



December 9, 2019

## NOTICE

The Kaweah Delta Health Care District Board of Directors will meet in a Human Resources Committee meeting at 10:00AM on Monday, December 16, 2019 in the Kaweah Delta Medical Center – Acequia Wing – Executive Conference Room {305 W. Acequia, Visalia}.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings in the Kaweah Delta Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

The disclosable public records related to agendas are available for public inspection at the Kaweah Delta 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 <http://www.kaweahdelta.org>.

KAWEAH DELTA HEALTH CARE DISTRICT  
Nevin House, Secretary/Treasurer

A handwritten signature in black ink that reads 'Cindy Moccio'.

Cindy Moccio  
Board Clerk & Executive Assistant to CEO

DISTRIBUTION:  
Governing Board  
Legal Counsel  
Executive Team  
Chief of Staff

<http://www.kaweahdelta.org>

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

Monday, December 16<sup>th</sup>, 2019

Kaweah Delta Medical Center / 400 W Acequia Ave  
Executive Conference Room (1<sup>st</sup> floor Acequia Wing)

ATTENDING: Directors; Nevin House (Chair) & John Hipskind, MD; Gary Herbst, CEO; Dianne Cox, VP Human Resources; Regina Sawyer, VP Chief Nursing Officer, Linda Hansen, Director Human Resources; Brittany Taylor, Sr. Physician Recruiter; George Ortega, Recording

**OPEN MEETING – 10:00AM**

**Call to order** – *Nevin House, Human Resources Committee Chair*

**Public / Medical Staff participation** – Members of the public wishing to address the Committee concerning items not on the agenda and within the subject matter jurisdiction of the Committee may step forward and are requested to identify themselves at this time. Members of the public or the medical staff may comment on agenda items after the item has been discussed by the Committee but before a Committee recommendation is decided. In either case, each speaker will be allowed five minutes.

- 1) **Physician Recruitment Report**– Update on Medical Staff recruitment efforts - *Brittany Taylor, Sr. Physician Recruiter*
  
- 2) **Policies** - Discuss changes to current policies – *Dianne Cox, VP Human Resources*
  - a. HR.72 Standby and Callback Pay
  - b. HR.75 Differential Pay-Shift, Holiday, and Weekend
  - c. HR.213 Performance Management and Competency Assessment Program
  - d. HR.31 Transfers
  - e. HR.xx Special Pay Practices {new policy number to be assigned}
  - f. HR.49 Education Assistance
  - g. HR.50 {delete which have been incorporated into HR.49}
  - h. HR.51 {delete which have been incorporated into HR.49}
  - i. HR.150 {delete which have been incorporated into HR.49}
  - j. HR.246 {delete which have been incorporated into HR.49}
  
- 3) **RN Ratios and Penalties- California SB227 1/1/2020**

**Adjourn** – *Nevin House, Human Resources Committee Chair*

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

## Kaweah Delta Physician Recruitment and Relations Medical Staff Recruitment Report - December 2019

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

Date prepared: 12/5/2019

<b>Central Valley Critical Care Medicine</b>	
Hospitalist	4
Intensivist	4

<b>Delta Doctors Inc.</b>	
Adult Primary Care	1
OB/Gyn	2
Laborist	1

<b>Kaweah Delta Faculty Medical Group</b>	
Family Medicine Associate Program Director	1
Family Medicine Core Faculty	1
Family Medicine Medical Director	1
Family Medicine Program Director	1

<b>Key Medical Associates</b>	
Family Medicine	1
Gastroenterology	1
Hospitalist	1
Internal Medicine - Outpatient	1
Pediatrics	1

<b>Other Recruitment</b>	
Orthopedic Surgery - Hand	1
Palliative Medicine	2

<b>Sequoia Radiation Oncology Medical Associates</b>	
Radiation Oncology	1

<b>Somnia</b>	
Anesthesiology - Cardiac & Vascular	1

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

<b>Valley Hospitalist Medical Group</b>	
Nocturnist	1
GI Hospitalist	1

<b>Visalia Medical Clinic (Kaweah Delta Medical Foundation)</b>	
Dermatology	2
Gastroenterology	2
Internal Medicine	1
OB/GYN	3
Orthopedic Surgery	1
Otolaryngology	1
Pediatrics	1
Psychiatry	2
Radiology - Diagnostic	1
Rheumatology	1
Urology	1

Candidate Activity								
Specialty/Position	Group	Last Name	First Name	Availability	Board Certification	CA Licensed	Referral Source	Current Status
Cardiothoracic Surgery	Golden State Cardiac & Thoracic Surgery	Carrizo, M.D.	Gonzalo	10/19	American Board of Thoracic Surgery, Certified	Active	Cleveland Clinic Foundation affiliate job posting - 7/27/18	Locum Start Date: 12/9/19
Dermatology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Saunders, M.D.	Kent	04/21	American Board of Pediatrics, Certified; American Board of Dermatology, Certified	None	Fidelis Partners - 11/27/19	Currently under review
Endocrinology	Key Medical Associates	Chahal, M.D.	Rajinder	11/19	American Board of Internal Medicine, Certified	Active	Internal Referral	Site Visit: 7/2/19; Offer accepted; Group Start date: 11/4/2019; KD start date pending privileges.
Family Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Bland, D.O.	Scott	08/21	American Board of Family Medicine, Eligible	None	Direct - 9/15/19	Pending site visit in early 2020
Family Medicine	Key Medical Associates	Jones, M.D.	Nicholas	08/20	American Board of Family Medicine, Eligible	None	Carson Kolb	Site Visit: 9/14/19; Offer extended
Family Medicine	Delta Doctors, Inc.	Macias, M.D.	Lea	08/20	TBD	Active	Current KDH Resident	Site Visit: 11/25/19; offer pending
Family Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Singh, M.D.	Sholin	08/20	TBD	Active	Direct - UCSF Fresno Career Fair	Pending site visit in early 2020
Family Medicine Core Faculty	Kaweah Delta Faculty Medical Group	Arellano-Banoni, M.D.	Gisela	10/19	American Board of Family Medicine, Certified	Active	Internal Referral	Site Visit: 9/25/19; Offer extended
Family Medicine - Program Director	Kaweah Delta Faculty Medical Group	Martinez, M.D.	Mario	TBD	American Board of Family Medicine, Certified	Active	Internal Referral	Site Visit: 11/22/19; Offer pending
Family Medicine	Key Medical Associates	Janvelian, M.D.	Vladimir	09/20	American Board of Family Medicine, Eligible	None	Carson Kolb - 11/28/18	Site Visit: 2/15/19; Offer accepted; Start date pending
Family Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Patty, M.D.	Christina	08/20	American Board of Family Medicine, Eligible	Active	Direct - Local Candidate	Site Visit: 2/5/19; Offer accepted; Start Date: 8/31/20
Gastroenterology	Key Medical Associates	Jaafar, M.D.	Imad	08/20	American Board of Internal Medicine, Certified	In progress	2019 Digestive Disease Week Career Fair	Site Visit: 7/27/19; Offer extended; 2nd visit: 11/9/19

### Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Board Certification	CA Licensed	Referral Source	Current Status
Hospitalist - Nights	Valley Hospitalist Medical Group	Gadhia, M.D.	Shardul	TBD	American Board of Internal Medicine, Certified	None	Direct Candidate	Site Visit: 10/25/19
Hospitalist	Central Valley Critical Care Medicine	Destia, M.D.	Edomias	08/20	TBD	None	Referral - Dr. Sukhvir Singh	Site Visit: 11/22/19
Hospitalist	Central Valley Critical Care Medicine	Diramerian, M.D.	Liza	08/20	TBD	None	Referral - Dr. Umer Hayyat	Site Visit: 12/18/19
Hospitalist	Central Valley Critical Care Medicine	Li, M.D., Ph.D.	Yuehua	08/20	American Board of Internal Medicine, Eligible	Active	Vista Staffing - 11/5/2019	Site visit pending dates
Hospitalist	Central Valley Critical Care Medicine	Singh, M.D.	Gurpreet	07/20	American Board of Internal Medicine, Eligible	None	PracticeLink - 10/9/19	Currently under review
Hospitalist	Central Valley Critical Care Medicine	Singh, M.D.	Sukhvir	07/20	American Board of Internal Medicine, Eligible	Pending	Vista Staffing - 8/12/2019	Site Visit: 9/23/19; pending next steps from group
Hospitalist	Central Valley Critical Care Medicine	Tran, M.D.	Michelle	TBD	American Board of Internal Medicine, Certified	Active	Mdstaffers - 10/9/19	Currently under review
Hospitalist	Central Valley Critical Care Medicine	Wang, M.D.	Yanning	07/20	TBD	Active	Vista Staffing - 11/18/19	Site visit pending dates
Hospitalist	Central Valley Critical Care Medicine	Hayyat, M.D.	Umer	08/20	American Board of Internal Medicine, Eligible	In progress	Practice Link	Site Visit: 8/14/19; Offer accepted
Hospitalist	Central Valley Critical Care Medicine	Milani, M.D.	Kasra	01/20	American Board of Internal Medicine, Certified	Active	Vista Staffing - 8/12/2019	Site Visit: 8/22/19; Offer accepted; Tentative Start Date: 1/2020
Hospitalist	Central Valley Critical Care Medicine	Upton, M.D.	Tracy	08/20	American Board of Internal Medicine, Eligible	Active	Vista Staffing - 9/12/19	Site Visit: 10/17/19; Offer accepted
Intensivist	Central Valley Critical Care Medicine/Valley Hospitalist	Emami, M.D.	Nader	07/20	American Board of Internal Medicine, Certified; Critical Care Medicine, Eligible	None	Comp Health 10/1/19	Site visit pending dates
Intensivist	Central Valley Critical Care Medicine/Valley Hospitalist	Greer, M.D.	Robert	08/20	TBD	Active	Vista Staffing - 11/18/19	Site visit pending dates

**Candidate Activity**

Specialty/Position	Group	Last Name	First Name	Availability	Board Certification	CA Licensed	Referral Source	Current Status
Intensivist	Central Valley Critical Care Medicine	John, D.O.	Avinaj	08/21	TBD	None	Vista Staffing - 10/25/19	Site Visit: 12/13/19
Intensivist	Central Valley Critical Care Medicine	Kelker, M.D.	Tariq	TBD	American Board of Surgery - General, Certified; American Board of Critical Care. Eligible -	Active	MDstaffers - 10/11/19	Site visit pending dates
Intensivist	Central Valley Critical Care Medicine	Mateen, M.D.	Pamir	TBD	American Board of Internal Medicine, Eligible	Active	Comp Health 11/18/19	Site visit pending dates
Intensivist	Central Valley Critical Care Medicine	Rubinchkova, M.D.	Yelena	12/19	American Board of Internal Medicine, Eligible	None	Fidelis Partners - 8/14/19	Site Visit: 10/21/19; offer pending
Internal Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Malik, M.D.	Sara	08/21	American Board of Internal Medicine, Eligible	None	Direct - Dr. Umer Hayyat's spouse	Pending site visit in early 2020
Maternal Fetal Medicine	Valley Children's Hospital	Acosta, M.D.	Reinaldo	TBD	American Board of OB/GYN, Certified; American Board of OB/GYN - Maternal Fetal Medicine - Certified	Active	Valley Children's - 7/11/2019	Site Visit: 7/30/19; Possible locums to permanent
Neonatology	Valley Children's Hospital	Ibonia, M.D.	Katrina	12/19	American Board of Pediatrics; Neonatal-Perinatal, Certified	Active	Valley Children's - 8/1/2019	Site Visit: 8/27/19; Offer accepted; Start date: 3/9/20
Neonatology	Valley Children's Hospital	Gerard, M.D.	Kimberley	01/20	American Board of Pediatrics, Eligible (Exam 10/2019)	Active	Valley Children's - 11/28/18	Site Visit: 1/11/19; Start date pending; early 2020
OB/GYN	Delta Doctors, Inc.	Hayes, M.D.	Carl	TBD	TBD	Active	Physician Empire - 10/29/19	Site Visit: 12/10/19
Otolaryngology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Badran, M.D.	Karam	08/20	American Board of Otolaryngology – Head and Neck Surgery, Eligible	Active	Fidelis Partners - 8/8/2019	Site Visit: 10/14/19; Offer extended
Otolaryngology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Neel, M.D.	Gregory	08/20	American Board of Otolaryngology – Head and Neck Surgery, Eligible	None	AAO-HNS Job Posting	Pending site visit in early 2020

### Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Board Certification	CA Licensed	Referral Source	Current Status
Palliative Medicine	Independent	Mylavarapu, M.D.	Alexander	08/20	American Board of Hospice & Palliative Medicine, Eligible	None	Fidelis Partners - 9/30/19	Site visit: 11/5/19; Offer extended
Pediatrics	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Currie, D.O.	Kristen	03/20	American Board of Pediatrics, Certified	In progress	Practice Match - 9/17/19	Site Visit: 10/28/19 Offer accepted; Tentative start date: 3/2020
Radiation Oncology	Sequoia Radiation Oncology Medical Associates	Chang, D.O.	Tangel	01/20	American Board of Radiology - Radiation Oncology, Certified	Active	ASTRO Conference 2017	Site Visit: 10/7/19; 2nd visit: 10/28/19; Offer extended
Urology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Brown, M.D.	Melissa	TBD	American Board of Urology, Certified	None	Fidelis Partners - 11/22/19	Currently under review



Policy Number: HR.72	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved:
Approvers: Board of Directors (Administration), Dianne Cox (VP Human Resources)	
<b>Standby and Call Back Pay</b>	

**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 Delta’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 pay is based on factors such as whether the employee is “sufficiently restricted,” supply and demand of the position, market pay for similar roles, and the frequency with which an employee may be called back to work. Standby is paid at 25% of the minimum of the position range unless there is another method established. Standby pay is not required if the employee is unrestricted.

In addition, certain departments are eligible for Call Back and/or a minimum amount of time or monies, which will be paid in Call Back. Call Back pay will not apply if Call Back occurs on a previously scheduled regular shift. Kaweah Delta 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 Delta premises, but is required to leave word at his/her residence or where he/she can be reached, and/or carry a beeper/pager, or may voluntarily utilize their own cell phone in lieu of a provided beeper/pager. Because an employee who carries a beeper/pager or a cell phone for Kaweah Delta business is generally not “sufficiently restricted,” Kaweah Delta is not required to pay Standby; however, may do so if market demands warrant.
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 be not worked within 8 hours after the end of a shift for which the employee has claimed sick time.
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.



- 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.
4. Call Back begins when the employee arrives at and is ready to begin work.
- a. Travel time is not paid except in areas of Home Health and Hospice and in accordance with Federal law. The employee remains on Standby during travel to the workplace.
  - b. An employee answering questions by telephone for Call Back is paid for the actual hours worked only.
  - c. Call Back will not be paid for hours during which the employee is working his/her regular schedule.
  - d. Leaders who take Call Back must be assigned a second job as a clinical staff person. When called into work as a clinical staff person, they will be paid in accordance with the above stated rules, using their clinical staff base rate for calculating compensation for Call Back and Standby.
  - e. 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. However, if the employee leaves and comes back within the same two-hour period, they may not double dip. The two-hour period will extend from the second time of arrival.

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Policy Number: HR.75	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: Not Approved Yet
Approvers: Board of Directors (Administration)	
<b>Differential Pay-Shift, Holiday, and Weekend</b>	

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

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

**PROCEDURE:** I. Employee Eligibility

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

II. Shift Differential Eligible Hours

Evening: 10% of the minimum of the range will be paid to non-exempt eligible job codes. A differential will be paid if the majority (i.e., more than 50%) of hours worked fall between 5:30 p.m. and midnight. If the shift falls half before and after the cut off and the meal period disrupts eligibility, the manager can force the differential. The forcing of the differential does not apply if the employee is docked.

Nights: 15% of the minimum of the range will be paid to non-exempt eligible job codes. A differential will be paid if the majority (i.e., more than 50%) of hours worked fall between 12:01 a.m. and 6:30 a.m. If the shift falls half before and after the cut off and the meal period disrupts eligibility, the manager can force the differential. The forcing of the differential does not apply if the employee is docked.

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

Exception:

Pharmacists are eligible for all shift differentials.

III. Holiday Differential

25% of the minimum of the range will be paid to employees who are required to work on the following holidays.

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

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

Exception:

Private Home Care will receive a different hourly holiday differential based on where they travel. The differential will be paid for Mother's Day and Easter, in addition to all Kaweah Delta recognized holidays.

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<b>Policy Number:</b> HR.213	<b>Date Created:</b> 06/01/2007
<b>Document Owner:</b> Dianne Cox (VP Human Resources)	<b>Date Approved:</b> Not Approved Yet
<b>Approvers:</b> Board of Directors (Administration)	
<b>Performance Management and Competency Assessment Program</b>	

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**POLICY:**

It is the policy of the Kaweah Delta to assess, maintain, develop and improve employee performance and competence on an ongoing basis. Performance is formally evaluated on an annual basis through an employee self- evaluation, peer evaluations as appropriate, and a manager evaluation. Competency is the demonstrated ability to integrate the knowledge, skills, and attitudes required in a designated role or setting. Competency is verified through utilization of techniques such as demonstration, review of policy/procedure, verbalization, and/or written testing.

The performance evaluation and competency assessment process ensures that the requirements of the position are met, that each individual is provided opportunities for professional development, and allows for merit increase opportunities consistent with the compensation program in place at the time of the performance evaluation. In conjunction with the populations served, Job Descriptions are combined to make one Performance Evaluation tool. Upon hire or a position change, a review date for the annual performance Evaluation is established for each employee.

The Kaweah Delta requires annual mandatory training in compliance with regulatory agency requirements as well as Kaweah Delta policy. All employees must successfully complete all required training by the due dates established to avoid suspension and termination of employment. Documentation of completion is recorded in the HR systems and written documentation may be maintained in Human Resources or department employee’s files. Management is responsible for ensuring employees complete the requirements and for obtaining and maintaining documentation of completion. However, employees are ultimately responsible for meeting job requirements and mandatory training by established due dates. Failure to complete requirements and mandatory training may result in Disciplinary Action up to and including termination of employment.

## **PROCEDURE:**

### Annual Performance Evaluations:

1. The annual Performance Evaluation is a tool utilized by both management and the employee to identify and communicate the performance of the employee and the future annual expectations of the position, and to determine ways to improve performance or to gain advanced knowledge, including development opportunities. The Performance Evaluation is to be discussed with the employee in a face-to-face meeting. The employee is encouraged to provide additional feedback, written comments, and share development interests.
2. The Performance Evaluation form includes the Job Description, overall job requirements relevant to all positions, overall comments, and goals to be used for training and development and to describe actions which will be used to develop skills and improve the employee's performance, such as additional training or work assignments.
3. Employees are required to complete an honest and timely self-evaluation of their performance. Management may also request peer evaluation of the employee's commitment to the Kaweah Care Behavioral Standards of Performance.
4. The final review will be electronically signed by both the employee and individual completing the evaluation. The evaluation must be signed by a person who has the expertise at least equal to the individual being observed or tested.
5. At the completion of the annual evaluation, the overall performance rating will be consistent with the definitions noted on the performance evaluation tool. Failure to successfully meet expectations of performance may result in the employee being placed on Disciplinary Action, up to and including termination of employment.

### Review Date and Applicable Merit Increases:

1. Department management is notified by the HR system when their employee is due for an annual evaluation. It is the responsibility of employees to complete a timely and thoughtful self-evaluation. It is expected that department management will complete evaluations on time.
2. At the time the employee is hired or changes to a different position, he/she will be provided with a copy of the Job Description/Performance Evaluation and Physical Demands forms that will be used to evaluate his/her performance. The employee signs an acknowledgment of receipt. The employee will also be provided with a copy of the form by the manager. For position changes/transfers, a pro-rated merit may apply (see Transfer Policy HR.31).
3. Completion of the annual review is defined as the employee's electronic

signature in the Human Resources system. Human Resources will process any associated merit increase. Merit increases are effective the first day of the pay period following the effective date of the annual evaluation.

4. Merit increases are based on the salary range and merit increase percentages in effect on the due date of the evaluation, not the day the evaluation is presented to Human Resources. The merit increase will be paid retroactively if the evaluation is completed late.
5. Merit increases that place an employee's rate at the maximum of the range will result in the application of a Merit Lump Sum amount, equivalent to the employee's productive and non-productive hours (excluding standby, overtime, double time or callback hours) multiplied by the hourly rate in place for the employee prior to the evaluation. An employee may receive a partial merit increase to the maximum of salary range and a partial Merit Lump Sum.
6. If an employee takes a paid or unpaid Leave of Absence exceeding twelve (12) weeks (84 days) in a twelve-month rolling period, the employee's review date may be adjusted by the number of calendar days exceeding 85 days. This provision will not apply in the case of an employee who is on an approved Short-Term (Reserve) Military Training and/or Military Leave of Absence.

#### Competence Assessment:

1. During the first of 48 hours of employment, all employees will complete the 48-hour checklist for departmental orientation.
2. Competency is the demonstrated ability to integrate the knowledge, skills, and attitudes required for performance in a designated role or setting. Competency is verified through utilization of techniques such as demonstration, review of policy/procedure, verbalization, written testing, etc. For the initial competency evaluation at the time of hire or transfer, a face-to-face discussion will occur to assess and document the initial competency of an employee who provides patient care. Initial competency documentation is maintained in the department files or Human Resources as determined by the department. All items must be reviewed, checked and signed for competency by a person who has the expertise at least equal to the individual being observed or tested. An employee must be deemed competent to perform a skill prior to them performing the skill independently.
3. Patient care and related employees will complete an annual clinical competency assessment for their position as applicable. All items must be reviewed, documented and signed for competency by a person who has the expertise at least equal to the individual being observed or tested.
4. In addition, employees must be deemed competent when new procedures or

equipment is introduced into the clinical setting, and this information will be maintained in the Human Resources or department file.

Remediation:

1. If an employee falls below expected levels of performance or is not deemed competent of a requirement or skill, the employee will be provided with opportunities for improvement.
2. The remediation plan may be included in a Disciplinary Action/Performance Notice, or a separate remediation plan may be developed. Time frames for follow up and requirements will be noted as applicable, and may include meetings, testing, review of policies, and other appropriate actions to ensure performance and competency. Failure to comply with or successfully complete the plan may result in further Disciplinary Action up to and including termination of employment.

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Policy Number: HR.31	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved:
Approvers: Board of Directors (Administration), Dianne Cox (VP Human Resources)	
<b>Transfers</b>	

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**POLICY:**

Employees of Kaweah Delta Health Care District who have successfully completed one year of employment in their current position may request a transfer to a posted position. Employees must complete an online Employment Application. The one-year employment requirement may be waived with approval of both department leadership and Human Resources.

Employees may initiate a transfer request when in Disciplinary Action, as long as the potential department leader is made aware of all performance issues.

Each request for transfer will be reviewed, comparing the employee’s qualifications with the requirements of the job. If two or more applicants are equally qualified for the position, preference will be given to in-house employees. When two or more equally qualified in-house employees are being considered for the position, past performance and length of service will contribute to the final decision.

**PROCEDURE:**

1. Employees who have successfully completed one year of employment may apply for any posted position by completing an Employment Application. The one-year period may be waived with the approval of the involved department leadership and/or vice presidents.
2. All employee transfers will be processed in the following manner:
  - A. Each request will be sent to the hiring department leader, who will compare the employee’s qualifications with the requirements of the job. The review includes a Human Resources file check for past performance and current or previous disciplinary action.
  - B. The most qualified candidates will be interviewed.
  - C. It is the employee’s responsibility to notify his/her department leaders that he/she is a final candidate when confirmed a pending job offer. This discussion must occur prior to finalization of the transfer request.



1. A minimum of two to four weeks written notice will be given by the employee to the present department leader. The actual length of time between written notice and the transfer will be determined jointly by the employee's prior and new department leaders.
2. The rate of pay will be determined in accordance with the current Compensation Program.
  - A. All transfers may result in a new performance evaluation date if the position duties subsequently changed or the transfer results in reporting to a new leader.
  - B. If a demotion or voluntary move to a position that has a grade that is at least 4% lower, the evaluation date will be adjusted to one year from the date of the transfer. A pro-rated merit may not apply based on internal equity. If internal equity indicates a reduction of \$.25 or less, no reduction will apply. If the employee is moving to a different leader or substantially different position, the prior leader must complete a performance evaluation to meet Title XXII requirements. If this transfer is less than 90 days from the last performance evaluation, HR can use the prior evaluation percentage if a pro-rated merit applies. Refer to the Intent to Demote Policy.
  - C. If the employee is moving to a position that is within 4% of the current grade (as measured by the midpoints), the pay rate will be evaluated for internal equity; a pro-rated merit will apply. If the employee is moving to a different leader or substantially different position, the prior leader must complete a performance evaluation to meet Title XXII requirements. The 90-day exception will apply.
  - D. If the employee is moving to a position that has a grade that is at least 4% higher, the prior leader will complete an evaluation, the evaluation date will be adjusted to one year from the date of the transfer, the pro-rated merit will apply as well as an increase applicable to the change in position, applying internal equity. The 90-day exception will apply.
3. The department leader is responsible for initiating a status change form to transfer the employee and completing the appropriate sections of the form.

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<b>Policy Number:</b>	<b>Date Created:</b>
<b>Document Owner: Dianne Cox (VP Human Resources)</b>	<b>Date Approved:</b>
<b>Approvers: Board of Directors (Administration), Dianne Cox (VP Human Resources)</b>	
<b>Special Pay Practices</b>	

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

Designated departments may have special pay practices which provide for competitive compensation and/or incentives for employees to work varying shifts or additional shifts. All special pay practices are approved by the Hospital and are subject to change at any time. In all cases, Wage and Hour Law will apply.

**Pay Practices:**

Other Hours

Base rate of pay for additional hours or shifts worked.

Eligible Job Codes:

- House Supervisor 4000293 (hours)
- Pharmacists 7010360, 6010972, 7011317 (hours)
- RN-Nurse Practitioner 7081541 (shift)
- Nurse Practitioner Manager 3001833 (shift)

MICN

\$1.50 for active MICN cert

Eligible job codes:

- RN 7020339 7020746
- Charge Nurse 6021615
- Assistant Nurse Manager 3000640 in ED

Sleep Pay

Hourly rate paid to Surgery and Cath Lab employees for those who require an 8-hour gap between the current shift worked and the next scheduled shift. The employee will be paid at the start of the next scheduled shift but is not expected to work until the 9<sup>th</sup> hour after finishing prior shift

Private Home Care

Rate is based on where the employee travels. Holiday

Holiday

differential is received for Kaweah Delta observed holidays, in addition to Mother’s Day and Easter.

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<b>Policy Number:</b> HR.49	<b>Date Created:</b> 06/01/2007
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<b>Education Assistance</b>	
<ul style="list-style-type: none"> <li>- <b>Tuition, Books and Fees Reimbursement or Loan Repayment</b></li> <li>- <b>Educational Programs and Compensation</b></li> <li>- <b>Continuing Education and Conferences</b></li> <li>- <b>Professional Certification Fee Reimbursement and Awards</b></li> </ul>	

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**POLICY:**

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

Certain amounts reimbursed up to \$5,250 in a calendar year received under this Educational Assistance program are excluded from wages and other compensation; monies are reimbursed without being subject to taxes. These programs include reimbursement for tuition, books and fees and for fees related to obtaining certifications. Other amounts paid are included as taxable wages, such as Loan Repayment and the Certification Award. Refer to IRC Section 127 for more information. Employees are responsible to ensure their annual tax withholdings and disclosures are appropriate.

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

Full-time and part-time employees may apply for reimbursement of tuition, books and fees or loan repayment for educational programs which apply to positions at Kaweah Delta. An employee must have completed 2080 hours (1872 hours for 12-hour shift employees) of active employment and have received at least one performance evaluation before the start of the program in which they are enrolling or before submitting a Loan Repayment Form. Current employees as of 1/1/20 have to meet the above conditions and must wait until after their 2020 performance evaluation to apply for any remaining monies under the Loan Repayment Program. Employees who have received a performance evaluation below a 2.5% rating or a Level II or III Performance Correction Notice within the 12 months prior to the beginning of the program or eligibility for the Loan Repayment are not eligible for



that year, even if they had been previously eligible. If performance in the subsequent year meets expectations and there are no Performance Correction Notices, the employee is eligible again for reimbursement or loan repayment. No retroactive payments are made; the lifetime amounts remain the same as long as eligibility and all requirements are met.

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

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

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

- Nurse Corps
- Health Professions Education Foundation
- CSLRP Loan Repayment Program

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

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



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must still be achieved to remain eligible for reimbursement. Reimbursement or Loan Repayment Forms are due within 30 days of each course completion or annually each year following the successful completion of the performance evaluation.

The Reimbursement Form and original receipts as well as grades verifying course completion must be submitted to Human Resources. A grade of C or better in graded courses and/or a grade of "Credit" in a Credit/No Credit course indicates successful completion. For loan repayment, a current outstanding educational loan statement must be attached to the application. If prior loan repayments have been issued, at least 2/3 of the monies received from Kaweah Delta must show as a credit on the statement for the prior period. If not, there is no future eligibility for any Tuition, Books or Fee reimbursement nor Loan Repayment.

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

### Terms and Conditions

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

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

### EDUCATIONAL PROGRAMS AND COMPENSATION

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

#### Mandatory Education

- Programs may be designed as mandatory by Kaweah Delta, a Vice President, a Director or a Manager. These programs may be offered during scheduled working hours or outside of scheduled working hours.
- Mandatory programs such as meetings, courses, and orientations will be compensated by Kaweah Delta. Education hours will be considered productive time and as such will be paid in compliance with overtime as



applicable and are subject to adherence to the policies and procedures that govern productive time, i.e. – dress code, attendance, etc. (Refer to Policies HR.184—Attendance and Punctuality, HR.197 Dress Code - Professional Appearance Guidelines.)

- Courses may consist of instructor led training, computer based learning/testing, or blended learning defined as computer based learning followed by instructor led discussion or skills testing.
- With the exception of illness, approved absence or scheduled vacation, all employees must attend mandatory meetings. Reasonable notice is to be provided to employees of upcoming mandatory meetings. If the employee is unable to attend, he/she should request an absence. An employee who is unable to attend may be required to read and initial the meeting minutes or attend an additional meeting or program.
- Employees are to give 48 hours' notice for cancellation of any class or program in which they are enrolled, whichever voluntary or mandatory. Failure to give advance notice or arrive on time may count as an occurrence under the Attendance policy. (See HR.184 – Attendance and Punctuality)
- Assignment to attend during regular work hours will be made at the discretion of the department leader. Any deviations from mandatory attendance will be made at the discretion of the department leader.

#### COMPENSATION FOR KAWEAH DELTA ASSIGNED JOB REQUIREMENTS

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



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

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

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

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

CONTINUING EDUCATION AND CONFERENCES

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

Many different methods are used for staff education such as formal continuing education classes, in-services, web-based education, one-on-one instruction,



teleconferences, self-learning modules, and conferences. Reference materials for staff education are available within their respective departments, Kaweah Delta Library, KDCentral and/or KDNet and resources online.

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

Continuing education events may be required by Kaweah Delta and if mandatory, the costs and time for attendance will be paid. If a program is voluntary, whether the expense and time for attendance will be paid or reimbursed is determined by the department leader.

### Conferences

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

Refer to AP19 Travel, Per Diem and Other Employee Reimbursements

### PROFESSIONAL CERTIFICATION FEE REIMBURSEMENT AND AWARDS

As determined by the area Vice President, pre-approved professional certification fees are available to full-time and part-time employees attaining and/or maintaining professional certification(s) in their vocational area. Employees must have successfully completed six months of employment to be eligible for this reimbursement or awards.

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

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

Professional Certification Exclusions: Certification necessary as a condition of





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employment or as a minimum requirement for the position in which the employee is employed with Kaweah Delta is not eligible under this program.

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

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

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

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

Any exceptions to this policy must be approved by the Vice President of Human Resources.

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