



October 18, 2019

NOTICE

The Kaweah Delta Health Care District Board of Directors will meet in a Human Resources Committee meeting at 4:00pm on Tuesday, October 22, 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**

Tuesday, October 22, 2019

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

ATTENDING: Directors; Nevin House (Chair) & John Hipkind, 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 – 4:00PM

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) **Orientation and Onboarding of Providers** - New process of physician orientation- *Brittany Taylor, Sr. Physician Recruiter*
- 3) **Employee Benefits CY2020**- Update of Employee Benefits- *Jean Born, Director of Human Resources*
- 4) **Salary Deferral Plan 401(k) and Deferred Compensation Plan 457(b) Plan**- Update on Plan s- *Jean Born, Director of Human Resources*
- 5) **Salary Deferral Plan 401(k) change in contribution/match Calculation**- Update on Plans- *Jean Born, Director of Human Resources*

6) **Policies** - Discuss changes to current policies – *Dianne Cox, VP Human Resources*

- a. [HR.78 Salary Administration Program](#) {revised}
- b. [HR.61 Status Classification of Employees/Concurrent Jobs](#) {revised}
- c. [HR.71 Overtime](#) {revised}
- d. [HR.80 Docking](#) {revised}
- e. [HR.233 Non-Employees](#) {revised}
- f. [HR.36 New Hire Processing](#) {revised}
- g. [HR.28 Recruitment and Selection of Staff Members](#) {revised}
- h. [HR.00 – Just Culture](#) – {New}
- i. [HR.63 Timekeeping](#) {revised}
- j. [HR.29 Per Diem Staff Members](#) {delete}
- k. [HR.32 Working at Two or More Kaweah Delta Health Care District Jobs, Departments and/or facilities](#) {delete}
- l. [HR.35 Supplemental Staffing](#) {delete}

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 Open Position Snapshot - October 2019

Prepared by: Brittany Taylor, Senior Physician Recruiter btaylor@kdhcd.org - (559)624-2899

Date prepared: 10/15/2019

Central Valley Critical Care Medicine	
Hospitalist	3
Intensivist	4
Nocturnist	2

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

Key Medical Associates	
Adult Primary Care	1
Gastroenterology	1
Hospitalist	1
Pediatrics	1

Orthopedics	
Orthopedic Surgery - Hand	1

Sequoia Radiation Oncology Medical Associates	
Radiation Oncology	1

Somnia	
Anesthesiology - Cardiac/General	1

Valley Children's Health Care	
Maternal Fetal Medicine	2

Valley Hospitalist Medical Group	
Hospitalist	1
Nocturnist	1
GI Hospitalist - Medical Director	1

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

Kaweah Delta Faculty Medical Group	
Family Medicine Associate Program Director	1
Family Medicine Core Faculty	1
Family Medicine Medical Director	1
Family Medicine Program Director	1

Candidate Activity								
Specialty/Position	Group	Last Name	First Name	Availability	Board Certification	CA Licensed	Referral Source	Current Status
Anesthesiology - Pain	Somnia	Sandhu, M.D.	Navpark	05/19	American Board of Anesthesiology, Certified	Active	Somnia	Offer accepted; Tentative start date: 12/1/19
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	Start Date pending finalized contract
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; Tentative start date: 12/2019
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	Currently under review
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 Core Faculty/Non-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 Faculty - Part time	Kaweah Delta Faculty Medical Group	Bautista, M.D., J.D.	Luis	TBD	American Board of Family Medicine, Certified	Active	Practice Match	Currently under review
Family Medicine - Program Director	Kaweah Delta Faculty Medical Group	Kalliny, M.D., Ph.D.	Medhat	01/20	American Board of Family Medicine, Diplomate; American Board of Preventative Medicine - Occupational Medicine, Certified; Public Health & General Preventative Medicine, Certified	Active	AAFP - 8/23/19	Site Visit: 9/27/19; References requested
Family Medicine	Delta Doctors, Inc.	Amari, M.D.	Ahmed	09/19	American Board of Family Medicine, Eligible	In progress	Internal Referral	Site Visit: 2/15/19; Offer accepted; Tentative Start Date: 11/1/19
Family Medicine	Key Medical Associates	Janvelian, M.D.	Vladimir	07/20	American Board of Family Medicine, Eligible	None	Carson Kolb - 11/28/18	Site Visit: 2/15/19; Offer accepted; Contract in progress

Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Board Certification	CA Licensed	Referral Source	Current Status
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	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Chen, M.D.	Vida	08/21	American Board of Internal Medicine, Diplomate	Active	Fidelis Partners - 6/28/19	Site Visit: 10/02/19; Offer extended
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
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	Abbasi, M.D.	Adil	02/20	American Board of Internal Medicine, Certified	Active	Vista Staffing - 9/6/19	Site Visit: 10/31/19
Hospitalist	Central Valley Critical Care Medicine	Chavez, M.D.	Juan	TBD	American Board of Internal Medicine, Certified	Active	MDstaffers - 10/7/19	Phone Interview: 10/7/19
Hospitalist	Central Valley Critical Care Medicine	Mavli, M.D.	Zakiamad	TBD	American Board of Family Medicine, Certified	Active	Direct Candidate	Site Visit: 9/10/19
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
Hospitalist	Central Valley Critical Care Medicine	Tran, M.D.	Van C.	08/20	American Board of Internal Medicine, Certified	Active	Mdstaffers - 9/6/19	Phone Interview: 10/4/19
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
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	11/19	American Board of Internal Medicine, Certified	Active	Vista Staffing - 8/12/2019	Site Visit: 8/22/19; Offer accepted
Intensivist	Central Valley Critical Care Medicine	Gandhi, M.D.	Khushboo	08/20	American Board of Internal Medicine, Certified	None	PracticeMatch - 7/11/19	Currently under review
Intensivist	Central Valley Critical Care Medicine	Rubinchikova, M.D.	Yelena	12/19	American Board of Internal Medicine, Eligible	None	Fidelis Partners - 8/14/19	Site Visit: 10/21/19

Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Board Certification	CA Licensed	Referral Source	Current Status
Internal Medicine	Open - TBD	Malik, M.D.	Sara	08/21	American Board of Internal Medicine, Eligible	None	Direct - Dr. Umer Hayyat's spouse	Currently under review
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	None	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; Tentative start date: 1/6/20; Assigned to KD full-time
OB/GYN	Delta Doctors, Inc.	Saleh, M.D.	Gamal	01/20	American Board of Obstetrics & Gynecology, Certified	None	Mdstaffers - 9/6/19	Phone Interview: 9/19/19 at 9AM
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	Site visit pending dates
Orthopedic Surgery - Spine	Orthopaedic Associates	Daniels, M.D.	Mathias	TBD	American Board of Orthopedic Surgery, Certified	Active	Fidelis Partners - 3/28/19	Site visit: 6/27/19; Offer accepted; Start date pending approval of hospital privileges.
Palliative Medicine	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Mylavarapu, M.D.	Alexander	08/20	American Board of Hospice & Palliative Medicine, Eligible	None	Fidelis Partners - 9/30/19	Phone interview pending
Pediatrics	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Chisenhall, M.D.	Evgeniya	TBD	American Board of Pediatrics, Eligible	None	Physician Empire - 9/25/19	Phone Interview: 10/8/19

Candidate Activity

Specialty/Position	Group	Last Name	First Name	Availability	Board Certification	CA Licensed	Referral Source	Current Status
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
Pediatrics	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Lopez, M.D.	Sarah	01/20	American Board of Pediatrics, Certified	None	Fidelis Partners - 10/10/19	Site visit pending
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
Radiation Oncology	Sequoia Radiation Oncology Medical Associates	Raman, M.D.	Natarajan	ASAP	American Board of Radiology, Certified	None	Direct candidate	Site visit pending
Urology	Visalia Medical Clinic (Kaweah Delta Medical Foundation)	Yang, M.D.	Hailiu	07/20	American Board of Urology, Eligible 2020	None	Fidelis Partners - 6/11/19	Site Visit: 10/02/19; Offer extended



Onboarding & Orientation of New Providers

Onboarding Overview

- Onboarding begins at contract execution
- **Welcome letter sent**
- **Community Connection Survey emailed**
 - Results rec'd and shared with appropriate stakeholders
- **Community Liaison assigned**
- **Onboarding team reaches out occasionally**
- Relocation
- Start Date
 - Orientation (1st session – 10/1/19)
 - Onboarding team continues to reach out
- **Onboarding Evaluation: 30-days after start date**



Onboarding Team

- **Physician Recruitment** - Facilitates the onboarding process by providing notifications to kick-off onboarding activities. Remains in contact periodically with new providers to ensure they are supported as they prepare for relocation.
- **Director of Service Line** - Assist with equipment/scheduling needs. Maintains consistent contact with physician and reaches out at least on a quarterly basis.
- **Managed Care Department** - Collects the required documentation and assist with health plan credentialing when appropriate.
- **Medical Staff Office** - Initiates and processes the application for hospital privileges. Assists with scheduling EMR training and prints new badges.
- **Community Liaison** - Support the recruitment & retention of physicians by connecting physicians and their families to our community.
- **Marketing** - Begin creating advertising pieces and marketing tools for the new provider in collaboration with physician group.
- **ISS MD Support Team** - Conducts EMR training and remains a resource to new physician as needed throughout their experience working with Kaweah Delta.
- **Finance Department** - Processes payments as outlined in physicians contract. Assists with other contract follow-up or questions during the contract term.

Community Connection

- Mission: Support the recruitment & retention of physicians in our community.
- Goal: *Retention! Retention! Retention!*
- Community Liaison Role:
 - Welcomes new physicians and medical residents into the community.
 - Invites physician & their families to social activities/events.
 - Assists with business introductions and referrals.
 - Connects the family to other organizations of interest – Social, Educational, faith-based, sports ,etc.
 - Recreation referrals – hiking, biking, camping, fishing, etc.

Physician Orientation Components

- ID Badge & Parking Permit
- EMR Training & Optional Hospital Tour
- Additional Required Education Modules completed electronically
- New Physician Orientation Session
- Introduction of Services – Information available online



New Physician Orientation Session

- 7:00 am – 8:30 am
- Physicians are invited to next available orientation following start date
- Sessions occur every other month beginning January 2020
 - 1st Session: October 1, 2019
 - 11 Attendees! (*16 invited*)
- *Agenda*
 - 7:00 am – Medical Staff Governance
 - 7:15 am – A Great Organization
 - 7:45 am – Behavioral Standards of Performance
 - 8:00 am – Patient Experience
 - 8:15 am – Meet & Greet
 - 8:30 am – Hospital Tour (*Optional*)

14/64



Other Onboarding Initiatives

- **Referral List** – Professional and community resources
- **Grow the Community Connection Team** - Supports new physicians and their families with integrating into our community.
- Continue **building partnerships** with and promote events sponsored by The Medical Society of Tulare & Kings Counties.
 - Explore other community partnerships (ex. Country Club, Montessori)
- Tulare County Realtor Association - Identify a **solid team of professional, community oriented realtors** to assist with candidate site visit and support relocation of new physicians
- Create “**Physician Community Liaison**” position to partner with Community Connection Team in supporting new physicians and their families as they integrate into the local community.

Thank you!



Brittany Taylor
Senior Physician Recruiter
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Interoffice Memorandum

Date: October 09, 2019

To: Kaweah Delta Health Care District (KDHCD) Board of Directors

From: Dianne Cox, Vice President Human Resources

Subject: Plan Amendments
Kaweah Delta Health Care District Employees' Salary Deferral Plan (401(k))
Kaweah Delta Health Care District 457(b) Deferred Compensation Plan

Employees' Salary Deferral Plan

Amendments related to Voluntary Correction Program

Periodically, KDHCD reviews the administration procedures associated with our 401(k) Plan. In late 2017 and early 2018, during a review of retirement plan procedures, operational failures regarding the administration of the KDHCD 401(k) Plan were uncovered. Kaweah Delta is required to correct these errors and have the corrections reviewed and approved by the Internal Revenue Service (IRS). This approval process is called a Voluntary Correction Program (VCP). The purpose of this Memorandum is to provide the Board of Directors with background on the VCP project and the requirements for resolution of this project.

- In May 2018, the VCP was filed with the IRS. Foley Lardner, Kaweah Delta's retirement plan counsel, completed this filing. The VCP called for retroactive amendments to the 401(k) Plan and corrective contributions to the Plan. These retroactive amendments were designed to align the plan document with the procedures employed by KDHCD in the administration of the Plan. The corrective contributions were designed to correct distributions to plan participants that were incorrectly calculated due to vesting provisions.
- In April 2019, the IRS provided a response to the VCP filing asking for clarification of the original submission. Foley Lardner answered the response with commentary regarding the VCP filing.
- On June 18, 2019, the IRS provided a Compliance Statement to KDHCD. This Compliance Statement accepted the remedies proposed in the VCP filing. KDHCD was given to November 15, 2019, to implement the remedies outlined in the VCP filing.

In summary, the plan made excess distributions to 31 participants in 2015 and 1 participant in 2017. These excess distributions were made because of incorrect calculations of vesting percentages for these participants. A corrective contribution of \$22,489.14 was made to the plan on August 19, 2019. This contribution was made into the forfeiture suspense account for the plan.

The plan also under-distributed assets to 16 participants in 2015. Again, the vesting percentage for these participants was incorrectly calculated. Kaweah Delta was required to fund \$29,052.31 to correct these under-distributions; this was also completed on August 19, 2019. The assets to fund this correction were made from the plan's forfeiture account.

These corrective actions have been taken and no further action is required. Communication to current and prior employees was completed.

Retroactive Plan Amendments

Several procedural corrections are required by the plan. These corrections will be made by retroactive amendment to the plan document. These amendments will align the plan design for the 401(k) Plan with the procedures that were employed by Kaweah Delta.

1. Amendment No. 7 to the restated plan effective January 5, 2003. Amends the plan to provide for partial distribution of plan benefits to four participants who received such partial distributions for the period July 1, 2006 and June 30, 2009.
2. Amendment No. 7 to the restated plan effective July 1, 2009. Amends the definition of compensation for the period July 1, 2009 and June 30, 2012, and amends the provisions for partial distribution of Plan benefits to three participants that received such benefits for the period July 1, 2009 and June 30, 2012.
3. Amendment No. 7 to the restated plan effective July 1, 2012. Amends the provision for partial distribution of Plan benefits to two participants that received such benefits for the period July 1, 2012 and December 31, 2015. Amends the provision for automatic rollover of mandatory cash outs will be applied to account balances of less than \$1,000 for the period July 1, 2012 and December 31, 2015. Amends the definition of compensation for the period July 1, 2012 and December 31, 2016. Amends the provision permitting in-service distributions from Participant Matching Contributions for the period July 1, 2012 and June 30, 2017. Amends the vesting provisions to provide special vesting for two participants that took excess loans based on a miscalculation of vesting and for one participant that received an excess distribution of \$66.93 in or about July 2017. This amendment is effective for the period July 1, 2012 and June 30, 2016.

Our legal counsel, Foley & Lardner, has prepared the three required Amendments above; these Amendments will align our plan with the corrections required. Adoption of these amendments will complete the requirements of the VCP project. The corresponding Board Resolutions will be included in the October Board Packet for adoption.

Plan Design Amendments

401(k) Employee's Salary Deferral Plan

KDHCD has reviewed the plan document and proposes to prospectively amend the Employees' Salary Deferral Plan as of January 1, 2020, to simplify plan administration and to comply with current regulations. The proposed Amendment includes:

- Remove the \$1,000 Minimum on In-Service Distributions.
- Remove the "few weeks' rule" Kaweah Delta does not recognize prior year compensation paid to an employee in the first few weeks for a new calendar year.
- Amend the definition of Plan Compensation for purposes of Employer Match Contributions. The amended definition removes all pay codes in excess of what would be considered "base pay."
- Revise the language for Total Matching Contributions to align the contribution with service tiers associated with the Match.
- Amend Hardship Withdrawals to remove the loan requirement and as required by law, remove the suspension of deferrals after a Hardship Withdrawal is taken by a participant.

457(b) Deferred Compensation Plan

KDHCD has reviewed the plan design for the 457(b) Deferred Compensation Plan and proposes to prospectively amend the Plan effective January 1, 2020, to simplify plan administration, comply with current regulations and to align the plan with the Employees' Salary Deferral Plan. The proposed Amendment includes:

- Remove the \$1,000 Minimum on Partial Distributions.
- Balances of \$5,000 or less, including rollovers, will be an automatic rollover to an IRA.
- Remove the de minimis Account Balance Distribution provision and the \$1,000 minimum in-service distribution of a Rollover Account.

Two corresponding Board Resolutions will be included in the October Board Packet for adoption.

2020 Alternative EPO Plan

	Kaweah	Services received at Tertiary Care Centers or Services Not Available at Kaweah	Network Providers - Services Available at Kaweah
GENERAL ATTRIBUTES			
Actuarial Plan Value		90%	
Deductible - EE / FAM	\$0	\$500 / \$1,000	\$500 / \$1,000
Coinsurance	100%	90%	50%
Out of Pocket Max - EE / FAM	\$3,000 / \$6,000**	\$6,000 / \$12,000	\$6,000 / \$12,000
Aggregate vs Embedded Deductible		NA	
Aggregate vs Embedded OOP Max		Embedded	
HOSPITAL	You pay:	You pay:	You pay:
Inpatient			
Admission Deductible/Copay	No charge*	10% after ded	50% after ded
Pre-authorization Required?		Yes	
Outpatient Surgery	No charge*	10% after ded	50% after ded
Urgent Care****	\$20/visit	\$35/visit + 50%	\$35/visit + 50%
Emergency Room	\$100/visit	\$100/visit	\$100/visit
PHYSICIAN'S SERVICES	You pay:	You pay:	
Office Visits	Not Available at Kaweah	\$20/visit	\$20/visit
Specialist Office Visit	Not Available at Kaweah	\$20/visit	\$20/visit
Referral Required?	N/A	\$50/first self-referral	\$50/first self-referral
Preventive Care	No charge*	No charge*	No charge*
Diagnostic Test/Lab/X-ray (Outpatient)	No charge*	10% after ded	50% after ded
Advanced Imaging (Outpatient)	No charge*	10% after ded	50% after ded
Diagnostic Test/Lab/X-ray (Inpatient)	No charge*	10% after ded	50% after ded
Advanced Imaging (Inpatient)	No charge*	10% after ded	50% after ded
Prenatal Care	Not Available at Kaweah	\$20 per pregnancy	\$20 per pregnancy
Postnatal Care	Not Available at Kaweah	\$20/visit	\$20/visit
PRESCRIPTION DRUGS**	You pay:	You pay:	You pay:
Retail (30 days)			
Generic	No charge		\$18/Rx
Preferred brand drugs	\$30/Rx		\$42/Rx
Non-preferred brand drugs	\$48/Rx		\$60/Rx
Specialty		No difference, see above	
Mail Order (90 days)			
Generic	No charge		\$54/Rx
Preferred brand drugs	\$60/Rx		\$127/Rx
Non-preferred brand drugs	\$97/Rx		\$182/RX
Specialty		No difference, see above	

**Limited to ER and office visits.

Notes:

*For more information about limitations and exceptions and other important information, see the plan or policy document.

** In-network copays mean Kaweah Delta Employee Pharmacy only.

*** Approved Tertiary Care Centers include:

- Community Regional Medical Center
- Clovis Community Hospital & Medical Center
- Community Medical Center - Clovis
- Clovis Regional Medical Center
- Fresno Heart & Surgical Hospital
- Lucile Salter Packard Children's Hospital
- Lucile Salter Packard Children's Hospital Medical Group
- Stanford Hospital and Clinics

**** Includes Sequoia Prompt Care

2020 Alternative PPO Plan

Kaweah

In-Network and Approved
Tertiary Care Centers
(Services Not Available at
Kaweah)

Out-of-Network
Non-Intercare Providers

GENERAL ATTRIBUTES

Actuarial Plan Value		86%	
Deductible - EE / FAM	\$0	\$1,000 / \$2,000	\$1,000 / \$2,000
Coinsurance	80%	80%	50%
Out of Pocket Max - EE / FAM	\$4,000 / \$8,000	\$6,000 / \$12,000	\$6,000 / \$12,000
Aggregate vs Embedded Deductible		Embedded	
Aggregate vs Embedded OOP Max		Embedded	

HOSPITAL

	You pay:	You pay:	You pay:
Inpatient			
Admission Deductible/Copay	20%	20%	\$100/confinement + 50%
Pre-authorization Required?		Yes	
Outpatient Surgery	20%	20%	50%
Urgent Care****	\$20/visit	\$35/visit + 50%	\$35/visit + 50%
Emergency Room	\$100/visit	\$100/visit	\$100/visit

PHYSICIAN'S SERVICES

	You pay:		You pay:
Office Visits	Not Available at Kaweah	\$20/visit	50%
Specialist Office Visit	Not Available at Kaweah	\$20/visit	50%
Preventive Care	No charge*	No charge*	50%
Diagnostic Test/Lab/X-ray (Outpatient)	No charge*	20%*	50%
Advanced Imaging (Outpatient)	No charge*	20%*	50%
Diagnostic Test/Lab/X-ray (Inpatient)	No charge*	20%*	50%
Advanced Imaging (Inpatient)	No charge*	20%*	50%
Prenatal Care	Not Available at Kaweah	\$20/visit*	50%
Postnatal Care	Not Available at Kaweah	\$20/visit*	50%

PRESCRIPTION DRUGS**

	You pay:		You pay:
Retail (30 days)			
Generic	No charge		\$18/Rx
Preferred brand drugs	\$30/Rx		\$42/Rx
Non-preferred brand drugs	\$48/Rx		\$60/Rx
Specialty		No difference, see above	
Mail Order (90 days)			
Generic	No charge		\$54/Rx
Preferred brand drugs	\$60/Rx		\$127/Rx
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Specialty		No difference, see above	

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- Community Regional Medical Center
- Clovis Community Hospital & Medical Center
- Community Medical Center - Clovis
- Clovis Regional Medical Center
- Fresno Heart & Surgical Hospital
- Lucile Salter Packard Children's Hospital
- Lucile Salter Packard Children's Hospital Medical Group
- Stanford Hospital and Clinics

**** Includes Sequoia Prompt Care



Policy Number: HR.78	Date Created: 06/01/2007 Revised: 9/4/2019
Document Owner: Dianne Cox (VP Human Resources)	Date 11/01/2019
Approvers: Board of Directors (Administration), Dianne Cox (VP Human Resources)	
Salary Administration Program	

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

POLICY:

Kaweah Delta has established and maintains a compensation program to govern the fair and competitive administration of wages and salaries. This program was implemented to provide salary consistency and internal equity throughout all Kaweah Delta departments and jobs. This program will be reviewed annually and updated as necessary. We strive to have, wages and salaries that are:^[RN1]

1. Internally Equitable: Fairly reflecting the scope and complexity of each position in relation to all other positions in the organization; ensuring fair and equitable wages between individuals with the same job class.
2. Externally Competitive: Enabling Kaweah Delta to attract, retain and motivate qualified employees through compensation and benefits that are positioned fairly within the competitive labor market as defined by Human Resources. Exceptions to this philosophy may be made in cases where there are significant imbalances in the demand and supply for staff. Kaweah Delta participates in and/ or purchases results of salary surveys. The results of these surveys are used in the job evaluation process used to assign salary grades to each job. In no case should managers or employees participate in or initiate salary surveys. Any requests for established salary grades for any position are to be forwarded to Human Resources. Kaweah Delta’s policy prohibits formal or informal sharing or receipt of salary grade information outside the context of salary surveys conducted by third parties.
3. Cost Effective: Consistent with Kaweah Delta’s needs, financial goals and ability to pay.^[RN2]

Job Evaluation Process used for assigning salary grades:

Human Resources uses input from department leaders as needed to assure market competitiveness when evaluating the appropriate salary grade for a job. Human Resources uses a market based system and the results of salary surveys to evaluate the market value of a job and to assign a

salary grade. Using the market based system, each job is either a "benchmark job" or a "linkage job". A "benchmark job" is one typically found in published surveys. Jobs that are not "benchmark jobs" are linked to a benchmark job with similar levels of duties and responsibilities within a similar job family. These jobs are called "linkage" jobs.

This linkage process helps ensure internal equity while at the same time acknowledging the salaries paid for the same or similar positions with the local job market.

Salary survey data is reviewed initially when a job is established and then at least annually. Jobs are assigned to a salary grade based on the survey results. When an employee's job is assigned to a different grade, the hourly rate may be adjusted to preserve internal equity. Pay adjustments may be given based on the survey data results and annual budget considerations.

[RN3]

DEFINITIONS:[RN4]

Minimum Wage:

The minimum wage complies with Federal and California minimum wage guidelines.

Equal Pay:

The equal pay standard requires that male and female workers receive equal pay for work requiring equal skill, effort, and responsibility and performed under similar working conditions.

Child Labor:

"Minor" means any person under 18 years of age. Only minors under age 18 who have graduated from high school or who have been awarded a certificate of proficiency may be employed.

Discrimination:

Kaweah Delta is an "Equal Opportunity Employer" and is committed to a policy which establishes individual qualifications and merit as the only conditions for employment. Refer to HR.12 (Equal Employment Opportunity)

Job Code:

A code which identifies an employee's position title, pay grade, salary range, and associated pay practices.

Pay Grade:

Job codes reflecting jobs with requirements, duties and responsibilities of similar complexity are grouped by pay grade. The pay grade is a code which identifies a salary range.

Salary Range:

The range of pay between the minimum and maximum of a salary grade.

Minimum Rate:

The minimum hourly rate of pay within the salary range.

Midpoint:

The pay rate that is midway between the minimum and maximum of the salary range.

Maximum Rate:

The maximum hourly rate of pay within the salary range.

Base Rate:

The employee's current hourly rate, which is based on relevant experience, excluding differentials. The employee's education and/or performance may be considered as well.

Performance Evaluation/Competence Assessment:

The process from date of hire through employment used for formal evaluation by the department head or supervisor for appraising an employee's job performance. This process includes performance evaluations, skills checklists and competency assessments. Refer to HR.213 Performance Management and Competency Assessment Program.

Merit Review Date:

This normally corresponds with the date of hire with exceptions made for unsatisfactory performance, leaves of absence, promotions, demotions, or transfers, and/or failure to comply with job requirements.

Merit Increase:

An increase based on the employee's current rate and determined by the overall performance evaluation.

Promotional Increase:

A change in position to one that is at least one grade higher than the current grade.

Downgrade/Demotion:

A downgrade/demotion is considered to be a change in position to one that is at least one grade lower than the current grade.

- a. Demotion - Generally an involuntary action taken by Kaweah Delta, based on unacceptable performance by an employee. Refer to HR.221 Employee Reduction in Force - or- Reassignment Resulting in Demotion
- b. Downgrade - Generally a voluntary action taken by an employee, or taken Kaweah Delta due to a restructure.

Exempt:

An exempt employee is paid on a "salary" basis, which means that he/she will receive a pre-determined amount each pay period constituting all or part of his/her compensation, and the amount will not be subject to reduction because of variations in the number of hours worked in the work day or week, except in accordance with "Leave of Absence" Policy or Paid Time Off (PTO) Policy. Refer to HR.62 Exempt Employees Pay/Salary Basis Safe Harbor Provision and HR.234 Paid Time Off (PTO), Extended Illness Bank (EIB) and Healthy Workplace, Healthy Families Act of 2014

Non-exempt:

Employees in this classification are paid on an hourly basis and are subject to overtime under Federal Labor Standards Act (FLSA).

Productive Hours Worked:

Includes all regular, overtime, call back and orientation and workshop hours.

Non-Productive Hours Paid:

Any time for which the employee is paid while not at work (i.e., Paid Time Off (PTO), Bereavement Leave, Jury Duty, Employee Illness Bank (EIB), or Leave of Absence).

Overtime Hours:

Productive hours worked in excess 40 hours per week; applies only to non-exempt employees.

Overtime Pay:

The overtime rate times the overtime hours, applied with Fair Labor Standards Act calculations. Employees classified as non-exempt by the Fair Labor Standards Act will receive overtime after 40 hours in a 7-day work week at one and one-half times the employee's regular rate.

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



Policy Number: HR.61	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 11/01/2019
Approvers: Board of Directors (Administration), Dianne Cox (VP Human Resources)	
Status Classification of Employees/ Concurrent Jobs	

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

POLICY: Each Kaweah Delta employee has a current status designation that is used to determine compensation, benefits, and status. It is Kaweah Delta’s policy to comply with the Fair Labor Standards Act (FLSA).

PROCEDURE: I. Exempt/Non-Exempt Status

Each position (not individual) will be designated as either exempt or non-exempt under the FLSA for overtime purposes. The Human Resources Department will conduct a job evaluation to determine whether the position has exempt or non- exempt status.

A. Exempt Status

1. Full-time employees occupying positions designated as exempt under the FLSA are exempt from overtime payments under federal law.
2. To qualify for an exemption from overtime, employees must be paid on a salary basis. For further information, refer to policy (HR.62) EXEMPT EMPLOYEE PAY/SALARY BASIS SAFE HARBOR PROVISION.
3. Employees categorized as exempt are expected to work hours necessary to accomplish their job duties. Compensatory time off will not be authorized.

B. Non-Exempt Status

Employees occupying positions designated as non-exempt under the FLSA are eligible for compensation of overtime for hours worked in excess of 40 hours per week under federal law. Compensatory time off will not be authorized.

II. Employment Status

Individuals will be designated as full-time, part-time or per diem.

A. Full-time Status- Benefits Eligible

Employees occupying positions designated as full-time are normally and regularly scheduled to work 36 to 40 hours per week.

Weekly Hours	Bi-Weekly Hours	Classification
36-40	72-80	Full Time Benefits Eligible

B. Part-time Status- Benefits Eligible

Employees occupying positions designated as part-time are normally and regularly scheduled to work 24-35 hours per week.

Weekly Hours	Bi-Weekly Hours	Classification
24-35	48-71	Part Time Benefits Eligible

C. Part Time- No Benefits

Employees occupying positions designated as part-time are normally and regularly scheduled to work less than 24 hours per week.

Weekly Hours	Bi-Weekly Hours	Classification
0-23	0-47	Part Time No Benefits

D. Per Diem Employees

Per Diem Employees who work as needed are not eligible to participate in employee-sponsored benefit programs, unless eligible for medical insurance in compliance with the ACA. Active Per Diem job codes are determined by Human Resources.

Note: Regardless of status, all employees are eligible to participate in the Retirement Plans 401(k) and 457(b).

III. Employee Acknowledgement

Upon initial hire and/or change in employment status of an existing employee from full or part time to Per Diem, the employee will sign a Per Diem Agreement form indicating that they have read and acknowledged the requirements and commitments they make in order to remain a Per Diem employee.

IV. Performance Management Program

Per Diem employee will be evaluated annually to assure performance standards are being met.

V. Paid Time Off (PTO)

In the event a full or part time employee changes to Per Diem status, all accrued PTO Time in their bank at the time of status change will be paid out to the employee at the hourly rate prior to the change. Any accrued EIB Time will be held in abeyance in the event the employee returns to regular full or part time status.

VI. Concurrent Jobs

Employees may, with permission from department leaders, work at more than one Kaweah Delta job or department. Additional jobs are referred to as concurrent jobs. Employees apply for concurrent jobs by following the same process used for transfer requests. (HR.31) Transfer Policy.

One department leader must agree to be the primary manager of the employee. This leader confirms the employee's payroll.

For Timekeeper, the employee clocks in for all hours worked using the transfer function in HR Timekeeper or on the wall clock, adjusting their job code or department as appropriate.

- If an employee's primary and concurrent jobs are both non-exempt, overtime will be paid for combined hours worked in excess of 40 hours in a week.
- If an employee has one job that is exempt and one job that is non-exempt, all hours worked over 40 will be paid at overtime any week in which the non-exempt duties exceed 50% of the hours worked in

that week.

- If an employee's primary job and concurrent job are classified as exempt, no overtime will be paid for hours exceeding 40 hours in a week.

The department that schedules the concurrent hours is responsible for paying any overtime unless an alternate agreement has been reached between the primary and concurrent managers. The primary manager confirms all hours to be paid after verifying with the appropriate manager(s) the hours worked in the concurrent department(s).

Changes in Employment Status

Changes in employment status (e.g., from full-time to part-time and back to full-time) may be made as warranted and will be effective on the first day of a pay period. Changes in employment status which result in the employee becoming eligible or ineligible for benefit coverage (e.g., from non-benefits eligible to benefits-eligible,) will be as follows:

- A. Non-benefits eligible employees who change status to benefits-eligible may apply for insurance coverage for themselves and their eligible dependents within thirty (30) days of that eligibility. Coverage will be effective on the first day of the following month.

- B. Benefits-eligible employees who change status to become non-benefits eligible lose their eligibility for insurance benefit coverage unless eligible under the Affordable Care Act for medical insurance. Coverage terminates the end of the month in which the status occurred. Accrual rates for PTO/EIB adjust according to status and eligibility. Coverage for some benefits may be continued by eligible employees under COBRA. For more information, see HR.128 Employee Benefits Overview.

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Policy Number: HR.71	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 11/01/2019
Approvers: Board of Directors (Administration)	
Overtime Pay	

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

PURPOSE: To provide leadership with appropriate guidelines for overtime scheduling.

POLICY: When patient care or other operating requirements or other needs cannot be met during regular working hours, employees may be scheduled to work overtime hours. When possible, advance notification of these assignments will be provided. Unless a strict emergency, or where patient care is necessary without interruption, all overtime work must receive the supervisor or department leadership's prior authorization. Overtime assignments will be distributed as equitably as practical to all employees qualified for the work.

Overtime compensation is paid to all nonexempt employees in accordance with Federal wage and hour requirements. As required by law, overtime pay is based on actual hours worked, including orientation and workshop hours that are scheduled by the manager. Time off for sick, vacation, holiday, Jury Duty, Bereavement, or other non-productive time, or any leave of absence will not be considered hours worked for purposes of performing overtime calculations.

Using Fair Labor Standards Act guidelines, overtime pay is calculated at one and one-half times the employee's regular rate for all hours over 40 hours in one work week.

Failure to work scheduled overtime, or overtime worked without prior authorization from the supervisor may result in Disciplinary Action, up to and including termination of employment.

Employees who are characterized by Kaweah Delta as exempt from the overtime provisions federal law are paid a salary that is intended to fully compensate them for all hours worked each week. The salary consists of a predetermined amount constituting the exempt employee's compensation. That amount is not subject to reduction because of variations in the quality or quantity of the employee's work.

PROCEDURE: Unless a strict emergency, or where patient care is necessary without interruption, employees are to obtain supervisor or department leadership's approval in advance of working any overtime hours and record overtime hours during the pay period in which they worked.

Concurrent Jobs

The employee clocks in for all hours worked using the transfer function in HR Timekeeper or on the wall clock, adjusting their job code or department as appropriate.

- If an employee's primary and concurrent jobs are both non-exempt, overtime will be paid for combined hours worked in excess of 40 hours in a week.
- If an employee has one job that is exempt and one job that is non-exempt, all hours worked over 40 will be paid at overtime any week in which the non-exempt duties exceed 50% of the hours worked in that week.
- If an employee's primary job and concurrent job are classified as exempt, no overtime will be paid for hours exceeding 40 hours in a week.

The department that schedules the concurrent hours is responsible for paying any overtime unless an alternate agreement has been reached between the primary and concurrent managers. The primary manager confirms all hours to be paid after verifying with the appropriate manager(s) the hours worked in the concurrent department(s).

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Policy Number: HR.80	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 11/01/2019

Approvers: Board of Directors (Administration), Dianne Cox (VP Human Resources)

Docking Staff

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POLICY:

The fluctuating workload and census inherent with hospitals and health care may occasionally cause 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 Delta’s goals for effective resource management. Employees who report to work, and are not provided any work, and are subsequently docked are guaranteed one (1) hour of pay.

PROCEDURE:

I. 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. Pay for standby and callback will be in accordance with policy entitled STANDBY AND CALLBACK PAY (HR. 72). Additionally, dock time will be documented in the time keeper system to allow appropriate application of hours as described in Section III. Employees may only be put on standby if they are in an eligible department and job classification as defined in the policy entitled STANDBY AND CALLBACK PAY (HR. 72).

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.

II. Mandatory dock time will be applied in the following order

- A. Overtime shifts
- B. Per Diem
- C. Part-Time Staff
- D. Full-Time 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.

Employees who volunteer for time off are not considered for mandatory dock hours under this policy. Instead, they are considered to have requested time off from work. Hours of work and use of Paid Time Off (if used) is recorded as usual for purposes of timekeeping.

If no employee desires time off, then leaders should apply the mandatory dock time in order stated in Section II above 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.

III. Timekeeping

Timekeeping is noted as 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.

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



Policy Number: HR.80	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 11/01/2019
Approvers: Board of Directors (Administration), Debbie Wood (VP Human Resources)	
Docking Staff	

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POLICY:

The fluctuating workload and census inherent with hospitals and health care may occasionally cause 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 Delta's goals for effective resource management. Employees who report to work, and are not provided any work, and are subsequently docked are guaranteed one (1) hour of pay.

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

PROCEDURE:

I. 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. Pay for standby and callback will be in accordance with policy entitled STANDBY AND CALLBACK PAY (HR. 72). Additionally, dock time will be documented in the time keeper system to allow appropriate application of hours as described in Section III. Employees may only be put on standby if they are in an eligible department and job classification as defined in the policy entitled STANDBY AND CALLBACK PAY (HR. 72).

Deleted: I. When the District, facility, or work department . . . experiences reduced workload or census, each . . . department management staff will review and critically analyze their work hours and determine whether there is a need to reduce the number of staff work hours (dock) that shift. At times the workload or census may require that staff who are indicated to dock be put on standby. In these cases personnel will stay on standby until called back into work or subsequently docked or their shift ends. Staff will not have the right to refuse standby. Pay for standby and callback will be in accordance with policy entitled STANDBY AND CALLBACK PAY (HR. 72). Additionally, dock time will be documented in Kronos to allow appropriate application of hours as described in Section III. Staff members may only be put on standby if they are in an eligible department and job classification as defined in the policy entitled STANDBY AND CALLBACK PAY (HR. 72).¶

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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.

Deleted: 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 staff will be scheduled for docking will be made by the department head or designee. ¶

II. Mandatory dock time will be applied in the following order

- A. Overtime shifts
- B. Per Diem
- C. Part-Time Staff
- D. Full-Time 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.

Employees who volunteer for time off are not considered for mandatory dock hours under this policy. Instead, they are considered to have requested time off from work. Hours of work and use of Paid Time Off (if used) is recorded as usual for purposes of timekeeping.

If no employee desires time off, then leaders should apply the mandatory dock time in order stated in Section II above 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.

III. Timekeeping

Timekeeping is noted as 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.

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<#> . ¶
<#>A. . Per Diem Overtime¶
<#>B. . Registry/Travelers¶
<#>C. . Overtime shifts¶
<#>D. . Per Diem¶
<#>E. . Part-Time Staff¶
<#>F. . Full-Time Staff¶
<#>¶
<#>Prior to docking staff members in categories E and F above, managers should ask if any employee wishes to take time off rather than work the shift or remainder of the shift. ¶
<#>¶
<#>Staff members who volunteer for time off are not considered for mandatory dock hours under this policy. Instead, they are considered to have requested time off from work. Hours of work and use of Paid Time Off (if used) is recorded as usual for purposes of timekeeping. ¶
<#>¶
<#>If no staff desires time off, then management should apply the mandatory dock time in the order stated in Section II above as it meets the functional needs of the department.¶
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<#>To ensure fairness, each department will rotate their personnel through docking procedures as appropriate to their staffing needs. The rotation should begin with the least senior staff member in the District unless directed otherwise. ¶

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Deleted: . . IV. . Department management who routinely dock personnel will report staffing numbers to the division director on a weekly basis.

IV. 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.

Deleted: Department management who routinely dock staff and 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.

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

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Page Break

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



Policy Number: HR.233	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 11-01-19
Approvers: Board of Directors (Administration), <u>Dianne Cox</u> (VP Human Resources)	
Non-Employees & Supplemental Staffing	

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

POLICY:

Kaweah Delta uses both employees and non-employees in the course of normal operations. Non-employee categories include but are not limited to Volunteers, Students, Independent Contractors, Contractors who have direct patient care or access, Temporary Staff, and Travelers. Non-employees are not on the payroll and do not receive benefits. Department Leaders of non-employees must coordinate their usage of non-employees through Human Resources. Certain contractors may utilize the Vendor Mate process as instructed.

Deleted: The District

Deleted: Agency Staff,

Deleted: Contractors, Forensic Personnel,

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PROCEDURE:

I. Coordination of Non-Employees

Human Resources clears all non-employees covered by this policy.

All non-employees must complete third-party background checks as well as a drug screening, two-step TB testing and Flu vaccine (during flu season). Once Human Resources has processed and cleared the background check, an identification badge will be issued. Human Resources and Clinical Education (when required) will provide orientation materials. Additional Clinical Orientation requirements are determined by the non-employee position, location of work and level of involvement with staff, patients and the public. Leaders or their designees are responsible for department specific orientation. (See HR.46 Orientation of Kaweah Delta Personnel)

Deleted: Managers of non-employees must coordinate their usage of non-employees through Organizational Development/ Human Resources.

II. Department Leaders Responsibilities

The Department Leader is responsible for all required processing, including orientation using information provided by Human Resources. All non-employees must complete orientation materials before they may begin working at Kaweah Delta.

Deleted: Individuals should not be functioning in a non-employee roles without approval from Organizational Development/ Human Resources.

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As determined by the leader, all non-employees must have an initial competency assessment that is

documented in the department and/or Human Resources file.

The department leader is responsible for the training duties and documented performance of non-employees.

Deleted: manager also should guide the activities and performance of non-employees.

III. Worker's Compensation and Employee Benefits

Non-Employees are not covered under any Kaweah Delta Self-Insurance nor Insurance programs. If an investigation indicates Kaweah Delta caused or contributed to the injury of a non-employee, Kaweah Delta will review coverage under its general liability program for visitors.

Deleted: Ongoing training sessions should be provided as needed. The department manager should maintain the documentation of these sessions.¶

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Kaweah Delta provides Worker's Compensation coverage for volunteers within the scope of the volunteer's duties.

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If a volunteer is working under the auspices of a separate agency, they must provide identification from that agency. The DistrictKaweah Delta will not assume risk in regards to any injury or illness the volunteer may acquire through their own actions.¶

IV. Ending the Non-Employee Relationship

The relationship between Kaweah Delta and the non-employee can be ended without notice by either the non-employee or Kaweah Delta. Non-employees who leave Kaweah Delta must return all Kaweah Delta property. Department Leaders must notify Human Resources when a non-employee ends their service.

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V. Volunteers

Volunteer opportunities are available through the Guild, Hospice, Kaweah Kuddlers, Clergy and the General Volunteer Program.

Volunteers will not be used to replace paid staff members but will perform extra duties that will contribute to the well-being and comfort of patients and visitors or support the services of Kaweah Delta.

VI. Students

The Human Resources Department maintains all Student Affiliation Agreement contracts.

Deleted: Coordination of Student Affiliations¶

Deleted: Organizational Development Department/

Student placements are tracked by Clinical Education, Graduate Medical Education, Human Resources and may only occur when Affiliation Agreements are valid.

Deleted: Organizational Development Department/

Duties of Students

Students will perform duties based on learning needs determined by their school and as defined in the Affiliation Agreement. Students/schools must show proof of compliance with Student Affiliation Agreements.

Supervision of Students

Supervision is provided by the clinical instructor of record, Physician, the department leader or designee following the Affiliation Agreement.

- Deleted: District's
- Deleted: manager
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VII. Supplemental Staffing

As a general rule, an individual employed by Kaweah Delta cannot also contract to provide services to Kaweah Delta.

Outside resources will be utilized when a need is determined for specialized services and/or to fulfill a shortage of qualified staff. Management must present all requests for contracting services to their Director and Vice President for submission to Human Resources.

Per AP.69, Human Resources must approve all contracted staffing and independent contractor agreements. Human Resources has sole authority and responsibility for communication and negotiation with contracted staffing agencies and independent contractors.

Human Resources will be responsible for procuring and maintaining the contractors for contracted personnel, including Independent Contractors, Temporary Staff, and Travelers.

Leaders wishing to utilize temporary labor through an agency or registry are required to contact Human Resources. Human Resources will select the appropriate agencies for provision of personnel.

Departments which utilize contact or agency staff members are responsible for assuring compliance with regulatory standards and Kaweah Delta standards for performance. Management is also responsible for assuring proper orientation, competency assessment, privacy and safety training for all contract and agency staff.

Individuals and companies who contract to provide staffing services with Kaweah Delta must provide proof that they meet all applicable state, national, local, Kaweah Delta and Joint Commission requirements.

VIII. Medical Exams and Health Requirements

Non-employees who provide services to patients will be contractually required to comply with Employee Health Services guidelines, i.e. Two-Step TB testing, drug screening and flu vaccine (during flu season). Non-employees must meet all essential functions for their position as noted in the job description. (See EHS.11

- Deleted: Ongoing training sessions should be provided to students as needed. The department manager should maintain documentation of these sessions.¶
- ¶
- Non-Employee Application and Selection Process¶
- Non-employees will be selected without regard to race, color, religion, sex, sexual orientation, national origin, disability, genetic information marital status or veteran status.¶
- Deleted: Fitness for Duty
- Deleted:

Immunization Requirements for Health Care Workers)

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IX. Non-Employee Files

A file on each non-employee must be kept with the Department Leader and/or Human Resources. The file should contain the non-employee's initial competency assessment, documentation of competency assessment if applicable, and documentation of training and in-services. During surveys by the State or Joint Commission, Human Resources, leaders and the Director of Volunteer Services will be responsible for providing all required documentation.

Deleted: manager

Deleted: the coordinator of individual volunteer programs.

Deleted: managers

Deleted: volunteer coordinators

X. Kaweah Delta Policies and Procedures

All non-employees will conduct themselves in a manner which reflects positively upon Kaweah Delta. Non-employees will familiarize themselves with the Mission of Kaweah Delta.

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Non-employees must abide by the same policies as Kaweah Delta employees during their assignment. This includes dress code, identification badges, personal visits, use of phones for personal use, confidentiality of Kaweah Delta and patient information, solicitation etc.

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XI. Harassment

Non-employees, who believe that they have been harassed by an employee, patient, or member of the medical staff, are encouraged to report the incident to their leader or to the Human Resources Department.

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¶
between the DistrictKaweah Delta and a non-employee may be discontinued if the non-employee violates any DistrictKaweah Delta policies or procedures. Managers should work with Human Resources on this process.

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RELATED POLICIES: AP.69 Requirements for Contracting with Outside Service Provider; HR.35 Supplemental Staffing

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Policy Number: HR.36	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 11/1/2019
Approvers: Board of Directors (Administration), Dianne Cox (VP Human Resources)	
New Hire Processing	

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

POLICY:

All applicants who have accepted an offer of employment with Kaweah Delta will be required to successfully complete all steps of the new hire process prior to their first day of work, including background check, post offer/pre-employment medical exam, drug screen, and new hire paperwork. This process maintains compliance with The Joint Commission, Title XXII, OSHA requirements, The Americans with Disabilities Act, and all Federal, State and Local regulations. Applicants who refuse any part of the medical exam, drug screen or new hire processing will not be hired.

PROCEDURE:

I. Background Check Results

At the time of employment application submittal, applicants are provided with appropriate legal notifications concerning consumer reports (background check) and submit authorization allowing Kaweah Delta to submit the background check to a third-party vendor.

After the contingent job offer is extended and accepted, applicants are asked to disclose information to Human Resources concerning criminal conviction history. Analysis of criminal convictions will be individually assessed by Human Resources based on the nature and gravity of the offense or conduct, the time that has passed since the offense, conduct and/or completion of the sentence, and the nature of the job held or sought.

Following acceptance of the contingent job offer, a third-party background check is initiated for completion. When background results are returned to Human Resources, they are reviewed for consistency with the information disclosed by applicant within the disclosure form and employment application. If results are consistent with what was disclosed and if the criminal history results are not relevant to employment at Kaweah Delta, Human Resources will clear the background check and continue with the new hire process.

When background results are not consistent with what was disclosed by applicant, or if the report contains information that raises concern regarding work performance, an assessment will be undertaken by Human Resources. If the

results of the assessment determine that the offer may be withdrawn, the adverse action process may be initiated.

II. Adverse Action Process

The third-party vendor completing the background check is considered a consumer reporting agency. As such, per the federal Fair Credit Reporting Act, before taking an adverse action based on information contained in a consumer report (background check), Human Resources will:

1. Provide the subject of the report a "Pre-Adverse Action" notice, a copy of the report, and a copy of the document "A Summary of Your Rights Under the Fair Credit Reporting Act" and any applicable state law notices.
2. Allow seven (7) days for the applicant to review the report and contact the third-party background company to dispute any information the consumer believes to be inaccurate or incomplete.
3. If the applicant does not file a dispute (or based on the results of a dispute investigation), Human Resources may take adverse action. The applicant will be provided with a "Final Adverse Action" Notice, a copy of the report, and a copy of the document "A Summary of Your Rights Under the Fair Credit Reporting Act". Adverse action will result in the withdrawal or rescission of the job offer.

III. Medical Exam and Drug Screen

Upon clearance of the background check, prospective new hires will be scheduled for a post-offer/pre-employment medical examination at Employee Health Services within 30 days of start date.

The exam is performed utilizing the physical requirements outlined in the job description. The exam will include but not be limited to: drug screen, TB skin test (PPD), diagnostic lab work and immunizations if determined to be necessary by the position to be hired for and the examining practitioner. (See Policy EHS 11-Immunization Requirements for Health Care Workers.)

In the event that Employee Health receives a report indicating temporary or permanent work restrictions or presence of a communicable disease, the Employee Health Services Manager, with Medical Director guidance, will make the decision as to whether or not the individual is cleared to be hired for the position offered. If the applicant is deemed to be unable to perform his/her job duties, the applicant will be given the opportunity to request a reasonable accommodation that would allow the new hire with a qualified disability to perform the essential functions of the job, unless the accommodation would create an undue hardship for the organization. (Please refer to HR.16 Reasonable Accommodation & Medical Fitness for Work.)

Employee Health Services notifies Human Resources of clearance or non-clearance results after completion of the post-offer/pre-employment medical examination and drug screen. Prospective new hires will receive notification from Human Resources if it is determined that they are not fit for employment as a result of the medical exam and/or drug screen.

IV. New Hire Processing

Upon clearance of the background check, prospective new hires will be scheduled for a processing meeting in Human Resources. This meeting will include completion of all paperwork required for new hires. New hires will be required to show proof of their right to work in the United States, provide social security card (for payroll and tax purposes only), as well as original licenses, certifications or registrations required for their job.

V. Rescinded Job Offers

Job offers may be withdrawn or rescinded due to reasons including results of the background report or drug screen, failure to verify ability to work in the United States, failure to fulfill all components of the employment process in a timely professional manner, and in some cases, the results of the post-offer/pre-employment medical examination (per HR.16- Reasonable Accommodation & Medical Fitness for Work).

VI. Proof of right to work in the US

Kaweah Delta will comply with the Immigration Reform and Control Act of 1986 which prohibits the employment of unauthorized aliens and requires all employers to implement an employment verification system.

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Policy Number: HR.28	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 11/1/2019
Approvers: Board of Directors (Administration), Dianne Cox (VP Human Resources)	
Recruitment and Selection of Staff Members	

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

POLICY:

Kaweah Delta personnel will be employed on the basis of their training, experience, skill, aptitude, reliability, past performance and other indications of their ability to perform the essential functions and requirements of the job, and their willingness to partner with Kaweah Delta in the provision of high quality patient care in accordance with established employment policies.

It is the policy of Kaweah Delta to select the strongest candidates for employment by ensuring that the following steps are taken prior to extending an offer of employment:

- A. Ensure a complete and accurate Job Description, including Physical Requirements, is on file with Human Resources;
- B. Ensure the essential functions of the job have been identified;
- C. Ensure the prospective employee meets the minimum requirements of the position.

Further, it is the policy of Kaweah Delta to adhere to the philosophy and principles of Equal Employment Opportunity and comply with all local, state, and federal laws applicable to recruiting, interviewing, and selecting employees. All candidates for employment, internal and external, must apply through the Human Resources Department in order to ensure proper screening and consideration, as well as to maintain the appropriate applicant documentation. Further, management will refer all contacts with applicants and employment agencies to Human Resources. (See HR.12- Equal Employment Opportunity.)

All offers of employment will be contingent upon successful completion of a background screening, employer sponsored post offer/pre-employment medical examination, including drug screen, and proof of candidate’s legal ability to work in the United States. (See HR.36- New Hire Processing.)

PROCEDURE:

I. Responsibility of Management/Human Resources

- A. Hiring Manager must submit a Position Request Form, with approvals from appropriate Manager, Director and Vice President, for recruitment of new and replacement positions.
- B. Upon receipt of an approved requisition, Human Resources will post position and source qualified applicants, including internal candidates.
- C. New and replacement positions will be posted online for a minimum of five days to allow equal opportunity for applicant consideration. Internal departmental postings are acceptable when position is limited to current employees within the department or include changes in Shift or Status. The internal posting will allow departments to adjust to changing staffing needs within the department.
- D. Human Resources will maintain a recruitment program that meets the needs of the organization and will continually search for new means and sources to expand our workforce and support patient care.
- E. Human Resources will ensure that all job applicants complete an application for employment. (Will provide accommodation to any applicant who experiences difficulty with the application process and requests reasonable accommodation.)
- F. Human Resources will review qualified applicants and forward selected candidates to the appropriate hiring manager.
- G. Hiring Manager will interview, assess and select candidates to determine the preferred candidate utilizing effective and legal practices. During the interview process, hiring leader will ensure application for employment is complete and accurate, as well as confirm prospective candidate meets minimum position requirements. (An interview panel must be coordinated for all management and director vacancies.)
- H. Following interviews, the hiring manager will notify Human Resources of selection decision.
- I. Human Resources will be responsible for extending the contingent offer to the selected candidate, including hourly rate, benefit eligibility, start date and other relevant information. Human Resources will provide an appropriate starting pay rate based on Kaweah Delta's current Compensation Program.
- J. Human Resources will notify the hiring manager on job offer acceptance and pre-employment clearances and start date.

- K. Human Resources will validate job requirements (licensure/certification, degree, driving record, etc.) and will ensure that post-offer background screening (including regulatory components, criminal convictions, employment verifications and professional references), pre-employment medical examination and drug screen are satisfactorily completed prior to the employee's start date.
- L. The Hiring Manager will notify candidates who have been interviewed and not chosen for the position.
- M. Human Resources will maintain applications/transfer requests received and appropriate records of the selection process for two years from application date.

II. Eligibility for Rehire

If a qualified applicant has been employed previously by Kaweah Delta, a review of the former Human Resources file must be completed to determine eligibility for re-employment. Review will include assessment of employment record and circumstances of the termination

Applications from former employees will be considered case-by-case with consideration of the job opening and other relevant factors.

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Policy Number: ASSIGN NEW #	Date Created: 08/02/2019
Document Owner: Dianne Cox (VP Human Resources)	Date Approved:
Approvers: Board of Directors (Administration), Board of Directors (Human Resources), Dianne Cox (VP Human Resources)	
Just Culture Commitment	

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POLICY:

Kaweah Delta is committed to building, maintaining, and supporting a Just Culture. A Just Culture is one where accountability is balanced fairly between the organization and its staff members. It is a culture in which errors, near miss events, adverse events, unsafe conditions, and system problems can be easily reported without retaliation, and are seen as a means to identify system and behavior changes that will improve the safety and quality of care and services we deliver. This environment will encourage and empower each person to take part in improving the quality of care and services delivered by Kaweah Delta and will support our Kaweah Care commitment to personal, professional and compassionate experiences for every person, every time.

A Just Culture recognizes that adverse events and unanticipated outcomes are often the results of human error or system failures, rather than the result of reckless or intentionally malicious behavior, and that individuals are accountable for their individual actions, but generally not errors or problems in system design.

Procedure:

To foster this culture, Kaweah Delta will utilize a fair and systematic approach that balances a non-punitive learning environment with the equally important need of accountability. This shall include evaluation for system contributors that allow or encourage unwanted human error or behavioral choices and identification of system modifications that will prevent recurrence or minimize potential harm.

Staff will not be disciplined or retaliated against for reporting an error, near miss, adverse event, system problem, safety or quality concern. When indicated, staff members will be held accountable and appropriate corrective action taken. Actions will be consistent with Just Culture principles, and with the disciplinary policy and procedures of Kaweah Delta (refer to policy HR.216 Progressive Discipline). Staff will not be held accountable for system flaws over which they have no control.

Kaweah Delta will make reasonable efforts to work with staff to redesign the system or its components to prevent and/or mitigate unintended risks or harm.

This policy applies anyone working at any Kaweah Delta department or facility including and but not limited to: regular and contingent employees, physicians, agency staff, volunteers and contract workers.

The interpretation, administration and monitoring for compliance of this policy shall be the responsibility of operational leadership in conjunction with Human Resources, Quality/Risk leadership and other departments where necessary.

This policy does not replace existing organizational policies and procedures related to reporting, responding to, investigating, and documenting an observed or reported errors, near misses, adverse events, complaints, or safety or quality concerns, etc.

The table below should be used to help ensure appropriate application of Just Culture principles and aid in determining the right course of action when there has been an error, near miss, adverse event or unexpected outcome, or when a staff member has otherwise not met their obligation to the organization.

ERROR AND BEHAVIORAL CHOICES	RESPONSE TO SYSTEMS AND INDIVIDUALS
Human Error (inadvertently doing other than what should have been done: a slip, lapse or mistake)	<ul style="list-style-type: none"> • Evaluate for system contributors (includes results of substitution test – another person(s) in same circumstances), presence of existing policies and procedures that promote expected behavior, and availability or resource, suitable education and training). • Determine the organization’s tolerance to risks related to the human error. • Work with staff to redesign the system or its components to prevent and/or mitigate unintended risks or harm. • Coach and console individual. • If there is history of similar human errors by the same individual, add counseling and/or remedial action. • Repetitive human error may rise to level of at-risk behavior.
At-Risk Behavior (behavioral choice that increases risk where risk is not recognized, or is mistakenly believed to be justified, may include repeated acts of similar human error)	<ul style="list-style-type: none"> • Evaluate for system contributors (includes results of substitution test– another person(s) in same circumstances), presence of existing policies and procedures that promote expected behavior, and availability or resource, suitable education and training). • Determine the organization’s tolerance to risks related to the at-risk behavior. • Work with staff to redesign the system or its components to prevent and/or mitigate unintended risks or harm. • Assess if there are incentives for at-risk behavior. • Establish clear expectations with the individual who made this behavioral choice which may include placing or changing incentives and consequences to discourage undesirable behavioral choices and encourage desirable behavioral choices. • Counsel and provide remedial action. • If there is history of similar at-risk behavioral choices by the same individual, add additional remedial actions and/or disciplinary action (as applicable). • Repetitive at-risk behavior may rise to the level of reckless behavior.

<p>Reckless Behavior (behavioral choice to consciously disregard a substantial and unjustifiable risk; may include repeated acts of at-risk behavior)</p>	<ul style="list-style-type: none"> • Take immediate steps to stop the individual from engaging in further reckless behavior. • Evaluate for system contributors (includes results of substitution test– another person(s) in same circumstances), presence of existing policies and procedures that promote expected behavior, and availability or resource, suitable education and training). • Determine the organization’s tolerance to risks related to reckless behavior. • Work with staff to redesign the system or its components to prevent and/or mitigate unintended risks or harm. • Assess if there are incentives in reckless behavior. • Establish clear expectations with the individual who made this behavioral choice which may include placing or changing incentives and consequences to discourage undesirable choices and encourage desirable behavioral choices. • Consult with Human Resources regarding the need for disciplinary action (as applicable).
<p>Beyond Reckless (Malicious Action) (behavioral choice with deliberate intent to harm another individual. It is malevolent and motivated by wrongful, vicious, or mischievous purposes)</p>	<ul style="list-style-type: none"> • May warrant legal action. • Assess system for necessary improvement to prevent intentional harm and mitigate risks.

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Policy Number: HR.80	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 11/01/2019; Not Approved Yet
Approvers: Board of Directors (Administration), Debbie Wood (VP Human Resources)	
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 with hospitals and health care may occasionally cause 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 Delta's goals for effective resource management. Employees who report to work, and are not provided any work, and are subsequently docked are guaranteed one (1) hour of pay.

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

PROCEDURE:

I. 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. Pay for standby and callback will be in accordance with policy entitled STANDBY AND CALLBACK PAY (HR. 72). Additionally, dock time will be documented in the time keeper system to allow appropriate application of hours as described in Section III. Employees may only be put on standby if they are in an eligible department and job

classification as defined in the policy entitled STANDBY AND CALLBACK PAY (HR. 72).

~~I. When the District, facility, or work department experiences reduced workload or census, each department management staff will review and critically analyze their work hours and determine whether there is a need to reduce the number of staff work hours (dock) that shift. At times the workload or census may require that staff who are indicated to dock be put on standby. In these cases personnel will stay on standby until called back into work or subsequently docked or their shift ends. Staff will not have the right to refuse standby. Pay for standby and callback will be in accordance with policy entitled STANDBY AND CALLBACK PAY (HR. 72). Additionally, dock time will be documented in Kronos to allow appropriate application of hours as described in Section III. Staff members may only be put on standby if they are in an eligible department and job classification as defined in the policy entitled STANDBY AND CALLBACK PAY (HR. 72).~~

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.

~~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 staff will be scheduled for docking will be made by the department head or designee.~~

II. Mandatory dock time will be applied in the following order

- A. Overtime shifts
- B. Per Diem
- C. Part-Time Staff
- D. Full-Time 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.

Employees who volunteer for time off are not

considered for mandatory dock hours under this policy. Instead, they are considered to have requested time off from work. Hours of work and use of Paid Time Off (if used) is recorded as usual for purposes of timekeeping.

If no employee desires time off, then leaders should apply the mandatory dock time in order stated in Section II above 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.

II. ~~Mandatory dock time will be applied in the following order~~

- ~~A. Per Diem Overtime~~
- ~~B. Registry/Travelers~~
- ~~C. Overtime shifts~~
- ~~D. Per Diem~~
- ~~E. Part-Time Staff~~
- ~~F. Full-Time Staff~~

~~Prior to docking staff members in categories E and F above, managers should ask if any employee wishes to take time off rather than work the shift or remainder of the shift.~~

~~Staff members who volunteer for time off are not considered for mandatory dock hours under this policy. Instead, they are considered to have requested time off from work. Hours of work and use of Paid Time Off (if used) is recorded as usual for purposes of timekeeping.~~

~~If no staff desires time off, then management should apply the mandatory dock time in the order stated in Section II above as it meets the functional needs of the department.~~

~~To ensure fairness, each department will rotate their personnel through docking procedures as appropriate to their staffing needs. The rotation should begin with the least senior staff member in the District unless directed otherwise.~~

III. Documenting mandatory dock hoursTimekeeping

Timekeeping is noted as 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.

~~Staff members who are required to dock their time will have their time entered in Kronos as mandatory dock time.~~

~~Mandatory dock hours not paid with Paid Time Off should be entered in Kronos as mandatory dock time. These hours are unpaid but are applied to:~~

- A. ~~Hours required to maintain insurance premium rate;~~
- B. ~~Accruals earned each pay period,~~
- C. ~~Qualified service hours used to compute what level Paid Time Off accrual is earned,~~

~~IV. Department management who routinely dock personnel will report staffing numbers to the division director on a weekly basis.~~

IV. Department management who routinely dock staff and 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. 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.

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



Policy Number: HR.29	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 12/08/2014
Approvers: Board of Directors (Administration), Debbie Wood (VP Human Resources)	
Per Diem Staff Members	

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

POLICY: To ensure that District facilities are able to retain a group of eligible staff members available for use on an “as-needed basis”, the District maintains Per Diem staff members. Per Diem staff does not earn most benefits typically made available to employees.

PROCEDURE: I. Classification

Active Per Diem job codes are determined by Human Resources. Directors/Managers may request Per Diem opening through the position control process when necessary to provide adequate staffing.

Weekly Hours	Bi-Weekly Hours	Classification
36-40	72-80	Full Time Benefits Eligible
20-29	40-58	Part Time Benefits Eligible
8-19	16-38	Part Time No Benefits
As Needed	As Needed <36	Per Diem No Benefits

Please refer to policy HR.61 Staff Member Categories.

II. Staff Member Acknowledgement

Upon initial hire and/or change in employment status of an existing staff member from full or part time to Per Diem, the staff member will review a copy of this policy and will sign a Per Diem Staff Member Agreement form indicating that they have read and acknowledged the requirements and commitments they make in order to remain a Per Diem staff member.

In order to become and/or remain eligible for Per Diem status, position specific availability standards must be met. Departments will set requirements to maintain Per Diem status.

III. Compensation Rate

Per Diem staff members are typically paid a specific flat rate based on the job code and job grade, and compensation levels are set annually by Human Resources. Per Diem staff members whose rate was frozen as of June 12, 2011, will preserve the frozen rate as long as the staff member remains in the same per diem job code. If the staff member transfers out of the per diem job code, the frozen rate will be relinquished and the per diem flat rate will apply should the employee return to the per diem job code.

IV. Performance Management Program

Per Diem staff members will be evaluated annually to assure performance standards are being met. No salary increase will be given as a result of the performance evaluation.

V. First Call-Off

If, as a result of reduced census, staff members are called-off or docked work time, Per Diem staff members will be called off prior to full or part time staff members according to the docking policy, unless they are under contract agreement. For details, see policy entitled DOCKING STAFF (HR. 80).

VI. PTO Pay-Out

In the event a full or part time staff member changes to Per Diem status, all accrued PTO Time in their bank at the time of status change will be paid out to the staff member at the hourly rate prior to the change. Any accrued EIB Time will be held in abeyance in the event the staff member returns to regular full or part time status.

VII. Retirement Benefits

Staff moving to or hired as Per Diem are not eligible to participate in the District's Defined Contribution Plan. If the staff member moves to full or part time status in the

future, the staff member is eligible to participate in the District's Defined Contribution Plan.

VIII. 125 Plan

Per Diem staff will not be eligible to participate in the 125 Plan. Staff members who change status to per diem who owe money into the account will continue to have deductions taken from their paycheck until the balance is satisfied. Staff members who have funds still available in the account will no longer have a deduction, but will be able to continue to provide receipts until the fund is depleted or the time period is exhausted.

IX. Standby / Callback

Standby and Callback for Per Diem staff will be paid in the same manner as for non-Per Diem staff. Please refer to policy entitled STANDBY AND CALLBACK (HR.72) for details.

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Policy Number: HR.32	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 12/08/2014
Approvers: Board of Directors (Administration), Debbie Wood (VP Human Resources)	
Working at Two or More Kaweah Delta Health Care District Jobs, Departments and/or facilities	

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

POLICY: Employees may, with permission from their primary manager, work at more than one District job or department. Additional jobs are referred to as concurrent jobs. Employees apply for concurrent jobs by following the same process used for transfer requests.

PROCEDURE: I. Primary Manager

One manager must agree to be the primary manager of the employee. This manager makes sure the employee’s payroll is confirmed.

II. Payroll

The staff member should clock in for all hours worked using the transfer function in HR Timekeeper adjusting their job number or department as appropriate. Part-time positions are always considered non-exempt. If an employee’s primary and concurrent jobs are both non-exempt, overtime will be paid for any hours worked in excess of 40 hours in a week. If an employee’s primary and concurrent jobs are both exempt no overtime will be paid for hours exceeding 40 hours in a week. If an employee has one job that is exempt and one job that is non-exempt all hours worked over 40 will be paid at overtime any week in which the non-exempt duties exceed 50% of the hours worked in that week. The department that schedules the extra hours is responsible for paying the overtime, unless an alternate agreement has been reached between the primary and concurrent managers. The primary manager confirms all hours to be paid after verifying with the appropriate manager(s) the hours worked in the concurrent department(s).

III. Accruals

Staff will accrue PTO and EIB hours based on total qualified hours worked. Accruals can only be earned on the first 80 qualifying hours worked per pay period.

IV. Employment Status

Each position will be designated as either exempt or non-exempt in compliance with federal law.

Weekly Hours	Bi-Weekly Hours	Classification
36-40	72-80	Full Time Benefits Eligible
20-29	40-58	Part Time Benefits Eligible
8-19	16-38	Part Time No Benefits
As Needed	As Needed <36	Per Diem No Benefits

Please refer to policy HR.61 Staff Member Categories.

V. Performance Evaluations/ Initial and Annual Competency

Initial and annual competency must be measured for all jobs. Staff members must be oriented to all jobs. The manager of the job being performed is responsible for making sure these requirements are met. As of 7/1/14 a performance evaluation will be completed for each job code an employee works.

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Policy Number: HR.35	Date Created: 06/01/2007
Document Owner: Dianne Cox (VP Human Resources)	Date Approved: 03/17/2014
Approvers: Board of Directors (Administration), Debbie Wood (VP Human Resources)	
Supplemental Staffing	

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

POLICY: Management must present all requests for contracting services to their Director prior to making representations to the individual(s) with whom services are being negotiated.

Managers are required to follow policy AP.69 on the use of independent contractors prior to requesting the services of an independent contractor.

As a general rule, an individual employed by the District cannot also contract to provide services to the District.

- PROCEDURE:**
- I. Human Resources will be responsible for procuring and maintaining the contracts for contracted personnel. Managers wishing to utilize temporary labor through an agency or registry are required to contact Human Resources. Human Resources, in conjunction with the manager, will select the appropriate agencies for provision of personnel.
 - II. Human Resources is responsible for obtaining all necessary documents to establish the quality of the contractor, evidence of insurability of the contractor, evidence of good health of the contracted staff, competency documents of the contracted staff (licenses/certificates, skills competency, evaluations of performance), OIG clearance, and organizational reviews of the contractors.
 - III. Individuals and companies who contract to provide personnel services with the District must provide proof that they meet all state, national, local, District and Joint Commission requirements.
 - IV. The Human Resources Department will maintain the file on independent contractors or agency staff.
 - V. Departments which utilize contract or agency staff members are responsible for assuring compliance with

regulatory standards and District standards for performance. Management is also responsible for assuring proper orientation, competency assessment, privacy and safety training for all contract and agency staff.

The department must send the appropriate checklist(s) along with all supporting documentation to Human Resources to maintain the independent contractor or agency staff file.

The Organizational Development Department provides several tiers of orientation training that range from self-study programs to regular in-depth staff orientation. It is suggested that management determine the level of orientation, privacy, and safety training needed based upon the following criteria: length of time the individual will be working for the District, location of their work and their level of involvement with staff, patients and the public.

RELATED POLICIES: AP. 69; ORIENTATION OF STAFF MEMBERS (HR. 46); ENVIRONMENT OF CARE POLICY MANUAL POLICY 1068, 8021.

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