

Kaweah Delta Health Care District Board of Directors Meeting

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



DATE POSTED: March 6, 2026

NOTICE

Date: Wednesday, March 10, 2026 – HR Board Committee Meeting
Location: Kaweah Health Medical Center – Executive Office Conference Room
Address: 305 W. Acequia Avenue, Visalia, California 93291

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

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

You can also dial in using your phone.

Access Code: 460-561-181

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

SCHEDULE:

- **4:00 PM** – Open Session

AMERICANS WITH DISABILITIES ACT (ADA) NOTICE:

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

POSTING NOTICE:

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

PUBLIC RECORDS:

Disclosable public records related to this agenda are available for public inspection at:
Kaweah Health Medical Center – Acequia Wing, Executive Offices (1st Floor)
400 West Mineral King Avenue, Visalia, CA 93291

Mike Olmos • Zone 1
Board Member

Jonna Schengel • Zone 2
Board Member

Dean Levitan, MD • Zone 3
Secretary/Treasurer

David Francis • Zone 4
President

Armando Murrieta • Zone 5
Vice President

Kaweah Delta Health Care District

Board of Directors Meeting

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You may also request records by contacting the Board Clerk at (559) 624-2330 or kedavis@kaweahhealth.org, or by visiting the District's website at www.kaweahhealth.org.

KAWEAH DELTA HEALTH CARE DISTRICT

David Francis, Secretary/Treasurer

Prepared by:

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

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

DISTRIBUTION:

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

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Kaweah Delta Health Care District Board of Directors Meeting

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This agenda is posted in compliance with the Ralph M. Brown Act, including amendments enacted under Senate Bill 707.

KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS HUMAN RESOURCE COMMITTEE MEETING

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

Tuesday March 10, 2026 {Committee Meeting}

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OPEN SESSION 4:00 PM

ATTENDING: Directors: Jonna Schengel (Chair) & Armando; Marc Mertz, Chief Executive 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; Jaime Morales, Director of Talent Acquisition; JC Palermo, Director of Physician Recruitment; Dr. Paul Stefanacci, Chief Medical Officer/Chief Quality Officer; Kelsie Davis, Recording

- 1. CALL TO ORDER**
- 2. PUBLIC COMMENT ON CLOSED SESSION ITEMS ONLY** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdiction of the Board are requested to identify themselves at this time.
- 3. MINUTES**- Review of open minutes from December 2025.
Recommended action to send minutes to the Board of Directors.
- 4. MEDICAL STAFF RECRUITMENT**– Overview and discussion of the monthly physician recruitment report.
- 5. IDEAL ENVIRONMENT STRATEGIC INITIATIVE**- An update on the progress and ongoing development of the plan.

Tuesday March 10, 2026

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Kaweah Delta Health Care District

Board of Directors Meeting

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6. **KAWEAH CARE STEERING COMMITTEE** - Presentation and Engagement Update.
7. **ADJOURN**

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Agenda Posting and Public Records

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Tuesday March 10, 2026

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Vice President

MINUTES-



KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE MINUTES

Wednesday, December 10, 2025
Kaweah Health Medical Center
305 Acequia Avenue, Executive Office Conference Room

PRESENT: Directors: Lynn Havard Mirviss (chair) and Armando Murrieta; Gary Herbst, CEO; Ryan Gates, Chief Ambulatory Officer; Raleen Larez, Director of Employee Relations; Hannah Mitchell, Director of Organizational Development; JC Palermo, Director of Physician Recruitment; Paul Stefanacci, M.D., Chief Medical & Quality Officer; Kelsie Davis, recording

CALLED TO ORDER – at 4:00pm by Director Havard Mirviss

PUBLIC PARTICIPATION –None.

MINUTES- Reviewed from August 13, 2025.

MEDICAL STAFF RECRUITMENT – JC gave an updated overview and discussion of the monthly physician recruitment report. The report is attached hereto the minutes.

HUMAN RESOURCES PENSION PLAN AMENDMENT – Dianne and Brittany reviewed the Kaweah Delta Health Care District employees’ retirement plan amended and restated to be effective January 1, 2026, and recommended this go to the Board for approval. Attached hereto the minutes.

401k RESOLUTION – Dianne and Brittany reviewed the resolution that was approved to also go to the Board for approval and is attached hereto the minutes.

KAWEAH CARE STEERING COMMITTEE- Hannah, Jaime and team reviewed the attached slides on initiatives.

HUMAN RESOURCES POLICIES – Brittany and Raleen reviewed the Human Resources policies as revised and recommended to be presented to the Board for approval. Attached hereto the minutes.

ADJOURN – at 5:07pm by Director Havard Mirviss

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IDEAL ENVIRONMENT STRATEGIC INITIATIVE-

Ideal Environment

Strategic Plan Update

November 2025



kaweahhealth.org



Ideal Environment

Areas of Focus

**Kaweah Care
Culture**

**Expand Kaweah
Health University
& Growth in
School
Partnerships**

**Ideal Practice
Environment**

Kaweah Care Culture

Work Plan (Tactics)

Work Plan (Tactics)						
#	Name	Start Date	Due Date	Assigned To	Status	Last Comment
1.1.1	Continue development of the Kaweah Care Culture	07/01/2025	06/30/2026	Hannah Mitchell	On Track	The Executive Team and Directors of Organizational Development, Patient and Community Experience, Marketing, Medical Staff and GME meet on a monthly basis to further projects and initiatives surrounding the culture. Details are presented at the Board sub-committees for Patient Experience and Human Resources. The outcomes will be measured by the performance of our Employee and Physician engagement surveys in June 2026.
1.1.2	Ensure Competitive Compensation and Benefits	07/01/2025	06/30/2026	Hannah Mitchell	On Track	Competitive compensation continues to be monitored during ongoing review of retention and recruitment and market adjustments are made according to need. The annual review of all salary ranges occurs in the fall with CHA data. We continue to promote growth and development through career and clinical ladders, as well as certifications. Employee benefits remain competitive. The change to Luminare from TKFMC continues as a journey with cost-shifting via medical access tiers. Success has been achieved through greater utilization of Kaweah Health services, nearing 75% where we were previously at 50%. We are working now on CY2026 benefits but do not expect significant change.
1.1.3	New Leader Selection and Development	07/01/2025	06/30/2026	Hannah Mitchell	On Track	We have successfully hired a number of new Directors, bringing new ideas and talent to Kaweah Health. In January 2026, Organizational Development and Clinical Education will partner to explore opportunities to expand new leader onboarding and improve processes.

Kaweah Care Culture

Work Plan (Tactics)

- Kaweah Care Steering Subcommittees
 - Community and Patient Experience and Engagement
 - Employee Experience and Engagement
 - Physician Experience and Engagement
- Continued market review of compensation and adjustments where applicable
- Promote growth and development through career and clinical ladders, as well as certifications
- New onboarding and offboarding surveys through NRC launched November 2025
- Project to expand new leader onboarding and improve processes kicks off January 2026
- Working on new interview guide for leaders
- Employee Engagement Survey June 2026 through new vendor NRC



Kaweah Care Culture

Performance Measures (Outcomes)

- Improve Employee Engagement Survey Results
 - Goal: > 4.22; 7/1/25: 4.20 (survey June 2026)
- Decrease overall KH Turnover Rate to meet CHA statewide statistics
 - Goal: < 12%; 10/31/25: 14%
- Decrease Direct Patient Care RN Turnover Rate to meet CHA statewide statistics
 - Goal: < 14%; 10/31/25: 17%
- Decrease New Hire Turnover Rate (leaving <6 months)
 - Goal: < 15%; 10/31/25: 16%
- Decrease RN New Hire Turnover Rate (leaving <6 months)
 - Goal: < 14%; 10/31/25: 18%



Expand Kaweah Health University & Growth in School Partnerships

Work Plan (Tactics)

Work Plan (Tactics)						
#	Name	Start Date	Due Date	Assigned To	Status	Last Comment
1.3.1	Continue to build partnerships with local colleges and universities for nursing programs; expand into other educational programs beyond nursing for KH employees.	07/01/2025	06/30/2026	Kelly Pierce	On Track	Supporting Carrington (formerly SJVC) with their desire to start a Radiology Technologist program here in the valley. Working with COS on the Apprenticeship Models for the various Nursing programs there.
1.3.2	Monitor the retention and graduation of KH employees in sponsored programs.	07/01/2025	06/30/2026	Kelly Pierce	On Track	<ul style="list-style-type: none"> • COS Year-Round Program (Started 5/2022, Graduated 7/2024): Retained 75% (9 out of 12) of Kaweah-sponsored employees from the first graduating cohort; all 9 are licensed RNs. • SJVC Cohort (Started 8/2023, Graduated 4/2025): Retained 100% (3 out of 3) of Kaweah-sponsored employees; only 1 is currently working as a licensed RN and 2 are pending boards. • COS Year-Round Program (Started 7/2023, Graduated 7/2025): Retained 100% (8 out of 8) of Kaweah-sponsored employees; 7 are licensed RNs and 1 is pending boards. • Unitek Program: First cohort expected to graduate in 1/2026 (13 total: 10 employees, 3 community members). Overall student Retention rate of 99%. Out of 148 students, 2 sponsored employees have withdrawn from the program entirely— 1 terminated and 1 active employee).
1.3.3	Expand local high school volunteer opportunities at KH.	07/01/2025	06/30/2026	Kelly Pierce	On Track	Supported Exeter Unified to get a grant to start at Health Academy for school year 25/26. Continuing to foster relationships with PUSD, JJ Cairns Lindsay, TJUHSD, COJUSD, and HJUHS resulting in more cohorts of students coming throughout the school year not just summer. Continuing to support VUSD and expand as able into nontraditional healthcare career options. Participating in numerous high school career and volunteer fairs letting them know about opportunities here. In early discussions with Farmersville, Woodlake, and Exeter about how we can support their recently created health academy programs.
1.3.4	Expand Kaweah Health University.	07/01/2025	06/30/2026	Hannah Mitchell	On Track	<p>Employees sponsored in nursing pathways FYTD:</p> <ul style="list-style-type: none"> - 25 employees started in September Unitek cohort - 4 employees started in COS LVN to RN Bridge program - 1 employee started in SJVC program <p>Outside of nursing, we are helping Carrington College (SJVC) with state approval of their new Rad Tech program. We are also exploring PT/OT partnerships with Fresno State and COS.</p> <p>We have launched 7 new KHU Scholars Programs FYTD:</p> <ul style="list-style-type: none"> - Healthcare Billing, Coding & Documentation - Pharmacy Excellence I (ACPE CE Eligible) - Spanish for Healthcare - Lean Six Sigma (Certification Prep & Exam) - Professional in HR (PHR®) Exam Prep - Innovative Thinking & Creativity - Anger & Conflict Management <p>We have completed one cohort of Emerging Leaders FYTD, with one more starting in October. Our first cohort of the year for Leadership Academy will start in October as well.</p> <p>We have completed 3 Leader Learning Path sessions within Leadership Team Meetings and hosted 3 SME Lunch and Learns.</p>
1.3.5	Market Unitek program internally and externally to expand the pool of qualified candidates.	07/01/2025	06/30/2026	Kelly Pierce	On Track	Our 6th cohort of 25 employees started in the Unitek program. We currently have about 145 employees participating, with three cohorts graduating in 2026. Successful partnerships continue with COS, SJVC, Porterville College, Fresno City College and Gurnick.

Expand Kaweah Health University

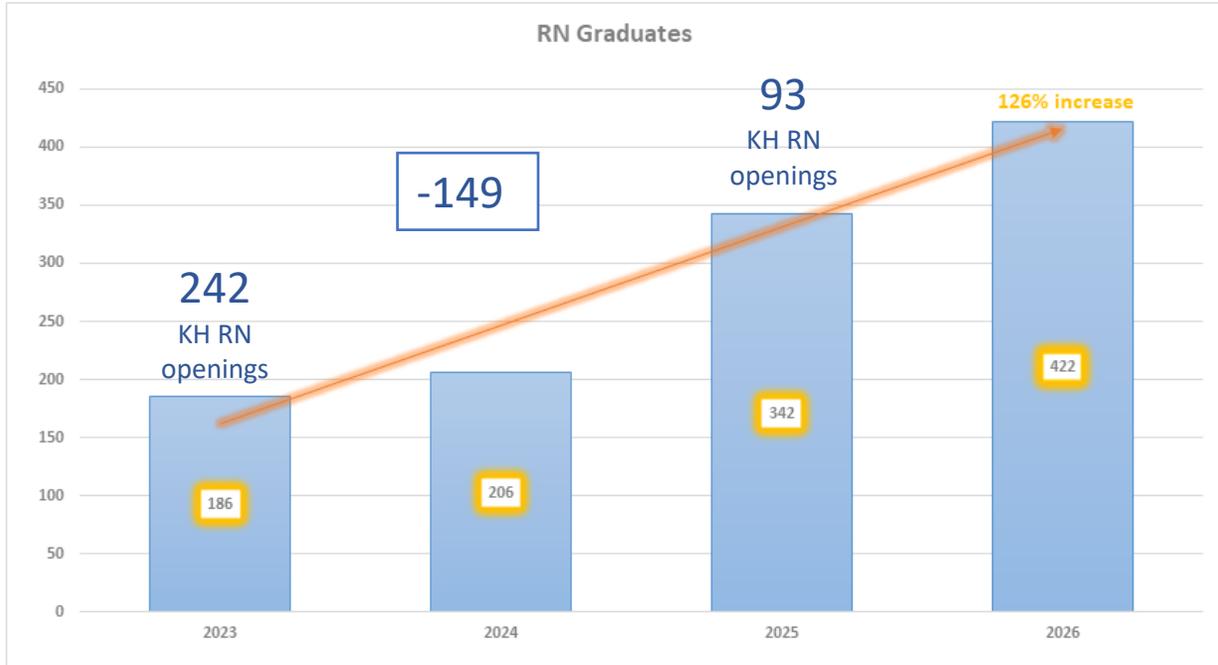
Work Plan (Tactics)

- KHU Scholars Program
- Monthly Education at Leadership Team Meetings
- SME Lunch and Learns
- Emerging Leaders
- Leadership Academy
- Coming Soon – KHU TeamBuilder Kits



The Future Present

Local RN Graduates



Growth in School Partnerships

Work Plan (Tactics)

- Unitek School of Nursing
 - Recently 6th cohort of 25 employees started
 - Currently have about 145 employees participating
 - Three cohorts graduating in 2026
- Partnerships with COS, SJVC, Porterville Adult School, Fresno City College & Gurnick
 - Helping Carrington College (SJVC) with state approval of their new Rad Tech program
 - Exploring PT/OT partnerships with Fresno State students
 - Working with COS on the Apprenticeship Models for Nursing programs

Retention and Graduation

Work Plan (Tactics)

- COS Year-Round Program
 - Started 5/2022, Graduated 7/2024
 - Retained 75% (9 out of 12) from the first graduating cohort; all 9 are licensed RNs
- SJVC Cohort
 - Started 8/2023, Graduated 4/2025
 - Retained 100% (3 out of 3); 1 is working as a licensed RN and 2 are pending boards
- COS Year-Round Program
 - Started 7/2023, Graduated 7/2025
 - Retained 100% (8 out of 8); 7 are licensed RNs and 1 is pending boards
- Unitek Program
 - First cohort expected to graduate in 1/2026 (13 total: 10 employees, 3 community)
 - Overall student Retention rate of 99%

Local High School Volunteers

Work Plan (Tactics)

- Fostering local school relationships, resulting in more students throughout the year
- Participating in numerous high school career and volunteer fairs
- Exeter Unified grant to start Health Academy for school year 25/26
- Supporting VUSD and expand as able into nontraditional healthcare career options
- Discussions with Farmersville, Woodlake, and Exeter about recently created health academy programs

Ideal Practice Environment

Work Plan (Tactics)

Work Plan (Tactics)

#	Name	Start Date	Due Date	Assigned To	Status	Last Comment
1.2.1	Improve Physician and Advanced Practice Provider Retention and Wellness.	07/01/2025	06/30/2026	Shannon Vinson	Not Started	
1.2.2	Develop Leadership Training Curriculum for Operational Directors, Division Chiefs and Medical Staff Service Line Directors.	07/01/2025	06/30/2026	Shannon Vinson	Not Started	
1.2.3	Develop a follow-up action plan from the physician survey results.	07/01/2025	06/30/2026	Shannon Vinson	On Track	Each Executive attends their assigned department meetings to further the initiatives developed from the physician engagement survey. The outcome will be measured on the June 2026 Physician Engagement Survey.

Performance Measure (Outcomes)

#	Name	Start Date	Due Date	Assigned To	Status	Last Comment
1.2.4	Improve Physician and Advanced Practice Provider Engagement Surveys to > 3.85	07/01/2025	06/30/2026	Hannah Mitchell	Not Started	

Ideal Practice Environment

Work Plan (Tactics)

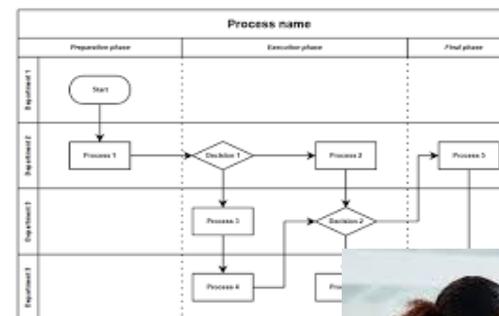
- Workspace Enhancement
 - Surgeon Locker Rooms and Lounge, and Physician Lounge
 - Medical Resource Center (Library)
- Dedicated Workspace
 - Medical Center Workstations
 - Clinic Workstation on Wheels (WOW)
- KDHub Optimization
 - Computer Access Optimization
 - Cerner Connect Messaging
 - Informatics Team Department Reps
 - Facilitate Computer Education/Reference Access
 - Implement Physician Documentation Improvements



Ideal Practice Environment

Work Plan (Tactics)

- Onboarding Medical Staff
 - Optimize Recruitment to Active Staff Process
 - Coordinate Process Across Stakeholders
- Mentoring Medical Staff
 - Provide Health System Education & Training
 - Regulatory Requirements
 - Medical Staff Policies
 - Support Physician Orientation
 - Utilize Established Physicians for Practice Guidance
 - Provide Support for Community Introductions



KAWEAH CARE STEERING COMMITTEE -

Kaweah Care

Employee Engagement &
Experience

March 2026 Update



kaweahhealth.org



Mission and Vision Communication

**MISSION
VISION &
PILLARS**

MISSION STATEMENT
Health is our passion. Excellence is our focus. Compassion is our promise.

VISION STATEMENT
To be your world-class healthcare choice, for life.

PILLARS

- Achieve **outstanding community health**
- Deliver **excellent service**
- Provide an **ideal work environment**
- Empower **through education**
- Maintain **financial strength**

- April/May
 - Tie Mission and Marc’s why into Starlight opening/closing speeches
 - Recognition message tied to Mission/Vision
 - Related activity during Hospital Week
- August/September
 - Executive rounding on the Mission and Vision

Employee Engagement & Experience – FY26 Recap

- 7/1 - 7/15: National Anthem Singing Contest
- 7/3 - 7/4: Red, White, and Blue Dress-Up Day
- 7/16: Kaweah Health Skate Night @ Roller Towne
- 7/31: Just Culture Scenario Review
- 7/31: Certification Mentorship Program Kickoff
- 8/1: Schwartz Rounds “My Best Day at Work”
- 8/4: Kaweah Health Choir Formed
- 8/8: KHU Scholars Luncheon Kickoff
- 8/16: Kaweah Health Rawhide Night
- 8/18: International Day of Charity Drive Kickoff
- 8/22: Leaving Austin Ticket Giveaway
- 8/29: Rawhide Toy Story Night Ticket Giveaway
- 9/1 - 9/30: School Photo Gallery on Compass
- 9/5: International Day of Charity Drive Collection
- 10/1 - 10/31: Pink Wednesdays
- 10/3: Schwartz Rounds – Embracing Our Differences, Connecting with Compassion
- 10/30: Dia de los Muertos Event
- 10/31: Halloween Festival, Pumpkin Showdown, and Dress-up Day
- 11/4 - 12/12: Street Medicine Holiday Giving Drive
- 11/11: Veteran’s Day Recognition Ceremony
- 11/17 - 11/21: Cobber & Ice Cream
- 12/1: Holiday Cheer
- 12/5: Schwartz Rounds – Why I Do What I Do
- 12/8 - 12/12: Holiday Meal
- 12/31: New Year New TV Giveaway
- 1/7: Emerging Leaders cohort 7 starts
- 1/15: Service Awards Luncheon
- 1/23: First Unitek Cohort Graduation
- 2/1 – 2/28: Red Fridays
- 2/11: Leadership Academy cohort 6 starts
- 2/13: Schwartz Rounds
- 2/20: Employee Art Show

Employee Engagement & Experience – March & April

- 3/2-3/6: Resident Appreciation Week
- 3/4: Lauch of We Give Wednesdays
- 3/6: Staff Appreciation Day
- 3/17: Wear Green for St. Patrick's Day & Gold Coin Hunt
- 3/27: Celebration of Life
- 3/30: Doctor's Day
- 4/1: *Emerging Leaders* Cohort 8 Start
- 4/3: Schwartz Rounds
- 4/23: Starlight Awards
- Ongoing opportunities and programs include
 - We Give Wednesdays, Employee Huddles, World-class Employee and Team of the Month, Kaweah Care recognitions, JWD funds, Kaweah Compass activities, service awards, retirement recognitions, Kaweah Shares, emergency relief, Jersey Fridays, food trucks and farmers' market, Pet Therapy, Self-Care Calendars, KEEP, and more

St. Patrick's Day
**Gold Coin
Treasure Hunt**

*Celebration
of Life*

March 27, 2026
Kaweah Park
2 PM-3 PM

Please join us in a memorial service to honor the lives of our fellow employees.

Honoring
Ruth Juarez, Environmental Services Aide – 43 years of service
Adriana Ibarra, Telesitter – 18 years of service
Antonio Garza, Shipper Receiver – 17 years of service
Nicholas N. Lin, MD, Internal Medicine Physician – 16 years of service

Kaweah Health
MORE THAN MEDICINE. LIFE.

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Kaweah Health
MORE THAN MEDICINE. LIFE.

Observances & Recognition Days – March & April

March		
Month-Long Observances	Week-Long Observances	Day Observances
National Kidney Month	Pulmonary Rehabilitation Week (3/18-3/14)	International Wheelchair Day (3/1)
National Nutrition Month	Patient Safety Awareness Week (3/8-3/14)	National Employee Appreciation Day (3/6)
National Bleeding Disorders Month	National Sleep Awareness Week (3/8-3/14)	National Hospitalist Day (3/5)
Multiple Sclerosis Awareness Month	Brain Awareness Week (3/16-3/22)	National Interpreter Appreciation Day (5/6)
National Traumatic Brain Injury Awareness Month	Medical Genetics Awareness Week (3/10-3/14)	Daylight Saving Time (3/8)
National Endometriosis Awareness Month	National Drug and Alcohol Facts Week (3/15-3/21)	American Diabetes Alert Day (3/24)
Sleep Awareness Month	National Poison Prevention Week (3/15-3/21)	Registered Dietician Nutritionist Day (3/11)
Save your Vision Month	Health Care HR Week (3/16-3/22)	World Kidney Day (3/12)
National Colorectal Cancer Awareness Month	National LGBTQ+ Health Awareness Week (3/16-3/20)	World Sleep Day (3/13)
Developmental Disabilities Awareness Month	National Physician's Week (3/25-3/31)	St. Patrick's Day (3/17)
Myeloma Action Month	GI Nurses & Associates Week (3/15-3/21)	Certified Nurses Day (3/19)
National Athletic Training Month		National Native American HIV/AIDS Awareness Day (3/20)
		World Oral Health Day (3/20)
		World Down Syndrome Day (3/21)
		World Tuberculosis Day (3/24)
		Epilepsy Awareness – Purple Day (3/26)
		National Doctor's Day (3/30)
		World Bipolar Day (3/30)
		Anesthesia Technician Day (3/31)
		Cesar Chavez Day (3/31)

April		
Month-Long Observances	Week-Long Observances	Day Observances
Alcohol Awareness Month	National Public Health Week (4/6-4/12)	April Fool's Day (4/1)
Autism Awareness Month	Occupational Health Nurses Week (4/5-4/11)	International Infection Preventionist Day (4/4)
National Child Abuse Prevention Month	Black Maternal Health Week (4/11-4/17)	World Health Day (4/7)
Testicular Cancer Awareness Month	Oral, Head, and Neck Cancer Awareness Week (4/15-4/22)	National Youth HIV/AIDS Awareness Day (4/10)
National Limb Loss and Limb Difference Awareness Month	Pediatric Sepsis Week (4/19-4/25)	Transplant Nurses Day (4/15)
Sexual Assault Awareness and Prevention Month	World Immunization Week (4/24-4/30)	National Healthcare Decisions Day (4/16)
Healthcare Thought Leadership and Innovation Month	National Infertility Awareness Week (4/19-4/25)	World Hemophilia Day (4/17)
Foot Health Awareness Month	Patient Access Week (4/5-4/11)	Volunteer Recognition Day (4/20)
National Humor Month	Every Kid Healthy Week (4/20-4/24)	Easter (4/5)
Occupational Therapy Month	Health Information Professionals Week (4/18-4/24)	National Earth Day (4/22)
Counseling Awareness Month	National Infant Immunization Week (4/20-4/27)	DEA National Drug Take Back Day (4/25)
National Minority Health Month	National Administrative Professionals Week (4/19-4/25)	World Autism Awareness Day (4/2)
Sexually Transmitted Infections Awareness Month	Medical Laboratory Professionals Week (4/19-4/25)	World Parkinson's Day (4/11)
Head & Neck Cancer Awareness Month	Patient Experience Week (4/27-5/1)	Radiology Nurses Day (4/12)
Parkinson's Awareness Month	National Volunteer Week (4/19-4/25)	National Healthcare Decisions Day (4/16)
Defeat Diabetes Month		World Hemophilia Day (4/17)
Workplace Violence Prevention Awareness Month		DNA Day (4/25)
Irritable Bowel Syndrome Awareness Month		World Malaria (4/25)
National Cancer Prevention and Early Detection Month		World Day for Safety and Health at Work (4/28)

See email from Ariana Jasso for the full calendar year. Please code JWD Expenses to cost center 8880 spend category Job Well Done.

Kaweah Care Tip of the Month

- Launching April as part of the Kaweah Care winner email
- Helps us stay mindful of the small things that make a big impact
- Focus on Kaweah Care and Behavioral Standards topics
- Possible topics
 - Smile and greet everyone you meet
 - Every person, every time
 - Teamwork makes the dream work
 - Small acts of kindness
 - Answering the phone
 - Managing up
 - Blameless apology
 - Service recovery
 - Keeping our space looking its best



World-Class Experiences.
Every Person, Every Time.

KHU Scholars Program



Join the Kaweah Health University Scholars Program!

The KHU Scholars Program is free for all employees—self-paced, flexible, and designed for your growth. Earn a certificate and an invite to our exclusive Scholars Luncheon.

Sign up in Workday Learning (search LRN: KHU).

- Leadership Foundations
- Microsoft Office
- Customer Service
- Public Speaking
- Financial Wellness
- Clinical Excellence (CE Eligible)
- Emotional Intelligence & Communication
- Healthcare Billing, Coding & Documentation
- Pharmacy Excellence I (ACPE CE Eligible)
- Spanish for Healthcare
- Lean Six Sigma (Certification Prep & Exam)
- Professional in HR (PHR®) Exam Prep
- Innovative Thinking & Creativity
- Anger and Conflict Management
- ...and many more!



- Free, self-paced, curated learning paths in Workday
- Earn a KHU certificate
- Invite to Scholars Luncheon
- 29 KHU Scholars Programs available
- New program for March
 - CompTIA A+ (exam prep)
- Search LRN: KHU in Workday for the full list
- Open to topic suggestions

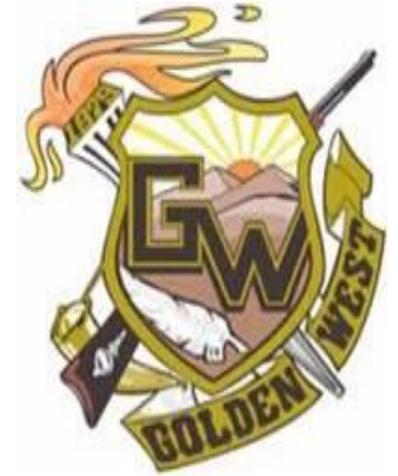
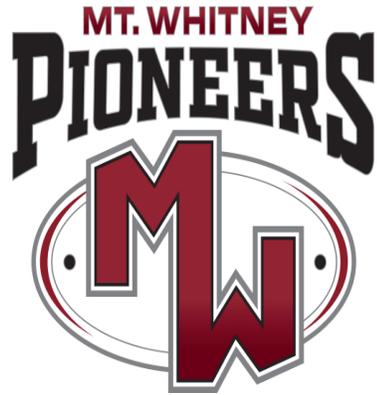
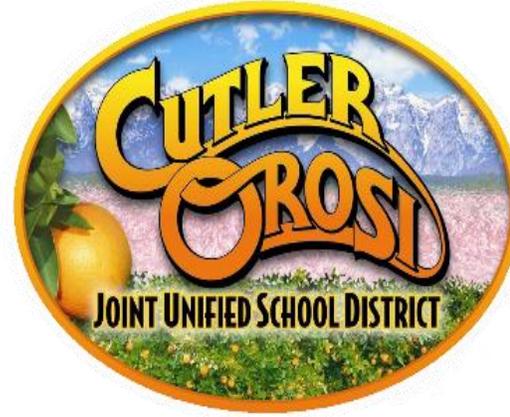
Volunteers FY 24/25

- 975 Individuals
 - 50,740 Hours
 - 80-85% High School and College Students
 - CTE (Career Technical Education Programs)
 - Orosi High School: Academy of Health Sciences
 - Hanford West: Medical Academy
 - Porterville High School: CNA Program/Health Science Academy
 - Tulare Western: Pre-Med Academy
 - Golden West: First Responders and Business Academy
 - Mt Whitney: Academy of Health Sciences and Computer Science
 - El Diamante: S.T.R.O.N.G.
 - Redwood: A.C.E. and H.E.A.L. Club
 - VCIS: MA,CAN, Pharmacy Technician Programs
 - Numerous students/schools that aren't CTE
 - Community Programs (CSET, Proteus, Employment Connection, ABLE)
 - Therapy Dog Team, Hospice, Retirees, Community Members, Military, Guild
-

NEW High School Partnerships

25/26

- Exeter Union- Their new Pre-Med Academy started
 - Lindsay High School- Pre Med Academy Students
 - JJ Cairns Continuation Lindsay- Returned after COVID shut downs
 - Summit Collegiate High School (Burton)- Students started in January
 - Numerous Career Fair Events as part of the TKCCC (Tulare/Kings College Career Collaborative)
-



Data for FYTD (7/1/2025-2/28/2026)

- **450 High School Students**
 - Armona
 - Cutler
 - Dinuba
 - Exeter
 - Farmersville
 - Hanford
 - Ivanhoe
 - Lemoore
 - Lindsay
 - Orosi
 - Pixley
 - Porterville
 - Selma
 - Strathmore
 - Tipton
 - Tulare
 - Visalia
 - Woodlake
- **250 Age 35 and under**

The Starfish Story

An old man was walking on the beach one morning after a storm. In the distance, he could see someone moving like a dancer. As he came closer, he saw that it was a young woman picking up starfish and gently throwing them into the ocean. “Young lady, why are you throwing starfish into the ocean?”

“The sun is up, and the tide is going out, and if I do not throw them in they will die,” she said.

“But young lady, do you not realize that there are many miles of beach and thousands of starfish? You cannot possibly make a difference.”

The young woman listened politely, then bent down, picked up another starfish and threw it into the sea.

“It made a difference for that one.”

~Adapted from the original by Loren Eiseley

LIFE'S A DANCE

- Students may return/continue all throughout their educational journey
- Some are on their 3rd and 4th year volunteering
- Several now in college return as able during school breaks
- Several have been hired as Employees
- Several hired as Employees that we are now sponsoring in Nursing Programs
- We also give students hospital tours and our Sim Lab is great with setting up Sim Events for them
- Participate in Numerous Career Fair Events at Various Schools

Kaweah Care Physician Engagement

March 3, 2026



kaweahhealth.org



Areas of Focus

- **Workspace Enhancements**
- **KDHub Optimization**
- **Physician Engagement Survey**
- **Onboarding and Mentoring Medical Staff**
- **Resident Retention**

Workspace Enhancement

Surgery Locker Room Remodel	Renovation and Expansion of Surgeon Locker Rooms and Surgeon Lounge	Project Status <ul style="list-style-type: none">• Design: Complete• Construction: Pending State Approval
Medical Staff Lounge Restructure	Remodel and Expand Physician Lounge: Work Area / Lounge / Dining	Project Status <ul style="list-style-type: none">• Design: Complete• Construction: Pending State Approval
Medical Resource Center Expansion	Update/Reconfigure Existing Resource Center Create Dedicated GME Space	Project Status <ul style="list-style-type: none">• Design: Complete• Construction: Project Approved

KDHub Optimization

CernerConnect Messaging	<ul style="list-style-type: none">• Critical Result Communication: Radiology & Emergency Department<ul style="list-style-type: none">• Leah's team is continuing to work with Dr. Talley, Radiologist, Renee Lauck, and emergency department leaders. Piloting an icon that opens both FirstNet and Connect Messenger.
Physician Orders	<p>Cardiac Rehab Referral Electronic order: Complete</p> <p><u>February Updates</u></p> <ul style="list-style-type: none">• ANES OB Patient Controlled Epidural Analgesia (PCEA) – Addition of Ropivacaine only PCEA for patients that are Fentanyl intolerant• AMB URO Indwelling Urinary Catheter Care PowerPlan• OB Triage Acute and OB Prenatal Panel PowerPlan Updates• KH Infusion Ocrevus Order set updates• CSU PowerPlan optimizations <p><u>Planned March Updates</u></p> <ul style="list-style-type: none">• Bowel Regimen Protocol for MedSurg units• MED Hypercalcemia Treatment PowerPlan• MED Vasoactive Non-Titrating Drips PowerPlan• Acetylcysteine (NAC) PowerPlans to match our local poison control protocols<ul style="list-style-type: none">• Acetylcysteine (NAC) for Acetaminophen Toxicity ADULT• Acetylcysteine (NAC) for Acetaminophen Toxicity PEDIATRIC• Acetylcysteine (NAC) for Hepatic Failure NOT due to Acetaminophen Toxicity

KDHub Optimization

Ambulatory	<ul style="list-style-type: none">• ARUP Electronic Orders going live March 2026: Cardiomyopathy and Arrhythmia Panel, Spinal Muscular Atrophy and Hemoglobin Evaluation with Reflex to Electrophoresis and/or RBC Solubility.• AI Rollout complete for Ambulatory and Urgent Cares, all new physicians or specialty physicians working prn will continue to be set up.• AI Pilot in the Emergency Department started February 2026, group of Advanced Practice Providers and Attendings.• Diabetic Foot Exam – Complete
Ambulatory	<ul style="list-style-type: none">• Dragon Dictation Microphones added to non-tap in go computers in the Cath Lab, 3W physician dictation rooms, and Cath Lab physician dictation room. - Complete• Computers in Cath Lab dedicated to physician use only updated to most current, replaced monitors outside of each cath lab room as needed. – In progress• Computers in physician dictation on 3W and Cath Lab updated to most current, monitors standardized and updated as needed. – In progress
Physician Documentation	<ul style="list-style-type: none">• Consent updates for patients who decline blood transfusions-2026• Consent updates for OB patients who decline blood transfusions-2026• New H&P Template for Trauma Surgery and Surgery Hospitalist – Completed January 2026• Brief Post Cardiac Cath Note optimizations – Completed January 2026• Optimizations for OB H&P to include induction safety check – Tentative April 2026• H&P and Post Procedure Templates for Interventional Radiology – Go live March 2026• Electronic whiteboard added to Cardiology View – Go live March 2026

Physician Engagement

Communication	OPPORTUNITIES <ul style="list-style-type: none">• Communication between physicians, nurses, and other medical personnel is good in this organization.• Communication between units/departments is effective in this organization.• Hospital administration is responsive to feedback from physicians.• I can easily communicate any ideas and/or concerns I may have to hospital administration.	Medical Staff Communication <ul style="list-style-type: none">• Dr. Randolph is committed to being available and accessible to the Kaweah Health workforce• A flyer is being designed with a QR code that links to Dr. Randolphs contact information Executive Team Communication <ul style="list-style-type: none">• CEO, CNO & COO Department Updates Quarterly Medical Staff Meeting <ul style="list-style-type: none">• Assist with Department Chairs with Updates
Quality	OPPORTUNITIES <ul style="list-style-type: none">• Kaweah Health provides high-quality care and service• Kaweah Health makes every effort to deliver safe, error-free care to patients• Kaweah Health cares about quality improvement	Department Quality Priorities <ul style="list-style-type: none">• Medical Staff Office to assist Departments in identifying Department Goals and Objectives• Develop Metrics and Standard Reports

Onboarding & Mentoring

Onboarding	<p>Optimize Recruitment to Active Staff Process</p> <ul style="list-style-type: none">• Coordinate Process across Stakeholders<ul style="list-style-type: none">• Recruitment• Medical Staff Services• Contracting• ISS <p>Goal: Reduce Onboarding Time</p>	<p>Streamline Application process</p> <ul style="list-style-type: none">• 5 question survey to new medical staff regarding their onboarding experience
Mentoring	<p>Provide Health System Education & Training</p> <ul style="list-style-type: none">• Regulatory Requirements• Medical Staff Policies• ISS – Cerner Training <p>Support Physician Orientation</p> <ul style="list-style-type: none">• Utilize established physicians for practice guidance• Provide support for community introduction <p>Goal: Support physician practice establishment and introduction to Community</p>	<p>Implement Physician Mentoring</p> <ul style="list-style-type: none">• MEC to support the development of an Ambassador/Mentor Program to assist new physicians <p>New Physician Orientation</p> <ul style="list-style-type: none">• Consider Meeting or Dinner• Identify desired content

New Physician Faculty Onboarding

Need

New Surgery faculty as of January

Establish a process for future faculty

Purpose

Set new faculty up for success

Connect them to Kaweah with a positive experience

How

Gathering feedback and suggestions from current faculty

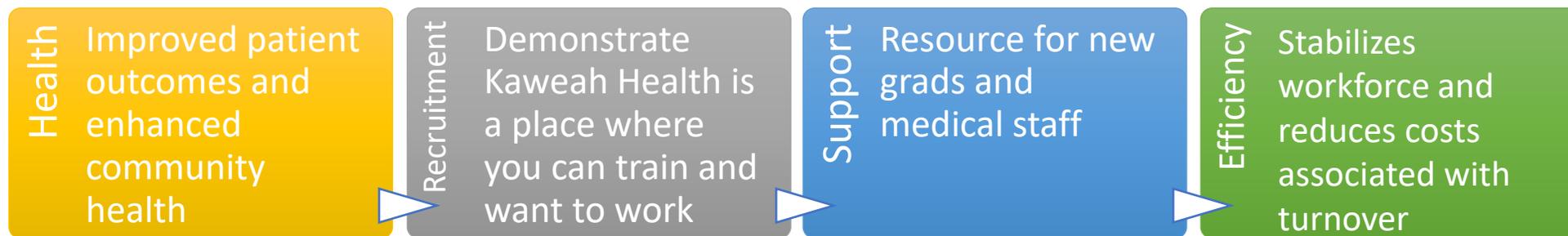
Utilize feedback and other assessments to design plan

Resident Retention

Strategy

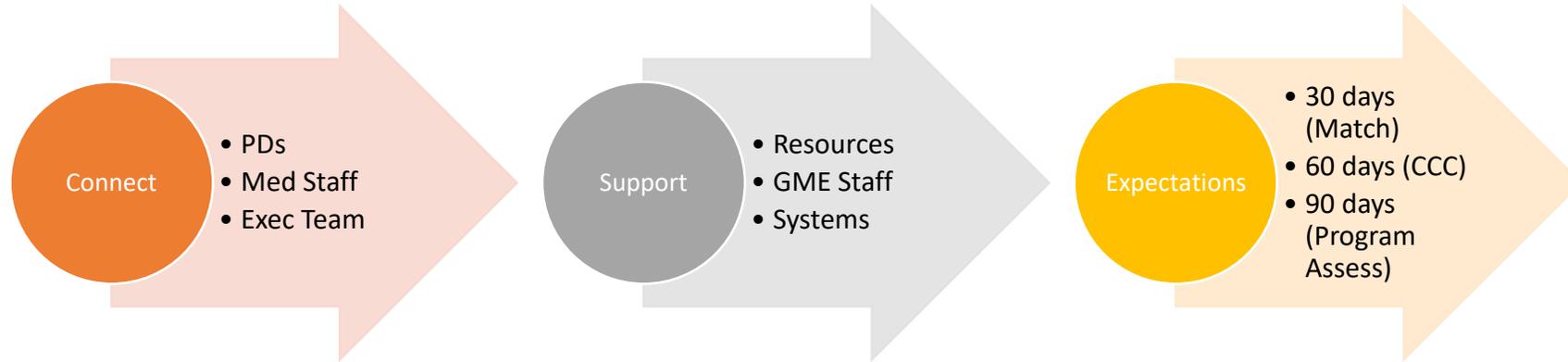


Benefits



Outcomes

Physician Faculty Onboarding



Resident Retention

- Brandy Truong, MD – FM Chief Resident
- Catherine Whitlach, MD – FM Resident Graduate
- Update: Anticipated to sign at KH - 1 Anesthesiology Resident, 1-2 FM Residents, 1 EM Resident
- Some challenges with hybrid in-/out-patient employment model; will need to establish clear options and processes for future graduates