



August 12, 2020

## NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Human Resources Committee meeting at 4:00PM on Wednesday August 19, 2020 in the Kaweah Delta Chronic Disease Management Center– Conference Room, 325 S. Willis Street, Visalia, CA 93291 or via GoTo Meeting from your computer, tablet or smartphone <https://global.gotomeeting.com/join/644825173> or **Via phone - 1 (312) 757-3121 / Access Code: 644-825-173.**

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 and on the Kaweah Delta Health Care District web page <http://www.kaweahdelta.org>.

KAWEAH DELTA HEALTH CARE DISTRICT  
David Francis, 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**

Wednesday August 19, 2020 – 4:00PM

Kaweah Delta Chronic Disease Management Center Conference Room  
325 S. Willis St., Visalia, CA 93291

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

<https://global.gotomeeting.com/join/644825173>

**Via phone - 1 (312) 757-3121/ Access Code: 644-825-173**

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

**OPEN MEETING – 4:00PM**

**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) **Policies**- Discuss tentative changes to current policies - *Dianne Cox, VP Human Resources*
  - a. **HR.12** Equal Employment Opportunity {Revised}
  - b. **HR.13** Anti-Harassment and Abusive Conduct {Revised}
  - c. **HR.75** Differential Pay-Shift, Holiday, and Weekend {Revised}
- 3) **Human Resources Updates**- Discussion of potential changes relating to Kaweah Delta employees – *Dianne Cox, VP Human Resources*
  - a. Retention/Hiring and Leaves of Absence (Impact of COVID) Jaime Morales, Linda Hansen {Verbal Update}
  - b. Contract Labor-Travelers- Jaime Morales {Verbal Update}
  - c. Employee Benefits- Dianne Cox {Verbal Update}
  - d. **Organizational Development Strategies/Initiatives**- Laura Goddard {Verbal Update}

**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 - August 2020**

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

Date prepared: 8/11/2020

<b>Central Valley Critical Care Medicine</b>	
Adult Hospitalist	1
Intensivist	2

<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>Other Recruitment</b>	
Palliative Medicine	1
Colorectal Surgery	1
Anesthesiology - Cardiac	1

<b>Valley Children's Health Care</b>	
Maternal Fetal Medicine	2
Neonatology	1

<b>Visalia Medical Clinic (Kaweah Delta Medical Foundation)</b>	
Dermatology	2
Adult Primary Care	4
Gastroenterology	1
Gynecology	1
Neurology	1
OB/GYN	3
Orthopedic Surgery (Hand)	1
Otolaryngology	2
Pediatrics	1
Radiology - Diagnostic	1
Rheumatology	1
Urology	3

### Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Colorectal Surgery	Visalia Medical Clinic (Kaweah Delta Medical Foundation)/IQ Surgical Associates	Ota, M.D.	Kyle	09/21	Current KD General Surgery resident	Offer extended
Dermatology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Maranda, M.D.	Eric	09/21	Fidelis Partners - 7/15/20	Initial Phone Interview: 7/22/20 at 4:30PM; Site visits pending dates
Dermatology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Saunders, M.D.	Kent	04/21	Fidelis Partners - 11/27/19	Site visit pending dates
Family Medicine	Visalia Family Practice	Bashiri, M.D.	Maryam	08/20	Presented by Carson Kolb	Offer pending
Family Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)/Key Medical Associates	Bland, D.O.	Scott	08/21	Direct - 9/15/19	Pending site visit in Summer 2020
Family Medicine	Delta Doctors, Inc.	Castillo, M.D.	Fausto	08/20	Direct - 5/3/20	Site visit: 7/10/20; Offer extended
Family Medicine/Core Faculty	Visalia Medical Clinic (Kaweah Delta Medical Foundation)/Kaweah Delta Faculty Medical Group	Geiger, D.O.	Michael	08/21	Direct - UCSF Fresno Career Fair	Site visit pending dates; Tentative - September 2020
Family Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Solis, M.D.	Trinidad	ASAP	Vista Staffing - 6/15/20	References in process; Site visit pending dates (August 2020)
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Al-Tai, M.D.	Zeena	08/21	Pacific Companies - 7/13/20	Phone Interview: 7/27/20 at 1PM
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Balachandran, M.D.	Banujan	08/21	Direct Referral	Phone Interview: 7/30/20 at 2PM

### Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Mohamed, M.D.	Hashem	ASAP	Direct Referral	Phone Interview: 7/27/20 at 3PM
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Rios, M.D.	Juan	08/21	Direct Referral	Currently under review
Family Medicine	Key Medical Associates	Janvelian, M.D.	Vladimir	09/20	Carson Kolb - 11/28/18	Site Visit: 2/15/19; Offer accepted; Tentative Start Date - 9/2020
Family Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Patty, M.D.	Christina	08/20	Direct - Local Candidate	Site Visit: 2/5/19; Offer accepted; Start Date: 1/4/21
Gastroenterology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Sherid, M.D.	Muhammed	ASAP	Pacific Companies - 7/28/20	Currently under review
Hospitalist	Central Valley Critical Care Medicine	Aung, M.D.	Khin	TBD	Vista Staffing - 2/15/20	Site visit pending dates
Hospitalist	Central Valley Critical Care Medicine	Ching, M.D.	Steven	TBD	Direct - 5/11/20	Currently under review
Hospitalist	Central Valley Critical Care Medicine	Jimenez, M.D.	Alfonso	08/20	Direct - 7/22/20; Grew up in Tulare, CA	Currently under review
Hospitalist	Central Valley Critical Care Medicine	Lee, M.D.	Wilson	TBD	Vista Staffing Solutions 3/9/20	Currently under review
Hospitalist	Central Valley Critical Care Medicine	Diramerian, M.D.	Liza	08/20	Referral - Dr. Umer Hayyat	Site Visit: 12/17/19; Offer accepted; Tentative Start Date: 9/2020
Hospitalist	Central Valley Critical Care Medicine	Hayyat, M.D.	Umer	08/20	Practice Link	Site Visit: 8/14/19; Start Date: 9/16/20
Hospitalist	Key Medical Associates	Hong, M.D.	Michael	08/20	Key Medical Associates	Offer accepted; Start date pending

### Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Hospitalist	Valley Hospitalist Medical Group	Kalsi, M.D.	Ramneek	08/20	Direct - UCSF Fresno Residency Program	Offer accepted; Start date: 8/26/20
Hospitalist	Valley Hospitalist Medical Group	Kim, M.D.	Matthew	08/20	Direct - Current KDH Resident	Offer accepted; Start Date: 8/12/20
Hospitalist	Central Valley Critical Care Medicine	Moers, D.O.	Diana	09/20	Direct - PracticeLink 3/24/2020	Offer accepted; Start date pending
Hospitalist	Central Valley Critical Care Medicine	Ramakuri, M.D.	Monica	08/20	Vista Staffing - 7/19/2020	Start date pending credentialing
Intensivist	Central Valley Critical Care Medicine	Kokocki, M.D.	Stanley	ASAP	CompHealth - 7/21/20	Currently under review
Intensivist	Central Valley Critical Care Medicine	Hanna, M.D.	Sameh	08/20	Vista Staffing Solutions	Currently under review
Intensivist	Central Valley Critical Care Medicine	Nishi, M.D.	Gregg	07/20	PracticeLink - 4/1/20	Currently under review
Intensivist	Central Valley Critical Care Medicine	John, D.O.	Avinaj	08/21	Vista Staffing - 10/25/19	Site visit: 12/13/19; Offer accepted
Internal Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Malik, M.D.	Sara	08/21	Direct - Dr. Umer Hayyat's spouse	Site visit pending dates - Summer 2020
Neonatology	Valley Children's Hospital	Alexander, M.D.	Steven	ASAP	Valley Children's - 7/28/20	Virtual Interview: 7/31/20; Offer extended
Psychiatry	Precision Psychiatry	Singh, M.D.	Jasbir	07/20	Precision Psychiatry - 6/10/2020	Offer accepted; Tentative Start Date: 8/2020 - Pending hospital privileges
Urology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Hamdi, M.D.	Anas	08/22	Direct - Referral	Site visit pending - Late 2020
Urology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Patel, M.D.	Neil	TBD	Los Angeles Career MD Fair 9/14/19	Site visit pending dates

### Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Referral Source	Current Status
Urology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Talanki, M.D.	Varun	08/21	HealthCareers - 1/24/2020	Site visit pending dates

**Kaweah Delta Physician Recruitment and Relations  
Physician Liaison Activity Report  
August 2020**

- New Physician Marketing
  - Dr. Gonzalo Carrizo, Cardiothoracic Surgeon
  - Dr. Jason Roos, ENT
  - Dr. Kristen Currie, Pediatrician
  - Dr. Tangel Chang, Radiation Oncologist
  - Dr. Ryan Howard, Medical Director of Hospice & Palliative Medicine
    - Hospice Census
  
- Physician Supply & Demand Study/Community Needs Assessment
  - Final review complete by 8/21
  - Results roll-out end of August/early September
  - Common trends –
    - Expand Primary Care
    - Specialty care access for Medi-Cal
    - Potential Physician Retirements
  
- New Technology
  - Clarify – Market share data
  - Salesforce – Physician Relationship Manager – Tracking Tool
  
- Referring Physician Survey – September/October 2020



<b>Policy Number:</b> HR.12	<b>Date Created:</b> 06/01/2007
<b>Document Owner:</b> Dianne Cox (VP Chief HR Officer)	<b>Date Approved:</b> Not Approved Yet
<b>Approvers:</b> Board of Directors (Administration)	
<b>Equal Employment Opportunity</b>	

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

**POLICY:**

This policy applies to all employees and individuals involved in the operations of Kaweah Delta, including but not limited to , employees, vendors, independent contractors, individuals working through a temporary service, unpaid interns, students, or volunteers, and others doing business with Kaweah Delta.

Kaweah Delta policy prohibits unlawful discrimination or retaliation based on:

- a. Race, color, ancestry, religion, religious creed (including religious dress and grooming), sex (including breastfeeding and related medical conditions), sexual orientation (including those who identify as transgender, transgender transitioning, gender expression, gender roles, gender identity), sexual harassment, victim of domestic violence, sexual assault or stalking, national origin, disability, medical condition, mental health conditions such as depression and post-traumatic stress disorder, genetic information (GINA Act of 2008), marital status, same-sex marriage, pregnancy, age, military and veteran services, or any other characteristic protected by law;
- b. Violators can be; third parties, coworkers, managers, supervisors
- c. Retaliation against an individual for filing a charge of discrimination, participating in an investigation, opposing discriminatory practices, and/or coverage under the State’s Whistleblower Statute (prohibiting employers from retaliating against employees who report a violation to their employer, rather than the government, protecting employees from “anticipatory retaliation,” expanding the protections of the law to include individuals who disclose the information/make the complaint as part of their job duties, covering employees who report violations of local laws, and covering employees who provide information to public bodies).
- d. Retaliation against an employee who is a family member of a person who has or is perceived to have engaged in protected activities such as managing complaints about working conditions, pay, or whistleblowing;
- e. Retaliation against employees who request a religious or disability accommodation regardless of whether the accommodation is

granted;

- f. Employment decisions based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, including traits historically associated with race, including, but not limited to, hair texture and protective hairstyles, defined as braids, locks and twists, age, religion, or ethnic group, or individuals with disabilities;
- g. Denying employment opportunities to a person because of marriage to, or association with, an individual noted in section (a). Discrimination is also prohibited because of participation in schools or places of worship associated with a particular racial, ethnic, or religious group;
- h. Any other consideration made unlawful by Federal, State or local laws.

All aspects of pre-employment and employment within Kaweah Delta will be governed on the basis of merit, competence, and qualifications. Decisions made with respect to recruitment, hiring and job placement for all positions will be made solely on the basis of the individual qualifications related to the requirements of the position. Likewise, the administration of all other personnel matters such as compensation, assignment, or classification of employees; transfer, promotion, termination, layoff, or recall; job advertisements; testing; use of company facilities; training and apprenticeship programs; fringe benefits; pay, retirement plans, and disability leave; discharge; or other terms and conditions of employment will be free from illegal discriminatory practices.

In accordance with California AB 1443 Kaweah Delta will not tolerate discrimination against any person in the selection, termination, training, or other terms or treatment of that person in an unpaid internship, or another limited duration program to provide unpaid work experience for that person, or the harassment of an unpaid intern or volunteer because of any of the protected categories.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, Kaweah Delta will make reasonable accommodations for known physical or mental limitations of a1515n otherwise qualified individual with a disability who is an applicant or an employee, unless undue hardship would result. A leave of absence may be considered as a type of reasonable accommodation. Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact their supervisor, department head, or Human Resources and make a request to participate in a timely interactive process to explore reasonable accommodations. The individual with the disability is invited to identify what accommodation he or she needs to perform the job. Kaweah Delta will take steps to identify the barriers that make it difficult for the applicant or employee to perform his or her job, and will identify possible accommodations, if any, that will enable the individual to perform the essential functions of his or her job. If the accommodation is reasonable and will not impose an undue hardship, Kaweah Delta will meet

the request.

Kaweah Delta is committed to complying with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in the operations of Kaweah Delta and prohibits unlawful discrimination by any employee of Kaweah Delta, including management personnel, supervisors, co-workers and third parties.

If an employee believes that they have been subjected to any form of unlawful harassment or discrimination, they are to report their concerns to any Kaweah Delta department head, manager, supervisor, Compliance Call Line, Vice President, the CEO or the Vice President of Human Resources of Kaweah Delta as soon as possible after the incident. The concerns should include details of the incident or incidents, names of the individuals involved and names of any witnesses. It is helpful that any such reports of harassment be in writing so that there is no misunderstanding as to the nature of the conduct in question. Department heads, managers or supervisors will refer all harassment complaints to the Vice CEO of Human Resources or the CEO. Kaweah Delta will immediately undertake an effective, thorough and objective investigation of the harassment or discrimination allegations, and provide:

- Confidentiality to the extent possible
- Timely response
- Impartial and timely investigations by qualified personnel
- Document and tracking for reasonable progress
- Options for remedial actions and resolutions
- Timely closure

Kaweah Delta determines that a violation of this policy has occurred, effective remedial action will be taken in accordance with the circumstances involved. Any employee determined by Kaweah Delta to have violated this policy will be subject to appropriate Disciplinary Action, up to and including termination of employment. Kaweah Delta will not retaliate against an employee for filing a complaint and will not tolerate or permit known retaliation by management, employees or co-workers.

Kaweah Delta encourages all employees to report any incidents of harassment or discrimination forbidden by this policy immediately so that complaints and concerns can be quickly and fairly resolved. Complaints may also be made to the Department of Fair Employment and Housing and/or the Equal Employment Opportunity Commission.

#### **ADDITIONAL INFORMATION:**

- I. Human Resources will be responsible for formulating, implementing, coordinating and monitoring all efforts in the area of EEO. Human Resource duties relating to EEO compliance will include, but is not necessarily limited to:

- A. assisting management in collecting and analyzing employment data;
  - B. collecting necessary information and completing an Employer Information Report (EEO-4) for annual submission to the government;
  - C. developing policy statements and recruitment procedures designed to comply with Kaweah Delta's equal employment philosophy; and
  - D. complying with various reporting requirements and posting notices required to ensure full compliance with all employment-related laws and regulations.
- II. Human Resources will also provide all applicants for employment a California Employment Applicant Data Form and maintain those forms in a place separate from applications and/or Personnel files.
- III. Any communication from an applicant for employment, an employee, a government agency or an attorney concerning any Equal Employment

Opportunity (EEO) matter will be referred to the Vice CEO of Human Resources.

Any questions regarding the interpretation of this manual should be referred to the Vice President of Human Resources. No changes will be made in any policy and procedure or any deviations authorized without the express written permission of the CEO.

*"These guidelines, procedures, or policies herein do not represent the only medically or legally acceptable approach, but rather are presented with the recognition that acceptable approaches exist. Deviations under appropriate circumstances do not represent a breach of a medical standard of care. New knowledge, new techniques, clinical or research data, clinical experience, or clinical or bio-ethical circumstances may provide sound reasons for alternative approaches, even though they are not described in the document."*



<b>Policy Number:</b> HR.13	<b>Date Created:</b> 06/01/2007
<b>Document Owner:</b> Dianne Cox (VP Chief HR Officer)	<b>Date Approved:</b> 06/18/2020
<b>Approvers:</b> Board of Directors (Administration)	
<b>Anti-Harassment and Abusive Conduct</b>	

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

**POLICY:**

It is the policy of Kaweah Delta to provide a work environment free from abusive conduct, sexual or unlawful harassment, and/or any behaviors that undermine a culture of safety. This includes, but is not limited to, Race, color, ancestry, religion, religious creed (including religious dress and grooming), sex (including breastfeeding and related medical conditions), sexual orientation (including those who identify as transgender, transgender transitioning, gender expression, gender roles, gender identity), sexual harassment, victim of domestic violence, sexual assault or stalking, national origin, disability, medical condition, mental health conditions such as depression and post-traumatic stress disorder, genetic information (GINA Act of 2008), marital status, same-sex marriage, pregnancy, age, military and veteran services, or any other characteristic protected by law.

This policy applies to all employees and individuals involved in the operations of Kaweah Delta, including but not limited to, employees, vendors, independent contractors, individuals working through a temporary service agency, unpaid interns, students, or volunteers, and others doing business with Kaweah Delta.

Harassment and Abusive Conduct as defined is prohibited by Kaweah Delta and is against the law. All must be aware of:

- a. What Sexual Harassment and Abusive Conduct is;
- b. Steps to take if harassment occurs;
- c. Prohibition against retaliation for reporting

Kaweah Delta management and supervisors have a responsibility to maintain a workplace free of all forms of abusive conduct and sexual or unlawful harassment. Kaweah Delta will take all reasonable steps to prevent abusive conduct and harassment from occurring.

Sexual harassment is defined as any unwelcome sexual advances, or visual, verbal, or physical harassment of a sexual nature. It is critical to note that it is the perception of the receiver rather than the intention of the offender that will define behavior which constitutes Sexual Harassment. This definition includes various forms of offensive behavior:

- 1. Verbal Harassment Examples:  
Sexual comments, derogatory comments or slurs, epithets, name-calling, belittling, sexually explicit or degrading words to describe an individual, sexually explicit jokes, comments about an employee's anatomy and/or dress, sexually oriented noises or remarks, questions about a person's sexual practices, use of patronizing terms or remarks, verbal abuse, graphic verbal commentaries about the body.
- 2. Physical Harassment Examples:

Physical touching, assault, impeding or blocking movement, pinching, patting, grabbing, brushing against or poking another employee's body, hazing or initiation that involves a sexual component, requiring an employee to wear sexually suggestive clothing, any physical interference with normal work or movement, when directed at an individual.

3. Visual Harassment Examples:

Displaying sexual pictures, derogatory posters, cartoons or drawings, displaying sexual media or electronic information, such as computer images, text messages, emails, web pages, or multimedia content, displaying sexual writings or objects obscene letters or invitations, staring at an employee's anatomy, leering, sexually oriented gestures, mooning, unwanted love letters or notes.

It is impossible to define every action or all words that could be interpreted as Sexual Harassment. The examples listed above are not meant to be a complete list of objectionable behavior nor do they always constitute Sexual Harassment.

Sexual Harassment does not typically refer to behavior or occasional compliments of a socially acceptable nature. Sexual harassment refers to behavior that is not welcome, that is personally offensive, that fails to respect the rights of others, and unreasonably interferes with work effectiveness.

Abusive Conduct is conduct of an employer or employee, in the workplace, with malice that a reasonable person would find hostile, offensive and unrelated to an employer's legitimate business interests. Abusive conduct may include repeated infliction of verbal abuse, such as the use of derogatory remarks, insults, epithets, verbal or physical conduct that a reasonable person would find threatening, intimidating, or humiliating or the gratuitous sabotage or undermining of a person's work performance.

Abusive conduct behaviors foster medical errors, contribute to poor employee and patient satisfaction, contribute to adverse outcomes, increase the cost of care, and cause employees, and individuals to seek new positions in more professional environments.

Those who are affected or witnesses of Abusive Conduct are encouraged to report any such incidences.

Examples of abusive conduct, intimidating and/or disruptive behaviors include but are not limited to:

- a. Condescending language or voice intonation;
- b. Profane or disrespectful language;
- c. Angry outbursts or yelling, raised voice, name calling;
- d. Disruption of meetings;
- e. Refusal to complete a task or carry out duties;
- f. Intentional failure to follow Kaweah Delta's policies;
- g. Retaliation against any person;
- h. Derogatory remarks about others;
- i. Inappropriate touching or assault;
- j. Starting false rumors about others; gossip
- k. Exclusion or social isolation;
  
- l. Throwing instruments, charts or other things;
- m. Bullying or demeaning behavior;
- n. Abusive treatment of patients or coworkers;
- o. Sexual harassment; sexual comments/innuendos;
- p. Racial, ethnic, or socioeconomic slurs;
- q. Physical attacks, pinching, patting, slapping, or unwanted touch;
- r. Non-constructive criticism to intimidate, undermine confidence, belittle;
- s. Persistent hostility toward a co-worker;
- t. Blames or shames others for possible adverse outcomes;
- u. Threatening to get someone fired;

- v. Unnecessary sarcasm or cynicism;
- w. Threats of violence or retribution;
- x. Criticizing other caregivers in front of patients or others

Overt and passive behaviors undermine team effectiveness and can compromise the safety and satisfaction of patients and employees. Disruptive behaviors are unprofessional, and are subject to Progressive Discipline (see HR.216) up to and including termination.

Unlawful harassment or abusive conduct in any form, including verbal, physical, or visual behaviors, threats, demands or harassing conduct that affect tangible job benefits, that interfere unreasonably with an individual's work performance, or that create an intimidating, hostile, or offensive working environment, is strictly prohibited. Retaliation for reporting such conduct is also prohibited.

#### KAWEAH DELTA'S RESPONSIBILITY

Kaweah Delta has an affirmative duty to take reasonable steps to prevent and promptly correct discriminatory, abusive and harassing conduct.

Every department must assure that the work environment is free from all types of unlawful discrimination – including abusive conduct and sexual harassment. Awareness of sexual harassment and abusive conduct requires prompt corrective action from supervisors and managers.

By law, management is held responsible and has personal liability regardless of whether the employer knew or should have known and/or did not do anything about the harassment, and for the actions of their staff members.

In accordance with California AB 1825, all management will receive at least two (2) hours of Sexual Harassment prevention training every two (2) years. Management who is hired, or personnel promoted to management positions will complete the training within six (6) months of hire or promotion.

In accordance with California AB 2053, abusive conduct training has been incorporated into the sexual harassment prevention training for Kaweah Delta management in order to prevent abusive conduct in the workplace. In addition, in compliance with SB1343, all employees are required to complete a dedicated one-hour training module every other year.

#### RESPONSIBILITIES OF KAWEAH DELTA PERSONNEL

In accordance with SB425- Kaweah Delta will report any written complaint of sexual abuse or misconduct to the appropriate licensing board within 15 days of receiving the written complaint. Individuals may not be aware that their behavior is offensive or potentially harassing. Once advised of the offending behavior the problem may resolve. If you as an employee are found to have engaged in sexual harassment, or if you as a manager know about the harassing conduct of an employee or individual doing business with the company and do nothing, condone or ratify it, you may be personally liable for monetary damages.

Kaweah Delta will not pay damages assessed against you personally. Kaweah Delta takes seriously its obligation to take all reasonable steps to prevent discrimination and harassment from occurring and recognizes its own responsibility and potential liability for harassment by its supervisors or agents. If harassment does occur, Kaweah Delta will take effective action to stop any further harassment and to correct any effects of the harassment. Whenever possible personnel who feel harassed should inform the harasser that the behavior is unwelcome and unwanted. If this does not resolve the problem, or if the person feels uncomfortable in expressing their concern, they should follow the following procedure:

PROCEDURE:

- I. Any individual who believes that the actions or words of management, fellow personnel, or another person in the workplace constitutes unlawful harassment or abusive conduct, even if there is no loss of job or economic benefit, has a responsibility to report or complain as soon as possible to their chain of command or to the Vice President of Human Resources or designee or CEO.

Anyone with knowledge and certainly anyone in a supervisory or management role has a responsibility to inform the Vice President of Human Resources or designee as soon as possible of any complaint made consistent with this policy.

Individuals can raise concerns and make reports without fear of reprisal or retaliation. All allegations of sexual harassment will be investigated. To the extent possible, confidentiality of the reporting personnel and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure.

- II. The Vice President of Human Resources or designee will inform the complainant of their rights under appropriate law and the staff member's obligation to secure those rights. Staff members can contact the Department of Fair Employment and Housing for additional information at 800-884-1684 or at [www.dfeh.ca.gov](http://www.dfeh.ca.gov)
- III. The Vice President of Human Resources or designee will conduct a thorough, objective, timely and complete investigation of the complaint and recommend imposition of appropriate disciplinary actions, up to and including immediate termination of employment, against violator(s).

The investigation process will include but not be limited to the following:

- A. A timely response;
  - B. An investigation performed by qualified personnel in a timely and impartial manner;
  - C. Documentation and tracking for reasonable progress;
  - D. Appropriate options for remedial actions and resolutions;
  - E. Closure in a timely manner
- IV. Results of the investigation will be communicated to the complainant, to the alleged harasser, and, as appropriate, to all others directly concerned.
  - V. If an investigation reveals that a member of Kaweah Delta's Medical Staff is involved or implicated, the matter will be investigated by the Vice President of Human Resources or designee in consultation with the Medical Staff Leadership. The appropriate Kaweah Delta Vice President, Chief Medical Officer and Chief Executive Officer will be kept informed as appropriate.

*“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.”*



Policy Number: HR.75	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Chief HR Officer)	Date Approved: 12/19/2019
Approvers: Board of Directors (Administration)	
<b>Differential Pay-Shift, Holiday, and Weekend</b>	

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

**POLICY:** Differentials will be paid to eligible employees who are scheduled for and work non-business-hour shifts.

**PROCEDURE:** I. Employee Eligibility

Employees with qualifying job codes are eligible for differential pay. Job codes with Monday-Friday 8:00 am - 5:00 pm (or approximate) schedules are not eligible for any differentials, unless needed to work by leadership.

II. Shift Differential Eligible Hours

Evening: 10% of the minimum of the range will be paid to non-exempt eligible job codes. A differential will be paid if the majority (i.e., more than 50%) of hours worked fall between 3:00 p.m. and 11:00 p.m...

Nights: 15% of the minimum of the range will be paid to non-exempt eligible job codes. A differential will be paid if the majority (i.e., more than 50%) of hours worked fall between 11:01 a.m. and 6:30 a.m.

Weekends: 10% of the minimum of the grade will be paid to all eligible licensed clinical job codes. This differential will be paid only for hours worked between 6:00 p.m. Friday and 6:30 p.m. Sunday, and the employee must work more than one hour within that time period.

### III. Holiday Differential

All employees who are required to work the following holidays will be paid holiday differential. Holiday differential is paid at 25%, which is the minimum range.

For New Years, Memorial Day, Labor Day, Thanksgiving and Christmas: Differential will only be paid for hours worked between 6:00 p.m. the night before the holiday until 6:30 p.m. the night of the holiday.

For Independence Day, the differential will only be paid for hours worked from 6:00 a.m. on July 4th through 6:30 a.m. July 5th.

Employees who work in business offices that are closed on holidays are not eligible for holiday differential.

***“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.”***



# Supporting the Kaweah Care Culture: Organizational Development Strategies and Initiatives

# Strategic Initiative Charter: Kaweah Care Culture

## Objective

Recruit, develop, and retain the best staff and physicians to create an ideal work environment and ensure that patients receive excellent compassionate care.

## Chair

Laura Goddard

## ET Sponsor

Dianne Cox

Performance Measure	Baseline	FY21 Goal	FY22 Goal	FY23 Goal
Employee Engagement	4.12 (51 <sup>st</sup> ptile)	4.19 (65 <sup>th</sup> ptile)	TBD	TBD
Physician Engagement	3.55 alignment score	3.68 alignment score	TBD	TBD
Patient Engagement	July 19-March 20 73.8% HCAHPS 64.5% ED PEC	76.5% HCAHPS 70% ED PEC	78.0% HCAHPS 72% ED PEC	80.0% HCAHPS 75% ED PEC
Safety Culture	SAQ Teamwork: 63% Safety: 69%	SAQ Teamwork: 66% Safety: 73%	TBD	TBD

## Team Members

Teresa Boyce  
Ed Largoza  
Keri Noeske  
Brittany Taylor  
Sandy Volchko  
Anu Banerjee

Strategies (Tactics)	Net Annual Impact (\$)*
Employee Engagement	
Physician Engagement	
Patient Engagement	
Safety Culture (Safety Climate & Teamwork Climate)	

\* Average annual impact over 3 years

# Engaging Employees and Physicians

while fighting a pandemic





# PULSE

EMPLOYEE  
ENGAGEMENT  
SURVEY

## Pulse Survey Timeline

Date(s)	Milestone
Starting 7/15	Leaders announce survey coming soon
8/17	Incentive treats available for pickup
8/24	Survey opens: Press Ganey sends survey invite email to employees
8/31 & 9/8	Press Ganey sends reminder emails to those who have not taken survey
9/14	Survey closes: Press Ganey sends final reminder email
9/28	Initial results to Kaweah Delta

*\*Final results and data reports available in October*

## Fast Facts

- Follow-up from 2019 engagement survey
- 1100 participants
- 22 workgroups
- Goal - Move  $\geq$  50% to Tier-2 status (3.8 or higher)

# Recognition Awards

- Kaweah Care – an employee who demonstrates Kaweah Care
- Physician Kaweah Care – a physician who demonstrates Kaweah Care
- Employee of the Month – an employee who has built a reputation of consistent world-class behaviors
- Physician of the Month – a physician who has built a reputation of consistent world-class behaviors
- Team Pyramid Award – a team that consistently demonstrates our world-class vision
- Good Catch Patient Safety Award – an individual who intervened to prevent harm or potential harm to a patient

# Celebration!

## *Employee Connection Team - Annual Calendar of Events\**

### **July – September**

- ET rounding – Front Line Heroes 2020
- Big Kahuna shaved iced
- EVS Week celebration

### **October – December**

- ET rounding - Halloween treats
- Thanksgiving “Giving Thanks”
- Veteran’s Day celebration
- Holiday meal (pending social distancing)

### **January – March**

- Happy New Year
- ET rounding
- Kaweah Delta Service Awards
- Cardiac Month celebration
- First day of Spring celebration

### **April – June**

- ET rounding
- 3<sup>rd</sup> Annual Starlight Awards
- Ducky Races

\*Updated as year progresses

# Supporting Kaweah Care in a Virtual Community

IMPORTANT MESSAGE - KD\*Hub Clinicals & Revenue Cycle Upgrade Tonight August 11  
Please click below for more details.  
[View more](#)



About Us ▼ Working Here ▼ Tools ▼ Events & Menus Service Request ▼ People ▼   

## Find your way with Kaweah Compass

Your one-stop guide to resources, news and information



### How to find your way!



### Today's Menu



### COVID-19 Updates

 **August 6 - Command Center Update**  
TLC/Distance Learning, Door Windows, BD  
Max PCR Tests, KD...

 **July 30 - Command Center Update**  
Finance Rumor Control

 **NYCU: PPE Update and Inform**  
PPE Update and Information 

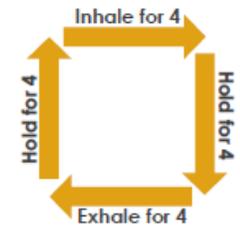
# Employee Wellness & Well-being

- Resources for Resiliency & Wellness
- Chaplain Services
  - Rounding on units
  - Spiritual Care Videos
- Pulse Check
  - **P**ause and step away for a moment
  - **U**se 4 square breathing
  - **L**ook around and name 5 things you see
  - **S**tretch and move your body
  - **E**xplore your level of distress
- Huddle topics
- Leadership awareness and rounding



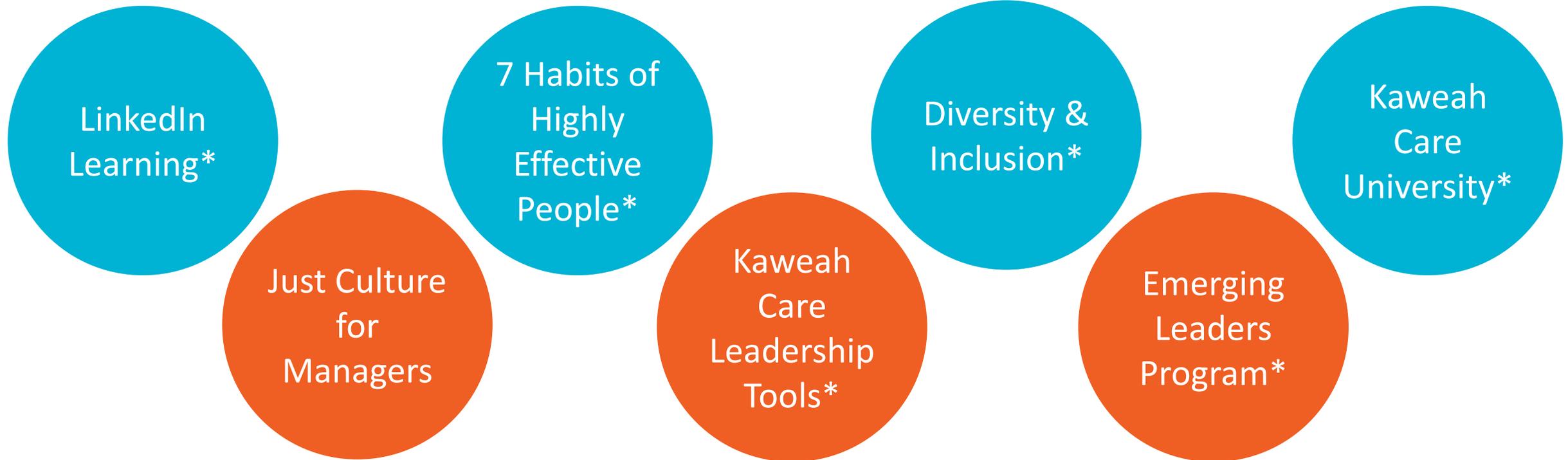
When you experience distress and your survival instincts kick in, do a quick PULSE check:

- P** **PAUSE** and step away for a moment
- U** **USE** 4 square breathing
- L** **LOOK** around and name 5 things you see
- S** **STRETCH** and move your body
- E** **EXPLORE** your level of distress. At what level are you experiencing:



	Not at all	Mild	Moderate	Strong	Very Strong
Irritability and/or angry outbursts					
Increased alertness					
Exaggerated startle response					
Zoning out or difficulty concentrating					
Inability to remember important things					
Feelings of helplessness					

# Leadership & Emerging Leader Development Strategies



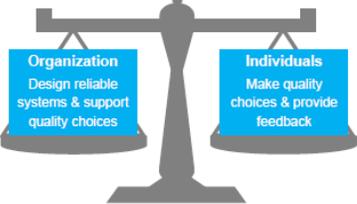
*\*Virtual or e-learning option*

# Supporting a Culture of Safety

**Just Culture Overview**

Just Culture is a component of our Kaweah Care commitment to deliver safe, effective and compassionate care and services for our patients, their families, our staff and providers.

In a Just Culture accountability for safety is fairly balanced between the organization and individuals, and we work together to improve systems and choices. In this learning environment it is easy to report errors, risky behavior, unsafe conditions and system issues knowing that it will be used to identify changes to improve the safety and quality of care and services we deliver and individuals will be treated in a fair and just manner.



We consider the following behaviors when determining the quality of a choice:

<b>Human Error</b> Unintended action or mistake where something else should have been done	<b>At-Risk (i.e. Drift)</b> Choice where the risk is not recognized or is mistakenly believed to be justified	<b>Reckless</b> Choice to take a substantial and unjustifiable risk	<b>Beyond Reckless</b> Choice to purposely or knowingly cause harm
<b>Console</b> Reassure the individual that mistakes happen	<b>Coach</b> Help the individual recognize the risk and the right choice	<b>Consider Discipline</b> Let the individual know that organization does not support their choice to ignore the risk; Ranges from counseling to termination depending on the situation and body of work	

We consider system redesign by adding defenses and addressing performance shaping factors:

**Performance Shaping Factors**  
System or personal attributes that may influence behavior including:

- Systems
- Staffing
- Environment
- Knowledge
- Stress
- Policies
- Workload
- Culture
- Skills
- Fatigue
- Procedures
- Resources
- Supervision
- Experience
- Biases

For more information see key terms on the back, the Just Culture Algorithm, and our Just Culture Commitment policy #HR.03.

**Good Catch Awards**



**Spencer Ames**  
Good Catch | May 2020

# Questions?