COMPETENCY REPORT

for

KDHCD BOARD OF DIRECTORS

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April 2009

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*All information for calendar year 2008.

A. STAFF COMPETENCY AND EDUCATION

KDHCD District Wide Orientation

District Wide Orientation is made up of 4 content areas and spread over 5 days. The 4 content areas are General Orientation, Patient Care Provider Orientation, Nursing Services Orientation, & Registered Nurse Orientation. Special orientation material is provided for students, agency staff (registry, travelers, temporary), contractors and forensic staff.

General

All employees are required to complete general orientation. Topics covered include: overview of the organization: mission, vision, values; risk management: occurrence reporting, EMTALA & patient safety; performance improvement; infection prevention; employee health: body mechanics; HR Timekeeper/paycheck; patient family services: advanced directives, cultural diversity, patient rights, patient respect; sexual harassment & workplace violence; District Compliance Program and Standards of Conduct; HIPAA and Patient Privacy Rights; confidentiality, computer & information security; spirituality; benefits; environment of care; service excellence; and general computer training.

Patient Care Provider

All staff that has direct patient care contact is required to complete patient care provider orientation. Topics covered include: continuum of care; infection control for the patient care provider; respiratory services; wound care; physical & occupational therapy; risk management & patient safety for the patient care provider; patient & family education; pain management; patient transfers; code blue crash cart review; restraints; maintaining clinical equipment; and fall precautions.

Nursing Services

All Registered Nurses, License Vocational Nurses, License Physical Therapist, Registered Nurses Intern Permits, Student Nurse Interns, Student Nurse Aides, Certified Nurse Assistances, Nurse Aides, ED Techs and OR Techs are required to complete nursing services orientation. Topics covered include; nursing services overview; magnet status and mentoring, pharmacy services, medication documentation.

Registered Nurse

All licensed nurses, Registered Nurse Intern Permits and Student Nurse Interns are required to complete Registered Nurse orientation. Topics covered include: clinical information systems, online charting, defibrillation skills, PCx monitor skill validation, lab specimen collection skill validation and IV therapy skill validation.

2008 Numbers: 457 employees hired of which 114 were registered nurses

Department-Specific Competencies

A department specific/unit based orientation and skills competency checklist is completed for each new hire or transfer who provides patient care. The duration of the orientation period is designed to meet the needs of the new staff member, depending on experience and identified needs; their role and responsibilities.

The purpose of the orientation period is to familiarize the staff member with policies, procedures, performance expectations, requirements, tasks, equipment, supplies and key personnel for the specific department or unit.

The department/unit orientation is conducted by the director, manager or mentor trainer. The department specific orientation is the time for both learning and assessment.

During the staff member's orientation to the department, the director or appointed mentor assesses the employee's skills and competencies. The staff member may be required to attend additional in-service training, continuing education classes, complete self-learning modules, demonstrate skill competency both visually and cognitively.

Annual Competency Fair

The Annual Competency Fair for all staff was completed during May of 2008. The Fair was offered 6 days for 10 hours each day. There was a 4-hour makeup session offered one day in September.

Eighteen competency performance testing stations were available. The station selection was determined by aggregate data from Performance Improvement, Risk Management and tasks identified generally as high risk and problem prone in nature. Testing stations were assigned to each staff member according to department need and job title for competency evaluation.

Participants were evaluated utilizing scenario based questioning and visual demonstration. Staff members not passing a testing station on initial attempt were placed on the Remediation List. Immediate remediation/coaching were offered at the station with opportunity for success. If successful on second attempt, they were identified as "prompted and passed" on the remediation form. If the staff member did not successfully pass, they were listed as "prompted and not passed".

COMPETENCY STATION OBJECTIVES

1	**TB Testing** All Staff: 1. Obtain TB Skin test or complete symptom questionnaire Patient Care Staff: 2. Demonstrate annual Fit Test for N95 mask (if needed)	LVN & RN: 3. Demonstrate Proper technique for administering intradermal injection 4. Verbalize criteria for identification of "negative" & "positive" TB skin tests
2	**Fire/Life Safety** *All Staff:* 1. Verbalize understanding of Fire/Life Safety principles 2. Demonstrate proper use of fire extinguisher ("PASS": Pull, Aim, Squeeze, Sweep)	3. Verbalize evacuation routes (horizontal & vertical) 4. Verbalize knowledge of fire rated doors
3	Ergonomics All Staff: 1. Demonstrate/verbalize proper back safety 2. Demonstrate safety in lifting 3. Verbalize appropriate personal ergonomics	Patient Care Staff: 4. Demonstrate at least one of the following correctly: a. Use of transfer belt b. Transfer of patient from wheelchair to chair c. Verbalize an understanding of the role of the Patient Transfer Services
4	MSDS/Environment of Care All Staff: 1. Verbalize/demonstrate the appropriate use of the MSDS/MaxCom binder system chemical spill or exposure process (Identify, Locate, Respond) 2. Verbalize your role during KDHCD emergency codes	
5	Infection Prevention All Staff: 1. Demonstrate appropriate hand hygiene procedure Patient Care Staff: 2. Verbalize understanding of infection control scenario based questions	
6	***Elmer*** Licensed: 1. Pain Assessment/Reassessment 2. Display prior Medication Lists 3. Be able to display: Advance Directive status 4. Enter a stat lab 5. Enter an Allergy	U.S.: 6. Enter Allergies 7. Entering a Stat Lab Aides: 8. Chart Restraints Other [i.e., Case Managers, Patient Family Services,] 9. Determine if pt has an Advance Directive in chart using Elmer
7	*Laboratory* Licensed: Demonstrate/verbalize knowledge of: 1. Proper technique for venous access 2. Use of vacutainers & syringe draws 3. Proper draw & tube fill sequence order for blood cultures	
8	*Bedside Glucose Monitoring* **Demonstrate/verbalize knowledge of:** **1. Ability to complete Quality Control check** **2. Ability to scan operator & patient identification** **3. Ability to determine connection to the Network when docking the meters**	

9	*IV & Medication Administration – Basic* Demonstrate/verbalize knowledge of: 1. Understanding of blood transfusion policy a. Blood Administration b. Patient Identification c. Blood transfusion set-up (blood component, filter tubing, NS primary tubing, transfusion VS) d. Describe which tubing is applicable to blood component being infused	2. Safely set Alaris Pump for maintenance, secondary, bolus and PCA infusion as applicable to clinical area 3. Describe steps to administer high-risk medications applicable to clinical area 4. Identify process/resources for non-chemotherapy certified nurse to administer oral/topical chemotherapy 5. Describe process to cleanse ("mop the top") Alaris pump IV tubing to decrease risk of nosicomial IV line infections
10	**IV Management – Advanced** RNs: Demonstrate/verbalize knowledge of: A. Identify Central Vascular Access Devices as applicable to area (all caths/ports) B. Care of Central Lines C. Central line dressing and cap changes D. Lab blood specimen draws from central lines	E. Flushing of central lines and proper syringe size 6. Care of Sluggish or Clotted central lines a. Identifying poor performing central line b. Obtain order from physician for CathFlo (altaplace) c. Attempt to declot according to policy. d. Consult with PICC team after attempted declotting as needed 7. Accurately identify steps to access and de-access an implanted port
11	*Code Blue* Demonstrate/verbalize knowledge of: 1. How to "Call a Code" (Main campus & Satellite) 2. Procedure for defibrillation: a. Leads placement b. Identification of v-fib./pulseless v-tach c. Proper techniques for defibrillation 3. Procedure for use of AED	
12	*Restraints, Falls, Pressure Ulcers & Wound VAC Recertification* ***Nursing Staff (CNA, LVN, RN) & Patient Transfer Services:*** ***Restraints*** 1. Verbalize alternatives to restraints (All) 2. Verbalize restraint check parameters (i.e., toileting) (All) 3. Verbalize restraint check parameters and required timeframes for physician orders as per policy. (RN) Falls 4. Identifies two (2) fall prevention interventions for patients. (All) 5. Verbalizes frequency of using Fall Risk assessment tool. (RN)	Pressure Ulcer Prevention 6. Verbalizes appropriate Pressure Ulcer Prevention Plan interventions based on the Braden Scale Scoring for both the total score and the individual sub-scores. 7. Verbalizes and demonstrates selection of appropriate wound care orders for the given examples of pressure ulcers, skin tears or moisture friction wounds using KDHCD wound care order sets. Wound VAC Recertification 8. Complete and pass online Wound VAC test 9. Identifies the appropriate size sponge to place in wound 10. Identifies the dressing with proper seal.

Employee Education 2008

Continuing Education Classes 2008
The District provided an array of education classes. The classes were in the form of continuing education, in-services, and leadership classes. Formal Continuing Education Credits were offered in three subsets; management education classes offering guidance to employees in leadership positions, clinical education on subjects regarding patient care, and continuing medical classes.

In-Services 2008
In-services were in the form of meetings, classes, self-studies or demonstrations where continuing education credits were not offered. In-services are separated into clinical or general. Clinical in-services provide clinical employees information to support different areas of patient care. General in-services can be attended by anyone and do not involve subject matters on patient care.

Leadership Classes 2008 (08/07 – 06/08 Graduation)
Among the many leadership classes/programs offered one of the most exciting is the fifth annual Kaweah Delta Leadership Academy. The Leadership Academy was developed in 2003 for the purpose of developing the leadership of Kaweah Delta Healthcare direct patient care and non-patient care staff. This year's Leadership Academy participants, along with alumni participants, coordinated the first Leading Cultural Change: Diversity Conference which was held April 24th, 2008. The conference was offered to staff, physicians, and community members and was made possible through their fundraising efforts. The class participated throughout the all day conference as part of their leadership development. There were 164 who attended the conference; 86 from the community and 74 Kaweah Delta employees.

District Commitment to Continuing Education

Kaweah Delta continues their partnership with California State University, Bakersfield through hosting the satellite BSN program. There are currently 10 Kaweah Delta employees actively taking classes in the BSN program.

We currently have 64 employees participating in our Paid To Learn Program and continue to actively support employee education through our Tuition and Book Reimbursement Program.

B. EMPLOYEE PERFORMANCE

6-Month Initial Evaluation

All new employees receive a 6-month initial evaluation. The initial evaluation is based upon the employee's job description and uses the same format as the annual evaluation

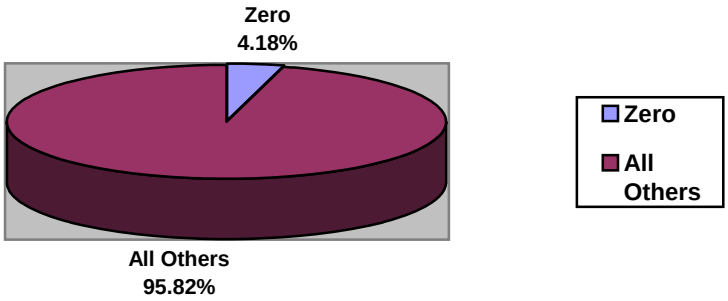
Annual Performance Evaluation

2008 Evaluations

The following is a breakdown of points received by employees on their evaluations for 2008

0-5 Points	128 Employees
6-9 Points	947 Employees
10-12 Points	1985 Employees

If an employee received a written warning in the timeframe 9 months prior to their evaluation date, they are not eligible for Teamwork points.



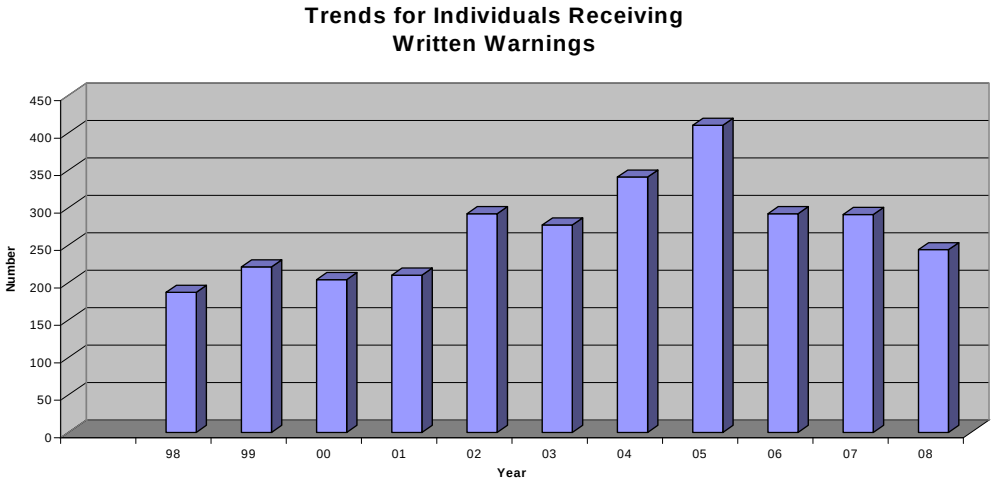
C. EMPLOYEE TURNOVER

Full time and part time (all positions)					Turnover rate for RNs in 2008				
	KD/07	**CHA/07**	**KD/08**	**CHA/08**		**KD/07**	**CHA/07**	**KD/08**	**CHA/08**
1st Qtr	3.58	3.20	3.10	2.90	1st Qtr	3.00	2.80	2.10	2.70
2nd Qtr	4.52	3.50	4.00	3.20	2nd Qtr	3.10	2.90	1.90	2.70
3rd Qtr	4.27	3.30	4.70	3.40	3rd Qt	3.00	3.00	3.20	2.90
4th Qtr			4.70	2.40	4th Qtr			1.90	2.50

CHA = California Hospital Association
KD = Kaweah Delta Health Care District

D. DISCIPLINARY ACTIONS

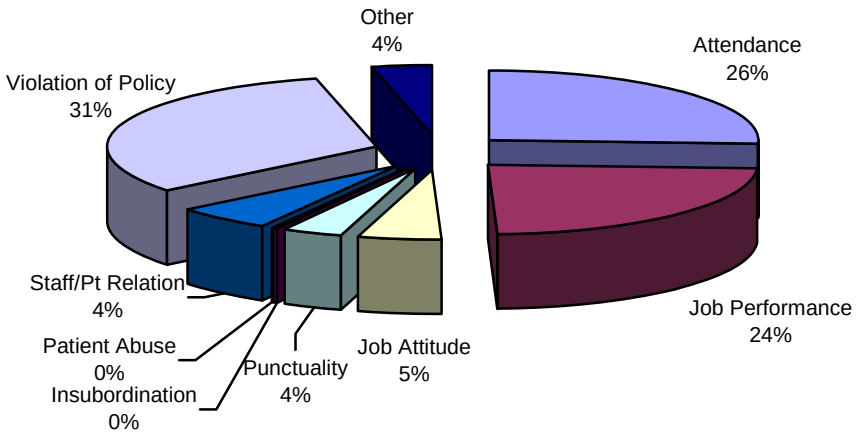
Disciplinary actions are based on several factors including but not limited to; the seriousness of the incident(s), review of past performance and behavior, and impact to the patient, department or coworkers. The written warning includes expectations for future performance. Managers use this warning process to coach and counsel staff to improve performance or discipline staff to separation from employment when necessary.



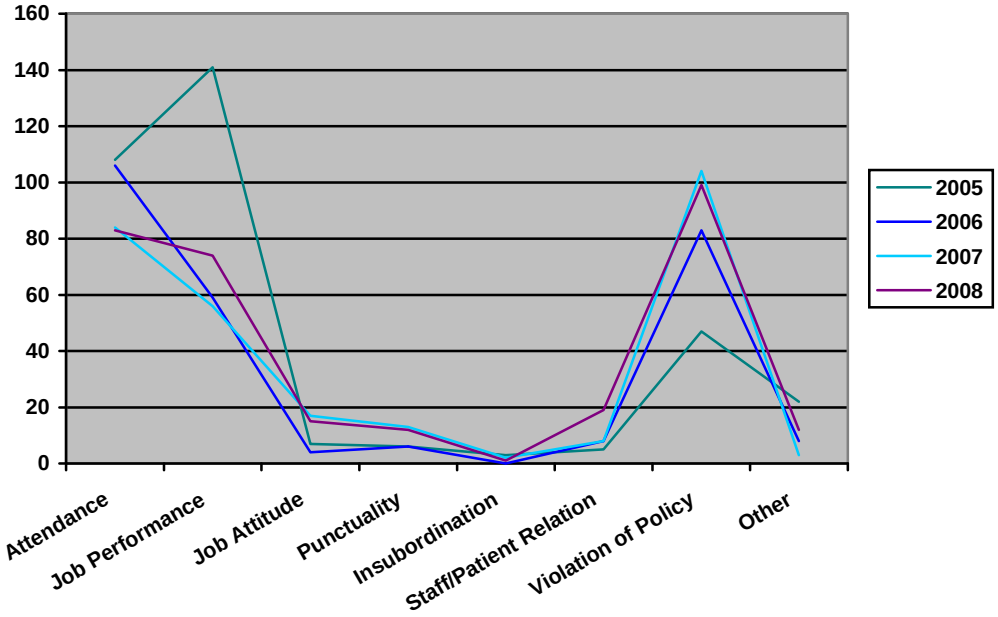
	Number of **Staff** Receiving Written Warnings	Total Number of **Written Warnings**
2006	267	292
2007	258	291
2008	244	315

The warnings were given for a variety of reasons, but most fell into attendance, job performance and violation of policy.

Types of Warnings 2008

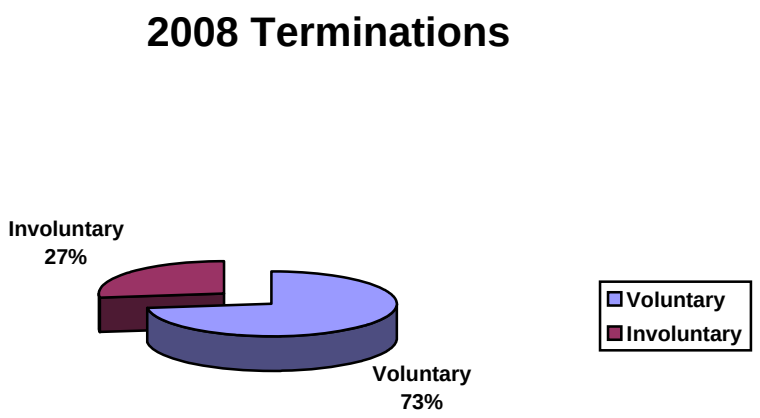


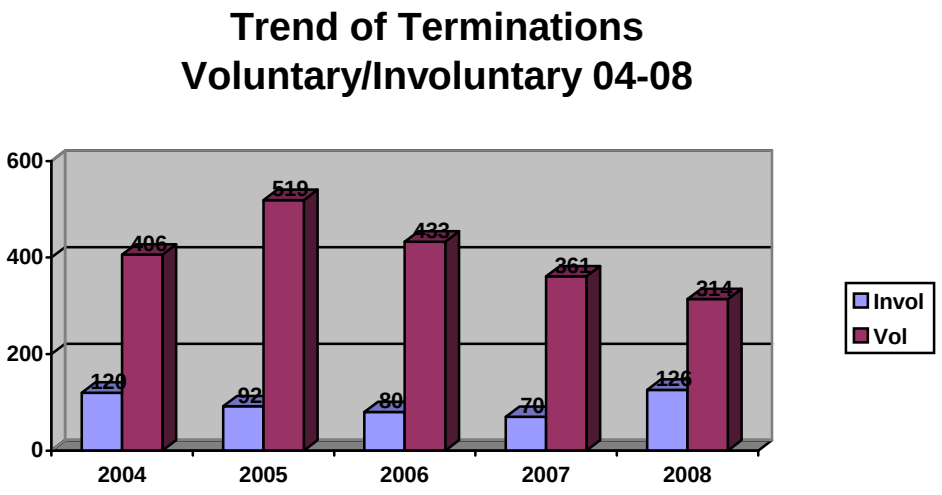
Trend of Warnings by Type 2005-2008



E. TERMINATIONS

In 2008, 467 people (excluding per diem) left employment with the District. Of those people, 341 were voluntary.





F. RECRUITMENT AND RETENTION PLAN

It is the policy of Kaweah Delta Health Care District to develop plans to attract and retain qualified, competent staff. Kaweah Delta Health Care District administration and directors collaborate to develop and implement programs that enable the facility to recruit qualified, competent staff. Hospital management fosters an Open Door Policy and an environment that encourages communication at all levels. Employee Satisfaction Surveys are conducted and action plans are implemented on any trends noted.

The District has established and maintains a salary administration program to govern the fair and competitive administration of salaries. The program is reviewed annually and updated as necessary.

The District participates in and/or purchases results of many salary surveys. The results of these surveys are used in the job evaluation process to assign salary grades to each job and to determine appropriate salaries for staff in each job. Each job is reviewed at least once a year. Many difficult to fill jobs are monitored on a constant basis. We have retained a compensation consultant and will review the final report in Spring 2009.

The District recruitment department supports the **Critical Care Nursing Internship Program** (CCNI) program by thorough application review and a pre-screening process for every eligible applicant. The CCNI program is a three month program focused on the development of the professional nurse, providing experiences across the full continuum of critical care. Nurses in the program participate in rotations throughout the critical care environment including ICU, ICCU and Emergency Department. The application process includes submission of the on-line application, letter of recommendation from a clinical instructor and a handwritten narrative of the candidate's interest in the program. The program is announced and advertised throughout state of California nursing schools, web-based national student nurse recruitment sites, local nursing school affiliations and the District website.

The **RN Recruitment & Retention Committee** meets quarterly and includes a representative from recruitment, staff RNs and nursing leaders. The RN Recruitment & Retention Committee Statement of Purpose:

> The RN Recruitment and Retention Committee supports clinical excellence demonstrated through outstanding health outcomes, nurses dedicated to compassionate patient-centered care, and continued support of an ideal work environment while maintaining financial strength of Kaweah Delta Medical Center.
>
> The RN Recruitment and Retention Committee promotes these goals through assessment of current and future recruitment and retention needs and efforts, planning of recruitment and retention activities, promotion of educational opportunities to maximized recruitment and retention in coordination with district and

community resources for the benefit of all registered nurses throughout the district and the organization as a whole.

Kaweah Delta Health Care District recruits personnel in a variety of ways:

- Job postings on all campuses
- KDHCD Internet Site
- Professional conference/Job fairs
- Newspaper advertising
- Advertising in journals/magazines
- Affiliations with local nursing programs
- Career Fairs/School Outreach
- Various national internet sites
- Search firms
- Direct mail outreach
- Web-based direct marketing