



October 2 2024

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Human Resources Committee meeting at 4:00 PM on October 9, 2024, in the Kaweah Health Medical Center Executive Offices Conference Room – 305 W. Acequia Avenue – Acequia Wing, Visalia, CA.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT
David Francis, Secretary/Treasurer

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

Kelsie Davis
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff

<http://www.kaweahhealth.org>



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

Wednesday, October 9, 2024
Kaweah Health Medical Center
305 W. Acequia Avenue, Executive Office Conference Room (1st Floor)

ATTENDING: Directors: Lynn Havard Mirviss (chair) & Ambar Rodriguez; Gary Herbst, CEO; Keri Noeske, Chief Nursing Officer; Dianne Cox, Chief Human Resources Officer; Brittany Taylor, Director of Human Resources; Raleen Larez, Director of Employee Relations; Hannah Mitchell, Director of Organizational Development; JC Palermo, Director of Physician Recruitment; Amy Shaver, Director of GME; Dr. Paul Stefanacci, Chief Medical Officer/Chief Quality Officer

OPEN MEETING – 4:00 PM

1. **CALL TO ORDER** – *Lynn Havard Mirviss*
2. **PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdiction of the Board are requested to identify themselves at this time.
3. **APPROVAL OF MINUTES**- Approval of August 14, 2024, meeting minutes.
4. **MEDICAL STAFF RECRUITMENT** – Overview and discussion of the monthly physician recruitment report.
JC Palermo, Director of Physician Recruitment/Relations
5. **KAWEAH CARE CULTURE INITIATIVES** – Discuss Kaweah Care Ideal Work Environment, Ideal Practices Environment, and updates relative to current and proposed initiatives.
Dianne Cox, Chief Human Resources Officer
6. **HUMAN RESOURCES POLICIES** – Review of the following Human Resources policies as reviewed and recommended to be presented to the Board for approval:
 - a. **HR.04** Special Pay Practices – Revised
 - b. **HR.70** Meal Periods, Rest Breaks and Breastfeeding, and/or Lactation Accommodation – Revised
 - c. **HR.216** Progressive Discipline- Revised
 - d. **HR.236** Computer and Communication Devices and Social Media Code of Conduct - Revised

7. ADJOURN – *Lynn Havard Mirviss, Committee Chair*

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



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

Wednesday, August 14, 2024
Kaweah Health Medical Center
305 Acequia Avenue, Executive Office Conference Room (1st Floor)

PRESENT: Directors: Lynn Havard Mirviss (chair) & Ambar Rodriguez; Dianne Cox, Chief Human Resources Officer; Brittany Taylor, Director of Human Resources; Raleen Larez, Director of Employee Relations; Hannah Mitchell, Director of Organizational Development; JC Palermo, Director of Physician Recruitment; Paul Stefanacci, M.D., Chief Medical & Quality Officer; Kelsie Davis, recording

CALLED TO ORDER – at 4:03pm by *Director Havard Mirviss*

PUBLIC PARTICIPATION –None.

MINUTES- Approval of minutes by Directors Rodriguez/Lynn.

PHYSICIAN RECRUITMENT – JC gave an updated overview and discussion of the monthly physician recruitment report. He stated that he formed a new committee that will be more intentional and specific in recruiting, offers, locations, etc.

KAWEAH CARE CULTURE INITIATIVES – Hannah reviewed and discuss Kaweah Care Ideal Work Environment, Ideal Practices Environment and updates relative to current and proposed Initiatives which is attached hereto the minutes.

VOLUNTEER SERVICES – Kelly Pierce gave an update on our volunteer services department that is attached and here to the minutes.

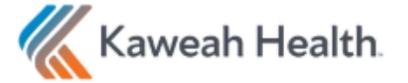
HUMAN RESOURCES POLICIES – Dianne and her team reviewed the following Human Resources policies as reviewed and recommended to be presented to the Board for approval:

- a. HR. 128 Employee Benefits Overview
- b. HR. 197 Dress Code-Professional Appearance Guidelines
- c. HR. 234 PTO, EIB, and Healthy Workplace, Healthy Families

2. ADJOURN – at 4:51pm by *Director Havard Mirviss*

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Board Report - Physician Group Targets - Oct 2024



	Other Recruitment/Group TBD	Delta Doctors	Key Medical Associates	Orthopaedic Associates	Sequoia Cardiology	Oak Creek Anesthesia	Valley ENT	Valley Children's
1	CT Surgery x2	Adult Psychiatry x1	Gastroenterology x1	Orthopedic Surgery (General) x1	EP Cardiology x1	Anesthesia - Cardiac x1	Audiology x1	Maternal Fetal Medicine x2
2	Dermatology x2	Family Medicine x2	Pediatrics x1	Orthopedic Surgery (Hand) x1		Anesthesia - General x1	Otolaryngology x1	Neonatology x1
3	Family Medicine x3		Pulmonology x1					Pediatric Cardiology x1
4	Gastroenterology x2		Rheumatology x1					Pediatric Hospitalist x1
5	General Cardiology x1							
6	Neurology - Outpatient x1							
7	OB/GYN - x2							
8	Pediatrics x1							
9	Pulmonology - Outpatient x1							
10	Urology x3							

Board Report - Physician Recruitment - Oct 2024



	Specialty	Group	Phase	Expected Start Date
1	Cardiothoracic Surgery	TBD	Site Visit	
2	Neonatology	Valley Childrens	Site Visit	
3	OBGYN	TBD	Screening	
4	Anesthesia (Cardiac)	Oak Creek	Screening	
5	Anesthesia (CC)	Oak Creek	Screening	
6	Cardiology (EP)	TBD	Screening	
7	ENT	Valley ENT	Screening	
8	Family Medicine	TBD	Screening	
9	Family Medicine	TBD	Screening	
10	Family Medicine	TBD	Screening	
11	Family Medicine	KH Faculty MG	Screening	
12	Gastroenterology	TBD	Screening	
13	General Surgery	TBD	Screening	
14	Occ Med	TBD	Screening	
15	Occ Med	TBD	Screening	
16	Pulmonology	Sound/ 1099 - KH Direct	Screening	
17	Rheumatology	TBD	Screening	
18	Vascular Surgery	South Valley Vasc	Screening	
19	Endocrinology	TBD	Screening	
20	Neuropsychiatry	TBD	Screening	
21	General Surgery	TBD	Screening	
22	General Surgery	TBD	Screening	
23	Neurology	TBD	Screening	
24	Pulmonology	TBD	Screening	
25	Family Medicine	TBD	Offer Extended	
26	Vascular Surgery	South Valley Vasc	Offer Extended	
27	Urology	1099 - KH Direct	Offer Extended	
28	Anesthesia (Cardiac)	Oak Creek	Offer Accepted	10/01/24
29	Anesthesia (CRNA)	Oak Creek	Offer Accepted	01/01/25
30	Anesthesia (CRNA)	Oak Creek	Offer Accepted	01/01/25
31	Cardiothoracic Surgery	1099 - KH Direct	Offer Accepted	01/05/25
32	Dermatology	1099 - KH Direct	Offer Accepted	02/01/25
33	General Surgery	TBD	Offer Accepted	10/20/25
34	Intensivist	Sound	Offer Accepted	09/30/24
35	Intensivist	Sound	Offer Accepted	09/04/24
36	Intensivist	Sound	Offer Accepted	10/01/24
37	OBGYN	W2 - KH Friendly PC	Offer Accepted	10/01/25
38	Ped Hospitalist	Valley Childrens	Offer Accepted	10/14/24
39	Ped Hospitalist	Valley Childrens	Offer Accepted	09/23/24
40	Pulmonology	1099 - KH Direct	Offer Accepted	03/01/25
41	Gastroenterology	TBD	Leadership Call	
42	General Surgery	TBD	Leadership Call	
43	Hand Surgeon	Orthopedic Assoc	Leadership Call	
44	PM&R	TBD	Leadership Call	
45	EP Cardiology	TBD	Applied	
46	Endocrinology	TBD	Applied	
47	Family Medicine	TBD	Applied	
48	Occ Med	TBD	Applied	

	Specialty	Group	Phase	Expected Start Date
49	Occ Med	TBD	Applied	
50	Occ Med	TBD	Applied	
51	Family Medicine	TBD	Applied	
52	Family Medicine	TBD	Applied	
53	Rheumatology	TBD	Applied	
54	General Surgery	TBD	Applied	
55	Orth Surgeon (General)	Orthopedic Assoc	Applied	
56	Pulmonology	TBD	Applied	
57	Rheumatology	TBD	Applied	
58	General Surgery	TBD	Applied	
59	Orth Surgeon (General)	Orthopedic Assoc	Applied	
60	Cardiology (EP)	TBD	Applied	
61	General Surgery	TBD	Applied	
62	Cardiology (EP)	TBD	Applied	
63	Cardiology (EP)	TBD	Applied	
64	Cardiology (EP)	TBD	Applied	
65	Cardiology (EP)	TBD	Applied	

Kaweah Care

Employee Engagement and
Experience

October 2024 Update



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Check-in: Mission Statement Exercise

**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**

- Leadership Team Meeting exercise
 - What is our Mission Statement?
 - What are you passionate about in your role?
 - How does that link back to our Mission Statement?
- During meetings and performance reviews
- How is it going with your division?
- Continue to hardwire in LTMs?

Employee Engagement & Experience - July to Sept

- 7/13: Fox Summer Movie Night
- 7/16: Emerging Leaders Cohort 2 Kickoff
- 7/22: Lunch with the CEO
- 7/22 - 7/29: Tower Challenge and Kaweah Health Crossword
- 7/31: Summer Games Event
- 8/2: Schwartz Rounds Session
- 8/16: National Wear a Hawaiian Shirt Day and Shave Ice
- 8/20: Return of in-person LTMs
- 8/22: Just Culture Scenario Review
- 8/31: Kaweah Health Rawhide Night
- 9/2: Sport Jersey Fridays Relaunch
- 9/11: Leadership Academy Cohort 3 Kickoff
- 9/27: Visalia Corporate Games Kickoff

Employee Engagement & Experience - October

- 9/27 - 10/17: Corporate Games
- 10/1 - 10/31: Pink Wednesdays and badge ribbons
- 10/4: Schwartz Rounds
- 10/24 - 10/31: Pumpkin Decorating and Carving Contest
- 10/31: Halloween Festival, Dress-Up Day, and ET Rounding
- Ongoing
 - Kaweah Care Employee and Physician Recognitions
 - Employee and Team of the Month
 - Kaweah Shares
 - JWD department recognitions
 - Service Award and Retirement celebrations and gifts
 - Employee Emergency Relief
 - Logo/Jersey Fridays
 - And more



Meet and Treat at Department/Program Booths
Pumpkin Decorating Contest Voting
Kaweah Kids Fundraiser
Festive Activities
Candy and Music
Dress Up Day Photo Opportunity

Kaweah Health



Observances & Recognition Days

October		
Month-Long Observances	Week-Long Observances	Day Observances
Breast Cancer Awareness Month	10/6-10/12 Mental Illness Awareness Week, National PA Week & National Primary Care Week	10/1 National Pumpkin Spice Day
Domestic Violence Awareness Month	10/12-10/20 Bone and Joint Health Action Week	10/2 National Custodial Worker's Recognition Day
Health Literacy Month	10/13-10/19 International Infection Prevention Week	10/9 National Emergency Nurse's Day
Medical Ultrasound Awareness Month	10/20-10/26 National Healthcare Quality Week	10/13 Metastatic Breast Cancer Awareness Day
National Physical Therapy Month	10/20-10/26 Respiratory Care Week	10/15 National Pharmacy Technician Day
Sudden Cardiac Arrest Awareness Month	10/20-10/26 Spiritual Care Week	10/15 National Pregnancy and Infant Loss Remembrance Day
	10/20-10/26 National Health Care Facilities and Engineering Week	10/18 National Mammography Day
	10/23-10/31 Red Ribbon Week	10/19 National Bosses Day
		10/20 World Osteoporosis Day
		10/23 Medical Assistant's Day
		10/31 Halloween

See email from Ariana Jasso for a rolling 3 months. JWD balance updates coming monthly to ET/EAs.

Employee Engagement Survey Results

- Results review and action planning
 - Customizable templates and tools coming 9/3
 - Facilitation plan determined by HR/ET
 - Department Stoplight Reports due 12/31
- Summer 2025 Pulse Survey
 - Survey goals
 - Increase 27 item average from 4.18 to 4.22
 - Reach the 75th percentile on the items related to
 - Safe, error-free care
 - Following procedures for patient care and customer service
 - Leader Learning Path topics aligned to support goals



The Executive Team Stoplight Report will focus on organization-wide action items.
This Department Stoplight Report focuses on the action items we are working to address at a department level.

Completed:

In Progress:

Can't be completed at this time because:

The form consists of three rows. Each row begins with a traffic light icon: a green light for "Completed", a yellow light for "In Progress", and a red light for "Can't be completed at this time because:". To the right of each icon is a light blue rectangular box for text entry.

Next Pulse Survey June 2025

Feedback on Leadership Education Plan for FY25



Executives, Directors, Managers, and House/Throughput Supervisors are required to complete the assigned course for each month as part of their ongoing leadership development. New leaders start with the assigned course for the month following their promotion/hire.

Month	Assigned Course	Publisher	Length	Description
October 2024	4 Tips to Kick Start Honest Conversations at Work Betsy Kauffman	TED	10 min	Leadership and organization coach Betsy Kauffman shares practical strategies to open up the lines of communication with your colleagues. While candid conversations are not always easy, they are crucial for teamwork and organizational success.
November 2024	Leading People: Holding People Accountable	TalentQuest	13 min	Many think of accountability as the result of what happens after you or your team haven't performed up to expectations. Accountability used in this way can lead to demotivated and discouraged employees. Accountability is an individual's responsibility for the outcome of a job, project, or program.
December 2024	Learning Styles: Different Learning Styles	HSI - eJ4	7 min	In this course, we will explore the seven different learning styles in depth, better understand how to utilize your strengths to complete tasks effectively.
January 2025	Delegating	Harvard Business Publishing	60 min	Discover how to select work to delegate, match assignments to employee employees' success - so you develop their skills while gaining more time for activities.
February 2025	Schwartz Rounds Feb 07, 11:30pm-1pm (In-Person Class)	Sandra Shadley	90 min	*** If you're unable to attend the in-person Schwartz Rounds, please join Leader Lunch and Learn Virtual session, where we'll be discussing The Ken Story in February. ***



Join us for the new **Leader Lunch and Learn** series, a monthly 30-minute virtual session *thoughtfully designed to fit into your busy schedule*, where you can eat lunch and expand your leadership skills! Don't miss these engaging and informative sessions where Subject Matter Experts discuss essential topics.

Month	Topic	Subject Matter Expert
October 2024	Just Culture Refresher	<i>Rudy Gutierrez</i> , Organizational Development Facilitator and Trainer, will give us a brief refresher course.
	Benefits for Leaders	<i>Brittany Taylor</i> , Director of Human Resources, will explain upcoming changes to benefits so leaders can cascade information to their teams.
November 2024	Conducting Investigations	<i>Raleen Larez</i> , Director of Employee Relations, will guide us through the process of conducting an investigation.
	Disciplinary Actions	<i>Blanca Bedallo</i> , Employee Relations Coordinator, will walk us through disciplinary actions, grievances, and policy review.
December 2024	Navigating LOAs	<i>Gloria Ortega</i> , Leave of Absence Coordinator, will enlighten us of LOA processes in this Q&A session.
	Phishing Essentials	<i>Doug Leeper</i> , Chief Information Officer, will show us the ISS best practices to keep our network safe from cyber-attacks.
January 2025	Leading Effective Meetings	<i>Rudy Gutierrez</i> , Organizational Development Facilitator and Trainer, will guide us on how to keep meetings focused and share best practices for success.
	Top Excel Tips & Tricks	<i>J.C. Palermo</i> , Director of Physician Recruitment and Relations, will give us insight on top Excel tips and tricks in this Q&A session.



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Proposed Leader Learning Path FY25



Executives, Directors, Managers, and House/Throughput Supervisors are required to complete the assigned course for each month as part of their ongoing leadership development. New leaders start with the assigned course for the month following their promotion/hire.

Month	Assigned Course	Publisher	Length	Description
October 2024	<i>4 Tips to Kick Start Honest Conversations at Work Betsy Kauffman</i>	TED	10 min	Leadership and organization coach Betsy Kauffman shares practical strategies to open up the lines of communication with your colleagues. While candid conversations are not always easy, they are crucial for teamwork and organizational success.
November 2024	<i>Leading People: Holding People Accountable</i>	TalentQuest	13 min	Many think of accountability as the result of what happens after you or your team haven't performed up to expectations. Accountability used in this way can lead to demotivated and discouraged employees. Accountability is an individual's acceptance of responsibility for the outcome of a job, project, or program.
December 2024	<i>Learning Styles: Different Learning Styles</i>	HSI - ej4	7 min	In this course, we will explore the seven different learning styles in depth, so you can better understand how to utilize your strengths to complete tasks effectively and efficiently.
January 2025	<i>Delegating</i>	Harvard Business Publishing	60 min	Discover how to select work to delegate, match assignments to employees, and support employees' success - so you develop their skills while gaining more time for your key activities.
February 2025	<i>Schwartz Rounds Feb 07, 11:30pm-1pm (In-Person Class)</i>	Sandra Shadley	90 min	*** If you're unable to attend the in-person Schwartz Rounds, please join us for the Leader Lunch and Learn Virtual session, where we'll be discussing The Ken Schwartz Story in February. ***

- Focus on topics that support feedback, accountability, and motivating others
- Introduction of an in-person Schwartz Rounds session
- Crossover with new SME-led Leader Lunch & Learn series
- Reminder at the start of each month
- One-time courtesy follow up if pending, but retire non-completion list



Proposed Leader Lunch & Learn Series

- Recommended for leaders
- Kaweah Health SME-led
- Invites sent to all leaders
- Around lunch time
- Length 30 mins



Join us for the new **Leader Lunch and Learn** series, a monthly 30-minute virtual session *thoughtfully designed to fit into your busy schedule*, where you can eat lunch and expand your leadership skills! Don't miss these engaging and informative sessions where Subject Matter Experts discuss essential topics.

Month	Topic	Subject Matter Expert
October 2024	Just Culture Refresher	<u>Rudy Gutierrez</u> , Organizational Development Facilitator and Trainer, will give us a brief refresher course.
	Benefits for Leaders	<u>Brittany Taylor</u> , Director of Human Resources, will explain upcoming changes to benefits so leaders can cascade information to their teams.
November 2024	Conducting Investigations	<u>Raleen Larez</u> , Director of Employee Relations, will guide us through the process of conducting an investigation.
	Disciplinary Actions	<u>Blanca Bedolla</u> , Employee Relations Coordinator, will walk us through disciplinary actions, grievances, and policy review.
December 2024	Navigating LOAs	<u>Gloria Ortega</u> , Leave of Absence Coordinator, will enlighten us of LOA processes in this Q&A session.
	Phishing Essentials	<u>Doug Leeper</u> , Chief Information Officer, will show us the ISS best practices to keep our network safe from cyber-attacks.
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	Top Excel Tips & Tricks	<u>J.C. Palermo</u> , Director of Physician Recruitment and Relations, will give us insight on top Excel tips and tricks in this Q&A session.

Proposed Concept Management MAT

Mandatory Annual Training (MAT) Management

Click anywhere on a page to advance to the next slide.

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- Focus on sustainment, not just introducing new concepts/training
- Required module with key concepts
- Work with SMEs to develop content
- Flexible on rollout timing
- Audience could be all leaders or pilot with Directors first

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Employee Engagement & Experience Committee

Initial Areas of Focus:

- Creating a Charter
- Reviewing Retention Committee Progress
- Kaweah Care Commitments
- Kaweah Engagement & Enrichment Program Development (KEEP)
- Wellness Initiatives
- Leadership Team Meeting Cascading



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The quality of Kaweah Health is judged by the quality of its team. To ensure that we consistently maintain high standards of quality that our patients deserve, all employees, physicians, and volunteers are expected to adhere to the following Behavioral Standards of Performance.

Behavioral Standards of Performance

Compassionate Service

We are a service organization, serving our patients and each other. We value all people at Kaweah Health by focusing on and being sensitive to their emotional, spiritual, social, and cultural needs. Quality care and service are always delivered with compassion, respect, and attention to detail to exceed the needs of those we serve.

- Introduces self and always greet others warmly with a smile.
- Responds in a timely manner to patients, customers, and colleagues (for example, call lights, voicemails, and emails).
- Checks on patients and customers regularly to ensure they feel cared for and valued.
- Communicates with others in the way they prefer (for example, using Mrs. Smith until given permission to address them less formally).
- Communicates nicely and respectfully in speech and writing, including telephone, email, and text.
- Closes conversations with "Is there anything else I can do for you?"
- Has effective interactions with people regardless of status or position.
- Offers sincere apologies for inconveniences.
- Honors a quiet environment. Keeps personal conversation out of hearing of patients, visitors, and guests.

Commitment to Colleagues

We are committed to working as a team with all of our colleagues and recognize that helping each other results in a higher quality of care than we could have provided as individuals.

- Treats everyone professionally; recognizes that each of us has an area of expertise.

- Looks beyond assigned tasks and offers help where needed.
- Recognizes others when someone goes above and beyond.
- Is loyal to colleagues and the mission of Kaweah Health.
- Inspires confidence in the abilities of team members by managing up.
- Creates a supportive environment free from bullying, gossip, profane language, hostility, or unprofessional or inappropriate behaviors that cause disruption in the environment.

Personal Ownership

We are committed to maintaining a professional environment, which reflects respect for those we serve and instills trust, confidence, and goodwill. We take pride in our role, facility, and the services we provide to our community.

- Takes personal ownership of ourselves and the workplace; demonstrates a professional image at all times by respecting each other, property, and our values.
- Knows and understands the responsibilities of position; takes charge of and accepts these responsibilities.
- Strives to do the job right the first time by doing what is right for those we serve.
- Completes self-evaluation for annual performance review on time.
- Dresses professionally for role and in alignment with policy, knowing that a confident, professional image is essential (for example, wears ID Badge that is in good condition, chest high, and in view).
- Owns our environment and takes the initiative to keep our facilities neat and clean.

Employee Engagement and Experience Committee

- First area of focus is how we promote employee programs and resources
- Proposed members:

Dianne Cox	Jag Batth	Hannah Mitchell	Raleen Larez	Jaime Morales	Brittany Taylor
Mara Lawson	Clint Brown	Shannon Cauthen	Renee Lauck	Wendy Jones	Amanda Tercero
Amy Valero	Frances Carrera	Meredith Alvarado	Kevin Bartel	Kevin Morrison	Daniel Baker

Leader Learning Path



Executives, Directors, Managers, and House/Throughput Supervisors are required to complete the assigned course for each month as part of their ongoing leadership development. New leaders start with the assigned course for the month following their promotion/hire.

Month	Assigned Course	Publisher	Length	Description
October 2024	<i>4 Tips to Kick Start Honest Conversations at Work Betsy Kauffman</i>	<i>TED</i>	10 min	Leadership and organization coach Betsy Kauffman shares practical strategies to open up the lines of communication with your colleagues. While candid conversations are not always easy, they are crucial for teamwork and organizational success.
November 2024	<i>Leading People: Holding People Accountable</i>	<i>TalentQuest</i>	13 min	Many think of accountability as the result of what happens after you or your team haven't performed up to expectations. Accountability used in this way can lead to demotivated and discouraged employees. Accountability is an individual's acceptance of responsibility for the outcome of a job, project, or program.
December 2024	<i>Learning Styles: Different Learning Styles</i>	<i>HSI - ej4</i>	7 min	In this course, we will explore the seven different learning styles in depth, so you can better understand how to utilize your strengths to complete tasks effectively and efficiently.
January 2025	<i>Delegating</i>	<i>Harvard Business Publishing</i>	60 min	Discover how to select work to delegate, match assignments to employees, and support employees' success - so you develop their skills while gaining more time for your key activities.
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Month	Assigned Course	Publisher	Length	Description
March 2025	<i>The Secret To Giving Great Feedback</i> & <i>What Does "Good" Feedback Look Like?</i>	<i>TED Talk</i> & <i>Jeff Havens</i>	5 min each	In this TED Talk, cognitive psychologist LeeAnn Renninger explains how humans have been coming up with ways to give constructive criticism for centuries, yet are still fairly terrible at providing feedback. Feedback is only useful if it's constructive, and there are multiple ways to deliver feedback that won't get you the results you're looking for.
April 2025	<i>Becoming a Coachable Leader</i>	<i>ORO</i>	9 min	Leaders are often so caught up in giving great feedback that they forget the importance of receiving it themselves. In this course, Kevin Wilde, learning and talent development expert and former Chief Learning Officer for General Mills, will teach you how to stay coachable as a leader.
May 2025	<i>How Great Leaders Inspire Action - Simon Sinek</i>	<i>TED Talk</i>	18 min	Why do some leaders and organizations inspire while others do not? Sinek calls this pattern the "golden circle," which is the complete opposite of how most people think, act, and communicate. The golden circle is composed of three elements: why, how, and what.
June 2025	<i>Leadership Styles Quiz</i>	<i>THRIVE</i>	30 min	Everyone has a different style of leadership. So how will you lead your team? Find out your dominant leadership style, and when to use it, with this quiz.



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	Disciplinary Actions	<u>Blanca Bedolla</u> , Employee Relations Coordinator, will walk us through disciplinary actions, grievances, and policy review.
December 2024	Navigating LOAs	<u>Gloria Ortega</u> , Leave of Absence Coordinator, will enlighten us of LOA processes in this Q&A session.
	Phishing Essentials	<u>Doug Leeper</u> , Chief Information Officer, will show us the ISS best practices to keep our network safe from cyber-attacks.
January 2025	Leading Effective Meetings	<u>Rudy Gutierrez</u> , Organizational Development Facilitator and Trainer, will guide us on how to keep meetings focused and share best practices for success.
	Top Excel Tips & Tricks	<u>J.C. Palermo</u> , Director of Physician Recruitment and Relations, will give us insight on top Excel tips and tricks in this Q&A session.

Month	Topic	Subject Matter Expert
February 2025	Compliance Essentials	<u>Ben Cripps</u> , Chief Compliance and Risk Management Officer, will help us navigate the essentials of compliance, ensuring we meet regulatory requirements and maintain high standards.
	The Ken Schwartz Story	<u>Sandra Shadley</u> , Palliative Care Manager, will tell us the Ken Schwartz story and how it all began.
March 2025	Marketing Essentials	<u>Gregory Bitney</u> , Senior Graphic Designer, will walk us through best practices for Marketing guidelines and help leaders understand Marketing as a resource.
	Budgeting	<u>Jennifer Stockton</u> , Director of Finance, will explain to us the fundamentals of budgeting, offering insights on how to effectively manage departmental budgets and ensure financial accountability across the organization.
April 2025	Accounts Payable	<u>Sharon Aquino</u> , Finance Treasury and AP Manager, will share the key items to look for when approving supplier invoices, expense reports, and procurement card verifications.
	Developing Others	<u>Hannah Mitchell</u> , Director of Organizational Development, will share strategies for developing others, highlighting techniques to nurture leadership potential and build high-performing teams.
May 2025	Event Reporting	<u>Evelyn McEntire</u> , Director of Risk Management, will navigate leaders on reporting best practices and when to use Midas vs. other tools.
	Quality Improvement Tools	<u>Sandy Volchko</u> , Director of Quality and Patient Safety, will walk us through tools that can help leaders measure the improvement processes by using DMAIC, Root Cause Analysis, and other tools.
June 2025	Workday Tips & Tricks	<u>Luke Schneider and Ethan Jones</u> , ISS leaders, will guide us through advanced Workday functionalities, simplifying complex processes for leadership and enhancing our operational efficiency.
	Compassionate Leadership	<u>Rudy Gutierrez</u> , Organizational Development Facilitator and Trainer, will offer insights on how to lead with empathy, foster a supportive work environment, and strengthen team connections.

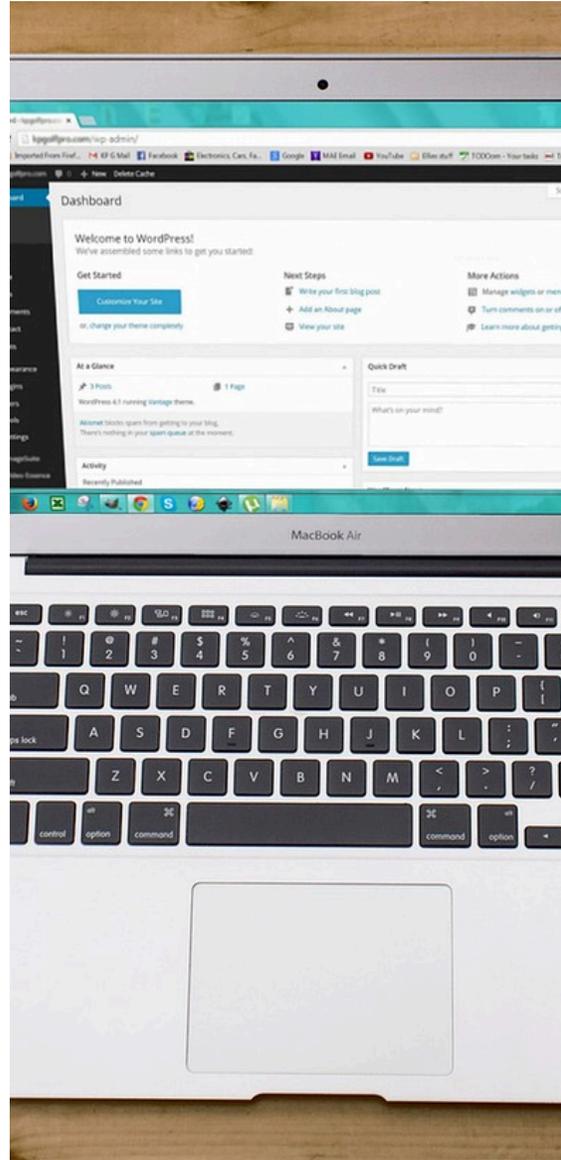


Kaweah Care Physician Experience Initiatives

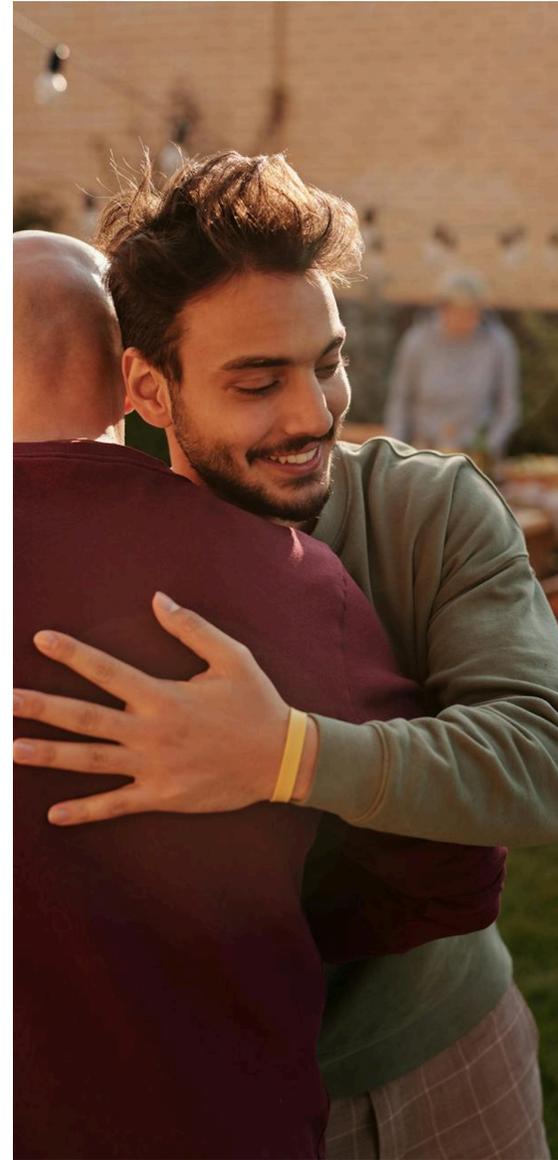
Oct 2024



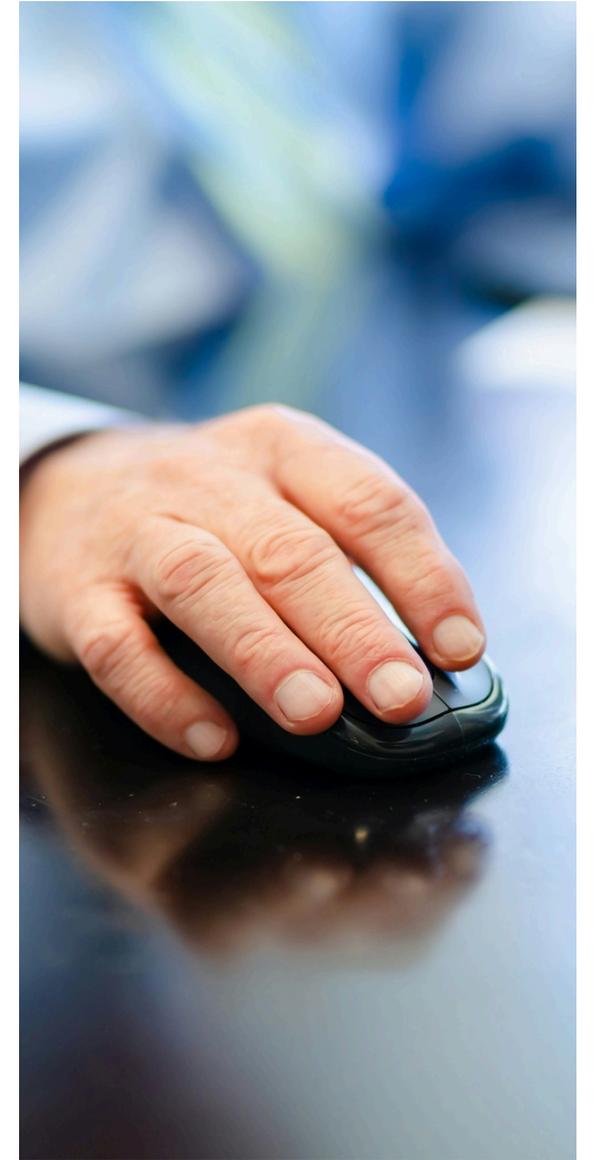
Team Rounds



Dedicated workspace



Onboarding & mentoring



Center Optimization

Team Rounding



Dedicated Workspace - Sept updates

- # WOWs dedicated to GME teams - 1 for FM
- 5T Triangular workspace - need to label stations
- Library Space - Approved plans, submitting to OSHPD 9/24
- Med Staff Lounge restoration - in design phase, foundation campaign
- Add workstations in Broderick - only 1 currently
- ~~Female Surgery Locker Room - 2 wks project to start Sept 30, will displace female surgeon locker room~~
- Ultimate Surgery remodel - working through design options

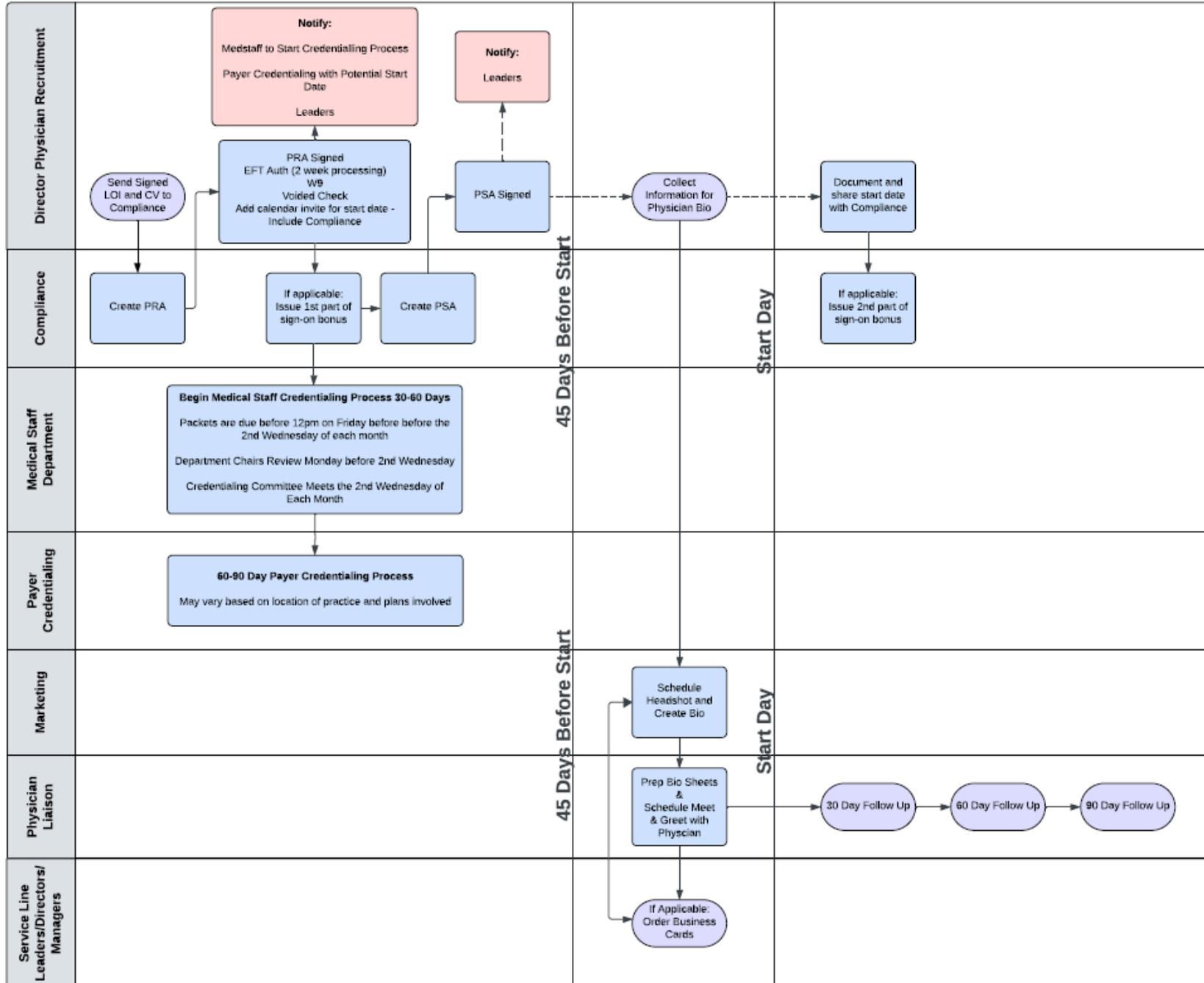


Practitioner Engagement Survey Results



Physician Onboarding Startup Process

9/30/24





Cerner Optimization

Messenger Adoption, Dept ISS point doctor with outward facing way to collect suggestions, Less Clicks, Tap-n-Go Speed, UptoDate CME

CERNER OPTIMIZATION

Decrease time spent in Cerner with at-the-elbow support on easier ways to do things

MEC endorses increased use of **Cerner messaging**. ISS to reach out to any provider who has "Never Logged In" and set it up for them. Measures: Overall # of users & messages sent / # of Active Users that ISS will send to MEC

Kaweah Health Physician Experience Team

MD / Staff Experience Champion /
Director of Wellness??



The End

Policy Number: HR.04	Date Created: 12/19/2019
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved:
Approvers: Board of Directors (Human Resources)	
Special Pay Practices	

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

Designated departments may have special pay practices that provide for competitive compensation and/or incentives for employees to work varying shifts or additional shifts. All special pay practices are approved by the Hospital and are subject to change at any time. In all cases, Wage and Hour Law will apply.

Pay Practices:

Other Hours: Base rate of pay for additional hours or shifts worked for certain exempt positions.

MICN and TNCC: \$1.50 each for active certification(s) when primary cost center is 7010 – Emergency Department. The differential will also apply if transferring hours to cost center 6179-M/S Overflow – ED 1E. Effective upon pay period following submission/validation of certification to Human Resources.

- RN-Emergency-ED: 2217/2247
- Charge Nurse-Emergency-ED: 2277
- Assistant Nurse Manager-Emergency-ED: 2187
- ED Supervisor: 2352

Donning and Doffing Sterile Scrubs

Employees who work in surgical services or sterile procedural areas are entitled to up to 10 minutes to change into provided sterile scrubs before and after their shift.

Sleep Pay

Hourly rate paid to Surgery and Cath Lab employees for those who require an 8-hour gap between the current shift worked and the next scheduled shift. The employee will be paid at the start of the next scheduled shift but is not expected to work until the 9th hour after finishing prior shift

Private Home Care Holiday

Rate is based on where the employee travels. Holiday differential is received for Kaweah Health observed holidays, in addition to Mother’s Day and Easter.

Private Home Care On-Call

Eligible Job Codes:

- PHC Staffing Coordinator: 0123 (Base rate of pay for a minimum of 1- hour for on-call)

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Policy Number: HR.70	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved:
Approvers: Board of Directors (Administration)	
Meal Periods, Rest Breaks and Breastfeeding, and/or Lactation Accommodation	

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PURPOSE:

It is important that Kaweah Health employees receive their meal periods and rest breaks. These assist staff in attending to personal matters as well as downtime. Kaweah Health will facilitate meal periods and rest breaks by relieving employees of duties for specified amounts of time. In addition, Kaweah Health will provide rest and recovery periods related to heat illness for occupations that may be affected by same (i.e. Maintenance employees who work outdoors). Kaweah Health supports new mothers who desire to express milk for their infants while at work. Kaweah Health will provide the use of a room, or other location to the nursing mothers work area for expressing milk.

MEAL PERIOD POLICY AND PROCEDURE:

For non-exempt employees working more than five hours per day, including 8-, 9-, or 10-hour shift employees, Kaweah Health will provide, and employees are expected to take a 30-minute duty-free meal period. The meal period will be scheduled to start within the first five hours of each shift, i.e. the meal period must start before the end of the fifth hour in the shift. An employee who works routinely six hours or less per day may voluntarily choose to waive the meal period in writing.

For non-exempt employees working more than ten hours per day, including 12-hour shift employees, Kaweah Health will provide, and employees are expected to take a second 30-minute duty-free meal period; this meal period must start before the end of the tenth hour of the shift. Employees working more than ten hours, but less than twelve hours may choose to waive, in writing, one of the two meal periods provided. If one of the two meal periods is waived, the single meal period will be scheduled approximately in the middle of the workday as practicable. An employee working more than 12 hours is authorized and expected to take a third 30-minute meal period.

Meal periods will be made available and provided by Kaweah Health Leaders; it is each employee’s responsibility to ensure that they are taking appropriate meal periods as set forth in the policy. If an employee voluntarily delays a meal period that is permitted. Kaweah Health retains the right to set work schedules, including meal periods and rest break schedules.

Meal periods will be unpaid only if the employee is relieved of all duty for at least 30 minutes and the employee is not interrupted during the meal period with work-related requests. Non-exempt employees may leave the organization premises during meal periods but are to notify their supervisor if they do leave, and inform them when they return.

Employees who are not provided a 30- minute meal period of uninterrupted time in a timely manner as described are entitled to one hour of pay at their regular rate of pay (pay code MPRB1hour). An employee who is not provided with a meal period according to policy must,

complete a time adjustment sheet by the end of the current pay period and notify their leader. The leader will authorize payment of premium pay in the timekeeping system. Note that if the employee voluntarily delays their meal period, no additional pay of one hour will be paid.

In particular circumstances and based solely on the nature of the work, and with the approval of Human Resources, a revocable On-Duty Meal Period Agreement can be completed by the employee and Kaweah Health. This typically applies when there are few employees in a department or the night shift is limited.

The beginning and end of each meal period must be accurately recorded on the time card or timekeeping system.

MEAL PERIOD WAIVER

Employee or Kaweah Health may revoke a signed "Meal Period Waiver" at any time providing at least one day's advance notice in writing to Human Resources and their manager. Otherwise, the waiver will remain in effect until revoked.

REST BREAK POLICY AND PROCEDURE:

By way of this policy, non-exempt employees are also authorized, permitted, and expected to take a 10-minute rest break for every four hours of work or a major fraction thereof.

Employees must work at least 3.5 hours to be entitled to a rest break. Rest breaks should be taken in the middle of each 4-hour period in so far as it is practicable. These rest breaks are authorized by Kaweah Health; but it is each employee's responsibility to ensure that they are taking appropriate rest breaks.

Rest breaks are considered paid time, and employees do not clock out and clock in for taking such breaks. Leaving the organization premises is not permitted during a rest break.

If for some reason, an employee's rest break is not authorized or permitted, the employee will be entitled to one hour of pay at their regular rate of pay. An employee who is not authorized or permitted to take a rest break according to policy must complete a time adjustment sheet by the end of the current pay period and notify their leader. Only one premium payment per day will be paid for missing one or more rest breaks.

ADDITIONAL INFORMATION:

An employee may be entitled to no more than two hours of premium pay per day (one for a meal period that was not provided and one for one or more rest breaks that were not authorized or permitted). Employees are required to submit time adjustment sheets by the end of the current pay period for the missed or interrupted meal break or unauthorized rest break listing the reason or reasons for a missed or shortened meal period or a missed rest break.

Employees may not shorten the normal workday by not taking or combining breaks, nor may employees combine rest breaks and meal periods for an extended break or meal period

Non-Exempt employees are entitled to rest breaks as follows:

- **Less Than 3.5 Hours:** An employee who works less than three-and-a-half is not entitled to a rest break.
- **3.5 Hours or More:** An employee who works three-and-a-half hours or more is entitled to one ten-minute rest period.
- **More than 6 Hours:** An employee who works more than six hours is entitled to two ten-minute rest periods, for a total of 20 minutes of resting time during their shift.

- More than 10 Hours: An employee who works more than ten hours is entitled to three ten-minute rest periods, for a total of 30 minutes of resting time during their shift.

- An employee is entitled to another ten-minute rest period every time they pass another four-hour, or major fraction thereof, milestone.

How Many Meal Breaks Must be Taken:

- 5 Hours or Less: An employee who works five hours or less is not entitled to a meal break.
- More than 5 Hours: An employee who works more than five hours is entitled to one 30-minute meal break.
- More than 10 Hours: An employee who works more than ten hours is entitled to a second 30-minute meal break.

BREASTFEEDING AND/OR LACTATION ACCOMMODATION

Kaweah Health is compliant with the Pregnant Workers Fairness Act (PWFA) requirements and the Providing Urgent Maternal Protections for Nursing Mothers Act (PUMP Act). Kaweah Health will provide a reasonable amount of break time to allow an employee to express breast milk for that employee's infant child. The break time will run concurrently, if possible, with any rest break or meal period time already provided to the nursing mother. If it is not possible for the break time that is already provided to the employee, the break time shall be unpaid.

Kaweah Health will make reasonable efforts to provide the nursing mother with the use of a room or other location in close proximity to their work area for the nursing mother to express milk in private. If a refrigerator cannot be provided, Kaweah Health may provide another cooling device suitable for storing milk, such as a lunch cooler.

There are several designated lactation rooms that may be found throughout Kaweah Health. Their locations are the following:

- a) Mineral King Wing, 1st Floor MK lobby by Lab Station
- b) Mineral King Wing, 2nd Floor on the left heading to ICU
- c) Mineral King Wing, 3rd Floor on the left just past the stairwell
- d) Acequia Wing, Mother/Baby Department
- e) Support Services Building, 3rd Floor, (Computer available)
- f) South Campus, next to Urgent Care Lobby
- g) Imaging Center/Breast Center Office (Computer available)
- h) Mental Health Hospital, Breakroom Suite
- i) Visalia Dialysis, Conference Room, (Computer available)
- j) Exeter Health Clinic, Family Practice Department, (Computer available)
- k) Woodlake Health Clinic, (Computer available)
- l) Dinuba Health Clinic, (Computer available)
- m) Lindsay Health Clinic, (Computer available)
- n) Rehabilitation Hospital, next to Outpatient Speech Therapy Office

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Policy Number: HR.216	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved:
Approvers: Board of Directors (Administration)	
Progressive Discipline	

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

POLICY:

Kaweah Health uses positive measures and a process of progressive discipline to address employee performance and/or behavioral problems. Kaweah Health recognizes that the circumstances of each situation must be evaluated individually to determine whether to discipline progressively or to impose more advanced discipline immediately. This policy applies to all Kaweah Health employees, except residents enrolled in Kaweah Health’s Graduate Medical Education (GME) program. Disciplinary actions related to residents in the GME program are handled by the Office of the GME as described in the Resident Handbook.

The primary purpose of Disciplinary Action is to assure compliance with policies, procedures and/or Behavioral Standards of Performance of Kaweah Health. Orderly and efficient operation of Kaweah Health requires that employees maintain appropriate standards of conduct and service excellence. Maintaining proper standards of conduct is necessary to protect the health and safety of all patients, employees, and visitors, to maintain uninterrupted operations, and to protect Kaweah Health’s goodwill and property. Because the purpose of disciplinary action is to address performance issues, it should be administered as soon after the incident(s) as possible. Therefore, depending on the seriousness of the offense and all pertinent facts and circumstances, disciplinary action will be administered promptly.

Certain violations are considered major and require more immediate and severe action such as suspension and/or termination. Lesser violations will generally be subject to Progressive Discipline.

Any employee who is in Progressive Discipline is eligible for transfer or promotion within Kaweah Health with review and approval by the hiring manager and Human Resources.

Progressive Discipline shall be the application of corrective measures by increasing degrees, designed to assist the employee to understand and comply with the required expectations of performance. All performance of an employee will be considered when applying Progressive Discipline.

In its sole discretion, Kaweah Health reserves the right to deviate from Progressive Discipline or act without Progressive Discipline whenever it determines that the circumstances warrant.

PROCEDURE:

I. The process of Progressive Discipline may include the following, depending on the seriousness of the offense and all pertinent facts and circumstances:

A. Warnings

1. Verbal Warning:

A Verbal Warning explains why the employee's conduct/performance is unacceptable and what is necessary to correct the conduct/performance.

B. Written Warning:

A Written Warning provides the nature of the issue and outlines the expectations of performance/conduct or what is necessary to correct the situation. This Warning becomes part of the employee's personnel file, along with any pertinent backup documentation available, and will inform the employee that failure to meet the job standards/requirements of the Warning will necessitate further disciplinary action, up to and including termination.

The department management, in concert with Human Resources, determines the level of corrective disciplinary action that will take place based upon the seriousness of the offense, the existence of any prior disciplinary actions and the entirety of the employee's work record.

1. Level I

Any employee who receives a Level I is subject to further Written Warnings as stated in this policy.

2. Level II

Any employee who receives a Level II is subject to further Written Warnings as stated in this policy.

3. Level III

A Level III is considered Final Written Warning to the employee involved, and includes a written explanation of what is necessary to meet the expectation of performance. A Level III Warning may be accompanied by a suspension. A suspension may be without pay and is generally up to five days or forty hours.

C. Administrative Leave

In the discretion of Kaweah Health, an employee may be placed on Administrative Leave at any time to give Kaweah Health time to conduct an investigation or for other circumstances considered appropriate. Management may impose an Administrative Leave at any time for an employee(s) if they believe there is a risk to employee or patient safety. Management will notify Human Resources immediately if an Administrative Leave is enforced. When an employee is placed on Administrative Leave, Kaweah Health will make every effort to complete the investigation of the matter within five business days. If Kaweah Health is unable to complete an investigation of the matter within five days the Administrative Leave may be extended.

After the investigation has been completed, the employee may be returned to work and, in the discretion of Kaweah Health and depending on the circumstances, may be reimbursed for all or part of the period of the leave. If it is determined that the employee should be terminated, compensation may, in the discretion of Kaweah Health, be paid until the Post Determination Review process has been completed. (See policy HR.218).

D. Dismissal Without Prior Disciplinary History

As noted, Kaweah Health may determine, in its sole discretion, that the employee's conduct or performance may warrant dismissal without prior Progressive Discipline. Examples of conduct that may warrant immediate dismissal, suspension or demotion include acts that endanger others, job abandonment, and misappropriation of Kaweah Health resources. This is not an exclusive list and other types of misconduct/poor performance, may also result in immediate dismissal, suspension or demotion. See Employee Conduct below.

E. Employee Conduct

This list of prohibited conduct is illustrative only; other types of conduct injurious to security, personal safety, employee welfare or Kaweah Health's operations may also be prohibited. This includes behavior or behaviors that undermine a culture of safety. Employee conduct that will be subject to Progressive Discipline up to and including immediate involuntary termination of employment includes but is not limited to:

1. Falsifying or altering of any record (e.g., employment application, medical history form, work records, time cards, business or patient records and/or charts).
2. Giving false or misleading information during a Human Resources investigation;

3. Theft of property or inappropriate removal from premises or unauthorized possession of property that belongs to Kaweah Health, employees, patients, or their families or visitors;
4. Damaging or defacing materials or property of the Kaweah Health, employees, patients, or their families or visitors;
5. Possession, distribution, sale, diversion, or use of alcohol or any unlawful drug while on duty or while on Kaweah Health premises, or reporting to work or operating a company vehicle under the influence of alcohol or any unlawful drug;
6. Fighting, initiating a fight, threats, abusive or vulgar language, intimidation or coercion or attempting bodily injury to another person on Kaweah Health property or while on duty. Reference policy AP161 Workplace Violence Prevention Program;
7. Workplace bullying which can adversely affect an employee's work or work environment, Reference policy HR.13 Anti- Harassment and Abusive Conduct.
8. Bringing or possessing firearms, weapons, or any other hazardous or dangerous devices on Kaweah Health property without proper authorization;
9. Endangering the life, safety, or health of others;
10. Intentional violation of patients' rights (e.g., as stated in Title XXII);
11. Insubordination and/or refusal to carry out a reasonable directive issued by an employee's manager (inappropriate communication as to content, tone, and/or language)
12. Communicating confidential Kaweah Health or Medical Staff information, except as required to fulfill job duties;
13. Sleeping or giving the appearance of sleeping while on duty;
14. An act of sexual harassment as defined in the policy entitled Anti-Harassment and Abusive Conduct HR.13;
15. Improper or unauthorized use of Kaweah Health property or facilities;

16. Improper access to or use of the computer system or breach of password security;
17. Improper access, communication, disclosure, or other use of patient information. Accessing medical records with no business need is a violation of state and federal law and as such is considered a terminable offense by Kaweah Health.
18. Unreliable attendance (See Attendance and Punctuality HR.184)
19. Violations of Kaweah Health Behavioral Standards of Performance.
20. Unintentional breaches and/or disclosures of patient information may be a violation of patient privacy laws. Unintentional breaches and/or disclosures include misdirecting patient information to the wrong intended party via fax transmission, mailing or by face-to-face interactions.
21. Access to personal or family PHI is prohibited.
22. Refusing to care for patients in the event mandated staffing ratios are exceeded due to a healthcare emergency.
23. Working off the clock at any time. However, employees are not permitted to work until their scheduled start time.
24. Use of personal cell phones while on duty if, unrelated to job duties anywhere in Kaweah Health. This includes wearing earbuds for the purpose of listening to music from your personal cell phone, unless authorized by department leadership.
25. Cell phones should not be used while driving unless hands-free capability is utilized, if the cell phone user does not have cell phone hands-free capability, staff need to pull safely to the side of the road to place a call. This applies to using the staff member's personal vehicle and/or using Kaweah Health vehicles while on Kaweah Health business.
26. Taking a video or recording of any kind at any time for personal use in a Kaweah Health facility is prohibited. This applies to work time, breaks, or meal periods. This restriction does not apply to employer sponsored events initiated by Leadership, Marketing, or the Employee Connection Team. For further clarification, refer to HR.236 Computer and Communication

Devices and Social Media Code of Conduct.

27. Excessive or inappropriate use of the telephone, cell phones, computer systems, email, internet or intranet.
28. Any criminal conduct off the job that reflects adversely on Kaweah Health.
29. Making entries on another employee's time record or allowing someone else to misuse Kaweah Health's timekeeping system.
30. Bringing children to work, or leaving children unattended on Kaweah Health premises during the work time of the employee.

31. Immoral or inappropriate conduct on Kaweah Health property.
32. Unprofessional, rude, intimidating, condescending, or abrupt verbal communication or body language.
33. Unsatisfactory job performance.
34. Horseplay or any other action that disrupts work,
35. Smoking within Kaweah Health and/or in violation of the policy.
36. Failure to report an accident involving a patient, visitor or employee.
37. Absence from work without proper notification or adequate explanation, leaving the assigned work area without permission from the supervisor, or absence of three or more days without notice or authorization.
38. Unauthorized gambling on Kaweah Health premises.
39. Failure to detect or report to Kaweah Health conduct by an employee that a reasonable person should know is improper or criminal.
40. Providing materially false information to Kaweah Health or a government agency, patient, insurer or the like.
41. Spreading gossip or rumors which cause a hostile work environment for the target of the rumor.
42. Impersonating a licensed provider.
43. Obtaining employment based on false or misleading information, falsifying information or making material omissions on documents or records.
44. Violation of Professional Appearance Guidelines
45. Being in areas not open to the general public during non- working hours without the permission of the supervisor or interfering with the work of employees.
46. Failure to complete all job related mandatory requirements as noted on the job description and as issued throughout a year (i.e. Mandatory Annual

Training, TB/Flu, etc.).

47. Mandatory utilization of BioVigil.
48. Failure to use two (2) patient identifiers in the course of patient care.

Further information regarding this policy is available through your department manager or the Human Resources Department.

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Policy Number: HR.236	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved:
Approvers: Board of Directors (Administration)	
Computer and Communication Devices and Social Media Code of Conduct	

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POLICY:

This policy applies to all those who have access to Kaweah Health computer and electronic systems (i.e. telephones, Kaweah Health provided cell phones required for use while working, facsimile machines, computers, laptops, iPads, electronic mail, and internet/intranet access), whether on Kaweah Health premises or off site and regardless of employee status.

Computer Systems:

Access to Kaweah Health’s computer system is provided for business purposes. The system is not to be used for personal gain or advancement of individual views; employees need to exercise responsibility and not abuse privileges when sending or receiving messages for personal, non-business purposes. Solicitation of non- Kaweah Health business is strictly prohibited.

Computer and Information Security:

Kaweah Health will maintain a secure computing environment, employing appropriate procedural and technical controls designed to safeguard information and supporting technologies. Kaweah Health provides security awareness education for staff members and implements workplace practices where staff understands their responsibilities for ensuring confidentiality and where their workflow encourages protection of information. All employees receive security awareness education during Orientation and annual through Mandatory Annual Training (MAT) e-learning. The underlying rule of information protection is ‘the need to know,’ i.e. one should only access information when access is required to fulfill one’s responsibilities or perform an authorized and assigned business function. Access to patient records are tracked and recorded by the system. Users who violate security, confidentiality, and/or integrity of information intentionally or through carelessness will be subject to loss or restriction of use of the computer systems and/or disciplinary action up to and including termination of employment. Loss or restriction of the use of the computer systems may include loss of permanent access even if employed by another employer who has access to Kaweah Health systems. (See AP64 Confidentiality Security and Integrity of Health Information)

Individual persons who access or use Kaweah Health information or data are expected to fulfill certain responsibilities according to the roles they are assigned.

The expectation is to maintain a secure work area, protect computer access, to not divulge security codes or other confidential information to unauthorized persons, including to other staff members or employees of Kaweah Health. It is expected that staff or employees will report observed or suspected breaches of information to management, Corporate Compliance, and/or to the Information Systems Services department.

Social Media & Internal Communication Sites:

This policy establishes the requirements for Kaweah Health employees in accessing, opening, viewing, and posting Social Media content, videos, and/or comments about Kaweah Health or related entities (including blogs, videos, pictures, podcasts, discussion forums, social networks, multi-media sites). Social Media and internal communication sites may include, but are not limited to, TikTok, Facebook, Twitter, Instagram, YouTube, LinkedIn, Snapchat, Kaweah Compass and the like.

Taking a video or recording of any kind at any time for personal use in a Kaweah Health facility is prohibited. This applies to work time, breaks, or meal periods. This restriction does not apply to employer sponsored events initiated by Leadership, Marketing, or the Employee Connection Team.

Kaweah Health understands that social media sites have joined the mainstream of day-to-day communications. It is expected that employees understand the impact that social media can have on Kaweah Health's reputation, co-workers, physicians, patients, and business relationships. We emphasize the importance of common sense and good judgment. Employees are to follow the same standards that apply to other activities and behavior when communicating on social media sites, internal intranet sites, or online. Employees should know that postings and communications transmitted on social media sites are not private, and thus, should consider how any communication might be perceived.

Kaweah Health's Media Relations Department has the responsibility to manage and monitor the information on Social Media sites and will include Human Resources, Risk Management, Corporate Compliance, and other applicable departments or individuals if violations or concerns of violations of this policy occur.

Internet Access:

Internet access is intended to support research, education, and patient care, and is provided to enhance the ability to develop, design, and implement improved methods for delivering patient care, information, and related services. All staff are expected to use appropriate professional ethics and judgment when using internet or intranet access, including the use of Social Media,

| telephones, and personal cell phones, including a prohibition on messaging or text messaging any Protected Health Information (PHI) or Personally Identifiable Information (PII). (See ISS.001 Information Security)
Electronic Communication Systems:

All electronic communication systems provided by Kaweah Health, including the equipment and the data stored in the system, are and remain at all times, whether located on Kaweah Health premises or if located at another remote location, the property of Kaweah Health. As a result, all messages created, sent or retrieved over Kaweah Health's electronic mail system or via voicemail are the property of Kaweah Health. Employees should not maintain any expectation of privacy with respect to information transmitted over, received by, or stored in any electronic communications device owned, leased, or operated in whole or in part by or on behalf of Kaweah Health.

Kaweah Health reserves the right to retrieve and read any message composed, sent, or received on Kaweah Health's computer equipment, electronic mail system, or voice mail system. Employees are informed that, even when a message is erased, it is still possible to recreate the message; therefore, ultimate privacy of messages should not be expected. Accordingly, employees expressly consent to electronic monitoring of these systems. Furthermore, all communications including text and images can be disclosed to law enforcement, licensing boards, or other third parties without the prior consent of the sender or the receiver. Kaweah Health can request and require an employee to disclose their username and/or password to gain access to any Kaweah Health-provided electronic device or software system.

Kaweah Health Issued Mobile Devices:

Only those individuals with a justifiable need, as determined by department leadership and the Director of ISS Technical Services, shall be issued Kaweah Health devices (i.e. phone, smartphone, tablet, laptop) and/or mobile voice and text/data services for the purpose of conducting business on behalf of Kaweah Health. The individual using Kaweah Health-owned devices is required to sign the "KDHCD Equipment Use and Information Technology Security Agreement" at the time they are issued a device. The device must be kept in the employee's personal possession at all times. Kaweah Health may rescind the agreement and require the return of any devices at any time. When employment ends at Kaweah Health, all devices must be returned by the last day of work. Failure to return all property to Kaweah Health in the same working condition that it was received may be considered theft of property and may lead to criminal prosecution.

Mobile phones may not be used while driving unless hands-free capability is utilized. This applies to use of the employee's personal vehicle and/or the use of Kaweah Health vehicles while on Kaweah Health business.

PROCEDURE:

Electronic Communication:

1. Internet or the Kaweah Health intranet access may be provided by Kaweah Health to employees for the benefit of Kaweah Health and its customers, vendors and suppliers. This access enables the employee to connect to information and other resources within or outside of

Kaweah Health. Contract services staff who work at Kaweah Health may be given access to the computer system and must comply with all provisions of this policy.

The employee will be given a password when granted access to Kaweah Health's computer systems. The employee must change passwords to these systems when prompted to do so as define in Policy ISS.003. Because the system may need to be accessed by Kaweah Health, the Human Resources, Compliance, and Information Systems departments will further be able to access all Kaweah Health computer equipment and electronic mail. Any employee found to knowingly allow their password to be used by anyone else, or who is found to be using another's password will be subject to disciplinary action up to and including termination of employment.

2. When accessing the internet or Kaweah Health's own intranet, employees agree to do so for business purposes. Accordingly, such communications should be for professional and business reasons; personal use must be limited to what may be considered regular break times.
3. All staff are expected to use appropriate professional ethics and judgment when using the internet or intranet access, including the use of Social Media, Kaweah Health provided cell phones, and telephones and personal cell phones, including a prohibition on messaging or text messaging any PHI or PII related information. Employees are expected to maintain employee, patient, customer, medical staff, and volunteer confidentiality (PHI and PII). (See ISS.015 Use of Portable Devices to "Text" ePHI or KDHCDC Proprietary Data) Employees may not post any material that is obscene, defamatory, profane, libelous, threatening, harassing, abusive, hateful, or embarrassing to another person or Kaweah Health when posting to sites. This policy applies to employees using Social Media while at work. It also applies to the use of Social Media when away from work, when the employees' or medical staffs' Kaweah Health affiliation is identified, known, or presumed. If employees acknowledge their relationship with Kaweah Health in an online community, they must include disclaimers in their online communications advising that they are not speaking officially on behalf of Kaweah Health.
4. Unless an individual is serving as an approved, official spokesperson for Kaweah Health in online communications, such communications are the individual's personal opinions and do not reflect the opinion of Kaweah Health. Employees are personally responsible for his/her posts (written, audio, video, or otherwise). Communications must not contain Kaweah Health confidential, proprietary or trade-secret information.
5. Kaweah Health urges employees to report any violations or possible or perceived violations to supervisors, managers or the HR Department or

Compliance Department. Violations include discussions of Kaweah Health and its employees and clients, any discussion of proprietary information, and any unlawful activity related to blogging or social networking. Inappropriate use shall be subject to disciplinary action, up to, and including, termination. In addition, breach of patient information may also be subject to legal proceedings and/or criminal charges. (See HR.216 Progressive Discipline policy)

6. All employees who have access to computer information will sign an Agreement. In addition, employees will be required to sign certain other Agreements that apply to their position. The electronic copy of these Agreements will be kept in ISS.

Employee Harassment and Discrimination:

1. Any form of discrimination or harassment is strictly prohibited and employees must take all reasonable steps to prevent discrimination and harassment from occurring while conducting business or while acting on behalf of Kaweah Health. No messages with derogatory or inflammatory remarks about an individual or group's age, disability, gender, race, religion, national origin, physical attributes, sexual preference or any other classification protected by Federal, State or local law may be transmitted using any type of telecommunications technology.
2. Employees must immediately report all instances of discrimination or harassment to Kaweah Health. Please refer to HR.13 Anti-Harassment policy.
3. Nothing in this policy is intended to prohibit employees from communicating with co-workers about the terms and conditions of their employment.

Termination of Employment:

Upon termination of employment, the Information Systems Services Department will be notified immediately by Human Resources. The employee's password and all accounts will be deactivated. All Kaweah Health devices, equipment, and other property must be returned by the last day of on-site work. Failure to return all property to Kaweah Health in the same working condition that it was received may be considered theft of property and may lead to criminal prosecution.

"Responsibility for the review and revision of this Policy is assigned to the Chief Human Resources Officer. In some cases, such as Employee Benefits Policies, Summary Plan Descriptions and Plan Documents prevail over a policy. In all cases, Kaweah Health 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 Health Policies and Procedures."