

December 11, 2024

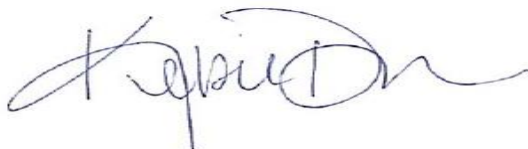
NOTICE

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 December 11, 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, December 11, 2024
Kaweah Health Medical Center
305 W. Acequia Avenue, Executive Office Conference Room (1st Floor)

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

OPEN MEETING – 4:00 PM

CALL TO ORDER – *Lynn Havard Mirviss*

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.

1. **MINUTES**- Approval of October 9, 2024, meeting minutes.
2. **MEDICAL STAFF RECRUITMENT** – Overview and discussion of the monthly physician recruitment report. - *JC Palermo, Director of Physician Recruitment/Relations*
3. **IDEAL ENVIRONMENT STRATEGIC PLAN** – Presentation and Kaweah Care Steering Update. - *Dianne Cox, Chief Human Resources Officer, Paul Stefanacci, MD, and team.*
4. **RETIREMENT PLAN AMENDMENTS** – *Review of calendar year 2025 [401k](#) and [457b](#) retirement plan amendments. Dianne Cox, Chief Human Resource Officer and Brittany Taylor, Director of Human Resources*
5. **HUMAN RESOURCES POLICIES** – Review of the following Human Resources policies as reviewed and recommended to be presented to the Board for approval:
 - a. [HR.13](#) Anti-Harassment and Abusive Conduct
 - b. [HR.80](#) Docking Staff
 - c. [HR.12](#) Equal Employment Opportunity
 - d. [HR.70](#) Meal Periods, Rest Breaks and Breastfeeding and/or Lactation Accommodation
 - e. [HR.14](#) Non-English/Limited English Speaking and/or Hearing Impaired Individuals – Non Discrimination (three-year renewal; no update) – No Changes
 - f. [HR.46](#) Orientation of Kaweah Health Personnel – Revised
 - g. [HR.234](#) Paid Time Off (PTO), Extended Illness Bank (EIB) and Healthy Workforce, Health Families Act of 2014

- h. [HR.47](#) Professional Licensure and Certification
- i. [HR.216](#) Progressive Discipline
- j. [HR.72](#) Standby and Callback
- k. [EH.06](#) Work Related Injury and Illness and Workers' Compensation

ADJOURN – Lynn Havard Mirviss, Committee Chair

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



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

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

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

CALLED TO ORDER – at 4:01pm by Director Havard Mirviss

PUBLIC PARTICIPATION –None.

MINUTES- had no two members to approve Hold over for next meeting.

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

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

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

- a. HR. 04 Special Pay Practices - Revised
- b. HR. 70 Meal Periods, Rest Breaks and Breastfeeding, and/or Lactation Accommodations - Revised
- c. HR. 216 Progressive Discipline – Revised
- d. HR. 236 Computer and Communication Devices and Social Media Code of Conduct - Revised

2. ADJOURN – at 4:52pm by Director Havard Mirviss

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 Board Report - Physician Group Targets December 2024



Delta Doctors Adult Psychiatry x1 Family Medicine x2	Key Medical Associates Gastroenterology x1 Pediatrics x1 Pulmonology x1 Rheumatology x1	Orthopaedics Associates Orthopedic Surgery (General) x1 Orthopedic Surgery (Hand) x1	Sequoia Cardiology EP Cardiology x1
Oak Creek Anesthesia Anesthesia - Cardiac x1 Anesthesia - General x1	Valley ENT Audiology x1 Otolaryngology x1	Valley Children's Maternal Fetal Medicine x2 Neonatology x1 Pediatric Cardiology x1 Pediatric Hospitalist x1	Other Recruitment/Group TBD CT Surgery x2 Family Medicine x3 Gastroenterology x2 General Cardiology x1 General Surgery x1 Neurology IP/OP x2 OB/GYN x2 Pediatrics x1 Pulmonology OP x1 Urology x3

December Board Report Narrative:

We have signed Physician Recruitment Agreements Dr. Kevin Cowan, General Surgeon. Dr. Cowan graduated from Kaweah Health's Surgery Residency in 2022. He will be joining a local surgeon's practice and is expected to start in October of 2025.

The Physician Recruitment team met with the Kaweah Health Family Medicine Residents on December 4th. The discussion focused on opportunities with Kaweah Health and breaking down compensation expectations and options.

Board Report - Physician Recruitment - Dec 2024



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

	Specialty	Group	Phase	Expected Start Date
49	Cardiology (EP)	TBD	Applied	
50	Occ Med	TBD	Applied	
51	Occ Med	TBD	Applied	
52	Occ Med	TBD	Applied	
53	Anesthesia General	Oak Creek	Applied	
54	EP Cardiology	TBD	Applied	

Ideal Environment

Strategic Plan Update

December 2024



kaweahhealth.org



Ideal Environment

Areas of Focus

**Kaweah Care
Culture**

**Expand Kaweah
Health University
& Growth in
School
Partnerships**

**Ideal Practice
Environment**

Kaweah Care Culture

Work Plan (Tactics)

Description: Integrate Kaweah Care culture into the various aspects of the organization.

Work Plan (Tactics)

#	Name	Start Date	Due Date	Assigned To	Status	Last Comment
1.1.1	Continue development of the Kaweah Care Culture.	07/01/2024	06/30/2025	Dianne Cox	On Track	Set cascading goals to reach 75th percentile on the following survey items: <ul style="list-style-type: none"> My unit/department follows proper procedures for patient care and customer service. My unit/department provides safe, error-free care.
1.1.2	Improve and ensure appropriate, effective and consistent communication throughout Kaweah Health to leaders, employees, physicians, and advanced practice providers.	07/01/2024	06/30/2025	Dianne Cox	On Track	Standardizing talking points and communication methods. Cascading monthly Leadership Meeting presentation with bullets, continue bi-weekly virtual Executive Team Employee Huddles, mandatory department and unit staff meetings/huddles and communication boards and our intranet site, Compass. Leadership meetings are now held in person. Streamlined leadership team meeting notes for cascading. Employee Engagement survey will include "My director is an effective communicator" and "My manager is an effective communicator".
1.1.3	Address Compensation and Benefits.	07/01/2024	06/30/2025	Dianne Cox	On Track	The executive team evaluating the employee benefits plan for CY2025. Market adjustments for base pay and minimum wage will continue into FY2025 to ensure competitive pay for retention and recruitment. Monitor impact of AB525 on recruitment and retention throughout FY25.

Kaweah Care Culture

Work Plan (Tactics)

- Kaweah Care Steering Subcommittees
 - Community and Patient Experience and Engagement
 - Employee Experience and Engagement
 - Physician Experience and Engagement
- Return of in-person Leadership Team Meetings and streamlined cascading notes
- Continued market review of compensation and adjustments where applicable
- New medical benefits plan administrator with more advanced resources
- New Kaweah Engagement & Enrichment Program (KEEP)
- Reviewing engagement survey results and action planning
- Cascading goals around safety, patient care, and customer service
- Kaweah Care Pulse Re-survey December 2024 and Work Environment Pulse June 2025



Kaweah Care Culture

Performance Measures (Outcomes)

- Decrease overall KH Turnover Rate to meet CHA statewide statistics
 - Goal: < 15%
 - 9/30/24: 14%
- Decrease Direct Patient Care RN Turnover Rate to meet CHA statewide statistics
 - Goal: < 17%
 - 10/8/24: 17%
- Decrease New Hire Turnover Rate (leaving <6 months)
 - Goal: < 20%
 - 9/30/24: 15%



Expand Kaweah Health University & Growth in School Partnerships

Work Plan (Tactics)

Description: Increase the pool of local RN candidates with the local schools to increase RN cohort seats and increase development opportunities for our employees

Work Plan (Tactics)						
#	Name	Start Date	Due Date	Assigned To	Status	Last Comment
1.3.1	Continue to build partnerships with local colleges and universities for nursing programs; expand into other educational programs beyond nursing for KH employees.	07/01/2024	06/30/2025	Dianne Cox	On Track	<p>Have established partnerships with COS, Unitek, SJVC for registered nursing, Tulare Adult Schools for LVN, and Porterville College for surgical techs.</p> <p>Expanding partnerships beyond nursing. Exploring partnerships with other schools and colleges, to enroll Fresno City College for imaging, possibly CSUF for therapists, and Gurnick for nuclear medicine.</p> <p>Established partnerships with the high schools for the Career Technical Education program: Visalia Unified, Cutler, Oroquieta, Hanford West, Tulare Joint Union, and Lindsay.</p>
1.3.2	Monitor the graduation and retention of staff who completed the COS part-time RN program with partial Kaweah sponsorship.	07/01/2024	06/30/2025	Dianne Cox	On Track	Graduated July 2024 - Jaime to send stats
1.3.3	Monitor success and retention of employees in cohorts in process: COS part-time program; Unitek in January 2024, September 2024 expected, January 2025 expected; SJVC RN program in August 2024.	07/01/2024	06/30/2025	Dianne Cox	On Track	
1.3.4	Expand Kaweah Health University.	07/01/2024	06/30/2025	Hannah Mitchell	On Track	<p>Implement leadership academy, emerging leaders program, charge nurse development, mentorship and succession planning initiatives:</p> <ul style="list-style-type: none"> • Subject Matter Expert Lunch and Learn Series launched in October • FY25 Leader Learning Path incorporated into Leadership Team Meetings and launched in October • Charge Nurse Conference to support development schedule for March 2025 • Leadership Academy has two cohorts scheduled for FY25 (first is in progress) and Emerging Leaders has three to four (second in progress)

Expand Kaweah Health University & Growth in School Partnerships

Work Plan (Tactics)

Kaweah Health's Nursing Education Pathway

Powered by Unitek College

Congratulations to the SPRING 2025 Class



Desiree Abila
Patient Account
Specialist



Serina Aguilar
Patient Account
Specialist



Erene Elaiho-Gonzalez
Patient Account
Specialist



Ashley Espinosa
CNA-4South



Melissa Espinoza
LVN Ben Maddox Clinic



Terence Galutira
CNA-4South



Melissa Gonzalez
Referral Specialist



Elizabeth Gutierrez
MA-Dinuba Clinic



Angelica Magallon
Transport Dispatcher



Joshua Marquez
Certified Dialysis Tech



Caira Martin
PCA-Homecare



Anthony Moll
HUC-3North

- 5th Cohort of Kaweah Health's Nursing Education Pathway Powered by Unitek College
- Other school partnerships include
 - College of the Sequoia Year Round Program
 - College of the Sequoia Advanced Placement LVN > RN Program
 - San Joaquin Valley College RN Program
 - Porterville Adult School Surgical Tech Program
 - Gurnick Academy Nuclear Medicine Program
 - Fresno City College Radiology Program

Expand Kaweah Health University & Growth in School Partnerships

Work Plan (Tactics)

- Leader Learning Path incorporated into Leadership Team Meetings
- Subject Matter Expert (SME) Leader Lunch & Learn Series
- On the horizon
 - Management and Clinical Mandatory Annual Training
 - Charge Nurse Curriculum > Charge Nurse Conference
 - Kaweah Health University Compass Hub
 - Learning paths with certificates of completion for key skills
 - Campus Free Little Libraries



Ideal Practice Environment

Work Plan (Tactics)

Description: Ensure a practice environment that is friendly and engaging for physicians and advanced practice providers, free of practice barriers.

Work Plan (Tactics)

#	Name	Start Date	Due Date	Assigned To	Status	Last Comment
1.2.1	Improve Physician and Advanced Practice Provider Retention and Wellness.	07/01/2024	06/30/2025	Dianne Cox	On Track	Various initiatives to improve create an ideal practice environment: team rounds, enhancing the workspaces (surgery locker room, med staff lounge, library, and physician work areas), onboarding and mentoring programs, and Cerner system optimization to improve efficiency.
1.2.2	Work with a team of physicians, advanced practice providers, and leaders on identified goals and initiatives to reach improved scores.	07/01/2024	06/30/2025	Dianne Cox	On Track	Focus on team rounds, dedicated workspace, onboarding/mentoring, and Cerner optimization
1.2.3	Develop Dyad Leadership Training Curriculum for Operational Directors, Division Chiefs and Medical Staff Service Line Directors.	07/01/2024	06/30/2025	Dianne Cox	Not Started	

Ideal Practice Environment

Work Plan (Tactics)

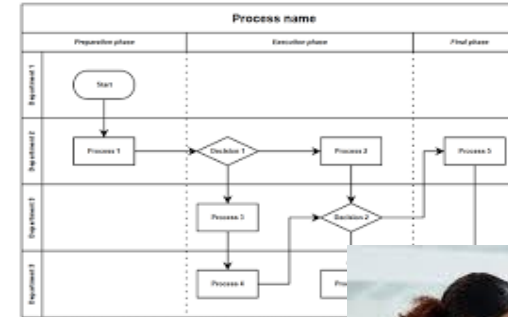
- Workspace Enhancement
 - Surgeon Locker Rooms and Lounge, and Physician Lounge
 - Medical Resource Center (Library)
- Dedicated Workspace
 - Medical Center Workstations
 - Clinic Workstation on Wheels (WOW)
- KDHub Optimization
 - Computer Access Optimization
 - Cerner Connect Messaging
 - Informatics Team Department Reps
 - Facilitate Computer Education/Reference Access
 - Implement Physician Documentation Improvements



Ideal Practice Environment

Work Plan (Tactics)

- Onboarding Medical Staff
 - Optimize Recruitment to Active Staff Process
 - Coordinate Process Across Stakeholders
- Mentoring Medical Staff
 - Provide Health System Education & Training
 - Regulatory Requirements
 - Medical Staff Policies
 - Support Physician Orientation
 - Utilize Established Physicians for Practice Guidance
 - Provide Support for Community Introductions



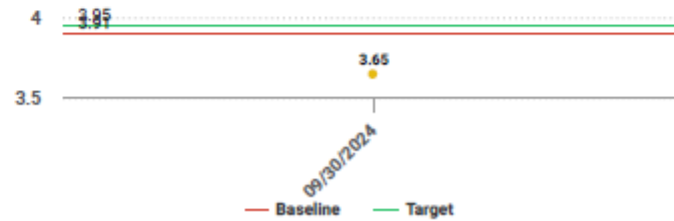
Ideal Practice Environment

Performance Measures (Outcomes)

Performance Measure (Outcomes)

#	Name	Start Date	Due Date	Assigned To	Status	Last Comment
1.2.4	Improve Physician and Advanced Practice Provider Engagement Surveys to > 3.95	07/01/2024	06/30/2025	Dianne Cox	Off Track	

Improve Physician and Advanced Practice Provider Engagement Surveys to > 3.95



Kaweah Care

Employee Engagement and
Experience

December 2024 Update



kaweahhealth.org



Check-in: Mission Statement Exercise

MISSION VISION & PILLARS

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

VISION STATEMENT
To be your world-class healthcare choice, for life.

PILLARS

- Achieve **outstanding community health**
- Deliver **excellent service**
- Provide an **ideal work environment**
- Empower **through education**
- Maintain **financial strength**

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

Employee Engagement & Experience - July to Oct

- 7/13: Fox Summer Movie Night
- 7/16: Emerging Leaders Cohort 2 Kickoff
- 7/22: Lunch with the CEO
- 7/22 - 7/29: Tower Challenge and Kaweah Health Crossword
- 7/31: Summer Games Event
- 8/2: Schwartz Rounds Session
- 8/16: National Wear a Hawaiian Shirt Day and Shave Ice
- 8/20: Return of in-person LTMs
- 8/22: Just Culture Scenario Review
- 8/31: Kaweah Health Rawhide Night
- 9/2: Sport Jersey Fridays Relaunch
- 9/11: Leadership Academy Cohort 3 Kickoff
- 9/27 - 10/17: Visalia Corporate Games
- 10/1: Team of the Month Kickoff
- 10/4: Schwartz Rounds
- 10/15: Leader Learning Path Kickoff
- 10/17: SME Lunch & Learn Kickoff
- 10/24-10/31: Candy Corn Contest
- 10/24 - 10/31: Pumpkin Decorating and Carving Contest
- 10/28: Open Enrollment Kickoff
- 10/31: Halloween Festival, Dress-Up Day, and ET Rounding
- 11/1 - 11/3: Dia de Los Muertos
- 11/11: Veteran's Day Observance
- 11/12 - 12/4: Holiday Giving Drive
- 11/8 - 11/22: Cobbler and Ice Cream

Employee Engagement & Experience – December

- 12/2: Holiday Cheer
- 12/3 - 12/17: Kaweah Care Pulse Survey
- 12/4: Holiday Giving Drive Drop Off
- 12/6: Schwartz Rounds
- 12/9 - 12/13: Holiday Meal, Gift, and KEEP Launch
- Ongoing
 - Kaweah Care Employee and Physician Recognitions
 - Employee and Team of the Month
 - Kaweah Shares
 - Employee Emergency Relief Program
 - JWD department recognitions
 - Jersey Fridays
 - Service Award and retirement celebrations and gifts
 - And more



KEEP is a program used to showcase the impressive perks, benefits, and investments Kaweah Health commits to our employees.





December 9	11:00 AM - 1:00 PM	West Campus Cousteau's
December 10	11:30 AM - 1:00 PM	Exeter Lounge
December 11	11:00 AM - 2:00 PM	Downtown Acequia Parking Lot
December 12	10:00 PM - 12:00 AM	NOC Downtown Cafeteria
December 13	11:30 AM - 1:00 PM	South Campus Cafeteria.

Employee Discounts

- Lifestyle Fitness Center
- Free Regular Coffee and Employee Discount in All Cafeteria's
- Office Supplies
- Mobile Services
- Rental Vehicles
- Flooring and Furniture
- Paint and Physical Therapy Supplies

Onsite Goods & Services

- Employee Pharmacy
- Kaweah Kids Center
- Kaweah Korner
- Cousteau's
- North Fork Café
- Ambrosia Café
- The Siren Food Truck
- Local Food Trucks
- Farmers' Market
- Gift Shop - Coming Soon!

Professional Development

- Leadership Development Programs
- Online Modules
- In-person Classes
- Lending Library
- School Partnerships
- Kaweah Health School of Nursing Powered by Unitek
- Certification Reimbursement
- Tuition Assistance
- Student Loan Repayment

Keep an eye out at the upcoming Holiday Meals for KEEPstakes with a QR code to learn more and unlock our e-scavenger hunt for a chance to win!

Observances & Recognition Days

December		
Month-Long Observances	Week-Long Observances	Day Observances
Safe Toys and Gifts Month	12/1-12/7 Crohn's and Colitis Awareness Week	12/1 World AIDS day
International Sharps Injury Prevention Awareness Month	12/2-12/8 National Handwashing Awareness Week	12/1 National Pie Day
Worldwide Food Service Safety Month	12/4-12/8 National Influenza Vaccination Week	12/2 Visalia's Candy Cane Lane Parade and Kaweah's Holiday Cheer
Spiritual Literacy Month		12/3 International Days of Persons with Disabilities
National Impaired Driving Prevention Month		12/3 National Day of Giving/Last Day to Donate to Holiday Giving
Universal Human Rights Month		12/7 National Pearl Harbor Remembrance Day
		12/11 National Stretching Day
		12/13 Pick a Pathologist Day
		12/24 Christmas Eve
		12/25 Christmas Day
		12/31 New Year's Eve

See email from Ariana Jasso for a rolling 3 months.

Engagement, Pulse & Lifecycle Surveys

- Kaweah Care Pulse 12/3 - 12/17
 - Results for January meeting
- ET Stoplight Report
 - Draft in January meeting
- Department Stoplight Reports due 12/31
 - Themes for February meeting
- Exit Update
 - Requested custom report with more detail on comments
 - Up for renewal in 2025 and exploring options
- Summer 2025 Pulse Survey Goals
 - Increase 27 item average from 4.18 to 4.22
 - Reach the 75th percentile on safe, error-free care and following procedures

The screenshot shows the header of the survey report with the Kaweah Care logo and the title 'Employee Engagement Survey June 2024 Stoplight Report'. Below the header, there are fields for 'Department:' and 'Last Updated:'. A note states: 'The Executive Team Stoplight Report will focus on organization-wide action items. This Department Stoplight Report focuses on the action items we are working to address at a department level.' The main content area is divided into three sections, each with a traffic light icon and a corresponding text label: 'Completed:' (green light), 'In Progress:' (yellow light), and 'Can't be completed at this time because:' (red light). Each section has a large, empty light blue rectangular box for input. At the bottom, it says 'Next Pulse Survey June 2025'.

Leadership Education Plan for FY25



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

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



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

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



kaweahhealth.org



Kaweah Engagement & Enrichment Program (KEEP)

- Branding to help package our perks
- Focus on resources that support
 - Wellness
 - Engagement
 - Development
- Compass section people can learn more
- Continue to expand over time
- Teaser on December Communication Board
- KEEPsake, QR code, and e-scavenger hunt rolling out at Holiday Meals



Kaweah Engagement & Enrichment Program
Key resources to help unlock personal and professional success.

KEEP is a program used to showcase the impressive perks, benefits, and investments Kaweah Health commits to our employees.



Hospital Week **Pet Therapy** **Leadership Academy** **Awareness Days**

- Resiliency & Wellness**
 - Employer Contributions to Medical, Dental, and Vision
 - Pet Insurance
 - ComPsych EAP
 - Lincoln Financial
 - Pet Therapy Visits
 - Employee Emergency Relief
 - Ergonomic Consultations
 - Schwartz Rounds
 - Self-care Calendars
- Employee Discounts**
 - Lifestyle Fitness Center
 - Free Regular Coffee and Employee Discount in All Cafeteria's
 - Office Supplies
 - Mobile Services
 - Rental Vehicles
 - Flooring and Furniture
 - Paint and Physical Therapy Supplies
- Professional Development**
 - Leadership Development Programs
 - Online Modules
 - In-person Classes
 - Lending Library
 - School Partnerships
 - Kaweah Health School of Nursing Powered by Unitek
 - Certification Reimbursement
 - Tuition Assistance
 - Student Loan Repayment
- Connection & Engagement**
 - Events and Contests
 - Jersey Fridays
 - Kaweah Shares
 - Employee and Team Recognition Awards
 - Service Awards
 - Kaweah Helps Volunteer Opportunities
 - Rawhide Ticket Giveaways
- Onsite Goods & Services**
 - Employee Pharmacy
 - Kaweah Kids Center
 - Kaweah Korner
 - Cousteau's
 - North Fork Café
 - Ambrosia Café
 - The Siren Food Truck
 - Local Food Trucks
 - Farmers' Market
 - Gift Shop - Coming Soon!

Keep an eye out at the upcoming Holiday Meals for KEEPsakes with a QR code to learn more and unlock our e-scavenger hunt for a chance to win!

Kaweah Health *Employee Connection*

On the Horizon

- Reintroduce bus trips through Kaweah Korner
- Charge Nurse Conference - March 28
- Expand Kaweah Health University
 - Compass section featuring resources and opportunities
 - Learning paths with certificates of completion for key skills
 - Campus Free Little Libraries



Physician Engagement



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



Areas of Focus

- **Workspace Enhancements**
- **Dedicated Workstations**
- **KDHub Optimization**
- **Onboarding and Mentoring Medical Staff**

Workspace Enhancement

Surgery Locker Room Remodel	Renovation and Expansion of Surgeon Locker Rooms and Surgeon Lounge	Construction Timeline <ul style="list-style-type: none">• Design: Q2 2025• Construction: Q4 2025
Medical Staff Lounge Restructure	Remodel and Expand Physician Lounge: Work Area / Lounge / Dining	Construction Timeline <ul style="list-style-type: none">• Design: Q2• Construction: Q4
Medical Resource Center (Library)	Expand Resource Center Add More Workstations	Construction Timeline <ul style="list-style-type: none">• Design: Q4 2024• Construction: Q2 2025

Dedicated Workstations

Medical Center Workstations	Locations: Towers & BP Update: Identify device names and designate for provider use Inpatient Medicine Service Update: WOW designated for Inpatient Medicine Service COMPLETE
Clinic WOWs	Location: Tulare RHC Update: 10/15 – ISS to work with Miriam and Dr. Martinez to place one more WOW

KDHub Optimization

Computer Access Optimization	Consistent Placement of Tap & Go Devices: COMPLETE Improve TapNGo Log In Time Update: System Upgraded to Peak Capability COMPLETE <i>75 seconds for the initial log in / 15 seconds each time later</i>
Cerner Connect Messaging	Increase Cerner Connect Messaging Adoption Update: Physician Utilization 46% as of September Update: Resident Utilization 90% as of September Increase Physician Utilization Update: Engage Attending & Residents on use of Cerner Connect Messaging as sole Secure Texting platform
Streamline Informatics Team – Physician Interactions	Designate Medical Staff Department Informatics Point Person Update: 10/15 – Department Reps identified (next slide) COMPLETE <i>Leah's team to work directly with this group regarding specific requests & concerns</i>
Facilitate Computer Education/Reference Access	Create Single Sign On for UpToDate Update: Collaborate with Nursing education (Mara) to figure out next steps to implement SSO for UpToDate. <i>Nursing currently has SSO for Lipponcott</i>
Implement Physician Documentation Improvements	Quick Visit templates for outpatient FM updated COMPLETE Ambulatory Adult well visit notes are no longer duplicated COMPLETE

KDHub Optimization

Department Reps

- Adult Hospitalists Inpatient – Dr. Tedaldi, Dr. Huynh, or Dr. Hashmat
- Critical Care Adult & LTC- Dr. J. Javed
- Emergency Medicine – Dr. Alexeeva
- Anesthesia – Rebecca Sommers, Erin Hawkins
- Surgery – Dr. Kalani, Dr. Meshesha
- GI- Dr. Hsueh
- IR/Radiology-Dr. Shahkarami
- OBGYN-Dr. Banks, Dr. Betre
- Cardiology – Dr. Ashok Verma, Dr. Atul Singla
- Pediatrics/NICU – Dr. Maccalli, Dr. Dosado
- Outpatient Clinics – Dr. Mario Martinez, Dr. Rangel, Brittani Snyder
- BEH-Dr. Saadabadi, Dr. Bagga
- Rehab-Dr. Matsuo

Onboarding & Mentoring

Onboarding	Optimize Recruitment to Active Staff Process <ul style="list-style-type: none">• Coordinate Process across Stakeholders<ul style="list-style-type: none">• Recruitment• Medical Staff Services• Contacting• ISS	Goal: Reduce Onboarding Time
Mentoring	Provide Health System Education & Training <ul style="list-style-type: none">• Regulatory Requirements• Medical Staff Policies• ISS – Cerner Training Support Physician Orientation <ul style="list-style-type: none">• Utilize established physicians for practice guidance• Provide support for community introduction	Goal: Support physician practice establishment and introduction to Community

MEMORANDUM

TO: Kaweah Delta Health Care District
Board of Directors

FROM: Human Resources

RE: Plan Amendments
Employees' Salary Deferral Plan

DATE: November 2024

The purpose of this Memorandum is to familiarize the Board of Directors about In-plan Roth conversions, and optional provisions allowed under SECURE Act 2.0.

Amendment Overview

- **In-Plan Roth Conversions** – the plan will be amended to allow for the conversion of pre-tax amounts to Roth without requiring a distributable event. This will allow participants of any age to convert amounts to Roth within the plan, while continuing to track withdrawal restrictions, such as age 59.5. This allows younger participants to take advantage of tax diversification opportunities. If a participant converts balances to Roth, they will be required to pay ordinary income tax on the converted balance. Once a conversion takes place, it cannot be undone.

- **SECURE 2.0 Act Optional Provisions**
 - **Increase the force-out balance from \$5,000 to \$7,000** - A minimum balance force-out, also known as a mandatory cash-out, is a provision in many 401(k) plans that allows employers to force out small account balances when an employee leaves the company.
 - **Allow spousal beneficiaries to elect a longer life expectancy period** - Spousal beneficiaries of inherited retirement accounts have the option to elect a longer life expectancy period for required minimum distributions (RMDs). These changes provide more flexibility and potential tax benefits for surviving spouses managing inherited retirement accounts.
 - **Allow a higher catch-up limit for participants ages 60-63** - Starting in 2025, participants aged 60 to 63 will benefit from an increased catch-up contribution limit for their retirement plans. The catch-up contribution limit for participants in this age group will be the greater of \$10,000 or 150% of the regular catch-up contribution limit, which is \$11,250 for 2025. The limit will be indexed for inflation

after 2025, ensuring it keeps pace with the cost of living. This change aims to help those nearing retirement age to boost their savings significantly during their final working years.

These provisions will be added to the plan as of the effective date stated in the Board Resolution. The amendment needs to be signed by **12/31/2024**.

- Employer Match** – The Plan Document now defines Employer Matching Contributions as discretionary from year to year. This permits KDHCDC the ability to define the Matching Contribution Formula each year to align with business strategies. Each year, the Board must approve the Matching Contribution for the Plan. The Matching Contribution for the January 1, 2024 – December 31, 2024, Plan Year will be 50%:

Years of Service	Matching Contribution	Maximum Matching Salary Deferral and ROTH Deferral Contribution
1-2	50%	3% of Compensation
3-5	50%	4% of Compensation
6-10	50%	5% of Compensation
11 or more	50%	6% of Compensation

Suggested Action and Next Steps

Approve the addition of In-plan Roth conversions, increasing the force-out balance, allowing spousal beneficiaries to elect a longer life expectancy period, increasing the catch-up contribution limit for participants 60-63, and the employer match formula for participants of the Employees’ Salary Deferral Plan.

MEMORANDUM

TO: Kaweah Delta Health Care District
Board of Directors

FROM: Human Resources

RE: Plan Amendments
Kaweah Delta Health Care District 457(b) Deferred Compensation Plan

DATE: November 2024

The purpose of this Memorandum is to familiarize the Board of Directors about In-plan Roth conversions, and optional provisions allowed under SECURE Act 2.0.

Amendment Overview

- **In-Plan Roth Conversions** – the plan will be amended to allow for the conversion of pre-tax amounts to Roth without requiring a distributable event. This will allow participants of any age to convert amounts to Roth within the plan, while continuing to track withdrawal restrictions, such as age 59.5. This allows younger participants to take advantage of tax diversification opportunities. If a participant converts balances to Roth, they will be required to pay ordinary income tax on the converted balance. Once a conversion takes place, it cannot be undone.

- **SECURE 2.0 Act Optional Provisions**
 - **Increase the force-out balance from \$5,000 to \$7,000** - A minimum balance force-out, also known as a mandatory cash-out, is a provision in many governmental 457(b) plans that allows employers to force out small account balances when an employee leaves the company.
 - **Allow spousal beneficiaries to elect a longer life expectancy period** - Spousal beneficiaries of inherited retirement accounts have the option to elect a longer life expectancy period for required minimum distributions (RMDs). These changes provide more flexibility and potential tax benefits for surviving spouses managing inherited retirement accounts.
 - **Allow a higher catch-up limit for participants ages 60-63** - Starting in 2025, participants aged 60 to 63 will benefit from an increased catch-up contribution limit for their retirement plans. The catch-up contribution limit for participants in this age group will be the greater of \$10,000 or 150% of the regular catch-up contribution limit, which is \$11,250 for 2025. The limit will be indexed for inflation after 2025, ensuring it keeps pace with the cost of living. This change aims to help

those nearing retirement age to boost their savings significantly during their final working years.

- **Eliminate first of the month requirement for deferral elections** - The “first day of the month” requirement for deferral elections in governmental 457(b) plans has been eliminated. This change, effective for tax years beginning after December 29, 2022, allows participants in these plans to make deferral election changes at any time before the compensation being deferred becomes available. This update aligns governmental 457(b) plans with other types of retirement plans, making it easier for participants to adjust their contributions without waiting for the start of a new month.

These provisions will be added to the plan as of the effective date stated in the Board Resolution. The amendment needs to be signed by **12/31/2024**.

Suggested Action and Next Steps

Approve the addition of In-plan Roth conversions, increasing the force-out balance, allowing spousal beneficiaries to elect a longer life expectancy period, increasing the catch-up contribution limit for participants 60-63, and eliminating the first of the month requirement for deferral elections for participants of the 457(b) Deferred Compensation Plan.



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

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

POLICY:

It is the policy of Kaweah Health 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), citizenship, primary language, or immigration status (for these purposes as including a perception that the person has any particular characteristic or characteristics within the listed categories or that the person is associated with a person who has, or is perceived to have, any particular characteristic or characteristics within the listed categories), 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 Health, 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 Health.

Harassment and Abusive Conduct as defined is prohibited by Kaweah Health 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 Health management and supervisors have a responsibility to maintain a workplace free of all forms of abusive conduct and sexual or unlawful harassment. Kaweah Health 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 Health'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 HEALTH'S RESPONSIBILITY

Kaweah Health 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 Health 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.

In accordance with SB425- Kaweah Health 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.

GENERAL INFORMATION

Once advised of the offending behavior the problem may resolve. If an employee is found to have engaged in sexual harassment, or if a manager is aware of harassing conduct of an employee or individual doing business with the company and does nothing, condones or ratifies it, they may be personally liable for monetary damages. Kaweah Health will not pay damages assessed against an individual personally. Kaweah Health 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 Health 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 Chief Human Resources Officer or designee or Chief Executive Officer.

Anyone with knowledge and certainly anyone in a supervisory or management role has a responsibility to inform the Chief Human Resources Officer 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 Chief Human Resources Officer 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
- III. The Chief Human Resources Officer 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 Health's Medical Staff is involved or implicated, the matter will be investigated by the Chief Human Resources Officer or designee in consultation with the Medical Staff Leadership. The appropriate Kaweah Health Chief, 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 Chief 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 Health will follow Federal and State Law, as applicable, as well as Regulatory requirements. Policies are subject to change as approved by the Governing Board and will be communicated as approved after each Board Meeting. It is the employee’s responsibility to review and understand all Kaweah Health Policies and Procedures.”

Human Resources

Policy Number: HR.80	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved: 2/28/2024
Approvers: Board of Directors (Administration)	
Docking Staff	

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

POLICY:

The fluctuating workload and census inherent in hospitals and health care may occasionally cause the need for a reduced workforce. When this situation occurs, non-exempt personnel may have their hours reduced in accordance with this policy. Exempt staff are not normally included in the docking rotation. Each department's management will be responsible for recommending and implementing sound staffing decisions in accordance with Kaweah Health's goals for effective resource management. Employees who report to work, are not provided any work, and are subsequently docked are guaranteed one (1) hour of pay.

PROCEDURE:

At times the workload or census may require that employees who are scheduled to work but indicated to dock be put on Standby. In these cases employees will stay on Standby until called back into work or subsequently docked until their shift ends. Employees will not have the right to refuse Standby for regularly scheduled shifts. Pay for Standby and Callback will be in accordance with policy entitled STANDBY AND CALLBACK PAY (HR. 72). Additionally, docked time will be documented in the timekeeping system to allow appropriate application of hours.

Each department establishes a plan for docking that sets out the criteria by which decisions for docking are made, utilizing the prioritization noted below. When docking is indicated, the determination of which employees will be scheduled for docking will be made by the department leader or designee.

In certain units/departments when volumes are low, employees scheduled to work will be called with a new start time for their shift. Refusal to accept the change in the start time may count as an attendance occurrence. Employees may use the PTO Mandatory Dock or Mandatory Dock-No Pay pay code for the hours missed in order to accrue PTO and EIB within policy limits.

- II. Mandatory dock time will be applied in the following order
 - A. Overtime shifts
 - B. Employees who volunteer to be docked

- C. Per Diem
- D. Part-Time Staff
- E. Full-Time Staff

Docking Staff

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Docking Staff

Prior to mandatory docking employees, leaders may ask if any employee wishes to take time off rather than work the shift or remainder of the shift.

If no employee desires time off, then leaders will apply the mandatory dock time as it meets the functional needs of the department.

To ensure fairness, each department will rotate their employees through docking procedures as appropriate to their staffing needs.

Timekeeping

Timekeeping is noted as PTO Mandatory Dock or Mandatory Dock/No Pay.

Dock hours are applied to:

- A. Hours required to maintain employee benefits eligibility.
- B. Accruals earned each pay period,
- C. Qualified service hours used to compute what level Paid Time Off accrual is earned.

Department management who routinely dock employees will review staffing needs. Those who are actively recruiting to fill vacancies within their department will analyze the need for extra staff and, when not justified, will notify Human Resources if it is determined that a current vacancy should not be posted or if a full-time opening should be changed to part-time or per-diem.

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



Policy Number: HR.12	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved:
Approvers: Board of Directors (Administration)	
Equal Employment Opportunity (EEO)	

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

POLICY:

Kaweah Health maintains a policy of nondiscrimination with employees and applicants for employment, student interns and volunteers. Kaweah Health policy prohibits unlawful discrimination or retaliation based on race, color, ancestry, religion, religious creed (including religious dress and grooming), sex, (including breastfeeding and related medical conditions), an individual’s reproductive health decision making, sexual orientation (including those who identify as transgender, transgender transitioning, gender expression, gender roles, gender identity), citizenship, primary language, or immigration status (for these purposes as including a perception that the person has any particular characteristic or characteristics within the listed categories or that the person is associated with a person who has, or is perceived to have, any particular characteristic or characteristics within the listed categories), sexual harassment, victim of domestic violence, sexual assault or stalking, hate imagery, national origin, disability, medical condition, mental health conditions such as depression and post-traumatic stress disorder, genetic information (GINA Act of 2008), marital status, 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 Health, 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 Health.

Retaliation is prohibited:

- a. 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).
- b. 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;

- c. against employees who request an accommodation regardless of whether the accommodation is granted;

All aspects of pre-employment and employment within Kaweah Health 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.

- a) 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;
- b) Denying employment opportunities to a person because of marriage to, or association with, an individual protected by this policy. Discrimination is also prohibited because of participation in schools or places of worship associated with a particular racial, ethnic, or religious group;
- c) In accordance with California AB 1443 Kaweah Health 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.
- d) Any other consideration made unlawful by Federal, State or local laws.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, Kaweah Health will make reasonable accommodations for known physical or mental limitations whether 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 is needed to perform the job. Kaweah Health will take steps to identify the barriers that make it difficult for the applicant or employee to perform the job, and will identify possible accommodations, if any, that will enable the individual to perform the essential functions of the job. If the accommodation is reasonable and will not impose an undue hardship, Kaweah Health will meet the request.

Kaweah Health is committed to complying with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in the operations of Kaweah Health and prohibits unlawful discrimination by any employee of Kaweah Health, 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 Health department head, manager, supervisor, Compliance Officer (or directly through the Compliance Call Line), Vice President, the Chief Executive Officer or the Chief Human Resources Officer 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 Chief Human Resources Officer or the Chief Executive Officer. Kaweah Health 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

If Kaweah Health 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 Health to have violated this policy will be subject to appropriate Disciplinary Action, up to and including termination of employment. Kaweah Health 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 Health 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 Health'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 Chief Human Resources Officer.
- IV. Any questions regarding the interpretation of this manual should be referred to the Chief Human Resources Officer. No changes will be made in any policy and procedure or any deviations authorized without the express written permission of the Chief Executive Officer.

“Responsibility for the review and revision of this Policy is assigned to the Chief 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 Health will follow Federal and State Law, as applicable, as well as Regulatory requirements. Policies are subject to change as approved by the Governing Board and will be communicated as approved after each Board Meeting. It is the employee’s responsibility to review and understand all Kaweah Health Policies and Procedures.”

Policy Number: HR.70	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved: 10/23/24
Approvers: Board of Directors (Administration)	
Meal Periods, Rest Breaks and Breastfeeding, and/or Lactation Accommodation	

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

PURPOSE:

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

MEAL PERIOD POLICY AND PROCEDURE:

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

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

Meal periods will be made available and provided by Kaweah Health Leaders; it is each employee's responsibility to ensure that they are taking appropriate meal periods as set forth in the policy. 30-minute uninterrupted meal periods are to be scheduled. On rare occasions, an employee may request to delay their meal period. Kaweah Health retains the right to set work schedules, including meal periods and rest break schedules.

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

Employees who are not provided a 30- minute meal period of uninterrupted time in a timely manner as described are entitled to one hour of pay at their regular rate of pay (pay code MPRB1hour). An employee who is not provided with a meal period according to policy must, complete a time adjustment sheet by the end of the current pay period and notify their leader. The leader will authorize payment of premium pay in the timekeeping system. Note that if the employee voluntarily delays their meal period, no additional pay of one hour will be paid.

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

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

MEAL PERIOD WAIVER

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

REST BREAK POLICY AND PROCEDURE:

By way of this policy, non-exempt employees are also authorized, permitted, and expected to take a 10-minute rest break for every four hours of work or major fraction thereof. Employees must work at least 3.5 hours to be entitled to a rest break. Rest breaks should be taken in the middle of each 4- hour period in so far as it is practicable. These rest breaks are authorized by Kaweah Health; but it is each employee's responsibility to ensure that they are taking appropriate rest breaks.

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

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

ADDITIONAL INFORMATION:

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

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

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

- Less Than 3.5 Hours: An employee who works less than three-and-a-half is not entitled to a rest break.

- 3.5 Hours or More: An employee who works three-and-a-half hours or more is entitled to one ten-minute rest period.
- More than 6 Hours: An employee who works more than six hours is entitled to two ten-minute rest periods, for a total of 20 minutes of resting time during their shift.
- More than 10 Hours: An employee who works more than ten hours is entitled to three ten-minute rest periods, for a total of 30 minutes of resting time during their shift.
- An employee is entitled to another ten-minute rest period every time they pass another four-hour, or major fraction thereof, milestone.

How Many Meal Breaks Must be Taken:

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

BREASTFEEDING AND/OR LACTATION ACCOMMODATION

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

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

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

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

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Policy Number: HR.14	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved:
Approvers: Board of Directors (Administration), Cindy Moccio (Board Clerk/Exec Assist-CEO)	
Non-English/Limited English Speaking, and/or Hearing Impaired Individuals- Non Discrimination	

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

POLICY:

It is the policy of Kaweah Health that no otherwise qualified individual shall, solely by reason of his/her inability to either speak English, or solely as a result of his/her hearing impairment, be excluded from participation in, denied the benefits of, or be subjected to discrimination under any Kaweah Health program or activity. This policy is pursuant to Section 504 of the Rehabilitation Act of 1973.

PROCEDURE:

I. Employees and Applicants for Employment

All aspects of employment with Kaweah Health will be governed on the basis of merit, competence, and qualifications. However, because instant and coherent communication skills are mandated by the critical nature of patient care needs, fluency in the English language will be required of all employees having patient contact or with the potential of having patient contact. All employees, however, are free to speak in the language of their choice during meal and break periods.

II. Complaints and/or Reports of Discrimination

Complaints and/or grievances regarding this policy from applicants for employment and/or from employees should be directed to the Chief HR Officer or designee. Complaints and/or grievances regarding this policy from patients, their family members, and/or members of the public should be reported in accordance with the guidelines outlined in the Administration Policy Manual, AP.88.

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Policy Number: HR.46	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved: 2/28/2024
Approvers: Board of Directors (Administration)	
Orientation of Kaweah Health Personnel	

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

POLICY:

Kaweah Health will conduct a structured General Orientation program for all new employees to ensure employees are knowledgeable of important topics and to assist them in adjusting to their new work environment. All newly hired and rehired employees of Kaweah Health, **regardless of their term date or orientation date,** are required to attend General Orientation as their first day of employment and to complete any additional Kaweah Health orientation requirements (Patient Care, Nursing Services, RN orientations, etc.) within thirty (30) days of their initial day of employment.

Exceptions may be allowed based on staffing needs and must be approved by Human Resources.

~~All rehires must comply with the above mandated Kaweah Health Orientation requirements, with the exception of employees who have had a break in service equaling less than 12 months and have also completed Orientation or Annual Training/Competencies for the job they are being hired into within the 12 months preceding their rehire date.~~

If a rehire has not successfully completed all of the required Clinical Competencies through Kaweah Health for their position within 12 months prior to being rehired, they must attend Clinical Orientation or complete any remaining competencies in their unit/department within thirty (30) days of their initial day of employment, as determined by Clinical Education. If they have successfully completed all of the required Clinical Competencies, they are waived from attending Clinical Orientation again.

General Orientation is organized by Human Resources and the Organizational Development Department and is offered routinely. Additional Kaweah Health orientation for clinical staff is organized by the Clinical Education Department.

Each department will conduct a department specific orientation for all personnel joining their department. (This includes new hires, re-hires, transfers, forensic staff, contracted/temporary agency staff, volunteers and clinical students).

Management of the department will also provide a specific orientation for personnel new to management/leadership positions.

All non-employee categories, including but not limited to Temporary staff, Travelers, Registry, Volunteers, Students, Agency and Contracted Staff are required to be

oriented to Kaweah Health and department. Refer to HR Policy 233 Non-Employees for further detail.

PROCEDURE:

Scheduling

Scheduling of employees in General Orientation will be coordinated by Human Resources and attendance monitored by Organizational Development. Managers and supervisors will be responsible for ensuring that all employees attend the orientation as scheduled.

Orientation Compensation

All orientation programs for employees will be considered as regular hours. Such hours will be included in computing hours worked and overtime, as well as hours toward qualification for benefit accruals.

Department Orientation Checklist

Within forty-eight (48) hours of the first day of work at their assigned location, each staff member will complete, have signed, and submit to Human Resources electronically through Workday, the original copy of the *Kaweah Health Department Orientation Checklist* ("48 hour checklist").

New Leader Orientation Checklist

Each staff member new to a management role will work with their direct supervisor to plan their management orientation using the New Leader Orientation Checklist ~~Journey~~ assigned to them. ~~within Workday. The Journey~~ This must be fully completed within 90 days of the date of assuming the management role **unless approved by HR.**

Non-Employee Orientation Requirements

As required by Joint Commission all personnel completing work on Kaweah Health premises are required to be oriented to Kaweah Health and department. These Orientation packets are available in Human Resources and should be completed prior to the start of their work assignment.

Clinical Student Interns/Externs Orientation Requirements

All student interns seeking clinical experience with Kaweah Health must have a fully executed student affiliation agreement contract on file in Human Resources. As required by Joint Commission and DHS, all interns must be oriented to Kaweah Health and department. Department management is responsible to ensure Orientation occurs. Clinical Student Orientation packets and badges are available

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Policy Number: HR.234	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved:
Approvers: Board of Directors (Administration)	
Paid Time Off (PTO), Extended Illness Bank (EIB) and Healthy Workplace, Healthy Families Act of 2014	

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

POLICY:

Paid Time Off (PTO), Extended Illness Bank (EIB) and Healthy Workplace, Healthy Families Workplace Act of 2014 – Paid Sick Leave (PSL) benefits are offered to all employees as defined in this policy. PTO is offered to full-time and part-time benefit eligible employees for leisure, celebration of holidays, short-term illness, and other personal needs. EIB is offered to full-time and part-time benefit eligible employees for extended illness and Kin Care. Private Home Care staff, temporary staff/interims, and Per Diem staff are not eligible for PTO or EIB but are eligible for Paid Sick Leave (PSL) as defined in this policy. Excessive occurrences of unapproved time off may result in disciplinary action. See Policy HR.184 Attendance and Punctuality.

This policy does not apply to Graduate Medical Education

PROCEDURE:

Eligibility and Accrual for PTO and EIB

Full-time and part-time benefited employees are eligible to receive PTO and EIB as of the first pay period of eligibility (date of hire or transfer). If an eligible employee is changed to a non-eligible status, the PTO and EIB time accrual will cease. The employee will receive a lump-sum payment for all accrued PTO paid at 100% of their hourly rate of pay prior to the status change. During the non-eligible status, the employee will accrue PRN/PSL.

If a non-eligible employee is changed to an eligible status, the employee begins accruing PTO and EIB as of the first pay period in which the status change became effective; PRN/PSL accrual will cease. At no time will an employee accrue PTO and EIB as well as PRN/PSL. An employee accrues either PTO and EIB or PRN/PSL.

EIB accrual will be reinstated for employees who leave Kaweah Health and are rehired as follows:

- a. If left as non-benefited and rehired as a non-benefited, we will reinstate the ending available EIB balance into a reserve bucket. These hours are available for use.
- b. If terminated as a benefited and rehired as benefited, we will reinstate the ending EIB balance.
- c. If terminated as non-benefited and rehired as benefited, we will reinstate the

ending available PRN/PSL balance from the reserve as EIB balance (if any).

- d. If terminated as a benefited and rehired as non-benefited, we will reinstate the ending available EIB balance as PRN/PSL up to the 80-hour maximum, placing the excess EIB balance into a reserve bucket. These hours are not available for use.

The rate of PTO and EIB accrual received is based on years of service. Employees receive accruals on up to 80 eligible hours, per pay period. The bi-weekly pay period starts at 12 AM on a Sunday and ends at 11:59 PM on the last Saturday of the pay period. Qualified service hours which count towards a year of service for the accrual rate include the following: regular hours worked (non-overtime), Flex Time Off, PTO FMLA, PTO unscheduled, PTO/PSL, PTO Sick/Pregnancy, PTO/Workers Compensation, Sitter Pay, Sleep Pay, PTO hours, bereavement hours, jury duty hours, training/workshop hours, orientation hours, and mandatory dock hours. Neither EIB nor PTO accruals will be earned while employees are being paid EIB hours.

All Other Employees					Directors					Chiefs				
Beg Years	End Years	PTO Max Hrlly Accrual Rate (Up to 80 elg hrs)	Max Hours accrued per pay period	PTO Days per year	Beg Years	End Years	PTO Max Hrlly Accrual Rate (Up to 80 elg hrs)	Max Hours accrued per pay period	PTO Days per year	Beg Years	End Years	PTO Max Hrlly Accrual Rate (Up to 80 elg hrs)	Max Hours Accrued per pay period	PTO Days per year
0.0	4.9	0.084625	6.77	22	0.0	4.9	0.103875	8.3	27	0.0	1.0	0.103875	8.3	27
5.0	9.9	0.103875	8.31	27	5.0	9.9	0.123000	9.8	32	1.1	4.0	0.123000	9.8	32
10.0	14.9	0.123000	9.84	32	10.0	14.9	0.142250	11.4	37	4.1	9.0	0.142250	11.4	37
15	19.9	0.126875	10.15	33	15	19.9	0.146125	11.7	38	9.1	13.5	0.146125	11.7	38
20	24.9	0.130750	10.46	34	20	24.9	0.150000	12.0	39	13.6	18.0	0.150000	12.0	39
25	26.9	0.134625	10.77	35	25	26.9	0.153875	12.3	40	18.1	22.5	0.153875	12.3	40
27	28.9	0.138500	11.08	36	27	28.9	0.157750	12.6	41	22.6	27.0	0.157750	12.6	41
29+		0.142375	11.39	37	29+		0.161625	12.9	42	27.1		0.161625	12.9	42

Eligibility and Accrual for PRN/PSL

PRN/PSL eligible employees include Per-Diem, Private Home Care, and Part-Time non-benefit eligible employees. PRN/PSL eligible employees will accrue at the rate of one hour per every 30 hours worked (.033333 per hour); accrual begins as of the first pay period.

To qualify to use sick leave (PTO/PSL or PRN/PSL), an employee must:

- Must be employed for 30 days;
- May use beginning at 90 days of employment;
- Will be paid to the extent of an employee's accrued hours only.

Employees are limited to use up to 40 hours or five (5) days whichever is greater of accrued time in each calendar year. PRN/PSL will carry over to the following calendar year not to exceed 60 hours of accrual in any calendar year.

Maximum Accruals

The maximum PTO accrual allowed is 400 hours. The accrual will cease once the maximum accrual is reached until PTO hours are used or cashed out. The maximum EIB accrual is 2000 hours; the maximum PRN/PSL accrual is 120 hours in a

calendar year. No payment is made for accrued EIB or PRN/PSL time when employment with Kaweah Health ends for any reason.

Requesting, Scheduling, and Access to PTO, EIB and PSL

Employees are required to use accrued PTO for time off for illness or unexpected absence occurrences.

Routine unpaid time off is not allowed. Any requests for unpaid time should be considered only on a case-by-case basis taking into consideration the need for additional staffing to replace the employee and other departmental impacts. It is the responsibility of management to monitor compliance. Employees should be aware that unpaid time off could potentially affect their eligibility for benefits.

Any planned request for PTO time, whether for traditional holiday, for vacation time or otherwise must be approved in advance by management. Management will consider the employee's request as well as the needs of the department. In unusual circumstances, management may need to change the PTO requests of employees based upon the business and operational needs of Kaweah Health. In such situations, Kaweah Health is not responsible for costs employees may incur as a result of a change in their scheduled PTO time.

AB 1522 Healthy Workplace Healthy Families Act of 2014

An employee may utilize up to five (5) days or 40 hours, whichever is greater, of PTO or PSL in a calendar year (January-December). For example:

- For employees who work 12-hour shifts, the employee will be entitled to use up to 60 hours of paid sick leave (5 days x 12 hours).
- An employee who works 10-hour shifts will be entitled to use up to 50 hours (5 days x 10 hours).
- An employee who works 8-hour shifts will be entitled to use up to 40 hours (5 days x 8 hours).
- Alternatively, if an employee works only 6 hours a day and takes five days of paid sick leave, for a total of 30 hours, the employee will still have 10 hours remaining.

Employees may use PTO or PSL for the following purposes:

- a) Diagnosis, care, or treatment of an existing health condition, or preventative care for an employee or an employee's designated person, or family member, as defined as the employee's parent, child, spouse, registered domestic partner, grandparent, grandchild, and siblings.
- b) "Family Member" means any of the following:
 - i. A child, which for purposes of this policy means a biological, adopted, or foster child, stepchild, legal ward, or a child to whom the employee stands in loco parentis; this definition of child is applicable regardless of age or dependency status.
 - ii. A biological, adoptive, or foster parent, stepparent, or legal

guardian of an employee or the employee's spouse or registered domestic partner, or a person who stood in loco parentis when the employee was a minor child.

- iii. Spouse
 - iv. Registered domestic partner
 - v. Grandparent
 - vi. Grandchild
 - vii. Sibling
- c) Designated Person means the following:
- i. Under the California Family Rights Act (CFRA) and California Healthy Workplaces Health Families Act (HWHFA) an employee will be able to identify a designated person for whom they want to use leave when they request unpaid CFRA or paid HWHFA.
- d) For an employee who is a victim of domestic violence, sexual assault or stalking, as specified.

There is no cash out provision for the PRN/PSL accrual, including upon termination of employment or with a status change to a benefit eligible position. However, if an employee separates from Kaweah Health and is rehired within one year, previously accrued and unused PRN/PSL will be reinstated.

PSL and PTO time shall be utilized at a minimum of 1-hour increments and no more than the length of the employee's shift.

PTO and PSL time taken under this section is not subject to the Progressive Discipline Policy HR.216.

Time Off Due To Extended Illness

Employees who are absent due to illness for more than three (3) consecutive work days should notify their manager and contact the Human Resources Department to determine if they are eligible for a leave of absence. Accrued EIB can be utilized for an approved continuous leave of absence beyond three (3) days and if admitted to a hospital or have a medical procedure under anesthesia. However, in instances when an employee has been issued Disciplinary Action and directed to provide a doctor's note for all sick days, then an employee may need to submit a doctor's note. If applying for a continuous leave of absence, an employee may use accrued PTO for the first three calendar days at the employee's regular shift length, if leave is for your own medical condition. Employees who are absent due to illness for more than seven (7) consecutive days should file a claim for California State Disability Insurance. Claim forms are available in Human Resources. State Disability payments will be supplemented with any accrued EIB time by the Payroll Department and PTO at the employee's request.

Employees who are absent with an Intermittent Leave under FMLA/CFRA are required to use accrued PTO for their absences, at no less than one hour and no more than the regular length of the shift.

Time Off Due to Kin Care

Kin Care allows eligible employees to use up to one-half (1/2) of the Extended Illness Bank (EIB) that they accrue annually in a calendar year to take time off to care for a sick family member. Only employees who accrue EIB are eligible for Kin Care. No more than one-half of an employee's EIB accrual in a calendar year period can be counted as Kin Care. An employee who has exhausted their EIB and then is absent to care for a sick family member cannot claim that absence under Kin Care.

Kin Care can be used to care for a sick family member, to include a spouse or registered domestic partner, child of an employee, "child" means a biological, foster, or adopted child, a stepchild, a legal ward, a child of a domestic partner, or a child or a person standing in loco parentis, parents, parents-in-law, siblings, grandchildren, and grandparents.

EIB time taken under this section to care for an immediate family member is not subject to the Progressive Discipline Policy HR.216.

Holidays

Kaweah Health observes 72 holiday hours each year. Eligible employees may be scheduled a day off and will be paid provided adequate accrual exists within their PTO bank account for each observed holiday. Time off for the observance of holidays will always be in accordance with Kaweah Health needs.

1. New Year's Day (January 1st)
2. President's Day (Third Monday in February)
3. Memorial Day (Last Monday in May)
4. Independence Day (July 4th)
5. Labor Day (First Monday in September)
6. Thanksgiving Day (Fourth Thursday in November)
7. Day after Thanksgiving Day (Friday following Thanksgiving)
8. Christmas Day (December 25th)
9. Personal Day

Business departments and/or non-patient care areas will typically be closed in observance of the noted holidays. Where this is the case, employees assigned to and working in these departments will be scheduled for a day off on the day the department is closed. Employees affected by department closures for holidays should maintain an adequate number of hours within their PTO banks to ensure that time off is with pay.

In business departments and/or non-patient care areas, holidays, which fall on Saturday, will typically be observed on the Friday preceding the actual holiday and holidays, which fall on Sunday, will be observed on the Monday following the actual holiday.

Employees who work hours on some of these holidays may be eligible for holiday differential. For more information on eligibility, see policy HR.75 Differential Pay- Shift, Holiday, and Weekend.

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Policy Number: HR.47	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved: 2/28/2024
Approvers: Board of Directors (Administration)	
Professional Licensure and Certification	

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

POLICY:

To ensure appropriate licensure and certification on all employees and contracted staff (not subject to the medical staff privilege process, e.g., Allied Health Professionals) in compliance with appropriate licensing agencies. Employee Health requirements for immunizations and PPD are available for Licensed Independent Practitioners and Physicians who practice at Kaweah Health.

It is the policy of Kaweah Health to employ only those individuals and/or to utilize contract services staff that meet all job requirements (TB Screening/PPD testing, etc.) and have proper licensure, certification or registration by the appropriate licensing agency in those jobs requiring such status. Current employees and contract staff who provide direct patient care will have a CPR (Heartsaver-AED or BLS) card on file with Human Resources (or in the nursing office or applicable department if Contract Staff). Employees and Contract Staff working in positions with a requirement for ACLS, NRP, and PALS, etc., will also provide proof of certification. Employees driving their own vehicles for ongoing business will be required to produce proof of current California Driver's License.

All job requirements and current status of documentation shall be maintained by the employee/contract staff member. The employee will furnish proof of this status with original documents before employment or service begins. At each time the status requires updating and/or renewal, the employee will provide further documentation to Human Resources as proof of update and/or renewal.

For employees on a Leave of Absence, Kaweah Health may hold in abeyance the requirement to complete job requirement documentation (i.e., updated competencies, TB testing, etc.) until the employee returns from leave. The employee must complete all outstanding job requirements and documentation (licensure, CPR, ACLS, NRP, PALS, TB Testing, as applicable) prior to returning to work. Competency-related documentation must be completed within two weeks of the employee's return to work.

Current job requirement documentation will be retained by Human Resources and Manager is responsible in ensuring staff are compliant. Failure on the part of the employee to provide such documentation or proof of current status, or failure to meet any job requirement will result in Progressive Discipline, up to and including, termination of employment.

PROCEDURE:

I. Definitions

Licensure/Certification: Refers to any license/certifications required for an employee's job from the time of hire going forward. Examples include: CA RN License, Clinical Dietitian Registration, and Radiology Tech Certification. Basic Life Support (BLS) , Heartsaver CPR AED. Licensure/Certification requirements are listed in job descriptions, and employee offer letters, and also can be found in Workday.

Primary Source Verification (PSV): refers to the required process of confirming with the issuing board/agency that an individual possesses a valid license, certification or registration to practice a profession when required by law or regulation. PSV must include the date the verification was conducted, and must take place prior to placing employee in job. Simply presenting a copy of a license in lieu of evidence that PSV was completed does not meet the intent of the requirement. Methods for conducting PSV most often include secure online verification from the licensing board, but can also include direct correspondence, documented telephone verification, or reports from credentials verification organizations.

II. Verification Licensure/Certification at Time of Hire/Transfer/Renewal

It is the responsibility of the Human Resources Department to validate the PSV prior to hire/transfer date. Renewals of Licensure/Certifications will be tracked, verified and documented by the Human Resources Department prior to the expiration date. Employees and Managers can upload the primary source verification (PSV) of licensure/certification through Workday for electronic review and approval by Human Resources.

- a. Human Resources will process the hire/transfer/renewal of an employee to a job that requires valid licensure/certification only after obtaining PSV from the appropriate licensing board. Primary source verification applies only to licensure/certifications required to practice a profession. It is not required for organizational requirements such as advanced cardiac life support (ACLS) or pediatric advanced life support (PALS) or clinical certification such as peripherally inserted catheter (PICC) line certification.
- b. Any employee that allows their required licensure/certification to lapse for any reason will be given a Disciplinary Action and removed from the schedule. Exceptions:
 1. MICN Certification: If regional EMS agency cancels MICN certification class, the employee will be permitted to work without updated certification and no disciplinary action. Employee will be required to attend the next scheduled regional MICN class.
 2. TNCC Certification: If TNCC class is cancelled, and as a result, the employee is unable to obtain initial/renewal TNCC certification, employee will be permitted to work without updated certification and

no disciplinary action. Employee will be required to attend the next scheduled TNCC class.

III. Cardiopulmonary Resuscitation (CPR) Courses

A. Only the American Heart Association (AHA) or American Red Cross (ARC) certification programs will be acceptable for employment or renewal. Acceptable courses must contain an in-person, hands-on skills component and cannot be completed solely online. Kaweah Health has established appropriate paid time for hourly employees, upon approval of your supervisor. Classes taken outside of Kaweah Health must be AHA or ARC courses and documentation of completion must include the following:

1. Course completion card (or eCard) from AHA or ARC training center/site

OR

2. Temporary Certificate of Completion paperwork from the AHA or ARC training center stating the following:
 - i. Student's name
 - ii. Type of course
 1. AHA Heartsaver CPR AED
 2. AHA BLS for Health Care Providers
 3. ARC CPR/AED adult, child & infant
 4. ARC CPR for the Professional Rescuer or CPR for the health care provider
 - iii. Date of Course
 - iv. Successful Completion
 - v. Name of Training Center
 - vi. Signature of training center representative

For option 2 above, the provider course card (or eCard) must be submitted to Human Resources within 30 days of course completion to avoid suspension and disciplinary action.

IV. Kaweah Health Offered Courses

A. 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 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
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.
- B. Kaweah Health completed courses will be documented in Workday as a completed learning course and added as a validated certification for job requirements. Employees and Managers do not have to provide documentation to Human Resources for courses completed at Kaweah Health.
- C. Classes offered at Kaweah Health are at no charge, and classes taken outside of Kaweah Health are not eligible for reimbursement.

III. Manager's Responsibilities

- A. Management is responsible for ensuring that all licensed/certified staff has current licensure at all times and is not working if license/certification has expired.
- B. Managers and Directors may also be subjected to Disciplinary Action, including suspension and possible termination should licensed/certified employees within their responsibility be working without proper licensure/certification.

IV. Employee's Responsibilities

Employees who have failed to renew their required license or certification, by the expiration date will not be permitted to work and are subject to discipline up to and including termination.

V. Interim Permit or Temporary License Processing

Employees must obtain licensure in accordance with the requirements of the licensing board applicable to their position. Employees whose temporary license is invalidated due to failed examination will be placed on a personal leave of absence for a maximum of 12- weeks. During the 12- weeks period, if licensure is obtained, current employees may apply for a transfer to an open position. If licensure and/or transfer to an eligible position is not obtained, employment will be terminated at the end of the 12-week leave of absence.

VI. Employees on Leave of Absence

Employees on a Kaweah Health approved Leave of Absence are responsible for being in compliance with all license/certification requirements prior to their return to work. As it pertains to CPI, employees

returning from leave will have 60 days from return to complete Kaweah Health offered CPI course.

VII. Display of License/Certification

As required by law, some licensure/certifications must be displayed in the department.

Related Documents:

Human Resources policy, HR.216 [Progressive Discipline](#)

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

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

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

POLICY:

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

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

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

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

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

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

PROCEDURE:

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

A. Warnings

1. Verbal Warning:

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

B. Written Warning:

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

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

1. Level I

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

2. Level II

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

3. Level III

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

C. Administrative Leave

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

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

D. Dismissal Without Prior Disciplinary History

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

E. Employee Conduct

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

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

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

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

Employee Connection Team. For further clarification refer to HR 236 Computer and Communication Devices and Social Media Code of Conduct.

27. Excessive or inappropriate use of the telephone, cell phones, computer systems, email, internet or intranet.
28. Any criminal conduct off the job that reflects adversely on Kaweah Health.
29. Making entries on another employee's time record or allowing someone else to misuse Kaweah Health's timekeeping system.
30. Bringing children to work, or leaving children unattended on Kaweah Health premises during the work time of the employee.
31. Immoral or inappropriate conduct on Kaweah Health property.
32. Unprofessional, rude, intimidating, condescending, or abrupt verbal communication or body language.
33. Unsatisfactory job performance.
34. Horseplay or any other action that disrupts work,
35. Smoking within Kaweah Health and/or in violation of the policy.
36. Failure to report an accident involving a patient, visitor or employee.
37. Absence from work without proper notification or adequate explanation, leaving the assigned work area without permission from the supervisor, or absence of three or more days without notice or authorization.
38. Unauthorized gambling on Kaweah Health premises.
39. Failure to detect or report to Kaweah Health conduct by an employee that a reasonable person should know is improper or criminal.
40. Providing materially false information to Kaweah Health or a government agency, patient, insurer or the like.
41. Spreading gossip or rumors which causes a hostile

work environment for the target of the rumor.

42. Impersonating a licensed provider.
43. Obtaining employment based on false or misleading information, falsifying information or making material omissions on documents or records.
44. Violation of Professional Appearance Guidelines
45. Being in areas not open to the general public during non- working hours without the permission of the supervisor or interfering with the work of employees.
46. Failure to complete all job related mandatory requirements as noted on the job description and as issued throughout a year (i.e. Mandatory Annual Training, TB/Flu, etc.).
47. Mandatory utilization of BioVigil.
48. Failure to use two (2) patient identifiers in the course of patient care.
49. Parking in unauthorized locations, such as for physicians, patients and visitors.

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

“Responsibility for the review and revision of this Policy is assigned to the Chief 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 Health will follow Federal and State Law, as applicable, as well as Regulatory requirements. Policies are subject to change as approved by the Governing Board and will be communicated as approved after each Board Meeting. It is the employee’s responsibility to review and understand all Kaweah Health Policies and Procedures.”

Policy Number: HR.72	Date Created: 06/01/2007
Document Owner: Dianne Cox (Chief Human Resources Officer)	Date Approved: 12/22/2022
Approvers: Board of Directors (Administration)	
Standby and Callback Pay	

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

PURPOSE:

To establish standards for Standby and Call Back requirements and to compensate employees who, at Kaweah Health’s request, are required to make themselves available for work if called.

POLICY:

Employees assigned to take Standby will be available to work as needed. Standby is paid at the California Healthcare Minimum Wage for non-exempt employees.

For exempt employees, pay practices may vary depending on the nature of the work to be performed. Pharmacists in Pharmacy-Home Infusion KHHIP (7299) will receive one hour of “other hours” on weekdays, and two hours on weekends when on Standby. If called in, they will record “other hours” for actual hours worked. In ISS departments, exempt employees will receive \$100 stipend for weekdays and \$200 stipend on the weekends. No call back will be paid for ISS with the exception of holidays. On District approved holidays, ISS will receive the appropriate stipend as well as “other hours” for actual hours worked.

In addition, certain departments are eligible for Call Back when on Standby. Call Back pay will not apply if Call Back occurs on a previously scheduled regular shift. Kaweah Health reserves the right to adjust the Standby rate and Call Back paid to specific positions as conditions warrant.

PROCEDURE:

1. While on Standby, an employee will not be required to remain on Kaweah Health premises, but is required to leave word at his/her residence or where he/she can be reached, or may voluntarily utilize their own cell phone
2. Standby and Call Back time will be recorded via regular timekeeping. Standby and Call Back will not be paid for the same hours. In addition, Standby should not be scheduled within 8 hours after the end of a shift for which the employee has claimed sick time.

Standby and Callback Pay

3. If the employee has been called off from his/her regular schedule and placed on Standby:
 - a. The hours for which the employee will receive Standby payment will be determined by the department leader. In addition to recording Standby on the timekeeping system, PTO Mandatory Dock or Mandatory Dock-No Pay is to be recorded for the employee to receive Paid Time Off and EIB accruals.

- b. If the employee is called back to work, the hours worked will be paid at the employee's base rate, unless the employee has met overtime requirements. It is expected that the staff member on standby will respond and drive promptly to work upon notification of the need to come back in.

- 4. When on pre-scheduled Standby (primarily Cath Lab, Surgical Services, Clinical Engineering, and certain ISS departments), non-exempt employees do not record Mandatory Dock pay codes, but are paid Call Back pay for work. Call Back begins when the employee arrives at and/or begins work.
 - a. An employee answering questions by telephone for Call Back is paid for the actual hours worked only.
 - b. Call Back will not be paid for hours during which the employee is working his/her regular schedule.

 - c. Surgical Services receive a minimum of two hours Call Back when called in and the need does not require them to be on site two hours. The two-hour period will extend from the second time of arrival.

Travel time is not paid except in areas of Home Health and Hospice and in accordance with Federal law.

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Employee Health

Policy Number: EHS 06	Date Created: 06/01/2007
Document Owner: Ellason Schales (RN-Employee Health Nurse)	Date Approved: 8/23/2023
Approvers: Dianne Cox (Chief Human Resources Officer)	
Work Related Injury and Illness and Workers' Compensation	

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

PURPOSE:

To provide the employee with Workers' Compensation benefits in the event of employment-related injury or illness. To comply with California Code of Regulations, Title 8, 342 Reporting Work-Connected Fatalities and Serious Injuries and Occupational Safety and Health Administration (OSHA) Regulation 1904.39: Reporting fatalities, hospitalizations, amputations, and losses of an eye as a result of work-related incidents to OSHA.

POLICY:

Kaweah Health provides coverage under the Workers' Compensation Act of the state of California for employees who are injured in the course of employment. Workers' Compensation is a no-fault insurance designed to provide employees with compensation for work-related injuries or illness, regardless of fault. Workers' Compensation covers all employees of Kaweah Health for work-related injuries and illnesses. Kaweah Health contracts with a Third-Party Administrator, to provide claims management services for injured workers, i.e. medical claims, temporary disability wages, mileage to medical appointments, etc.

AB-1870 Provides for Kaweah Health to include the following information in this policy:

- The injured employee may consult a licensed attorney to advise them of their rights under workers compensations laws. In most instances, attorneys fees will be paid from an injured employees recovery.
- The rights of the employee to select and change the treating physician pursuant to the provisions of Section 4600.
- The rights of the employee to receive temporary disability indemnity, permanent disability indemnity, supplemental job displacement, and death benefits, as appropriate.
- To whom injuries should be reported.
- The existence of time limits for the employer to be notified of an occupational injury.
- The protections against discrimination provided pursuant to Section 132a.
- The internet website address and contact information that employees may use to obtain further information about the workers compensation claims process and an injured

employees rights and obligations, including the location and telephone number of the nearest information and assistance officer.

- Failure of an employer to provide the notice required by this section shall automatically permit the employee to be treated by their personal physician with respect to an injury occurring during that failure.
- The form and content of the notice required to be posted by this section shall be made available to self-insured employers and insurers by the administrative director. Insurers shall provide this notice to each of their policyholders, with advice concerning the requirements of this section and the penalties for a failure to post this notice.

A Transitional Work Program (TWP) may be available to employees who have suffered an on-the-job injury or have temporary limitations rendering them unable to return to their regular positions, but have released to restricted duty by their provider(s).

BENEFITS:

1. Medical bills are paid as long as the bills were incurred for services that were reasonable and necessary to cure or relieve the effects of the work-related illness or injury.
2. If an employee cannot work, temporary disability compensation is paid directly to the claimant through Kaweah Health's Third Party Administrator, in compliance with the state of California requirements. The maximum that can be paid is set by the state of California and is not determined by Kaweah Health. The employee must use accrued Extended Illness Bank (EIB) and Paid Time Off (PTO) to supplement their pay to equal base earnings each pay period, exclusive of any shift differentials.

PROCEDURE FOR WORK RELATED INJURY/ILLNESS:

1. If medical care is required for an employee who has sustained a work-related injury or illness, the supervisor or employee is required to contact Employee Health Services, house supervisor, or in the case of a clear emergency, the Emergency Department. If treated in the Emergency Department or Urgent Care Facility, the employee must contact their manager and Employee Health Services the next business day Employee Health Services is open.
2. Employees may pre-designate a medical provider for work related injuries or illnesses. These forms are maintained in the employee's employee health file.
3. If the injury involves a sterile (unused) sharp object, no treatment or testing is usually necessary. If injury/exposure involves contact with blood or body fluids, refer to EHS 02: Employee Exposure to Bloodborne Pathogens Policy when treating the employee. The supervisor or employee is required to contact Employee Health Services, house supervisor, or in the case of an emergency, the Emergency Department. If treated in the Emergency Department, the

employee must contact their manager and Employee Health Services on the next business day Employee Health Services is open.

4. It is the supervisor or manager's responsibility to have the employee complete and sign the Work-Related Injury/Illness Report Form within 24 hours of knowledge of injury if they are the first point of contact for the injured employee. This form is located on the organization's intranet site and in Employee Health Services. A DWC-1 claim form must also be completed in Employee Health if it is believed that this injury will be more than first aid treatment. These forms must be completed and provided to Employee Health immediately so the claim filing process can begin. If Employee Health is not open at the time of the injury, management shall report the injury by email to Employee Health Services, on the Employee Health Services voicemail by calling extension 2458, or by faxing the forms to Employee Health Services at 559-635-6233. In the event that the injury is such that the employee must be seen by a provider immediately, the house supervisor will instruct the employee to report to Kaweah Health Clinic to be seen by Work Comp provider or in an emergency, to the Emergency Department.
5. The supervisor or manager is to notify Employee Health regarding any lost time from work by an employee so disability payments can be determined. Any employee sent home the day of an injury will be paid his/her full base wage for that day if the provider determines the employee is not able to return to work at that time. Employee Health will also notify the supervisor or manager of any information received directly.
6. Employees must keep their supervisor or manager and Employee Health informed with a written statement from the treating provider for time lost from work for job related illnesses/injuries. They must present to Employee Health a provider's written statement allowing them to return to work giving specific limitations, if any. The Employee Health nurse may contact the provider if clarification is needed on the work limitations.
7. Employees must schedule appointments with providers, physical therapy, and any special testing during off duty time, whenever possible. Employees must give their manager a minimum of 24 hours of notice if an appointment must be scheduled during work time. Employees must clock in and out for appointments and must use available Paid Time Off (PTO) for appointments.
8. The manager will record the days missed on the employee's timecard so accurate records are maintained and reflect scheduled days missed.
9. Employee Health will coordinate all claims with the Workers' Compensation Third Party Administrator.

PROCEDURE FOR TRANSITIONAL WORK PROGRAM (TWP):

1. Employees returning to work with specific limitations must contact employee health.
2. An employee who is released to return to work with specific limitations may be accommodated. Employee Health Services and/or Human Resources will work with the employee's manager to establish a Transitional Work Program for the employee. A Transitional Work Program contract must be signed.
3. Every attempt is made by the accommodating RN case manager to place the TWP employees in their home department; however, an employee may be placed in an alternative department. If an employee refuses a TWP placement, they may not be eligible for benefits.
4. TWP employees are assigned and must comply with specific work duties within their provider-set limitations.
 - a. Employees participating in the TWP are responsible to report to the assigned work area at the designated time, dressed appropriately for the job, and work the designated hours. Employees must comply with all Kaweah Health policies and procedures.
 - b. The TWP manager is responsible for ensuring that an employee's transitional position does not exceed the specific restrictions of duties or time limits of the TWP position. The employee is also responsible to ensure that they work within those restrictions.
 - c. The TWP manager will provide the training and orientation of the TWP employee. He/she will supervise the employee as regular staff.
 - d. Once assigned, failure to report for TWP or to contact the designated manager may result in the same counseling for progressive discipline process as applicable to all other employees.
 - e. The TWP assignment is a temporary assignment and Kaweah Health reserves the right to terminate assignments at any time.
5. Employees released from the TWP to full duty by their provider will be reinstated in their former position, at the same rate of pay, or to a comparable position for which the employee is qualified, unless circumstances have changed which make it impossible or unreasonable to reinstate the employee. If the employee cannot be reinstated, the employee will be placed on worker's compensation leave of absence.

PROCEDURE FOR WORKER'S COMPENSATION LEAVE OF ABSENCE:

1. Reason for Leave:

Kaweah Health will grant a Worker's Compensation Disability Leave to employees with occupational illnesses or injuries in accordance with state law.

As previously stated, as an alternative, Kaweah Health will try to reasonably accommodate such employees with transitional work. A Worker's Compensation Disability Leave will be concurrently charged as a Medical Leave under the federal and state Family Medical Leave laws (FMLA and CFRA) if the injury qualifies as a "serious health condition."

2. Notice and Certification Requirements:

a. Notice:

If, as a result of the injury, the attending provider directs the employee to remain off work, the off-work order must be brought to Employee Health Services immediately. Employee Health Services will monitor status and follow-up with employee as appropriate. Provider "return to work orders" must be brought to Employee Health Services 24-48 hours prior to the employee's first day back to work following an injury. If, as a result of the injury, the provider directs the employee to return to work with restrictions the employee needs to immediately communicate this to Employee Health Services. This will begin the process for the employee to request a reasonable accommodation under the Americans with Disabilities Act (ADA).

b. Certification:

Kaweah Health requires a written statement from a provider, which must include the following:

- i. That the employee is unable to perform the regular job duties;
- ii. The date on which the impairment commenced; and
- iii. The expected date of the employee's ability to return to work.

3. Compensation During Leave

Refer to the pamphlet from the Employment Development Department (EDD) entitled "For Your Benefit: California's Program for the Unemployed" for more information.

- a. If injured on the job employees will be paid full scheduled shift for that day of injury. If subsequent days off are needed from scheduled shifts prior to the third calendar day waiting period, accrued Extended Illness Bank time may be utilized up to 24-hours. If additional hours of non-productive, hours are needed Paid Time Off hours may be used at the discretion of the employee. PTO must be utilized for pre-approved appointments and intermittent leave requests. In the circumstance of an immediate hospitalization or surgery, an employee may be paid from accrued EIB from their first full day off. EIB must be used for coordination with SDI or Workers' Compensation Temporary Disability Payments; PTO time may be used only after all EIB has been exhausted. Coordinated amounts will not exceed the regular amount of pay normally earned by the employee.

- b. It is the employee's responsibility to notify Payroll of the amount they receive from SDI or Workers' Compensation to ensure the correct amount of EIB.

4. Benefit Accrual:

The employee will continue to accrue PTO/EIB as long as he/she is being paid using accrued PTO hours by Kaweah Health (receiving a paycheck).

5. Performance Review Date:

The performance review date will remain unchanged when on a leave of absence. Common review date is mid-October of each year.

6. Benefits During Leave:

- a. An employee taking leave will continue to receive the same level of coverage they had prior to taking leave under the Kaweah Health's employee benefit plans for up to a maximum of 16 weeks in a rolling calendar year. Kaweah Health will continue during that maximum of 16 weeks on leave to make the same premium contribution as if the employee had continued working.
- b. Insurance premiums (health, vision, dental, life, etc.) are to be paid by the employee and Kaweah Health, under the same conditions as existed prior to leave, for a maximum of 16 weeks in a rolling calendar year period.
- c. If on paid status (utilizing PTO/EIB), an employee may continue his/her normal premiums through payroll deduction. If on unpaid status, he/she is required to pay the Kaweah Health his/her portion of the premiums while on a leave of absence for a total of 16 weeks. After 16 weeks, employees will be offered COBRA Continuation Coverage for applicable benefits.
- d. An employee whose insurance is canceled due to nonpayment of premiums will have to satisfy a new waiting period after returning to work and will be considered a "new employee" for insurance purposes and as such, the employee may have to provide proof of insurability.
- e. An employee may cancel his/her insurance within 30 days of the end of his/her paid leave and will be re-enrolled upon return without a waiting period. Cancellation must be done in writing to the Human Resources Department. The employee must reinstate coverage within 30 days of his/her return from work.
- f. Group medical, dental and vision insurance coverage will cease on the last day of the month in which an employee reaches 16 weeks of leave or

employment ends except that continuation is allowed under COBRA regulations if applicable to the plan.

- g. If the employee fails to return to work at the expiration of the leave, he/she must repay any health insurance premiums paid by Kaweah Health while on leave, unless failure to return to work is due to a continuation of his/her own serious health condition or other reasons beyond his/her control.

7. Reinstatement:

- a. A doctor's release and a clearance with Employee Health Services will be required when an employee is returning from a Workers' Compensation Leave of Absence. Upon the submission of a medical certification that the employee is able to return to work, the employee will be reinstated in accordance with applicable law. If an employee is disabled due to an industrial injury, the Kaweah Health will attempt to accommodate the employee. If the employee is returning from a Workers' Compensation Disability Leave that runs concurrently with a Family and Medical Leave, then the provisions of the Family and Medical Leave policies will also apply.
- b. The employee must complete all outstanding job requirements and documentation (licensure, CPR, ACLS, NRP, PALS and TB testing, as applicable) prior to a return to work. Requesting or receiving a leave of absence in no way relieves an employee of his or her obligation while on the job to perform his or her job responsibilities and to observe all Kaweah Health policies, rules and procedures.
- c. Kaweah Health reviews job status while an employee is on a leave of absence and may replace positions when a leave extends to beyond 16 weeks. In this case, the employee on a leave of absence due to a work injury remains employed for up to two years. When able to return to work, we review opportunities and options with the employee if available.

PROCEDURE FOR GUILD MEMBERS AND VOLUNTEERS INJURED WHILE VOLUNTEERING AT KAWEAH HEALTH:

1. If a guild member sustains an injury while on the job, the guild member will immediately report to his/her supervisor, the House Supervisor, and Employee Health. The Work Injury Report will be completed and injured guild member will report to Employee Health Services with the completed form. Employee Health Services will provide first aid treatment and, if necessary, refer the injured guild member to either the Emergency Department or to a Kaweah Health Clinic.
2. Charges incurred as a result of first aid provided in Employee Health Services, Kaweah Health Clinics, or where indicated, an initial Emergency Department

visit, will be covered under this program. Charges incurred as a result of additional or follow-up care will be the responsibility of the injured individual's personal insurance.

PROCEDURE FOR SERIOUS INJURY OR WORK-RELATED DEATH REPORTING:

1. Reporting Work-Connected Fatalities and Serious Injuries:
 - a. Every employer shall report immediately to the Division of Occupational Safety and Health (OSHA) any serious injury or illness, or death, of an employee in a place of employment or in connection with any employment.
 - b. Death of an employee must be reported to OSHA within 8 hours of the fatality. Refer to California Code of Regulations, Title 8, Section 342 and OSHA Regulation 1904.39 for more details.
 - c. In-patient hospitalization, an employee's amputation, or an employee's loss of eye, as a result of a work-related incident must be reported within 24 hours to OSHA.
 - d. When an employee suffers serious injury, illness or death, the Employee Health Services manager or designee will be notified via email through daily admissions report or by phone or email from the employee's supervisor. Employee Health manager or designee will report immediately to the Division of Occupational Safety and Health. If the Employee Health manager is not notified right away of the fatality, in-patient hospitalization, amputation or loss of eye, report must be made within the following timeframe after Employee Health Manager or designee learns of the incident: 8 hours for fatality, 24 hours for hospitalization, amputation, and eye loss.
 - e. Report can be made by telephone call to OSHA (1-800-321-6742), or by electronic submission on OSHA's public website (www.osha.gov). Refer to OSHA Regulation 1904.39 for more details.
 - f. TPA will be notified by EHS.

PROCEDURE FOR EXPOSURES TO COMMUNICABLE DISEASES:

1. Employees exposed, or believed to have been exposed to any communicable disease from work, shall report the exposure to their supervisor or manager and Employee Health Services. The Infection Prevention department will be advised or consulted as necessary. Employees exposed to highly communicable diseases for example: Pertussis, Meningococcal Meningitis, Pulmonary Tuberculosis, Viral Hepatitis), Chickenpox, and Covid 19 must be reported as guided by Infection Prevention Department in accordance with California Department of Public Health Code of Regulations. The Employee Health nurse will determine the necessity of further treatment or referrals to a provider.. The susceptible employee may be taken off of work or away from patient care as guided by EHS 04: Infectious Disease Guidelines For Employees Policy.

NON-WORK RELATED INJURY OR ILLNESS:

1. Kaweah Health, or its insurance carrier will not be liable for the payment of Workers' Compensation benefits for any injury which arises out of any employee's voluntary participation in any off-duty recreational, social, or athletic activity which is not part of the employee's work-related duties.
2. Falsification of any facts regarding an incident or injury, or failure to report an incident promptly may be grounds for progressive discipline, up to and including termination of employment. Furthermore, the law requires that the Kaweah Health notify the Third Party Administrator of any concerns of false or fraudulent claims. Any person who makes or causes misrepresentation for the purpose of obtaining or denying Workers' Compensation benefits or payments is guilty of a felony. A violation of this law is punishable by imprisonment for one to five years, or by a fine. Additional civil penalties may be in order.

References:

Department of Industrial Relations Cal/OSHA Title 8 Regulations: Ch 3.2 California Occupational Safety and Health Regulations (CAL/OSHA), Subchapter 2 Regulations of the Division of Occupational Safety and Health, Article 3 Reporting Work-Connected Injuries, 342 Reporting Work-Connected Fatalities and Serious Injuries URL: <https://www.dir.ca.gov/title8/342.html>

United States Department of Labor: Occupational Safety and Health Administration Regulation Standard 1904.39 Reporting fatalities, hospitalizations, amputations, and losses of eye as a result of work-related incidents to OSHA URL: <https://www.osha.gov/laws-regs/regulations/standardnumber/1904/1904.39>

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