- First-hand experience with hospital operations and staffing challenges

Owner Manager/Educational Consultant/Pilates Instructor | 2000-2011

Integrated Fitness | Visalia, CA

- Developed personal training and Pilates classes taught to the public
- Responsible for all continuing education
- Polestar Certified Pilates Instructor
- Teach and certify Pilates Mat Instructors

Owner/Manager/Physical Therapist | 2000-2011

Central California Physical Therapy Specialists | Visalia, CA

- Developed successful outpatient physical therapy practice
- Treated a wide variety of patients
- Developed and taught continuing education workshops

Staff Physical Therapist | 1998-2000

Visalia Racquet Club | Visalia, CA

- Treated a wide variety of orthopedic and sports medicine patients
- Consultant to Fitness staff and exercise instructors
- Staff development workshops

Staff Physical Therapist | 1993-1998

Martha Kirishian Physical Therapy | Visalia, CA

- Evaluated and treated many orthopedic and neurological patients
- Manual therapy certificate

Staff Physical Therapist | 1990-1993

Visalia Sports Medicine and Rehabilitation | Visalia, CA

- Evaluation and treated a wide variety of outpatient orthopedic patients

- Developed treatment protocols for post surgical patients

Home Physical Therapist | 1989-1990

St. Mary's Hospital | Richmond, Virginia

- Evaluated and treated home bound patients
- Develop functional strengthening programs for home bound patients

Director of Perinatal Education | 1986-1989

Presbyterian Medical Center | San Francisco, CA

- Developed and taught numerous Childbirth, Early Infant Development classes
- Lactation Consultant
- Pre/post Natal Exercise Instructor
- CPR Instructor

Staff Physical Therapist | 1982-1986

Laguna Honda Hospital/San Francisco General | San Francisco, CA

- Evaluated and treated a wide variety of acute rehabilitation patients
- Specialized in CVA, HI and SCI patients
- Developed employee exercise program

ACCREDITATION RESPONSIBILITIES

- Accreditation Task Force and Standard I Subcommittee, College of the Sequoias | 2013-Present
- On site reviewer for Commission on Accreditation of Physical Therapy Education (CAPTE) | 2016
- On site reviewer for Accrediting Commission for Community and Junior Colleges (ACCJC) | 2015

GOVERNANCE, COMMITTEE , & BOARD EXPERIENCE

- Board of Trustee for Point Loma Nazarene University | 2021-Present
- Board Membership Committee Chair & Academic Services Committee for Point Loma Nazarene University | 2021-Present
- Board Secretary for Visalia Nazarene Church | 2020-Present
- Instructional Council
- Curriculum Committee
- Management Council/ Academic Dean
- Academic Senate
- Instructional Planning & Effectiveness Committee
- Co-chair of Program Review Committee
- Administrative Member of District Governance Committee
- Technology Committee
- Credit for Prior Learning Task Force
- Faculty Development Committee
- PTA Program Director Representative at Instructional Council – Academic Services

GRANT ACTIVITY

Developed and managed a California Community College Chancellor's Office IRDC Grant of over **\$250,000**.

Purpose: Development of a regional healthcare workforce pipeline addressing critical physical therapist assistant shortages.

Project results:

- Industry driven collaborative including 16 regional physical therapist industry partners
- Partnerships with the Region 5 RHORC and other community colleges
- Accredited physical therapist assistant AS degree program
- Curriculum for classroom, laboratory, and clinical training

- Training of up to 26 new physical therapist assistants per year
- A state-of-the-art physical therapy laboratory
- Reduced shortage of physical therapist assistants
- Adequate staffing at healthcare provider sites
- Improved economic performance of the region's healthcare providers
- Minimum 80% retention and graduation rates
- 95% industry satisfaction rate
- Methods for updating industry needs assessment information
- Improved methods for responding to healthcare industry needs, skill standards, and competencies
- Improved regional healthcare delivery.

ONGOING FINANCIAL OVERSIGHT

- Oversee Perkins Federal Funding grants (\$900,000/yr)
- Oversee Strong Workforce Grants (\$1.2 million/yr.)

PUBLICATIONS

Schengel, Jonna K., "Predicting Performance on the Physical Therapist Assistant Licensure Examination", ProQuest LLC. 2014

EDITORIAL DUTIES

Editor/Reviewer for Community College Journal of Research and Practice

HONORS AND AWARDS

CASA Board Member and Fundraising Event Chairman | 1993-1998
Young Visaliam of the Year, Visalia Chamber of Commerce | 1995

PROFESSIONAL TEACHING RESPONSIBILITIES

COS PTA Program; CAPTE Accredited
Fundamentals for the Physical Therapist Assistant, PTA 121
Administration for the PTA, PTA 140
Seminar for the PTA, PTA 170

MEMBERSHIP IN SCIENTIFIC/PROFESSIONAL/HONORARY SOCIETIES

APTA Education PTA Special Interest Group | Secretary/Treasurer | 2016
Credentialed Clinical Instructor, APTA | 2009
American Physical Therapy Association | Member since 1979
California Physical Therapy Association | Member since 1979

CONTINUING EDUCATION WORKSHOPS CONDUCTED/ORGANIZED

- Pilates Certification courses 1-2 times per year of 15 hours (1.5 CE's); Approved for CE's by the California Physical Therapy Association.
- Treatment of Scoliosis with 3D Approach; 6 hours (.6CE's); Approved for CE's by the California Physical Therapy Association.

PROFESSIONAL PRESENTATION

Presented "Predicting Performance on the Physical Therapist Assistant Licensure Examination"; California Physical Therapy Association (CPTA) Annual Meeting | October 2014.



Board of Directors

Kaweah Health Care District Zone II Vacancy 2026

Name WILLIAM MARTIN

Address Visalia, CA, 93277

Phone Number

Email
Occupation/Employer Self-Employed

Registered Voter in District

Brief Biography/Years of Residency in District

1

Why Are You Interested in Serving on the Board?

I want to serve on the Kaweah Health Board because I am passionate about supporting high-quality healthcare in our community and believe my background as a CPA can add value to the organization’s governance and financial stewardship. I bring experience in financial oversight, risk management, and compliance, along with a commitment to transparency, accountability, and long-term sustainability. Serving on the Board would allow me to contribute meaningfully to Kaweah Health’s mission while helping ensure the organization remains strong, resilient, and focused on patient care.

Experience or Skills You Would Bring to the Board?

I bring strong financial and governance skills to the role, including expertise in financial oversight, risk management, internal controls, and regulatory compliance. As a CPA, I am experienced in evaluating complex financial information, identifying risks, and supporting informed, strategic decision-making. I also bring a collaborative, disciplined approach to board service, with a focus on accountability, transparency, and long-term sustainability.

Key Priorities for Kaweah Health?

Kaweah Health is deeply focused on achieving outstanding community health through high-quality, patient-centered care, expanding access across Tulare and Kings counties, and modernizing its facilities to meet future needs. Underpinning this are strategic pillars that emphasize excellent service, a strong work environment, education, and financial stewardship. I am particularly aligned with the organization’s focus on sustainability and thoughtful community engagement as it plans for long-term infrastructure improvements and workforce development.

Upload your CV Here

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 William_Martin_Kaweah_Board_Cover... .pdf

William Martin, CPA

Visalia, CA

Kaweah Health Board of Directors

Kaweah Health

Visalia, CA

Dear Members of the Kaweah Health Board of Directors,

I am writing to express my interest in serving on the Kaweah Health Board of Directors. As a Certified Public Accountant with extensive experience in financial oversight, risk management, internal controls, and regulatory compliance, I am motivated to contribute my skills in support of Kaweah Health's mission to provide safe, high-quality, and accessible healthcare to our community.

Throughout my career, I have worked closely with executive leadership and governing bodies in highly regulated environments, supporting policy development, performance improvement, and long-term organizational sustainability. I bring a strong understanding of fiduciary responsibility, financial stewardship, and the importance of effective governance in ensuring patient safety, quality of care, and public trust.

I am particularly drawn to the Board's role in establishing policy, overseeing organizational performance, and guiding strategic planning for Kaweah Health. I value constructive oversight, thoughtful inquiry, and maintaining appropriate governance boundaries between the Board and management. My approach emphasizes transparency, accountability, and collaboration in the best interests of the community served.

Serving on the Kaweah Health Board of Directors would be a meaningful opportunity to give back to the Visalia community and support a vital public institution. I would be honored to contribute my experience and commitment to the Board's responsibilities for safety, quality, and organizational stewardship.

Thank you for your time and consideration. I appreciate the opportunity to be considered and would welcome the chance to further discuss how my background and perspective may benefit Kaweah Health.

Sincerely,

William Martin, CPA

William Martin, CPA

GOVERNANCE | FINANCIAL OVERSIGHT | RISK & COMPLIANCE | PUBLIC ACCOUNTABILITY

Certified Public Accountant with extensive experience in financial oversight, enterprise risk management, internal controls, and regulatory compliance in highly regulated environments. Proven advisor to executive leadership and governing bodies on policy development, performance improvement, and organizational sustainability. Brings an independent, disciplined governance perspective focused on safety, quality, transparency, and stewardship of public resources.

BOARD & GOVERNANCE COMPETENCIES:

- Fiduciary Oversight & Financial Stewardship
- Enterprise Risk Management (ERM)
- Internal Controls & Regulatory Compliance
- Policy Review & Governance Frameworks
- Audit & Compliance Committee Support
- Executive Accountability & Independence

EDUCATION:

- Master of Science in Information Systems – University of Maryland Baltimore County, MD
- Bachelor of Business Administration in Accounting – University of Baltimore, Baltimore, MD

CERTIFICATION:

Certified Public Accountant (CPA), Licensed Feb. 2010

EXPERIENCE:

JTS Consulting, Independent Contractor, 3/2025 - Present

Provides advisory and audit services to publicly regulated and financial institutions. Supports leadership with internal control redesign, digital governance, and regulatory compliance transformation.

- Lead design, documentation, and testing of SOX controls aligned with COSO requirements.
- Oversee Test of Design (TOD) and Test of Effectiveness (TOE) execution, including walkthroughs, sample selection, and evidence evaluation.
- Partner with CFOs, Controllers, IA & IT Directors to validate process accuracy and strengthen documentation standards.
- Develop policy-to-framework mapping matrices, risk assessments, and remediation action plans to improve organizational maturity and reduce deficiencies.
- Deliver executive-ready reporting packages summarizing testing results, key observations, and performance improvement recommendations.

Citrin Cooperman (formally Clearview Group, LLC), Independent Contractor, 6/2017 – 3/2025

Provide client services across Internal Audit, Sarbanes-Oxley compliance, IT Audit, Internal Control consulting, and general accounting.

- Lead internal audit engagements for financial, operational, and IT audits, developing test plans, timelines, and deliverables.
- Conducted IT General Control (ITGC) testing and assessed technological risks for pre-IPO and publicly traded companies, ensuring compliance with IT and financial regulations.
- Utilized COSO framework to assess internal controls and improve the design of control environments for clients, aligning with leading practices.
- Identified and remediate control gaps, helping clients reduce risk and align with industry standards.
- Guided organizations in managing information security risks, using COSO-based risk assessments to improve compliance frameworks.
- Assisted clients with SOC 1 readiness reviews and prepared key reports in coordination with internal and

William Martin, CPA

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external auditors.

- Provided actionable risk mitigation recommendations and communicated findings clearly to clients, ensuring ongoing project alignment.

Constellation Energy, Senior Analyst, 4/2016 – 5/2017

Served as a key member of the finance team, responsible for managing and analyzing financial data related to energy trading, pricing, and risk management.

- Led the preparation and analysis of the daily profit and loss (P&L) statement, providing critical financial insights to senior leadership to inform strategic decision-making.
- Collaborated with the risk management and trading teams to analyze market trends, assess the financial impact of energy market changes, and forecast future revenue and expenses.
- Developed and implemented solutions to improve the accuracy of trading data, partnering with IT to troubleshoot and resolve data issues affecting the daily reporting process.
- Produced detailed variance analysis and provided insights into the drivers behind profit changes, supporting the optimization of trading strategies.
- Ensured compliance with internal controls and regulatory requirements, working closely with audit and compliance teams to review and refine financial reporting processes.

Exelon Corporation, Developer, 11/2015 – 4/2016

Responsible for the development and maintenance of multi-tier/data-driven business solutions, contributing to the enhancement of Exelon's core systems and applications.

- Led the development of key features for a multi-state gas sales enrollment project, increasing customer acquisition by 32% through improvements in client-facing applications.
- Designed, developed, and maintained software capabilities using C#, improving system performance, scalability, and security for large-scale business applications.
- Collaborated with cross-functional teams, including business analysts and project managers, to ensure alignment with business goals and requirements.
- Developed data-driven solutions and optimized SQL queries to support backend systems, enhancing the accuracy and efficiency of data processing.
- Provided technical support, troubleshooting, and issue resolution for applications, ensuring minimal downtime and seamless user experience.
- Contributed to software design and architecture decisions, ensuring that new solutions were aligned with Exelon's IT standards and best practices.
- Participated in code reviews, ensuring adherence to coding standards, improving code quality, and fostering a collaborative development environment.

William Martin, CPA

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Board of Directors

Kaweah Health Care District Zone II Vacancy 2026

Name	Susanne Gundy
Address	Visalia, CA, 93277
Phone Number	
Email	
Occupation/Employer	retired-Tulare County Public Health, high school teacher
Registered Voter in District	Yes

Brief Biography/Years of Residency in District

I moved to Visalia in 1976-50 years ago. From 1977 to 1998 I was employed by Tulare County Public Health, in its various organizational iterations. My entry position was as Health Education Assistant working directly under the MPH Health Educator Lela Folkers, funded by federal and state grants. By first assignment was to monitor and facilitate the county's 50 school districts' compliance with immunization and school health exams. When Ms. Folkers left for State employment, I was promoted to program management working directly under the health officer (Dr. Gonda). Later I reported to the Director of Health and Human Services.

In that position I was responsible for grant application, reporting, budget management, coordination with public health nursing, staff hiring and supervision. Programs included School Dental Health, Teen Pregnancy Program, Southeast Asian Refugee Health, Child Health and Disability Prevention for which I also staffed its required community board.. I created the position of Community Health Technician and supervised a team of 20 bilingual, bicultural CHTs who provided coordinated outreach, patient enrollment and limited case management to patients/clients countywide, often working in coordination with public health nurses.

In my role as program manager I coordinated with fiscal, clinic, mental health, public health lab, human resources, nursing in the department, physicians and dentists, and numerous community groups.

As part of my initial training in public health, I spent my first summer in a 2 month Spanish Language immersion course by Tulare County Department of Education to enable me to prepare and edit health education materials in Spanish.

I graduated from UC, Berkeley, attained a study- abroad Master's Degree in German Language and Literature through Middlebury College, Vermont, . a lifetime Secondary Teaching Credential in German, French and English. from California State University Long Beach and Fresno State. Later I studied Biology at Cal State Long Beach and was admitted to a graduate biology program in Southern Illinois University.

On moving to Visalia, I took biology and chemistry classes at College of Sequoias which helped me prepare for a career in public health.

After leaving public health, I taught high school English at Delano High school for two years,

Why Are You Interested in Serving on the Board?

Kaweah Health, through the hospital and numerous clinics, is our primary health resource. Kaweah Health is the provider of last resort for thousands of low income and non- and underinsured individuals and families.

My orphaned niece received crucial mental health services from Behavioral Health in Exeter throughout her high school and community college years while living with me in Visalia.

I believe that my knowledge and experience can be an asset on the Board, and as a retiree I can devote time to committees and other board member duties.

Experience or Skills You Would Bring to the Board?

Program evaluation; staffing issues; reading lengthy detailed documents/reports; analyzing budgets; human resources and employee unions; working collegially on advisory boards; working with low income and ethnically diverse individuals and families; community organizations and resources; transportation issues; homelessness and substance abuse; mental health issues and resources; public health

Key Priorities for Kaweah Health?

Financial survival; maintaing sufficient and appropriate staff; Emergency Department issues; maintaining Kaweah Health's outpatient clinics; coordinating with other hospitals and medical/mental health/ substance abuse/rehabilitatin providers; keeping Lifestyles

Upload your CV Here

 RESUME FOR SUSANNE MARCUS GU... .pdf

RESUME FOR SUSANNE MARCUS GUNDY

Current Status:

Resident of Visalia in Tulare County, California, since 1976. Homeowner since 1979.

Retired in 1998 after 21 years in public health with Tulare County Health and Human Services. Owner since 1983 of 15 low-income residential rental units in northern Visalia, CA., working with Housing Authority and Family Services Permanent Supportive Housing program.

Responsible pet owner, currently with 5 rescue dogs in two residences.

Involved with progressive issues including education, humane treatment of animals, homeless issues, environmental protection, health care, and others.

Education

Diploma from Lakewood High School in Long Beach Unified School District (1960)

B.A. University of California Berkeley- German and French, Social Sciences (1960-63)

M.A. Middlebury College, Vermont, and Johannes Gutenberg Universitat in Mainz, Germany- German language and Literature (1963-64)

Standard Secondary Teaching Credential- in German and French- California State University Long Beach (1965-66); subsequently added teaching credentials for secondary English and Biology

Equivalent of major in biology from California State University Long Beach; additional classes in college math and chemistry from College of the Sequoias, Long Beach City College, and Oakland Community College

in Michigan. One semester in doctorate program in biology at Southern Illinois University in Carbondale, Illinois (1976).

CBEST; CLAD

WORK EXPERIENCE

Teaching

Amador High School, Pleasanton, CA- German and English, (1966-67)

College of the Sequoias- Public Health (1 semester) @1996

Substitute Teacher Visalia Unified Schools, (1999-2001)

Delano High School, Delano Joint Union High School District, CA- English (2001-2003)

Substitute teacher: Bay Area high schools (1968-70), Visalia and Tulare schools, (1976-77)

Summer school: Alpaugh School District (2002 ?)

Public Health

Tulare County Health Department, then Health and Human Services Agency 1977-1998 (21 years)- health educator with Child Health and Disability Prevention Program, Children's School Dental Health Program. Program Manager, grant writer and community outreach supervisor for WIC, Immunization Program, Refugee Health Program, Teen Parent Program, Senior Health Program, Jail Health, and others.

FAMILY STATUS

Widowed (2008); one son, his fiancée and three grandchildren living in Visalia. California Driver License in good standing. CDLH0461199.

Address since 1979: 201 W. Whitendale Avenue, Visalia 93277. Cell phone: (559) 368-9464

POLITICAL ACTIVITIES

Prior to registering as a Democrat, I was involved with the nascent Peace and Freedom Party in the early 1960s, as a student in UC Berkely.

I was an anti-Vietnam War activist.

Since 1998 I have been active with the Visalia Democratic Club, participating in voter registration, community parades and tabling, GOTV and other activities.

I ran for Tulare County Board of Supervisors and for Visalia City Council.

I served on the Tulare County Grand Jury.

I am currently a member of several Democratic Clubs: Dinuba, Tulare Visalia and Stonewall. Treasurer of the Visalia Democratic Club, past-Secretary of the Tulare Democratic Club.

I have been a member of the current Tulare Democratic Central Committee, since 2012, serving as Member-at-Large, chairing the Voter Registration and Voter Outreach/Public Affairs/Public Outreach Sub-Committee.



Board of Directors

Kaweah Health Care District Zone II Vacancy 2026

Name	Walt Smith
Address	Visalia, CA, 93291
Phone Number	
Email	
Occupation/Employer	Self
Registered Voter in District	☒ Yes

Brief Biography/Years of Residency in District

After a decade of regional relocations supporting my wife's career and a two-year sabbatical in Cape Town, South Africa, we proudly settled in Visalia last year. My professional focus currently centers on futures day-trading and property investment, where I apply a disciplined approach to risk management and strategic growth.

While my daily focus has shifted to the markets, I remain deeply committed to the advancement of quality healthcare and the improvement of human life. I am eager to channel this passion into the service of my neighbors and the diverse communities served by Kaweah Health.

Why Are You Interested in Serving on the Board?

I wish to serve on the board because Kaweah Health plays such a vital role in ensuring access to care and serving the needs of our community. I welcome the opportunity to contribute my healthcare experience in a governance role, supporting thoughtful oversight, financial stewardship, and strategic decision-making that aligns with the Kaweah Health's mission and public accountability.

Experience or Skills You Would Bring to the Board?

I bring more than 15 years of healthcare leadership experience working closely with hospitals, physicians, post-acute care, and senior living providers. My background includes collaboration with executive leadership, finance, and legal teams; supporting service line development; ensuring provider engagement aligns with regulatory requirements; and monitoring key performance indicators such as census, capacity, and referral patterns.

This experience in physician relations, operational performance oversight, and community engagement enables me to contribute meaningfully to board-level discussions regarding access to care, financial stewardship, service line strategy, and public accountability. I understand how governance decisions impact physician alignment, financial sustainability, and community trust, and I bring a thoughtful, governance-focused perspective rather than a day-to-day operational one.

Having served on the Chipola College Governance Council and the Parkinson's Outreach Association

Board, I am well-versed in the responsibilities of a fiduciary. I intimately familiar with the transparency requirements of the Brown Act and the understand importance of maintaining the integrity of the relationship between the Kaweah Health’s executive team and the constituents we serve.

Key Priorities for Kaweah Health?

Diversifying revenue streams and identifying alternative funding to mitigate the impact of CMS/MediCal funding cuts.

Navigating the financial and regulatory pitfalls of providing a high standard of healthcare in the state's most economically disadvantaged regions.

Addressing the fiscal strain of record-high Medi-Cal enrollment alongside stagnant reimbursement rates that fail to keep pace with the rising cost of care.

2030 Seismic Mandate

Addressing critical workforce shortages by prioritizing the recruitment of nurses and specialty-line physicians to provide vital services.

Advancing a culture of clinical excellence to deliver optimal patient outcomes and superior patient satisfaction.

Upload your CV Here

Walt Smith Resume.docx

WALT SMITH

PROFESSIONAL SUMMARY

Results-driven healthcare professional with 15+ years of progressive experience in provider relations, business development, community outreach, and stakeholder collaboration within acute and post-acute care, senior living, and behavioral health settings.

Expertise in building strategic partnerships with hospitals, physicians, and healthcare providers to drive referrals, admissions, and operational performance. Proven in facilitating contract-related processes through liaison work, negotiating partnerships, monitoring KPIs (e.g., census, capacity, and collections impact), identifying cost-saving opportunities, and leading teams in fast-paced environments.

Skilled communicator and critical thinker adept at analyzing financial and performance data, collaborating with executive leadership/finance/legal, and ensuring regulatory alignment.

CORE COMPETENCIES

- Physician/Provider Relations & Liaison
- Strategic Partnerships & Contract Negotiations
- Financial Performance Monitoring & Analysis (Census, Capacity, Variances)
- Accounts Receivable/Collections Impact Oversight
- Budget Development & Cost Savings Identification
- Compliance Support & Regulatory Alignment (Healthcare Operations)
- Team Leadership, Supervision, Mentoring & Training
- Stakeholder Collaboration (Executive Leadership, Finance, Providers)
- Project Management & Process Improvement
- Event Planning & Professional Education (CEUs, Presentations)

PROFESSIONAL EXPERIENCE

Director of Outreach and Development / Interim Director of Admissions *Claiborne & Hughes Health & Rehabilitation, Franklin, TN* 2020–2021

157-bed skilled nursing and long-term care facility with a secure behavioral health unit representing over 50% of census. Served as Clinical Liaison to 5 hospitals and local providers; Facility Ambassador/Media Contact; collaborated with Case Managers/Discharge Planners for admissions. Reported to Regional Director of Business Development.

- Acted as key liaison facilitating provider relationships and referral processes, supporting timely patient admissions and contract-related performance through collaboration with external healthcare partners.

- Monitored and drove key performance indicators (census, admissions volume) to achieve maximum capacity and highest patient volume to date, identifying opportunities to enhance operational efficiency and revenue impact.
- Partnered with executive leadership to design, launch, and promote an in-house hemodialysis service line, aligning financial performance goals, provider education, and compliance with CMS, state regulations, and clinical guidelines.
- Conducted monthly presentations and hosted monthly dinners/conferences for physician groups, strategic partners, and industry peers to review performance, nurture relationships, and promote services.
- Promoted and hosted online CEU events/conferences during COVID-19 to maintain professional partnerships and ensure ongoing provider engagement.
- Supervised hiring, onboarding, training, and performance of admissions staff; served as Interim Director during pandemic peak, ensuring seamless operations, regulatory compliance, and adherence to internal standards.

Director of Community Relations *Hearth Management, Franklin, TN 2019*

Owner-operator of senior living/memory care facilities. Directed marketing, outreach, market intelligence, and healthcare relations. Reported to Senior Management.

- Interfaced directly with physicians, healthcare facilities, and providers to drive referrals, onboarding, and training; orchestrated CME events and resources for senior healthcare professionals.
- Monitored community and facility performance metrics to identify enhancements, achieving highest historical capacity through targeted outreach and marketing strategies.
- Acted as Media Relations Representative; developed content and collateral to support provider engagement and financial/operational goals.

Director of Community Relations *YourLife of Tallahassee, Tallahassee, FL 2018*

Specialized Alzheimer's/memory care neighborhood. Drove business development, marketing, outreach, and market intelligence. Reported to VP of Marketing.

- Developed and facilitated monthly promotional events, community education presentations, and strategic plans to engage physicians and healthcare providers.
- Oversaw initial point of contact for marketing/outreach; conducted research/analysis to support provider referrals and performance improvement.

Director of Community Relations *Senior Services of America, Tallahassee, FL 2014–2017*

Directed business development, marketing, outreach, event management, and media for senior living facilities. Reported to VP of Marketing.

- Established strategic partnerships with healthcare providers, facilities, and counterparts to drive referrals; acted as initial contact and trade show representative.
- Developed/facilitated research, competitive analysis, education presentations, and monthly promotional events; generated ROI reports on initiatives to track effectiveness and identify variances/opportunities.
- Led cross-functional teams in executing annual strategic plans, outreach programs, and performance monitoring to support financial goals.

EDUCATION

Bachelor of Science in Communications, Professional Communications & Public Relations
Florida State University, Tallahassee, FL

AFFILIATIONS & ADDITIONAL

- Former Member, Lively Technical College Occupational Advisory Committee
- Former Member, Parkinson's Outreach Association Board
- Former Member, Chipola College Governance Council
- Former Fear Factor Champion
- World Traveler and Avid Golfer