



January 21, 2021

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Human Resources Committee meeting at 1:00PM on Tuesday, January 26, 2021 in the Kaweah Delta Chronic Disease Management Center Conference Room 325 S. Willis St., Visalia, CA 93291 or via GoTo Meeting from your computer, tablet or smartphone <https://global.gotomeeting.com/join/115846645>

Or Via phone - 1 (872) 240-3212 / Access Code: 115-846-645.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 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 the Kaweah Delta 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 <http://www.kaweahdelta.org>.

KAWEAH DELTA HEALTH CARE DISTRICT

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

Garth Gibson, Secretary/Treasurer
Cindy Moccio
Board Clerk & Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff

<http://www.kaweahdelta.org>

**KAWEAH DELTA HEALTH CARE DISTRICT - BOARD OF
DIRECTORS
HUMAN RESOURCES COMMITTEE**

Tuesday, January 26, 2021 – 1:00PM

[Kaweah Delta Chronic Disease Management Center Conference Room](#)
325 S. Willis St., Visalia, CA 93291

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

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Board of Directors: Lynn Havard Mirviss (Chair), Garth Gipson
Management: Gary Herbst, CEO, Dianne Cox, VP Human Resources; Keri Noeske, VP Chief Nursing Officer; Linda Hansen, Director Human Resources; Brittany Taylor, Director Physician Recruitment/Relations; George Ortega, Recording

OPEN MEETING – 1:00PM

Call to order – *Lynn Havard Mirviss, Human Resources Committee Chair*

Public / Medical Staff participation – Members of the public wishing to address the Committee concerning items not on the agenda and within the subject matter jurisdiction of the Committee may step forward and are requested to identify themselves at this time. Members of the public or the medical staff may comment on agenda items after the item has been discussed by the Committee but before a Committee recommendation is decided. In either case, each speaker will be allowed five minutes.

- 1) [Physician Recruitment Update](#) – Medical staff recruitment efforts update- *Brittany Taylor, Director Physician Recruitment/Relations*
- 2) [Human Resources Updates](#)- Discussion of ideal work environment – *Dianne Cox, VP Human Resources*
 - a. Retention- Dianne Cox {Verbal Update}
 - b. Educational Resources-Dianne Cox {Verbal Update}

Adjourn – *Lynn Havard Mirviss, Human Resources 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.



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Kaweah Delta Physician Recruitment and Relations Medical Staff Recruitment Report - January 2021

Prepared by: Brittany Taylor, Director of Physician Recruitment and Relations - btaylor@kdhcd.org - (559)624-2899

Date prepared: 1/18/2021

Central Valley Critical Care Medicine	
Intensivist	1

Oak Creek Anesthesia Services, Inc.	
Anesthesiology - General	1

Delta Doctors Inc.	
OB/Gyn	1

Kaweah Delta Faculty Medical Group	
Family Medicine Associate Program Director	1
Family Medicine Core Faculty	2

Key Medical Associates	
Internal Medicine/Family Medicine	2

Other Recruitment	
Palliative Medicine	1
Neurology	1
Orthopedic Surgery (Trauma)	1

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

Visalia Medical Clinic (Kaweah Delta Medical Foundation)	
Dermatology	1
Adult Primary Care	2
Gastroenterology	1
Gynecology	1
OB/GYN	3
Orthopedic Surgery (Hand)	1
Otolaryngology	1
Otolaryngology - Advanced Practice Provider	1
Radiology - Diagnostic	1
Rheumatology	1
Urology	2
Urology - Advanced Practice Provider	1

Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Anesthesia - General	Oak Creek Anesthesia Services, Inc.	Barkley, M.D.	Kevin	08/21	Comp Health - 12/8/20	Currently under review
Anesthesia - General	Oak Creek Anesthesia Services, Inc.	Lorico, M.D.	Lee Eric	04/21	Comp Health - 12/29/20	Currently under review
Colorectal Surgery	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Ota, M.D.	Kyle	08/21	Current KD General Surgery resident	Offer accepted; Contract signed
Family Medicine - Associate Program Director	Kaweah Delta Faculty Medical Group	Ramirez, M.D.	Magda	ASAP	Current Core Faculty with Kaweah Delta Faculty Medical Group	Interview pending dates
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Bassali, M.D.	Mariam	08/21	Referred by Dr. Martinez - 10/14/20	Site visit pending dates
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Mohamed, M.D.	Hashem	ASAP	Direct Referral - Dr. Ahmed Amari	Site visit pending dates
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Mora-Roman Jr., MD	Ruben	08/21	Direct Referral - Dr. Rafael Martinez	Site visit pending dates
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Reed, M.D.	Jennifer	08/21	Vista Staffing - 1/18/21	Currently under review
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Sandoval, M.D.	Omar	08/21	Referred by Dr. Martinez - 8/14/20	Site Visit: 11/24/20
Gastroenterology (Hospitalist)	Valley Hospitalist Medical Group	Bharadwaj, M.D.	Shishira	TBD	Direct email - 12/30/20	Currently under review
Hospitalist	Central Valley Critical Care Medicine	Day, M.D.	Eric	09/21	Direct referral - Dr. Diana Moers	Virtual Interview: 1/4/20
Hospitalist	Central Valley Critical Care Medicine	Malhasian, M.D.	Armen	09/21	Direct referral - Dr. Liza Diramerian	Virtual Interview: 1/19/20
Hospitalist	Central Valley Critical Care Medicine	Malik, M.D.	Sara	08/21	Direct - Dr. Umer Hayyat's spouse	Site Visit: 10/7/20; Offer accepted
Intensivist	Central Valley Critical Care Medicine	John, D.O.	Avinaj	08/21	Vista Staffing - 10/25/19	Site visit: 12/13/19; Offer accepted
Intensivist	Central Valley Critical Care Medicine	Akinjero, M.D.	Akintunde	08/21	Vista Staffing - 10/20/20	Virtual Interview: 11/30/20 Offer accepted
Intensivist	Central Valley Critical Care Medicine	Alperstein, M.D.	Adam	08/21	Vista Staffing - 9/21/20	Site visit: 12/11/20; Reviewing draft contract

Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Intensivist	Central Valley Critical Care Medicine	Fischer, M.D.	Brian	TBD	Comp Health - 11/4/20	Currently under review
Intensivist	Central Valley Critical Care Medicine	Leger, M.D.	Kathleen	08/21	Comp Health - 8/24/20	Virtual Interview pending dates
Intensivist	Central Valley Critical Care Medicine	Shaikh, M.D.	Mohammed	ASAP	Direct - 12/24/20	Virtual Interview pending dates
Maternal Fetal Medicine	Valley Children's Health Care	Behl, D.O.	Esha	04/21	Valley Children's Health Care	Site visit: 12/4/20; Offer extended
Orthopedic Surgery - Hand	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Tomooka, D.O.	Beren	08/21	Direct referral	Phone Interview: 12/2/20; Site visit pending dates (February/March 2021)
Orthopedic Surgery - Total Joint	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Amin, M.D.	Raj	08/20	Direct referral	Currently under review
Otolaryngology APP	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Pascillas	Amanda	ASAP	Indeed posting	Interview: 12/11/20
Palliative Medicine	Independent	Grandhe, M.D.	Sundeep	08/21	Direct -12/7/20	Virtual Interview: 12/28/20; Offer extended
Palliative Medicine	Independent	Hernandez, M.D.	Sarah	08/21	PracticeMatch Email Blast	Site Visit Pending dates
Radiation Oncology	Sequoia Radiation Oncology Services, Inc.	Ly, M.D.	David	02/21	Direct referral	Offer accepted; Start date: 2/1/21
Urology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Patel, M.D.	Neil	TBD	Los Angeles Career MD Fair 9/14/19	Site Visit: 9/25/20; Offer extended

**Kaweah Delta Physician Recruitment and Relations
Miscellaneous Activity Report – January 2021**

- New Physician Marketing
 - ❖ Dr. Gonzalo Carrizo, Cardiothoracic Surgeon
 - ❖ Dr. Jason Roos, ENT
 - ❖ Dr. Tangel Chang, Radiation Oncologist
 - ❖ Dr. David Ly, Radiation Oncologist

- New Physician Orientation Update

- Physician Engagement Committee - Connections Subcommittee Update

- Referring Physician Engagement Survey

- Virtual Doc B.A.N.D. Event – February 4, 2021



Human Resources Committee January 26, 2021

Ideal Work Environment

How do we differentiate in FY2022

- dedicated strategic initiative with dedicated committee from across the organization.
- study demographics overall and retention/turnover demographics

- 1) Focus on Retention – measured by (specifics to be determined):
 - a) Employee Engagement Survey – June 2021 Results
 - b) Patient Engagement Surveys – Ongoing
 - c) Safety Attitude Questionnaire – February 2021 Results
 - d) Maintain turnover at 10% for all employees
 - e) Turnover of direct patient care RN's decline to 14%, 13%, 12%, 11%, 10% over five years
 - f) Vacancy rate of RN's at no more than 5% (60 of 1,200)
 - g) Reduction of travelers, extra-shift bonus, orientation, training (improved stability improves safety and competency)

- i. Pay (minimum wage, merits, market adjustments)
 - 1. Ladders (upskilling)
 - 2. Pay for Performance with meaningful discussions on growth, reskilling and development (“stay interviews”)
 - 3. Minimum Wage Adjustments and Market Adjustments
 - 4. Total Comp Statements

- ii. Employee Benefits
 - 1. PTO/EIB Policy Review
 - 2. Flexible Scheduling
 - 3. Assisting with Child Care and Parent Care

iii. Culture:

1. Virtual Communication via COMPASS
2. Leadership Development via Linked In Learning and In Person
3. Executive Development – ACHE
4. Succession Planning
5. Just Culture

iv. Employee Connection (recognition and group activities)

1. Physician/provider engagement with employees

v. Recruitment and Onboarding:

1. Hiring with check in's (30 days Mgr, 60 days Dir, 90 days VP) – allowing new hires to reflect on and share experience
2. For new grads, focus on skill development, hardwire a support network of peers (mentor?), and launch career planning
3. Forums for ongoing peer learning and connections
4. For RN's, cross unit draft day or shadowing
5. Identify potential turnover and hire up

2) Educational Resources to Service Areas

- a. New or Expanded School Resources – Workforce Investment Board Assistance
- b. K-12 exposure to healthcare careers
- c. Scholarships with stay requirement for 5 years
- d. Student loan repayment over 5 years
- e. Education “coach” for career progress and development