Kaweah Delta Health Care District
Board of Directors Meeting

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

Kaweah Health
MORE THAN MEDICINE. LIFE.

DATE POSTED: October 9, 2026

NOTICE

Date: Tuesday, October 13, 2026 – HR Board Committee Meeting
Location: Kaweah Health Medical Center – 2Tower 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

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	Jonna Schengel • Zone 2	Dean Levitan, MD • Zone 3	David Francis • Zone 4	Armando Murrieta • Zone 5
Board Member	Board Member	Secretary/Treasurer	President	Vice President

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
Dean Levitan, Secretary/Treasurer

Prepared by:

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

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

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 – 2Tower Conference Room
305 W. Acequia, Visalia, CA

Tuesday October 13, 2026 {Committee Meeting}

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OPEN SESSION 4:00 PM

ATTENDING: Directors: Armando (Chair) & David; 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 –** 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 July 2026.
   Recommended to send minutes to the Board of Directors.
4. **MEDICAL STAFF RECRUITMENT**– Overview and discussion of the monthly physician recruitment report.
5. **KAWEAH CARE STEERING COMMITTEE -** Presentation and Engagement Update.
   5.1. **EMPLOYEE ENGAGEMENT AND EXPERIENCE**

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

5.2. **RESIDENT ENGAGEMENT AND EXPERIENCE**
5.3. **PHYSICIAN/PROVIDER ENGAGEMENT AND EXPERIENCE**

6. **FY26 EMPLOYEE ENGAGEMENT SURVEY RESULTS -** Presentation of employee engagement results.
7. **POLICIES-** *Review of Human Resource policies that need revision.*
8. **ADJOURN**

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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 HUMAN RESOURCES COMMITTEE MINUTES

Tuesday July 28, 2026
Kaweah Health Medical Center
305 Acequia Avenue, Executive Office Conference Room

PRESENT: Directors: Jonna Schengel (chair) and Armando Murrieta; Marc Mertz, CEO; Hannah Mitchell, Director of Organizational Development; Sarah Bhode, Manager of Physician Recruitment; Jaime Morales, Director of Talent Acquisition; Brittany Taylor, Director of Human Resources; Paul Stefanacci, MD, Chief Quality and Medical Officer; Kelsie Davis, recording

CALLED TO ORDER – at 4:01pm by Jonna Schengel

PUBLIC PARTICIPATION –None.

MINUTES- Reviewed from May 2026.

MEDICAL STAFF RECRUITMENT – Sarah Bhode gave a verbal updated overview and discussion of the monthly physician recruitment report.

LEADER RECRUITMENT UPDATE- Jaime Morales gave a high-level overview of the current leadership recruitment. 90 leadership changes in one year. Currently sitting at 16 open, 5 directors, 11 managers, one executive CFO is still vacant with the CFO interim filled.

KAWEAH CARE STEERING COMMITTEE- Hannah and Paul Stefancci, MD, reviewed the attached slides on initiatives.

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

ADJOURN – *at 5:09pm by Jonna Schengel*

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Kaweah Care

Physician Engagement Initiatives

Last Updated: September 18, 2026

Current Areas of Focus

- Onboarding
- Mentorship
- Leadership Development
- Technology
- Physical spaces and resources
- Retention of Resident Physicians
- Resident & New Faculty Recruitment

Onboarding

Priority: Streamline the Physician Onboarding Process

Recent Actions:

Contingency Allowance:

- Bylaws Update: Contingent approval of files for KH residents and all applicants approved by Board of Directors August 26, 2026.

Applicant Orientation:

- Meeting with candidates during site visits to discuss credentialing process, review privilege forms, introduce to the office staff, set expectations, and clarify questions.

Application Process Optimization: *Med Staff - Applicant Updates to streamline & simplify*

- Missing information or Incomplete application notifications
- Standard Applicant Updates:
  - File is complete and forwarded for approval
  - Expected Board approval date
  - Notification of Board Approval

**Updates are also provided to one administrative person per applicant*

Mentorship

Priority: Provide support to new physicians to create an atmosphere and culture where they feel welcomed and integrated into the Kaweah Family.
Recent Actions:

Mentorship Program: *Beginning Stage of Development*

Identify Physician Mentors

- Four of eleven Medical Staff Department Chairs have identified Mentors who will assist in onboarding new providers.
- Consideration: Cohort of Mentors
  - Create a group of Physicians, Faculty Leaders, Service Line Leaders and Medical Directors.

Leadership Development

Priority: Provide Leadership training to assist the development of future physician leaders.
Recent Actions:

- **Physician & Hospital Leadership Seminar**
  - Create a leadership-development program aimed at helping current and emerging physician leaders build practical leadership skills.
  - A program designed to help physician leaders become more effective at leading people, making governance decisions, improving quality and safety, managing physician accountability, and navigating organizational complexity.
  - Evaluating Greeley and TeamSTEPPS Options

- **Physician Champion**
  - MEC has identified Dr. Omar Guzman as a physician leader to develop a physician leadership program with the goal of creating a pool of physicians for Department and Medical Staff Executive positions. (Due to launch in 2027)

Technology

Priority: Improve physician experiences related to technology

Recent Actions:

- Oracle Clinical AI Agent Rollout
  - Expansion of ED pilot near completion
  - Hospitalist pilot completed
  - Orders pilot launched (only in ambulatory settings, Dec/Jan inpatient launch), initial results positive

- Cerner messaging usage
  - Meeting held on July 14 with GME Leadership including QI GME team and ISS to review dashboard available
    - Team reviewing data available to determine if resident led QI projects available
  - Dr. Randolph making use mandatory for all physicians as of January 1, 2027

Follow up from 9/1 mtg:

- Tech impact report for 11/3 mtg (AI saving x hours of documentation)
- Message Center app on PHY phones
- Power Chart Touch $ analysis status?

Physical spaces & resources

Resident Lounge

Recent Action

- Casework: **Completed**
- Flooring: 1st week of September
- Storage: Adding wall hooks
- Expected Completion: **October**

Plans developed → State approval → Project assigned & started → Project completed → Space available to physicians

Phase 2

Medical Resource Center Space Refresh

- Additional meeting space
- Add workstations
- Begins after Radiology 5 update (planned November start)

Physical spaces & resources

Medical Staff Lounge

- May 2026 – **pending** new floor plans and renderings
- **Pending** State approval
  - Changes requested by State sent week of 9/1
  - Approval expected by end of September

Plans developed → State approval → Project assigned & started → Project completed → Space available to physicians

Surgery Locker Room

- **Pending** State approval
- Revised plans [not] submitted to State?
- Planned start FY2027

Plans developed → State approval → Project assigned & started → Project completed → Space available to physicians

Resident Retention Academic Year 26-27

Priority: Retain Kaweah Health Residents

Program	Expected Graduates (June 2027)	Potential Graduate Targets	Notes
Anesthesiology	6	0 – as of 8/31/2026	As of Aug. '26, grads pursuing fellowship or undecided
Emergency Medicine	11	3-4	PD has identified 3-4 grads to retain
Family Medicine	7	3	Initial conversations with 3 grads identified by PD; one J1 Visa challenge
Psychiatry	4	None identified as of 8/31/2026	Remains topic in monthly PD mtgs
Surgery	3	0	All pursuing fellowship
Child & Adol Psychiatry	3	None identified as of 8/31/2026	Remains topic in monthly PD mtgs

Retention Priorities:

Align Resident Recruitment with Community Needs & Hospital Growth

- Target residents in much needed specialties: Family Medicine and Anesthesiology

Provide Practice Options: Create multiple employment and practice pathways

Resident & New Faculty Recruitment

Priority: Ensure a Smooth, Positive Recruitment & Onboarding Experience for Residents & Faculty

Recent Actions:

Resident Engagement

- Community Physicians/Private Practice Introductions: Family Medicine
- Spring Didactic: The Application Process
  - Educate residents on Medical Staff Services and Credentialing Process

Recruitment Support & Collaboration

- Recruitment – Medical Staff Monthly Meeting: Opportunities for Residents and new faculty
- GME helps facilitate resident meetings with Recruitment (going on clinic site visits)
- GME rep as admin point of contact for credentialing application needs/updates: Residents and faculty

Contracting Support & Collaboration

- GME assists with faculty contract provisions: Responsibilities, metrics, and deliverables
- GME supports practice modeling: Clinical time and administrative protected time split
- Will pursue LOIs with residents wanting to return to KH after fellowship

Kaweah Health

2026 Employee Engagement Survey Results

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Engagement Impact

Why Engagement Matters

Employee engagement is a strategic lever, not just an HR metric, that drives patient trust, culture, retention, and performance.

Motivation and Satisfaction

A positive employee experience raises day-to-day motivation, morale, and satisfaction.

Retention and Attraction

Strong experiences attract top talent and reduce costly turnover.

Performance and Patient Care

Engaged teams deliver higher productivity, innovation, and better patient outcomes.

Well-being and Teamwork

Support for mental health and collaboration builds a healthier, more resilient workforce.

Participation Rate

Survey period:
June 1 – June 19

- 4,694 Invitations sent
- 3,953 Responses
- 64% Industry average response rate
- 2% NRC average abandonment rate

Comparison to Past Performance (2024)

	% Favorable		
	2026	**2024**	**Change**
Response Rate	84	74	+10
Overall, I am a satisfied employee	79	77	+2
I would recommend *this organization to family and friends who need care	78	79	-1

*2024 survey used *Kaweah Health

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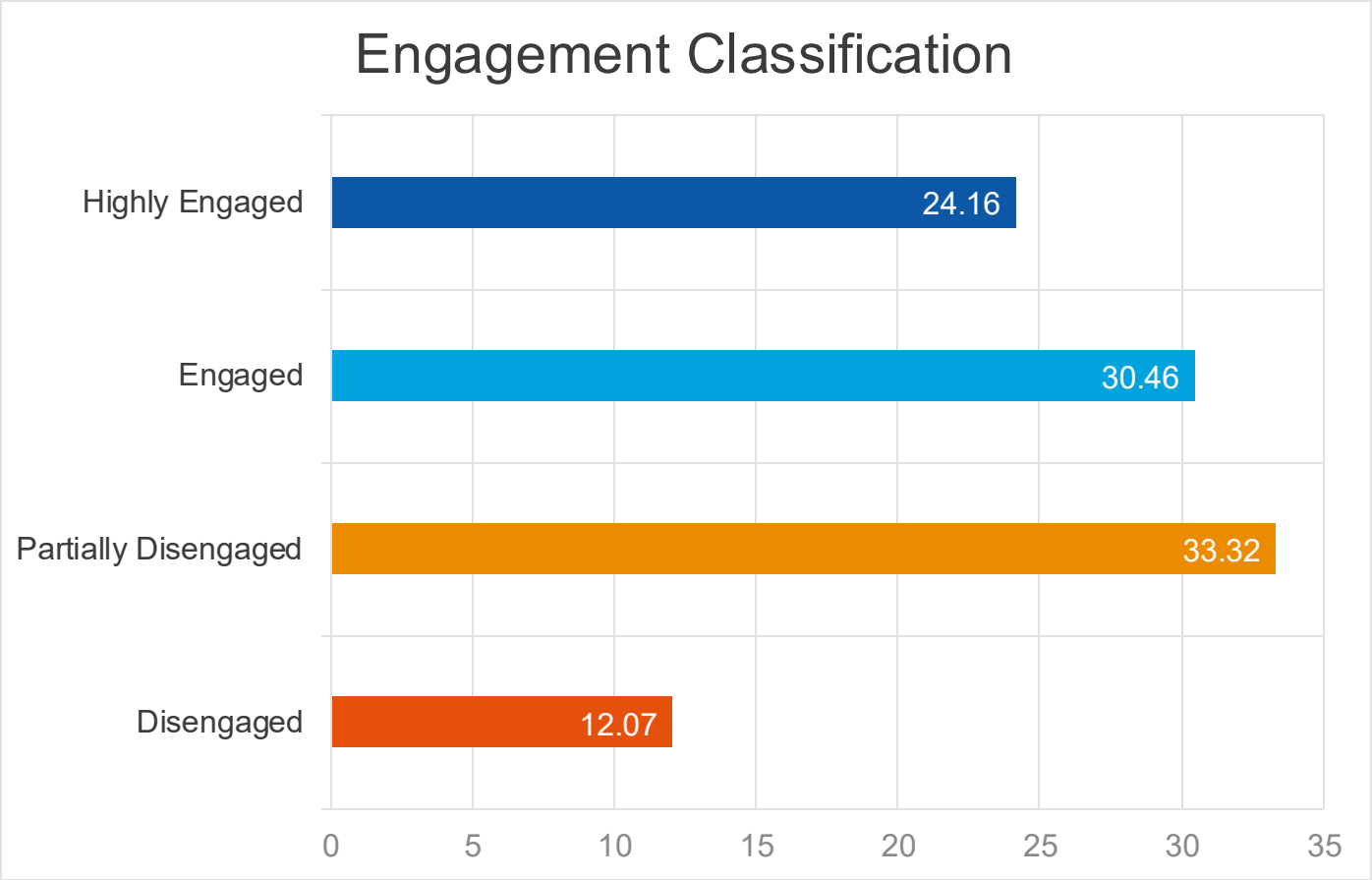
Engagement Landscape

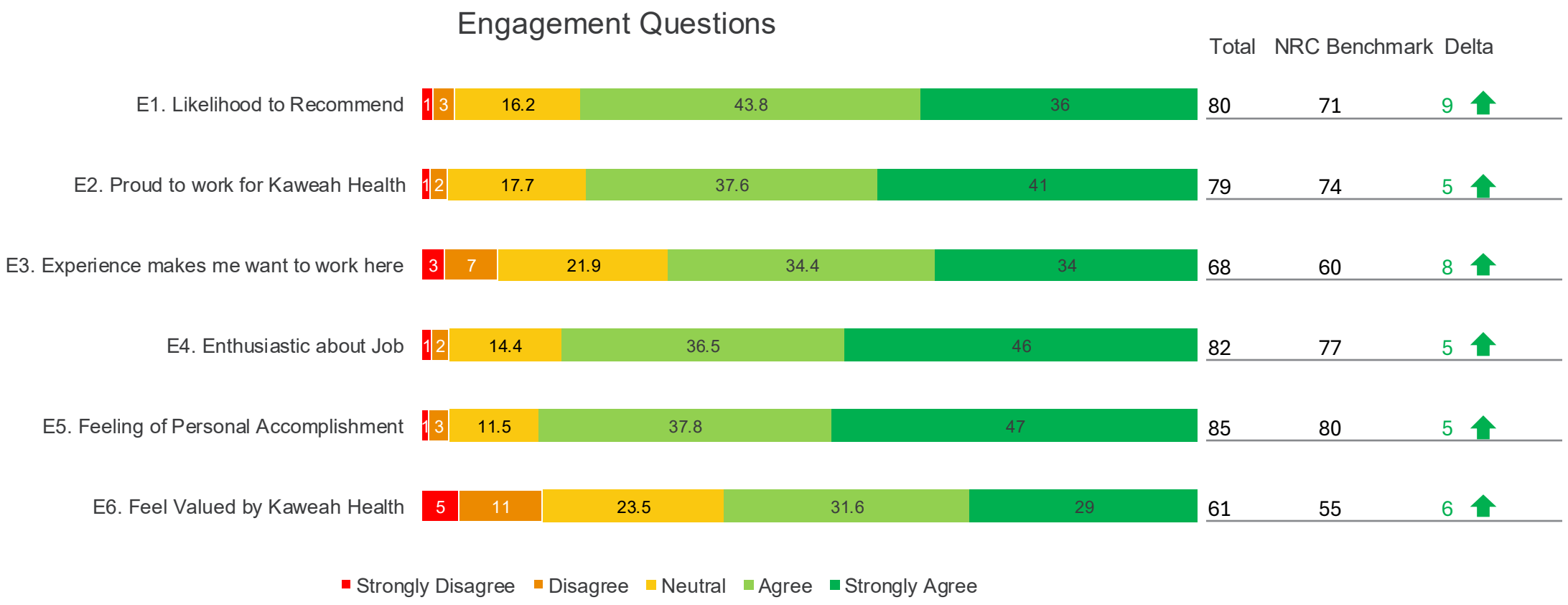


Engagement Classifications

- Highly Engaged: Strongly Agreed (5) with all Engagement items
- Engaged: A combination of Strongly Agreed (5) and Agree (4) with all Engagement items
- Partially Disengaged: A combination of agreement, neutral (3), or limited disagreement
- Disengaged: Strongly Disagree (1) with one or Disagree (2) with two or more Engagement items

Engagement Items

People are committed advocates but don't always feel valued



What we heard

Drivers of Engagement: Strengths and Opportunities

Areas of Strength

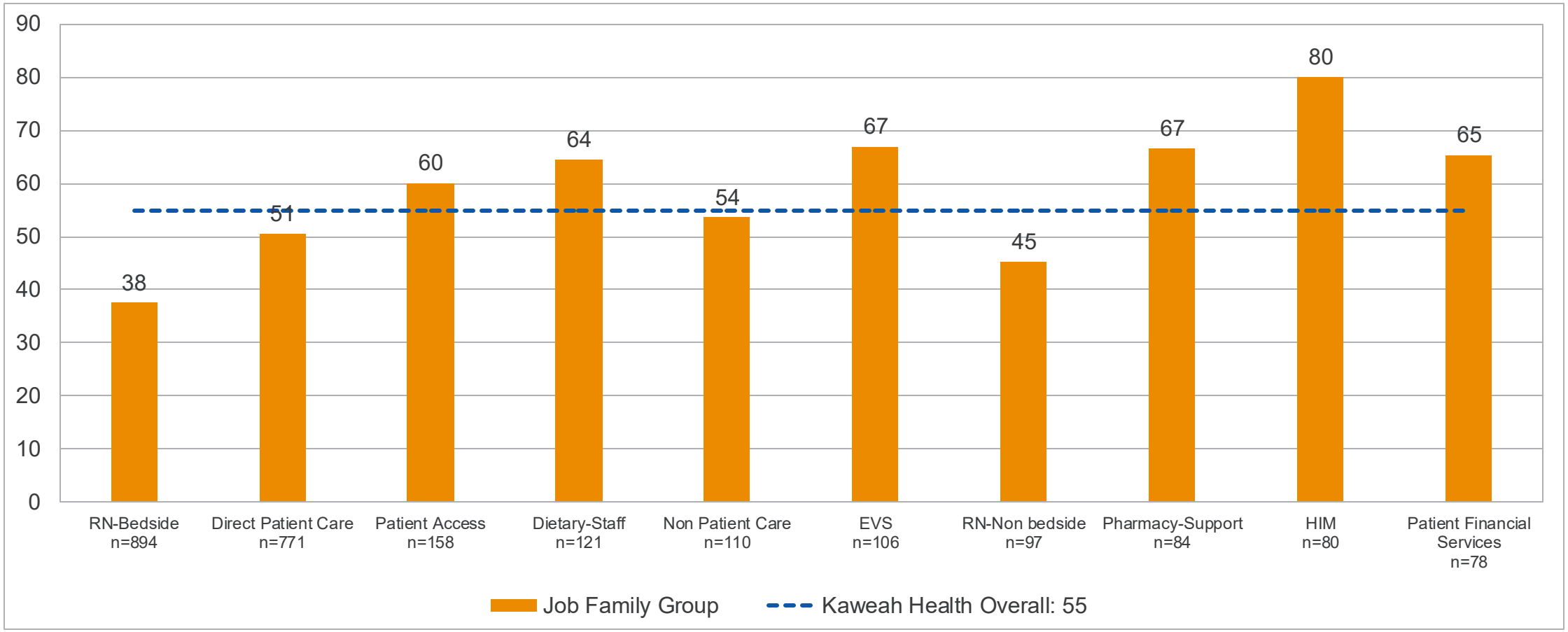
1. I know the Mission Statement of Kaweah Health
2. I like the work I do
3. I have the tools and resources I need to do my job well

Opportunities to Address

1. My input is considered in decisions that affect my work
2. My manager takes action based on employee feedback
3. My manager holds employees accountable for their performance

Engagement by Job Family Groups – Top 10 Volume

Nursing and Direct Patient Care are largest opportunity areas



What Employees Are Saying

65.3% Positive
519 records

49.2% Negative
391 records

16.6% Neutral

1,134 total comments

What Employees Value Most

- Supportive managers and direct leaders
- Teamwork and collaboration
- Meaningful patient care and community impact
- Opportunity to learn, grow, and advance
- Pride in Kaweah Health and its mission

Greatest Opportunities for Improvement

- Compensation, benefits, and retention
- Staffing levels and workload
- Leadership communication, transparency, and involvement
- Leadership stability, accountability, and consistency
- Resources, equipment, and operational support

Strong Foundation, Clear Opportunities

Employee Engagement Insights and Strategic Priorities

01

Response Rate

Response rates indicate a workforce that is connected and willing to provide feedback.

02

Engagement 55

Performing above the benchmark with overall High Engagement, but one-third are “on the fence.”

03

Strengths

Advocacy & Commitment: Employees show strong pride, mission connection, and enthusiasm for their work.

04

Opportunities

Feedback to Action: Employees are looking for clearer evidence that their feedback informs decisions, drives improvement priorities, and results in visible action through communication, accountability, and closed-loop follow-up.

05

Top Drivers of Engagement

- Input in Decision Making
- Leader Accountability and Communication

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Theme 1: Leader Visibility

Leader Visibility Shapes Trust in Decisions

Employees are seeking a stronger connection to the senior leaders

68

Experience makes me want to work here

- 58 for Nursing/Direct Patient Care

Leader Visibility

Employees want more direct engagement from leaders through executive and director rounding, presence during change, and a stronger grasp of frontline realities. Many view visibility as a key driver of trust and confidence in decisions.

Employee Perceptions

Leaders seen as less present on units and in clinics, with limited rounding and reach.

Theme 2: Input Into Decisions

Employees Want a Voice Before Decisions Are Final

Employees want to feel valued and considered

61

Feel valued by Kaweah Health

- 51 for Nursing/Direct Patient Care

70

My input is considered in decisions

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Input in Decision Making

Employees want a stronger voice in decisions that affect their work. Changes are often perceived as made for employees rather than with them. Teams are seeking earlier involvement, clearer rationale, and visible evidence that feedback influences action.

Employee Perceptions

Workflow and scheduling changes announced after decisions were already final.

Theme 3: Accountability

Consistent Accountability Builds Trust and Morale

Employees are seeking consistency and ownership

74

Manager holds employees accountable

- 71 for Nursing/Direct Patient Care

73

Manager takes action on feedback

- 69 for Nursing/Direct Patient Care

Accountability

Accountability emerged as a trust-building opportunity. Employees want greater consistency in how expectations, policies, and behavioral standards are applied, with stronger follow-through on concerns and visible ownership at all levels.

Employee Perceptions

Concerns raised repeatedly to leadership with limited follow-through or ownership. Uneven policy enforcement, workload, and professionalism.

Actions

Recommended enterprise priorities

Priority	Owner group	Leadership behavior
Increase visible leadership listening	Executive team, Senior leaders	Be present where work happens and listen. Weekly executive rounding.
Close the loop on employee voice	Executive team, HR and Organizational Development	Visibly connect decisions and actions back to employee feedback. Enterprise message, then leader cascade.
Strengthen manager follow-through	Senior leaders, directors, managers	Ask, listen, act, follow up. Monthly review of workgroup actions. Share insights at staff meetings.
Focus frontline voice where care happens	Operations, nursing, patient experience, HR and OD	Use frontline input to remove barriers affecting the care experience. Targeted rounding and escalation.

Kaweah Care

Employee Engagement & Experience

September 2026 Update

Mission, Vision, and Kaweah Care Communication

- September/October
  - Employee Engagement Survey Recap and Org Action Planning
- January/February
  - Executive Rounding
- April/May
  - Kaweah Care Video Remake

Employee Engagement & Experience – FY27 Recap

- 7/1 - 7/4: Red, White, and Blue Dress Up with Compass Gallery
- 7/1: “Pursuit of Healthiness” Compass Activity launched
- 7/24: Back to School Drive Kickoff
- 8/6: Last Day for Back to School Drive
- 8/7: Schwartz Rounds - The Hero I Clock In With
- 8/21: Kaweah Health Rawhide Night

Employee Engagement & Experience – Sept & Oct

- 9/2: “Pursuit of Healthiness” Compass Activity Winner Announced
- 9/18: Kaweah Health Family Night at ImagineU Children's Museum
- 10/1 - 10/31: Pink Wednesdays for Breast Cancer Awareness
- 10/2: Schwartz Rounds - *The Healing Power of Art*
- 10/7: Emerging Leaders Cohort 10 Kickoff
- 10/30: Halloween Festival, Pumpkin Decorating Contest, and ET Rounding with Candy
- Ongoing Opportunities and Programs Include
  - Pink Wednesdays, Employee Huddles, World-Class Employee and Team of the Month, Kaweah Care Recognitions, JWD Funds, Kaweah Compass Activities and Team Recognition Week Emails, Service Awards, Retirement Recognitions, Kaweah Shares, Emergency Relief, Jersey Fridays, Food Trucks and Farmers’ Market, Pet Therapy, Self-Care Calendars, KEEP, and More

Observances & Recognition Days – Sept & Oct

September		
Month-Long Observances	**Week-Long Observances**	**Day Observances**
Baby Safety Month	National Suicide Prevention Week (9/6-9/12)	Labor Day (9/7)
Sepsis Awareness Month	Vascular Nurses Week (9/6-9/12)	World Sexual Health Day (9/4)
Healthy Aging Month	Finance Appreciation Week (9/7-9/11)	Pediatric Hematology/Oncology Nurse's Day (9/8)
Childhood Cancer Awareness Month	National Assisted Living Week (9/13-9/19)	World Fetal Alcohol Syndrome Awareness Day (9/9)
Pain Awareness Month	Neonatal Nurse's Week (9/13-9/18)	National Suicide Prevention Day (9/10)
Chronic Care Management and Specialty Pharmacy Awareness Month	Environmental Services Week (9/13-9/19)	Patriot Day (9/11)
Pulmonary Fibrosis Awareness Month	Nursing Professional Development Week (9/14-9/18)	World Sepsis Day (9/13)
Prostate Cancer Awareness Month	National Rehabilitation Awareness Week (9/14-9/18)	National Celiac Disease Awareness Day (9/13)
National Food Safety Education Month	National Construction Appreciation Week (9/20-9/26)	National Physician Suicide Awareness Day (9/17)
Drug-Free Pain Management Awareness Month	National Advanced Practice Provider Week (9/21-9/25)	National Concussion Awareness Day (9/18)
Newborn Screening Awareness Month	Falls Prevention Awareness Week (9/21-9/25)	National HIV/AIDS and Aging Awareness Day (9/18)
National Suicide Prevention Month	Surgical Technologist Week (9/20-9/26)	World Alzheimer's Day (9/21)
Blood Cancer Awareness Month		National Women's Health and Fitness Day (9/30)
National Recovery Month		Mesothelioma Awareness Day (9/26)
National Cholesterol Education Month		World Heart Day (9/29)
Thyroid Cancer Awareness Month		
Gynecologic Cancer Awareness Month		

October		
Month-Long Observances	**Week-Long Observances**	**Day Observances**
National Chiropractic Health Month	Healthcare Foodservice Workers Week (10/4-10/10)	National Depression Screening Day (10/8)
Health Literacy Month	National Healthcare Supply Chain Week (10/4-10/10)	World Mental Health Day (10/10)
Medical Ultrasound Awareness Month	Mental Illness Awareness Week (10/4-10/10)	World Arthritis Day (10/12)
National Physical Therapy Month	National Midwifery Week (10/4-10/10)	International Stuttering Awareness Day (10/22)
Domestic Violence Awareness Month	National Physician Assistant Week (10/6-10/12)	National Internal Medicine Day (10/28)
Patient-Centered Care Awareness Month	Emergency Nurses Week (10/10-10/16)	World Psoriasis Day (10/29)
Liver Awareness Month	Healthcare Security and Safety Week (10/11-10/17)	International Orthopedic Nurses Day (10/30)
ADHD Awareness Month	Sterile Processing Week (10/11-10/17)	Halloween (10/31)
SIDS Awareness Month	National Case Management Week (10/11-10/17)	
SIDS, Pregnancy and Infant Loss Awareness Month	National Dialysis Technician Recognition Week (10/12-10/16)	
National Substance Abuse Prevention Month	Healthcare Quality Week (10/18-10/24)	
American Pharmacists Month	National Pharmacy Week (10/18-10/24)	
National Breast Cancer Awareness Month	Spiritual Care Week (10/18-10/24)	
National Disability Employment Awareness Month	Respiratory Care Week (10/18-10/24)	
	International Infection Prevention Week (10/18-10/24)	
	Senior Care Pharmacist Week (10/19-10/25)	
	Red Ribbon Week (10/23-10/31)	
	National Health Care Facilities and Engineering Week (10/25-10/31)	

- Quarterly email with the calendar year from Ariana Jasso
- Team writeups to Marketing for inclusion on Kaweah Compass
- Include OD on JWD approvals for tracking
- Code expenses to 8880 - Job Well Done
- FY27 Allocations and YTD expenses to ET today

Updates on Upcoming Events

- 11/2: Dia de los Muertos
  - Hosted by Palliative/Hospice
  - Committee formed and date locked in
- 11/30: Christmas Parade
  - Employee Connection partnering with GME Street Medicine to decorate van
- 12/7-12/11: Holiday Meal
  - Exploring food trucks
  - Employee Connection Committee voting on gifts
- 1/19: Service Awards Luncheon
  - Updating audience to include 20+ milestone awardees, a guest, and their manager

Employee Engagement Survey - NRC Key Takeaways

01

Response Rate

Response rates indicate a workforce that is connected and willing to provide feedback.

02

Engagement 55

Performing above the benchmark with overall High Engagement, but one-third are "on the fence."

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Strengths

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Top Drivers of Engagement

- Input in Decision Making
- Leader Accountability and Communication

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Theme 1: Leader Visibility

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Employee Engagement Survey - NRC Key Takeaways

Recommended enterprise priorities

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Employee Engagement Survey - NRC Key Takeaways

What Health Systems Are Doing to Improve Leadership Communication

Explaining the "Why," Inviting Questions and Difficult Topics, Acknowledging Uncertainty, and Demonstrating "You Said, We Did"

Health System	Key Action(s)	What They Did	Impact
Mayo Clinic	Ask Mayo Forums & Leadership Town Halls	• Senior leaders host open forums for questions before and during sessions. • Address difficult topics and explain organizational decisions with rounding.	Increased visibility of leadership and helped employees understand the rationale behind major decisions.
Cleveland Clinic	Caregiver Forums & Executive Rounding	• Executives hold caregiver forums and leadership rounding. • Discuss concerns openly and provide updates on actions taken.	Reinforced trust by demonstrating that leaders listen, respond, and communicate progress.
Northwell Health	CEO Video Updates & Two-Way Communication	• Leadership shares frequent video updates, rounding, virtual town halls, and Q&A. • Explains strategy, operational changes, and challenges.	Improved understanding of organizational priorities and increased perceptions of transparency.
Intermountain Health	Shared Governance & Decision Communication	• Clinicians participate in councils and committees. • Leaders communicate not only decisions, but how employee input influenced outcomes.	Employees gain greater visibility into how decisions are made and why.
Virginia Mason	Daily Management & Visual Transparency	• Metrics, priorities, and challenges discussed in daily huddles and management systems. • Leaders communicate problems and progress in real time.	Creates a culture where information is shared openly rather than filtered through hierarchy.

Employee Engagement Survey - NRC Key Takeaways

Accountability Structure

Frequency	Activity	Recommended Participants
Shift Change	Unit/Dept Huddle	Nursing Leaders, Ancillary Leaders, Support Leaders
Daily	Safety Huddle	C-suite, All Department Level Leaders
Daily	Afternoon Sync	CEO, CNO, CMO, COO, Department Level Leaders
Weekly	SLT	C-suite
Weekly	All Hands	C-suite, PX Team, Department Leaders
Monthly	Steering Committee	CEO, CNO, CMO, COO, Department Leaders

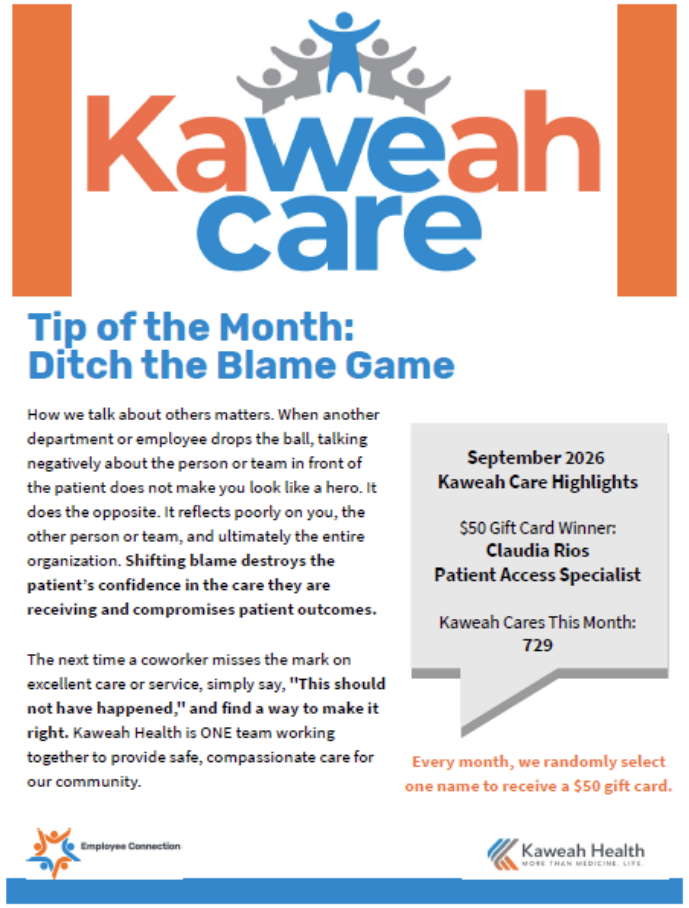
Employee Engagement Survey - Next Steps

- Create workgroup stoplight report tracker and pull key themes
- NRC follow-up items and deck to ET (as soon as available)
- PX/EX Crosswalk to ET (as soon as available)
- Finalize organization-level action plan and IE Strategic Plan tactics
- Low scoring/response rate workgroups present action plans at ET (September/October)
- NYCU on survey/results recap organization-level action plan and Present to the BOD (September/October)
- NRC site visit in October
- Stoplight Report check-in(s): January 2027 and May 2027
- Work with Q&PS on score crosswalk following safety survey (slated March 2027)

Leader Expectations and Communication

- Different methods of setting expectations and communication divisionally
- Cascading with different levels of leadership, employees, and physicians
- Discussion started around current state within ET in May
- Aligns with opportunities identified from the Employee Engagement Survey
- Goal is to hardwire best practices to improve consistency and accountability
- Key considerations include audience, frequency, topics, and structure

Kaweah Care Tip of the Month


Kaweah care

Tip of the Month:
Ditch the Blame Game

How we talk about others matters. When another department or employee drops the ball, talking negatively about the person or team in front of the patient does not make you look like a hero. It does the opposite. It reflects poorly on you, the other person or team, and ultimately the entire organization. **Shifting blame destroys the patient's confidence in the care they are receiving and compromises patient outcomes.**

The next time a coworker misses the mark on excellent care or service, simply say, **"This should not have happened," and find a way to make it right.** Kaweah Health is ONE team working together to provide safe, compassionate care for our community.

September 2026
Kaweah Care Highlights

$50 Gift Card Winner:
Claudia Rios
Patient Access Specialist

Kaweah Cares This Month:
729

Every month, we randomly select one name to receive a $50 gift card.

Employee Connection

Kaweah Health
MORE THAN MEDICINE. LIFE.

- Monthly publication with winner and tips
- All employee email and Communication Boards
- Mindful of the small things that make a big impact
- Focus on Kaweah Care and Behavioral Standards topics/tips
  - Every person, every time
  - Teamwork makes the dream work
  - Small acts of kindness
  - Answering the phone
  - Managing up
  - Service recovery
  - Keeping our space looking its best
- Have a topic/tip you think we should feature? Let us know!

KHU Scholars Program

- Free, self-paced, curated learning paths in Workday
- Earn a KHU certificate
- 43 KHU Scholars Programs available
  - Search LRN: KHU in Workday for the full list
- New for September (7 IT Certification Prep Programs)
  - Citrix
  - Cisco CCNA
  - Cisco CCNP
  - Microsoft 365 Administrator Exam MS-102
  - Microsoft Security Operations Analyst Associate Exam SC 200
  - Certified Information Systems Security Professional
  - CompTIA Security+ (Exam SY0-701)