



January 8, 2024

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in Kaweah Health Medical Center Executive Office Conference Room (1st floor of the Acequia Wing) {305 W. Acequia, Visalia, CA} on Thursday January 11, 2024:

- 4:00PM Open Meeting

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

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings (special meetings are posted 24 hours prior to meetings) in the Kaweah Health Medical Center, Mineral King Wing near the Mineral King entrance.

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

KAWEAH DELTA HEALTH CARE DISTRICT
David Francis, Secretary/Treasurer

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

Cindy Moccio
Board Clerk / Executive Assistant to CEO

DISTRIBUTION:

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Legal Counsel
Executive Team
Chief of Staff

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KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS MEETING

Kaweah Health Medical Center / Executive Office Conference Room
305 W. Acequia, Visalia, CA

Thursday January 11, 2024 {Special Meeting}

OPEN MEETING AGENDA {4:00PM}

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.
4. **KAWEAH DELTA BOARD OF DIRECTORS – ZONE III** – Discussion relative to letters of interest received for the Zone III Kaweah Delta Health Care District Board seat. Potential next steps may include interviewing some of the candidates, interviewing all of the candidates, making a selection based on the information provided to the Board from the candidates.

Board of Directors & Legal Counsel

5. **REPORTS**

- 5.1. **Chief Executive Officer Report** - Report on current events and issues.
Chief Executive Officer
- 5.2. **Board President** - Report on current events and issues.
Board President

6. **ADJOURN**

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December 27, 2023

Below is the list of people we have received letters from for the Zone 3 seat opening – we officially have nine (9) viable submittals (Dr. Boken withdrew his application).

At the January 4th special Board meeting you can discuss next steps. You can choose to interview some candidates, all of the candidates or make your selection based on the information they have submitted to the Board including their letter of interest and response to the Board questions sent to them.

1. Mathias Daniels, MD – Letter of Interest – Board Questions response
2. Dean Levitan, MD – Letter of Interest – Board Questions response
3. Thomas Rayner – Letter of Interest – Board Questions response
4. Michael Boyd, DPM – Letter of Interest – Board Questions response
5. Nevin House – Letter of Interest – Board Questions response
6. Teresa Boyce – Letter of Interest – Board Questions response
7. Karen Griffin – Letter of Interest – Board Questions response
8. John Schouten– Letter of Interest – Board Questions response
9. Jorge Zegarra – Letter of Interest – Board Questions response

Teresa Boyce, BA, MHA, CPMSM, CPCS

MEDICAL STAFF PROFESSIONAL EXPERIENCE HIGHLIGHTS

Responsibilities for up to 700 physicians and Allied Health Professionals included:

MEDICAL STAFF MEETING, SCHEDULES, CREDENTIALING, EDUCATION

Facilitated Medical Staff Departments, Committees, and Leadership meetings including sending reminders, preparation of agenda, completion of minutes and follow up items, secured meeting location and catering. Ensured Emergency On-Call Schedule was current and accurate. Ensured credentialing and recredentialing was complete and timely. Reviewed and revised credentialing procedures as needed to ensure a smooth and user-friendly process. Developed Leadership training for all new physician Leaders, providing 1:1 initial training and ongoing support. Organized ongoing education for physician and hospital executive leaders through bi-annual retreats, conferences, and guest speakers.

GOVERNING DOCUMENTS

Bylaws/ Rules & Regulations: Participated in 3 complete Medical Staff Bylaws and Rules & Regulations rewrites, 2 working with Horthy Springer and one working with the Medical Staff Bylaws Chair. Reviewed and tagged current Medical Staff Documents identifying incongruencies with state/federal requirements and changed practices. Organized meetings, acted as liaison between Medical Staff and attorneys.

Policies: Reviewed, revised, retired, or developed Department policies on a two-year rotation or as needed. In conjunction with Medical Staff and Executive leadership facilitated development, revision, and review of Medical Staff policies.

Privilege Forms: In collaboration with Medical Staff Departments revised privilege forms to include education and volume requirements as standards for competency.

PHYSICIAN PEER REVIEW

Advocated for Peer Review Manager and Coordinator positions to be added to the department. Attended Peer Review meetings and collaborated with Peer Review Manager to provide follow through of Plan of Corrections. Provided support to Medical Staff leaders in disciplinary investigations/actions, and hearings, i.e. scheduling meetings, making phone calls, scheduling drug testing, documentation, and liaison to Medical Staff Attorney, etc.

PERSONNEL MANAGEMENT

Hired, trained, and mentored up to 6 employees. Worked closely with HR when discipline or firing of employees was required. Facilitated monthly Department meetings and individual monthly 1:1. Encouraged ongoing education and pursuit of certification. Maintained an open-door policy for team members. Monitored work and office relationships to ensure a smooth-running Department. Advocated for appropriate compensation for employees. In collaboration with Hospital executive leadership recognized employees for outstanding service.

FISCAL RESPONSIBILITIES

Responsible for the Department budget of \$1.1 million. Reviewed and revised budget annually, seeking ways to decrease spending. For example, repurposed credentialing and meetings to paperless processes, eliminating postage and copy costs and reducing an FTE. Assessed office equipment resulting in reduction of machines and more efficient use of space and reducing rental fees.

Development of efficient and simplified collection of Medical Staff dues and hospital administrative fees.

REGULATORY AGENCIES

Supported Hospital Administration and Medical Staff Leadership via a working knowledge of Medical Staff Joint Commission regulations, Title 22 and CMS. Participated in Surveys and inquiries. Assisted Risk Management Department in scheduling meetings between officials and physicians; provided staff to review physician/APP charts electronically with officials upon request.

Teresa Boyce, BA, MHA, CPMSM, CPCS

EMPLOYMENT HISTORY

1/2014 – 1/2023	Director, Medical Staff Services	Kaweah Delta Health Care District, Visalia, CA
3/2012 – 1/2014	Medical Staff Manager	Mark Twain Medical Center, San Andreas, CA
8/2011 – 1/2012	Medical Staff Coordinator (Temp)	Mercy San Juan Medical Center, Carmichael, CA
12/2009 – 2/2011	Medical Staff Coordinator	Mercy Medical Center, Merced, CA
1/2006-3/2007; 3/2008 – 9/2009	Medical Staff Coordinator	Sutter Amador Hospital, Jackson, CA
3/2007 – 3/2008	Medical Staff Coordinator & Manager	Mark Twain St. Joseph Hospital, San Andreas, CA
8/2003 – 1/2006	Medical Staff Coordinator & Manager	St. Joseph Hospital, Bellingham, WA
2002-2003	Lifeline Coordinator	St. Joseph Hospital, Bellingham, WA
1998-6/2001	Volunteer Coordinator/Spiritual Support Services Coordinator	Childrens Hospital, Madera, CA

EDUCATION

2006	Bachelor of Arts in Leadership	Bellevue University, Bellevue, NE
2013	Master of Health Care Administration	Bellevue University, Bellevue, NE

CERTIFICATIONS

2011	Certified Profession of Medical Staff Management (CPMSM)
2012	Certified Professional Credential Specialist (CPCS)

PROFESSIONAL MEMBERSHIPS

California Association of Medical Staff Services
National Association of Medical Staff Services

SPEAKING ENGAGEMENTS

Presentations at the National and California Associations of Medical Staff Services

2016	Development of an Efficient Medical Staff Office: Assess, Analyze, and Implement an Action Plan
2017	Stepping Up to Leadership

References available upon request.

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

1. Why are you interested in serving on the Board?

I have had a “heart for health care” for most of my adult life. I am interested in serving on the Board because it is how I can utilize my education and lifetime experience to continue to serve my community in the health care field.

2. What do you believe is the role of the Board?

The Board is the final authority for everything that goes on at and within the district. The Board is legally responsible for the organization including, but not limited to finances, personnel, patient safety and quality of services. The Board oversees and approves the organization’s strategic plan, policies, personnel & appointment of providers. To put it succinctly, the buck stops at the Board!

3. As a Board member you will be asked to attend one evening Board meeting a month that lasts between 3 to 5 hours and may require the same amount of preparation time. In addition you will be asked to serve on committees that meet at various times during the day for from 1 to 2 hours. There are also, as needed, special Board and committee meetings and off-premises meetings that occur from time to time. All in all this constitutes about 200 to 300 hours per year. How do you feel about the time commitment required to be an effective Board member, and are you able and willing to fulfill that commitment?

I would expect an organization the size and complexity of Kaweah Health Care District to require a significant amount of time from Board members to oversee the organization appropriately. I have the availability and willingness to volunteer the time to serve.

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

4. What do you see as the major challenges, opportunities, or general issues that the Board will be facing in the future?

The opportunities the Board faces include continued growth of outpatient services; Continuing to connecting more broadly to the communities to increase awareness and communication from various socio-economic groups; enlargement of Residency Program, i.e. Internal Medicine in order to offer various specialty Fellowships.

The challenges the Board faces are finances due to MediCal/Medicare population and low reimbursement rates; recruitment of primary care physicians; and SB 1953, financing the replacement of the Mineral King Wing.

5. What attributes, experience, or other personal factors do you believe make you qualified to serve on the Board

Education: I have a Bachelors in Leadership, a Masters in Healthcare Administration and certifications in credentialing and management in Medical Staff Services.

Experience: My experience in healthcare began in 1989 when I cared for my mother with the assistance of Roseville Hospice. It was that experience that opened my eyes to the importance of the system that provides support to patients and families. In 1993 I was hired as the Director of Activities for Covenant Home of Chicago, an Assisted Living and Nursing Home facility. I went on to manage a memory care unit for Sunrise Assisted Living in Fresno and coordinated Volunteer and Spiritual Support Services at Children's Hospital in Madera before settling in my career as a Medical Staff Professional for the last 20 years. Having worked in multiple organizations of diverse sizes, I bring a broad range of unique experience as relates to the various aspects of healthcare: Hospice, Assisted Living, Memory Care, and the Acute Care Hospital, all of which make up Kaweah Health Care District.

Desire: I have always considered that, after I retired, I would enjoy serving at the board level primarily because I have enjoyed working in the hospital and I have great respect for the delivery of healthcare. I understand the importance of the community, providers and hospital leadership having a common vision, and the impact that can have on the success of the organization. I want to participate in the success of my community health care system.

Moccio, Cindy

From: Michael Boyd [REDACTED]
Sent: Tuesday, December 5, 2023 8:57 PM
To: Moccio, Cindy
Subject: Board Vacancy

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Dear Cindy,

I am interested in being considered for appointment to the Board to represent Zone 3. As you know, I was on the active Medical Staff for over 40 years. I served as Chairman of the Credentials Committee, and also was on the Medical Executive Committee, for 23 years. Additionally, I served on the Management Committee of the Cypress Surgery Center for 5 years. I have always supported the Medical Staff, and have been an advocate for the Hospital. I am interested in serving out Mr. Gipson's term on the Board. I have made multiple presentations to the Board, over the years, regarding Medical Staff Credentialing, I also have worked collaboratively with the CEO and the CMO, as well as with the Board member that attended the Credentials Committee.

Thank you very much.

Michael L. Boyd, DPM

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

1. Why are you interested in serving on the Board?

I am interested in serving on the KH Board because of the very integral part that the Hospital plays in our community. The Board is ultimately responsible for running and managing the hospital. I bring long experience in working in the medical staff leadership and I have worked with the Hospital CEO, CMO, and nursing leadership. I am a dedicated, hard working person that would be an asset to the Board

2. What do you believe is the role of the Board?

I believe the role of the Board is multifaceted..The Board is composed of multiple committees and subcommittees that fact-find on various issues and then report to the Board as a whole. Among the many functions of the Board are; 1) dealing with the many federal and state regulations governing hospitals (ie: Joint Commission, federal and state funding, OSHPOD, etc), #2) working with the CMO and medical and nursing leaders, #3) working with the management team. These are just a few of the Board's roles.

3. As a Board member you will be asked to attend one evening Board meeting a month that lasts between 3 to 5 hours and may require the same amount of preparation time. In addition you will be asked to serve on committees that meet at various times during the day for from 1 to 2 hours. There are also, as needed, special Board and committee meetings and off-premises meetings that occur from time to time. All in all this constitutes about 200 to 300 hours per year. How do you feel about the time commitment required to be an effective Board member, and are you able and willing to fulfill that commitment?

I am fully aware of the time commitment involved. I served as chairman of the Credentials Committee, and on the Medical Executive Committee for 23 years.Serving on both of those committees required many long meetings and a lot of responsibility.

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

4. What do you see as the major challenges, opportunities, or general issues that the Board will be facing in the future?

I think that the major challenges that the Board will be facing are government involvement in health care delivery, and reimbursement issues with payor mixes. Also, we are somewhat unique in that we are a District Hospital and have to deal with elections and bond issues. We have a significant problem attracting and keeping professional staff. Also, being the largest employer in Tulare County has its challenges. I think there are opportunities with our residency programs and local nursing programs.

5. What attributes, experience, or other personal factors do you believe make you qualified to serve on the Board?

I explained above that I served in Medical Staff leadership for 23 years. At times I worked with the CEO, representatives from the Board, Joint Commission examiners, and was on the Management Committee of the Cypress Surgery Center (5 years). I have always been a vocal advocate for the Hospital. I work very well with others, but I am not reluctant to express my views and opinions.

Moccio, Cindy

From: Mathias Daniels [REDACTED]
Sent: Tuesday, November 21, 2023 12:27 PM
To: Moccio, Cindy
Subject: Zone 3 Kaweah board seat

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I would like to express interest in being considered for the Zone 3 board position.

Mathias Daniels, MD

[REDACTED]
[REDACTED]
Visalia, CA 93291

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

1. Why are you interested in serving on the Board?

The Kaweah Health System provides vital and irreplaceable services to our community, and has done so for decades. As our community grows and the hospital/healthcare sector changes, our hospital must remain a strong and reliable source of care for decades to come. I would like to have a significant role in achieving this goal. I have been actively involved in numerous healthcare/community boards, initiatives and organizations over my medical career, and have found my work there to be incredibly rewarding. My recent experiences serving as a board member of CASA Tulare, the Medical Society of Tulare and Echo in the Valley, underscore my current time and energy commitments to the well being of our community. I also have several years experience as Chairman of the Surgery Department at Watsonville Hospital which brought significant exposure and opportunities to understand the workings of hospital administrations, particularly as it relates to financial stability, patient care, hospital efficiency, personal development programs, and strategic planning.

2. What do you believe is the role of the Board?

I believe the role of the board is to assist in guiding the leadership of the hospital to make well informed decisions that will ensure strength and productivity for the hospital system and ensure outstanding and reliable healthcare for our community today, and for decades to come.

3. As a Board member you will be asked to attend one evening Board meeting a month that lasts between 3-5 hours and may require the same amount of preparation time. In addition, you will be asked to serve on committees that meet at various times during the day for from 1-2 hours. There are also, as needed, special Board and committee meetings and off-premises meetings that occur from time to time. All in all this constitutes about 200 to 300 hours per year. How do you feel about the time commitment required to be an effective Board member, and are you able and willing to fulfill that commitment?

Yes. I am board-certified orthopedic spine surgeon and have a busy surgical practice here in Visalia. I am adept at prioritizing and disciplined at time management, both in my professional life and personal life. This opportunity is important to me, and I feel as though I have much to offer. I have no qualms about making necessary adjustments to ensure active participation and exceeding all board membership requirements.

MATHIAS DANIELS, MD

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

4. What do you see as the major challenges, opportunities, or general issues that the Board will be facing in the future?

The healthcare marketplace is a diverse and ever changing landscape. The sector is becoming more competitive every year, and without scrutiny of current practices, optimization is challenging to achieve. Where there is change, there is opportunity. There are numerous variables that factor in to the productivity and longevity of a healthcare system ranging from existential threats such as Covid-19, to labor shortages, physician recruitment and retention, maintaining collaborative medical staff relationships with hospital administration, and cost effective contracting with third party vendors, to name a few. The ability of the hospital system to grow and prosper as our surrounding community grows requires the leadership of hospital to appropriately plan for anything that may be lurking around the corner. My prior experiences in multiple hospital systems, from large academic institutions to small rural independent hospitals, have given me the opportunity to be actively involved in overcoming a wide array of healthcare system issues.

5. What attributes, experience, or other personal factors do you believe make you qualified to serve on the Board?

While I have had the opportunity serve in an array of leadership and board related positions, perhaps my most unique attribute is more related to my profession. As an actively practicing physician, I have unfettered access to our collective constituents on a daily basis. Through my busy practice, I routinely have personal contact with at least 150 patients every week. These patients are often actively navigating our hospital systems, and may have even sought care in the systems of our competitors. The goals, policies and decisions discussed at the board level can easily become disconnected from implementation in the real world. The highest purpose of the board is to ensure that our community is cared for as best as possible, and through the meaningful professional relationships that I foster with my patients on a daily basis, I am able to provide a real time evaluation of how we as hospital and a board are progressing.

MATHIAS DANIELS, MD

Karen Griffin- Educational Administrator, M.Ed.

Karen Griffin, CA 93291



December 14, 2023

Kaweah Health

RE: Zone 3 Board Member Position

Dear Mr. David Francis,

I am excited to be considered for the Zone 3 Interim Board Member Position you recently posted on the Kaweah Health website. Having read through the job requirements, I believe I am qualified for the role and will be able to exceed your expectations.

As a former School Principal, HR Coordinator and Coach/Mentor, with 20+ years of experience in the Educational field, I am very comfortable with preparing, presenting and collaborating with (School) Board members. I am highly adept at handling various responsibilities by prioritizing my tasks, establishing clear deadlines and finding creative solutions to eliminate obstacles. My experience has equipped me with the necessary tools to succeed in this position. Here are some of the skills that I believe transfer to this role:

- Following the organization's Mission, Vision and policies while balancing confidentiality and transparency
- Ensuring a safe and respectful environment for all stakeholders
- Creating an organized, efficient, & supportive learning environment built on effective communication and mutual trust
- Managing all facets of Human Resources, including recruiting, hiring, training and retention
- Implementing systematic continuous quality improvement strategies to achieve goals
- Overseeing of building finances to maximize resources and maintain a balanced budget

While I am grateful for the opportunities afforded to me in my prior positions, I am recently retired and currently represent Kaweah Health on the Communities Relations Council. I am impressed with all that I have learned about the organization, and it would be an honor to put my skills to use for Kaweah Health's mission by serving on The Board of Directors.

I've attached my resume with additional details of my education, work experience and references. If you have any questions, please feel free to contact me.

Sincerely,

Karen Griffin, Educational Administrator, M.Ed.

Karen Griffin, Educational Administrator, M.Ed.

Karen Griffin- Educational Administrator, M.Ed.

• **WWW:** www.linkedin.com/in/karen-griffin-30896040

Summary

Committed professional with a history of meeting organizational needs with consistent and organized practices. Skilled in collaboratively working under pressure and adapting to new situations and challenges to best enhance the organization.

Skills

- Servant Leadership
- Teamwork and Collaboration
- Decision-Making
- Flexible and Adaptable
- CA Teacher & Administrator Certified
- Calm Under Pressure
- Organization and Time Management
- Public Speaking
- Dependable and Responsible
- Problem-Solving
- Excellent Communication
- Friendly, Positive Attitude
- Conflict Resolution
- Data-Driven
- Human Resources
- Goal Planning
- Training and Mentoring
- Documentation
- Budget Administration
- Community Engagement
- Performance Improvement
- Regulatory Compliance

Experience

08/2010 - 07/2022

District Mentor/Coach, **FWPS, FPS, TPS**, Federal Way, WA

- Engaged consistently with mentees through designated contact points using various methods.
- Mentored individuals on professional development topics such as communication skills, problem-solving and goal setting.
- Supported the growth of existing staff through coaching conversations focused on individual strengths.
- Maintained up-to-date records of mentor and mentee interactions in order to track progress over time.
- Conducted regular one-on-one meetings with each mentee to discuss challenges, successes and goals.
- Mentored and supported teachers on classroom teaching practices using professional development programs and instructional techniques training.
- Collaborated with staff members to develop skills and knowledge through development targeted designs.
- Created instructional plans for individual teachers, departments, or grade levels based on school-wide learning objectives.
- Partnered with district administration to ensure alignment between state standards and local curricula.
- Collaborated with school leaders to design and implement initiatives that support student achievement goals.

08/2000 - 07/2010

Principal/HR Administrator, **TRPAA, WCSD, DCSD**, Fort Collins, CO

- Monitored school administration activity and implemented policies to support student safety, inclusion and academic success.
- Provided instructional leadership to faculty and staff in the areas of curriculum development, assessment practices and professional growth activities.
- Reviewed test scores from standardized tests administered at different grade levels in order to track academic progress over time.
- Supervised administrative staff responsible for student records, health services, transportation and food services.
- Assisted senior management with identifying high potential candidates for leadership positions within the organization.
- Organized team building events that enhanced team morale and improved working relationships among colleagues.
- Designed comprehensive plans for professional development activities that focused on improving teacher performance levels across all subject areas.
- Directed school human resources including hiring, training, policy enforcement and legal compliance for school employing over Building staff members.
- Facilitated communication between teachers, administrators, families and other stakeholders in order to promote collaboration among all participants in the educational process.
- Served as a liaison between school administration, local government agencies and external organizations involved in providing educational services.
- Managed budgeting process for school operations including personnel hiring, supplies procurement and facility improvements.
- Oversaw compliance with state and federal laws related to education programs, student rights and safety regulations.

08/1998 - 07/2000

Principal/Adjunct Professor, **CPLS, KU**, Topeka, KS

- ALL OF ABOVE PRINCIPAL SKILLS AND...
- Assisted students in achieving completion of learning objectives.
- Delivered course lectures using modern technology to enhance student comprehension.
- Presented courses to undergraduate students and created lesson plans, tests and assignments to ascertain how well students retained class material.
- Documented student assignments, attendance and test scores in online reporting systems.
- Participated in departmental meetings to discuss teaching strategies and professional development opportunities.
- Developed relationships with local businesses and organizations that offer experiential learning opportunities for students.
- Evaluated student performance using appropriate assessment techniques and provided timely feedback.
- Engaged in professional development activities such as attending workshops or seminars focused on teaching excellence.

08/1986 - 08/1998

Assistant Principal/Teacher, **AHA, CFB, UNT**, Carrollton, TX

ALL OF THE ABOVE ADJUNCT SKILLS AND...

- Reviewed textbooks, library resources and other instructional materials for appropriateness in meeting educational standards.
- Analyzed data collected from standardized tests to identify areas of improvement in instruction or curriculum design.
- Participated in committees responsible for evaluating proposed changes to curricula or

assessment systems.

- Assisted in developing budgets for various departments within the school system.
- Investigated incidents involving disciplinary action against students or faculty members.
- Established positive relationships with parents to ensure effective communication regarding student progress and well-being.
- Collaborated with colleagues to plan lessons that integrate various subject areas into a cohesive unit of study.
- Prepared and maintained classroom environments appropriate for student learning and physical, social and emotional development.

Education And Training

12/1998

Master Of Arts, Education Administration

Texas A&M University - Commerce, Commerce, TX

- Dean's List
- Who's Who in College Students Recipient
- Coursework in Educational Law
- 3.9 GPA
- Hosted a Children Author's Workshop for Educators
- Part of the start up Team for a new public Elementary school and a new Pre-K- 12th gr private school
- Served on Worship Team, and Small Group Leader for a large Dallas church
- Israel chaperone for Studies Abroad for H.S. Seniors

06/1990

Bachelor Of Science, Elementary Education/Early Childhood Education

University Of North Texas, Denton, TX

Ph.D., Educational Administration

University Of Kansas, Lawrence, KS

- **A.B.D.** -All But Dissertation
- 3.7 GPA
- Dissertation Research: Identification and Retention of Master Teachers
- India- Studies Abroad with Middle School Exchange Students
- Collaborated in Ph.D Cohort
- Field Placement Coordinator for KU Student Teachers
- Participated in a church start up in Topeka, KS

Activities

- Volunteer in the Community, Church, and Politics
- Camp, travel, read, shop and craft
- Spend time with Children, Grandchildren and family dog- Maggie

Certifications

- Teacher and Administration Certifications in CA, WA, CO, KS, and TX

Accomplishments

- FWPS District STAR Award- 2022, 2019
- Mosaica Education Award- 2010

And Honors

Committees And Memberships

PRESENT

- Congressman Nominating Committee
- Women's Political Organization
- Church Small Group Leader
- Classic's Church Leadership
- Ladies Church Leadership
- Ladies Bible Study Teacher
- Ladies Discipleship Leader
- Parenting Class Presenter
- Kaweah Health Community Relations Council
- HOA member
- CO and WA State Retirees Associations

PAST

- Regularly worked directly with School Boards
- WSEA- State Educators Union
- Audit & Compliance
- Academic Development
- Human Resources
- Marketing and Community Relations
- Strategic Planning
- FEMA/Safety

References

References available upon request.

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

1. Why are you interested in serving on the Board?

- Purpose- being part of something bigger than myself.
- Shared Values, belief in the Mission and Vision
- Continued work with a Diverse population at a District Level
- Use my experience of working with Board of Directors
- Represent my Zone on the Board
- Respect & Trust for the Executive Committee that I have regularly interacted with and the work they have done especially.
- through the Pandemic
- Take my Community Relations Council feedback and participation to the next level
- A way to be a part of this great organization that truly cares about each individual
- Appreciation for this being an elected position that continues based on achievement

2. What do you believe is the role of the Board?

First, let me take this opportunity to congratulate the Board of Directors and The Executive Officers on all of their recent successes i.e. achieving Top 10% AND top 100 U.S. Hospitals- great work!

"This governing body is responsible for the safety and quality of care, treatment, and services provided district wide. This board also establishes policy, promotes performance improvement, and provides for organizational management and planning."

The five zone members must work as an effective and efficient team to reach consensus on next steps Once decisions have been made, ideally, each member supports the decision moving forward. In order to achieve this level of function, members need to do their research, be prepared, listen to understand, ask questions, problem-solve, and give consistent communication while balancing confidentiality and transparency.

Some of the areas they provide oversight and accountability for are: Auditing and Compliance, Academic Development, Human Resources, Marketing and Community Relations, and Strategic Planning. All while working closely to provide accountability and support to the Kaweah Health Executive Board and, Advisory Councils.

Karen Griffin

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

- 3. As a Board member you will be asked to attend one evening Board meeting a month that lasts between 3-5 hours and may require the same amount of preparation time. In addition, you will be asked to serve on committees that meet at various times during the day for from 1-2 hours. There are also, as needed, special Board and committee meetings and off-premises meetings that occur from time to time. All in all this constitutes about 200 to 300 hours per year. How do you feel about the time commitment required to be an effective Board member, and are you able and willing to fulfill that commitment?**

I feel that approximately six hours a week is a very reasonable commitment and nowhere near the 60 hours a week that I am used to working. I understand that to get up to speed with this role, the organization and this new field I will want to invest some additional time. I value doing everything with excellence, and I am known for doing whatever it takes to complete any task, to always doing my homework, responsible to keep my commitments, contracts and covenants including personal, financial and spiritual. I imagine filling many of the committee member openings associated with this vacancy in order to at least pull my share of the workload.

Organization and time management are a strength and I thrive on juggling multiple tasks at once. I am a team player who focuses on a goal, uses members strengths to divide the work and achieve success.

A wonderful thing about retirement is that my time is my own and I the start of the new year is a perfectly time to calendar out Board priorities along with my family, church, and community obligations in order to be available to complete all activities well. So, yes, I am able and willing to pledge to fulfill the commitment to be a highly effective Kaweah Health Care Board of Directors member.

- 4. What do you see as the major challenges, opportunities, or general issues that the Board will be facing in the future?**

SHORT TERM:

- Financial Recovery including reserves and A+ Rating
- Continuing our "grow your own" nursing program while recruiting additional nursing staff

Karen Griffin

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

- Health Equity Survey and Wayfinding follow-up
- Continuous quality Improvement of Customer Care and Marketing for a positive image
- Access of 2024 Distress Hospital Loan

LONG TERM:

- Goal to become a World Class Hospital
- Addressing SB1953 Renovation Requirements
- Adjusting to SB1525 continuous minimum wage requirements for Health Care Workers
- Being proactive regarding District growth, especially as it impacts an underserved population, while continuing to meet staffing ratios and provide quality care.

5. What attributes, experience, or other personal factors do you believe make you qualified to serve on the Board?

I believe I am qualified to serve on the Kaweah Health Care Board based on the following:

ATTRIBUTES

- Patient, professional and poised under pressure
- Systems and strategic thinker
- High Expectations
- Self-starter and Life-Long Learner
- Servant Leader
- Ability to wear many hats, A Big picture perspective while paying attention to details
- Positive/glass half-full
- Goal setter, data driven, problem-solver

EXPERIENCES-

- Equity Training
- Bond Programs
- International Travel
- HR Leadership roles
- Helped build 2 churches and 3 schools

Karen Griffin

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

- Work with Church, School, district and State Boards
- Participation in Advisory Council
- Change Agent
- Courageous Conversations
- Improvement plans
- Audits and accreditation process

PERSONAL FACTORS

I have had several Family Members and Friends, connected to Kaweah Health, that have urged me to apply for this opening. As a transplant to Visalia, I bring fresh eyes to opportunities and joining as other members renearing their end of term, I bring fresh legs to the work.

Courses I've taken: Research Methods, Qualitative Research, Statistics, Business/Organization Management, Business/Organizational Law, Special Programs and Finance.

Karen Griffin

NEVIN HOUSE

CONTACT

Visalia, CA 93291

December 5, 2023

Kaweah Health
Board of Directors
400 W. Mineral King Ave.
Visalia, CA 93291

Re: Board Position for Zone 3

Greetings,

With the resignation of Garth Gipson, I would like to express my desire to re-join the Kaweah Health Board of Directors in Zone 3.

I believe the current difficult fiscal environment for hospitals, particularly in California with the existing regulations and future expectations along with the low Medi-Cal and Medicare reimbursement rates make this a critical time for Kaweah Health. Since I left the Board at the end of 2020, I have monitored and kept abreast of the Board, the meeting documents posted online, the financials, happenings at Kaweah Health, and hospitals and health care nationwide.

I know that this is a crucial time for the hospital and I believe my experience on the Board and my extensive history in the manufacturing industry gives me unique understanding, perspective, and insight of the existing situation where I could contribute as a Board member in a meaningful way from day one.

I look forward to hearing back from you,



Nevin House

NEVIN HOUSE

Visalia, CA 93291

PROFESSIONAL SUMMARY

For almost 25 years, I have been the owner, CEO, and Product Engineer of Arctic Silver, Inc. located in Visalia, CA. Arctic Silver is the premier manufacturer of high-performance thermally conductive compounds and adhesives for use in the cooling solutions of modern computers, LED lighting systems, audio equipment, medical devices, power converters, and other electronics. Our products are sold worldwide and used by NASA, Apple, Intel, US and Foreign Militaries, BAE Systems, Raytheon, and hundreds of other companies.

EDUCATION —

Brawley Union High School (1974)

Attended University of Southern California (USC) (1974 – 1976)

EXPERIENCE

Arctic Silver, Inc.

1999 to present

Responsible for all aspects of a high-tech manufacturing firm including product design, testing, manufacturing, quality control, worldwide distribution, and marketing.

Vandersteen Audio

1988 – 2000

The company owner requested I return to continue development of home loudspeakers and lead marketing efforts for the company's products.

Kitchen Motors

1985-1988

Car Sales

Vandersteen Audio

1977 - 1984

Developer, Designer, and Marketing

In an association through my business California Audio Systems, I assisted with the design and development of home loudspeakers and handled worldwide sales and dealer support.

California Audio Systems

1976 – 1984

Co-owner

With my two roommates from college, I opened a high-end retail stereo store on Mooney Blvd. CAS introduced a new level of acoustic performance and musical realism to Visalia and the surrounding area.

INTERESTS & HOBBIES

Visalia Watchdog

With a subscriber base of 45,000 residents and friends in Visalia and Tulare County, I use my lifelong passion for photography to highlight what is happening around Visalia. I profile the heroism of the VPD Officers, VFD Firefighters, CHP Officers, TCSO Deputies, and EMS Medics. I go to active Police and Fire calls to photograph and report on my Facebook page, Visalia Watchdog.

ASSOCIATIONS

Kaweah Health Board of Directors

2016 – 2020
Board President 2020

Rotary Club of Visalia

2017 to present
Board Member 2023

Camp Country Jamboree

Camp for children with Cancer and their siblings
2013-2015
Board President 2014 -2015

Since Camp Country Jamboree ended, I have been a financial supporter of Kaweah Health Grief Camp for children since its inception and Kaweah Health Street Medicine.

Responses to Board Committee Selection Questions by Nevin House

Question 1 Response:

I know how important it is for Visalia and the surrounding area to have a hospital that provides high quality care and treats patients, employees, and providers with respect and appreciation. Kaweah Health is my hospital, my extended family's hospital, and the hospital of the community where I have lived for almost fifty years and love dearly. I have a vested interest in seeing that Kaweah Health is prosperous today and best equipped for success in the future.

Question 2 Response:

Section 3125 of the California Health Care District Law from the California Health and Safety Code states:

"The board of directors shall be responsible for the operation of all health care facilities owned or leased by the district, according to the best interests of the public health and shall make and enforce all rules, regulations, and bylaws necessary for the administration, government, protection, and maintenance of health care facilities under their management."
(Oxford commas added)

The Board satisfies this with the CEO they hire to administrate the hospital, the guidance they give him or her in the form of the Strategic Plan and input they offer the CEO about policies, procedures, and decisions on expansion, services, and finances.

Question 3 Response:

This will not be a problem. I am semi-retired and only stop by my office once or twice per week where I mostly just get in the way of the good people doing the work. While getting old brings some aches and pains into your life, it also brings free time that you get to choose how to use. As best I can, I choose to use it giving back to the community.

Question 4 Response:

It seems that more and more, the challenges are rained down on the District and Hospital by the State. Between the building earthquake compliance requirements, wage requirements that don't take the local cost of living into account, and reimbursement rates that seem forever chiseled in stone, Kaweah Health is going to need creative thinking and innovative programs to be successful. It will be a balancing act between providing as much of what the public needs and want as possible and what Kaweah Health can afford.

Fortunately, KH has an ace up its sleeve with Rural Health Clinics. Given the reimbursement advantage of RHCs over Urgent Cares, Prompt Cares, and the ED, expanding KH's RHC network and offering more access to more specialties to more people will be critical to Kaweah Health's long-term financial sustainability.

Question 5 Response:

I believe my four years of experience on the Kaweah Health Board including one year as President and almost two years as Secretary/Treasurer plus my decades of experience in business and manufacturing give me valuable insight and understanding of the complex fiscal, business, and other issues facing Kaweah Health. I will be able to contribute to Board from day one and will not have a significant learning curve. The District won't even have to pay to have my picture taken, just dust off the old one.

Thank you,

Nevin House

Moccio, Cindy

From: Dean Levitan [REDACTED]
Sent: Sunday, November 26, 2023 4:22 PM
To: Moccio, Cindy
Subject: Soon to be vacant Board position

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Hello Cindy and Kaweah Health Board Members;

I am writing now to express my interest in being appointed to complete the term of Garth Gipson who will be retiring as the District Zone 3 Board Member, effective 12/31/23.

My qualifications for this position would include having been a loyal member of the Hospital medical staff for 41 years which, I believe, would allow me to bring to the position a deep understanding of our local medical community and a historical perspective of the evolution of medical care in the district. During my career at Kaweah Health I have served in positions of leadership on many Hospital committees, as well as Chair, Dept. of Ob/Gyn for 2 years.

In addition, I have been active in numerous local community organizations including as Founding Director and Board Member for 10 years (3 as President) for Family Services of Tulare County, as a Board Member for 10 years (2 as President) for Food Link of Tulare County, and also as a Board Member for over 30 years of the Kaweah Health Foundation.

As for the business side of the local practice of medicine, I served for 12 years (7 as President) on the Visalia Medical Clinic Board of Directors and for 20 years I was the co-owner of a private Ob/GYN medical office in Visalia. Also, for many years I served on the Board and in leadership positions at Sequoia Surgery Center, partnered with Kaweah Health,

I well understand that it takes time to learn and adapt for a new Board member. Therefore, it would be my intention and hope to be able to continue on the Board beyond the initial 1 year term of appointment.

Thank you for your consideration of my application.

Sincerely,
Dean B. Levitan, M.D.

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

1. Why are you interested in serving on the Board?

In recent years, our district has experienced unprecedented challenges from the financial stress due to the pandemic as well as the entrance of competing corporate health systems locally. I believe my experience as a long standing member of the hospital medical staff and Foundation Board, as well as prior ownership of a successful, well respected private practice would bring value to the Board as it sets the direction for the District's future.

2. What do you believe is the role of the Board?

My vision of the Board's role is to have elected members of our community help guide the Executive Team as it addresses current hospital issues and plans for the future of health care in our district.

3. As a Board member you will be asked to attend one evening Board meeting a month that lasts between 3-5 hours and may require the same amount of preparation time. In addition, you will be asked to serve on committees that meet at various times during the day for from 1-2 hours. There are also, as needed, special Board and committee meetings and off-premises meetings that occur from time to time. All in all this constitutes about 200 to 300 hours per year. How do you feel about the time commitment required to be an effective Board member, and are you able and willing to fulfill that commitment?

Yes.

4. What do you see as the major challenges, opportunities, or general issues that the Board will be facing in the future?

Important challenges that the Board and District will be facing in the near and longer term include:

1. Re-establishing financial strength and rebuilding reserves
2. The presence of competitors providing similar services in nearby communities and within the boundaries of the District.
3. The need to expand primary care services in surrounding rural communities
4. The need for new medical facilities along with the recruitment and retention of physicians and other medical personnel.

DEAN LEVITAN, MD

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

- 5. What attributes, experience, or other personal factors do you believe make you qualified to serve on the Board?**

My qualifications for Board appointment are fully addressed in my initial application letter submitted to Cindy (please review). I believe that my medical experience, historical perspective and record of community service establish my commitment and qualifications for the position. Perhaps as important, I also believe that my temperament would allow me to work effectively with all the current members of our Board.

DEAN LEVITAN, MD

Moccio, Cindy

From: Thomas Rayner <[REDACTED]>
Sent: Monday, December 4, 2023 7:56 AM
To: Moccio, Cindy
Cc: Herbst, Gary
Subject: Zone 3 Board of Directors Position

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Cindy, please consider this email my application for the Board of Directors zone 3 position. If there any additional requirements or information needed please let me know. It was good seeing you last week. Thank you.

Gary, thank you for taking the time to meet with me last week and providing an update on the state of affairs at Kaweah Health and our community at large. It truly looks like the challenges for our region and KH continue, and if even possible, get more complex and problematic. Thanks again for your time and insights.

Regards,
Tom

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

1. Why are you interested in serving on the Board?

My wife, Barbara and I have lived in Visalia for 20 years and plan to remain here during our retirement. We are deeply rooted to this community and have raised and educated our children here. We acutely care about our community and local healthcare. I would like to be able to give back and contribute what I can to our local healthcare organization.

2. What do you believe is the role of the Board?

The Board of Directors is responsible for oversight of all aspects of safety, quality, finance and all organizational services of Kaweah Health. The Board oversees and sets the organization's mission, strategy, pillars, goals and planning for the Kaweah's destiny while fostering accountability and compliance with all appropriate and required ethical and legal standards. The Board reviews and approves all policies and monitors the care, actions, services and programs provided by the organization generally, and specifically by the employees, medical staff, volunteers and affiliated organizations and entities. The Board hires and sets compensation for the Chief Executive Officer then provides oversight and evaluates the CEO in comparison to the organization's and management's established progress and goals.

3. As a Board member you will be asked to attend one evening Board meeting a month that lasts between 3-5 hours and may require the same amount of preparation time. In addition, you will be asked to serve on committees that meet at various times during the day for from 1-2 hours. There are also, as needed, special Board and committee meetings and off-premises meetings that occur from time to time. All in all this constitutes about 200 to 300 hours per year. How do you feel about the time commitment required to be an effective Board member, and are you able and willing to fulfill that commitment?

As a Board member you will be asked to attend one evening Board meeting a month that lasts between 3 to 5 hours and may require the same amount of preparation time. In addition you will be asked to serve on committees that meet at various times during the day for from 1 to 2 hours. There are also, as needed, special Board and committee meetings and off-premises meetings that occur from time to time. All in all this constitutes about 200 to 300 hours per year.

TOM RAYNER

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

How do you feel about the time commitment required to be an effective Board member, and are you able and willing to fulfill that commitment? I am currently retired and have no scheduling conflicts that would impact the time required for various meetings, preparation activities and Board member commitments. I can reasonably arrange to accommodate these requirements around my schedule.

4. What do you see as the major challenges, opportunities, or general issues that the Board will be facing in the future?

One thing is certain, healthcare in the U.S. over the last forty years has and continues to rapidly evolve and change. These and new factors impacting Kaweah Health will continue and intensify. Kaweah Health remains a singular entity in an environment and healthcare arena that favors consolidation and size. The health and financial demographics of our region are some of the poorest in the state of California requiring Kaweah to provide much needed and expensive services with minimal financial support. Competing entities have entered Kaweah's service area and established niche services or acquired organizations which can significantly and competitively impact Kaweah's financial and structural strength and well being. Recruitment of medical staff and healthcare professionals and staff continues to be a difficult proposition, creating large gaps in needed services and programs and force Kaweah's reliance on costly contracted services and affiliations for expertise and manpower. Governmental oversight and regulation, as well as unfunded mandates, are impacting all aspects of operations including human resources, financial, staffing, wages, quality, expansion of services, seismic compliance, etc. The Board must be agile and open to active advocacy, innovative alternatives and proposals and encourage opportunity exploration that will maintain Kaweah's preeminence and presence in this region while being fiscally conscious and responsible to our community. The Board must maintain a willingness and flexibility to management's proposals that explore new business ventures, opportunities and affiliations.

5. What attributes, experience, or other personal factors do you believe make you qualified to serve on the Board?

I have served forty plus years in executive positions in non profit or public healthcare organizations across the U.S. I spent seventeen years before

TOM RAYNER

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

retirement as the Chief Operating Officer at Kaweah Health. I have a MBA in Hospital Administration and prior to my retirement, I was a Diplomate and Certified Healthcare Executive with the American College of Healthcare Executives, as well as, a Fellow of the National Association of Public Hospitals and Healthcare Systems. This lifetime experience gives me a relatively unique understanding of the state and dynamics of healthcare nationally and California specifically and appreciate the system's existing eccentricities and dynamics. I have always been an enlightened thinker that is willing to explore new ideas and concepts while at the same time, stay grounded in the pragmatic operational realities and limitations of the organization and the environment. During my lifetime, I have served on several boards and advisory councils and was elected to serve on the local Board of Education when living in New Jersey. I therefore understand and appreciate the roles and responsibilities of a board in relation to that of management..

TOM RAYNER

Cindy Moccio

December 18,2023

Kaweah Health Executive Office

Visalia, California

Dear Ms. Moccio and to whom this may concern,

This letter is to express my interest to apply for the open seat for Area 3 of the Kaweah Health Board of Directors.

I reside at 1617 South Jacques Ct, Visalia. I believe that my home is in the Area 3 zone.

I am John Schouten, retired as C.E.O. from World Wide Sires Ltd in 2021. I worked for nearly 35 years at World Wide Sires (WWS) and was C.E.O. for nearly 20 years there. WWS exports bovine genetics internationally. During my time there we exported to nearly 100 countries with employees here in the USA and nearly a dozen countries overseas. Today, I continue to be a consultant to WWS.

Presently, I am a Director and Chairman of the Board of WAVE Ag Tech. This company is based in New South Wales Australia. This company is owned by World Wide Sires Australia and AFMH Australia. This company has an IVF lab and produces bovine embryos in Australia.

In the past, I have served as Chairman of the International Marketing Committee of the National Association of Animal Breeders. This trade organization works globally and is based in Madison, Wisconsin.

Locally, I have served and continue to be a part of the El Diamante High School Agriculture Advisory Board. I have been a part of this for many years.

I love Visalia and want to help my community. I would be proud to represent Area 3 on the Kaweah Health Board of Directors. Thank you for this consideration.

Sincerely,

John Schouten

[REDACTED]

Visalia, CA 93277

jschoute@wwsires.com

[REDACTED]

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

1. Why are you interested in serving on the Board?

I am interested to be a Board Member as a part of my service for the community. Visalia and surrounding communities have grown since my arrival here about 35 years ago. It is essential that we continue to have outstanding medical facilities to serve the people in our area. As part of this process, I believe that community input is an important requirement for the success. I would like to assist in this process as we look at the current needs and make future plans in this area.

2. What do you believe is the role of the Board?

I believe that the Board's role is to develop the Mission Statement and is responsible for the direction of the quality, financial plan, planning and management. Important to set the policy and measure various performance metrics. Board should set the direction of the organization. Work with the CEO and staff to be sure serving the communities needs and plan for the future. The Board has responsibility for the safety and quality of care and service district wide.

3. As a Board member you will be asked to attend one evening Board meeting a month that lasts between 3-5 hours and may require the same amount of preparation time. In addition, you will be asked to serve on committees that meet at various times during the day for from 1-2 hours. There are also, as needed, special Board and committee meetings and off-premises meetings that occur from time to time. All in all this constitutes about 200 to 300 hours per year. How do you feel about the time commitment required to be an effective Board member, and are you able and willing to fulfill that commitment?

Since I am now retired from my former role as CEO of World Wide Sires, I don't think the time commitment will be an issue. Certainly, though I am aware that this Board position is a large time commitment. In the beginning it will take additional time to understand the current situation so that I can be most effective in this role and fulfill the responsibilities required. I do some consulting to World Wide Sires now but do not believe that will be a time conflict.

JOHN SCHOUTEN

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

- 4. What do you see as the major challenges, opportunities, or general issues that the Board will be facing in the future?**

I am sure that there are many challenges and opportunities to explore. Serving the communities needs should be the forefront of thought. Practically, I am sure that such things as recruiting doctors, nurses and staff will be key, since nothing happens without great people. Additionally, making a financial plan that is attainable is important. I am sure that Government rules , regulations and requirements make a tremendous impact as well. Facility management is another important topic.

- 5. What attributes, experience, or other personal factors do you believe make you qualified to serve on the Board?**

I have no experience in the medical world per se, but I have spent my life working in the ag sector and managed a company that exported bovine genetics around the world. Thus, business principles for a company working in science area for ag gave me some important background that could be useful for this position. I worked with a Board for over 20 years and appreciate the role that the Board has with management. I believe that being a good listener makes communication work. I had success in my role at World Wide Sires because of the great people that I worked with . I am sure that holds true in this case as well. This would be a fun challenge to me. I am sure I will learn a lot in this process as well. Thank you for this consideration..

JOHN SCHOUTEN

December 20, 2023

Ms. Cindy Moccio
Kaweah Health Executive Offices
400 W. Mineral King Ave. Visalia, CA 39291

Dear Cindy,

I am interested in the zone 3, Board of Directors open position.

I am a Business Management Systems, Workforce Development and Education professional with extensive domestic and international experience. I am presently the Director of Workforce Training and Development at College of the Sequoias Training Resource Center. I am also an adjunct Professor at Fresno State University.

My education includes a M.B.A. from California State University Fresno, a B.S. in Engineering Technology - Quality Assurance from California State University Long Beach.

I am an active member of the Kaweah Health Diversity/Community Relations Council and the Tulare-Kings Healthcare Partnership, led by the Tulare County Workforce Investment Board.

I am also a member of the Visalia Economic Development Corporation (VEDC), Tulare County Economic Development Corporation (TCEDC), South Valley Industrial Collaborative (SVIC), and the Training & Employment Association of Tulare County (TEA)

I am currently a member for the Community Health Center Board of Directors (Tulare County Health Centers). Next month, I will be joining the Board of Directors of the Tulare/Kings Hispanic Chamber of Commerce.

For your reference and additional details, here is the link to my LinkedIn profile:

<https://www.linkedin.com/in/jorge-zegarra-70519722/>

I look forward to hearing from you about this opportunity.

Sincerely,



Jorge Zegarra

████████████████████
Visalia, CA 93277
████████████████████

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

1. Why are you interested in serving on the Board?

For a community to be a good place to live, it has to have a good quality of life. There are several factors, such as safety and education, that influence the quality of life in a community. Accessible, convenient and affordable quality healthcare is a critical factor.

Kaweah Health plays an important role in the provision of quality healthcare for our Central Valley communities. I would like to support and contribute to the promise of Kaweah Health's mission of providing compassionate and excellent healthcare.

2. What do you believe is the role of the Board?

I believe the role of the board is to review, analyze, monitor and make decision to ensure the fulfillment of Kaweah Health's mission, in an operationally effective and financially sustainable manner.

3. As a Board member you will be asked to attend one evening Board meeting a month that lasts between 3 to 5 hours and may require the same amount of preparation time. In addition you will be asked to serve on committees that meet at various times during the day for from 1 to 2 hours. There are also, as needed, special Board and committee meetings and off-premises meetings that occur from time to time. All in all this constitutes about 200 to 300 hours per year. How do you feel about the time commitment required to be an effective Board member, and are you able and willing to fulfill that commitment?

I feel I am able and willing to fulfill the time commitment. As I start to consider retirement, I would like to get more involved with the community as a way to give back to my community.

Interview questions for potential member of the Kaweah Delta Health Care District dba Kaweah Health Board

4. What do you see as the major challenges, opportunities, or general issues that the Board will be facing in the future?

Short-term, I think the main challenge is Kaweah Health's financial stability. Long-term, there will be many challenges and opportunities. Maintaining quality healthcare is one of them.

5. What attributes, experience, or other personal factors do you believe make you qualified to serve on the Board?

I am an active member of the Kaweah Health Diversity/Community Relations Council and the Tulare-Kings Healthcare Partnership, led by the Tulare County WIB.

I am currently a member for the Community Health Center Board of Directors. I will be joining the Board of Directors of the Tulare/Kings Hispanic Chamber of Commerce in January 2024.

Last but not least, as I grow older, I would like to make sure quality healthcare is available for my whole family and I.