



May 23, 2023

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Human Resources Committee meeting at 2:00PM on Tuesday, May 30, 2023 in the Support Services Building Emerald Conference Room 520 W. Mineral King Ave., Visalia, CA 93291.

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 Delta Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

The disclosable public records related to agendas are available for public inspection at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA and on the Kaweah Delta Health Care District web page <https://www.kawahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT
Mike Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads "Cindy Moccio". The signature is written in a cursive, flowing style.

Cindy Moccio
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff
<http://www.kawahdelta.org>



KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE

Tuesday, May 30, 2023

Support Services Emerald Conference Room
520 W. Mineral King Ave, Visalia, CA

ATTENDING: Directors: Lynn Havard Mirviss (chair) & Garth Gipson; Gary Herbst, CEO, Keri Noeske, Chief Nursing Officer, Dianne Cox, Chief Human Resources Officer, Brittany Taylor, Director of Human Resources, Raleen Larez, Director of Employee Relations, Hannah Mitchell, Director of Organizational Development, JC Palermo, Director of Physician Recruitment/Relations, George Ortega, Recording

1. **OPEN MEETING – 2:00PM**
2. **CALL TO ORDER** – *Lynn Havard Mirviss, Committee Chair*
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. **PHYSICIAN RECRUITMENT** – Review of the physician recruitment report – *JC Palermo, Director of Physician Recruitment/Relations*
5. **CAREER PATHWAY/VOLUNTEER COORDINATOR** – Verbal update - *Dianne Cox, Chief Human Resources Officer*
6. **NURSE RECRUITMENT UPDATE** – PowerPoint – *Jaime Morales, Director of Talent Acquisition*
7. **EDUCATION OPPORTUNITIES (UNITEK/SJVC)** – Flyer – *Jaime Morales, Director of Talent Acquisition*
8. **GROWING PARTNERSHIP WITH COS** – Verbal Update – *Jaime Morales, , Director of Talent Acquisition*
9. **ONBOARDING SURVEY RESULTS** – Review of results – *Dianne Cox, Chief Human Resources Officer, Hannah Mitchell, Director of Organizational Development*

- 10. [STAY SURVEY RESULTS](#) – Review of results – *Dianne Cox, Chief Human Resources Officer, Hannah Mitchell, Director of Organizational Development*
- 11. [EXIT SURVEY RESULTS](#) – Review of results – *Dianne Cox, Chief Human Resources Officer, Hannah Mitchell, Director of Organizational Development*
- 12. **ADJOURN** – *Lynn Havard Mirviss, Committee Chair*

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.

Physician Recruitment and Relations

Medical Staff Recruitment Report - May 2023

Prepared by: JC Palermo, Director Physician Recruitment - jpalermo@kawahhealth.org - (559) 624-5456

Date prepared: 5/18/2023

Central Valley Critical Care Medicine	
Step-Down Hospitalist	2

Delta Doctors Inc.	
Family Medicine	2
OB/GYN	1

Key Medical Associates	
Dermatology	1
Endocrinology	1
Family Medicine/Internal Medicine	4
Gastroenterology	1
Pediatrics	1
Pulmonology	1
Rheumatology	1
APP - Primary Care	3

Sequoia Oncology Medical Associates Inc.	
Hematology/Oncology	1

Oak Creek Anesthesia	
Anesthesia - General/Medical Director	1
Anesthesia - Obstetrics	1
Anesthesia - Regional Pain	1

Orthopaedic Associates Medical Clinic, Inc.	
Orthopedic Surgery (General)	1
Orthopedic Surgery (Hand)	1
Orthopedic Surgery (Trauma)	1

Sequoia Cardiology Medical Group	
EP Cardiology	1

Valley Hospitalist Medical Group	
GI Hospitalist	1

Valley ENT	
Audiology	1
Otolaryngology	1

Other Recruitment/Group TBD	
Dermatology	2
Family Medicine	3
Gastroenterology	2
Hospice & Palliative Medicine	1
Neurology - Outpatient	1
Otolaryngology	2
Pediatrics	1
Pulmonology - Outpatient	1

Stanford Health Care	
Cardiothoracic Surgery	2

USC Urology	
Urology	3

Valley Children's Health Care	
Maternal Fetal Medicine	2
Neonatology	1
Pediatric Cardiology	1
Pediatric Hospitalist	1

Candidate Activity	#	Specialty	Group	Date Added	Current Status
	1	EP Cardiology	Sequoia Cardiology Medical Group	1/27/2023	Initial phone call completed.
	2	EP Cardiology	Sequoia Cardiology Medical Group	3/30/2023	Pending initial phone call
	3	General Surgery - Trauma	ACTS	2/28/2023	Pending initial phone call
	4	Medical Oncology	Sequoia Oncology Medical Associates	9/27/2022	Site Visit: 10/21/22. Offer pending
	5	Orthopedic Trauma	Orthopaedic Associates Medical	8/18/2022	Currently under review
	6	General Surgery - Critical Care	ACTS	3/27/2023	Currently under review
	7	Cardiothoracic Surgery	Stanford	4/5/2023	Site visit pending dates
	8	Cardiothoracic Surgery	Stanford	5/1/2023	Currently under review
	9	Cardiothoracic Surgery	Stanford	5/2/2023	Currently under review
	10	Hospitalist	Valley Hospitalist	5/3/2023	Pending offer
	11	Pediatric Hospitalist	Valley Children's	5/12/2023	Site Visit: 5/18/23
	12	Endocrinology	Delta Doctors	5/15/2023	Pending phone call
	13	Nuerology	Precision Psychiatry	5/15/2023	Currently under review
	14	Internal Medicine	Delta Doctors	4/21/2023	Currently under review

Offer Extended	#	Specialty	Group	Offer Sent
	1	Family Medicine	Direct 1099	3/21/2023
	2	Cardiothoracic Surgery	Stanford	3/23/2023
	3	Rheumatology	Key Medical Associates	5/5/2023

Offer Accepted	#	Specialty	Group	Date Candidate Signed	Expected Start Date
	1	Intensivist	Central Valley Critical Care	1/20/2023	Summer 2023
	2	Neonatology	Valley Childrer	9/10/2022	Summer 2023
	3	Neonatology	Valley Childrer	12/1/2022	Summer 2023
	4	Anesthesia - General	Oak Creek Anesthesia	2/1/2023	Summer 2023
	5	Hospitalist	Valley Hospitalist	3/15/202	Summer 2023
	6	CRNA	Oak Creek Anesthesia	Pending	Summer 2023
7	Orthopedic Trauma	Orthopaedic Associates	4/26/2023	Summer 2024	

Nurse Recruitment Updates

05/2023

Agenda

- Introductions
- Nurse Pipeline
- Employment Branding
- Sourcing
- Recruitment Taskforce

Nurse Recruiters



Penny Guzman
Critical Care Recruiter
Phone: (559) 624-5119



Karen Brooks-Harvey
RN Specialty Recruiter
Phone: (559) 624-5251



Shannel Salazar
Medical Surgical Recruiter
Phone: (559) 624-5378

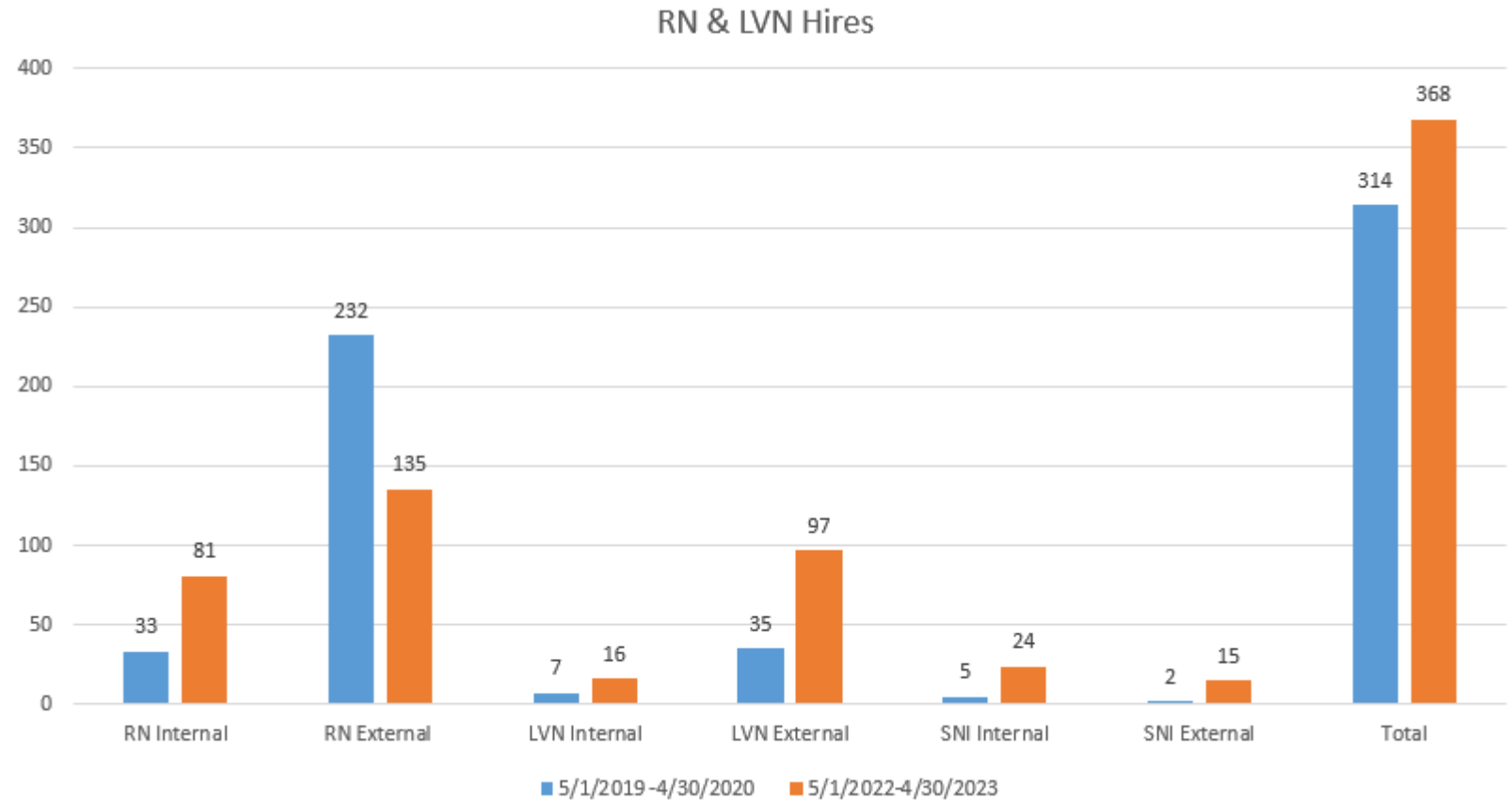
- ICU 2W
- Emergency
- M/S Overflow- 1E
- CVICU
- ICCU 15 (5T)
- ICCU 3W
- Float Pool
- Telemetry

- OR/ Surgery/ PACU, ASC, ENDO
- CVOR/ Cath Lab
- L& D/ NICU/ OB/ PEDS
- M/S Renal 4N
- Acute Dialysis
- Chronic Dialysis Clinic
- Case Management/ House Sups
- Rehabilitation
- Mental Health
- Skilled Nursing
- Home Health/ Hospice
- Risk/ Quality/ Clin Ed./ Clin Info
- NPs/ APNs
- Wound
- Imaging/ SRCC

- M/S CDU 2S
- M/S Cardiac 2N
- M/S Oncology 3S
- M/S Ortho/ Neuro 4S
- Broderick Pavilion

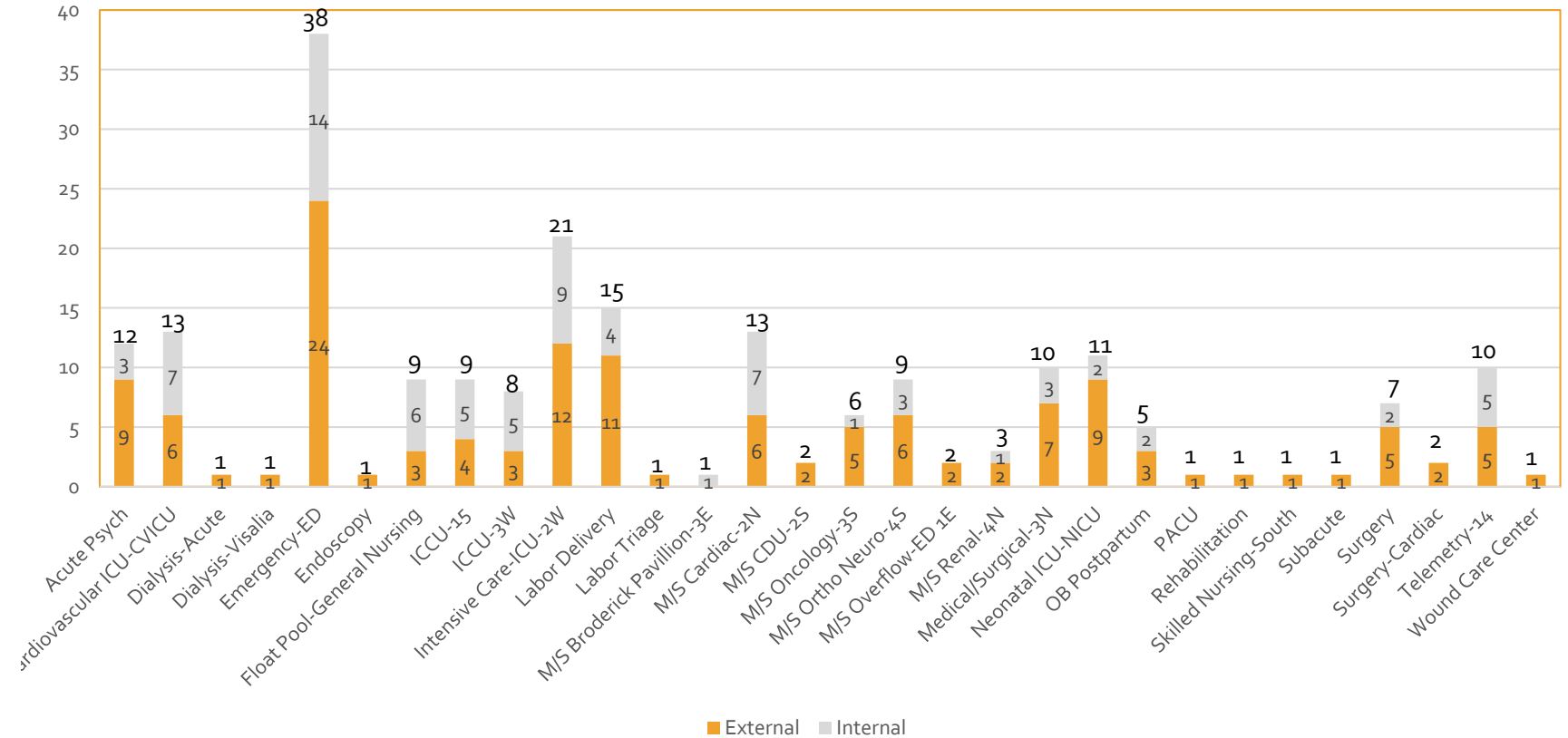
Nursing Data

Comparison:
05/2019-04/2020
VS
05/2022-04/2023



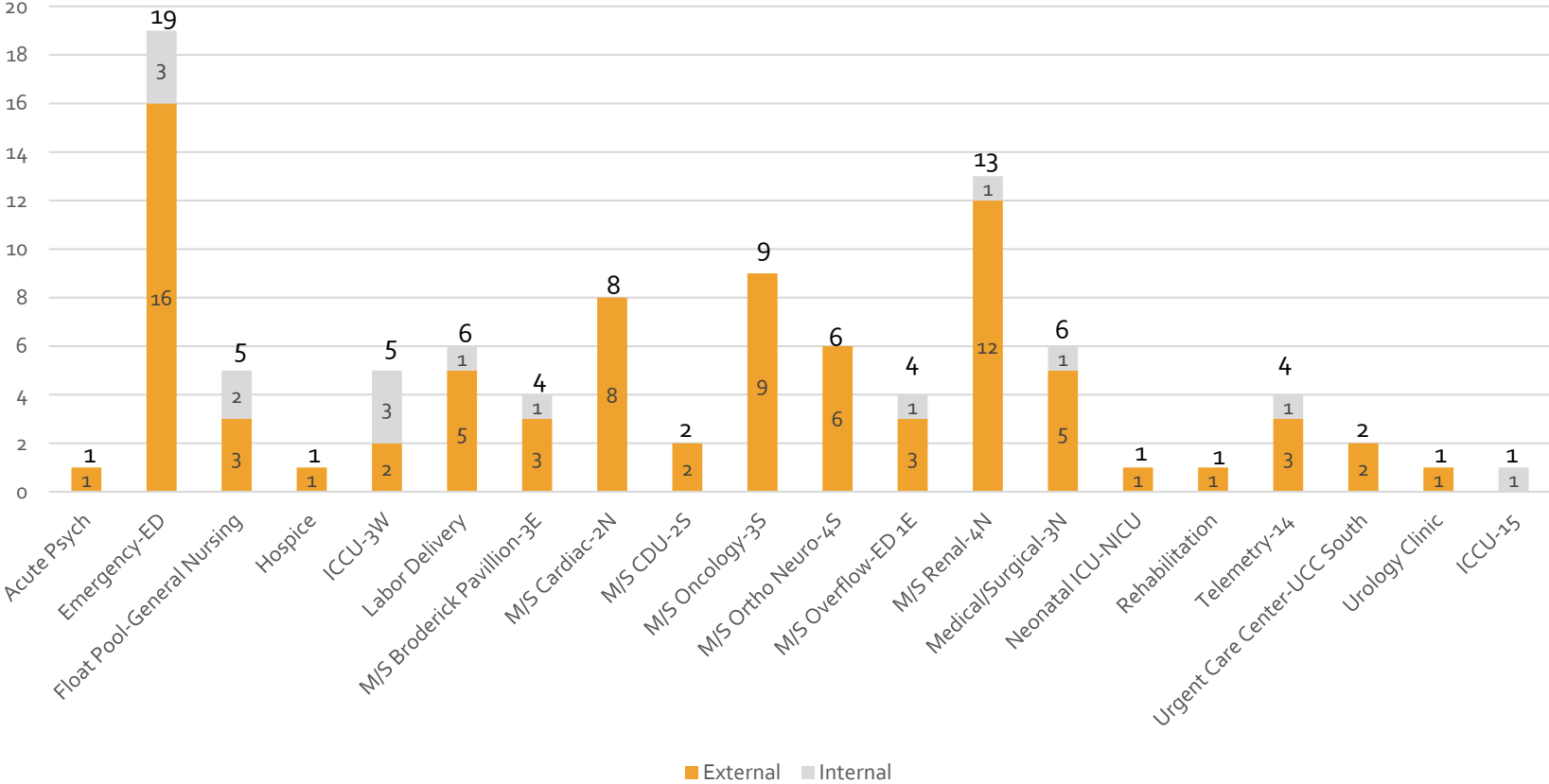
RN Hires by Unit

Internal & External RN Hires: 5/1/2022 to 4/30/2023



LVN Hires by Unit

Internal & External LVN Hires: 5/1/2022 to 4/30/2023



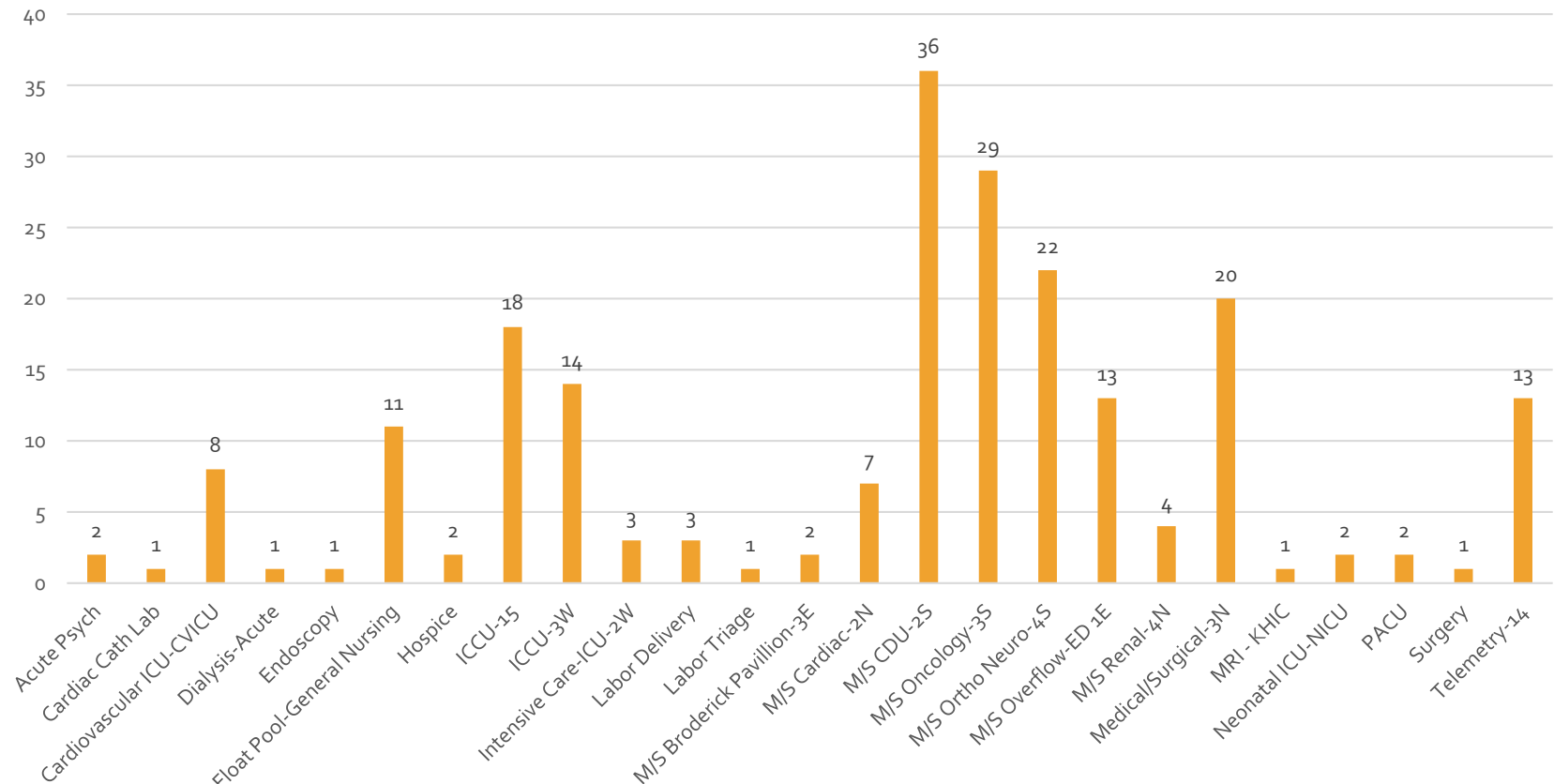
Nurse Pipeline

	Once a year	Twice a year	Annual Grand Total
COS*			
LVN to RN		10	20
RN Traditional		40	80
<i>RN Year Round</i>	20		<i>20</i>
<i>New RN Traditional cohort (8/23)</i>	40		<i>40</i>
<i>LVN >RN Kaweah Apprenticeship (1/24)</i>	40		<i>40</i>
Fresno City			
RN		110	220
Fresno State			
RN		57	104
Gurnick Academy			
RN		30	60
Porterville College*			
RN	20		20
<i>New RN</i>	20		<i>20</i>
San Joaquin Valley College*			
LVN to RN	30		30
RN		36	72
<i>New RN Cohort (8/23)</i>	36		<i>36</i>
Unitek College/ Kaweah Health			
<i>RN</i>		25	<i>50</i>
West Hills*			
RN	30		30

Current Total: 636
 *Local Graduates: 252
New Local RN Seats: 266

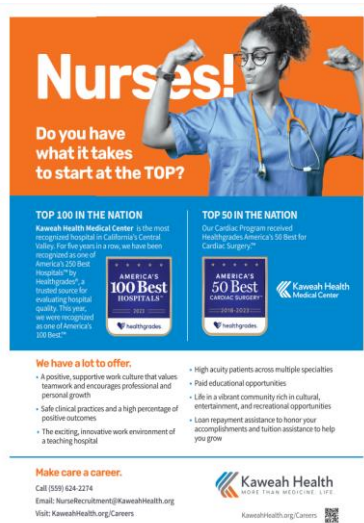
Open Positions

Open Positions as of 05/17/2023



*Bedside RNs & LVNs (excluding Per Diem, Charge Nurses, and House Supervisors)

Employment Branding



Nurses!
Do you have what it takes to start at the TOP?


TOP 100 IN THE NATION
Kaweah Health Medical Center is the most recognized hospital in California's Central Valley. For five years in a row, we have been recognized as one of America's 100 Best Hospitals™ by Healthgrades, a trusted source for evaluating hospital quality. This year, we were recognized as one of America's 100 Best™.

TOP 50 IN THE NATION
Our Cardiac Program received Healthgrades America's 50 Best for Cardiac Surgery™.

We have a lot to offer.

- A positive, supportive work culture that values teamwork and encourages professional and personal growth
- Safe clinical practice and a high percentage of positive outcomes
- The exciting, innovative work environment of a teaching hospital
- High acuity patients across multiple specialties
- Paid educational opportunities
- Life in a vibrant community rich in cultural, entertainment, and recreational opportunities
- Loan repayment assistance to honor your accomplishments and tuition assistance to help you grow

Make care a career.
Call: (559) 624-2274
Email: NurseRecruitment@KaweahHealth.org
Visit: KaweahHealth.org/Careers



California.
Why dream it when you can live it.

45 minutes to Sequoia National Park.
2 hours to the beach.



Kaweah Health
MORE THAN MEDICINE. LIFE.

KaweahHealth.org/Careers



Work with one of the nation's best.

AMERICA'S 100 Best HOSPITALS™
2023



Kaweah Health
Medical Center

KaweahHealth.org/Awards



Participating Employer for HRSA Nurse Corps Programs.



Let's talk!



KaweahHealth.org/Careers



This is where you belong.



Ask us why.



KaweahHealth.org/Careers



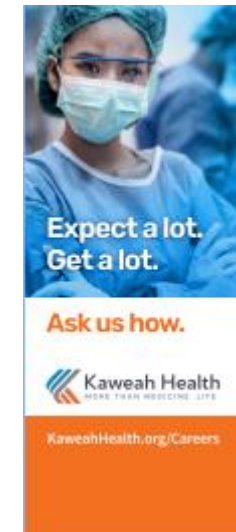
Make Care a Career.

Anissa Rivera, RN
CNA, LVN, Student Nurse, RN,
Clinical Nurse of the Year Award Recipient




Kaweah Health
MORE THAN MEDICINE. LIFE.


Join the pursuit of healthiness at Kaweah Health.



Expect a lot. Get a lot.



Ask us how.



KaweahHealth.org/Careers

Sourcing



Insight. Inspiration. Ingenuity.



Show on the Road

- Walla Walla Community College- Walla Walla, Washington
- NSNA Conference- Nashville, Tennessee
- New Grad Classroom Visits



Thinking Outside the Box...

- Onsite Open House
 - Monthly Offering
- Latte with Leaders
- Kaweah Health New Grad Celebration
- Local New Grad Celebration
- Nursing Student Events



Recruitment Taskforce



If you are interested in joining the Recruitment Taskforce, please email: NurseRecruitment@KawahHealth.org by 06/01/2023.



Making a difference

Become a nurse, start your career today.



Kaweah Health is dedicated to providing the best possible healthcare to our community, and to do that we must develop our own people. We have partnered with Unitek College and San Joaquin Valley College (SJVC) to grow our local nursing programs, so that you can earn your degree right here, close to home.

Any employee of Kaweah Health can apply to these sponsored programs. The curriculum combines online courses or in-person classes, hands-on nursing labs, and clinical rotations on site at Kaweah Health.

Advantages of Kaweah Health's Nursing Education Pathway:

	UNITEK- BSN Advanced Placement	UNITEK- BSN FULL	SJVC-ASN
Program Start Date:	January 16, 2024	September 18, 2023	August 28, 2023
Cohort Size:	25	25	36
Length of Program:	2 Years	3 Years	21 Months
Admissions Requirements:	All General Education Coursework	No Pre-Requisites	Nursing Pre-Requisites
Classroom Experience:	Online, Hands-On Clinical	Online, Hands-On Clinical	In Person, Hands-On Clinical
Service Agreement:	3 Years	3 Years	3 Years
Kaweah Contribution*	\$30,000.00	\$40,000.00	\$25,000.00
Student Cost	\$41,781.07	\$58,332.25	\$39,591.20

*This amount includes tuition reimbursement and/or loan repayment through Kaweah Health's Education Assistance program

Application Period: May 22 – June 16

Scan the QR code to learn more:



To apply for consideration, visit KaweahHealth.org/NursingSchool



New Hire Survey (30 Days) - Item Details (Jan - Dec 2022)

Item	Themes	% Unfavorable	% Neutral	% Favorable	Score	Responses
My manager or supervisor made me feel welcome when starting my new job.	Welcoming	2	7	91	4.55	194
I have had an opportunity to meet individually with my manager or supervisor.	Points of Contact	6	3	91	4.50	192
I know what is expected of me in my job.	Job Requirements	3	4	93	4.49	192
I know where to go or who to talk to if I need information about my job.	Information	2	3	95	4.48	194
My new coworkers made me feel welcome to the organization.	Welcoming	4	6	90	4.46	194
I am proud to tell people that I work for this organization.	Engagement	3	6	91	4.44	194
I would recommend this organization to family and friends who need care.	Engagement	3	9	88	4.40	194
I expect to remain an employee at this organization for a long time.	Engagement	3	12	85	4.37	192
Based on my experiences so far, I would recommend this organization as a good place to work.	Engagement	3	10	87	4.34	194
Overall, I am satisfied with the resources that are available to me.	Information	3	10	88	4.29	194
As a new hire, I am comfortable expressing any concerns I have about my job.	Employee Input	5	10	85	4.27	194
I feel like I belong in this organization.	Engagement	3	15	82	4.24	194
I knew where to go on the first day in my unit/department.	Information	7	12	81	4.22	193
Overall, I am satisfied with the onboarding process.	Engagement	7	8	86	4.21	194
I would stay with this organization if offered a similar job elsewhere.	Engagement	5	19	76	4.09	191
My new coworkers have helped me get used to living in a new area.*	Relocation	18	32	50	3.57	28
Information for employees new to the area was made available to me (e.g., info about housing, schools, and other key resources).*	Relocation	17	28	55	3.55	29

**Only asked to those who answered yes to relocation; See structure tabs at the beginning of the workbook for more information*

Acclimation Survey (90 Days) - Item Details (Jan - Dec 2022)

Item	Themes	% Unfavorable	% Neutral	% Favorable	Score	Responses
I know what is expected of me in my job.	Job Requirements	3	4	93	4.51	217
I am proud to tell people that I work for this organization.	Engagement	2	6	92	4.45	217
As a new hire, I am comfortable expressing any concerns I have about my job.	Employee Input	6	8	86	4.34	216
Overall, I am satisfied with the onboarding process.	Engagement	4	8	88	4.33	217
Overall, I am satisfied with the resources that are available to me.	Information	4	10	86	4.3	217
My manager or supervisor made me feel welcome when starting my new job.	Welcoming	4	9	87	4.3	214
I would recommend this organization to family and friends who need care.	Engagement	4	10	86	4.28	215
Based on my experiences so far, I would recommend this organization as a good place to work.	Engagement	5	8	87	4.28	217
I expect to remain an employee at this organization for a long time.	Engagement	6	10	84	4.28	216
My new coworkers made me feel welcome to the organization.	Welcoming	8	9	83	4.25	210
I have had an opportunity to meet individually with my manager or supervisor.	Points of Contact	6	10	84	4.2	215
I know where to go or who to talk to if I need information about my job.	Information	4	14	82	4.18	208
I knew where to go on the first day in my unit/department.	Information	6	12	81	4.17	216
I feel like I belong in this organization.	Engagement	6	14	80	4.12	216
I would stay with this organization if offered a similar job elsewhere.	Engagement	8	18	75	4	212

Stay Survey Items

Sent to employees at key milestone anniversaries (i.e. 1, 3, 5, 10, 15)

Item Text	Options
Overall, I am a satisfied employee.	Strongly agree to strongly disagree
I would like to be working at this organization three years from now.	Strongly agree to strongly disagree
Why do you keep working here?	Free text
Why would you leave?	Free text
Other than pay and benefits, what are a few things that would make you feel more satisfied as an employee?	Free text

Stay Survey - Item Details (Jan - Dec 2022)

I would like to be working at this organization three years from now.				
Month	Score	% Unfavorable	% Neutral	% Favorable
January	4.00	4	12	84
February	3.79	17	17	67
March	4.04	14	11	75
April	4.37	4	15	81
May	3.88	17	8	75
June	3.92	8	20	72
July	4.20	5	10	85
August	4.05	5	20	75
September	4.22	0	16	84
October	4.37	4	7	89
November	4.06	6	22	72
December	3.92	19	12	69
YTD Average	4.07	9	14	77

Overall, I am a satisfied employee.				
Month	Score	% Unfavorable	% Neutral	% Favorable
January	3.84	8	28	64
February	3.50	29	13	58
March	3.93	4	29	68
April	4.15	7	19	74
May	3.50	25	8	67
June	3.86	18	8	73
July	3.98	10	12	79
August	4.22	0	13	87
September	4.00	0	25	75
October	4.07	4	19	78
November	4.11	6	11	83
December	3.77	19	12	69
YTD Average	3.91	11	16	73

Exit Survey - Item Details (Jan - Dec 2022)

Item	Themes	% Unfavorable	% Neutral	% Favorable	Score	Responses
Overall, I enjoyed working with my coworkers.	Employee	10	11	79	4.11	255
I had the right amount of independence in my work.	Manager	8	18	74	3.97	251
My unit/department provides high-quality care and service.	Employee	11	18	72	3.97	254
My manager is a good communicator.	Manager	22	14	63	3.68	256
I am proud to tell people that I used to work for this organization.	Engagement	16	24	61	3.66	255
I would consider working at this organization again in the future.	Engagement	19	22	59	3.65	255
I received effective mentorship/professional development.*	Career Advancement	28	10	63	3.65	40
My manager supported me in developing new skills.*	Career Advancement	25	18	58	3.63	40
I would recommend this organization to family and friends who need care.	Engagement	20	23	57	3.51	258
I would recommend this organization as a good place to work.	Engagement	22	26	52	3.42	258
This organization provided career development opportunities.*	Career Advancement	25	25	50	3.40	40
Overall, I was a satisfied employee.	Engagement	27	21	51	3.38	256
I felt respected at this organization.	Organization	28	19	53	3.36	256
My work schedule was fair.*	Work/Life Balance	26	26	49	3.31	35
Employees in my unit/department helped clients/patients even when it was not part of their job.*	Employee	50	0	50	3.25	4
Different levels of this organization communicate effectively with each other.	Organization	31	24	45	3.16	256
This organization cares about its clients/patients.*	Organization	23	46	31	3.08	13
The job stress I felt while working here was reasonable.	Employee	36	24	40	2.98	254
This organization supported me in balancing my work and personal life.*	Work/Life Balance	34	40	26	2.89	35
My workload was reasonable.*	Work/Life Balance	50	12	38	2.76	34
Employees in my unit/department helped others to accomplish their work.*	Employee	75	0	25	2.75	4
This organization provides high-quality care and service.*	Organization	46	31	23	2.62	13
My manager encouraged teamwork.*	Manager	44	22	33	2.61	18
I respect the abilities of my manager.*	Manager	56	22	22	2.50	18
My manager treated me with respect.*	Manager	56	17	28	2.44	18
I was satisfied with my benefits.*	Pay/Benefits	51	31	17	2.43	35
This organization cares about employee safety.*	Organization	50	36	14	2.36	14
This organization cares about quality improvement.*	Organization	64	21	14	2.21	14
My manager cared about my job satisfaction.*	Manager	67	11	22	2.17	18
I was paid fairly for the work that I did.*	Pay/Benefits	68	30	3	2.03	37
My unit/department worked well together.*	Employee	100	0	0	2.00	4
I was satisfied with the recognition I received for doing a good job.*	Manager	78	11	11	1.94	18
My pay was fair compared to other healthcare employers in this area.*	Pay/Benefits	78	17	6	1.86	36
I had confidence in the Executive Team's leadership.*	Organization	75	25	0	1.67	12

*Items on rows 17-38 are only asked if their theme was selected as the reason for leaving; See structure tab at the beginning of the workbook for more information