



Human Resources and Executive Compensation Committee

Monday, March 13, 2023 2:00 pm

UMC Trauma Building - Providence Suite 5th Floor

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
March 13, 2023 2:00 p.m.
800 Hope Place, Las Vegas, Nevada
UMC Trauma Building, ProVidence Suite (5th Floor)

Notice is hereby given that a meeting of the UMC Governing Board Human Resources and Executive Compensation Committee has been called and will be held at the time and location indicated above, to consider the following matters:

This meeting has been properly noticed and posted online at University Medical Center of Southern Nevada's website <http://www.umcsn.com> and at Nevada Public Notice at <https://notice.nv.gov/>, and at University Medical Center 1800 W. Charleston Blvd. Las Vegas, NV (Principal Office)

- The main agenda is available on University Medical Center of Southern Nevada's website <http://www.umcsn.com>. For copies of agenda items and supporting back-up materials, please contact Stephanie Ceccarelli, Board Secretary, at (702) 765-7949. The Human Resources and Executive Compensation Committee may combine two or more agenda items for consideration.
- Items on the agenda may be taken out of order.
- The Human Resources and Executive Compensation Committee may remove an item from the agenda or delay discussion relating to an item at any time.
- Consent Agenda - All matters in this sub-category are considered by the Human Resources and Executive Compensation Committee to be routine and may be acted upon in one motion. Most agenda items are phrased for a positive action. However, the Committee may take other actions such as hold, table, amend, etc.
- Consent Agenda items are routine and can be taken in one motion unless a Committee member requests that an item be taken separately. For all items left on the Consent Agenda, the action taken will be staff's recommendation as indicated on the item.
- Items taken separately from the Consent Agenda by Committee members at the meeting will be heard in order.

SECTION 1. OPENING CEREMONIES

CALL TO ORDER

1. Public Comment

PUBLIC COMMENT. This is a period devoted to comments by the general public about items on **this** agenda. If you wish to speak to the Committee about items within its jurisdiction but not appearing on this agenda, you must wait until the "Comments by the General Public" period listed at the end of this agenda. Comments will be limited to three minutes. Please step up to the speaker's podium, clearly state your name and address and please **spell** your last name for the record. If any member of the Committee wishes to extend the length of a presentation, this will be done by the Chair, or the Committee by majority vote.

2. Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation Committee meeting on January 23, 2023. *(For possible action)*
3. Approval of Agenda. *(For possible action)*

SECTION 2. BUSINESS ITEMS

4. Receive an update on HR Staffing & Department projects; and take action as deemed appropriate. *(For possible action)*
5. Review and discuss the 2023 YTD Turnovers & Hires, and take action as deemed appropriate. *(For possible action)*
6. Receive an update on the UMC Operational Goals specific to HR, and take action as deemed appropriate. *(For possible action)*

SECTION 3. EMERGING ISSUES

7. Identify emerging issues to be addressed by staff or by the UMC Governing Board Human Resources and Executive Compensation Committee at future meetings; and direct staff accordingly. *(For possible action)*

COMMENTS BY THE GENERAL PUBLIC

A period devoted to comments by the general public about matters relevant to the Committee's jurisdiction will be held. No action may be taken on a matter not listed on the posted agenda. Comments will be limited to three minutes. Please step up to the speaker's podium, clearly state your name and address and please **spell** your last name for the record.

All comments by speakers should be relevant to the Committee's action and jurisdiction.

UMC ADMINISTRATION KEEPS THE OFFICIAL RECORD OF ALL PROCEEDINGS OF UMC GOVERNING BOARD HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE. IN ORDER TO MAINTAIN A COMPLETE AND ACCURATE RECORD OF ALL PROCEEDINGS, ANY PHOTOGRAPH, MAP, CHART, OR ANY OTHER DOCUMENT USED IN ANY PRESENTATION TO THE BOARD SHOULD BE SUBMITTED TO UMC ADMINISTRATION. IF MATERIALS ARE TO BE DISTRIBUTED TO THE COMMITTEE, PLEASE PROVIDE SUFFICIENT COPIES FOR DISTRIBUTION TO UMC ADMINISTRATION AND LEGAL COUNSEL.

THE COMMITTEE MEETING ROOM IS ACCESSIBLE TO INDIVIDUALS WITH DISABILITIES. WITH TWENTY-FOUR (24) HOUR ADVANCE REQUEST, A SIGN LANGUAGE INTERPRETER MAY BE MADE AVAILABLE (PHONE: 765-7949).

**University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
Monday, January 23, 2023**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, January 23, 2023
2:00 p.m.

CALL TO ORDER

The University Medical Center Governing Board Human Resources and Executive Compensation Committee met at the time and location listed above. The meeting was called to order at the hour of 2:00 p.m. by Chair Jeff Ellis and the following members were present, which constituted a quorum of the members thereof:

Committee Members:

Present:

Jeff Ellis, Chair (via WebEx)
Laura Lopez-Hobbs
Renee Franklin (via WebEx – Joined at 2:25 pm)

Absent:

None

Others Present:

Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Ricky Russell, Chief Human Resources Officer
Rosalind Bob, Human Resources Director
James Conway, Assistant General Counsel
Stephanie Ceccarelli, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chairman Ellis asked if there were any persons present in the audience wishing to be heard on the item listed on this agenda.

None present.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on November 14, 2022. (For possible action)

FINAL ACTION:

A motion was made by Member Hobbs that the minutes be approved as presented. Motion carried by unanimous vote.

ITEM NO. 3 Approval of Agenda (For possible action)

FINAL ACTION:

A motion was made by Member Hobbs that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Review and discuss changes to the Family and Medical Leave policy, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- FMLA Policy

DISCUSSION:

Ricky Russell, CHRO, reviewed the minor changes that were made to the FMLA Policy.

He noted that a recent audit with the Department of Labor, which prompted a review of the FMLA policy. Recommendations were received regarding language added to the existing policy. These changes were made to ensure UMC is in line with the Family Medical Leave Act.

1. The Leave of Absence Claim Submission Checklist language was removed, as this checklist format is no longer used.
2. Unlawful Acts section was added to the policy with language for the Employer and the Employee to identify what is considered as an unlawful act.
3. Enforcement section was added to remind employees where to file a claim if they feel there has been an unlawful act related to FMLA.

Chair Ellis asked if we have had problem or issue with FMLA. Mr. Russel responded that we have usage of FMLA at the hospital, but no substantial issues.

FINAL ACTION:

A motion was made by Member Hobbs that the FMLA Policy changes be approved as presented and recommended to the Governing Board for approval. Motion carried by unanimous vote.

ITEM NO. 5 Review and discuss the FY23 YTD Turnovers & Hires; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

None

DISCUSSION:

Mr. Russell updated the Committee with the overall 2022 staffing terminations and hires.

There was a total of 924 terminations in CY2022; approximately 271 were RNs. There were 1,301 total hires; 409 were RNs.

The percentage of turnover rates for the calendar year for all positions was approximately 70% voluntary, 19% involuntary, 5% were failed probations and 8% were retirement.

Member Hobbs asked if the voluntary turnover total was unusual. Mr. Russell responded that the total includes per diem employees, so this is not unusual. There tends to be more per diem turnover than benefitted full/part time employees. In 2023, the way turnover is reported will be changed due to the Magnet program and how per diem turnover is reported. He added that per diems may be reported separately in the future. There was continued discussion regarding total staffing ratios and turnover benchmark data and per diem hourly work requirements.

In order to help manage salaries and benefits better, the Committee would like to see per diems in a separate data pool from the benefitted employees.

Chair Ellis asked if per diems are ever converted to full time and if we proactive at all to recruit per diems when positions are available. The team responded yes, if there is availability in the department and a vacancy is posted, per diems are welcome to apply for open permanent positions.

Ms. Wakem added that per diem hours are tracked in payroll and managers are notified when they are close to reaching the maximum hour requirement; benefits are not automatically applied. There was a lengthy discussion regarding hourly requirements and the efficiency in managing productivity for per diem and benefitted employees.

The Committee would like to receive more information regarding how per diem productivity is managed, as well as per diem utilization throughout the hospital.

FINAL ACTION:

None

ITEM NO. 6 Receive an update regarding FY23 Exit Survey Data; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

None

DISCUSSION:

Mr. Russell shared data regarding employee exit surveys. Participation is low in completing the exit surveys. The team has been trying to drive more interest in participation and options to drive interest and make it easier for employees to complete the exit survey have been implemented, such as via emails, postcards with a QR code or reaching out to the employee before their term date.

Of the employees that termed in 2022, only 152 employees completed the survey. Other statistics were provided to include tenure by years of service, job classification and reasons for leaving. Top reasons for employee exits were for personal reasons and unhappy with management. Most common comments related to reasons for unhappiness were scheduling and communication. The discussion continued with things that need to change at UMC.

He added that 35% of employees did feel that their skills were put to use and 75% felt that their experience provided professional growth. Mr. Russell went on to provide statistics regarding rate of pay. Eighty-percent felt they were treated well by their supervisor, while 50% felt that their contributions were rarely or never recognized by their leaders.

Mr. Van Houweling stated it would be interesting to see the comparison between the employee engagement survey and the employee exit survey. The discussion continued regarding the trends in terminations by department and the link with high turnover rates, management issues and the root cause.

The Committee would like to see the employee turnover statistics related to good management trends. Exit surveys could determine where problem areas are in management.

A new employee engagement survey is anticipated for April or May of this year, and this data could be compared to prior years.

Overall experience at UMC was 58% positive, 75% of employees said they would consider working at UMC again and 76% of employees are comfortable sharing ideas or concerns with their leaders.

The most common reason employees love working at UMC was love of community and coworkers. The most common comments regarding opportunities for improvement at UMC included improve staffing, communication, listen to us and leadership training.

The goal for this year is to do comparisons, drive participation in the survey and achieve 70% participation. The team is exploring options like arranging specialized focus groups and stay meetings to capture feedback.

The Committee would like to know if there are trends that could be creating higher than normal turnover. Also they would like to see if there is data of individuals that leave and come back as per diem. A discussion ensued regarding enhancement to the reinstatement and rehire policy.

SECTION 3. EMERGING ISSUES

ITEM NO. 7 Identify emerging issues to be addressed by staff or by the UMC Governing Board Human Resources sand Executive Compensation Committee at future meetings; and direct staff accordingly. (For possible action)

Discussion:

1. Job Fair held for employees that were impacted by Desert Springs Hospital. Interviews are ongoing. There were 235 attendees total and 108 offers were given, which included 43 RNs. Interviews are ongoing. Desert Springs will be closing March 11th.
2. A Special HR Committee meeting may be necessary to discuss the Physician Compensation Plan.

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair Ellis asked if there were any persons present in the audience wishing to be heard on any items not listed on the posted agenda.

SPEAKERS(S): Phyllis Mallory--Edmonson, Unit Clerk, 5-South

Out of the job offers, do you have any statistics on the acceptance of the job offers?

Mr. Russell responded that there are no specifics yet.

There being no further business to come before the Committee at this time, at the hour of 2:44 p.m. Chairman Ellis adjourned the meeting.

Approved:

Minutes Prepared by: Stephanie Ceccarelli

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**

Issue: HR Staffing & Department Updates	Back-up:
Petitioner: Ricky Russell, Chief Human Resources Officer	Clerk Ref. #
<p>Recommendation:</p> <p>That the Human Resources and Executive Compensation Committee receive an update on HR Staffing & Department projects; and take action as deemed appropriate. <i>(For possible action)</i></p>	

FISCAL IMPACT:

Unknown

BACKGROUND:

The UMC Human Resources department has experienced a few staffing changes recently. Additionally, there are a few new projects the HR team is working on, which the Human Resources and Executive Compensation Committee will be updated.

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**

Issue: 2023 YTD UMC Turnovers & Hires update	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
<p>Recommendation:</p> <p>That the Human Resources and Executive Compensation Committee review and discuss the 2023 YTD Turnovers & Hires, and take action as deemed appropriate. (<i>For possible action</i>)</p>	

FISCAL IMPACT:

Unknown

BACKGROUND:

UMC monitors turnovers and hires each month and reports the data to the hospital leadership team. This data is reported out to the Human Resources and Executive Compensation Committee at least once per quarter.

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**

Issue: HR Organizational Goals Update	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
<p>Recommendation:</p> <p>That the Human Resources and Executive Compensation Committee receive an update on the UMC Operational Goals specific to HR, and take action as deemed appropriate. <i>(For possible action)</i></p>	

FISCAL IMPACT:

Unknown

BACKGROUND:

Each year, the UMC Governing Board reviews and approves a set of operational goals, five (5) of which are usually directly related to human resources. A progress update on the human resources goals are given to the Human Resources and Executive Compensation Committee every few months.

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**

Issue: Emerging Issues	Back-up:
Petitioner: Ricky Russell, Chief Human Resource Officer	Clerk Ref. #
<p>Recommendation:</p> <p>That the Human Resources and Executive Compensation Committee identify emerging issues to be addressed by staff or by the UMC Governing Board Human Resources and Executive Compensation Committee at future meetings; and direct staff accordingly. <i>(For possible action)</i></p>	

FISCAL IMPACT:

None

BACKGROUND:

None