



February 14, 2022

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Human Resources Committee meeting at 1:00PM on Tuesday February 22, 2022 in the Kaweah Health Specialty Clinic Conferenced Room 325 S. Willis St., Visalia, CA 93291.

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.

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.kawahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT
Mike Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads "Cindy Moccio". The signature is written in a cursive, flowing style.

Cindy Moccio
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff
<http://www.kawahdelta.org>

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

Tuesday February 22, 2022

Kaweah Health Specialty Clinic Conference Room
325 S. Willis St., Visalia, CA 93291

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

OPEN MEETING – 1:00 PM

CALL TO ORDER – *Lynn Havard Mirviss, Human Resources Committee Chair*

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 jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.

- 1) **Physician Recruitment Update** – Medical staff recruitment efforts update- *Brittany Taylor, Director Physician Recruitment/Relations*
- 2) **Human Resources Updates**– *Dianne Cox, VP Chief Human Resources Officer*
 - (a) **Leadership Team Ideal Work Environment Presentation**
 - (b) **Turnover and Leave of Absences**
 - (c) **Use of Stimulus Funds**
 - (d) Covid Supplemental Pay and CalOSHA Emergency Temporary Standards (verbal)

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.

*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.



**Physician Recruitment and Relations
Medical Staff Recruitment Report - February 2022**

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

Date prepared: 2/15/2022

Central Valley Critical Care Medicine	
Intensivist	2

Delta Doctors Inc.	
OB/Gyn	1

Frederick W. Mayer MD Inc.	
Cardiothoracic Surgery	2

Kaweah Health Medical Group	
Audiology	1
Chief Medical Officer/Medical Director	1
Dermatology	2
Endocrinology	1
Family Medicine	3
Internal Medicine & Sleep Medicine	1 - <i>Contract in process</i>
Gastroenterology	2
Neurology	1
Orthopedic Surgery (Hand)	1
Otolaryngology	2
Pulmonology	1
Radiology - Diagnostic	1

Kaweah Health Medical Group (Cont.)	
Rheumatology	1
Urology	3

Oak Creek Anesthesia	
Anesthesia - Critical Care	1
Anesthesia - General	1
Anesthesia - Obstetrics	2
CRNA	2

Orthopaedic Associates Medical Clinic, Inc.	
Orthopedic Surgery (Trauma)	1

Other Recruitment	
Neurology - Inpatient	1

Sequoia Oncology Medical Associates Inc.	
Hematology/Oncology	1

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

Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Anesthesia - Cardiac/Critical Care	Oak Creek Anesthesia	Dahl, M.D.	Aaron	TBD	Direct/Referral	Site Visit: 2/11/22
Anesthesia - Critical Care	Oak Creek Anesthesia	Nafisi, M.D.	Shahram	TBD	Medicus Firm - 1/19/22	Dr. Nafisi is evaluating area
Anesthesia - Cardiac	Oak Creek Anesthesia	Nagm, M.D.	Hussam	06/22	Direct/Referral	Site Visit: 11/9/21; Start Date: 6/1/22
Certified Registered Nurse Anesthetist	Oak Creek Anesthesia	Knittel	Michael	03/22	Direct - 10/19/21	Offer accepted; Tentative Start Date: March 2022
Certified Registered Nurse Anesthetist	Oak Creek Anesthesia	Lopez	Ramon	03/22	Direct - 11/2/21	Offer accepted; Tentative Start Date: March 2022
Certified Registered Nurse Anesthetist	Oak Creek Anesthesia	Sobotka	Tyler	01/22	Direct - 6/1/21	Offer accepted; Start date pending license
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Rangel-Orozco, M.D.	Daniela	08/22	Kaweah Health Resident	Site Visit: 10/28/21; Offer accepted
Gastroenterology	Key Medical Associates	Eskandari, M.D.	Armen	11/21	Direct	Offer accepted; Start Date: March 2022
Hospitalist	Central Valley Critical Care Medicine	Obad, M.D.	Nashwan	ASAP	Vista Staffing Solutions - 1/10/22	Offer accepted; Tentative Start Date: 4/27/22
Intensivist	Central Valley Critical Care Medicine	Athale, M.D.	Janhavi	09/22	Comp Health - 1/6/22	Currently under review
Intensivist	Central Valley Critical Care Medicine	De Freese	Marissa	TBD	Direct/referral - 1/18/22	Site visit pending dates
Intensivist	Central Valley Critical Care Medicine	Sinha, M.D.	Nupur	TBD	CompHealth - 10/22/21	Site Visit: 11/23/21; Offer extended
Internal Medicine/Sleep Medicine	Kaweah Health Medical Group	Sarrami, M.D.	Kayvon	08/22	Direct - 11/27/21; Fiancé is current 2nd Year Anesthesia Resident at KH.	Site Visit: 1/10/22; Offer accepted; Tentative Start Date: August 2022
Medical Oncology	Sequoia Oncology Medical Associates	Palla, M.D.	Amruth	08/22	Direct/referral - 1/26/22	Phone interview pending

Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Neonatology	Valley Children's	Agu, D.O.	Cindy	TBD	Valley Children's - 9/1/21	Site Visit: 9/20/21; Offer extended
Neonatology	Valley Children's	Kasniya, M.D.	Gangajal	07/22	Valley Children's - 12/10/21	Site Visit: 1/10/22
Neonatology	Valley Children's	Singh, M.D.	Himanshu	08/22	Valley Children's - 3/31/21	Site Visit: 4/19/2021; Offer accepted. Start date 8/29/2022
Otolaryngology	Kaweah Health Medical Group	Chabban, M.D.	Mohammad	04/22	Curative - 1/19/22	Phone Interview pending
Otolaryngology	Kaweah Health Medical Group	Manosalva, M.D.	Rodolfo	08/22	Integro - 1/14/22	Phone Interview: 1/25/22; F/up call with group ENT pending
Pediatrics	Kaweah Health Medical Group	Galindo, M.D.	Ramon	09/22	Direct/referral - 6/28/21	Site visit: 9/14/21; Offer accepted; Tentative Start Date: 08/2022
Physician Assistant - Quick Care	Kaweah Health Medical Group	Parker, PA	Katelyn	03/22	PracticeMatch - 12/14/21	Offer accepted; Tentative Start Date: April 2022
Rheumatology	Kaweah Health Medical Group	Li, M.D.	Zi Ying (Kimmie)	08/22	Direct - 11/27/21	Phone Interview: 12/15/21; Site Visit: 4/5/22

Ideal Work Environment

February 2022



kawahhealth.org



Recruitment & Retention

A Growing Challenge for Organizations

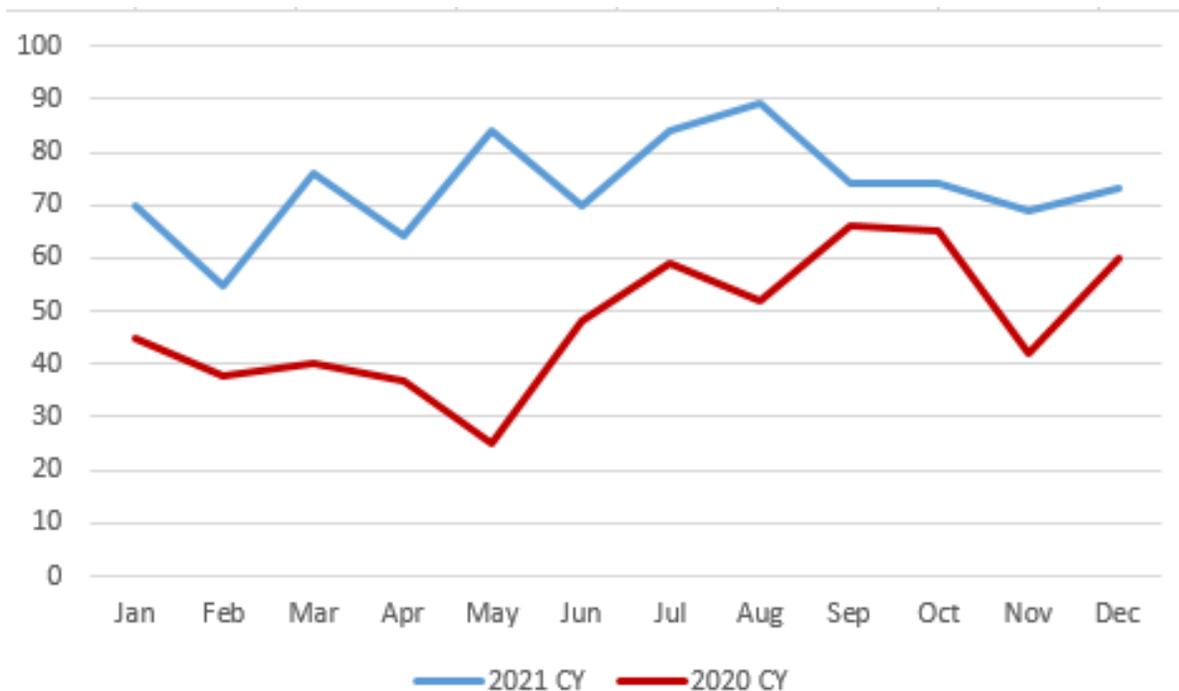
- Recruitment & Retention Champion
- Retention Initiatives from October and growing
- Committee to be formed



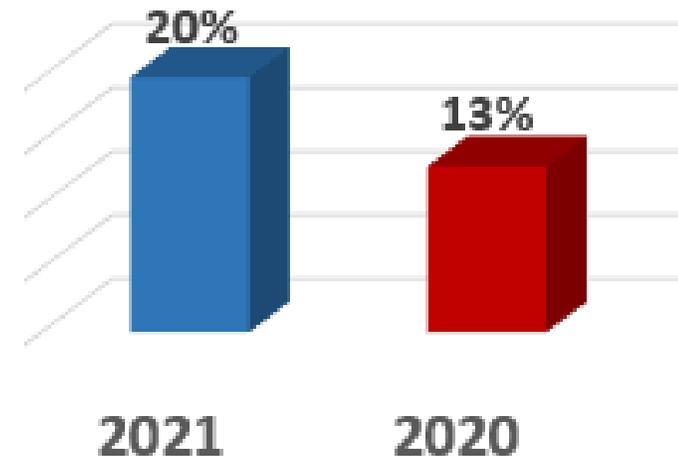
Jaime Morales
Director of Talent Acquisition

Employee Terms by Month

January – December 2021 **Includes FT/PT Employees**

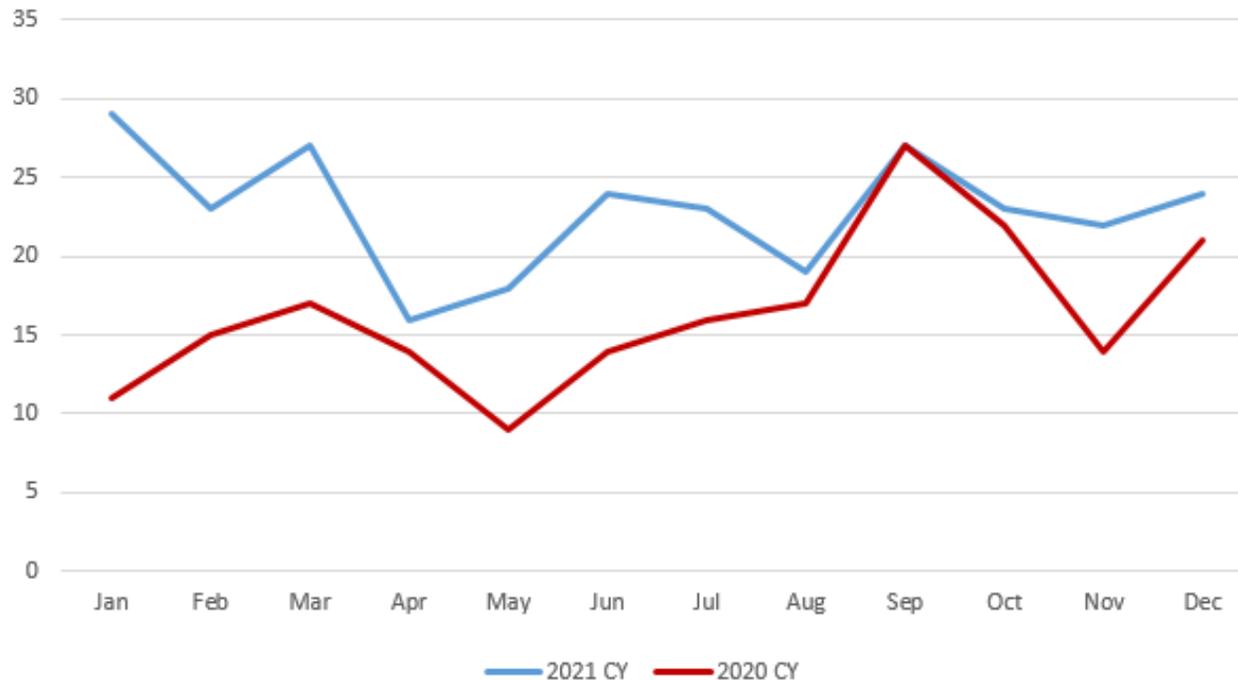


Calendar Year Turnover

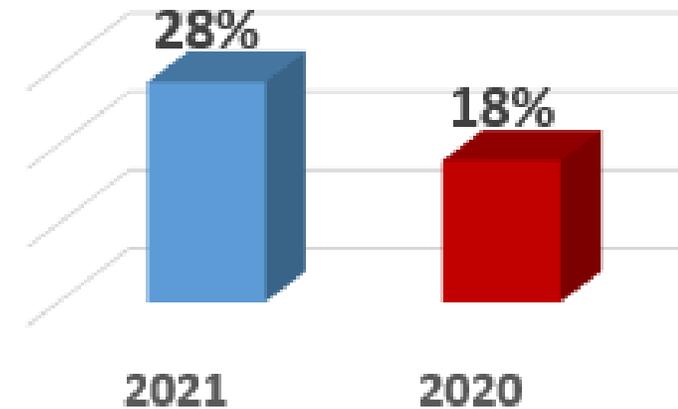


Bedside RN Terms by Month

January – December 2021 **Includes FT/PT Bedside RNs**

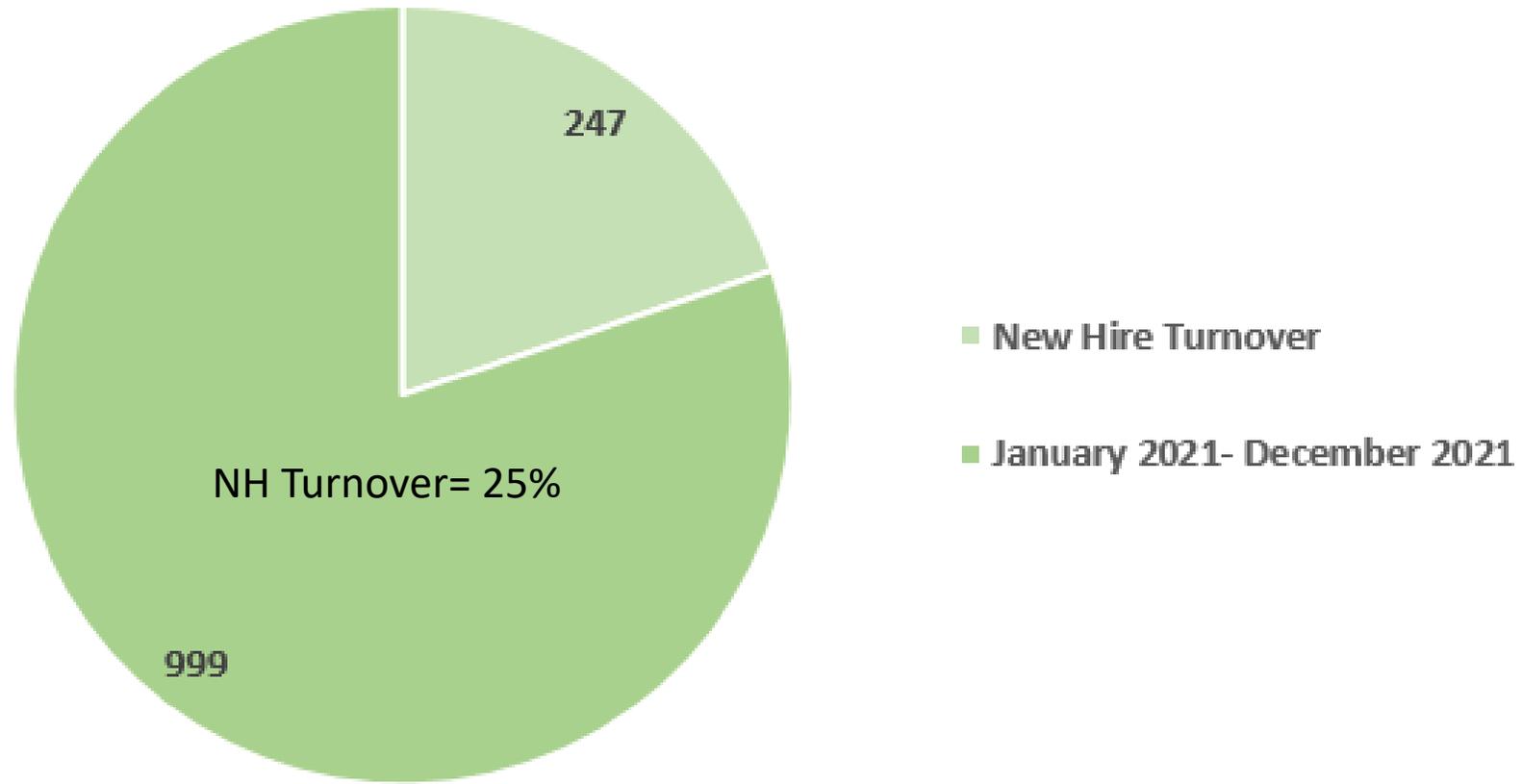


Calendar Year Turnover
Bedside Nurses



New Hire Turnover

Hired & Termed Within 12 Months **Includes FT/PT Employees**



FY22 Lifecycle & Pulse Surveys

Survey	Audience	Jan	Feb	Mar	Apr	May	Jun
Onboarding	New Hires (30 + 90 Days)	Active	Active	Active	Active	Active	Active
Exit	Voluntary Terms	Active	Active	Active	Active	Active	Active
Stay	Milestone Anniversaries	Active	Active	Active	Active	Active	Active
SAQ	SAQ WGs	Active	Active	Active	Active	Active	Active
Benefits	All Employees	Active	Active	Active	Active	Active	Active
Work Environment	All Employees	Active	Active	Active	Active	Active	Active

More on the surveys will be included in the LTM follow-up email

Work Environment Pulse

June 2022 Survey Prep

- Review your results and action plan with your team
- Track progress and follow up with your VP/team
- Cascade progress on organizational opportunities
- Continue to look for opportunities linked to the 27 items
 - LinkedIn Learning Staff Nomination Program for training
 - Job Well Done for recognition
 - Career ladders and coaching for career advancement
- OD will send another copy of the action planning resources to directors



LinkedIn Learning for Leaders

Key Takeaways & Next Assignment

- January Assignment: *Creating Winning Teams*
 - Communicate a clear purpose
 - Invest in team training and team building
 - Create a team playbook (template in exercise files)
 - Monitor the group's dynamics and address issues
 - Recognize value, effort, and progress
- Up Next: *Giving and Receiving Feedback* due 2/28



LEAD Academy

Scheduled to Return



HOSPITAL ASSOCIATION OF SOUTHERN CALIFORNIA®

LEAD ACADEMY
Leadership • Engagement
Accountability • Development



MAKE AN IMPACT

LEAD Academy Synchronous e-learning is an intensive 12-module training experience using innovative tools and experiential learning to empower recently hired, newly appointed or previously untrained health care leaders to better understand and use their strengths. Designed for health care supervisors and managers, LEAD is built on the underlying principle that effective leadership requires productive relationships to support excellence in patient care, sustainable business objectives and a safe patient environment.

Synchronous e-learning refers to a virtual online event or class in which a small group or participants are engaged using technology to learn at the same time. This method takes the traditional facilitator classroom modules online, preserving the rich group interaction that most have come to expect from their LEAD Academy learning experiences. The facilitator leads the group discussion and offers real time insights and feedback. The best part of learning with a facilitator and your peers in real time is the ability to learn and work together, making the content relevant and fun.



Participants can:

- ask questions in real-time
- feel a greater sense of community and connection to their peers
- become more engaged in their learning and
- feel a stronger sense of collaboration through peer learning and feedback

ACADEMY OBJECTIVES

At the conclusion of the LEAD Academy, participating health care managers will be able to:

1. Increase their own self-management skills during everyday and stressful situations
2. Improve the performance of the people and groups that report to them
3. Enhance their contribution to the achievement of facility and system objectives

OUR CURRICULUM

The two hour and fifteen minute LEAD Academy virtual online classroom modules replicate the physical classroom experience by using collaborative tools that encourage active learning such as breakout rooms for small group discussion and practice, digital whiteboards, videos, polling and screen sharing. Pre-work and post-session work are required to ensure a high level of leadership skill development and learner outcomes.

LEAD ACADEMY
LEADERSHIP • ENGAGEMENT • ACCOUNTABILITY • DEVELOPMENT

- Resuming the 2020 cohort in a live, virtual format
 - Will reach out when details are available
- Looking into FY23 cohort options
 - Reach out to Hannah Mitchell to nominate one of your leaders (or yourself!)

Just Culture

Featured Monthly Topics - Launching March

- Topics, resources, and activities to be shared during LTMs starting Communication Board and Compass
- Opportunity to earn a certificate and/or become a Just Culture Champion
- Featured topics include:

A Just & Fair
Safety Culture

Essential
Duties

Seeking to
Understand

Building
Better
Systems

Making
Better
Choices

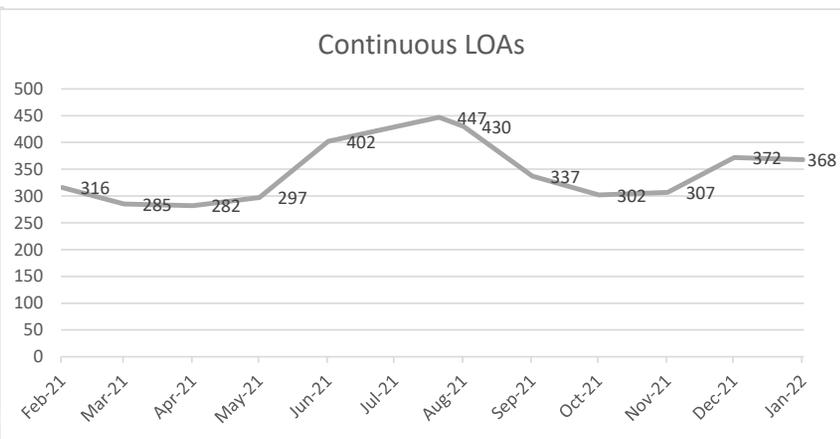
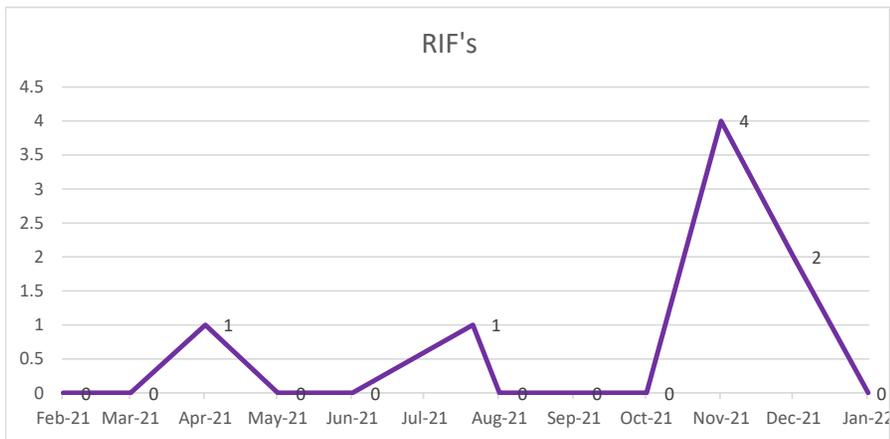
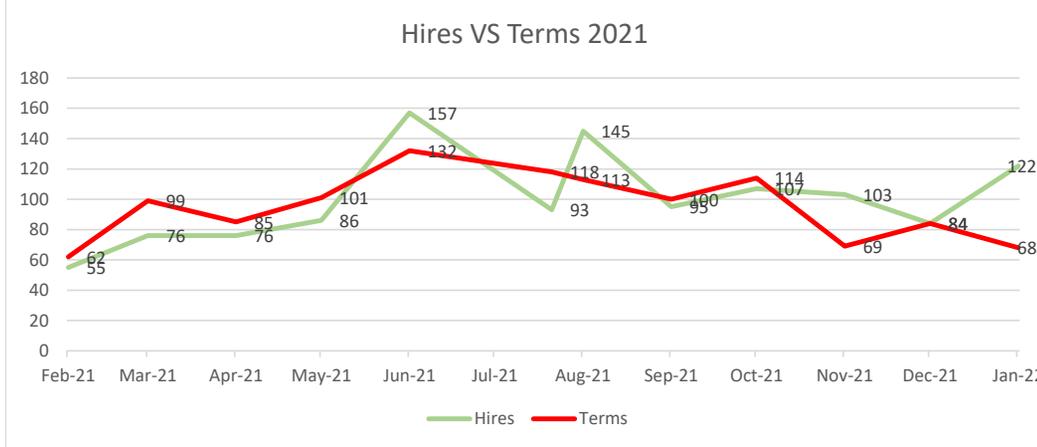
Our Shared
Commitment

MAT I

Coming Soon

- Dates: Enrolled on 3/1 and due 4/11
 - MAT I information flyer emailed to all staff on 3/1
 - Letters mailed to per diems and LOAs
 - Due date applies to per diems, but LOAs have 30 days from their return
- Working on a new team tracker tool
- Modules:
 - Compliance and Privacy
 - Environment of Care, MRI Safety, and Drug Diversion
 - Workplace Culture, Team Communication, and Workplace Violence Prevention

	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22
Hires	55	76	76	86	157	93	145	95	107	103	84	122
Terms	62	99	85	101	132	118	113	100	114	69	84	68
	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22
RIF's	0	0	1	0	0	1	0	0	0	4	2	0
	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22
Continu	316	285	282	297	402	447	430	337	302	307	372	368





News You Can Use

Gary Herbst
Chief Executive Officer



News You Can Use: The COVID-19 Pandemic, Use of Stimulus Funds, and Financial Sustainability

As we approach the two-year anniversary of the COVID-19 pandemic at Kaweah Health, we want to take a moment to express our deepest gratitude and appreciation for the people and teams who have cared so greatly for our communities. This pandemic has changed the course of the world, and more personally, many lives. At Kaweah Health, we have lost four employees and one provider. We hope and pray for a better 2022 and that everyone stays safe and healthy.

We get asked often about the use of the Federal, State and County COVID-stimulus funds we have received over the past two years. While we did receive a significant amount of funding, for which we are very grateful, it did not cover the total investment we have made in the people of our workforce, medications and supplies, and other COVID-related operating and capital costs, not to mention the significant loss of revenue caused by the COVID-induced restriction of surgeries and other services. We know that much of the additional cost was due to the higher demand for staffing and that overtime, extra shift bonuses and higher wages were a significant but necessary expense. Consistent with our commitment to open transparency, we asked our Finance Team to summarize and report to us the cumulative cost of the pandemic and the amount offset by COVID-stimulus funds:

Total COVID-Stimulus Funds (As of January 22, 2022):	\$54,544,000
Additional Labor Expense:	50,286,000
COVID-Related Supplies/Other Expense:	17,738,000
Funding Shortfall:	(\$13,480,000)

Without the stimulus funds, we would have been in a much more dire condition, making it much more difficult to effectively care for our patients and our staff. While we are forecasted to end the year in the red, we remain hopeful and optimistic about the future but we must begin to slowly rebuild the financial foundation of our organization.

There is encouraging evidence that this pandemic will begin to wind down in the coming weeks and we should see a commensurate reduction in the need for significant overtime and Extra-Shift Bonus (ESB) payments. However, until then, we do feel it is necessary to continue with our ESB program through at least March 19, 2022 but we need to start reducing the ESB daily rates in small increments if we are to begin rebuilding our sustainable financial foundation. As such, most ESB-eligible positions will see a small decrease in the daily rates beginning February 6th; overtime still applies after 40 worked hours in week. Thank you all for your dedication, commitment and support.