



April 02, 2021

## NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Human Resources Committee meeting at 3:00PM on Thursday April 8, 2021 in the Kaweah Delta Support Services Building Emerald Conference Room 520 West Mineral King Avenue, Visalia, CA / GoTo Meeting <https://global.gotomeeting.com/join/200317405> Via phone - 571-317-3122  
Access Code: 200-317-405

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.

Due to COVID 19 visitor restrictions to the Medical Center - the disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Delta Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: [cmoccio@kdhcd.org](mailto:cmoccio@kdhcd.org) or may be located on the Kaweah Delta Health Care District web page <http://www.kaweahdelta.org>.

KAWEAH DELTA HEALTH CARE DISTRICT  
Garth Gipson, Secretary/Treasurer

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

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**

Thursday, April 08, 2021

Kaweah Delta Support Services Building Emerald Conference Room

520 West Mineral King Avenue., Visalia, CA 93291

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

<https://global.gotomeeting.com/join/200317405>

Via phone - 1 (571) 317-3122 / Access Code: 200-317-405

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

## **OPEN MEETING – 3:00 PM**

**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 Chief Human Resources Officer*
  - a) [Employee Connection Update](#)
  - b) [Executive Development-American College of Healthcare Executives Self-Assessment Follow-up](#)
  - c) [Leadership Presentation](#)- PowerPoint/Video
    - i. Employee Engagement Survey and Provider Engagement Survey-May 2021

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Mike Olmos – Zone I  
Board Member

Lynn Havard Mirviss – Zone II  
Vice President

Garth Gipson – Zone III  
Secretary/Treasurer

David Francis – Zone IV  
President

Ambar Rodriguez – Zone V  
Board Member

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

- ii. Phone Etiquette Program
- iii. Staff Development Ideas from Leaders-Survey Monkey
- iv. Leadership Tools
- v. LinkedIn Learning
- vi. Just Culture-Video

3) **Policies**- Discuss changes to current policies-*Dianne Cox, VP Chief Human Resources Officer*

- a) [HR.03 Just Culture](#) {revised}

**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.*

**Kaweah Delta Physician Recruitment and Relations  
Medical Staff Recruitment Report - March 2021**

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

Date prepared: 3/18/2021

<b>Central Valley Critical Care Medicine</b>	
Intensivist	1

<b>Delta Doctors Inc.</b>	
OB/Gyn	1

<b>Kaweah Delta Faculty Medical Group</b>	
Family Medicine Associate Program Director	1
Family Medicine Core Faculty	2

<b>Key Medical Associates</b>	
Internal Medicine/Family Medicine	2

<b>Oak Creek Anesthesia</b>	
General Anesthesia	3
Certified Registered Nurse Anesthetist	3

<b>Other Recruitment</b>	
Neurology	1
Orthopedic Surgery (Trauma)	1

<b>Valley Children's Health Care</b>	
Maternal Fetal Medicine	2

<b>Visalia Medical Clinic (Kaweah Delta Medical Foundation)</b>	
Dermatology	2
Family Medicine	4
Internal Medicine	1
Gastroenterology	2
Orthopedic Surgery (Hand)	1
Otolaryngology	2
Radiology - Diagnostic	1
Rheumatology	1
Urology	3
Urology - Advanced Practice Provider	1

### Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Colorectal Surgery	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Ota, M.D.	Kyle	08/21	Current KD General Surgery resident	Offer accepted; Start Date: 8/2/2021
Diagnostic Radiology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Bombard, M.D.	Tatyana	TBD	Curative -3/8/21	Currently under review
Diagnostic Radiology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Dalle, D.O.	John	TBD	Merritt Hawkins - 2/26/21	Site Visit: 4/1/21
Diagnostic Radiology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Murillo, M.D.	Horacio	TBD	Merritt Hawkins - 3/4/21	Currently under review
Dermatology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Chu, M.D.	Thomas	08/21	Curative - 2/24/21	Site visit pending dates
Family Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Hsueh, D.O.	Marion	09/21	Direct referral	Site Visit: 3/23/21
Family Medicine	Key Medical Associates	Fernandez, M.D.	Rogelio	04/21	Direct referral	Offer accepted; Start Date: 4/2021
Family Medicine	Visalia Family Practice	Suleymanova, M.D.	Violetta	TBD	Direct -4/21/20 UCSF Fresno Career Fair	Offer accepted; Start Date: 4/19/21
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: 2/25/21
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Bassali, M.D.	Mariam	08/21	Referred by Dr. Martinez - 10/14/20	Site Visit: 3/10/21
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Demirchyan, M.D.	Daniel	08/21	MDStaffers - 1/29/20	Currently under review
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Mora-Roman Jr., MD	Ruben	08/21	Direct Referral - Dr. Rafael Martinez	Site Visit: 2/17/21

### Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Gastroenterology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Qaseem, M.D.	Tahir	09/21	Curative - 1/22/21	2nd Virtual meeting pending
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
Hospitalist	Central Valley Critical Care Medicine	Reed, M.D.	Jennifer	08/21	Vista Staffing - 1/18/21	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	Chand, M.D.	Sudham	TBD	PracticeMatch - 2/5/21	Site visit pending dates
Intensivist	Central Valley Critical Care Medicine	Hansen, M.D.	Diana	TBD	Vista Staffing - 2/25/21	Offer extended
Intensivist	Central Valley Critical Care Medicine	Jenkins, M.D.	Eric	06/21	PracticeLink - 2/5/21	Currently under review
Intensivist	Central Valley Critical Care Medicine	Moore, M.D.	Justin	08/21	Vista Staffing - 2/18/21	Currently under review
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: 3/12/21; Offer pending
Otolaryngology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Nguyen, D.O.	Cang	07/22	Curative - 3/15/21	Currently under review
Palliative Medicine	Independent	Grandhe, M.D.	Sundeep	08/21	Direct -12/7/20	Virtual Interview: 12/28/20; Offer accepted; Start Date: 9/1/21
Rheumatology	Key Medical Associates	Alkhairi, MBBS	Baker	08/22	Enterprise Medical Recruiting - 2/12/21	Currently under review
Urology APP	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Dhanora	Kirat	06/21	Direct	Virtual Interview: 3/17/21; Offer pending
Urology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Patel, M.D.	Neil	06/21	Los Angeles Career MD Fair 9/14/19	Site Visit: 9/25/20; Part-Time; Tentative Start Date: 6/01/2021

# *Celebration of Life Memorial Dedication*



**APRIL 21, 2021**

**Kaweah Park - 10AM**

Please join us as we unveil a Memorial Dedication in honor of those who've lost their lives during employment 2018-Present.

The names of those whom have passed will be read aloud followed by a moment of silence.

**Hosted by Gary Herbst**

Chief Executive Officer

**Kent Mishler**

Director of Chaplain and Volunteer Services

This event will also be streamed live via Kaweah Delta's facebook page.

[facebook.com/kaweahdelta](https://www.facebook.com/kaweahdelta)

*Setting the foundation for success.*

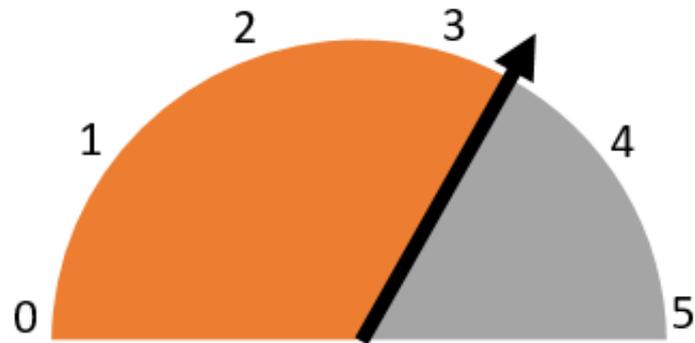
# American College of Healthcare Executive Analysis

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 Kaweah Delta

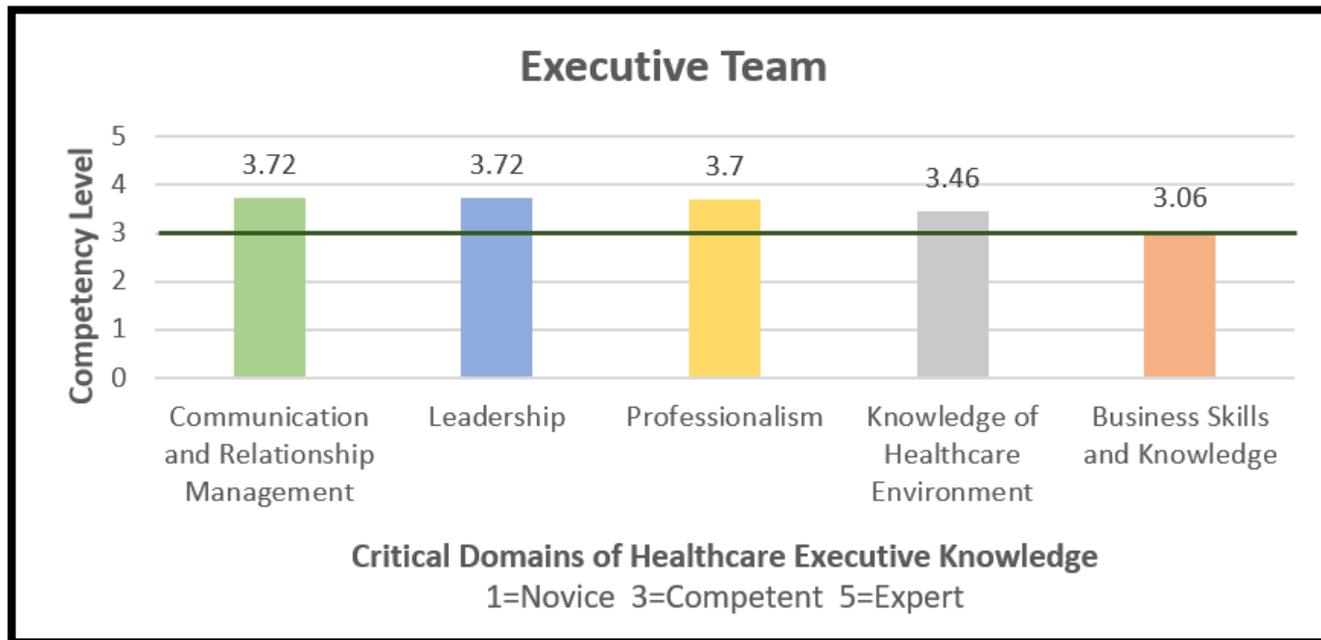
# Aggregate Team

## Team Competency Gauge 3.3



1=Novice 3=Competent 5=Expert

# Aggregate Team





# Ideal Work Environment March 2021

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 Kaweah Delta

# Employee Engagement Survey Goals



# Survey Timeline

Dates	Milestones
March 1	“Snapshot” of workgroups
March 3-12	Director workgroup review
March, April, May	Leadership Team presentations
April 8	Meeting with new directors
May 3	“Coming Soon” campaign kicks off with NYCU
May 24	Survey opens
June 14	Survey closes
July 26	Press Ganey survey results webinar

***More detailed timeline and reminders to come***

# How to Prepare

- Stoplight Reports
  - Has everything been addressed?
  - Red items that could now be moved to green?
- Recognition
  - Individual, team, and organizational accomplishments
- Employee Rounding
  - Builds relationship and provides insight into strengths and opportunities

***Kaweah Care Leadership Tools available to support***

# Phone & Front Desk Etiquette

- 10 minute NetLearning module
- Best practices, scripting, balancing interactions, and assisting upset patients/customers
- Developed for HUC training, but greater opportunity to standardize
- Audience:
  - Module: Focus on phone and front desk duties
  - 1-Pager: Universal
- Can use as part of onboarding, conversation starter with team, etc.

# Staff Development Survey

- Invitation to leaders this week
- Next 10-15 minute staff development module



# Leadership Tools & Programs

[My Dashboards](#) [My Reports](#)

## Dashboards

[Finance OnLine](#) [Mgmt Team](#) [HR OnLine Employee Self Service](#) [HR Applications](#)

[Mgmt Team](#) > [Leadership Tools and Programs](#) +

### Leadership Tools and Programs

Building and sustaining a world-class team requires you to support, encourage, and recognize active participation by all team members while creating a positive work environment. This page provides various resources to support you in leading your team. The Organizational Development department is one such resource that is here to support you.

Raleen Larez, [rvela@kdhcd.org](mailto:rvela@kdhcd.org)  
Christina Johnson, [cenquist@kdhcd.org](mailto:cenquist@kdhcd.org)  
Hannah Mitchell, [hmitchel@kdhcd.org](mailto:hmitchel@kdhcd.org)

### Kaweah Care Leadership Tools

These tools are to support you in role modeling, promoting and leading your department culture to exemplify our Kaweah Care commitment to personal, professional, and compassionate experiences.

- ↓  Kaweah Care Leadership Tools Overview +
- ↓  Service Recovery +
- ↓  Behavioral Standards +
- ↓  Stoplight Reports +
- ↓  Kaweah Care and Job Well Done Funds +
-  Kaweah Care Service Teams Charters +
- ↓  Leaders Rounding on Employees +
- ↓  Recognition Programs +
- ↓  Just Culture +

### NetLearning

- System Requirements +
- ↓ Enrolling Your Staff into a CBL +

### HR Management Orientation

This course provides valuable foundational information to support new leaders in their roles.

- ↓ HR Management Orientation PPT +
- ↓ HR Management Orientation Reference Manual 02.17.21 +
- ↓ Peer Partner Guidelines +
- ↓ Attendance Documentation Form +
- ↓ Healthcare Acronyms and Terms +

### True Colors

True Colors is a model for understanding yourself and others based on your personality temperament. This interactive presentation may be just what you need to build a higher performing team.

-  True Colors Overview +

### LinkedIn Learning

*Leadership and learning are indispensable to each other.*

John F. Kennedy

# LinkedIn Learning

Available April 1, 2021!



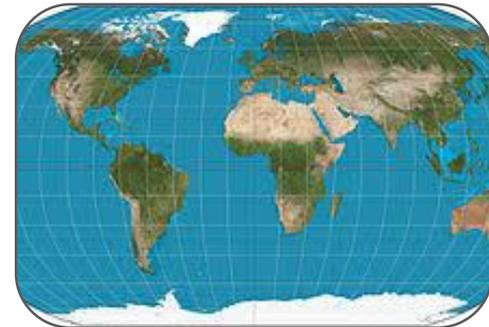
## QUALITY CONTENT

Taught by experts in your field with 35+ new courses a week.



## ANYTIME

View whenever you want.



## ANYWHERE

Access courses from phone, tablet, or computer, at home or work.

# 2021/22 Schedule

COLLECTION	MONTH	CATEGORY	COURSE
LEADERSHIP SELF-MANAGEMENT	April	Managing Change	<i>Preparing Yourself For Change (28 min)</i>
	May	Time Management	<i>Getting Things Done (30 min)</i>
	June	Professional Development	<i>Strategic Thinking (36 min)</i>
INCLUSIVE LEADERSHIP	July	Emotional Intelligence	<i>Developing your Emotional Intelligence (68 min)</i>
	August	Understanding Generational Differences	<i>Managing a Multigenerational Workforce (56 min)</i>
	September	Managing Diverse Workplaces	<i>Inclusive Leadership (60 min)</i>
COMMUNICATION	October	Coaching	<i>Coaching Skills for Leaders and Managers (34 min)</i>
	November	Effective Listening	<i>Effective Listening (64 min)</i>
	December	Difficult Conversations	<i>Having Difficult Conversations: A Guide for Managers (59 min)</i>
DEVELOPING AND LEADING TEAMS	January	Building Teams	<i>Creating Winning Teams (42 min)</i>
	February	Performance Management	<i>Giving and Receiving Feedback (48 min)</i>
	March	Leading Change	<i>Managing Organizational Change for Manager (82 min)</i>

# Managing Expectations

Required courses due by  
end of the month

Courses assigned in  
LinkedIn Learning

All courses in LinkedIn  
Learning are available

Electives list available  
April 1

Access LinkedIn Learning  
from HROnline

LinkedIn Learning best in  
Google Chrome



# Just Culture Organizational Awareness March 2021

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 Kaweah Delta

# Just Culture

A fair and just culture where the organization and individuals share the responsibility for safety and work together in a learning environment to improve both systems and behaviors



# Just Culture Steering Committee

Dianne Cox

Sandy Volchko

Kassie Waters

Raleen Larez

Hannah Mitchell

Teresa Boyce

***Special thanks to this team for all they have done!***

# Our Just Culture Journey

2018	2019	2020	2021
Steering Exploration Committee	Champion Training & Meetings	Midas Integration	Ongoing Leader & Resident Training
Developed Custom Just Culture SAQ Questions	Executive Overview	GME Faculty Training	Resident & Attending Case Review
Residency Just Culture Peer Review Planning	Patient Safety Symposium	Ongoing Leader & Resident Training	Org Awareness - NYCU, Video, Resources
	Scenario Reviews	Resource Reminders	Orientation Integration
	Physician Peer Review Integration	Organizational Awareness Planning	Steering Committee & Champion Meetings
	Patient Safety Committee Overview	Video & Resource Development	Dissemination of Just Review Lessons Learned
	New Leader & Resident Training	Residency Peer Review, Just Review, Launches	
	Just Culture Policy		

# Organizational Awareness

## Your role:

- Introduce and discuss video in staff meetings (March - May)
- Integrate and role model Just Culture

## Your resources:

- Just Culture Video
- Just Culture Video - Leader Guide & Discussion Points
- Just Culture Leader Overview
- Just Culture Organizational Overview
- Just Culture Refresher Webinars (optional)

# Just Culture Commitment Video





Policy Number: HR.03	Date Created: 10/29/2019
Document Owner: Dianne Cox (VP Chief HR Officer)	Date Approved: 11/11/2019
Approvers: Cindy Moccio (Board Clerk/Exec Assist-CEO)	
<b>Just Culture Commitment</b>	

Printed copies are for reference only. Please refer to the electronic copy for the latest version.

**Purpose:**

Kaweah Delta is committed to building, maintaining, and supporting a Just Culture. In a Just Culture, we all share the responsibility for safety, and we work together to improve both our systems and our behaviors. It is a learning environment that encourages and empowers individuals to report errors, risky behaviors, near misses, adverse events, and system issues, including gaps in our processes and unsafe conditions, by treating individuals in a fair and just manner and using the information to identify changes that will improve the safety and quality of care and services we deliver. Just Culture supports our Kaweah Care commitment to personal, professional and compassionate experiences for every person, every time through patient-centered, employee and physician-driven continuous improvement.

**Policy:**

To foster this culture, Kaweah Delta will utilize a fair and systematic approach that balances a non-punitive learning environment with the equally important need for accountability and continuous improvement toward safety goals. This shall include assessing the quality of a choice based on intent toward the action and recognition of risk, evaluating for system contributors that allow or encourage the behavior, and making reasonable efforts to work with physicians, staff, leaders and volunteers to redesign the system or its components to prevent and/or mitigate unintended risks or harm.

Individuals will not be disciplined or retaliated against for reporting an error, risky behavior, near miss, adverse event or system issue. Kaweah Delta's response will be consistent with Just Culture principles, and the disciplinary policy and procedures of Kaweah Delta (refer to policy HR.216 Progressive Discipline). Instead of holding individuals accountable for outcomes that may be outside of their control due to system issues, Kaweah Delta will look at how their actions fit within the core behaviors listed in the following table and respond accordingly to the system and individual.

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- Formatted: Right: 0.22"**
- Deleted:** A Just Culture is one where accountability is balanced fairly between the organization and its staff members.
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- Deleted:** events
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- Deleted:** system problems can be easily reported without retaliation, and are seen as a means to
- Deleted:** system and behavior
- Deleted:** This environment
- Deleted:** will encourage and empower each person to take part in improving the quality of care and services delivered by Kaweah Delta and will
- Deleted:** ¶  
A Just Culture recognizes that adverse events and unanticipated outcomes are often the results of human error or system failures, rather than the result of reckless or intentionally malicious behavior, and that individuals are accountable for their individual actions, but generally not errors or problems in system design.¶
- Formatted: Space Before: 0 pt**
- Deleted: rocedure**
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- Deleted:** unwanted human error or behavioral choices
- Deleted:** identification of system modifications that will prevent recurrence or minimize potential harm.Kaweah Delta will make
- Moved (insertion) [2]**
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Staff
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- Deleted:** Staff will not be held accountable for system flaws over which they have no control.
- Moved up [2]:** Kaweah Delta will make reasonable efforts to work with staff to redesign the system or its components to prevent and/or mitigate unintended risks or harm.¶
- Moved down [1]:** This policy applies anyone working at any Kaweah Delta department or facility including and but not limited to: regular and

CORE BEHAVIORS	RESPONSE TO SYSTEMS AND INDIVIDUALS
<u>Human Error (unintended action or mistake where something else should have been done)</u>	<ul style="list-style-type: none"> <li>• <u>Assess for contributing factors, and redesign the system to prevent and/or mitigate risk (as applicable).</u></li> <li>• <u>Console the individual.</u></li> <li>• <u>Continued human error of a similar nature that has been unresponsive to changes in choices and/or systems may result in additional training, reassignment of tasks, or disciplinary action (as applicable).</u></li> </ul>
<u>At-Risk Behavior (i.e. drift, choice where the risk was not fully recognized or where the choice or is mistakenly believed to be justified)</u>	<ul style="list-style-type: none"> <li>• <u>Assess for contributing factors, and redesign the system to prevent and/or mitigate risk (as applicable).</u></li> <li>• <u>Coach the individual to help them better recognize the risk and the right choice in the future.</u></li> <li>• <u>Continued at-risk behavior of a similar nature that has been unresponsive to coaching and/or system improvements may result in additional training, reassignment of tasks, or disciplinary action (as applicable).</u></li> </ul>
<u>Reckless Behavior (choice to take a substantial and unjustifiable risk)</u>	<ul style="list-style-type: none"> <li>• <u>Assess for contributing factors, and redesign the system to prevent and/or mitigate risk (as applicable).</u></li> <li>• <u>Take immediate steps to stop the individual from engaging in further reckless behavior and consider disciplinary action to strongly discourage this type of choice in the future.</u></li> </ul>

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This policy applies to anyone working at any Kaweah Delta department or facility including but not limited to: regular and contingent employees, physicians, agency staff, volunteers and contract workers.

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This policy does not replace existing organizational policies and procedures related to reporting, responding to, investigating, and documenting any observed or reported errors, near misses, adverse events, complaints or safety/quality concerns.

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The interpretation, administration and monitoring for compliance of this policy shall be the responsibility of operational leadership in conjunction with Human Resources, Quality/Risk leadership and other departments where necessary.

Deleted: The interpretation, administration and monitoring for compliance of this policy shall be the responsibility of operational leadership in conjunction with Human Resources, Quality/Risk leadership and other departments where necessary.¶

¶ This policy does not replace existing organizational policies and procedures related to reporting, responding to, investigating, and documenting an observed or reported errors, near misses, adverse events, complaints, or safety or quality concerns, etc.¶

¶ The table below should be used to help ensure appropriate application of Just Culture principles and aid in determining the right course of action when there has been an error, near miss, adverse event or unexpected outcome, or when a staff member has otherwise not met their obligation to the organization.¶

*"Responsibility for the review and revision of this Policy is assigned to the Vice President of Human Resources. In some cases, such as Employee Benefits Policies, Summary Plan Descriptions and Plan Documents prevail over a policy. In all cases, Kaweah Delta will follow Federal and State Law, as applicable, as well as Regulatory requirements. Policies are subject to change as approved by the Governing Board and will be communicated as approved after each Board Meeting. It is the employee's responsibility to review and understand all Kaweah Delta Policies and Procedures."*

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Just Culture Commitment

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behavioral choices.¶  
Counsel and provide remedial action.¶  
If there is history of similar at-risk behavioral choices by the same individual, add additional remedial actions and/or disciplinary action (as applicable).¶  
Repetitive at-risk behavior may rise to the level or reckless behavior. ...

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