



Special Meeting - Human Resources and Executive Compensation Committee

Monday, August 29, 2022 2:00 pm

UMC Trauma Building - Providence Suite 5th Floor

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
SPECIAL MEETING
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
August 29, 2022 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 special meeting of the UMC Governing Board Human Resources and Executive Compensation Committee meeting on June 27, 2022. *(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 Organizational Performance Goals for FY2022, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
5. Discuss all other Governing Board Committee Organizational Performance Goals for FY2022, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
6. Discuss the CEO Bonus and Merit Increase and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
7. Review and discuss recommendations for FY2023 Human Resources and Executive Compensation Committee Organizational Performance Goals, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
8. Review and discuss all other Governing Board Committee Organizational Performance Goals, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
9. Discuss Physician and Non-Physician Provider Productivity (wRVU) Compensation and Benefits Plan, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
10. Review and discuss proposed changes to HR Policies and Procedures HR Policy No. 3 (Position Classification and Compensation Plans) and HR Policy No. 4 (Recruitment and Selection Program), and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
11. Discuss employment of Anesthesia Providers; and take action as deemed appropriate. *(For possible action)*

SECTION 3. EMERGING ISSUES

12. 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.

**University Medical Center of Southern Nevada
Special Meeting
Governing Board Human Resources and Executive Compensation Committee
Monday, June 27, 2022**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, June 27, 2022
2:30 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 2:30 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 (via WebEx)
Renee Franklin (via WebEx)
Barbara Fraser – Ex-officio (via WebEx)

Absent:

None

Others Present:

Mason Van Houweling, CEO
Kurt Houser, Chief Human Resources Officer
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 June 13, 2022.
(For possible action)**

Member Hobbs noted a grammatical error in paragraph one in agenda Item 4.

FINAL ACTION:

A motion was made by Member Hobbs that the minutes be approved as amended. 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 recommend for approval by the UMC Governing Board, and ratification by the Hospital Board of Trustees, the salary plan cost of living adjustment (“COLA”) for Fiscal Year 2023 and Fiscal Year 2024, effective July 1, 2022, 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:

- Attachment 1 – Summary of Changes
- Attachment II – Tentative Agreement
- Attachment III – COLA Fiscal Impact FY23 and FY24
- Attachment IV – Salary Plan for FY23
- Attachment V – Salary Plan for FY24

DISCUSSION:

Mr. Houser provided the Committee with a review of the COLA summary, merit, and the the budgeted fiscal impact. All eligible employees will receive the agreed upon benefits.

After 6 negotiating sessions, the parties reached an agreement for the following:

FY2023:

- A 3% COLA
- A 1 year, 1 time 1% increase to the employees' annual merit
- A \$1000 retention bonus

FY2024:

- A 3% COLA
- A \$750 retention bonus

The COLA increase will go before the UMC Governing Board on July 29th and then to the Board of County Commissioners for full approval at their meeting on July 19th. Payments for the increase will be retroactive to July 1, 2022.

FINAL ACTION:

A motion was made by Member Franklin that the agreement be approved and make a recommendation to the Board of Hospital Trustees to ratify the salary plan cost of living adjustments ("COLA") for Fiscal Year 2023 and Fiscal Year 2024 as recommended. Motion carried by unanimous vote.

SECTION 3. EMERGING ISSUES

ITEM NO. 5 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:

Chair Ellis would like a future discussion regarding salary grades and ranges and the fiscal impact of annual salary increases.

A special HR Committee meeting will be held on August 29th to review 2022 organizational goals for all Committees.

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): None

There being no further business to come before the Committee at this time, at the hour of 2:41 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: FY22 HR Goals	Back-up:
Petitioner: Kurt Houser, CHRO	Clerk Ref. #
Recommendation: Discuss, score and approve the Human Resource and Executive Compensation Committee Organizational Performance Goals for FY2022, and make a recommendation for approval by the UMC Governing Board; and direct staff accordingly. (<i>For possible action</i>)	

FISCAL IMPACT:

None

BACKGROUND:

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

Cleared for Agenda
August 29, 2022

Agenda Item #



The **Highest Level of Care** in Nevada

UMC Human Resources and Executive
Compensation Committee
FY22 Goal Close Out

FY-2022 HR Recommended Goals



- Identify “5-whys” and create an action plan to address departments with the lowest score on the 2021 Employee Engagement Survey
 - Opportunities identified via 2021 EE survey
 - 47 departments were below the industry average for Engagement Factors and were required to create action plans to address, with goal to increase dept. scores in 2023
 - Action Plans will be monitored by leadership and human resources
 - FY23 goals require overall increases in participation and favorable engagement scores
- Design the framework for an enhanced leadership program to respond to improvement areas identified in the 2021 Employee Engagement Survey to include improving team and cross-department engagement
 - UMC contracted with DDI Leadership Development & Assessment consulting firm
 - UMC will facilitate up to four (4) courses each calendar year starting fall 2022
 - Courses include, but are not limited to: Accelerating Change; Coaching for High Performance; and Navigating Beyond Conflict

FY-2022 HR Recommended Goals

- Decrease the Average Time to Hire metric to less than 70 days
 - Current time to hire is at 68 days
 - This is artificially high as some positions are recruited but not hired (e.g., CVT surgeon)
 - HR has aggressive monitoring in place to measure this and report to senior leaders
- Implement market adjustments for the most under-market, and difficult to recruit and retain classifications; using recent Mercer Market Data Survey
 - Completed. Assessed over 1,700 positions and adjusted pay where appropriate for a total of \$12.5M in salary increases

FY-2022 HR Recommended Goals



- Demonstrate success in moving MPLAN level employees, using the 9-box tool, toward upper level/management succession
 - Expanded succession planning tool to the entire MPLAN employee category
 - All 115 MPLAN employees have 9-box identified
 - Presented to Chiefs via Workforce Planning Committee in June '22

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

Issue: FY22 Organizational Performance Goals	Back-up:
Petitioner: Kurt Houser, CHRO	Clerk Ref. #
Recommendation: Discuss all other Governing Board Committee Organizational Performance Goals for FY2022, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (<i>For possible action</i>)	

FISCAL IMPACT:

BACKGROUND:

Fiscal 2022
UMC Performance Objectives

	Y/N	Potential	Achieved	Comments
Finance/Operations 25%	Goal Met	25.00%	25.00%	
Exceed fiscal year budgeted income from operations plus depreciation and amortization.	Y	12.50%	12.50%	
Actual SWB per Adjusted Patient Day is less than \$2,267 or Actual SWB as a percentage of net patient revenue is less than 63.23%.	Y	12.50%	12.50%	
Section Total		25.00%	25.00%	

Clinical Quality 30%	Goal Met	30.00%	27.00%	
1. Improve or sustain improvement from prior year (CY21 / CY22) for the following Inpatient Measures: • CLABSI • CAUTI • SSI: COLON • PSI 90	Y	10.00%	10.00%	
2. Develop a plan and demonstrate improvement from prior year (CY21 / CY22) in the following HCAHPS domains: • Communication with Doctors • Responsiveness of Staff • Cleanliness of Environment • Quietness of Hospital • Discharge Information • Complete mandatory employee training on 90% of all employees on ICARE 4.0 by end of FY22	Y	10.00%	7.00%	
3. Demonstrate improvement (utilizing the Star Ratings) from calendar year (CY21 / CY22) in the overall perception of care/services at UMC Quick Cares through the following online review sites: • Yelp • Google	Y	10.00%	10.00%	
Section Total		30.00%	27.00%	

Human Resources 20%	Goal Met	20.00%	0.00%	
Identify “5-whys” and create an action plan to address departments with the lowest score on the 2021 Employee Engagement Survey		4.00%		
Design the framework for an enhanced leadership program to respond to improvement areas identified in the 2021 Employee Engagement Survey to include improving team and cross-department engagement		4.00%		
Decrease the Average Time to Hire metric to less than 70 days		4.00%		

Implement market adjustments for the most under-market, and difficult to recruit and retain classifications; using recent Mercer Market Data Survey		4.00%		
Demonstrate success in moving MPLAN level employees, using the 9-box tool, toward upper level/management succession		4.00%		
Section Total		20.00%	0.00%	

Strategic Planning Committee 25%	Goal Met	25.00%	18.75%	
Continue to play a leading role in the development of the Las Vegas Medical District.	Y	6.25%	6.25%	
Improve Focused Six Service Lines financial outcomes and next steps (identify and enhance existing strategic service line initiatives and incorporate into 5 year financial plan, utilizes Proforma)	Y	6.25%	6.25%	
Expand upon the five-year financial plan for UMC Enterprise to include consolidated income statement, cash flow statement and facility wide capital plan. The plan will be detailed down to the service line level and, within service lines will forecast volumes, revenue and expenses by sub service line.	N	6.25%	0.00%	
Align UMC/UNLV strategic initiatives	Y	6.25%	6.25%	
Section Total		25.00%	18.75%	

Objective Total		100.00%	70.75%	
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**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**

Issue: CEO Bonus and Merit	Back-up:
Petitioner: Kurt Houser, Chief Human Resource Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee discuss the CEO Bonus and Merit Increase and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committee will discuss the recommended CEO bonus and merit increase.

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

Issue: CEO Performance Goals for FY2023	Back-up:
Petitioner: Kurt Houser, Chief Human Resource Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee review and discuss recommendations for FY2023 Human Resources and Executive Compensation Committee Organizational Performance Goals, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committee will discuss the recommended FY2023 performance goals as they relate to the Human Resources and Executive Compensation Committee.

**Governing Board - HR Operations
FY 2023 Goals**

HR Area	Goal
Organizational Development	<ul style="list-style-type: none"> Working with department leaders and through the support of our E/LR team, ensuring all departments are executing their employee engagement action plans that translate into an overall increase of at least three (3) points to the UMC Engagement Indicator Score. Additionally, an overall UMC participation increase of at least three (3) percent.
Recruitment	<ul style="list-style-type: none"> Decrease the Average Time to Hire metric to 65 days.
E/LR	<ul style="list-style-type: none"> Successfully deliver at least five (5) Employee/Labor Relations leadership training's (e.g., conducting investigations, writing disciplines, etc.).
HRIS/Comp/WorkComp/Benefits	<ul style="list-style-type: none"> Transition salary grades A08 through C43 to our standard 0-20 years of experience hire-in rate structure. Implement a revised Transitional Duty (aka light duty) program.
EEO	<ul style="list-style-type: none"> Plan & hold a Diversity Fair that provides an educational learning experience for our employees.

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

Issue: Proposed CEO Performance Goals for FY2023	Back-up:
Petitioner: Kurt Houser, Chief Human Resource Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee review and discuss all other Governing Board Committee Organizational Performance Goals, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committees of the Governing Board propose recommended performance goals for the CEO for fiscal year 2023

Cleared for Agenda
August 29, 2022

Agenda Item #

Fiscal 2023
UMC Performance Objectives

	Y/N	Potential	Achieved	Comments
		100.00%	0.00%	
Finance/Operations 25%	Goal Met	25.00%	0.00%	
Exceed fiscal year budgeted income from operations after depreciation and amortization		6.25%		
Improve labor utilization with a target of SWB per APD of \$2,156, Adjusted EPOB of 5.95		6.25%		
Improve ALOS with a target of 5.77 days		6.25%		
Complete capital spending on time on budget for FY20, FY21 & FY22		6.25%		
Section Total		25.00%	0.00%	
Clinical Quality 30%	Goal Met	30.00%	0.00%	
Improve or sustain improvement from prior year (CY21 / CY22) for the following Inpatient Measures: • CLABSI • CAUTI • PSI 90 • Pressure injuries reported to State Registry (reported as defined by NV State / AHRQ) • Overall Mortality (improve ratio between observed / expected, this will also reflect clinical documentation improvements)		6.00%		
Improve or sustain improvement from prior year in the following Outpatient measures: NOTE: MOST OF THE OP MEASURES RELY ON ELECTRONIC WORKFLOW/EHR IMPLEMENTATION		6.00%		
Create and implement a plan to improve CY21 / CY22; track UMC ratings against local area hospitals within the following experience measures: • Communication with Nurses – IP; PCP; QC • Communication with Doctors – IP; PCP; QC • Create and sustain a program to increase employee recognition for delivering outstanding patient care. Development of the program will include inpatient and outpatient employees.		6.00%		
Demonstrate improvement (utilizing the Star Ratings) from calendar year (CY21 / CY22) in the overall perception of care/services at UMC Quick Cares through the following online review sites: • Yelp • Google		6.00%		
Attain successful TJC accreditation during Full Survey Cycle in 2023.		6.00%		
Section Total		30.00%	0.00%	
Human Resources 20%	Goal Met	20.00%	0.00%	
Organizational Development: • Working with department leaders and through the support of our E/LR team, ensuring all departments are executing their employee engagement action plans that translate into an overall increase of at least three (3) points to the UMC Engagement Indicator Score. Additionally, an overall UMC participation increase of at least three (3) percent.		4.00%		
Recruitment: • Decrease the Average Time to Hire metric to 65 days.		4.00%		
E/LR: • Successfully deliver at least five (5) Employee/Labor Relations leadership training's (e.g., conducting investigations, writing disciplines, etc.).		4.00%		
HRIS/Comp/WorkComp/Benefits: • Transition salary grades A08 through C43 to our standard 0-20 years of experience hire-in rate structure. • Implement a revised Transitional Duty (aka light duty) program.		4.00%		
EEO: • Plan & hold a Diversity Fair that provides an educational learning experience for our employees.		4.00%		
Section Total		20.00%	0.00%	
Strategic Planning Committee 25%	Goal Met	25.00%	0.00%	
Continue to play a leading role in the development of the Las Vegas Medical District.		6.25%		
Improve Focused Six Service Lines financial outcomes and next steps (identify and enhance existing strategic service line initiatives and incorporate into 5 year financial plan, utilizes Proforma)		6.25%		
Expand upon the five-year financial plan for UMC Enterprise to include consolidated income statement, cash flow statement and facility wide capital plan. The plan will be detailed down to the service line level and, within service lines will forecast volumes, revenue and expenses by sub service line.		6.25%		
Align UMC/UNLV strategic initiatives		6.25%		
Section Total		25.00%	0.00%	
Objective Total		100.00%	0.00%	

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

Issue:	Physician and Non-Physician Provider Productivity Compensation Benefits Plan	Back-up:
Petitioner:	Kurt Houser, Chief Human Resource Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee discuss Physician and Non-Physician Provider Productivity (wRVU) Compensation and Benefits Plan, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (<i>For possible action</i>)		

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committee will discuss the physician and non-physician Compensation and Benefits plan.

UNIVERSITY MEDICAL CENTER

PHYSICIAN AND NON-PHYSICIAN PROVIDER PRODUCTIVITY (wRVU) COMPENSATION AND BENEFITS PLAN

_____, 2022

Mason Van Houweling - Chief Executive Officer

UNIVERSITY MEDICAL CENTER PHYSICIANS AND NON-PHYSICIAN PROVIDER PRODUCTIVITY (wRVU) COMPENSATION AND BENEFITS PLAN (the "Productivity Plan")

Productivity Plan and Employees Covered:

This Productivity Plan identifies the compensation and benefits structure for Physician employees in the following classifications:

- Orthopedic Physician (Non-Surgeon)
- Orthopedic Trauma Surgeon
- Orthopedic Surgeon
- Cardio-Vascular Thoracic Surgeon
- Vascular Surgeon
- Neurosurgeon
- Nurse Practitioner/Physician Assistant (Ortho)
- Nurse Practitioner/Physician Assistant (CVT)
- Nurse Practitioner/Physician Assistant (Neuro)

Such employees will be referred to as "employee" or "employees" in this document. This document replaces all previous communications regarding Physician and Mid-Level compensation and benefits under a productivity compensation model; provided however, the terms and conditions of the employees at-will physician employment agreement shall control in the event of a conflict between the two documents.

University Medical Center retains the rights to add, modify, or eliminate any compensation or benefit contained within this plan document with the final approval of the UMC Governing Board and in accordance with the terms and conditions of the employee's contract for employment. In the event of a conflict between this compensation plan and the employee's employment contract, the terms of this Productivity Plan will control provisions set forth herein.

Fair Labor Standards Act (FLSA) Exemption:

Employees covered by this plan document are not authorized overtime compensation under the FLSA due to their professional exemption.

Compensation and Benefits:

Base Salary: During the term of employment, Physicians and Non-Physician Providers shall receive a base salary at a rate consistent with the pay grades listed on Appendix 1, as may be amended from time to time. These pay grades have been assigned an Annual wRVU Threshold and a wRVU compensation rate, listed therein, which have been determined through a third party independent fair market valuation. The total cash compensation for employees (i.e., a base salary not to exceed the 50th percentile, bonus and/or productivity compensation) has been determined to be fair market value and commercially reasonable for the services provided. A total cash compensation maximum cap will be determined and set forth in each employee's contract of employment which will not exceed the 75th percentile (or 90th percentile when factors such as shortages or otherwise hard to fill positions justify).

The Annual wRVU Threshold, wRVU compensation rate and maximum cap will be calculated by using a blended average median work RVU data from MGMA's and SullivanCotter's annual surveys for national respondents in the applicable practice specialty. This production incentive payment will be paid quarterly, based on the pro-rated Annual wRVU Threshold. Unless modified by the provisions of this compensation and benefits plan, employees will be granted the same benefits provided through the Human Resources Policies and Procedures Manual.

The Annual wRVU Threshold and wRVU compensation rates shall be re-evaluated on a bi-annual basis consistent with the methodology set forth above.

Productivity Compensation:

After such time as the Annual wRVU Threshold has been met, Provider will receive certain productivity compensation for personally-performed wRVU above the Annual wRVU Threshold, subject to the applicable maximum. Productivity compensation shall be paid quarterly, in the subsequent month following the quarterly calculation and then in accordance with the customary payroll practices of UMC. Appendix 1 sets forth the rate for the wRVU productivity compensation amount that will be paid above the Annual wRVU Threshold. All terms and conditions of the Provider's employment contract shall apply with respect to productivity compensation, including but not limited to terms related to Provider's failure to meet his or her Annual wRVU Threshold. Providers must be employed at the time of payout to receive his/her bonus.

Appeal: Any employee who has a dispute regarding his or her productivity compensation may forward in writing an appeal within thirty (30) days from receipt and/or determination of said compensation to the Chief Operating Officer, or his or her designee. The appeal will be reviewed by the COO and a recommendation presented to the Chief Human Resources Officer.

The decision of the Chief Operating Officer and Chief Human Resources Officer is final.

Annual Quality Incentive Bonus:

Quality metrics are established and set forth in the Provider's employment agreement. Physicians can earn up to \$20,000 annually as a quality bonus incentive. Nurse practitioners and physician assistants can earn up to \$10,000 annually for a quality incentive bonus.

On-Call Trauma Coverage:

Physicians who provide on-call coverage to the Level 1 trauma center, may receive additional shift compensation over and above a pre-determined amount consistent with the employee's contract for employment.

Annual Evaluations:

Employee performance will be evaluated on an annual basis. The annual evaluation cycle shall be based on fiscal year (July 1 - June 30). All Productivity Plan employees shall have a common review date of September 1st unless otherwise established by the CEO.

Work Schedules:

All Physicians, Nurse Practitioners and Physician Assistants are salaried, exempt employees. Work schedules are determined based on a designated Full Time Equivalent (FTE) status. Employees designated as less than a 1.0 FTE are eligible for salary and benefits prorated based on FTE status. Employees are expected to be available to work their full, designated FTE status. Each employed physician will also be provided a Clinical FTE (CFTE) status in his or her employment contract, which shall designate the dedicated time spent providing his or her professional services. The difference between a physician's CFTE status and the FTE shall be utilized on administrative and/or teaching time, and the Annual wRVU Threshold shall be prorated accordingly.

Consolidated Annual Leave (CAL):

CAL provides employees paid leave for purposes of holidays, vacation time, sick time, and/or time off for personal and family matters. All CAL taken must be approved by the appropriate Medical Director or c-suite leader.

Accrual: Eligible employees shall accrue CAL at the following rates based on full-time employment. Accruals are pro-rated for part-time service.

Length of Service	Rate of Accrual (full-time employee)
0-90 days	3.08 hrs/pay period
91 days -12 months	5.28 hrs/pay period
13 months-48 months	8.31 hrs/pay period
49 months-108 months	9.85 hrs/pay period
109 months and over	11.39 hrs/pay period

Upon completion of the 90th day of employment, the employee's CAL Bank will be credited with an additional twelve (12) hours. Upon completion of the twelfth month of employment, the employee's CAL Bank will be credited with an additional 80 hours.

CAL may not be accumulated to exceed 320 hours as of the employee's anniversary date. The rules governing the use of CAL time shall be consistent with those set forth by Human Resources Policies and Procedures.

Extended Illness Bank (EIB):

The rules governing the use of EIB leave time shall be consistent with those set forth by Human Resource Policies and Procedures.

Miscellaneous Leaves:

Miscellaneous Leaves such as jury/court duty, military leave, bereavement leave, family leave, etc. shall be administered in accordance with Human Resources Policies and Procedures.

Group Insurance:

UMC provides medical, dental and life insurance to all employees covered by this plan. To be eligible for group insurance, an employee must occupy a regular budgeted position and work the required hours to meet the necessary qualifying periods associated with the insurance program.

Employees will have deducted each pay period an approved amount from their compensation for employee insurance, or other elected coverages. Amounts are determined by UMC and approved by the UMC Governing Board. Rules governing the application and administration of insurance benefits shall be consistent with those set forth by Human Resource Policies and Procedures.

Retirement:

Employees are covered by the Nevada Public Employees Retirement System. UMC pays the employee's portion of the retirement contribution under the employer-pay contribution plan in the manner provided for by NRS Chapter 286. Any increases in the percentage rate of the retirement contribution above the rate set forth in NRS 286.421 on May 19, 1975, [shall/may] be borne equally by UMC and the employee in the manner provided by NRS 286.421. Any decrease in the percentage rate of the retirement contribution [will/may] result in a corresponding increase to each employee's base pay equal to one half (1/2) of the decrease. Any such increase in pay will be effective from the date the decrease in the percentage rate of the retirement contribution becomes effective. Retirement contribution does not include any payment for the purchase of previous credit service on behalf of any employee.

Continuing Medical Education (CME):

UMC will pay a \$2,500 CME stipend (Stipend), less appropriate withholdings each January for qualified employee upon the employee's execution of UMC's CME Stipend Attestation form. To qualify for the Stipend, the employee must be in an eligible classification and successfully pass their probationary period before January 1st prior to the issuance of the Stipend. The Stipend is

available to a UMC employed licensed independent provider including, but not limited to, physician, nurse practitioner, physician assistant, and dentist. At its sole discretion, UMC may identify other independent providers that qualify for the Stipend.

All training, travel and lodging must be pre-approved by the Chief Operating Officer, Medical Director and such other person(s) as may be required by the COO and Medical Director pursuant to the hospital's training and travel policy.

In the event an employee is on leave or FMLA, the employee is not eligible to take CME.

Conflict of Interest:

Physicians are expected to comply with applicable Medicare and Medicaid and other applicable federal, state and/or local laws and regulations, as-well-as, hospital policies and procedures and Medical and Dental Staff Bylaws. In so doing, it is emphasized that each employee must refrain from using his/her position as a UMC employee to secure personal gain and/or endorse any particular product or service. This includes seeking or accepting additional employment or ownership in a business outside UMC that represents a conflict of interest as defined in the Ethical Standards Policy.

The referral of patients to individuals or practices which compete with or do not support UMC is considered a conflict of interest. However, it is understood that patients have the right to choose where to be referred upon full disclosure by the attending physician of all relevant information. All referrals must go through the UMC Referral Office where they will be processed accordingly.

All other provisions of the conflict of interest policy shall be as defined and described in the Human Resources Policy and Procedures Manual titled Ethical Standards and the UMC Medical and Dental Staff Bylaws.

Professional Standards:

Quality and safe patient care and the highest professional standards are the major goals of UMC and its facilities. To that end, UMC agrees to make every reasonable effort to provide a work environment that is conducive to allow employees to maintain a professional standard of quality, safe patient care, and patient confidentiality. Employees shall be required to conduct themselves in a professional manner at all times.

UMC is a teaching facility. To that extent, physician employees may be required to supervise or co-sign medical records for mid-level providers or residents who are in a recognized residency program, such as the UNLV School of Medicine Residency Program.

UMC shall provide interpretive services in designated exam rooms. Physician employees are required to use the interpretive services provided through UMC.

No Physician employee shall unreasonably and without good cause fail to provide care to patients. Any patient complaint received in writing shall be administered pursuant to UMC Administrative Policy, as modified from time to time. The employee shall be required to meet with the Patient Advocate and/or the Medical Director so that a response, if any, may be prepared. The affected employee shall receive a copy of any written response. If any

discipline is administered, just cause standards and the appropriate sections of the Human Resources Policies and Procedures Manual shall apply.

All Physicians will follow the UMC Code of Conduct for Corporate Compliance. This includes completing a Medicare Enrollment Application – Reassignment of Medicare Benefits (CMS-855R) form.

UMC is an equal opportunity employer and will not tolerate discrimination on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation, gender identity or expression, and/or genetic information in employment. In accordance with state and federal laws, the UMC Governing Board is committed to an Equal Opportunity, Affirmative Action and Sexual Harassment Policy to prohibit unlawful discrimination.

Pursuant to Nevada Revised Statutes Chapter 41, UMC will indemnify an employee whose acts or omissions are within the course and scope of his or her employment and will thereafter continue to cover (without cost to the employee) and provide each employee with a statement of indemnification and certificate of insurance issued by UMC, as needed as evidence of insurance coverage provided for all employees under the hospital's self-funded insurance policy. As such, each employee is covered for professional liability and general liability purposes, in accordance with Chapter 41 of the Nevada Revised Statutes, by the certificate of insurance and statement of indemnification.

Appendix 1 *

Pay Grades and Annual wRVU Threshold

Position	Base Salary Range	wRVU Threshold	wRVU Rate
SPECIALTY – ORTHOPEDICS			
<i>Experienced/Board Certified</i>			
Trauma Surgeon	\$510,016 - \$600,017.60	9,081	\$73.46
Ortho Specialty	\$476,008 - \$560,019.20	10,639	\$67.31
Ortho – Medical	\$246,500.80 - \$290,014.40	6,579	\$56.54
<i>Board Eligible</i>			
Trauma Surgeon	\$408,012.80 - \$480,001.60	7,265	\$73.46
Ortho Specialty	\$380,806.40 - \$448,011.20	8,511	\$67.31
Ortho – Medical	\$197,204.80 - \$232,003.20	5,263	\$56.54
NP/PA	\$93,516.80 - \$110,011.20	1,964	\$65.16
SPECIALTY – CARDIO VASCULAR			
<i>Experienced/Board Certified</i>			
CVT Surgeon	\$609,502.40 - \$717,704.00	9,426	\$59.35
Vascular	\$462,009.60 - \$543,400.00	8,998	\$71.17
<i>Board Eligible</i>			
CVT Surgeon	\$488,009.60 - \$574,017.60	7,541	\$59.35
Vascular	\$370,011.20 - \$435,011.20	7,198	\$71.17
NP/PA	\$120,515.20 – \$142,001.60	2,084	\$58.19
SPECIALTY – NEURO			
<i>Experienced/Board Certified</i>			
Neurosurgeon	\$571,209.60 - \$672,006.40	9,740	\$84.22
<i>Board Eligible</i>			
Neurosurgeon	\$457,308.80 - \$538,012.80	8,000	\$84.22
NP/PA	\$96,907.20 - \$114,004.80	1,534	\$80.06

**Appendix 1 may be amended from time to time to reflect new employment physician specialties based upon wRVU rates and Annual wRVU Thresholds that are consistent with the terms of this Productivity Plan.*

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

Issue: Proposed HR Policy and Procedure Changes	Back-up:
Petitioner: Kurt Houser, Chief Human Resource Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee review and discuss proposed changes to HR Policies and Procedures HR Policy No. 3 (Position Classification and Compensation Plans) and HR Policy No. 4 (Recruitment and Selection Program), and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:


Unknown

BACKGROUND:

The Committee will review and discuss proposed changes to HR Policy No. 3 and HR Policy No. 4.

Cleared for Agenda
August 29, 2022

Agenda Item #

	POLICY /GUIDELINE TITLE: HR Policy No 3 – Position Classification and Compensation Plans
MANUAL: Human Resources	POLICY OWNER: HR
ORIGINATION DATE:	FINAL APPROVAL DATE:

SCOPE

All UMC employees.

POLICY

Human Resources shall administer a Position Classification and Compensation Plan to provide a fair, equitable, and competitive pay program, and to attract and retain a highly qualified and diverse workforce.

Section A. Position Classification Plan:

1. Human Resources shall develop and maintain a Position Classification Plan consisting of specifications describing all positions in the UMC service.
2. Each classification description shall include:
 - a. The official title of the classification to be used by UMC in all official records, payrolls, and communications. The title shall be indicative of the general nature of the work performed by employees in that classification.
 - b. A general definition of the type of work performed by employees in the classification, the level of supervision received, and extent of supervision exercised over other employees, when applicable.
 - c. Standards and criteria-based evaluations regarding job performance with specific examples of work performed by employees in the classification (it is not to be assumed that each example listed shall be performed by all employees nor that any one employee shall perform only the examples listed. Department managers or supervisors retain the right to assign employees duties not included in the examples, provided such duties are similar in nature to those enumerated).
 - d. The employment standards – minimum qualifications an applicant should possess to be considered for the classification. These standards shall serve as a guide for rejecting or admitting applicants to recruitment examinations.

**POLICY /GUIDELINE TITLE:**

HR Policy No 3 – Position
Classification and
Compensation Plans

Section B. Job Evaluation:

1. Human Resources may conduct a job evaluation when a new job is developed or when the scope of an existing job has changed.
 - a. Human Resources shall conduct audits and make recommendations regarding requests for classifying new and existing positions. *(See Human Resources Procedure "Classification Audits")*
 - b. Human Resources shall conduct audits and determine if pay grade adjustments or reclassifications are warranted. *(See Human Resources Procedure "Classification Audits")*

Section C. Salary Ranges and Grades:

Human Resources shall maintain a Position Compensation Plan of designated salary ranges and grades for all of the classifications in the UMC service.

1. The minimum of a salary range is normally the lowest rate paid to an employee in a given pay grade. The maximum of a salary range is the highest rate normally paid to an employee in a given pay grade.
2. The Compensation Plan shall be adjusted, when necessary, to comply with provisions of applicable collective bargaining agreements and/or as approved by the appropriate UMC governing body.
3. Human Resources will develop alternative salary ranges when they are necessitated by market conditions or other circumstances. These ranges may be approved by Hospital Administration, and submitted to the appropriate bargaining unit or appropriate UMC governing body (whichever is applicable) for final approval.

Section D. Overtime:

1. Eligible employees shall be compensated for overtime worked in accordance with applicable federal and state laws and collective bargaining agreements. Employees exempt from overtime compensation under the Fair Labor Standards Act (FLSA) shall not be eligible for overtime or compensatory time.
2. All overtime must be approved in advance of its use. Failure to comply with advance approval may result in disciplinary action. Overtime compensation may be through cash payment or compensatory time at UMC's discretion.

**POLICY /GUIDELINE TITLE:**

HR Policy No 3 – Position
Classification and
Compensation Plans

Section E. Benefits Provision:

1. The Hospital may implement employee incentive, compensation, employee suggestions, and performance bonus programs.
2. Except as otherwise identified in these policies and procedures or modified by some other approved agreement, non-probationary UMC employees not covered by any collective bargaining agreement shall be granted at a minimum those economic benefits provided for in the current SEIU Agreement which do not relate to employee discipline, discharge or grievance procedures. Economic benefits may include, but are not limited to salary, paid and unpaid leaves, retirement, overtime, longevity, shift differential and acting pay.

Section F. Employment Actions:

Employees not covered by any collective bargaining agreement shall, at a minimum, receive the same administrative procedures and benefits represented in the SEIU agreement unless specified in this policy.

1. **Promotion:** The promotional rate of pay will be commensurate with the employee's years of experience in the new pay range following current hire-in rate pay practices. The employee shall receive no less than 4% above their current rate, provided the new rate of pay does not exceed the maximum of the new pay range. Any exception requires a form to be submitted and approved by Human Resources.
2. The employee's salary review date will change to the date of the employee's promotion and the employee may be eligible for a salary increase upon completion of one (1) year of service in the new position or classification.
3. **Demotion:** Demotions may be implemented as part of a reorganization or reduction in force, at the request of the employee as the result of a position reclassification, or for cause. Both voluntary and involuntary demotions may be made only upon the recommendation of the department head and approval by Human Resources.
 - a. Any full-time or part-time employee who, during the qualifying period, either voluntarily or involuntarily is demoted to the classification previously held, shall have his/her salary reduced to the salary the employee would have received if the employee had remained in the lower classification. However, the lower rate will be inclusive of any across the board adjustment the employee would have been entitled to, if he/she had remained in the lower classification. The employee's eligibility date for future salary increases shall be based on the previous review date. However, if that date has passed, the employee is not eligible for a salary increase until that date in the following year.



POLICY /GUIDELINE TITLE:

HR Policy No 3 – Position
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- b. A full-time or part-time employee who has completed the probationary and/or qualifying period and is later demoted involuntarily to a position in a classification with a lower pay grade shall have his/her salary reduced by four percent (4%), unless that reduction would result in the employee being paid in excess of the pay grade demoted into, in which case, the rate shall be reduced to the maximum of the demoted pay grade. The employee's eligibility for salary increase shall be based on the date of the demotion.
- c. A full-time or part-time employee who has completed the probationary and/or qualifying period and later demotes voluntarily to a position in a classification with a lower pay grade shall have his/her salary reduced only to prevent being paid in excess of the maximum of the lower pay grade. If the employee's salary is within the pay grade of the classification demoted into, the employee shall not receive a reduction in his/her rate of pay. The employee's eligibility for future salary increases shall be based on the date the employee voluntarily demoted into the lower classification.
- d. An employee whose position is reclassified to a lower pay grade will be demoted to the appropriate title and pay grade on a date as specified by the Chief Human Resources Officer. If an employee's pay rate exceeds the maximum rate of the new pay grade, it shall be reduced to the maximum level of the new pay grade. No change in the salary review date will occur.

4. **Reclassification:** A reclassification is made when it has been determined that the duties and responsibilities assigned to the position have significantly changed from the parameters of the original job classification. It is the purpose of a reclassification to ensure that job classifications are compensated equitably in relation to similar levels of responsibility and duties. An employee selected to fill a reclassified position shall be promoted or voluntarily demoted into the new classification.

- a. Promotional opportunities created by the reclassification will be filled by a competitive recruitment in accordance with established competitive recruitment actions, except for non-competitive promotions as delineated below.
- b. A non-competitive promotion of an employee whose position has been reclassified to a higher pay grade because of the addition of duties or responsibilities may be made when it is determined open competition is not warranted. All of the following circumstances must be met in order to exempt the promotion from competitive procedures:
 - i. There are no other employees in the department, supervised by the selecting official, who are in the same classification and performing identical duties to those performed by the employee prior to the addition of the new duties and responsibilities.



POLICY /GUIDELINE TITLE:

HR Policy No 3 – Position
Classification and
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ii. The employee continues to perform the same basic function(s) as in the former position and the duties of the former position are administratively absorbed into the new position.

iii. The addition of the duties and responsibilities does not result in an adverse impact on another incumbent position.

iv. The selecting official desires the position to be filled non-competitively, or Human Resources determine that the position should be filled non- competitively given the circumstances outlined previously.

5. **Transfer:** A full-time or part-time employee who transfers from one allocated position in a cost center to another allocated position in a different cost center, but in the same classification or in another classification assigned to the same pay grade, shall continue to receive the same salary rate. The employee's salary review date will remain the same if the classification remains the same. The employee's salary review date will change to the date of the transfer if the classification title is changed.

6. **Management Reassignments:** A department head may reassign employees from one position to another position if:

a. The positions have the same salary range; and

b. The employee is determined by Human Resources to meet minimum qualifications for the classification under consideration.

7. **Position Titles:** New titles may be established when it has been determined that the new title is more descriptive of the nature of the work being performed. New titles may be established when new or additional functions are undertaken by UMC. No change in the salary review date or compensation level will occur when only a position's title and job code are changed.

8. **Salary Grade Adjustments:** A salary grade adjustment is made when it has been determined that a classification is either under or over compensated in relationship to comparable positions in the job market. In addition, grade adjustments are required to ensure equity between positions within UMC. The purpose for adjusting the salary is to remain competitive in hiring and retaining the best qualified employees in a classification. Salary grade adjustments result in the assigned employee's salary grade being changed. The salary review date will not change as a result of the grade adjustment. Employees affected by an adjustment may be eligible for a merit increase on their next salary review date. Employee pay rates that equal or exceed the maximum rate of the new grade will not receive salary adjustments until their actual pay rate falls below the highest rate of the new pay grade.

**POLICY /GUIDELINE TITLE:**

HR Policy No 3 – Position
Classification and
Compensation Plans

9. **Training Under-Fill:** An employee who is hired into a training under-fill position (*see Human Resources "Recruitment and Selection Program"*) will receive an adjustment to their salary at the following time(s):

- a. Upon hire into the training under-fill position (if the position is at a higher pay grade than the pay grade the employee is changing from)
- b. Upon completion of training under-fill.
- c. The amount of the promotional increase upon completion of the training under-fill requirements will follow the outlined promotional pay practice in Section F.

Section G. License/Certification:

All staff in positions that require a state of Nevada provider license/certification/registration will be responsible to maintain a current license/certification/registration when hired and when renewed.

1. Failure of the employee to show verification of a renewed license/certification/registration as of 12:00 midnight of the 7th day before expiration shall result in suspension pending confirmation of renewal or termination after 30 days.
2. An exemption from suspension can be made for employees who provide proof of registration for a renewal course within that seven (7) day window and proof of renewal prior to the actual expiration date.
3. When an employee has not renewed and primary source verification is not available, the employee will be suspended without pay. Per diem employees will not be scheduled to work.

Section H. Working Out of Classification:

1. Managers should make every effort to fill assignments without the need for working an employee outside his/her classification. In those rare incidents where it becomes necessary, for the good of the hospital, to work an employee out of his/her classification, the following procedure must be followed:
 - a. Working out of classification in a different classification outside an employee's normal work schedule is strictly prohibited without the advance written approval of the CEO or designee.
 - b. Only non-probationary full and part-time employees in classifications established at pay grade A13 or below are eligible to work out of classification as a Patient Attendant (per diem employees are not eligible).



POLICY /GUIDELINE TITLE:

HR Policy No 3 – Position
Classification and
Compensation Plans

- c. The manager of the employee's home cost center and the manager making the request both must agree to allow the employee to work out of classification. The home cost center manager should consider the performance and conduct of the employee and any operational issues before granting approval.
 - d. The employee working out of classification must voluntarily agree to work extra shifts on a date and time that he/she is not scheduled to work in his/her home cost center. Employees are prohibited from calling off or using leave time to work in another classification. In addition, working in another classification cannot impact his/her regularly scheduled shifts in his/her home cost center. Such conduct will result in severe disciplinary action including suspension pending termination.
 - e. Working out of classification must be at a time that does not create a double back situation.
 - f. The receiving department leader must ensure all applicable federal, state, local, regulatory, and job description requirements are met at the time of the employee working out of classification.
2. All expenses incurred for working an employee out of classification will be paid by the cost center where the employee worked. The employee is to be compensated at the regular rate of pay of his/her permanent classification including any differential (based on the hours worked) or overtime premiums, if applicable.

PROCEDURE

N/A


DEFINITIONS

N/A

REFERENCES

N/A

Review Date:	By:	Description:
July 25, 2022	Ricky Russell	Reviewed. Formatting changes. Added H(f)

	POLICY /GUIDELINE TITLE: Policy No. 4- Recruitment and Selection Program
MANUAL: Human Resources	POLICY OWNER: HR
ORIGINATION DATE:	FINAL APPROVAL DATE:

SCOPE

All UMC employees.

PURPOSE

Human Resources shall administer a recruitment and selection program for the recruitment of applicants for employment with UMC in accordance with all applicable federal and state laws and regulations, and affirmative action programs.

POLICY

1. Recruitment shall be one of the following types:
 - a. **INTERNAL RECRUITMENT:** a promotion, demotion or transfer opportunity opened to current full-time, part-time or per diem UMC employees only.
 - b. **REGULAR RECRUITMENT:** open to all interested applicants.
2. Human Resources shall determine the methods to be used in recruitment and may postpone, cancel, extend or otherwise modify the recruitment efforts as circumstances indicate.
3. The filing period for a non-union represented job announcement will be determined by Human Resources. These positions may close without notice once a sufficient number of qualified applications have been received.
4. When anticipated that the applicant group will greatly exceed the anticipated vacancies, Human Resources may restrict recruitment to limit the number of applicants by:
 - a. establishing a shorter filing period; and/or
 - b. specifying a maximum number of applications that will be accepted and closing the recruitment when that number is reached.
5. Job listings for all recruitments shall available in Human Resources, on the job posting board near the cafeteria and on the UMC website. Announcements shall be given such other publicity as deemed warranted to attract a significant number of qualified candidates to compete.
6. Job announcements shall describe the duties of the position, minimum qualifications, salary range as deemed necessary, open and closing date for accepting applications and such other information as Human Resources considers appropriate.



POLICY /GUIDELINE TITLE:
Policy No. 4- Recruitment and Selection Program

Section B. Applications

1. An official online application form must be filled out completely and signed by the applicant. Applicants who complete online applications must attest that all information contained therein is true and accurate. Filed applications become the property of UMC and shall not be returned to the applicant. A separate and complete application is required unless otherwise specified in the job announcement.
2. Applications are only received by Human Resources for posted positions during the filing period. All applications must be received prior to the recruitment closing date and time.
3. All applicants must meet the minimum requirements and preferences, when applicable, as stated on the job announcement to be eligible for the position. Applicants may be required to submit evidence of education, training, licensure or special qualifications used to determine eligibility for the position.
4. Human Resources may disqualify an applicant, refuse to certify an applicant for an interview or remove an applicant who:
 - a. is determined to lack any of the job requirements stated on the job announcement for the recruitment; or
 - b. has committed conduct not compatible with UMC employment; or
 - c. has made false or misleading statements or omissions of material fact on the application; or has used, or attempted to use, any unfair method to obtain an advantage in a recruitment or appointment; or
 - d. has directly or indirectly obtained confidential information regarding the content of interview; or
 - e. has failed to submit an accurate and fully completed application within the prescribed time limits; or
 - f. has been dismissed for cause from a position at UMC or any other public or private employer similar to the position applied for at UMC; or
 - g. has a recent criminal conviction, which is substantially related to the qualifications, functions or duties of the position for which an application is being made. UMC acknowledges that a record of conviction alone will not necessarily bar someone from employment and will consider factors such as: 1) the length of time that has passed since the offense; 2) age at the time of the offense; 3) the severity and nature of the offense; 4) the relationship of the offense to the position for which was offered; and 5) evidence of rehabilitation; or



POLICY /GUIDELINE TITLE:
Policy No. 4- Recruitment and Selection Program

- h. has, within the past two (2) years, unsuccessfully completed a pre-employment drug screen for UMC, except as provided for under the American's with Disabilities Act of 1990; or
- i. is identified as ineligible due to sanctions by the Office of Inspector General or by the Excluded Parties List System; or
- j. has been disqualified from a previous position during the background check process; or
- k. has made a verbal or physical threat to staff, harassing communications, disparaging comments or other unprofessional conduct.

5. A person whose application is rejected for failure to meet minimum qualifications shall be notified of the reason for rejection. Applicants who believe they meet the minimum qualifications for a position and receive the above cited notification may request in writing to the Human Resources recruiter within seven (7) calendar days of the date of the notification to have their application re-evaluated. Human Resources will notify the applicant within seven (7) calendar days of receipt of the written request, of the decision based on the re-evaluation. Decisions reviewed and approved by Human Resources Director or Chief Human Resources Officer are considered final.

Section C. Inquiries into Minority Status

- 1. At the request of UMC, all applicants are asked to complete the Affirmative Action Questionnaire to comply with the United States Government EEO requirements.
- 2. The applicant's completion of the questionnaire is voluntary and failure to complete this section of the application will not adversely affect future employment opportunities.
- 3. The information requested will be made available to authorized personnel to be utilized for research and reporting purposes only.

Section D. Eligibility Lists

- 1. The names of applicants for employment who qualify for the recruitment shall be placed on the appropriate eligibility lists.
- 2. Eligibility lists will usually remain in effect for ninety (90) calendar days, but may be changed at the discretion of Human Resources and the appropriate department manager.
- 3. Eligibility lists for all recruitments shall be in effect from the date the applicant was placed on the eligibility list.



POLICY /GUIDELINE TITLE:
Policy No. 4- Recruitment and Selection Program

4. The duration of recall eligibility lists due to layoffs shall be a maximum of two (2) years based on length of service.
5. The Chief Human Resources Officer, or designee, may remove from eligibility lists the names of applicants who:
 - a. request to have their names removed from an eligibility list or state that they are not interested in employment in that classification; or
 - b. fail to respond to an invitation for a pre-employment interview; or
 - c. are appointed to permanent positions in the classification for which their names were on an eligibility list. This does not apply to those eligible who are appointed to temporary positions; or
 - d. declines two (2) interviews for the same job classification within one (1) year; or
 - e. for any of the reasons listed in Section B.4 of this policy.
6. Eligibility Lists for permanent positions will be established in the following manner:
 - a. **Department Recall List:** The departmental recall eligibility list for each classification shall consist of employees and former employees of the department having permanent status and who were laid off or who were reduced in grade as a result of layoff. Such lists shall take precedence over all other eligibility lists.
 - b. **Recall List:** The general recall eligibility lists for each classification shall consist of the names of employees and former employees of UMC who are on active recall lists. Such lists shall take precedence over all other eligibility lists, except departmental recall lists.
 - c. **Active Lists:** The names of applicants who meet at least the minimum qualifications shall be placed on eligibility lists for that position. The eligibility list will normally remain in effect for approximately ninety (90) calendar days, unless the position is re- posted sooner at the request of the hiring authority or at the discretion of Human Resources.
 - d. **Certification List:** The names of the most qualified applicants who meet the minimum and the preferred skills for the position will be placed on an active certification list for that position and will be forwarded to the department for an interview.



POLICY /GUIDELINE TITLE:
Policy No. 4- Recruitment and Selection Program

Section E. Candidate Referral

When a vacancy is to be filled, other than by demotion or emergency appointment, the hiring authority shall notify Human Resources. Following receipt of an approved requisition, Human Resources shall determine which candidates to be referred, based on bona fide occupational qualifications or special skills required by the position. Human Resources will determine the method and standards used to evaluate applicants' qualifications.

1. Eligible candidates shall be referred to fill permanent vacancies in the following order:
 - a. Departmental Recall Eligibility List
 - b. Recall Eligibility List
 - c. Certification List

If a departmental recall eligibility list is used, Human Resources shall refer personnel in accordance with the recall section of the appropriate collective bargaining agreement or this manual. Human Resources may remove from a departmental recall list the name of any person who waives employment after referral.

2. Only applications of the most qualified candidates will be referred to the department initially for hiring manager or SME review. All applicants on the certification list should be interviewed unless documented and proper justification is approved by Human Resources prior to declining the candidate for interview. The written justification should explain the applicant lack of at least one of the following: experience, education, knowledge, skills, abilities, certifications, licensures or other job competency specific reasons related to the specific recruitment. Documentation will be made in the applicant tracking system for record keeping purposes of the justification made by the hiring department.
3. All current UMC employees who are certified for interview in a specific recruitment must be interviewed unless disqualified due to other reasons outlined in this policy.
4. If more than one vacancy is to be filled, the base number of candidates to be referred shall be determined by Human Resources. The names of the most qualified candidates will be certified to the department. All applicants certified to a department will be interviewed.
5. Human Resources will submit the certification list to the hiring department and the hiring authority shall notify applicants chosen for pre-employment interviews.
6. When an applicant has been passed over a total of two (2) times for employment or in the past one hundred and eighty (180) days for the same position by the same hiring authority, with the appropriate justification, Human Resources may remove the name of that applicant from the certification list to that hiring authority.
7. Human Resources may refer qualified persons from sources that are deemed appropriate to fill temporary positions.
8. Pre-employment assessments or testing may be required for some positions, prior to job offer.



POLICY /GUIDELINE TITLE:
Policy No. 4- Recruitment and Selection Program

Section F. Interviews

1. An interview schedule for those on the certification list should be provided to Human Resources or be accessible for viewing through the self-scheduling option in the ATS prior to the commencement of the interviews.
2. The hiring authority will notify and interview, or provide a reasonable opportunity for an interview to each applicant whose name appears on the certification list prior to making a selection. Initial contact with the candidate must be made within three (3) business days by the hiring department for interview scheduling. Those candidates not selected for interview must be clearly identified using Section E, Paragraph 2 guidelines.
3. All interview notes, questions, rating guides, responses, score sheets and related materials generated during the interview process will be submitted to Human Resources. Job offers may not be extended until all selection documentation is submitted.
4. No testing/examinations will be administered by the hiring department without involvement and approval by Human Resources.

Section G. Selections and Appointments

1. The Chief Executive Officer or designee must approve vacancies to be filled prior to appointment (see Human Resources Procedure "*Requisition for Personnel*").
2. The hiring authority shall interview each applicant referred before making a competitive selection.
 - a. If two (2) unsuccessful documented attempts to contact a candidate occur, then the hiring authority shall notify Human Resources in order to remove candidate from consideration. `
 - b. Human Resources may approve other non-discriminatory objective reasons to disqualify a candidate from consideration.
 - c. After making a selection, Human Resources shall notify each applicant interviewed of the results.
3. With the approval of Human Resources, a person may be appointed temporarily to fill a regularly established benefitted position. No person shall achieve full time, part time, or per diem status solely as a result of appointment to a temporary position.
4. Per Diem Appointments: Beginning with the 2081st hour worked, a part-time or per diem employee, upon written request, shall be entitled non-competitively to the next available regular full-time or part-time position in his/her classification. Restrictions may apply in accordance with the appropriate collective bargaining agreement.



POLICY /GUIDELINE TITLE:
Policy No. 4- Recruitment and Selection Program

5. In the event that the standard recruitment procedure would, in an emergency situation, delay or impair efficiency of UMC operations, the hiring authority, with approval from Human Resources and the Chief Executive Officer, may make emergency appointments for the duration of the emergency and for a time thereafter sufficient to permit an orderly return to the normal conduct of business. When such emergency appointments are made, the hiring authority shall immediately notify Human Resources, naming the appointees, dates of appointment, classification in which hired, duties of the positions to which appointed and the nature of the emergency. No person shall automatically achieve full or part time status as a result of an emergency appointment.
6. Human Resources may make involuntary, inter-departmental transfer of employees in the same classification or salary grade for the purpose of reorganizations, changes in workload or for the well-being of UMC, after notification and approval of the affected Administrator and department head.
7. UMC may appoint employees of an agency whose functions have been assumed by UMC under the following conditions:
 - a. Human Resources has determined the proper classifications for the positions; and
 - b. employees of the agency shall serve a probationary period; and
 - c. no time served in the agency prior to appointment as a UMC employee shall apply toward the computation of seniority without the written authorization of the Chief Executive Officer and based on a recommendation from Human Resources.

Section H. Offers of Employment

1. All offers of employment will be made by Human Resources.
2. The hiring authority will return the certification list and interview questions/responses to Human Resources. A tentative offer of employment will be made in compliance with the pre-employment/post offer protocols.
3. Salary recommendations will be made by Human Resources following current internal pay practices. Human Resources or the department/unit managers requesting a salary rate above the salary rate parameters established by Human Resources must submit the request in writing to Human Resources who will make a recommendation of approval or denial to the Division Head and CEO or designee. The CEO or designee has final approval on any salary above the normally established rate to be offered.
4. Once the tentative offer of employment has been made to a non-UMC employee, the selected candidate will be required to complete pre-employment drug testing within 72 hours, background check consent paperwork and a pre-employment physical/employee health review.



POLICY /GUIDELINE TITLE:
Policy No. 4- Recruitment and Selection Program

5. The tentative offer of employment shall be withdrawn if:
- a. the applicant fails to complete the pre-employment drug screen within forty-eight (48) hours of the date and time the tentative offer was made without an approved extension, or
 - b. the applicant fails to submit to a background check during the hiring process, or
 - c. the applicant fails either the pre-employment drug screen or the background check or pre-employment physical, or
 - d. the results of the applicant's pre-employment drug screen indicate the presence of marijuana (THC), and the applicant applied for a position that UMC has determined could adversely affect the safety of others (*See UMC Safety-Sensitive Positions List*), or
 - e. the applicant is unable to attend new hire orientation within a specified period of time mutually agreed upon by Human Resources.

Section I. Training Under-Fills

1. Training under-fills are alternate staffing patterns that establish entry or intermediate duty levels when:
 - a. it is consistently difficult to attract sufficient numbers of qualified applicants at the full performance level; or
 - b. significant gaps exist in normal career patterns for occupations unique to UMC's service; or
 - c. by hiring manager or Human Resources request
2. Training under-fills must comply with the following requirements:
 - a. The under-fill position level must be established at or below the pay grade of the full performance/budgeted level; and
 - b. The position must be recruited as a training under-fill. The announcement must clearly indicate that the position is an under-fill position and that upon satisfactory performance and completion of the training agreement, within a specific time frame, will lead to a noncompetitive promotion. The higher level classification of the position must also be indicated on the announcement; and
 - c. The selected applicant does not have to meet all of the experience and education requirements of the higher level position at time of hire into the under-fill position. However, he/she must meet the critical, directly related position requirements determined by Human Resources to be essential to acquiring, through on-the-job training, the skills and knowledge of the higher level classification; and
 - d. The under-fill position cannot exist beyond two (2) years. Employees hired into a training under-



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fill position will serve in the under-fill classification no more than two (2) years, except for specified classifications as determined by Human Resources.

3. Applicants hired into training under-fill position(s) shall serve a probationary period. Employees promoted into training under-fill positions shall serve a qualifying period. Should an employee who has successfully completed the probationary and/or qualifying period then fail to meet the training requirements, he/she may be terminated following the process as outlined in the appropriate collective bargaining agreement or Human Resources Policies and Procedures.

Section J. Employment Eligibility Verification Form I-9

1. Human Resources shall administer the employment eligibility verification program to verify each employee's eligibility for employment in the United States in accordance with the Immigration Reform and Control Act (IRCA), as amended and the Homeland Security Act, as amended.
2. All new UMC employees must comply with the IRCA/USCIS by completing Form I-9 to verify their eligibility for employment in the United States. UMC will also verify employment eligibility using the DHS E-Verify system. Any employee rehired within three (3) years of the initial hire, may not be required to complete a new I-9, provided the information on the old I-9 indicates that the person is still authorized to work. However, such employee may be required to complete a new I-9 for E-Verify purposes.
3. Employees accepting a job with UMC shall be told at that time they will need to complete Form I-9 and present original copies of documents that establish identity and employment eligibility. The employee must bring acceptable documents as defined in the IRCA/USCIS to the Human Resources Department and complete a Form I-9 within three (3) business days of the date of hire.
 - a. Human Resources will examine the document to ensure they are genuine and make copies to be attached to the completed I-9 form.
 - b. Employees who fail to comply with the law will not be placed on payroll (officially hired) until they have provided all required documentation and completed the I-9 form. Failure of an employee to abide by verification requirements or timelines will result in the employment offer being withdrawn or failed probation.
 - c. After hire, an employee who fails to provide Human Resources with current immigration documents seven (7) calendar days prior to the expiration of the previous immigration document shall be prevented from working until receipt of the required documents. Failure to provide the required document for more than 30 calendar days after the expiration date of the original documents shall result in the employee being suspended pending termination. All immigration documents shall be presented in Human Resources at least seven (7) calendar days prior to the expiration of the current document to prevent the employee from being suspended.



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Section K. Licensure, Certification, Registration

1. Candidates for employment must possess and maintain current all required licensures, certifications and/or registrations identified as a bona fide occupational qualification.
2. Candidates for specific positions requiring licensure, certification and/or registration are responsible for providing the appropriate document(s) prior to employment. Human Resources will ensure appropriate and accurate documentation is provided before an applicant is hired.
3. The employee is responsible for presenting the original of the renewed license, certification and/or registration to his/her manager and a copy to Human Resources at least seven (7) calendar days prior to the expiration date. The department manager will make a copy for the department's files and will return the original to the employee.
4. Employees achieving licensure, certification and/or registration must report the achievement to their manager who will verify the accuracy of the documents. The employee will be required to produce evidence and submit it to Human Resources to be placed in the employee's official personnel file.

Section L. Residency and Vehicle Registration Ordinance

1. Candidates hired into a benefitted position will be required to establish and maintain a principle place of residency within the boundaries of Clark County within 90 days of initial employment with UMC, provide proof that a Nevada driver's license has been obtained and each private vehicle has been registered with the State of Nevada Department of Motor Vehicles.
2. Human Resources will notify all new hires of acceptable documents and will examine the documents to validate residency and vehicle registration requirements at time of new hire processing.
3. After hire, an employee who fails to provide proof of residency and vehicle registration to Human Resources within 90 calendar days of hire shall result in the employee being terminated. Exceptions may apply to the following:
 - a. Employees who are unable to provide documents establishing proof of residency due to living with someone, will be required to sign a residential affidavit of exemption.
 - b. Employees who do not drive in Nevada or do not own a motor vehicle subject to the motor vehicle registration laws will be required to sign an affidavit of exemption.
 - c. Employees who have been granted a waiver from the County Manager as approved by the Board of County Commissioners.



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- d. Employees covered by an applicable federal law that may qualify for an exemption.
- 4. In accepting employment with UMC, the employee agrees that authorized representatives of UMC may access the databases of the State of Nevada Department of Motor Vehicles to verify motor vehicle registration information and driver's license information.

Section M. Employment Incentive Program

- 1. Human Resources shall administer an Employment Incentive Program as a recruitment tool when qualified candidates are scarce. Eligible classifications will be defined by Administration in consultation with Human Resources.
- 2. Eligibility requirements shall be set by Administration on a case-by-case basis.

Section N. Relocation Assistance Program

- 1. Human Resources shall administer the Relocation Assistance as a recruitment tool. Classifications eligible for relocation expenditure reimbursement will be defined by Administration in consultation with Human Resources. Eligibility requirements shall be set by Hospital Administration on a case by case basis.

PROCEDURE

N/A

DEFINITIONS

N/A

REFERENCES

N/A

Review Date:	By:	Description:
May 25, 2022	Ricky Russell	Reviewed. Formatting Changes. Added H(5)(d)

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

Issue: Employment of Anesthesia Providers	Back-up:
Petitioner: Kurt Houser, Chief Human Resource Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee discuss employment of Anesthesia Providers; and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committee will have a discussion regarding employment of anesthesia providers.

Cleared for Agenda
August 29, 2022

Agenda Item #

**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. (<i>For possible action</i>)	

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
August 29, 2022

Agenda Item #