



AGENDA

HUMAN RESOURCES COMMITTEE A COMMITTEE OF THE BOARD OF DIRECTORS

REGULAR MEETING
Wednesday, November 17, 2021 - 9:00 AM

IN AN EFFORT TO PREVENT THE SPREAD OF COVID-19 (CORONAVIRUS), AND IN ACCORDANCE WITH THE GOVERNOR'S EXECUTIVE ORDER N-29-20, THERE WILL BE NO PUBLIC LOCATION FOR ATTENDING THIS BOARD/COMMITTEE MEETING IN PERSON. MEMBERS OF THE PUBLIC MAY LISTEN TELEPHONICALLY BY CALLING THE FOLLOWING NUMBER:

Meeting Link: <https://sangorgoniomemorialhospital-ajd.my.webex.com/sangorgoniomemorialhospital-ajd.my/j.php?MTID=m8e4df941d5be22a4cad83ed50e395ff8>

Call in number: 1-510-338-9438

Access Code: 2569 692 2858

Password: 1234

THE TELEPHONES OF ALL MEMBERS OF THE PUBLIC LISTENING
IN ON THIS MEETING MUST BE "MUTED".

TAB

I. Call to Order

R. Rader

II. Public Comment

Members of the public who wish to comment on any item on the agenda may speak during public comment or submit comments by emailing publiccomment@sgmh.org on or before 5:00 PM on Tuesday, November 16, 2021, which will become part of the committee meeting record.

A five-minute limitation shall apply to each member of the public who wishes to address the Human Resources Committee of the Hospital Board of Directors on any matter under the subject jurisdiction of the Committee. A thirty-minute time limit is placed on this section. No member of the public shall be permitted to "share" his/her five minutes with any other member of the public. (Usually, any items received under this heading are referred to staff for future study, research, completion and/or future Committee Action.) (PLEASE STATE YOUR NAME AND ADDRESS FOR THE RECORD.)

On behalf of the San Gorgonio Memorial Hospital Board of Directors, we want you to know that the Board/Committee acknowledges the comments or concerns that you direct to this Committee. While the Board/Committee may wish to occasionally respond immediately to questions or comments if appropriate, they often will instruct the CEO, or other Administrative Executive personnel, to do further research and report back to the Board/Committee prior to responding to any issues raised. If you have specific questions, you will receive a response either at the meeting or shortly thereafter. The Board/Committee wants to ensure that it is fully informed before responding, and so if your questions are not addressed during the meeting, this does not indicate a lack of interest on the Board/Committee's part; a response will be forthcoming.

TAB A

REGULAR MEETING OF THE
 SAN GORGONIO MEMORIAL HOSPITAL
 BOARD OF DIRECTORS

HUMAN RESOURCES COMMITTEE
 August 18, 2021

The regular meeting of the San Gorgonio Memorial Hospital Board of Directors Human Resources Committee was held on Wednesday, August 18, 2021. In an effort to prevent the spread of COVID-19 (coronavirus), and in accordance with the Governor’s Executive Order N-29-20, there was no public location for attending this board meeting in person. Committee members and members of the public participated via WebEx.

Members Present: Susan DiBiasi, Ron Rader (C), Steve Rutledge

Excused Absence: Steve Barron, Joel Labha

Staff Present: Steve Barron (CEO), Annah Karam (CHRO), Pat Brown (CNO), Ariel Whitley (Executive Assistant)

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
Call To Order	Chair Ron Rader called the meeting to order at 9:09 am.	
Public Comment	Members of the public who wished to comment on any item on the agenda were encouraged to submit comments by emailing publiccomment@sgmh.org prior to this meeting. No public comment emails were received.	
OLD BUSINESS		
Proposed Action - Approve Minutes: May 19, 2021 Regular Meeting	Chair Rader asked for any changes or corrections to the minutes of the May 19, 2021 regular meeting. There were none.	The minutes of the May 19, 2021 regular meeting were reviewed and will stand as presented.
NEW BUSINESS		
Reports		

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
A. Employment Activity/Turnover Reports		
1. Employee Activity by Job Class/Turnover Report (5/14/2021 through 8/11/2021)	Annah Karam, Chief Human Resources Officer, reviewed the report “Employee Activity by Job Class/Turnover Report” for the period of 5/14/2021 through 8/11/2021 as included in the Committee packet.	
2. Separation Reasons Analysis All Associates (5/14/2021 through 8/11/2021)	Annah reviewed the “Separation Reason Analysis for All Associates” for the period of 5/14/2021 through 8/11/2021 as included in the Committee packet. For this time period, there were 40 Voluntary Separations and 0 Involuntary Separations for a total of 40.	
3. Separation Reason Analysis Full and Part Time Associates (5/14/2021 through 8/11/2021)	Annah reviewed the “Separation Reason Analysis for Full and Part Time Associates” for the period of 5/14/2021 through 8/11/2021 as included in the Committee packet. For this time period, there were 26 Voluntary Separations and 0 Involuntary Separations for a total of 26.	
4. Separation Reason Analysis Per Diem Associates (5/14/2021 through 8/11/2021)	Annah reviewed the “Separation Reason Analysis for Per Diem Associates” for the period of 5/14/2021 through 8/11/2021 as included in the Committee packet. For this time period, there were 14 Voluntary Separations and 0 Involuntary Separations for a total of 14.	
5. FTE Vacancy Summary (5/14/2021 through 8/11/2021)	Annah reviewed the “FTE Vacancy Summary” for the period of 5/14/2021 through 8/11/2021 as included in the Committee packet. Annah reported that the Facility Wide vacancy rate as of 8/11/2021 was 17.39%.	

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP								
6. RN Vacancy Summary (5/14/2021 through 8/11/2021)	Annah reviewed the “RN Vacancy Summary” for the period of 5/14/2021 through 8/11/2021 as included in the Committee packet. Annah reported that the Overall All RN Vacancy rate as of 8/11/2021 was 17.87%.									
B. Workers Compensation Report										
Workers Compensation Report (7/1/2021 through 7/31/2021)	Annah reviewed the Workers Compensation Reports covering the period of 7/1/2021 through 7/31/2021 as included in the Committee packet.									
Proposed Action – Recommend approval to Hospital Board – 2022 Associates Health Plan Benefits	Annah Karam reported that the brokers had achieved a rate pass when in actuality Anthem provided a benefits renewal at a 3% premium increase. Anthem also provided a Holiday premium and a Wellness contribution when factored in do result in a rate pass. Therefore the 3% increase in medical, vision and life benefit premiums were offset by the amounts contribute back by Anthem. Currently the Total Annual Premium is \$4,894,055.00, the renewal Total Annual Premium for 2022 is \$4,889,955.00, reflecting an Annual Dollar Change of - \$4,100.00 and an Annual Percentage Change -0.1%. ROLL CALL: <table border="1" data-bbox="375 1381 1146 1461"> <tr> <td>DiBiasi</td> <td>Yes</td> <td>Labha</td> <td>Absent</td> </tr> <tr> <td>Rader</td> <td>Yes</td> <td>Rutledge</td> <td>Yes</td> </tr> </table> Motion carried.	DiBiasi	Yes	Labha	Absent	Rader	Yes	Rutledge	Yes	M.S.C., (Rutledge/DiBiasi), the SGMH Human Resources Committee voted to recommend approval to the Hospital Board of the 2022 Associates Health Plan Benefits.
DiBiasi	Yes	Labha	Absent							
Rader	Yes	Rutledge	Yes							
Proposed Action – Recommend approval to Hospital Board – Associate Holiday Gift Cards	Annah Karam noted that every year we present associates with holiday gift cards. The value of those gift cards will be as follows: Full time - \$100.00 Part Time - \$75.00 Per Diem - \$15.00 The total dollar amount is \$45,525.00 ROLL CALL:	M.S.C., (DiBiasi/Rutledge), the SGMH Human Resources Committee voted to recommend approval to the Hospital Board of the Associate Holiday Gift Cards.								

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP								
	<table border="1" data-bbox="375 310 1146 390"> <tr> <td data-bbox="375 310 570 352">DiBiasi</td> <td data-bbox="570 310 760 352">Yes</td> <td data-bbox="760 310 956 352">Labha</td> <td data-bbox="956 310 1146 352">Absent</td> </tr> <tr> <td data-bbox="375 352 570 390">Rader</td> <td data-bbox="570 352 760 390">Yes</td> <td data-bbox="760 352 956 390">Rutledge</td> <td data-bbox="956 352 1146 390">Yes</td> </tr> </table> <p data-bbox="375 390 1146 426">Motion carried.</p>	DiBiasi	Yes	Labha	Absent	Rader	Yes	Rutledge	Yes	
DiBiasi	Yes	Labha	Absent							
Rader	Yes	Rutledge	Yes							
Education – Order of the State Public Health Officer Health Care Worker Vaccine Requirement and Protocol for Health Care Workers in Acute Care Hospitals	Annah briefly reviewed the Order of the State Public Health Officer Health Care Worker Vaccine Requirement and the Protocol for Health Care Workers in Acute Care Hospitals. She explained how SGMH will be complying with the order.									
Future Agenda items	None									
Next regular meeting	The next regular Human Resources Committee meeting is scheduled for November 17, 2021.									
Adjournment	The meeting was adjourned at 9:53 am.									

In accordance with The Brown Act, *Section 54957.5*, all reports and handouts discussed during this Open Session meeting are public records and are available for public inspection. These reports and/or handouts are available for review at the Hospital Administration office located at 600 N. Highland Springs Avenue, Banning, CA 92220 during regular business hours, Monday through Friday, 8:00 am - 4:30 pm.

Minutes respectfully submitted by Ariel Whitley, Executive Assistant

TAB B

REGULAR MEETING OF THE
SAN GORGONIO MEMORIAL HOSPITAL
BOARD OF DIRECTORS

HUMAN RESOURCES COMMITTEE
SPECIAL MEETING
September 27, 2021

The special meeting of the San Gorgonio Memorial Hospital Board of Directors Human Resources Committee was held on Monday, September 27, 2021. In an effort to prevent the spread of COVID-19 (coronavirus), and in accordance with the Governor’s Executive Order N-29-20, there was no public location for attending this board meeting in person. Committee members and members of the public participated via WebEx.

Members Present: Susan DiBiasi, Ron Rader (C), Dennis Tankersley

Excused Absence: Joel Labha, Steve Rutledge

Staff Present: Steve Barron (CEO), Dan Heckathorne (CFO), Annah Karam (CHRO), Pat Brown (CNO), Ariel Whitley (Executive Assistant), Angela Brady (ED Director)

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
Call To Order	Chair Ron Rader called the meeting to order at 1:08 pm.	
Public Comment	Members of the public who wished to comment on any item on the agenda were encouraged to submit comments by emailing publiccomment@sgmh.org prior to this meeting. No public comment emails were received.	
Adjourn to Closed Session	Ron Rader reported the items to be reviewed and discussed and/or acted upon during closed session will be: ➤ Conference with Labor Negotiators The meeting adjourned to Closed Session at 1:10 pm.	
Reconvene to Open Session	The meeting adjourned from Closed Session at 2:30 pm. Ron Rader reported on the actions taken/information received during the Closed Session as follows: ➤ Participated in a Conference with Labor Negotiators.	

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
Adjournment	The meeting was adjourned at 2:31 pm.	

In accordance with The Brown Act, *Section 54957.5*, all reports and handouts discussed during this Open Session meeting are public records and are available for public inspection. These reports and/or handouts are available for review at the Hospital Administration office located at 600 N. Highland Springs Avenue, Banning, CA 92220 during regular business hours, Monday through Friday, 8:00 am - 4:30 pm.

Minutes respectfully submitted by Ariel Whitley, Executive Assistant

TAB C

A B C D E F G H I J K

EMPLOYEE ACTIVITY BY JOB CLASS / TURN OVER REPORT

08/12/2021 THROUGH 11/11/2021

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
JOB CLASS/FAMILY	CURRENT NEW HIRES	2020 NEW HIRES	YTD NEW HIRES	CURRENT SEPARATIONS	2020 SEPARATIONS	YTD TERMS	ACTIVE ASSOCIATE COUNT	LOA ASSOCIATE COUNT	CURRENT TURNOVER	ANNUALIZED TURNOVER												
	08/12/2021 THROUGH 11/11/2021		01/01/2021 THROUGH 11/11/2021	08/12/2021 THROUGH 11/11/2021		01/01/2021 THROUGH 11/11/2021	AS OF 11/11/2021	AS OF 11/11/2021	AS OF 11/11/2021													
ADMIN/CLERICAL	9	6	14	11	14	21	76	3	14.47%	27.63%												
ANCILLARY	10	9	26	8	15	21	64	2	12.50%	32.81%												
CLS	2	5	6	0	5	6	20	1	0.00%	30.00%												
DIRECTORS/MGRS	0	1	2	1	5	3	27	1	3.70%	11.11%												
LVN	1	6	5	1	6	7	25	2	4.00%	28.00%												
OTHER NURSING	8	23	22	4	35	27	66	2	6.06%	40.91%												
PT	1	1	2	0	2	3	10	0	0.00%	30.00%												
RAD TECH	2	6	5	3	5	7	33	0	9.09%	21.21%												
RN	14	47	47	18	58	47	158	8	11.39%	29.75%												
RT	1	5	4	1	7	2	22	1	4.55%	9.09%												
SUPPORT SERVICES	10	41	32	10	38	27	77	9	12.99%	35.06%												
FACILITY TOTAL	58	150	165	57	190	171	578	29	9.86%	29.58%												
<i>Full Time</i>	35	82	96	25	84	89	387	21	6.46%	23.00%												
<i>Part Time</i>	4	3	11	7	22	16	42	4	16.67%	38.10%												
<i>Per Diem</i>	19	65	58	25	84	66	149	4	16.78%	44.30%												
TOTAL	58	150	165	57	190	171	578	29	9.86%													

Current Turnover: J22
Annualized Turnover: K22

Southern California Hospital Association (HASC) Benchmark:
Turnover for all Associates = 3.20%
Turnover for all RNs = 3.50%

SEPARATION ANALYSIS
ALL ASSOCIATES
08/12/2021 THROUGH 11/11/2021

REASON	Current Qtr % by Category	Length Of Service						Total Separations
		Less than 90 days	90 days - 1 year	1-2 years	2-5 years	5-10 years	10+ years	
Voluntary Separations								
Full-Time	36.8%	2	7	5	7			21
Part-Time	10.5%				1	5		6
Per Diem	40.4%	3	10	1	5	4		23
Subtotal, Voluntary Separations	87.7%	5	17	6	13	9	0	50
Involuntary Separations								
Full-Time	7.0%			1	1	1	1	4
Part-Time	1.8%				1			1
Per Diem	1.8%	2						2
Subtotal, Involuntary Separations	12.3%	2	0	1	2	1	1	7
Total Separations	100.0%	7	17	7	15	10	1	57

Separation Reason Analysis
FULL AND PART TIME ASSOCIATES
08/12/2021 THROUGH 11/11/2021

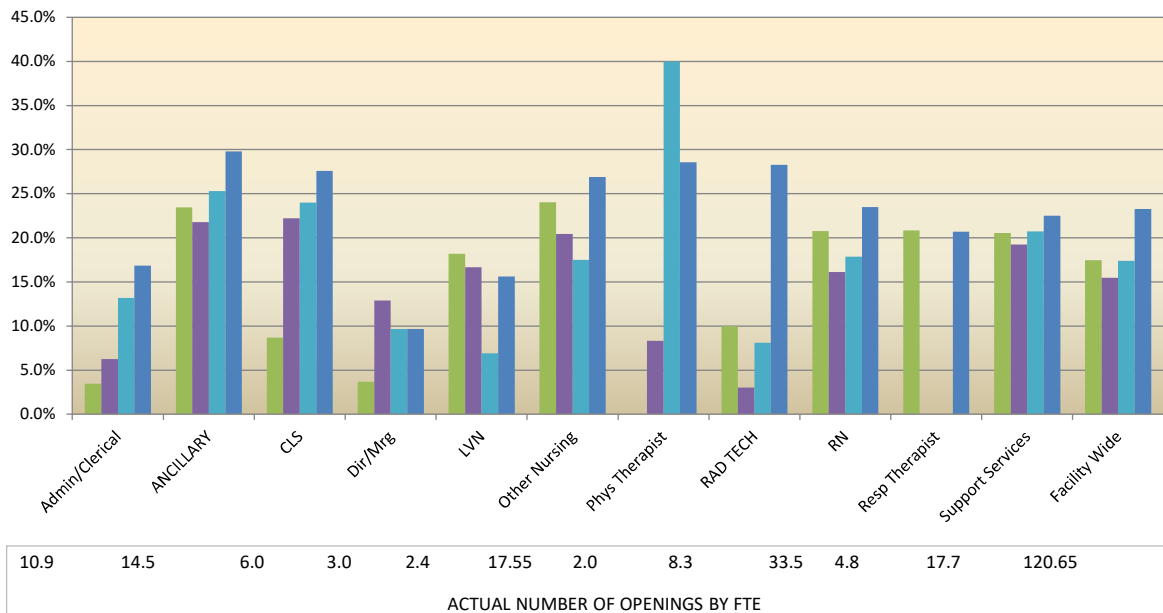
REASON	Current Qtr % by Category	Length Of Service						Total Separations
		Less than 90 days	90 days - 1 year	1-2 years	2-5 years	5-10 years	10+ years	
Voluntary Separations								
Family/Personal Reasons	15.6%		1	3	1			5
New Job Opportunity	40.6%	1	4	1	5	2		13
Job Dissatisfaction	0.0%							0
Relocation	9.4%				1	2		3
Medical Reasons	0.0%							0
Did not Return from LOA	6.3%		1			1		2
Job Abandonment	3.1%	1						1
Return to School	6.3%		1	1				2
Pay	0.0%							0
Employee Death	0.0%							0
Not Available to Work	0.0%							0
Unknown	0.0%							0
Retirement	3.1%				1			1
Subtotal, Voluntary Separations	84.4%	2	7	5	8	5	0	27
Involuntary Separations								
Attendance/Tardiness	0.0%							0
Didn't meet certification deadline	0.0%							0
Didn't meet scheduling needs	0.0%							0
Conduct	6.3%				1		1	2
Poor Performance	9.4%			1	1	1		3
Temporary Position	0.0%							0
Position Eliminations	0.0%							0
Subtotal, Involuntary Separations	15.6%	0	0	1	2	1	1	5
Total Separations	100.0%	2	7	6	10	6	1	32

Separation Reason Analysis
Per Diem Associates Only
08/12/2021 THROUGH 11/11/2021

REASON	Current Qtr % by Category	Length Of Service						Total Separations
		Less than 90 days - 90 days	1-2 1 year	1-2 years	2-5 years	5-10 years	10+ years	
Voluntary Separations								
Family/Personal Reasons	16.0%	1	1	1		1		4
New Job Opportunity	44.0%	2	5		4			11
Job Dissatisfaction	0.0%							0
Relocation	8.0%		2					2
Medical Reasons	0.0%							0
Did not Return from LOA	0.0%							0
Job Abandonment	12.0%				1	2		3
Return to School	0.0%							0
Pay	0.0%							0
Employee Death	0.0%							0
Not Available to Work	12.0%		2			1		3
Unknown	0.0%							0
Retirement	0.0%							0
Subtotal, Voluntary Separations	92.0%	3	10	1	5	4	0	23
Involuntary Separations								
Attendance/Tardiness	0.0%							0
Didn't meet certification deadline	0.0%							0
Didn't meet scheduling needs	0.0%							0
Conduct	0.0%							0
Poor Performance	8.0%	2						2
Temporary Position	0.0%							0
Position Eliminations	0.0%							0
Subtotal, Involuntary Separations	8.0%	2	0	0	0	0	0	2
Total Separations	100.0%	5	10	1	5	4	0	25

FTE Vacancy Summary: 08/12/2021 THROUGH 11/11/2021

	<u>Admin/Clerical</u>	<u>ANCILLARY</u>	<u>CLS</u>	<u>Dir/Mrg</u>	<u>LVN</u>	<u>Other Nursing</u>	<u>Phys Therapist</u>	<u>RAD TECH</u>	<u>RN</u>	<u>Resp Therapist</u>	<u>Support Services</u>	<u>Facility Wide</u>
2/15/2021	3.45%	23.46%	8.70%	3.70%	18.18%	24.04%	0.00%	10.00%	20.75%	20.83%	20.56%	17.47%
5/13/2021	6.25%	21.79%	22.22%	12.90%	16.67%	20.45%	8.33%	3.03%	16.13%	0.00%	19.23%	15.46%
8/11/2021	13.19%	25.29%	24.00%	9.68%	6.90%	17.50%	40.00%	8.11%	17.87%	0.00%	20.72%	17.39%
11/11/2021	16.84%	29.79%	27.59%	9.68%	15.63%	26.88%	28.57%	28.26%	23.50%	20.69%	22.52%	23.26%



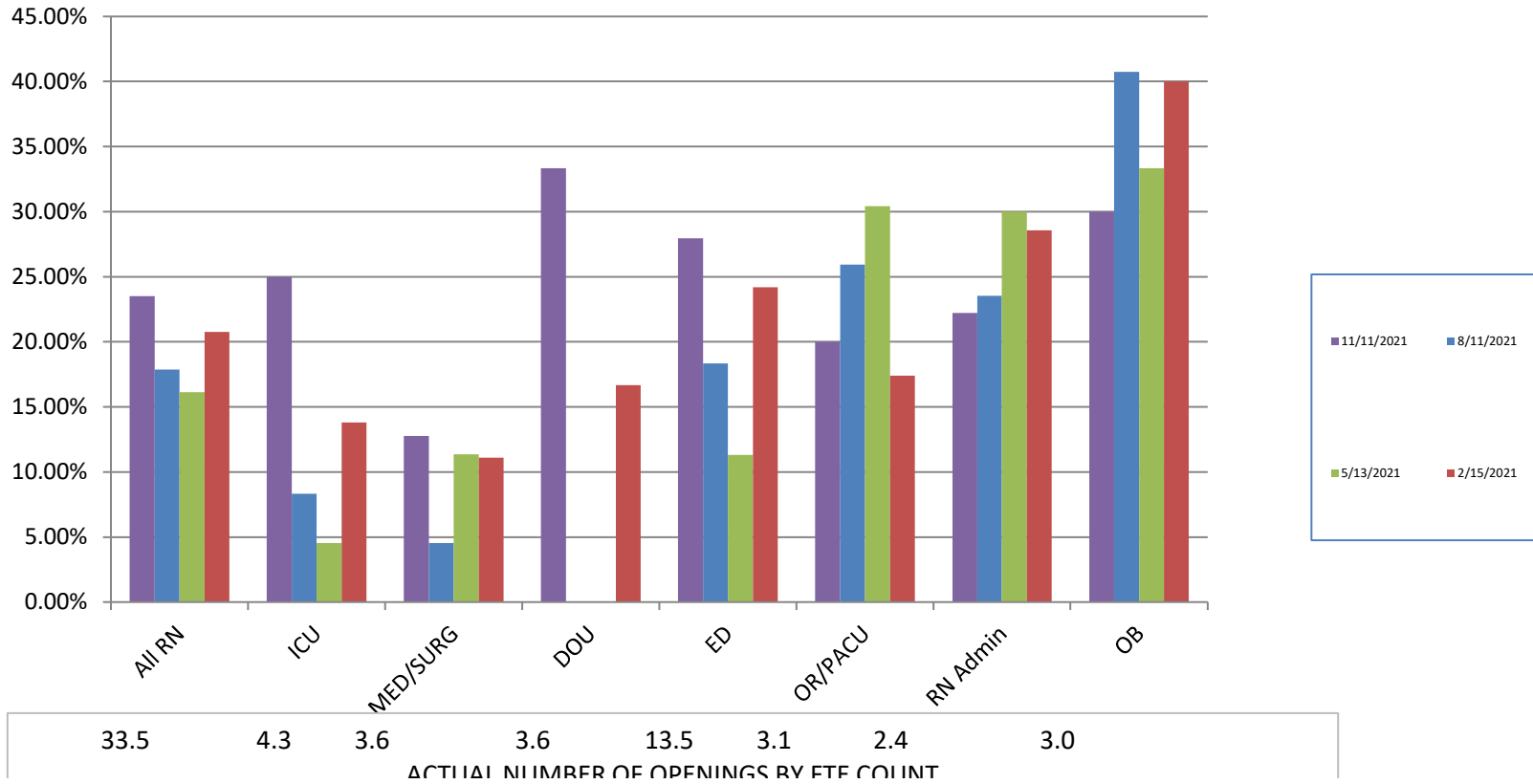
10.9	14.5	6.0	3.0	2.4	17.55	2.0	8.3	33.5	4.8	17.7	120.65
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RN FTE Vacancy Summary: 08/12/2021 through 11/11/2021

VACANCY RATE = Number of openings/(total staff + openings)

	11/11/2021	8/11/2021	5/13/2021	2/15/2021
All RN	23.50%	17.87%	16.13%	20.75%
ICU	25.00%	8.33%	4.55%	13.79%
MED/SURG	12.77%	4.55%	11.36%	11.11%
DOU	33.33%	0.00%	0.00%	16.67%
ED	27.94%	18.33%	11.32%	24.19%
OR/PACU	20.00%	25.93%	30.43%	17.39%
RN Admin	22.22%	23.53%	30.00%	28.57%
OB	30.00%	40.74%	33.33%	40.00%

	OPEN POSITIONS	TOTAL STAFF	VACANCY RATE
All RN	51	166	23.50%
ICU	6	18	25.00%
Med Surg	6	41	12.77%
DOU	5	10	33.33%
ER	19	49	27.94%
OR/PACU	5	20	20.00%
RN Adm.	4	14	22.22%
OB	6	14	30.00%



TAB D

DASHBOARD REPORT

Fiscal Year Basis: July

San Geronio Memorial Hospital

Data as of 10/31/2021

Reporting Period 10/1/2021 - 10/31/2021

TOP TEN CLAIMS

Claim Number	Claimant	Department	Cause	DOI	Status	Total Paid	Total Reserves	Total Incurred
16000811		Environmental Services	Fall, Slip or Trip Injury	2016-05-31	Open	168,145	23,771	191,915
16000026		Obstetrics	Fall, Slip or Trip Injury	2016-01-05	Open	123,427	19,019	142,446
16001005		Medical Surgical	Burn or Scald - Heat or Cold Exposures - Cor	2016-07-21	Closed	98,814	-	98,814
16000233		Environmental Services	Strain or Injury By	2016-02-20	Closed	93,934	-	93,934
16000357		Medical Surgical	Struck or Injured By	2016-03-16	Open	82,643	10,906	93,549
16000185		Medical Surgical	Fall, Slip or Trip Injury	2016-02-13	Closed	77,289	-	77,289
20805905		Surgical Services	Fall, Slip or Trip Injury	2020-08-04	Open	46,436	23,332	69,768
15000959		Environmental Services	Miscellaneous Causes	2015-07-06	Closed	61,315	-	61,315
15001966		Emergency Department	Cut, Puncture, Scrape Injured by	2015-12-05	Closed	55,952	-	55,952
17000724		Security Department	Struck or Injured By	2017-06-14	Closed	46,504	-	46,504

FREQUENCY BY DEPARTMENT

Department	Claim Count	% of Claims	Total Incurred	% of Total Incurred
Medical Surgical	30	20.98%	395,806	25.46%
Environmental Services	30	20.98%	545,566	35.10%
Dietary	16	11.19%	16,565	1.07%
Emergency Department	16	11.19%	81,810	5.26%
Surgical Services	7	4.90%	105,153	6.76%
Obstetrics	5	3.50%	199,744	12.85%
Intensive Care Unit (ICU)	5	3.50%	2,818	0.18%
Laboratory	5	3.50%	8,076	0.52%
Business Office	4	2.80%	25,919	1.67%
Medical Staff	3	2.10%	14,424	0.93%

SEVERITY BY DEPARTMENT

Department	Claim Count	% of Claims	Total Incurred	% of Total Incurred
Environmental Services	30	20.98%	545,566	35.10%
Medical Surgical	30	20.98%	395,806	25.46%
Obstetrics	5	3.50%	199,744	12.85%
Surgical Services	7	4.90%	105,153	6.76%
Emergency Department	16	11.19%	81,810	5.26%
Security Department	3	2.10%	47,323	3.04%
Nursing Administration	2	1.40%	40,666	2.62%
CT/Echotechnology	1	0.70%	37,364	2.40%
Business Office	4	2.80%	25,919	1.67%
Dietary	16	11.19%	16,565	1.07%

FREQUENCY BY CAUSE

Cause	Claim Count	% of Claims	Total Incurred	% of Total Incurred
Strain or Injury By	41	28.67%	335,254	21.57%
Fall, Slip or Trip Injury	24	16.78%	640,857	41.23%
Struck or Injured By	18	12.59%	163,287	10.50%
Burn or Scald - Heat or Cold Exposures - Contact With	15	10.49%	130,102	8.37%
Cut, Puncture, Scrape Injured by	13	9.09%	73,001	4.70%
Caught In, Under or Between	10	6.99%	15,811	1.02%
Exposure	8	5.59%	55,299	3.56%
Miscellaneous Causes	7	4.90%	95,772	6.16%
Rubbed or Abraded By	7	4.90%	45,014	2.90%

SEVERITY BY CAUSE

Cause	Claim Count	% of Claims	Total Incurred	% of Total Incurred
Fall, Slip or Trip Injury	24	16.78%	640,857	41.23%
Strain or Injury By	41	28.67%	335,254	21.57%
Struck or Injured By	18	12.59%	163,287	10.50%
Burn or Scald - Heat or Cold Exposures - Contact With	15	10.49%	130,102	8.37%
Miscellaneous Causes	7	4.90%	95,772	6.16%
Cut, Puncture, Scrape Injured by	13	9.09%	73,001	4.70%
Exposure	8	5.59%	55,299	3.56%
Rubbed or Abraded By	7	4.90%	45,014	2.90%
Caught In, Under or Between	10	6.99%	15,811	1.02%

TAB E

TP TOP PERFORMANCE[®]

Helping You Be Your Best.

11.2021

Don't Like **Change?**



Change is an inevitable part of life, but most changes — even positive ones — bring stress. Take change in stride with these strategies:

Take comfort in routine. When your life feels like it is in flux, familiar routines provide stability. Eat meals

on time, shower, keep regular sleeping and waking hours, stick to your exercise routine and follow other daily schedules as much as possible.

Reach out. Talking with a friend or family member or connecting with someone else who has shared a similar challenge, such as quitting smoking or buying a home, can help you process your feelings.

Lighten up. Taking time to laugh and have fun can make change easier. Meet with people who make you laugh, play with a pet or your children, or do something silly just for you.

Accept what you can't control. Change brings a feeling of powerlessness, and nearly everybody finds that unpleasant or even frightening. You might not be able to control every aspect of the change that is happening to you. But rather than fight it, focus on what you can control about the situation, and take small steps to give yourself time to adjust.

Change: You can count on it.

Turn Off *the Work Switch*



Leaving work can be more complicated than leaving the building. German researchers Sabine Sonnentag and Charlotte

Fritz have been studying job stress for more than two decades, and they have identified four areas that are key to controlling undue stress by separating your work from your personal life.

Control — Spending personal time on a multitude of household obligations, chores and errands can feel like a second job. Learn to say *no* to some commitments and avoid overscheduling. Instead, leave unplanned free time to enjoy as you like.

Mastery — Having success and accomplishments outside of work can help you maintain a natural separation between your job and your personal life. Take your leisure — practice a musical instrument, do puzzles, build models, do woodworking, read, paint or play a sport.

Separation — Create a barrier between your job and your personal time. That means no checking work communications or bringing work home. If you struggle with the temptation to work when you're online, plan specific off-line time — no screens allowed.

Relaxation — Have fun with family, friends and activities you enjoy. Relax without any real purpose in mind. Giving your mind a break can give you a fresh perspective and a positive attitude when you return to work.

How to Talk to Children about Work

Your children's earliest impressions of work come from you.

Here are some ways to communicate about your job with your kids:

Tell them where you are going. For very young children, it can be confusing and upsetting why Mom and Dad must disappear for hours each day. Tell them about what you did today — what you like about your job and why you do it.

Share your successes. Include your family in your professional accomplishments.

Give them a chance to see you in action. With your employer's okay, you may want to introduce your children to your job and workplace so they can experience what you do each day.

Make work relatable. For older children, pick some aspect of your job that's similar to something they experience, and share how you handle it. For example, you might both be doing research for a big project, trying to solve a problem or dealing with a difficult person. Your work can provide a great positive example, and talking about it can bring the family closer.



QUIKRISK™ Assessment: Anxiety

Anxiety affects millions of Americans. The following checklist is adapted from the Anxiety and Depression Association of America's assessment. It may help you determine if anxiety is an issue worth discussing with your health care provider. Check the statements that apply to you.

- You have worried excessively most days for the past six months.
 - You are anxious about a specific issue or event, such as work, health, your children or traveling.
 - You worry a lot about things you can't control, such as the weather, natural disasters or terrorism.
 - Your worries keep you from participating in events or having fun.
 - Your worries affect your relationships with family and friends.
 - You often feel restless, keyed up, on edge or irritable.
 - You have trouble concentrating.
 - Your worry makes you feel exhausted.
 - You avoid situations where you will be around people.
 - You have trouble falling or staying asleep.
 - You frequently have muscle tension and pain.
 - You use a substance to cope with anxiety, such as tobacco, alcohol, drugs or food.
 - You have had a panic attack (racing heartbeat, sweating, rapid breathing, sense of choking, feeling faint for no medical reason).
- Anxiety** is treatable and responds well to medication, talk therapy and self-care. If you checked off some of the statements above, talk to your provider to rule out other conditions.



For top performance, follow the 1-3-5 rule.

To get more done, resolve to complete **one** large task, **three** medium-sized tasks and **five** small tasks each day. By classifying tasks by size, you can more easily prioritize them and devote your time and energy to what is most important.

Reminder: Touching your face with dirty hands can spread infections.

Important times to wash your hands include before, during and after preparing food, after using the bathroom and before and after eating. Surprisingly, less than 75% of women and less than 50% of men wash their hands after using the bathroom. **Wash your hands with soap and cold or warm water for at least 20 seconds.** Bacteria can hide under your fingernails, so scrub them when washing up, and keep your hands away from your face. Learn more at [cdc.gov/handwashing](https://www.cdc.gov/handwashing).




The Road to Resilience

Finding ways to develop a strong sense of resiliency may help you to more easily and more naturally overcome challenges when they occur. Here are some ideas from the American Psychological Association:

- **Don't be afraid to accept help** and support from people who care about you and will listen.
- **Accept change as a part of life.** Accepting situations that you can't change can help you focus on circumstances that you can modify.
- **Try looking beyond** what's happening in the difficult moment to see how the future may be better.
- **Develop some realistic goals.** Do something regularly — even if it is a small step — that moves you toward your goals.
- **Build confidence** in your ability to solve problems and trust your instincts to help build resilience.
- **Put things in perspective.** Avoid blowing an event out of proportion.
- **Keep a positive outlook about your future.** Think about what you want instead of worrying about what scares you.
- **Take care of your needs and feelings.** Focus on activities that you enjoy and find relaxing.



Note: Due to production lead time, this issue may not reflect the current COVID-19 situation in some or all regions of the U.S. For the most up-to-date information visit [coronavirus.gov](https://www.coronavirus.gov).

The **Smart Moves Toolkit**, including this issue's printable download,  **Nutrition and the Common Cold**, is at personalbest.com/extras/21V1tools.

11.2021

Five Things Employees Think They're Entitled To ... But Aren't

By Ellen Savage, J.D.; HR Adviser,
CalChamber Labor Law Helpline

Employees often believe that they are legally entitled to certain benefits or rights at work, but in reality, no such laws exist. Consider these common examples:

1. Cell Phones

Have you noticed employees are suddenly spending a great deal of work time sending text messages or accessing social media websites on their cell phones?

Employers may prohibit employees from bringing cell phones to work entirely, or may prohibit any use during working times. Employers may not prohibit cell phone use before or after work or during meal breaks.

Employees have no legal right to possess or use personal cell phones in the workplace ...

2. Smoke Breaks

Smokers may think they have a right to more (or longer) breaks, but that is not the case.

Employees generally are entitled to a certain number of 10-minute paid rest breaks and a 30-minute meal break based on the number of hours they work.

Since smoking indoors in the workplace is generally prohibited and an employer may ban smoking anywhere on its property, employees may be limited to smoking only during their breaks and only off the property.

Employees who take more or longer breaks than those to which they are entitled may be disciplined under your policy.

3. Bereavement Leave

What do you do when your receptionist tells you her husband's great-uncle passed away, and she needs to take three days of bereavement leave to go to the out-of-town funeral?

No federal or state law gives employees a right to any bereavement leave in any situation, no matter how close a relative has passed away. Most employers do choose to give bereavement leave, but each employer may determine what degree of family relation is required to use such leave.

Note: In California, if an employer offers bereavement leave for the death of a spouse, the employer must also offer bereavement leave for the death of a registered domestic partner. Both state and federal law would also require equal treatment for a same-sex spouse.

As an employer, you may approve or deny vacation requests based on legitimate business needs ...

4. Choice of Vacation Days

Your busiest month of the year is coming up, and an employee tells you he'll be taking a two-week vacation right in the middle of the busy month.

Although the employee may have accrued plenty of vacation time in his vacation bank, he has no legal right to demand to take vacation at any particular time.

Be careful not to deny certain vacation requests, such as telling a woman who has recently returned from pregnancy disability leave that she can't take a vacation because she already took too much time away from work.

That denial may be seen as illegal retaliation on your part.

5. Paid Family Leave

One of your employees announces that he needs to take his eight weeks of “paid family leave” when his baby is born next month.

The Paid Family Leave (PFL) program is not a leave program. It is simply a wage replacement program that the state of California requires employees to fund through a mandatory payroll deduction.

PFL provides wage replacement when an employee takes a leave for baby bonding or to care for an ill family member, but it does not give an employee a right to take a protected leave.

Unless an employee has a legal right to baby bonding leave under the California Family Rights Act or the federal Family and Medical Leave Act, an employer is not required to give an employee time off.

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CalChamber Can Help ...

Did you find this white paper helpful? Sign up for a **free 7-day trial of HRCalifornia**, which includes the website's HR library, compliance tools, and select forms and checklists that help California employers with HR compliance. Limited access with a free trial.

To learn more about our CalChamber resources, please call our Customer Service Representatives at (800) 331-8877, Monday through Thursday from 8 a.m. to 5 p.m. PT., and Friday from 8 a.m. to 4 p.m. PT.

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PAGE 3

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