PALOMAR HEALTH
BOARD HR COMMITTEE MEETING

December 18, 2013
5:30pm (*Dinner for Board members & invited guests*)
6:00pm Meeting

Palomar Health Corporate Offices
456 East Grand Ave, Escondido CA
1st Floor Conference Room

- Call To Order

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Presenter</th>
<th>Time Needed</th>
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</thead>
<tbody>
<tr>
<td>1. Public Comments (if any)</td>
<td>B. Krider</td>
<td>1 min.</td>
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<tr>
<td>2. Information Items</td>
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<td>3. Approval of Minutes:</td>
<td>B. Krider</td>
<td>2 min.</td>
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<tr>
<td>November 20, 2013</td>
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<tr>
<td>October 9, 2013 (Revised)</td>
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<tr>
<td>5. Pipeline Update / Dashboard</td>
<td>C. Perdomo</td>
<td>10 min.</td>
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<tr>
<td>6. Physician Onboarding</td>
<td>B. Krietzberg</td>
<td>10 min.</td>
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<tr>
<td>7. HR Organizational Chart</td>
<td>B. Turner</td>
<td>10 min.</td>
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<tr>
<td>8. Member Comments (If any)</td>
<td>Board Members</td>
<td>2 min.</td>
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</table>

**Final Adjournment Distribution:**

Bruce Krider, Chairperson
Steve Yerxa, Director
Aeron Wickes, M.D.
Michael Covert, CEO
Lorie Shoemaker, CNE
Denise Baker, Secretary

Brenda Turner, CHRO
Gerald Bracht, CAO/PMC
David Tam, CAO/POM
Janine Sarti, Chief Legal Officer
Steve Gold, Chief Sr. Care Support Svcs. Officer
Sheila Brown, CAO/PHDC

Alt: Ted Kleiter

**NOTE:** *Asterisks indicate anticipated action; action is not limited to those designated items.*

"If you have a disability please notify us at 760-740-6333, 48 hours prior to the event so that we may provide reasonable accommodations."

The next Board HR Committee Meeting will be held Wednesday, January 15, 2013.
## Approval of Minutes: November 20, 2013

TO: Human Resources Committee  
MEETING DATE: December 18, 2013  
FROM: Bruce Krider, Chairperson  

### BACKGROUND:

The Secretary of the Human Resources Committee respectfully submits the minutes of the Human Resources Committee meeting held on November 20, 2013.

### BUDGET IMPACT:

Not Applicable

### STAFF RECOMMENDATION:

Approval of attached minutes.

### COMMITTEE QUESTIONS:

### COMMITTEE RECOMMENDATION:

Motion: X  
Individual Action:  
Information:  
Required Time:
**Agenda Item** | **Discussion** | **Conclusion / Action** | **Follow-up**
--- | --- | --- | ---
**Call to Order** | 6:00 p.m. by Steve Yerxa |  |  
**Attendance** | In attendance were: Dr. Aeron Wickes, Ted, Kleiter, Michael Covert, Brenda Turner, Sheila Brown, Lorie Shoemaker and Denise Baker  
Guests: Johnson Aderohunmu, Susan Gray, Sherri Hogle, Nina Kim, Brad Krietzberg, Christina Perdomo, Leslie Solomon |  |  
**Notice of Meeting** | The notice of meeting was posted consistent with legal requirements. |  |  
**Public Comments** | No public comments were presented. |  |  
**Information Items** |  |  |  
**Minutes** | Steve Yerxa requested an edit to the October minutes. The minutes erroneously reflected the Pension Plan Amendment approval motion as having been seconded by Steve | On a motion by Steve Yerxa, seconded by Dr. Aeron Wickes, the Board approved with corrections the minutes of the October 9, 2013 meeting as submitted. | Updated minutes to be provided at December Meeting.  
**HR Organizational Update** | Brenda Turner presented an updated organizational chart for Human Resources. Compensation and Benefits were previously managed by Mike Shea. Upon Mike’s departure from the Palomar, Comp and Benefits was split among Sherri Hogle, Director Benefits/HRIS and Susan Gray, Director, Workforce Management. The org chart reflected Sherri Hogle’s promotion to Director, and listed the addition of two people to her team. Pamela Brooks, LOA Benefits Representative and Kevin Tucker, HRIS Analyst. The | Steve Yerxa requested an org chart reflecting all departments under Brenda’s direction. |  

10/20/13 HR Committee
<table>
<thead>
<tr>
<th>AGENDA ITEM</th>
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<th>FOLLOW-UP</th>
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<td>chart also reflected the shifting of Compensation responsibilities to Susan Gray. With this shift, Traci Fickel, Compensation Analyst, moved to Susan’s team.</td>
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<td>WORKFORCE STRATEGIC PLAN</td>
<td>Members of the HR Leaders group presented a high level synopsis of the revised FY13-FY15 Workforce plan which was updated to align with the new Organizational and Strategic Initiatives rolled out by Michael Covert earlier this year. Susan Gray and Christina Perdomo discussed Workforce of Tomorrow goals and milestones and Brad Krietzberg presented Learning Organization. Leslie Solomon, Sheri Hogle and Nina Kim spoke to Employee Engagement/Retention, Leadership Development &amp; Culture goals and milestones.</td>
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<tr>
<td>CEO COMPENSATION &amp; EVALUATION POLICY</td>
<td>Brenda Turner and Ted Kleiter presented the second draft of the CEO Evaluation &amp; Compensation Policy to the Board for discussion and approval. Its purpose it to provide a framework and process for evaluating CEO performance and determining compensation that is consistent with Palomar Health’s mission, and is reasonable compared with fair market value in the industry. The draft, edited by the Board HR Subcommittee (Ted Kleiter, Bruce Krider and Steve Yerxa) aligns with Michael Covert’s current contract and goals.</td>
<td>Ted Kleiter motioned to approve the policy. His motion was seconded by Dr. Aeron Wickes. The approved policy will be presented to the Board Governance, Compliance and Audit Committee in December.</td>
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<td>Member Comments (If any)</td>
<td>None noted.</td>
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<td>Final Adjournment</td>
<td>With no further business to come before the Board, the meeting was adjourned at 6:50 p.m. by Steve Yerxa.</td>
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SIGNATURES

- Committee Chairperson
  
  _________________
  
  Bruce Krider

- Committee Secretary
  
  _________________
  
  Denise Baker
Approval of Revised Minutes: October 9, 2013

TO: Human Resources Committee

MEETING DATE: December 18, 2013

FROM: Bruce Krider, Chairperson

BACKGROUND:
The Secretary of the Human Resources Committee respectfully submits the revised minutes of the Human Resources Committee meeting held on October 9, 2013. The minutes were revised to accurately reflect that the October minutes were seconded by Dr. Aeron Wickes.

BUDGET IMPACT: N/A

STAFF RECOMMENDATION: N/A

COMMITTEE QUESTIONS: N/A

COMMITTEE RECOMMENDATION:
Motion: X
Individual Action:
Information:
Required Time:
**Palomar Health**  
**BOARD OF DIRECTORS**  
**HUMAN RESOURCES COMMITTEE**  
456 East Grand Ave, Escondido CA / 1st Floor Conference Room  
October 09, 2013 Meeting Minutes *(Revised)*

<table>
<thead>
<tr>
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<th>DISCUSSION</th>
<th>CONCLUSION / ACTION</th>
<th>FOLLOW-UP</th>
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<tr>
<td>CALL TO ORDER</td>
<td>6:00 p.m. by Bruce Krider, Chairperson</td>
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<td>ATTENDANCE</td>
<td>Also in attendance were:</td>
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<td></td>
<td>Dr. Aeron Wickes, Ted, Kleiter, Brenda Turner, Lori Shoemaker and Denise Baker</td>
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<td></td>
<td>Guests: Johnson Aderohunmu, Susan Gray, Sherri Hogle</td>
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<td>NOTICE OF MEETING</td>
<td>The notice of meeting was posted consistent with legal requirements.</td>
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<td>PUBLIC COMMENTS</td>
<td>No public comments were presented.</td>
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<td>INFORMATION ITEMS</td>
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<td>MINUTES</td>
<td>On a motion by B. Krider, seconded by Dr. Aeron Wickes, the Board unanimously approved the minutes of the August 22, 2013 meeting as submitted.</td>
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<td>BENEFITS/OPEN ENROLLMENT</td>
<td>Sherri Hogle presented Palomar’s 2014 Open Enrollment highlights. The enrollment window, which opens October 21 and closes November 2, allows for a “no oops period.” This year’s Benefits Fairs “Palomar Health on a Road Trip,” will be held at PMC, PHDC and POM on October 16th – 18th from 7:30 – 4:00pm. Packets will be mailed to all employees on October 10th. Major highlights this year include:</td>
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<td>Sharp Health Plan: HMO &amp; POS</td>
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<td></td>
<td>- Changes</td>
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<td></td>
<td>- Premiums: +8.9%</td>
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<td>- Increase in Copays</td>
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<td>AGENDA ITEM</td>
<td>DISCUSSION</td>
<td>CONCLUSION / ACTION</td>
<td>FOLLOW-UP</td>
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<td>- Elimination of waiver credit (Medical and Dental)</td>
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<td>Cigna: Life, Short &amp; Long Term Disability</td>
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<td></td>
<td>- Employer premium decrease</td>
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<td>AFLAC: Supplemental Insurance:</td>
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<td>- New plan: Group Critical Illness (Post-Tax)</td>
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<td>- Enhancements to Existing Plans</td>
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**PENSION PLAN AMENDMENT**

Sherri Hogle presented the Pension Plan Amendment No. 2 To Palomar Health, Money Purchase Pension Plan (2010 Reinstatement).

Section 3.1 (a), Non-matching Employer Contributions was replaced in its entirety to reflect the employer contributions which were negotiated in the CNA and CHEU contracts:

(1) Commencing Jan 2014
   < 15 Years Employment, 4%
   > 15 Years Employment, 4.5%

(2) Commencing Jul 2014
   < 15 Years Employment, 5%
   > 15 Years Employment, 5.5%

(3) Commencing Jul 2015
   < 15 Years Employment, 7%
   > 15 Years Employment, 7.5%

Form A submitted by Committee Secretary to regular Board for approval at November meeting.
<table>
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</table>
| (4) Commencing Jan 2017 | < 15 Years Employment, 6%  
>15 Years Employment, 6.5% | The amendment was approved by Bruce Krider and seconded by Ted Kleiter. Ted Kleiter then offered a motion to present the amendment to the Regular Board of Directors Committee for approval. Motion approved by Bruce Krider. Form A will be submitted to Board Secretary for approval at November meeting. |  |
| HR Update | HR metrics are divided into four different categories: Get them, Keep Them, Grow Them and Support Them. Most of the metrics are updated annually so Brenda Turner focused her update on the metrics received quarterly; turnover and retention (Keep Them).  
- Turnover saw a significant bump over the previous quarter. The number of employees who moved out of the area tripled and those leaving for a better job/ better location (mainly Temecula) nearly doubled. Nursing turnover was up as well at 8.45%, though still less than benchmark.  
- Palomar's 90 day retention is running at about 95% so we are seeing positive results. In tracking hires retained for 24-months with a high performance rating, 43 were retained and 14 were lost, mainly to moving out of the area. In tracking hires terminated within 24-months with a low performance rating, 11 were terminated and 2 were retained. Of the 2, one received a low performance rating |  |  |
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<td>only because .5 was deducted when his BLS was not renewed timely. The other employee was transferred to a different position within the company where they are currently performing below standards. Termination is likely.</td>
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<tr>
<td>CEO COMPENSATION &amp; EVALUATION POLICY</td>
<td>Brenda Turner presented a draft CEO Evaluation &amp; Compensation Policy to the Board for discussion. Its purpose it to provide a framework and process for evaluating CEO performance and determining compensation that is consistent with Palomar Health’s mission, and is reasonable compared with fair market value in the industry. After a short discussion regarding standards of practice, Ted Kleiter recommended tabling the draft policy until the Board HR subcommittee (Ted Kleiter, Bruce Krider and Steve Yerxa) convenes to discuss and compare the draft to Michael Covert’s current contract and goals, making sure they align. The subcommittee chair, Ted Kleiter, will update the HR Board Committee on any progress made.</td>
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<tr>
<td>Member Comments (If any)</td>
<td>None noted.</td>
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<tr>
<td>Final Adjournment</td>
<td>With no further business to come before the Board, the meeting was adjourned at 6:43 p.m. by B. Krider, Chairperson</td>
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**SIGNATURES**
- Committee Chairperson
  
  ________________
  Bruce Krider

- Committee Secretary
  
  ________________
  Denise Baker

10/20/13 HR Committee
Information: Palomar Paws Program

TO: Human Resources Committee

MEETING DATE: December 18, 2013

FROM: Fran Waller, Director of Community Engagement & Volunteer Development

Background: This presentation is to give HR Board members a brief history of the old RX Pets and how we have enhanced the new Palomar Paws Program. The presentation will include 2 of Palomar’s therapy teams. The emphasis will be on how we are providing an exceptional experience for our staff and patients while engaging and connecting our volunteers in making a difference in the lives of others.

Budget Impact: N/A

Staff Recommendation:

Committee Questions/Suggestions/Requests:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:
RxPets has been operating as a program whereby, through evaluation by an animal behavioralist, certification has been provided to a dog and handler teams when they volunteer at a PH facility, but at no other time/place.

When the RxPets program was started some 25 years ago, this type of certification was almost all of what was out there. RxPets distinguished itself by allowing anyone with a good personality and a well-behaved, properly tempered dog to volunteer without evaluation by the one or two national organizations that existed back then. There have been no incidents in over more than two decades as the program has been operated.

Over same period of time, the use of dogs as therapy animals has risen exponentially. National organizations have been established that assist hospitals, correctional facilities, nursing homes, hospices, schools and other facilities feel assured that the individuals and dogs volunteering meet a published set of standards. Each of the national organizations uses a different test, and this actually allows individuals and their dogs more latitude in terms of selecting which certification is best for them. For example, some require testing more aligned with strict obedience standards, while others are more closely aligned with the current RxPets evaluation where observations occur in the hospital or school setting to see the dog/handler work together. In the end, each organization is looking for the same thing: a well-mannered dog, bonded with its cheerful person in a way that ensures consistency in the work that is being done.

Certification through a national therapy dog certification organization places much of the paperwork and all of the evaluation responsibility on the national organization. The model below outlines considerations for the use of required certification from any one of the national organizations that certifies and approves therapy dog and handler teams. This model is currently used by many organizations across the country, including hospitals, hospice, school districts, etc.

**New Model:**

PH will require any therapy dog/handler teams to have certification from a national organization. PH will allow the prospective volunteer to choose which organization they wish to belong to, based on their various volunteer activities. Certification organizations:

a. Therapy Dogs Inc:  [www.therapydogs.com](http://www.therapydogs.com)
b. Therapy Dogs International:  [www.tdi-dog.org](http://www.tdi-dog.org)/
c. Delta Society Pet Partners:  [www.deltasociety.org](http://www.deltasociety.org)
d. Love on a Leash:  [www.loveonaleash.org](http://www.loveonaleash.org)

One of the above certifications will allow the use of therapy dogs at Palomar Health Facilities under the auspices and training of Volunteer and Professional Trainer/Evaluator, Cathy Mayer. For volunteers and therapy dogs on the south campus at Pomerado, clearance may be provided by Eileen Heveron, a Palomar Health Volunteer who has been a certified evaluator for Therapy Dogs International.

There are many benefits of using a national organization for certification including testing conducted by trained evaluators. Palomar Health would still need to provide an evaluator to test prospective volunteers provided that clearance documents are provided to the program for the therapy pet as requested. Membership in the PH Volunteer program to be known as Palomar Paws is required following successful testing. This will include a veterinary check-up plus an extensive questionnaire before being approved.

Most of the certification organizations require the dogs to have more vaccines and testing than the average house pet, thereby providing greater assurance to the system regarding infection control. The health system would not need
to keep track of vet check info, however it would need to be submitted to the main volunteer office of the system. Records will be maintained in the system data base known as Volgistics.

In addition, each organization provides its approved members with $1M insurance coverage. Also, each organization requires that its members renew their membership and their veterinary check each year, so PH would only need to receive copies of the renewals.

**What will remain in place for Palomar Paws:**

- Proof of certification prior to completing all other paperwork
- Completion of Palomar Paws questionnaire
- Volunteer background check, Volunteer TB test
- Volunteer orientation, Volunteer dress codes
- Volunteer behavior code of conduct
- Annual Safety Test

Although it might not be possible, we will ask current veterinarians to stay on board to assist as they have in the past (e.g., the vets who worked with RxPets did not charge for the office visit for the RxPets dogs) and this would help retirees volunteers who have fixed incomes defray the cost of volunteering.

**Things that should be considered as no longer being needed**

Since all national therapy dog organizations required a fee for a certification annually per dog, it would be helpful to the volunteers to have their volunteer fee waived. Therefore, Palomar Paws will not charge any fee to the volunteers provided they have paid a fee to a national organization for their pet certifications. Twice yearly vet checks will also be replaced with once yearly as verified by the national organization and submitted to the volunteer office.

**For current RxPets volunteers:**

In the spirit of thanks for their great service over the years, the current RxPets volunteers will be grandfathered into the current system provided that they receive clearance through Cathy Mayer and meet the required standards for the Palomar Paws Program and volunteer requirements.

Any new dog/pet that a current volunteer wishes to use in the program would be required to be nationally certified. If a current volunteer has a national certification, that individual should move to the new model through clearance through Volunteer Services, and Cathy Mayer or Eileen Heverson.
Palomar Paws Pet Therapy Program
Palomar Health (PH) will require any therapy dog/handler teams to have certification from a national organization. PH will allow the prospective volunteer to choose which organization they wish to belong to, based on their various volunteer activities. Certification organizations that PH will accept include the following:

a. Therapy Dogs Inc: www.therapydogs.com
b. Therapy Dogs International : www.tdi-dog.org/
c. Delta Society Pet Partners: www.deltasociety.org
d. Love on a Leash: www.loveonaleash.org

Getting Started
Please contact Fran Waller, Director of Community Engagement and Volunteer Development. frances.waller@palomarhealth.org or at (442) 281.1326

- Once contacted, a Palomar Paws screening form will be sent along with the procedures that will follow. Once returned to the Director, a Palomar Paws Evaluator Volunteer will be contacted to set up a controlled evaluation appointment at PH.

Process & Procedures
- If the team passes the evaluation and interview, the evaluator will notify and send the screening form and recommendation to the Volunteer Office along with a picture of the dog and copies of all current certifications.
- The Volunteer Office will contact the perspective volunteer to do the following required PH procedures;
  - Volunteer Application
  - Background Check
  - TB Test
  - 2 hour orientation and safety test

*Please Note: This process may take up to 3 weeks depending on the original date of the on-boarding process and more time if additional screenings are required.

- When procedures are cleared and approved, The Volunteer Office will contact the new Palomar Paws Team and they will receive;
  - ID badges for both team members
  - Palomar Paws Bandana
  - Volgistics log on and assignment
  - Notification of required certs and procedures to re-qualify annually
  - A 6- month evaluation will be performed by the Director, Volunteer Coordinator along with Nurses/Staff

Non-Certified Volunteers
Same process would be followed with exception: If a volunteer does not have one of the required certifications for the Palomar Health Paws Program, volunteers are encouraged to seek the requirements needed for one of the four certifications that PH will accept. **We currently have 2 volunteers that can do control evaluations and supervised visits for 2 of the 4 certifications we require.
RX Pets

June 3, 1989 | NANCY RAY, Times Staff Writer

“With a wag of the tail and a glance at his master, Hunter heaved his oversized paws onto the clean white coverlet of the hospital bed at Palomar Medical Center in Escondido. The aging golden retriever was just what the doctor ordered for a bedridden patient—a furry bundle of love willing to give his total attention to the lonesome, bored and sometimes frightened human being he was visiting. Rx Pets got under way last month at Palomar in a program designed to bring a little more TLC into the hospital routine and has won instant acceptance from hospital personnel, pet owners, pets and, most importantly, patients who say they look forward to the four-footed visitors with as much anticipation as the two-footed kinds.”

• 20 Teams
• Certification
• Volunteer Training
• Formal Process
Palomar Paws- June 2013

• 1 of 4 National Certifications
• Controlled Evaluation and Interview
• Volunteer On-Boarding
• 28 Teams
• 2,900 Hours of Service
• Patient Registration Requests
• 3 Hospitals and Villa Pomerado
• Collaboration of Community Partners and Recognition Program
I wanted to send you a note to thank you for visiting Neal at Palomar West, he loves animals and especially when you visited on prior to his surgery, it greatly comforted him as he was nervous & scared prior to the procedure.

Neal really relaxed, and just touching Madeline made him relax.

I hope one day as life calms down I can get 2 of our wonderful dogs certified to visit others in need. Thank you for all you & your dogs do to bring comfort to others.

While I was visiting today...A doctor came in to check on the patient who had a white flower on her door. "How are you doing? Is the pain any better? Are the medications helping? etc".

The patient then looked at the doctor, then looked down at Chablis, and as she continue petting, she said...

"This is the best medicine that I have received in the four days that I have been here".

This is why we volunteer.
Irby & Chablis

Warmly,
Debbie DeGarmo-Mom
Palomar Paws Volunteers

Madeline, Cathy, and Gus

Leon
Information: Pipeline Career Services Update

TO: Human Resources Committee

MEETING DATE: December 18, 2013

FROM: Christina Perdomo, Manager Career Development, Organizational Learning

Background: This short presentation is to give HR Board members the latest data from Pipeline Career Services and the Pathmaker Internship in regards to relevance of the program to student career goals. A short video about the partnership between Organizational Learning and Del Lago Academy of Applied Sciences will also be shown.

Budget Impact: N/A

Staff Recommendation:

Committee Questions/Suggestions/Requests:

Committee RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:
Pathmaker
Internship

HR Board Meeting
December 18, 2013
Outcomes

• Identify HR Strategic Initiative(s) impacted by the Pathmaker Internship
• Review the Pathmaker Quarterly Dashboard
• View the Palomar Health and Del Lago Academy partnership trailer
Increase impact of the internship programs on mitigating labor shortages

- Create internship programs that incorporate Pathmaker and non-Pathmaker interns
- Create a streamlined structure to manage the entrance and exit processes of student experience programs
- Integrate leadership development into internship structure
- Develop strategy to increase the hiring rate of interns into the workforce
Pathmaker Quarterly Dashboard
Enduring Partnerships Video
Questions?
TO: Human Resources Board Committee

MEETING DATE: Wednesday, December 18, 2013

FROM: Dr. Duane Buringrud, Chief Medical Leadership Dev. Officer
Brad Krietzberg, Director Organizational Learning

Background: We will provide an update on Phase I of the Physician/Provider Orientation Program. The objective is to review the four components of the orientation program and discuss how this impacts the experience for new physicians. A high level overview for how we will evaluate the effectiveness of the program will also be provided.

Budget Impact:

Staff Recommendation:

Committee Questions/Suggestions/Requests:

COMMITEE RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:
Physician Orientation Experience

Alignment. Assimilation. Integration.

HR Board Committee
Objectives

- Maximize physician satisfaction & productivity
- Improve on-boarding efficiency for safe, high quality care
- Facilitate quick integration and alignment into PH system
- Minimize on-boarding stress factors
- Impact organizational performance

Project Goals

- Provide an optimal experience to ensure physician’s adapt quickly to succeed in the organization and provide high quality, safe care
FY14 Operational Initiative 3: Develop and implement a strong physician integration and alignment model that allows for effective communication, partnership and accountability in the management and care of patient.

**Milestones:**
1. Implement Phase I
   - Physician Leadership Module 3
   - Physician Orientation (Stage 1)
   - Complete for policies and procedures assessments for perioperative and cardiology services
   - Form Physician Advisory Council for external relationships

**Reporting Committees:** Board Human Resources, EMT Safety and Service

**EMT Sponsors:** Duane Buringrud, David Tam, Brenda Turner

**Initiative Managers:** Leslie Solomon, Brad Krietzberg, Maria Sudak

**Physician Leader:** Conrad, MD, Kolins, MD, Fadul, MD, Martin, MD, Cloyd, MD, Buringrud, MD, Flinn, MD, Lee, MD

**Outcome Measures:** Press Ganey, HCAHPS, Physician Engagement
Physician Orientation
Phase 1 Features

Clarity eLearning
Orientation Portal
Tours & More
Integration Support
Clarity eLearning


- Individualized evaluation of learning needs to plan EHR education
- Access to online education for easy access and speed of me learning
- Tailored education session
- 1:1 resource support
Redesigned Web Portal

Simple. Intuitive. Informative.

- Accessed through MDWired
- Single site for all education & orientation
- Friendly, easy to read icons
- Physician specific resources and tools
Tour & More


• Face to face welcome to Palomar Health
• Review of facility safety elements
• Navigation of facility for work flow
• Meet key stakeholders who can assist in their practice
• Information tools/resources to accelerate integration
Integration Support

Supplemental. Practical. Convenient.

• Real time clinical resource support during provider’s first time practicing in the facility
  o Navigation and direction
  o Work flow process support to enhance productivity
  o Maximizing use of technology
Evaluation (Phase 1)

What. Measures of success at three levels
1. Individual
2. Process – specific
3. Organization-wide

How.
Qualitative - i.e. self assessments, post surveys
Quantitative - i.e. time to reach minimum productivity, retention rates, physician engagement
Physician Orientation
Launch and Evaluate
12.16.2013

Clarity eLearning
Orientation Portal
Tours & More
Integration Support
TO: Human Resources Committee
MEETING DATE: December 18, 2013
FROM: Brenda Turner, CHRO

**Background:** With Mike Shea’s departure, there was an opportunity to restructure the department to align resources to better meet our customers’ needs while providing new opportunities for some staff members to expand their responsibilities. The organization chart represents these changes.

**Budget Impact:** N/A

**Staff Recommendation:**

**Committee Questions/Suggestions/Requests:**

**COMMITTEE RECOMMENDATION:**

Motion:

Individual Action:

Information: X

Required Time: