

June 6, 2024

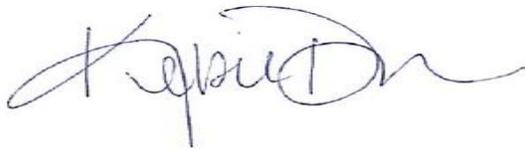
## NOTICE

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 June 12, 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



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, June 12, 2024  
Kaweah Health Medical Center  
305 W. Acequia Avenue, Executive Office Conference Room (1<sup>st</sup> 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; Jaime Morales, Director Talent Acquisition; JC Palermo, Director of Physician Recruitment; April McKee, Director of Medical Staff Services; 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. 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 (Kelsie Davis 559-624-2330) or [kedavis@kaweahhealth.org](mailto:kedavis@kaweahhealth.org) to make arrangements to address the Board.
- 3. PHYSICIAN RECRUITMENT** – Overview and discussion of the monthly physician recruitment report.  
*JC Palermo, Director of Physician Recruitment/Relations*
- 4. 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*
- 5. EMPLOYEE ENGAGEMENT SURVEY** – Overview of Employee Engagement Survey  
*Hannah Mitchell, Director of Organizational Development*
- 6. REPORT ON STAFFING** – Report of Employee Retention and Turnover  
*Dianne Cox, Chief Human Resources Officer*

**7. HUMAN RESOURCES POLICIES** – Review of the following Human Resources policies as reviewed and recommended to be presented to the Board for approval:

- a. HR.49 - Education Assistance – Revised
- b. HR.131 - Employee Recognition and Acknowledgement Programs – Revised
- c. HR.197 – Dress Code Professional Appearance Guidelines – Revised

**8. 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.*

**Physician Recruitment and Relations**

*Medical Staff Recruitment Report - May 2024*

Prepared by: JC Palermo, Director Physician Recruitment - jpalermo@kawahhealth.org - (559) 624-5456

Date prepared: 5/15/2024

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

Delta Doctors Inc.	
Family Medicine	2
OB/GYN	1
Adult Psychiatry	1

Key Medical Associates	
Endocrinology	1
Family Medicine/Internal Medicine	3
Gastroenterology	1
Pediatrics	1
Pulmonology	1
Rheumatology	1

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

Stanford Health Care	
Cardiothoracic Surgery	1

Sequoia Cardiology Medical Group	
EP Cardiology	1

Oak Creek Anesthesia	
Anesthesia - General	1
Anesthesia - Cardiac	1

Valley Hospitalist Medical Group	
GI Hospitalist	1

Other Recruitment/Group TBD	
Dermatology	2
Family Medicine	3
Gastroenterology	2
Neurology - Outpatient	1
Otolaryngology	2
Pediatrics	1
Pulmonology - Outpatient	1
General Cardiologist	1
Urology	3

Valley ENT	
Audiology	1
Otolaryngology	1

Mineral King Radiology Group	
Diagnostic Radiology	1
Interventional Radiology	1

**Physician Recruitment and Relations**  
**Medical Staff Recruitment Report - May 2024**

Prepared by: JC Palermo, Director Physician Recruitment - jpalermo@kaweahhealth.org - (559) 624-5456  
 Date prepared: 5/15/2024

#	Specialty	Group	Date Added	Current Status
1	Vascular Surgery	South Valley Vascular	5/15/2024	Site Visit: Scheduling
2	OB/GYN	Kaweah Health Exeter	4/23/2024	Currently under review
3	Intensivist	Sound Physicians	4/9/2024	Site Visit: 4/11/2024
4	ENT	Valley ENT	4/9/2024	Currently under review
5	General Surgery	TBD	4/9/2024	Site Visit: Scheduling
6	Pulmonology	TBD	4/9/2024	Currently under review
7	Urology	TBD	4/9/2024	Site Visit: 6/11/2024
8	Urology	TBD	4/9/2024	Site Visit: 4/24/2024
9	EP Cardiology	TBD	4/9/2024	Currently under review
10	Pediatric Hospitalist	Valley Children's	4/4/2024	Site Visit: 4/8/2024
11	Gastroenterology	TBD	3/29/2024	Prescreen call pending
12	ENT	Valley ENT	3/29/2024	Site Visit: 6/14/24
13	CT Cardiac Surgery	TBD	3/29/2024	Currently under review
14	ENT	Valley ENT	3/29/2024	Currently under review
15	EP Cardiologist	TBD	3/29/2024	Prescreen call pending
16	Pediatric Hospitalist	Valley Children's	3/29/2024	Site Visit: 4/12/2024
17	Intensivist	Sound Physicians	3/29/2024	Site Visit: 3/20/2024
18	Intensivist	Sound Physicians	3/29/2024	Site Visit: 3/20/2024
19	Intensivist	Sound Physicians	3/29/2024	Site visit: 3/14/2024
20	OB/GYN	Visalia OB/GYN	3/29/2024	Currently under review
21	Cardiac Anesthesia	Oak Creek Anesthesia	3/15/2024	Site Visit: 4/18/24
22	Anesthesia - OB	Oak Creek Anesthesia	2/7/2024	Currently under review
23	Orthopedic Hand Surgeon	Orthopaedic Associates Medical Clinic, inc	2/2/2024	Leadership call pending
24	EP Cardiologist	TBD	2/2/2024	Currently under review
25	EP Cardiology	TBD	9/11/2023	Currently under review
26	Family Medicine	TBD	6/21/2023	Currently under review
27	Family Medicine	TBD	6/21/2023	Currently under review

#	Specialty	Group	Offer Sent
1	Pulmonology	TBD	Pending
2	Bariatric/General Surgery	TBD	Pending
3	Family Medicine	1	Pending
4	Psychiatry	Precision Psychiatry	Pending
5	Psychiatry	Precision Psychiatry	Pending
6	Hospitalist	Key Medical Associates	4/3/2024
7	Anesthesia - Cardiac	Oak Creek	2/2/2024
8	Neurology	Kaweah Neurology	1/4/2024
9	Psychiatry	TBD	12/5/2023
10	Family Medicine	Direct/1099	11/7/2023
11	Family Medicine	Direct/1099	11/2/2023

#	Group	Offer Sent	Expected Start Date
1	Hospitalist	Valley Hospitalist	Fall 2024
2	CRNA	Oak Creek Anesthesia	Spring 2024
3	Anesthesia	Oak Creek Anesthesia	Fall 2024
4	Anesthesia - Critical Care	Oak Creek Anesthesia	Fall 2024
5	Orthopedic Trauma	Orthopaedic Associates Medical Clinic	Summer 2024
6	Hospice & Palliative Medicine	Direct/1099	Summer 2024
7	Endocrinology	Direct/1099	Pending Credentialing
8	Radiation Oncology	SROSI	Summer 2024
9	Cardiothoracic Surgery	Stanford	Summer 2024
10	CRNA	Oak Creek Anesthesia	Summer 2024
11	OB Medical Director of Anesthesia	Oak Creek Anesthesia	Summer 2024
12	Medical Oncology	Sequoia Oncology Medical Associates	Fall 2024
13	Family Medicine	Key Medical Associates	Summer 2024
14	Interventional Cardiology	Direct/1099	Fall 2024
15	Intensivist	Sound Physicians	TBD
16	Hospitalist	Key Medical Associates	TBD

# Ideal Environment

May 2024

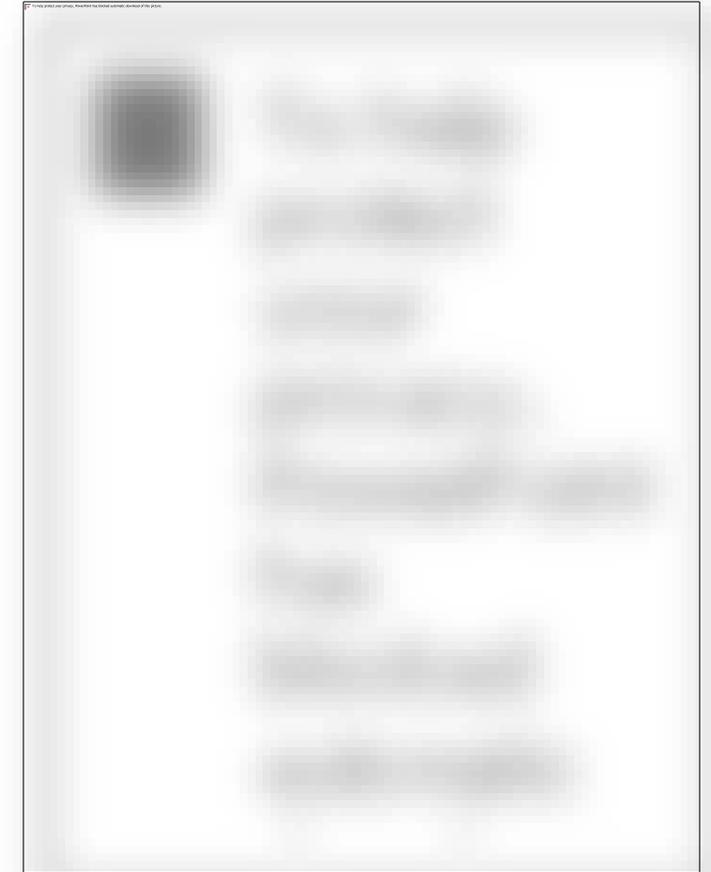


[kaweahhealth.org](http://kaweahhealth.org)



# Upcoming Employee Events

- 5/21: Foundation Reflection Garden Dedication
  - 12 PM by the Acequia Wing
- 6/1 - 6/30: Fathers Day Photos
  - Upload on Kaweah Compass
- 6/7: Schwartz Rounds
  - Sign up in Workday
- 6/13: Ducky Races
  - Movie theme



# Kaweah Care Culture

- All about how we make others feel
- Commitment to world-class experiences for every person every time
- May focus
  - Mailers
  - Rounding cards (pick up starts tomorrow)
  - *I am Kaweah Care* video
  - *Compassion is our Promise* module
- Kaweah Care Pulse July 2024



**A message from Kaweah Health**  
Gary Herbst, CEO

**As we head into a month of celebration and recognition,** I want to take a moment to thank you for all that you do to support our mission, world-class vision, and Kaweah Care culture.

Kaweah Care is more than just a phrase; it's our commitment to providing world-class experiences for every person, every time. It's about caring how we make others feel, and it's driven by every interaction we have with our patients, community members, and each other.

**Kaweah care**  
World-Class Experiences.  
Every Person, Every Time.

Watch our team members and see what Kaweah Care looks like in action.

Visit [KaweahHealth.org/KaweahCares1](https://KaweahHealth.org/KaweahCares1)



**Kaweah Care Commitment**

COMPASSIONATE SERVICE    COMMITMENT TO COLLEAGUES    PERSONAL OWNERSHIP    SAFETY AND PRIVACY

I commit to providing world-class experiences. Every person, every time.

Name \_\_\_\_\_

Department \_\_\_\_\_

(PLEASE PRINT)

Sign and drop this card at one of the designated locations for a chance to win!



[KaweahHealth.org/KaweahCares2](https://KaweahHealth.org/KaweahCares2)

# Compassion is our Promise

- Training module covering
  - The importance of compassionate care and service
  - What it looks and sounds like in action
  - Tools to support compassion
- Required for all staff
- Due May 31

**Compassion is our Promise**

Kaweah Care is more than just a phrase; it's our commitment to providing world-class experiences for every person, every time. It's about caring how we make others feel, and it's driven by every interaction we have with our patients, community members, and each other.

**I am Kaweah Care. I care how I make others feel.**

**'Compassion is our Promise' training module has been assigned in Workday Learning**

**DUE – May 31, 2024 by 11:59pm PST**

**Kaweah Health**  
MORE THAN MEDICINE. LIFE.

# Employee Engagement Survey

- Survey open June 3 - June 17
- 2022 Work Environment Pulse questions plus Press Ganey required
- Focus on top 6 unfavorable
- Organization goal: 4.16 to 4.20
- Leader Learning Path topics
- Leader action items
  - Check in with your teams
  - Wrap up lingering action items
  - Close the loop on progress

Item	Domain	% Unfav	% Neutral	% Fav	Score	Vs. Nat'l HC Avg	Vs. 2021
I am involved in decisions that affect my work.	Manager	15	24	61	3.68	0.02	0.16
I am satisfied with the recognition I receive for doing a good job.	Manager	12	19	69	3.87	0.14	0.32
I have sufficient time to provide the best care/service for our customers/patients.	Organization	11	17	71	3.83	0.14	0.19
This organization supports me in balancing my work life and personal life.	Organization	10	19	71	3.88	0.04	0.13
This organization provides career development opportunities.	Organization	10	20	70	3.85	0.17	0.17
My director is a good communicator.	Manager	9	14	77	4.06	0.04	0.16



Survey Open June 3 – 17

# KAWEAH CARE

## Employee Engagement Survey

Link to online survey sent via email on **June 3**.

**Email from:**

*Press Ganey*  
on behalf of  
**Kaweah Health.**



### PRIZES!

Gift basket opportunity drawing **June 4 – 7**.

Additional prize drawings for each workgroup that reaches **90% participation!**



Employee Engagement Survey June 3, 2024 through June 17, 2024

I like the work I do.
My manager treats me with respect.
I respect my manager.
Employees in my unit/department make every effort to deliver safe, error-free care.
Employees in my unit/department follow proper procedures for patient care/customer service.
My unit/department provides high-quality care and service.
I respect my director.
My unit/department works well together.
I respect the abilities of my manager.
My job responsibilities are clear.
My manager encourages teamwork.
My workgroup leadership values great customer service.
Employees in my unit/department help others to accomplish their work.
My job makes good use of my skills and abilities.
I am proud to tell people I work for this organization.
The employees in my unit/department are careful in how they manage hospital resources.
Employees in my unit/department treat each other with respect.
My director treats me with respect.
My manager cares about my job satisfaction.
My manager is a good communicator.
I would like to be working at this organization three years from now.
I would recommend this organization to family and friends who need care.
This organizational provides high-quality care and service.
I would recommend this organization as a good place to work.
This organization conducts business in an ethical manner.
Communication between shifts is effective in my unit/department.
My director is a good communicator.
I get the training I need to do a good job.
I get the tools and resources I need to provide the best care/service for our customers/patients.
Overall, I am a satisfied employee.
This organization treats employees with respect.
This organization supports me in balancing my work life and personal life.
I would stay with this organization if offered a similar position elsewhere.
This organization provides career development opportunities.
I have sufficient time to provide the best care/service for our customers/patients.
Different units/departments work well together in this organization.
I am satisfied with the recognition I receive for doing a good job.
I am involved in decisions that affect my work.
The environment at this organization makes employees in my unit/department want to go above and beyond what's expected of them.
The person I report to gives me useful feedback.
I feel like I belong at Kaweah Health.
I see every patient/customer as an individual person with specific needs.
I enjoy working with my coworkers.

Employee Engagement Survey June 3, 2024 through June 17, 2024

My work is meaningful.

Note: Items in blue are key areas of focus as our most unfavorable items from the 2022 Pulse.

Open-ended Questions:

What do you like most about working for this organization?

What feedback, input or suggestions do you have?

Pulse = 27 Questions Spring 2022	Required for Press Ganey Benchmarking
	X
X	X
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	X

<b>Pulse = 27 Questions Spring 2022</b>	<b>Required for Press Ganey Benchmarking</b>

# Report of Retention and Turnover

May 1, 2023– April 30, 2024



[kaweahhealth.org](https://www.kaweahhealth.org)



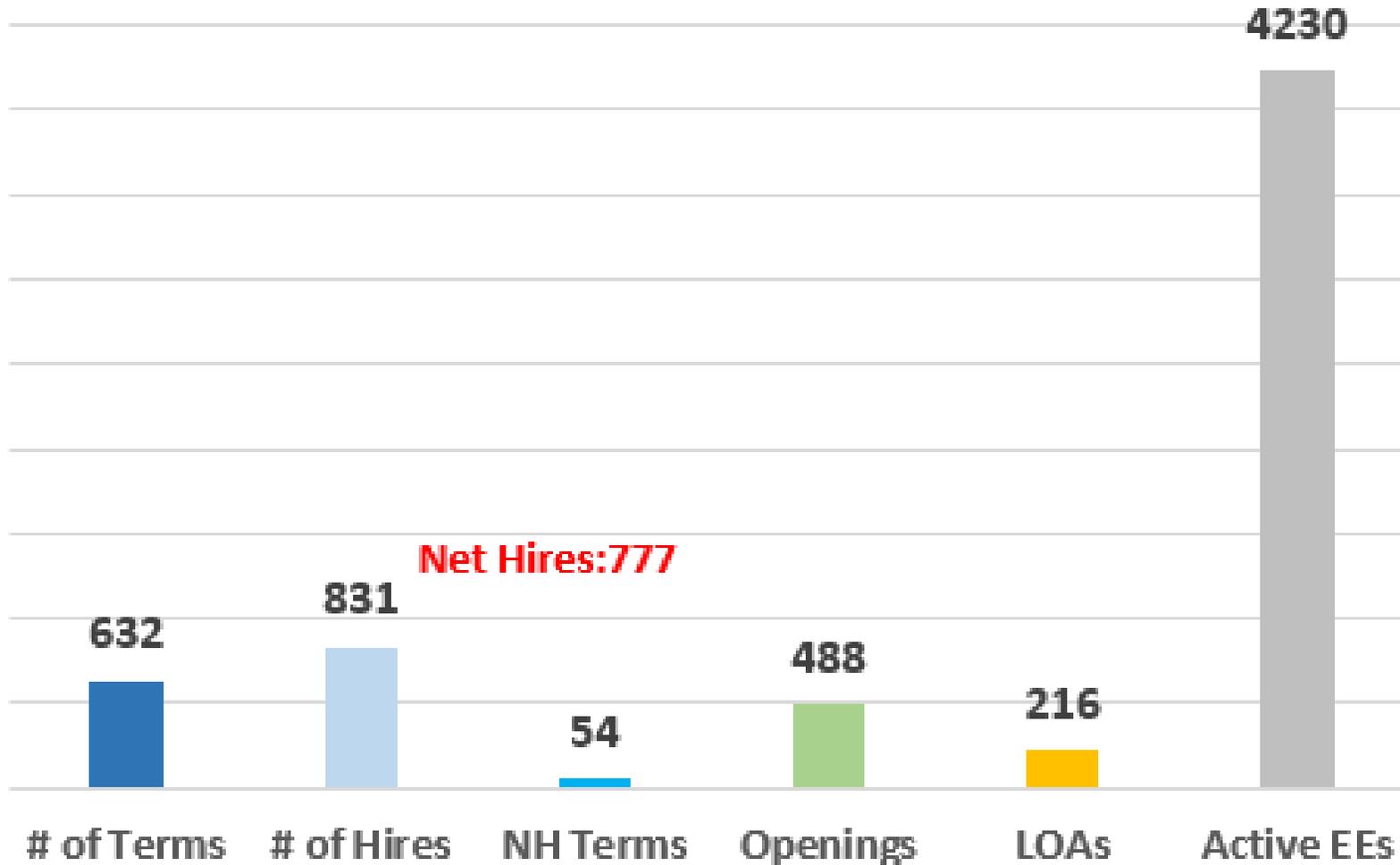
# High Level Data

## May 1, 2023 – April 30, 2024

• Total Number of Employees	4943
• Total Number of Employees for this report (Excludes PHC/SHC/LD/GME)	4698
➤ Full Time Employees	3774
➤ Part Time Employees	474
➤ Per Diem Employees	450
• Total Number of Hires (Excludes PHC/SHC/LD/GME/PD)	831 (Net Hires: 777)
• New Hire Terms (within six months of hire) (Excludes PHC/SHC/LD/GME/PD)	54
• Total Terms (Excludes PHC/SHC/LD/GME/PD)	632
• Turnover Percentage	
➤ All Employees	15%
➤ Bedside Registered Nurses	17%

PHC= Private Home Care, SHC=Specialty Home Care LD= Light Duty, GME= Residents, PD= Per Diem

# Overall Employee Summary May 1, 2023 - April 30, 2024

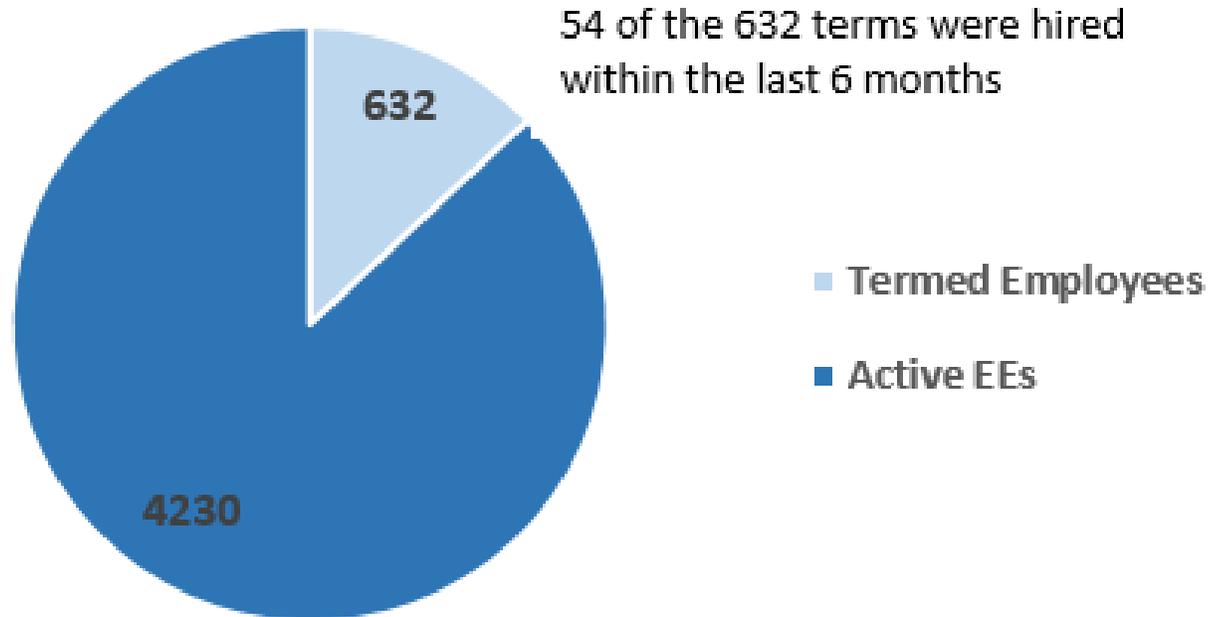


# Overall Employee Turnover May 1, 2023 – April 30, 2024

**\*Includes FT/PT Employees\***

Kaweah Health Turnover= 15%

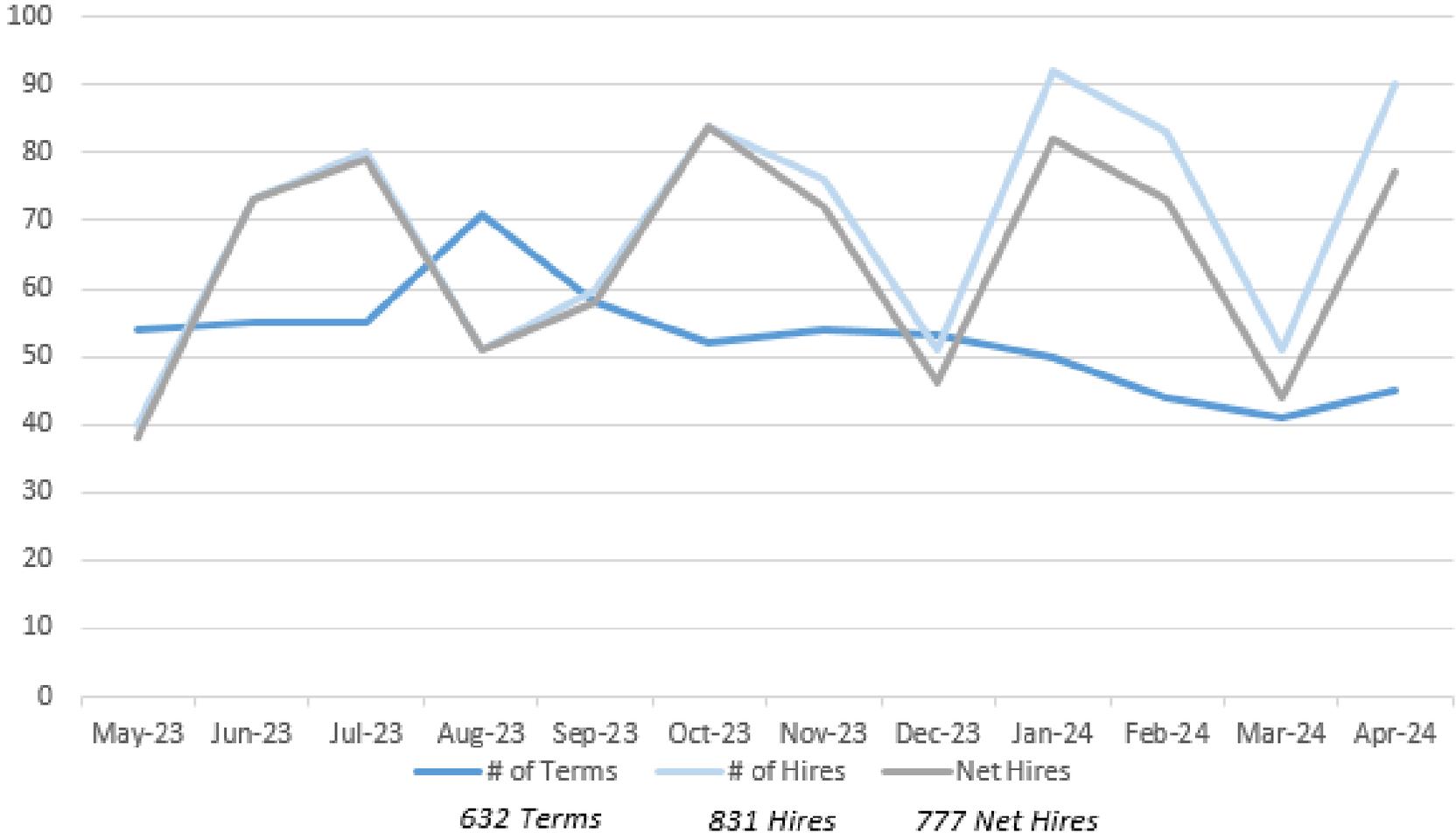
CHA Turnover= 11.9%



# Overall Employee Trends by Month

## May 1, 2023 – April 30, 2024

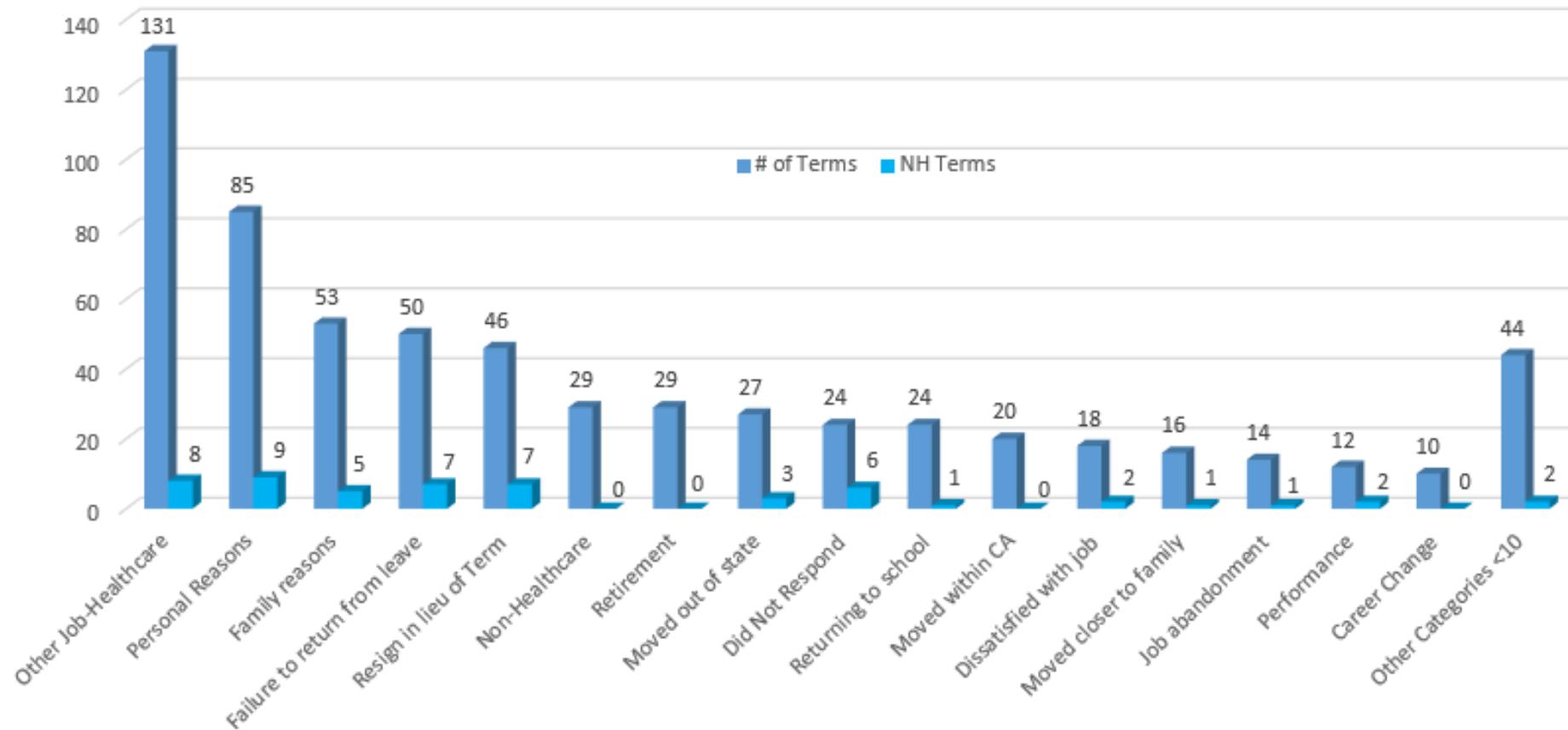
**\*Includes FT/PT Employees\***



# Employee Termination Reasons

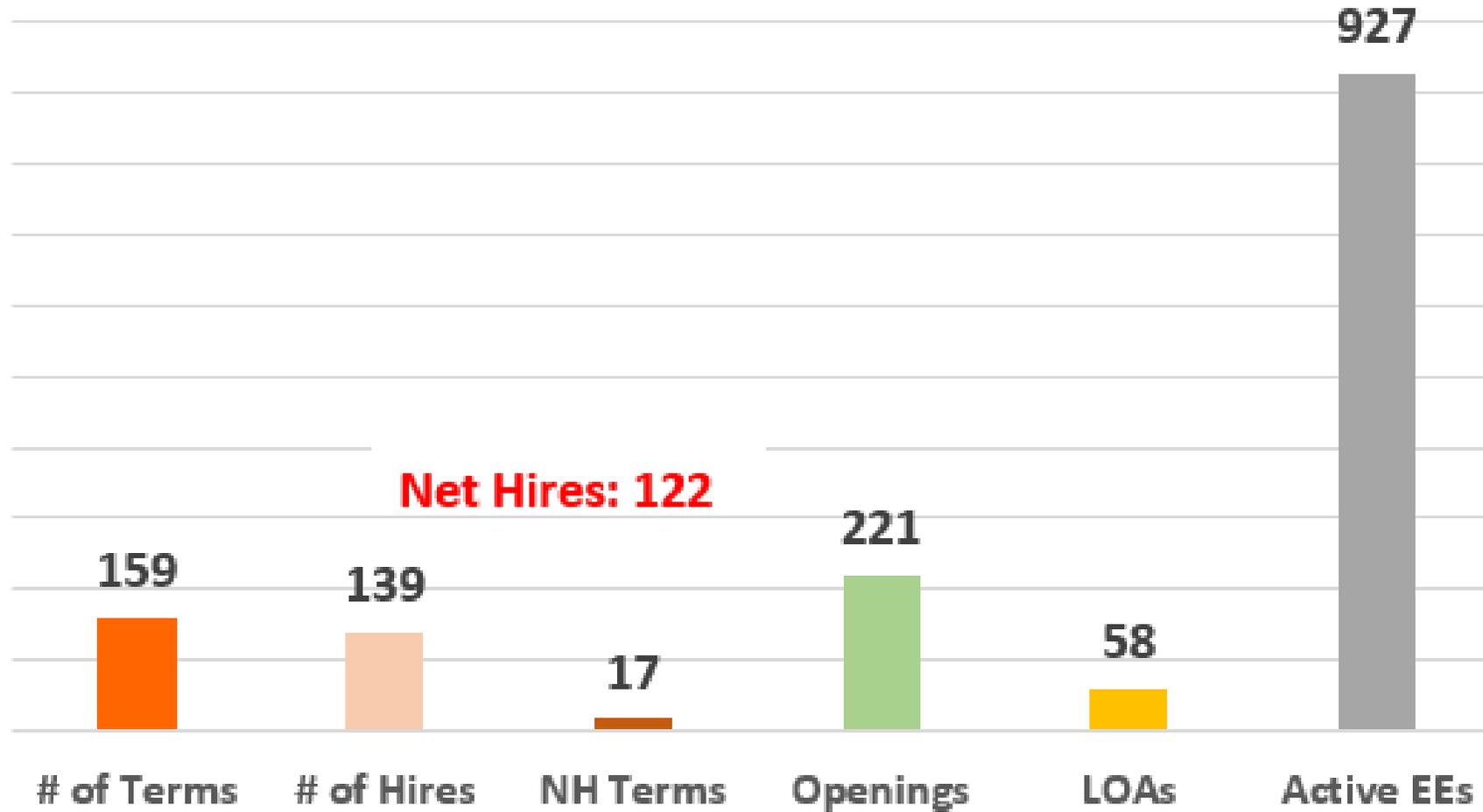
## May 1, 2023 – April 30, 2024

\*Includes 632 FT/PT Employees\*



# Bedside Summary

## May 1, 2023 - April 30, 2024



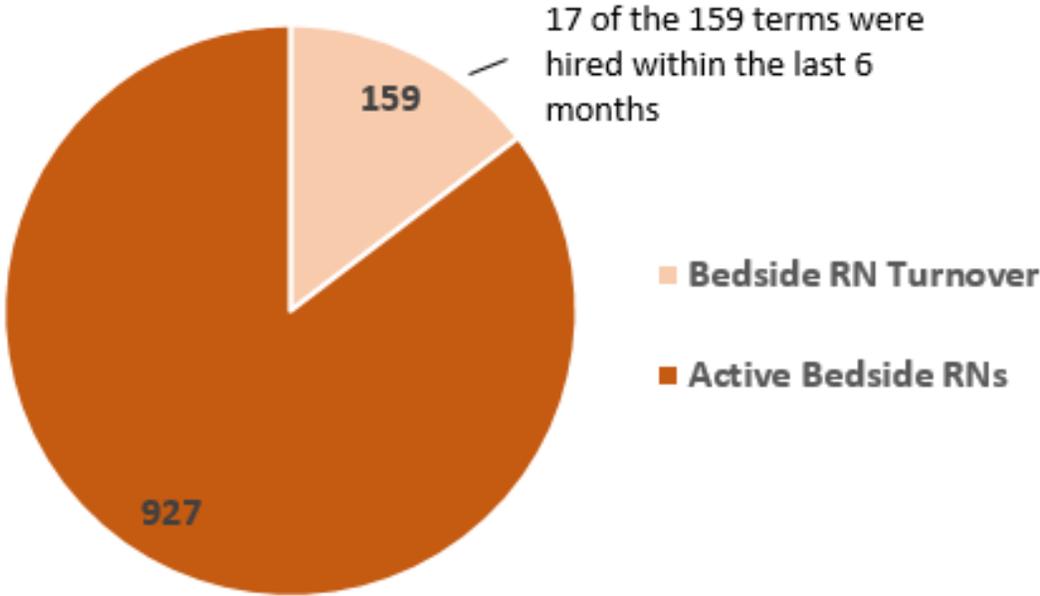
# Bedside RN Turnover

## May 1, 2023 – April 30, 2024

\*Includes FT/PT Bedside RNs\*

Kaweah Health Bedside Turnover= 17%

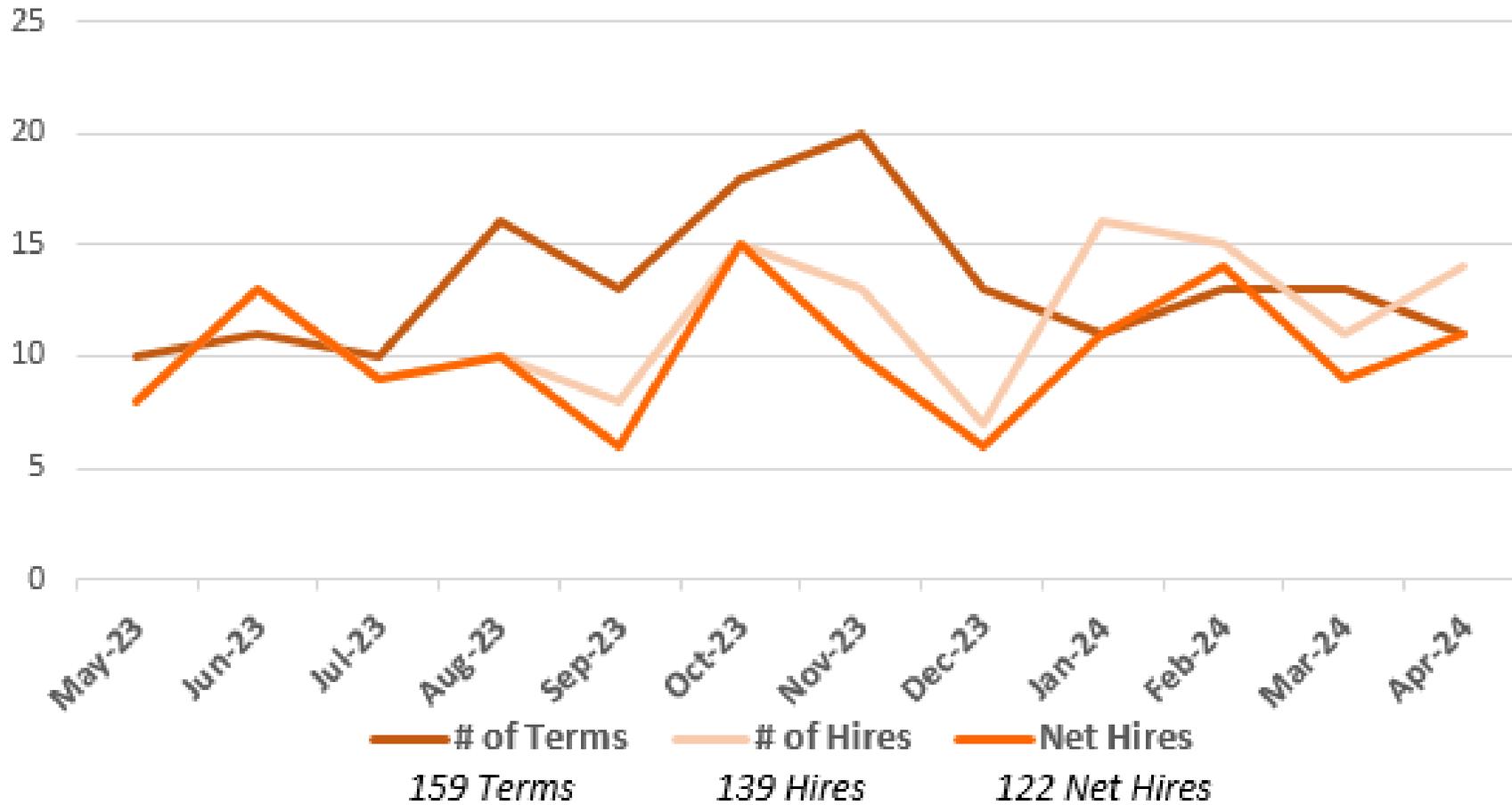
CHA RN Turnover= 13.4%



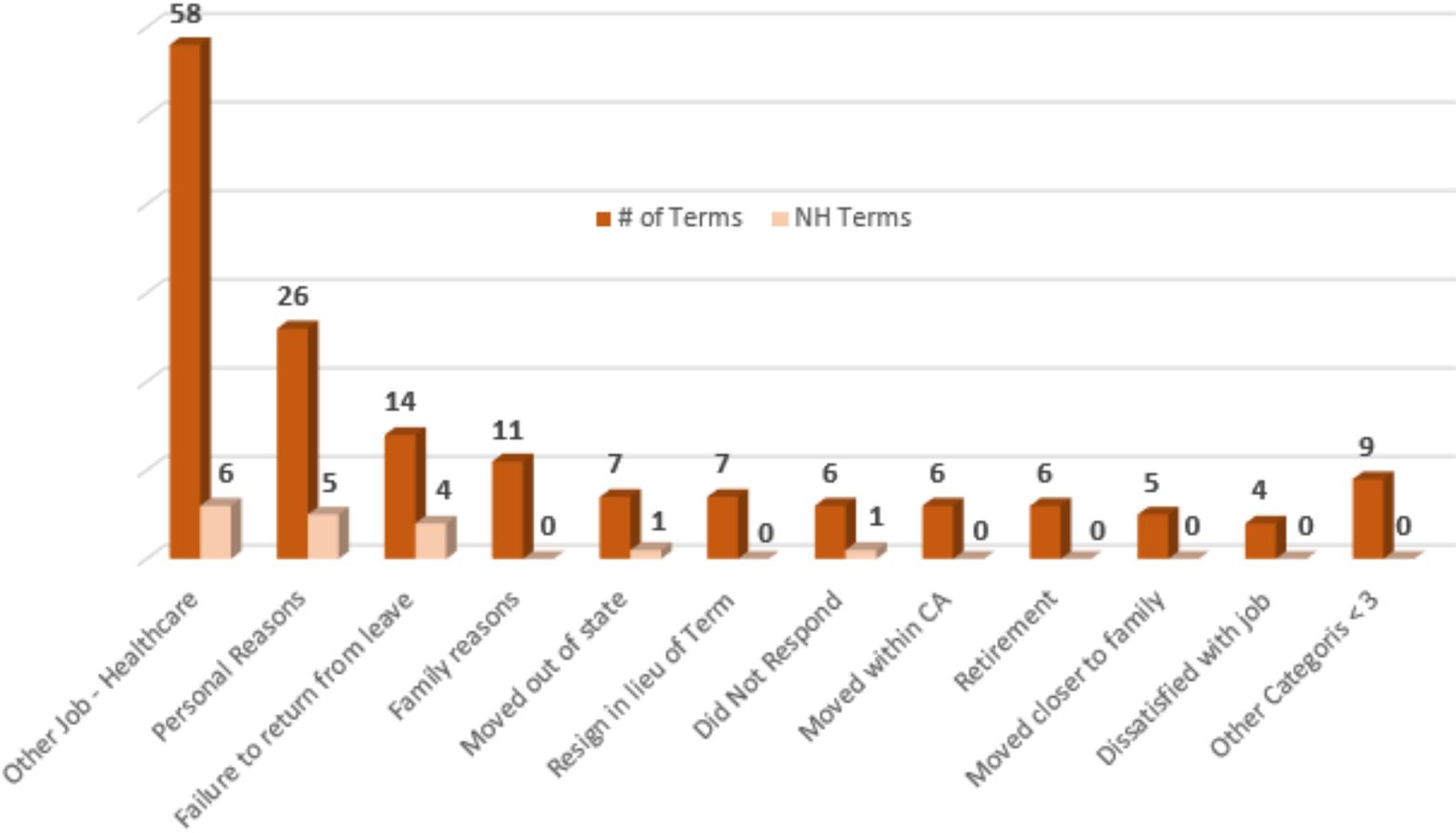
# Bedside RN Trends by Month

## May 1, 2023 – April 30, 2024

**\*Includes FT/PT Employees\***



# Bedside RN Term Reasons May 1, 2023 – April 30, 2024



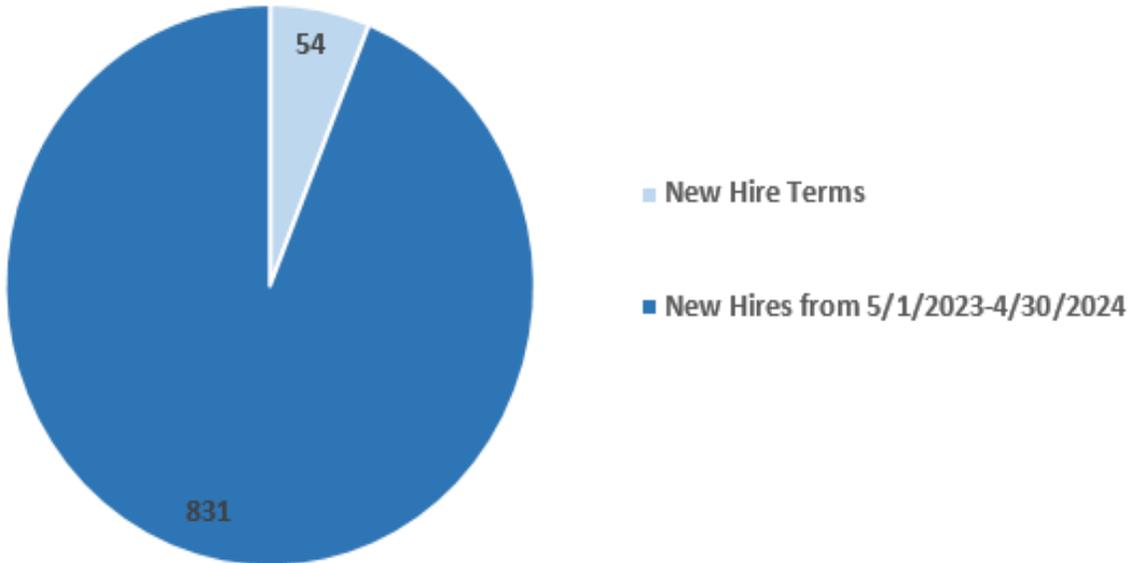
# New Hire Turnover

## (Employees Hired and Termed within 6 months)

\*Includes FT/PT Employees\*

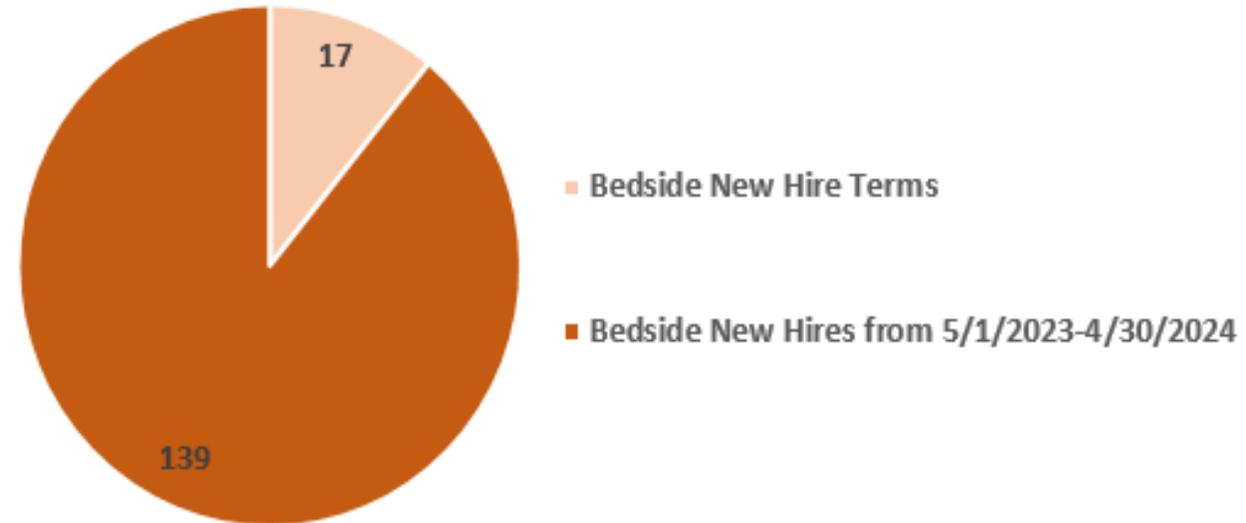
New Hire Turnover= 13%

Overall New Hire Terms



Bedside New Hire Turnover= 24%

Bedside New Hire Terms



# Live with passion.

Health is our passion. Excellence is our focus. Compassion is our promise.



<b>Policy Number:</b> HR.49	<b>Date Created:</b> 06/01/2007
<b>Document Owner:</b> Dianne Cox (Chief Human Resources Officer)	<b>Date Approved:</b> 2/28/2024
<b>Approvers:</b> Board of Directors (Administration)	
<b>Education Assistance</b> <ul style="list-style-type: none"> <li>- Tuition, Books and Fees Reimbursement or Loan Repayment</li> <li>- Educational Programs and Compensation</li> <li>- Continuing Education and Conferences</li> <li>- Professional Certification Fee Reimbursement and Awards</li> </ul>	

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

**POLICY:**

Kaweah Health recognizes the importance of growth and development of all employees to improve work performance and increase job knowledge and skill. As an employee benefit and in support of the recruitment and retention of qualified employees, Kaweah Health offers a number of programs and opportunities as described in this policy.

Certain amounts reimbursed up to \$5,250 in a calendar year received under this Educational Assistance program are excluded from wages and other compensation. Monies are reimbursed without being subject to taxes. These programs include reimbursement for tuition, books and fees and for fees related to obtaining certifications. Loan Repayment is currently excluded from wages through 12/31/2025 due to the CARES Act. Employees are responsible to ensure their annual tax withholdings and disclosures are appropriate.

Education Assistance - Tuition, Books and Fees Reimbursement or Loan Repayment

Full-time and part-time employees may apply for reimbursement of tuition, books and fees or loan repayment for educational programs applicable to positions at Kaweah Health. An employee must have completed 2080 hours (1872 hours for 12-hour shift employees) of active employment and have received at least one performance evaluation before submitting a request for Tuition, Books, and Fees or Loan Repayment. Employees who have received a performance evaluation below an overall “Successful” rating or a Level II or III Performance Correction Notice within the prior 12 months are not eligible for that year, even if they had been previously eligible. If performance in a subsequent year meets expectations and there are no Performance Correction Notices, the employee is eligible again for reimbursement or loan repayment. No retroactive payments will be made; the lifetime amounts remain the same as long as eligibility and all requirements are met.

Lifetime maximum amounts for reimbursement or outstanding student loan repayments combined for each degree:

- Up to \$2,500 for Associates Degree or educational programs leading to a certification required for a position at Kaweah Health.
- Up to \$10,000 for a Baccalaureate Degrees, limited to \$2,500 per calendar year. Payments are made over four or more years if employee remains employed in an active full-time or part-time-benefitted status.
- Up to \$15,000 for a Masters' Degree, limited to \$5,000 per calendar year. Payments are made over three or more years if employee remains employed in an active full-time or part-time-benefitted status. If receiving reimbursement for a Baccalaureate Degree, reimbursable monies for a Master's Degree will begin once the Baccalaureate Degree reimbursement is completed.
- Up to \$20,000 for Doctoral Degree (Pharmacy, Physical Therapy and Nursing Director or Manager, DNP or PhD in Nursing, or RN with BSN in a program for Nurse Practitioner that requires DNP), limited to \$5,000 per calendar year. Payments are made over four years if employee remains employed in an active full-time or part-time-benefitted status.

If receiving reimbursement for a Bachelors' or Masters' Degree, reimbursable monies for a Doctoral Degree will begin once the Masters' Degree reimbursement is completed.

For all reimbursements or loan repayments, employees are required to exhaust all school, program, federal or state grant, scholarship and loan repayment opportunities offered prior to submitting a Reimbursement Form or Loan Repayment Form to Kaweah Health. These include, but are not limited to:

- Nurse Corps
- Health Professions Education Foundation
- CSLRP Loan Repayment Program only applicable to certain approved [specialties](#) and must be Primary Care
- Public Service Loan Forgiveness

In no case will an employee receive more than \$5,000 in a calendar year.

An employee may request pre-approval for the Tuition Reimbursement portion of this policy. If so, the employee must submit the form two weeks prior to the beginning of class or the program. A letter of approval/disapproval will be sent to the employee. If pre-approval is granted, all conditions of successful completion of the class or program must still be achieved to remain eligible for reimbursement.

Reimbursement or Loan Repayment Forms are due upon course completion or annually each year following the successful completion of the performance evaluation.

The Reimbursement Form and original receipts as well as grades verifying course completion must be submitted to Human Resources. A grade of C or better in graded courses and/or a grade of "Credit" in a Credit/No Credit course indicates successful completion. For loan repayment, a current outstanding educational loan statement must be attached to the application. If prior loan repayments have been issued, at least 2/3 of the

monies received from Kaweah Health must show as a credit on the statement for the prior period. If not, there is no payment for the current year. The employee may reapply in future years providing evidence of loan payments.

All signatures on applications are required to be obtained prior to submitting the application to Human Resources, including the employee's Director or Chief Officer for Directors submitting for reimbursement, and the designated Human Resources Director.

### Kaweah Health Sponsored Programs

Kaweah Health has partnership agreements in place with several school programs for difficult to fill positions. Kaweah Health employees selected for sponsorship are subject to the details of the applicable program agreement.

### Terms and Conditions

Nothing in this policy shall be construed to bind either Kaweah Health or the employee to any period of employment with the other. Each party recognizes that employment is terminable at the will of either party.

Class attendance and completion of study assignments will be accomplished outside of the employee's regularly scheduled working hours. It is expected that educational activities will not interfere with the employee's work.

### EDUCATIONAL PROGRAMS AND COMPENSATION

Kaweah Health provides various educational programs and opportunities for employees including but not limited to formal hospital/departmental/unit specific orientation, annual requirements, in-services related to new equipment or procedures, maintenance of certifications as required for identified positions, and staff meetings. Appropriate compensation will be provided in accordance with regulatory and Kaweah Health established guidelines.

### Mandatory Education

- Programs may be designed as mandatory by Kaweah Health, a Chief Officer, a Director or a Manager. These programs may be offered during scheduled working hours or outside of scheduled working hours.
- Mandatory programs such as meetings, courses, and orientations will be compensated by Kaweah Health. Education hours will be considered productive time and as such will be paid in compliance with applicable wage and labor regulations and policy and are subject to adherence to the policies and procedures that govern productive time, i.e. – dress code, attendance, etc. (Refer to Policies HR.184—Attendance and Punctuality, HR.197 Dress Code - Professional Appearance Guidelines.)
- Courses may consist of instructor led training, computer based learning/testing, or blended learning defined as computer based learning followed by instructor led discussion or skills testing.

- With the exception of illness, approved absence or scheduled vacation, all employees must attend mandatory meetings. Reasonable notice is to be provided to employees of upcoming mandatory meetings. If the employee is unable to attend, he/she should request an absence. An employee who is unable to attend may be required to read and initial the meeting minutes or attend an additional meeting or program.
- Employees are to give advanced notice for cancellation of any class or program in which they are enrolled, whether voluntary or mandatory. Advanced notice for cancellation is defined as the following:
  1. If class is on Tuesday through Friday, cancel the day before by 8:00am. EXAMPLE: Class is Wednesday at noon- must cancel before Tuesday 8:00 am.
  2. If class is on Monday, cancel prior to 23:59 on Saturday Attendance & Punctuality
  3. Classes need to be cancelled through our Learning Management System (LMS)
  4. If the employee cannot cancel in our LMS or they are past the defined time for advanced notice, the employee must contact their manager via phone or email letting them know they cannot attend.
  5. Employees must be on time.
  6. Failure to give advance notice may count as an occurrence under the Attendance Policy HR.184. Refer to Progressive Discipline policy HR 216.
- Assignment to attend during regular work hours will be made at the discretion of the department leader. Any deviations from mandatory attendance will be made at the discretion of the department leader.

### COMPENSATION FOR KAWEAH HEALTH ASSIGNED JOB REQUIREMENTS

Employees who participate in courses will be paid for such time if the course is required for their position or they have obtained manager approval prior to participating in the course.

- Courses should be scheduled on non-work days and overtime should be avoided to the extent possible.
- If the course is offered at Kaweah Health, no reimbursement will be provided for programs taken elsewhere unless manager approval is obtained prior to attending an outside course.
- Instructor led training will be paid for actual time spent in the classroom. Staff who arrive late or unprepared will not be allowed to participate in the course and will not be paid for the attempt to

participate.

- Computer based courses/testing completed onsite will be paid for actual time spent completing the course/test. Computer based courses/testing completed off-site will be paid based on a predetermined amount of time. Fees charged to access online courses will not be reimbursed unless management approval is obtained prior to purchasing the course.
- Time spent by employees attending training programs, lectures and meetings are not counted as hours worked if attendance is voluntary on the part of the employee or the course is not related to the employee's job.

Employees must use the current time keeping system to record actual time for ~~instructor led training and previously established hours for online~~ training in order to receive compensation for education hours.

Established compensation for successful completion of online training includes but is not limited to the following:

<b>Online Training</b>	<b>Hours Paid <u>Expected (Record Actual Time)</u></b>
HeartCode BLS	3
ACLS/PALS required pre-course self-assessment	2
NRP	4
STABLE	2
NDNQI Pressure Ulcer Training	1 (per module/max 4 modules)
NIHSS Stroke Certification	4
Off Duty completion of performance evaluation – self evaluation	1
Off Duty completion of NetLearning Modules/Testing	Variable based on module length, TBD prior to module release
Completion of Peer Evaluations	Not eligible – Must be done on duty

### CONTINUING EDUCATION AND CONFERENCES

With the assistance of Human Resources and Clinical Education, department leaders plan, develop, and present educational offerings to Kaweah Health employees on a continuous and on-going basis. Continuing education includes all forms of job-related training, whether offered by Kaweah Health or by an outside organization.

Many different methods are utilized for staff education such as formal continuing education classes, in-services, web-based education, one-on-one instruction, teleconferences, self-learning modules, and conferences.

Reference materials for staff education are available within their respective departments, Kaweah Health Library, KDCentral and/or KNet and resources online.

Types of educational offerings are determined as a result of Performance Improvement and Risk Management activities, new and changing technology, therapeutic and pharmacological intervention, regulatory and accreditation bodies, and identified or stated learning needs of employees.

Continuing education events may be required by Kaweah Health and if mandatory, the costs and time for attendance will be paid. If a program is voluntary, any payment or reimbursement of expenses and time for attendance will be determined by the department leader.

### Conferences

A department may budget for short-term conference or seminar-type trainings for employees. It is the responsibility of the employee to complete the Travel Reimbursement Form and secure approval in advance of the training for all anticipated expenses, including approval for the hours to attend and whether hours in attendance will be paid. Conferences may be required by Kaweah Health and if mandatory, the costs and time for attendance will be paid.

Refer to AP19 Travel, Per Diem and Other Employee Reimbursements

### PROFESSIONAL CERTIFICATION FEE REIMBURSEMENT AND AWARDS

As determined by the area Chief Officer, pre-approved professional certification fees are available to full-time and part-time employees attaining and/or maintaining professional certification(s) in their vocational area.

Employees must have successfully completed six months of employment to be eligible for this reimbursement or awards.

Professional Certification Criteria: To be reimbursed for examination fees and to qualify for the monetary award, the professional certification attained by the employee must:

- Not be a requirement for the staff members job code;
- Be sponsored by a national professional organization
- Involve an initial written examination that is available nationally and tests a professional body of knowledge (i.e., not technical such as ACLS, BCLS, etc.);
- Specify a defined recertification interval

Professional Certification Exclusions: Certification necessary as a condition of employment or as a minimum requirement for the position in which the employee is employed with Kaweah Health is not eligible under this program.

Employees may request reimbursement for exam and renewal fees associated with the examination up to a maximum of \$250; the maximum an employee may receive for all exam and renewal fees under this program is \$250 per calendar year. These fees are not taxable as long as the annual maximum received in reimbursement for tuition, books, and fees and Loan Repayment is under \$5,250. Expenses ~~which~~ that are not eligible for reimbursement, include but are not limited to travel, food, and lodging. The continuing education costs themselves and renewal fees without an exam or continuing education requirement are not eligible. Reimbursements must be submitted to Human Resources within 30 days of obtaining certification.

Reimbursement monies will be included ~~on~~ in the employee's next paycheck.

Employees receiving an initial certification or renewal are eligible for a monetary award in recognition of their accomplishment. Full-time and part-time employees will receive an award of \$500. The maximum amount of award per calendar year is \$500. Award monies are taxable in accordance with employee exemptions on file.

Employees requesting reimbursement for examination or renewal fees and/or a monetary award may request the appropriate form through Human Resources.

All signatures on applications are required to be obtained prior to submitting the application to Human Resources, including the employee's Director or Chief Officer for Directors submitting for reimbursement, and the Director of Human Resources.

Any exceptions to this policy must be approved by the Chief Human Resources Officer.

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Policy Number: HR.131	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved: 10/26/2022
Approvers: Board of Directors (Administration), Dianne Cox (Chief Human Resources Officer)	
<b>Employee Recognition and Acknowledgment Programs</b>	

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

**POLICY:**

Kaweah Health values competent and caring employees and maintains programs for recognizing excellent performance and achievement through the use of rewards and recognition. The organization has a number of employee recognition programs and incentives based on goals and objectives and these may be changed or discontinued at any time.

Taxability of Rewards and Recognition:

All employee recognition and rewards must be processed through Human Resources. The appropriate payroll taxes will be withheld through payroll during the normal bi-weekly payroll cycle for employees receiving rewards as follows:

- a. Cash and gift cards (combined amount of \$25 or more per day)
- b. Non-cash items given to or won by an individual in excess of ~~\$75400~~ (the entire value is taxable; not just the amount over ~~\$75400~~)

Non-Taxable:

De Minimis fringe benefits.

- a. occasional snacks or meals provided to a department or area
- b. holiday gifts, other than cash, with a low fair market value
- c. occasional movie tickets or small event tickets

Types of Recognition:

- II. Job Well Done ~~—Taxable (cash equivalent award of \$25 or more)~~

Budgeted ~~f~~unds used by departments for recognizing exemplary performance. Goods and services purchased for the benefit of employees and staff appreciation must be within preapproved budget fund limits.

- a. Employee may redeem voucher at the location listed in the top right corner Kaweah Kerner.
- ~~b.~~ Once voucher is given to an employee redeemed, gift cards or gift certificates with a value of \_\_\_\_\_
- b. \$25 or more in aggregate, will be included as income on the employee's next paycheck and regular income taxes will apply.

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III. Employee of the Month —~~Taxable (cash equivalent award of \$25 or more)~~

A monthly employee service excellence award wherein selected employees are awarded a monetary gift and recognized by the Board of Directors for their outstanding performance.

- a. The winner receives a packet that may include gift cards and/or gift certificates. The value of these will be grossed up to the ~~recipients~~recipient's current tax exemptions to allow for the recipient to receive the net reward.

IV. Kaweah Care —~~Non Taxable (cash equivalent award of \$15)~~

Recognition of fellow employees who have exemplified Kaweah Care Values. A monthly drawing is held with five individuals recognized.

- a. Employees are nominated by fellow employees via ~~paper application or the District Daily Kaweah Compass.~~
- b. Human Resources selects five random monthly winners.
- c. Winners receive \$~~10~~5 in gift cards.

V. Wellness

There are various Organization-wide events or incentives that present employees with awards, prizes, raffles, etc.

VI. Service Awards

Longevity is awarded through the Service Awards program recognizing Employees' service to the Organization.

- a. All employees are eligible for and will be presented service awards ~~pins~~ upon completion of five (5) years thereafter.
- b. Service awards ~~and gifts~~ are presented ~~bi-annually~~ for employees who meet those anniversary dates during the year (15 or more years of service).
- c. The Human Resources Department is responsible for determining and identifying those employees to be honored and for ordering and ensuring the arrival of service awards prior to the presentation date.

VII. Departmental Programs

Organization-wide or departmental programs where selected employees are presented with various types of awards for outstanding performance.

Individual divisions and/or departments of the Organization are encouraged to develop and maintain award programs recognizing outstanding performance. Awards, including, dinner certificates, gift certificates, award certificates, movie tickets, etc. may be presented to the selected employees on a quarterly and/or annual basis.

In addition, the Organization promotes special recognition programs by which employees can recognize co-workers special contributions or outstanding work.

#### VIII. Retirement Recognition

The Organization observes the retirement of its employees. The manager of the retiring employee, with the assistance of Human Resources, coordinates the observance, which is to be held within the department of the retiree.

- a. A reception or recognition may be held for an employee with 10 or more years of service, and at least 62 years of age, retiring from the Organization (not leaving for another position) with the ~~employees~~employee's agreement.
- b. If a reception is planned, management is responsible for arranging a room, making catering arrangements ~~with Dietary Services~~, issuing appropriate invitations and serving as host or hostess.
- c. An Organization ~~provided~~ tangible gift may be given by management based on \$10 for each year of service by the employee. Management will need to request the tangible gift from HR. (NO GIFT CARDS, GIFT CERTIFICATES)
- d. HR will prepare a Board Resolution Plaque and the retiring employee will be invited to a Kaweah Health Board Meeting for presentation. If the employee chooses not to attend, the plaque will be mailed to the employee's home address.

#### IX. Service Recognition upon Voluntary Resignation (not retiring)

- a. Upon voluntary resignation, an employee with 25 years' of service or more will qualify for a Board Resolution Plaque and the employee will be invited to a Kaweah ~~Health-Delta~~ Board Meeting for presentation. If the employee chooses not to attend, the plaque will be mailed to the employee's home address.

Employees may be excluded from participating in any of these programs if they are on a Leave of Absence of any duration.

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Human Resources

<b>Policy Number:</b> HR.197	<b>Date Created:</b> 06/01/2007
<b>Document Owner:</b> Dianne Cox (Chief Human Resources Officer)	<b>Date Approved:</b> 10/25/2023
<b>Approvers:</b> Cindy Moccio (Board Clerk/Exec Assist-CEO)	
<b>Dress Code - Professional Appearance Guidelines</b>	

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

**POLICY:**

The professional appearance and conduct of our employees and contract staff are important parts of the experience for patients, their families, and visitors in clinical and non-clinical areas. Dress and behavioral guidelines help Kaweah Health employees and contract staff with expectations concerning appearance and conduct. This helps to ensure that our patients feel welcomed, respected, comfortable, and safe. This policy provides expectations and guidelines for dress and personal appearance for employees, contract staff, and other individuals working at Kaweah Health as well as while off duty. \_

Kaweah Health observes religious dress and grooming practices including wearing religious clothing or articles (e.g., a headscarf, turban); observing a religious prohibition against wearing certain garments (e.g., woman’s practice of not wearing pants or skirts), or adhering to shaving or hair length observances, (e.g., uncut hair and beard, dreadlocks, or sidelocks).

**PROCEDURE:**

All individuals working at Kaweah Health affect the overall image of patients, visitors, and the community. In as much addition, individuals are required to present a professional healthcare appearance and dress according to the requirements of this policy as well as adhere to their department-specific or job-specific dress standards.

Kaweah Health has established the following criteria for personal appearance. These criteria are for meeting our customers’ and the community’s expectations and the image of what they expect of healthcare providers and administrative department personnel.

The following applies while at work and not at work if wearing any article that indicates “Kaweah Health,” or Kaweah Health ID badge:

- a. Employees and contract staff are required to wear the official Kaweah Health ID badge at all times while on duty. The ID badge must be worn so that the picture and name can be seen and must be chest high or above. No marks, stickers (other than flu vaccine compliance), etc., or membership pins may be on the badge; it must include a current picture and not be faded or worn). Kaweah Health recognition pins may be attached to the

badge extender. If an employee or contract staff member is visiting Kaweah Health while not on duty, they are not to wear their ID badge, nor represent that they are on duty; they may not perform any work. At the option of an employee, the badge may include only the first name and initial of last name.

- b. Attire must be neat, clean, appropriately fitting, matched, and coordinated and have a professional or business-like appearance. Scrubs must be appropriately fitting as well, neither too large nor too tight; pants may not touch the ground. Scrub leggings are not permitted. ~~s-or~~ Scrub jackets branded with another organization's name or logo (including health care or a hospital) are prohibited.
1. Revealing clothing (such as see-through or showing cleavage), dresses, and skirts must not be shorter than three (3) inches above the knee. ~~s~~ Sun-dresses, inappropriate length dresses or mini-skirts, bare-back dresses, halter tops, tank tops, t-shirts, any denim color or denim appearing material, leggings, scrub leggings, unprofessional casual Capri pants with strings or cargo pockets, shorts or walking-shorts, army fatigue-print clothing are some examples of inappropriate attire. T-Shirts/Tops that expose chest hair are not allowed. Sleeveless attire is appropriate as long as it is business professional. "Hoodies" or hooded jackets of any kind are not permitted; team jackets are to be approved by a manager.
  2. Those employees who work in departments that are exposed to the outside elements may wear hats while outside.
  3. Tattoos may be visible if the images or words do not convey violence, discrimination, profanity, or sexually explicit content. Tattoos containing such messages must be covered with bandages, clothing, or cosmetics. Kaweah Health reserves the right to judge the appearance of visible tattoos. However, tattoos that are visible on the front neck area above the collar line and the face must be covered.
  4. Hickeys can be considered offensive, unprofessional, and distracting in nature, and must be covered by clothing or Band-Aids.
  5. Excessive jewelry and watches that may affect safe patient care or violate infection control standards, multiple ear piercings, or body piercings (~~except for a pin-size nose adornment~~) are not allowed. Ear expanders must be plugged with a flesh color plug. Only pin-size nose adornment and/or small nose rings/hoops are acceptable.
  6. Shoes are to be worn as appropriate for the position and must be clean, in good repair, and meet the safety and noise abatement requirements of Kaweah Health environment. Open-toed shoes may not be worn in patient care areas by those providing direct patient care. Socks are to be worn as appropriate for the position, (i.e. with Croc-type shoes that have holes). Closed-toe shoes are required in the patient care areas and other areas in which safety requires closed-toe shoes. Casual type T-~~h~~ong, flip-flops, and locker room sandals (even with back straps) are not acceptable. Dressy type

~~Ssandals~~ sandals or open-toed shoes with a back strap are acceptable when safety does not dictate otherwise. Tennis shoes are appropriate if they apply to the position. High heels greater than three (3) inches, wedges, and platform shoes are not safe in our work environment at Kaweah Health and may not be worn.

7. Hair is to be kept neat and clean, and may not be of abnormal color (purple, pink, unusual reds, etc.); extreme trends such as Mohawks (completely shaved but for hair down the middle of the head) are not permitted. Employees with long hair who have direct patient contact or work with food or machinery must have their hair pinned up off the shoulders, secured at the nape of the neck, or secured in a hair net. Traits historically associated with race or, including religion including, but not limited to, hair length, hair texture, and protective hairstyles, defined as braids, locks, and twists are allowed and must be secured. Beards, mustaches, and sideburns must be clean and neat at all times.
8. Kaweah Health is fragrance-free due to allergies that present themselves with colognes, perfumes, aftershave lotions, hand lotions, etc. Body odor, smell of cigarette/e- cigarette/tobacco smoke, or excessive makeup are examples of unacceptable personal grooming.
9. Fingernails: Employees who have direct contact with patients (those employees who touch patients as a part of their job description) and those indirectly involved in patient care, such as Pharmacy, Housekeeping, Laboratory, and Sterile Processing must comply with the following guidelines. Some departments (i.e. Food and Nutrition Services) may have specific requirements that vary:
  - a. Nails must be kept clean, short, and natural.
  - b. Artificial nails, acrylics, or other artificial materials (including nail jewelry) applied over the nails are prohibited. These are dried grinded nail products (acrylics or gels).
  - c. Nail or Gel Polish is permissible in most areas if used in good taste, with non-shocking colors or decor, and is maintained without chips or cracks. Polish is not allowed in Food and Nutrition Services.
  - d. Nails should not be visible when holding the palm side of the hand up.

Non-direct caregivers (those employees without “hands-on” patient contact) must comply, as follows:

- i. Nails (including artificial) must be kept clean and neatly trimmed or filed.
  - ii. Short nail length is defined as the white nail tip no greater than 1/4 inch.
  - iii. Polish is permissible if used in good taste, with non-shocking colors or decor, and is maintained without chips or cracks.
10. Employees who are required to wear certain uniform-type attire must comply with the requirements set forth by their department head or Kaweah Health, within the following guidelines: attire limited to a general color of fabric (i.e., dark, solid colors), business style jackets/blazers, white shirts/blouses, and/or black shoes. Any other attire required by Kaweah Health will be

provided to the employee at no cost.

11. Employees attending Kaweah Health staff meetings on Kaweah Health premises may wear casual and appropriate attire. It would be inappropriate to wear shorts, gym-wear, tank tops, or anything similar. Jeans are appropriate as long as they are not frayed and torn. Employees must be modestly dressed. Employees attending on-site classes or other meetings are to wear office-casual attire, scrubs, or street clothes in good taste. Kaweah Health employees and contract staff are not permitted to present in any way that would appear unprofessional to Kaweah Health leadership.
12. Kaweah Health promotes organization-wide events and may allow Kaweah Health provided t-shirts for these days. These are allowed if appropriate for the employees' work environment.
13. Kaweah Health promotes organization-wide events and may allow Kaweah Health to provide t-shirts for these days. These are allowed if appropriate for the employees' work environment. With the exception of specific areas where scrubs are laundered (i.e. Cath Lab, CVOR, OR, NICU, L&D) Kaweah Health does not provide or launder scrubs or uniforms for employees, unless the garments are provided by Kaweah Health and requires dry-cleaning. However, employees who have received a splash of blood or body fluid during the normal course of their job need to change into clothing for protection. Per Standard Precautions, employees are allowed to wear Kaweah Health-provided scrubs or uniforms furnished by Kaweah Health laundry. These are to be returned to Kaweah Health at the next shift worked. Upon arriving at and leaving from work, employees are provided with reasonable paid time to change. An employee may not wear these scrubs to and from Kaweah Health or outside of the hospital unless it is for work-related business (i.e. Employee Health, Human Resources, and Employee Pharmacy) and they must wear a white lab coat over the scrubs. Upon returning to the department, personnel must change into fresh scrubs before returning to the semi-restricted or restricted areas. Refer to Policy SS4000.
14. The responsibility to determine the appropriateness of employee appearance and attire and for enforcing uniform/dress code requirements rests with leadership. For example, the Behavioral Health departments may allow exceptions to this policy as appropriate to their patient care population. Employees who fail to follow personal appearance and hygiene guidelines will be sent home and instructed to return to work in proper form. Under such circumstances, employees will not be compensated for the time away from work.

Employees who violate this policy are subject to progressive discipline per HR.216 Progressive Discipline.

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