Human Resources and Executive Compensation Committee

Monday, August 23, 2021 2:00 PM

ProVidence Suite - Trauma Building 5th Floor

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
SPECIAL MEETING
August 23, 2021 2:00 p.m.
800 Hope Place, Las Vegas, Nevada
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 June 21, 2021. *(For possible action)*

3. Approval of Agenda. *(For possible action)*

SECTION 2. BUSINESS ITEMS

4. Discuss, score, and approve the Human Resource and Executive Compensation Committee CEO Performance Goals for FY2021; discuss, score and approve all other Governing Board Committee CEO Performance Goals for FY2021, and make a recommendation for approval by the UMC Governing Board; and direct staff accordingly. (*For possible action)*

5. 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.

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).

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, June 21, 2021
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 2:01 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
Laura Lopez
Renee Franklin
Barbara Fraser – Ex-officio

Absent:
none

Others Present:
Mason VanHouweling, Chief Executive Officer (via phone)
Kurt Houser, Chief Human Resources Officer
Ricky Russell, Director of Human Resources Operations
Jennifer Wakem, Chief Financial Officer
Donald Mackay, MD
Danita Cohen, Chief Experience Officer
James Conway, Assistant General Counsel
Stephanie Ceccarelli, Governing Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chairman Ellis asked if there were any public comment to be heard on any item on this agenda.

None.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on January 25, 2021. *(For possible action)*

FINAL ACTION: A motion was made by Member Hobbs that the minutes be approved as recommended. Motion carried by unanimous vote.

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

FINAL ACTION: A motion was made by Member Renee Franklin that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a briefing on the creation of staffing standards; and direct staff accordingly. *(For possible action)*

DOCUMENTS SUBMITTED:
- Productivity Targets PowerPoint

DISCUSSION:

Kurt Houser, Chief Human Resource Officer, introduced Ricky Russell as the new Director of Human Resources Operations. Ricky joined UMC in March and we are happy to have him as a part of the team. Welcome Ricky!

Jennifer Wakem, Chief Financial Officer, provided an informational briefing of UMC's staffing standards for the hospital. She reminded the Committee that a consultant was used to review six months of actual data from UMC and to calculate the productivity targets for the hospital, which included departmental skill mix.

Ms. Wakem went on to explain how the hours in the critical care nursing units are calculated and the differences between the variable and fixed departments. A high level overview of the census, units of service, patient days and average volumes were discussed. A conversation continued regarding how the target hours per unit of service is achieved, as well as how the FTE to patient ratio is determined for each nursing unit.

Kauffman Hall is the daily productivity performance tool that the entire organization uses to calculate necessary employee volume/ratio per patient per department. A dashboard of the daily department performance productivity model was shown. Ms. Wakem reminded the Committee that there is a core number of staff that must be maintained to keep the unit open.

The Committee asked for clarification regarding the FTE status, and if they are UMC FTEs or does this also include contract labor staffing. Ms. Wakem stated that it is a combination of both employed and contract labor to satisfy staffing needs. A conversation ensued regarding how management monitors staffing and how it affects the HCAHPS scores.

Lastly, the Committee reviewed the fixed staffing departmental unit of service calculator.

FINAL ACTION TAKEN: None

ITEM NO. 5 Review and recommend for approval by the UMC Governing Board, and ratification by the Hospital Board of Trustees, the Fiscal Year 2022 salary plan cost of living adjustment ("COLA"), effective July 1, 2021, to the current Collective Bargaining Agreement between UMC and the Service Employees International Union, Local 1107; and recommend approval of the same percentage increases in the salary range for non-bargaining unit employees,

excluding management plan employees, physicians, physician assistants, nurse practitioners, and those employees covered by a separate collective bargaining agreement; and direct staff accordingly. *(For possible action)*

DOCUMENTS SUBMITTED:

- COLA Slides

DISCUSSION

Mr. Houser provided the Committee with background regarding the contract that was approved between UMC and the SEIU. In FY2021, the parties agreed to no COLA for the bargaining unit members. A stipulated re-opener for Article 14 COLA was to begin in January.

After many meetings, the parties reached an agreement for a 4.5% COLA increase for the FY2022. Mr. Houser added that the percentage includes a 2.5% recognition for FY2021.

The COLA increase will go to the Board of County Commissioners for full approval in July. Payments for the increase will be retroactive to July 1, 2021.

FINAL ACTION TAKEN:

A motion was made by Member Franklin that the agreement be approved and make a recommendation to the Board of Hospital Trustees to approve the Fiscal Year 2022 salary plan cost of living adjustment ("COLA"). Motion carried by unanimous vote.

ITEM NO. 6 Review the preliminary results from the Employee Engagement Survey; and direct staff accordingly. *(For possible action)*

DOCUMENTS SUBMITTED:

- 2021 Employee Survey Executive Overview

DISCUSSION:

Kurt Houser, Chief Human Resource Officer, provided the Executive Summary from UMC's 2021 Employee Engagement Survey.

An overview of the results showed there were 2,038 respondents to the survey, which was a response rate of 61%. The previous high response rate was 38%. PressGaney was used for the first time, allowing UMC to have a benchmark against other hospitals.

The three major areas were Engagement, with a score of 3.94, Safety Culture with a score of 3.64, and Resilience with a score of 4.02. A detailed breakdown of the engagement scores was provided. UMC was 36th percentile for academic medical centers. Overall engagement performed in the 24th percentile compared to the national average. UMC received a moderate leader index score of 76%, slightly below the national average of 85%.

Mr. Houser also provided a list of the high performing theme items that were promoted and the areas for improvement and focus. He highlighted six engagement questions of focus. Discussion ensued regarding productivity and telework activity.

Next a display of the rank of key performance areas of focus and the impact that key driver items have on the engagement score was provided.

Lastly, there was a brief review of the leader index. Areas for improvement were discussed. A focus group is being formed to determine why certain work unit areas scored lower than anticipated.

A conversation ensued regarding effective communication with staff based on the survey results.

FINAL ACTION TAKEN: None

SECTION 3. EMERGING ISSUES

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

Member Hobbs inquired about the bonus structure for this year.

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chairman Ellis asked if there were any public comments to be heard on any items not listed on the posted agenda.

There being no further business to come before the Committee at this time, at the hour of 3:38 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: **CEO Performance Goals for FY2021**	**Back-up:**
Petitioner: **Kurt Houser, Chief Human Resource Officer**	**Clerk Ref. #**

Recommendation:

That the Human Resources and Executive Compensation Committee discuss, score, and approve the Human Resource and Executive Compensation Committee CEO Performance Goals for FY2021; discuss, score and approve all other Governing Board Committee CEO Performance Goals for FY2021, and make a recommendation for approval by the UMC Governing Board; and direct staff accordingly. ***(For possible action)***

FISCAL IMPACT:

None

BACKGROUND:

The Human Resources and Executive Compensation Committee will review the CEO Performance Goals.

Cleared for Agenda
August 23, 2021

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The Highest Level of Care in Nevada

UMC Human Resources and Executive Compensation Committee
FY21 Goal Achievement Presentation
August 23, 2021

FY2021 HR Goals - Update

- Develop and implement the employee engagement survey with a >50% participation rate. Evaluate survey data to identify action items
  - **Achieved: Completion rate was 61%**
    - **Previous high percentage was 38%**
  - **Provided preliminary findings to C-Suite in June 2021**
  - **Provided summary to GB in June 2021**
  - **Provided immediate information to staff at CEO Town Halls**

- Review and update the employee off-boarding program to include a revised Exit Survey
  - **Achieved: Survey redeveloped to focus on specific HR items**
  - **Reduced average time to completion from 12 to 8 minutes**
  - **Increased participation from 2.5 per month to 14 per month over 2 month start**
  - **Participates are given a $5 gift card for completing the survey**

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FY2021 HR Goals - Update

- In support of UMC's mission to be fiscally responsible, execute established staffing standards prior to budget year beginning July 2021
  - **Achieved: Staffing standards have been developed and applied to all UMC departments as of May 2021**
  - **Agreed upon method and business rules developed for updated future standards**
  - **Presented to HR Committee in June 2021**

- Update Leadership Boot Camp material based on lessons learned, and new CBA with all managers attending by end FY21
  - **Achieved: Added hard-skill topics: KRONOS, M-plan computer applications, FMLA, Worker’s Compensation, and Self-Care**
  - **Two 8-week sessions completed during FY-21**
  - **46 new leaders completed LBC in FY-21 with the remaining 3 scheduled in Fall 21**

FY2021 HR Goals - Update

- Develop interdisciplinary participation in all major organizational training programs
  - **Achieved: Reviewed all programs to include IDP**
  - **Added Cultural Competency Training per SP 470 (nursing, interpretive services, EEO, clinical education, among others, participate)**

- Review and update entry level job descriptions
  - **Achieved: We reviewed every job description**
  - **Updated jobs, specifically removed one-year experience requirement to provide positions for entry level, development and succession planning. Examples:**
    - **HR Analyst**
    - **Experience**
    - **More new-grad RNs**

FY2021 HR Goals - Update

- Further develop staff skills within the Employee Development and Succession Planning Programs
  - **Achieved: Distributed to all directors in June 2021 (follow on from last year where gap analysis and initial succession plan tool was implemented)**
  - **Training to directors to expand to all managers in July 2021**

- In collaboration with the Communication and Diversity Committee, provide educational materials to all MPLAN staff via the online Harvard Implicit Association Tests, and attend Cultural Competency training to foster introspection in regards to implicit bias, cultural competency, and inclusive leadership
  - **Achieved: EEO Program Manager provided multiple tools to M-plan. M-plan employees voluntarily communicated their findings on an implicit bias Harvard developed tool to EEO Program Manger**

Fiscal 2021
UMC CEO Performance Objectives

	Y/N	Potential	Achieved	Comments
		100.00%	73.75%	
Finance/Operations 25%	**Goal Met**	25.00%	25.00%	
Exceed fiscal year budgeted income from operations after depreciation and amortization.	Y	12.50%	12.50%	
Actual SWB per Adjusted Patient Day is less than $2,449 or Actual SWB as a percentage of net operating revenue is less than 66.17%.	Y	12.50%	12.50%	
Section Total		25.00%	25.00%	
Clinical Quality 30%	**Goal Met**	30.00%	25.00%	
Improve or sustain improvement from prior calendar year (CY19 / CY20) in the following Inpatient measures: – CLABSI – SSI: COLON – CAUTI – PSI 90	N	6.00%	3.50%	CLABSI 0.765 to 1.373 or 0.687 excluding Covid (50%) CAUTI 1.123 to 1.359 or 0.886 excluding Covid (35%) SSI 1.519 to 1.962 (no Covid) PSI 90 1.065 to 1.556 or 1.447 excluding Covid (7%)
Improve or sustain improvement from prior calendar year (CY19 / CY20) in the following Outpatient measures: – Colorectal Screening (ACO #19 Measure OP) – Breast Cancer Screening (ACO #20 Measure OP)	N	6.00%	3.50%	Colorectal 29% to 28% Breast CA 39% to 34%
Develop a plan and demonstrate improvement from prior calendar year (CY19 / CY20) in the following HCAHPS composite measures: – Responsiveness of Staff – Cleanliness of Environment – Quietness of Hospital – Discharge Information	Y	6.00%	6.00%	Responsiveness 60% to 61% Cleanliness 63% to 64% Quietness 49% to 52% Discharge 82% to 84%
Demonstrate improvement (utilizing the Star Ratings) from prior calendar year (CY19 / CY20) in the overall perception of care/service at UMC Quick Cares through the following online review sites: – Yelp – Google	Y	6.00%	6.00%	Yelp 2.6 to 2.6 Google 2.8 to 3.0
Successful TJC Survey	Y	6.00%	6.00%	Accredited
Section Total		30.00%	25.00%	**Earned 25%**
Human Resources 20%	**Goal Met**	20.00%	0.00%	
Develop and implement the employee engagement survey with a >50% participation rate. Evaluate survey data to identify action items.		2.50%		
Review and update the employee off-boarding program to include a revised Exit Survey.		2.50%		
In support of UMC's mission to be fiscally responsible, execute established staffing standards prior to budget year beginning July 2021.		2.50%		
Update Leadership Boot Camp material based on lessons learned, and new CBA with all managers attending by end FY21.		2.50%		
Develop interdisciplinary participation in all major organizational training programs		2.50%		
Review and update entry level job desctiptions		2.50%		
Further develop staff skills withing the Employee Development and Succession Planning Programs		2.50%		
In collaboration with the Communicaiton and Diversity Committee, provide educational materials to all MPLAN staff via the online Harvard Implicit Association Tests, and attend Cultural Competency training to foster introspection in regards to implicit bias, cultural competency, and inclusive leadership		2.50%		
Section Total		20.00%	0.00%	
Strategic Planning Committee 25%	**Goal Met**	25.00%	23.75%	
Continued Leadership in Las Vegas Medical District: Continue to play a leading role in the development of the Las Vegas Medical District.	Y	6.25%	6.25%	
Improved Results in the Six Focus Areas: Deliver improved results (financial and clinical) in the six focus areas (Ambulatory, Cardiology, General Surgery, Oncology, Orthopedics and Pediatrics).	Y	6.25%	6.25%	
Establish at least one new Ambulatory service for UMC to strategically respond to COVID-19 needs for the community in partnership with UNLV SoM.	Y	6.25%	5.63%	
Develop new Annual Strategic Plan and a five-year financial plan (FY 21 – FY 25 inclusive) for UMC as a whole with a consolidated income statement and cash flow statement. The plan will be granular down to the service line level and, within service lines will forecast volumes, revenue and expenses by sub service line.	Y	6.25%	5.63%	
Section Total		25.00%	23.75%	**Earned 23.75%**
Objective Total		100.00%	73.75%	

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

Issue: **Emerging Issues**	**Back-up:**
Petitioner: **Kurt Houser, Chief Human Resource Officer**	**Clerk Ref. #**

Recommendation:

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. *(For possible action)*

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
August 23, 2021

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