



Human Resources and Executive Compensation Committee

Monday, June 21, 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
June 21, 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 in the following locations:

University Medical Center 1800 W. Charleston Blvd. Las Vegas, NV (Principal Office)	CC Government Center 500 S. Grand Central Pkwy. Las Vegas, NV	Third Street Building 309 S. Third St. Las Vegas, NV	Regional Justice Center 200 Lewis Ave., 1 st Flr. Las Vegas, NV
City of Las Vegas 400 Stewart Ave. Las Vegas, NV	City of Henderson 240 Water St. Henderson, NV		

- 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 25, 2021. *(For possible action)*
3. Approval of Agenda. *(For possible action)*

SECTION 2. BUSINESS ITEMS

4. Receive a briefing on the creation of staffing standards; and direct staff accordingly. *(For possible action)*
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)*
6. Review the preliminary results from the Employee Engagement Survey; and direct staff accordingly. *(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
January 25, 2021**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, January 25, 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 (via phone)
Laura Lopez (via phone)
Renee Franklin (via phone)
Barbara Fraser – Ex-officio (via phone)

Absent:

none

Others Present:

Mason VanHouweling, Chief Executive Officer (via phone)
Kurt Houser, Chief Human Resources Officer
Jennifer Wakem, Chief Financial 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 October 19, 2020. (For possible action)

FINAL ACTION: A motion was made by Member Renee Franklin 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 an informational presentation of the benefits offered to UMC employees; and direct staff accordingly. (For possible action)

DOCUMENTS SUBMITTED:

- Benefits Overview PowerPoint
- Employee Benefit Summary

DISCUSSION:

Kurt Houser, Chief Human Resource Officer provided an informational briefing of UMC's employee benefits program and thanked staff for their assistance and support.

A review of the salaries, wages and benefits for FY 2020 were first reviewed. As a percent of salaries, the benefit load is over 46%. Jennifer Wakem, Chief Financial Officer, added we are required to submit data to the State. A comparison to other facilities, the percentage is around 30%.

Chairman Ellis asked why longevity and EIB are added as benefits. Ms. Wakem responded that they are incentives unique to UMC. The conversation continued regarding the EIB and longevity benefits.

Mr. Houser continued the discussion describing that PERS is a fully employer paid pension program. UMC currently pays 29.25% of employee wages into PERS. This will increase to 29.75% as of July 2021 and employees are fully vested after 5 years. He added that though UMC employees do not contribute into the Social Security program, they do pay Medicare taxes. Examples of PERS calculations, which would illustrate the monthly pension compensation after 20 years of service were displayed. A discussion ensued regarding the costs associated with the PERS and other benefits that are offered through UMC.

Longevity is a non-management plan for eligible employees hired prior to September 6, 2016. They would be eligible for longevity after 8 years of service. There are currently 1,239 employees receiving longevity benefits.

There are two medical insurance plan options available to employees, Clark County Self-Funded and Health Plan of Nevada (HPN). The plans were discussed in detail and the differences in premiums were highlighted. Premiums have been raised by approximately \$10 a month.

Consolidated Annual Leave (CAL) includes 11 paid holidays. Rate of accrual, CAL credits and annual account contributions were discussed. Mr. Houser next detailed the Extended Illness Bank (EIB) and described how it relates to CAL. A

breakdown of the earned accrual rate, when EIB is initiated and the cash out options based on years of service was also reviewed. He added when EIB reaches 720 hours, accrual goes directly into the CAL bank so it is not lost.

Other benefits include no state income tax, \$2K per year tuition reimbursement, deferred compensation via Mass Mutual/Empower Retirement, Employee Health services, bereavement leave, in-service education and the Employee Assistance Program (EAP). Employees also benefit from basic and supplemental life insurances, accidental death and dismemberment, meal discounts, community discounts, FMLA and worker's compensation.

Chair Ellis inquired if short term and long term disability was available to employees. Mr. Houser will provide feedback to the Committee on the availability of this benefit.

FINAL ACTION TAKEN: None

ITEM NO. 5 Receive an update on the UMC Governing Board Human Resources and Executive Compensation Committee's Fiscal Year 2021 Goals (For possible action)

DOCUMENTS SUBMITTED:

- FY 2021 HR Goals Slides

DISCUSSION:

Mr. Houser updated the Committee on the status of the FY2021 HR CEO goals.

1. Develop and implement the employee engagement survey with a greater than 50% participation rate.

This goal has been carried over from 2020 due to COVID. It is planned to be executed by April 2021 using a Press Ganey model.

2. Review and update the employee off-boarding program to include a revised exit survey.

This program will begin this year.

3. In support of UMC's mission to be fiscally responsible, execute established staffing standards prior to budget year beginning July 2021.

The targets are in place and staffing standards have been established throughout the facility. Mr. Houser added that this topic will be reviewed at the next Committee meeting.

4. Update Leadership Boot Camp material based on lessons learned and new CBA with all managers attending by end of FY21.

Leadership boot camp will restart in the spring of 2021 based on lessons learned and the new CBA. All managers will be scheduled to attend before the end of the fiscal year.

5. Develop interdisciplinary participation in all major organizational training programs.

A list will be provided to the Committee before the end of the fiscal year.

6. Review and update entry level job descriptions.

New entry level job descriptions have been developed.

7. Further develop staff skills within the Employee Development and Succession Planning Programs.

A plan of action is being developed and updates will be provided prior to the end of the fiscal year.

8. 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.

Tests and trainings are currently being done by staff. Updates will be provided to the Committee by the end of the fiscal year.

FINAL ACTION TAKEN: None

ITEM NO. 6 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)

FINAL ACTION TAKEN: None

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 3:13 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: Employee Engagement Survey Results	Back-up:
Petitioner: Kurt Houser, Chief Human Resource Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee receive a briefing on the creation of staffing standards; and direct staff accordingly. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

Jennifer Wakem, CFO, will provide a briefing on the creation of various departmental employee staffing standards by using the staffing standard calculator.

Cleared for Agenda
June 21, 2021

Agenda Item #



Productivity Targets

Planned Hours per Unit of Service Calculator

UMCSN

MICU

20 <- Available Beds

3000601000

Patient Day

						New FTE's
Medical Surgical Baseline						
Hours per FTE per Annum	2,080.00	New UOS/Day				Base on new UOS
Average Patient Day Per Day	16.25	18.67				
Annualized Days of Operation	366.00	365				
Annualized Patient Volume	5,947.50	6,813				
Hours Base Per Day	24.00	24.00				
Hours of Coverage per Annum	8,784.00	Hrs./PA	Calc1	HPUOS	FTE	
Planned RN to Patient Ratio	1 to: 1.80	18,777.78	13.3333	13.3333	38.07	43.66
Cardiac Monitor Tech	4.20	8,736.00	1.4689	1.4689	4.20	4.20
Patient Attendant	0.25	520.00	0.0874	0.0874	0.25	0.25
Cert Nursing Asst	0.25	520.00	0.0874	0.0874	0.25	0.25
Charge Nurse	4.20	8,736.00	1.4689	1.4689	4.20	4.20
Clinical Manager / Supervisor	0.90	1,872.00	0.3148	0.3148	0.90	0.90
ZERO BASED TARGET		20,384.00	16.7607	16.7607	47.87	53.46

Proposed Target

Department: MICU			
Job Class	Productive Hours	Skill Mix %	FTE's
Cardiac Monitor Tech	3,907.50	7.72%	3.76
Patient Attendant	310.00	0.61%	0.30
Cert Nursing Asst	115.00	0.23%	0.11
Charge Nurse	1,849.00	3.65%	1.78
Clinical Manager / Supervisor	2,300.00	4.55%	2.21
Registered Nurse-Critical Care	42,119.00	83.24%	40.50
Totals	50,600.50	100.00%	48.65

NURSING DEPT – DAILY PRODUCTIVITY



Daily Productivity Performance

University Medical Center of Southern Nevada

One Day Period for June 11, 2021



Division			Workload Statistic	Actual Data			Target Data		Variance	Summary	Month to Date (11 Days)		
				Alert Flag	Workload Volume	Productive Hours	Prod Hrs / Statistic	Productive Hours	Prod Hrs / Statistic	Hours	Productivity Index	Alert Flag	Productivity Index
	Dept	Department											
	3000627000	3-WE	Patient Day	▼	19	257	13.50	221	11.60	(36)	85.93%	►	99.88%
	3000709500	Telemetry	Calendar Days	▼	1	103	102.50	90	90.36	(12)	88.16%	►	97.26%
	3000723000	ED	Visit	▼	211	622	2.95	555	2.63	(68)	89.11%	►	98.90%
	3000601000	MICU	Patient Day	▼	18	339	18.81	302	16.76	(37)	89.12%	▲	101.47%
	3000608500	3-SO	Patient Day	▼	21	268	12.94	241	11.64	(27)	89.91%	▲	101.64%
	3000603500	CCU/CVCU	Patient Day	►	22	387	17.59	368	16.74	(19)	95.14%	▲	100.84%
	3000872000	Professional Practice Services	Worked Days	►	1	88	87.50	85	84.90	(3)	97.02%	▼	81.50%
	3000723500	TR-ED	Visit	►	37	120	3.24	117	3.18	(3)	97.90%	▲	109.38%
	3000719200	Transplant Svcs	Calendar Days	►	1	105	104.50	103	103.02	(1)	98.58%	▼	82.76%
	3000709000	Cardiology	IP & OP Units of Service	▲	151	67	0.44	67	0.45	0	100.71%	►	95.53%
	3000608600	4-SO	Patient Day	▲	32	268	8.41	282	8.83	14	105.07%	▲	109.36%
	3000711000	EKG	IP & OP Procedures	▲	144	69	0.48	73	0.51	4	106.16%	►	98.71%
	3000612000	PEDS	Patient Day	▲	13	157	11.97	168	12.81	11	107.01%	▲	103.67%
	3000705100	Sterile Reproc	Items Processed	▲	499	138	0.28	151	0.30	13	109.76%	▲▲	119.79%
	3000609400	2-SO	Patient Day	▲	20	264	13.34	293	14.79	29	110.93%	▲	109.69%
	3000861200	Critical Care Services	Worked Days	▲	1	61	60.75	67	67.39	7	110.93%	▲	100.67%
	3000609000	5-NO	Patient Day	▲	31	237	7.62	272	8.72	34	114.49%	▲	108.72%
	3000702700	PACU	Recovery Minutes	▲	190	163	0.86	186	0.98	24	114.76%	▲	100.77%
	3000828000	Clinical Education	Worked Days	▲▲	1	56	56.00	65	65.04	9	116.14%	►	97.55%
	3000606400	BCU	Patient Day	▲▲	15	245	16.30	285	18.98	40	116.44%	►	99.77%
	3000625000	SICU	Patient Day	▲▲	16	228	14.25	269	16.83	41	118.13%	▲	100.85%
	3000608400	4-NO	Patient Day	▲▲	42	304	7.28	369	8.85	66	121.66%	▲▲	124.85%

Planned Hours per Unit of Service Calculator
Human Resources

UMCSN

Work Day

Medical Surgical Baseline				
Hours per FTE per Annum	2,080.00			
Volume per Day	1.00			
Annualized Days of Operation	250.00			
Annualized Volume	250.00			
Hours Base Per Day	8.00			
Hours of Coverage per Annum	2,000.00	Hrs./PA	HPUOS	FTE
Admin Assistant	0.85	1,768.00	7.0720	0.85
Executive Secretary	0.85	1,768.00	7.0720	0.85
Hr Technician	3.13	6,516.50	26.0660	3.13
Hr Specialist	3.39	7,061.50	28.2460	3.39
Chief Hr Officer	0.85	1,776.00	7.1040	0.85
HR / ERP Analyst	5.50	11,440.00	45.7600	5.50
Sr Hr Analyst	3.24	6,745.00	26.9800	3.24
Dir, Human Resources Operations	0.85	1,768.00	7.0720	0.85
Manager, Org Development & EAP	0.85	1,768.00	7.0720	0.85
Manager, Equal Opportunity Program	0.85	1,768.00	7.0720	0.85
Organizational Development Analyst	1.44	2,992.00	11.9680	1.44
Compensation Hris Manager	0.85	1,768.00	7.0720	0.85
Human Resources Assistant	1.41	2,923.50	11.6940	1.41
ZERO BASED TARGET		50,062.50	200.2500	24.07

Proposed Target

Department: Human Resources

Job Class	Productive Hours	Skill Mix %	FTE's
Admin Assistant	912.00	3.67%	0.88
Executive Secretary	741.75	2.98%	0.71
Hr Technician	3,258.25	13.10%	3.13
Hr Specialist	3,530.75	14.19%	3.39
Chief Hr Officer	888.00	3.57%	0.85
Hr Analyst	5,475.75	22.01%	5.27
Sr Hr Analyst	3,372.50	13.55%	3.24
Erp Analyst	160.00	0.64%	0.15
Dir, Human Resources Operations	896.00	3.60%	0.86
Manager, Org Development & EAP	920.00	3.70%	0.88
Manager, Equal Opportunity Program	896.00	3.60%	0.86
Organizational Development Analyst	1,496.00	6.01%	1.44
Compensation Hris Manager	872.00	3.50%	0.84
Human Resources Assistant	1,461.75	5.88%	1.41
Totals	24,880.75	100.00%	23.92

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

Issue: UMC/SEIU, Local 1107, Collective Bargaining Agreement	Back-up:
Petitioner: Kurt Houser, Chief Human Resource Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee 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 increase 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. <i>(For possible action)</i>	

FISCAL IMPACT:

Fund #:	5420.00	Fund Name:	UMC Operating Fund
Fund Center:	Various	Funded PGM/Grant:	N/A
Amount:	\$11,862,485 for the 4.5% COLA		
Description:	SEIU – Collective Bargaining Agreement		
Additional Comments:	N/A		

BACKGROUND:

On May 20, 2021, UMC and the SEIU, Local 1107, reached a tentative agreement to adjust the salary plan in the current Collective Bargaining Agreement with a COLA increase of four and one-half percent (4.50%) for Fiscal Year 2022. The tentative agreement was subsequently ratified by UMC’s SEIU bargaining-unit employees on May 28, 2021.

No articles in the current Collective Bargaining Agreement are being amended, but an Appendix for the Fiscal Year 2022 salary plan COLA increase will be added to the Collective Bargaining Agreement.

Attachment I contains the Summary of Changes setting forth the COLA increase.

Attachment II is the Tentative Agreement for the Fiscal Year 2022 salary plan COLA increase.

Attachment III is the Fiscal Impact Summary for the Fiscal Year 2022 salary plan COLA increase.

Cleared for Agenda
June 21, 2021

Agenda Item #

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

Attachment IV is the Salary Plan for Fiscal Year 2022 after the COLA increase.

Cleared for Agenda
June 21, 2021

Agenda Item #

ATTACHMENT I - SUMMARY OF CHANGES

ARTICLE 14 - Salary

Eligible employees shall receive a four and one-half percent (4.50%) salary range COLA increase, effective July 1, 2021, for Fiscal Year 2022.

ATTACHMENT II - Signed Tentative Agreement

UMC Proposal

Date: May 20, 2021

Proposal # 3

In accordance with Article 14, Section 2 and Section 3 of the UMC and SEIU, Local 1107, collective bargaining agreement (CBA) signed November 3, 2020, the parties agree to the following:

1. Effective the later of July 1, 2021 or upon approval by the Board of County Commissioners, and continuing through June 30, 2022, the salary plan currently in effect covering scheduled employees in Appendix A will be increased by four and a half percent (4.50%).

This tentative agreement concludes the bargaining pursuant to the reopener request from SEIU Local 1107, dated November 9, 2020.

Agreed to this 20th day of May, 2021


Kurt Houser, UMC

Agreed to this 20th day of May, 2021


Paul Cotsonis, SEIU, Local 1107

**ATTACHMENT III –
FISCAL IMPACT SUMMARY FOR FISCAL YEAR 2022**

Article #	Article Description	New Benefit or Change in Benefit	Summary of New Benefit or Change in Benefit	Fiscal Impact
14	Salaries	Change	Four and one-half percent (4.5%) increase, effective July 1, 2021.	\$9,089,757
14	Benefits	Change	Four and one-half percent (4.5%) increase, effective July 1, 2021.	\$2,772,728
	Total			\$11,862,485

ATTACHMENT IV

Salary Plan
After 4.5% COLA
Effective July 1, 2021

Grade	Min	Mid-point	Maximum	Per diem Rate
A08	\$12.25	\$15.62	\$18.99	\$14.82
A09	\$13.04	\$16.62	\$20.21	\$15.75
A10	\$13.84	\$17.65	\$21.45	\$16.76
A11	\$14.74	\$18.79	\$22.85	\$17.84
A12	\$15.62	\$19.92	\$24.21	\$18.88
A13	\$16.56	\$21.12	\$25.67	\$20.04
B21	\$17.55	\$22.38	\$27.20	\$21.22
B22	\$18.62	\$23.74	\$28.86	\$22.48
B23	\$19.70	\$25.12	\$30.54	\$23.87
B24	\$20.91	\$26.66	\$32.41	\$25.27
B31	\$22.16	\$28.25	\$34.35	\$26.80
B32	\$23.47	\$29.93	\$36.38	\$28.41
C41	\$24.89	\$31.73	\$38.58	\$30.11
C42	\$26.38	\$33.64	\$40.89	\$31.90
C43	\$27.98	\$35.67	\$43.37	\$33.84

Special Per diem Rates	Effective July 1, 2021
Advanced Respiratory Care Practitioner	\$50.63
Cardiovascular Invasive Procedures Technologist	\$49.64
Cardiac Sonographer	\$49.64
Clinical Laboratory Technician	\$31.53
Clinical Laboratory Technologist	\$44.68
Coder	\$34.35
Histology Technician	\$35.82
LPN II	\$33.39
MRI Technologist	\$49.64
Nuclear Medicine Technologist	\$49.64
Nurse Case Manager	\$51.36
Performance Improvement	\$51.36
Placement Coordinator	\$51.36
Program Coordinator	\$51.36
Pulmonary Function Technologist	\$39.90
Registered Radiology Technologist	\$43.76
Registered Nurse	\$51.36
Registered Nurse (Critical Care)	\$56.54
Rehabilitation Staff Therapist	\$64.74
Respiratory Care Practitioner	\$44.98
Specialty Imaging Technologist	\$49.64
Surgical Technologist	\$34.80
Trauma Registry Coordinator RN	\$51.36
Ultrasound Technologist	\$49.64

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

Issue: Employee Engagement Survey Results	Back-up:
Petitioner: Kurt Houser, Chief Human Resource Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee review the preliminary results from the Employee Engagement Survey; and direct staff accordingly. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

Kurt Houser, CHRO, will present a review of the preliminary results from the employee engagement survey.



UMC of Southern Nevada 2021 Employee Survey Executive Overview

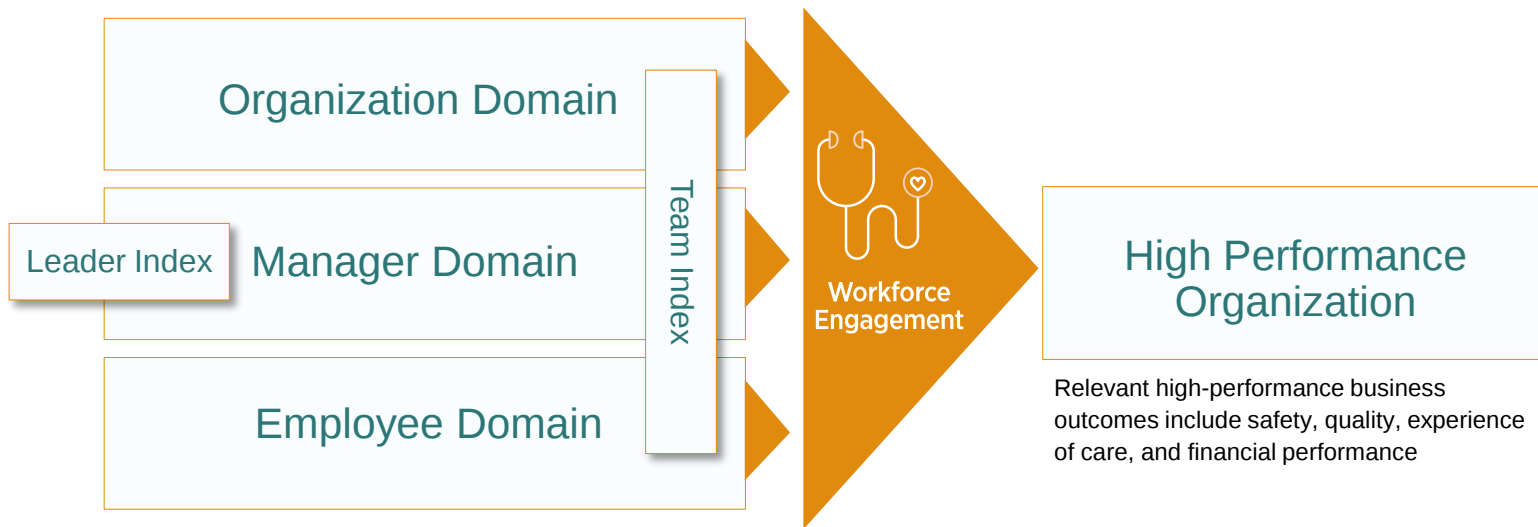
Murat Philippe

Press Ganey Workforce Solutions

June 2021

Our Model of Workforce Engagement

Our research-based model is foundational to measurement, reporting, and improvement planning within the Press Ganey Workforce and Engagement Solution

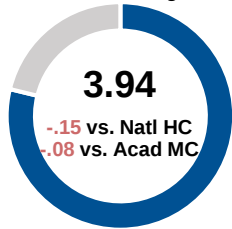


Employee Engagement Results Overview

Survey Admin: April-May 2021
N=2,038, 61% Response Rate

Engagement

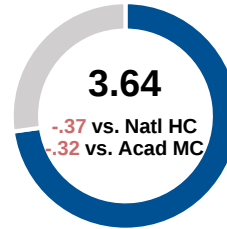
Employees' emotional attachment and commitment to organization



	2021
Natl HC	24 th
Acad MC	36 th

Safety Culture

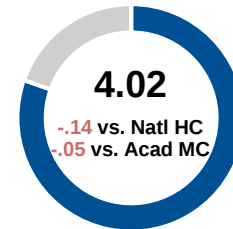
Evaluation of attitudes and behaviors impacting patient and workplace safety



	2021	Natl HC	Acad MC
Prevent & Report	3.71	-.44	-.41
Resource & Tmwrk	3.41	-.33	-.25
Pride & Rep	3.91	-.30	-.25

Resilience

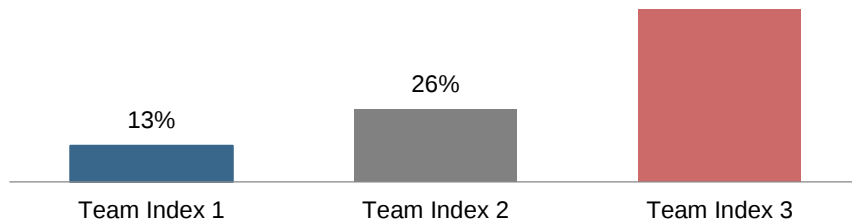
Ability to recover and bounce back from adversity
– Early warning system for burnout



	2021	Natl HC	Acad MC
Activation	4.43	-.09	-.07
Decompress.	3.62	-.18	-.03

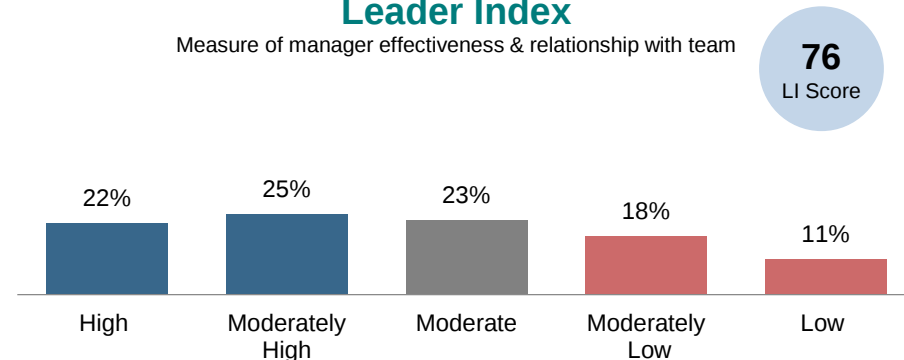
Team Index

Measure of the health & functioning of the team and support needed.
62%



Leader Index

Measure of manager effectiveness & relationship with team



76
LI Score

Executive Summary



Overall Performance

- Overall Engagement performed in the 24th percentile compared to the Natl HC Avg
- 13% of work groups performed in Team Index 1
- 47% of work groups performed High or Moderately High on the Leader Index
- Response rate: 61%



High Performing Themes:

- Promote items:
 - This organization provides high-quality care and service.
 - This organization makes every effort to deliver safe, error-free care to patients.
 - My job makes good use of my skills and abilities.



Areas of Focus

- This organization treats employees with respect.
- We are actively doing things to improve patient safety.
- Senior management provides a work climate that promotes patient safety.

Survey Results

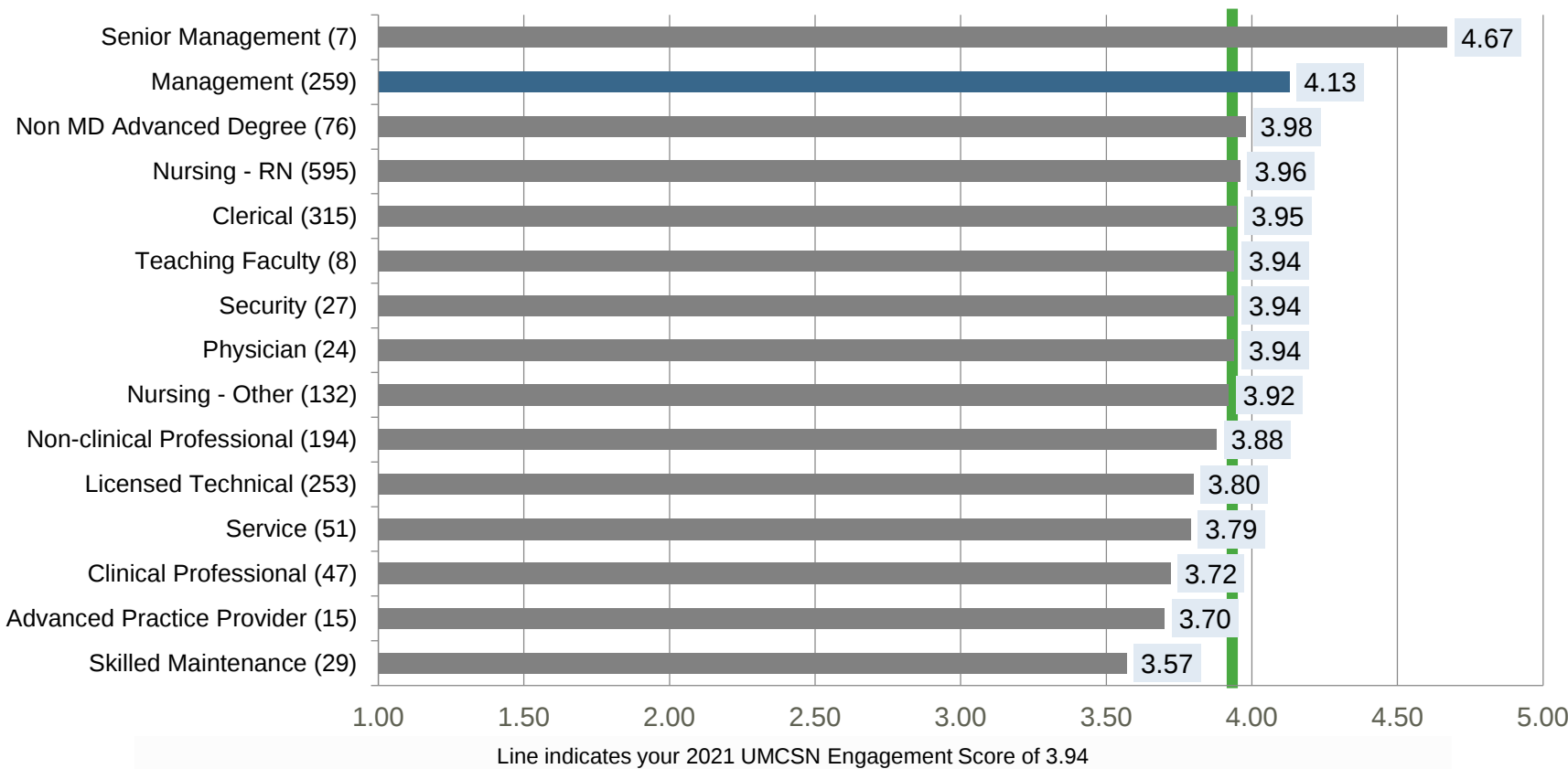
Engagement

Engagement Item	2021 UMCSN	% Unfav	Difference from:	
			Natl HC Avg▼	Natl Acad MC Avg
17. I would stay with this organization if offered a similar position elsewhere.	3.85	10%	-.04	+.06
23. I would like to be working at this organization three years from now.	4.08	6%	-.04	+.03
16. I am proud to tell people I work for this organization.	4.10	5%	-.16	-.11
25. I would recommend this organization as a good place to work.	3.90	8%	-.18	-.10
26. Overall, I am a satisfied employee.	3.74	12%	-.27	-.17
43. I would recommend this organization to family and friends who need care.	3.94	7%	-.29	-.25
2021 UMCSN Engagement	3.94	8%	-.15	-.08

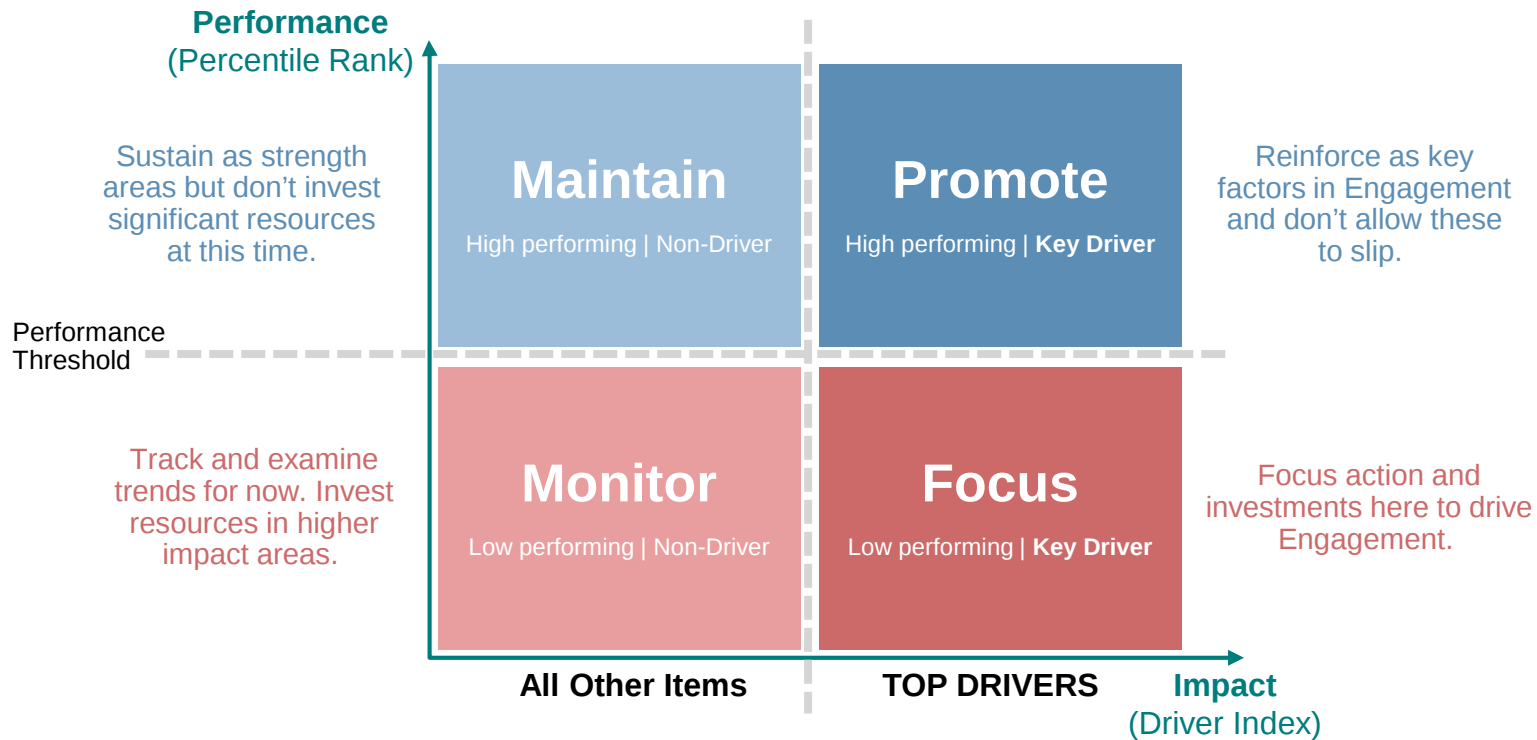
Note – In this presentation **BLUE/RED** notes a statistically significant difference.

Natl HC Avg +/- .05 Natl Acad MC Avg +/- .05

Engagement by Primary Responsibilities



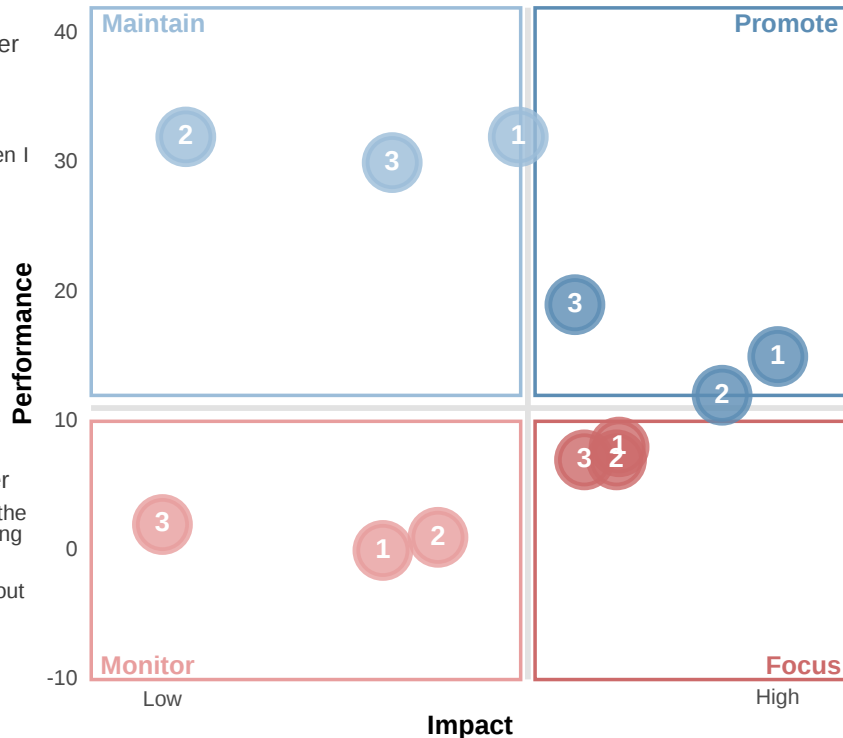
Key Driver Selection



Prioritized Insights for Engagement

Maintain: High Performing | Non-Driver

- 1 I am satisfied with this organization's support for our overall well-being throughout dealing with this crisis.
- 2 I am able to free my mind from work when I am away from it.
- 3 The work I do makes a real difference.



Monitor: Low Performing | Non-Driver

- 1 When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.
- 2 I can report patient safety mistakes without fear of punishment.
- 3 When appropriate, I can act on my own without asking for approval.

Promote: High Performing | Key Driver

- 1 This organization provides high-quality care and service.
- 2 This organization makes every effort to deliver safe, error-free care to patients.
- 3 My job makes good use of my skills and abilities.

Focus: Low Performing | Key Driver

- 1 This organization treats employees with respect.
- 2 We are actively doing things to improve patient safety.
- 3 Senior management provides a work climate that promotes patient safety.

Key Driver Performance

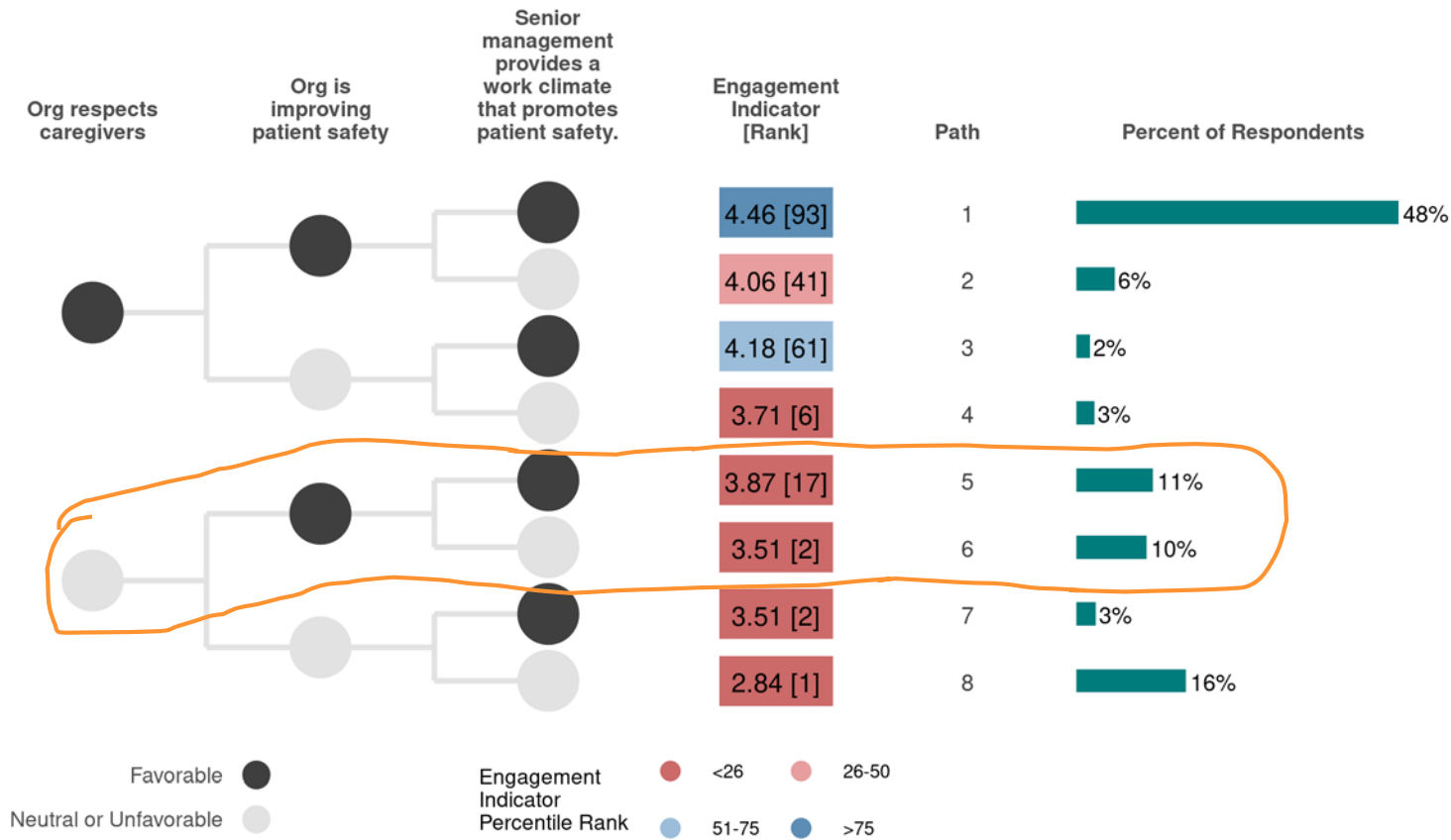


Bold = previous key driver

Percentile Rank <26 26-50 51-75 >75 Custom Item

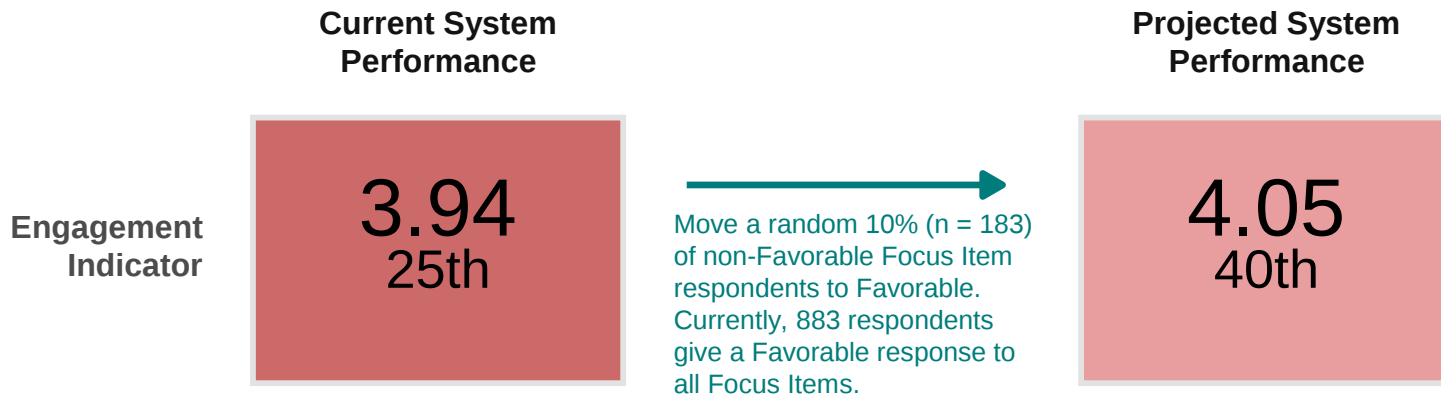
Unfavorable Neutral Favorable

Impact of Driver Items on engagement



Key Driver ROI

How does improving on the Focus Driver items affect the Engagement Indicator?



Segmenting Units for Tailored Support

UMCSN Leader Index Score

The person I report to treats me with respect.

I respect the abilities of the person to whom I report.

The person I report to encourages teamwork.

The person I report to cares about my job satisfaction.

The person I report to is a good communicator.

I am involved in decisions that affect my work.

Leader Index %iles

90th : 90

75th : 87

50th : 85

25th : 83

**2021
UMCSN
LI Score**

76

Moderate
Readiness
LI 70-79

Team Index / Leader Matrix: Segmenting Units for Tailored Support

