



UMC Human Resources and Executive Compensation Committee

Monday, August 26, 2024 2:00 p.m.

UMC Trauma Building - Providence Suite - 5th Floor

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
August 26, 2024 2:00 p.m.
800 Hope Place, Las Vegas, Nevada
UMC Trauma Building, ProVidence Suite (5th Floor)

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

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

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

SECTION 1. OPENING CEREMONIES

CALL TO ORDER

1. Public Comment

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

2. Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation Committee special meeting on May 20, 2024.
(For possible action)
3. Approval of Agenda. (For possible action)

SECTION 2. BUSINESS ITEMS

4. Review and discuss the final FY 2024 Turnovers & Hires report; and take action as deemed appropriate. *(For possible action)*
5. Receive an update from the Chief Human Resource Officer; and direct staff accordingly. *(For possible action)*
6. Review and discuss the revisions of the Physician & Non-Physician Provider (wRVU) Productivity Compensation and Benefits Plan; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
7. Review and discuss the FY24 Organizational Successes / Year In Review Presentation; and take action as deemed appropriate. *(For possible action)*
8. Discuss, score, and approve the Human Resources and Executive Compensation Committee Organizational Performance Goals for FY24, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
9. Discuss all other Organizational Performance Goals Outcomes for FY2024, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
10. Review and discuss the CEO merit salary adjustment and incentive bonus for FY24, and make a recommendation for approval by the UMC Governing Board, and take action as deemed appropriate. *(For possible action)*
11. Review and discuss the Human Resources and Executive Compensation Committee Organizational Performance Goals for FY25, make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
12. Review and discuss all other Governing Board Committee Organizational Performance Goals for FY25, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*

SECTION 3. EMERGING ISSUES

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

COMMENTS BY THE GENERAL PUBLIC

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

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

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

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

**University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
Monday, May 20, 2024**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, May 20, 2024
2:00 p.m.

CALL TO ORDER

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

Committee Members:

Present:

Jeff Ellis, Chair (via WebEx)
Laura Lopez-Hobbs
Renee Franklin (via WebEx)
Bill Noonan, Ex-Officio (via WebEx)

Absent:

None

Others Present:

Mason Van Houweling, Chief Executive Officer (WebEx)
Ricky Russell, Chief Human Resources Officer
Jennifer Wakem, Chief Financial Officer
Rosalind Bob, Human Resources Director
Susan Pitz, General Counsel
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 March 18, 2024. (For possible action)

FINAL ACTION:

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

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

FINAL ACTION:

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Review and discuss the FY24YTD Turnovers & Hires, and direct staff accordingly. (*For possible action*)

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Mr. Russell reviewed the turnover and hires report through April 2024.

- Voluntary turnover for FT/PT was 6.7% which is better than industry standards.
- Per diem turnover is about 40%, which is not uncommon, but is being monitored by staff. RN data is showing 5% turnover.
- Overall for the year, 966 employees have been hired to date – 307 of which are RNs.
- Turnover percentages – 55% voluntary, 14% involuntary, 12% failed probation and 18% are retiring.
- There are still about 4,700 in the employee population. Approximately 55-60 employees are hired or termed per month. Approximately 1500 employees are RNs. Top 3 turnover departments are CRP with 15; Peds has 15, ED has 13 turnovers and Med Surg and OR have 8 turnovers.

Mr. Russell noted that the goal for next year will be related to per diem turnover.

FINAL ACTION:

None

ITEM NO. 5 Receive an update from the Chief Human Resource Officer; and direct staff accordingly. (*For possible action*)

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Mr. Russell provided the Committee with the following updates:

SEIU – To date there have been 9 productive sessions; there are over 14 tentative agreements that have been discussed. There are 6 articles are left to discuss in non-economics negotiations. Discussions still remaining in the economics portion. There are 4 sessions scheduled in June and the contract expires at the end of June. The team is hopeful to finish by the end of June. Mr. Russell said there is good progress.

He next provided a brief update on the HR Goals updates were provided. All goals are on target to be met. The goals will be reviewed again in July or August.

Mr. Van Houweling suggested the Committee have a future discussion regarding the average costs associated with employee turnover and data comparisons over the past 5 years. There was continued discussion regarding the market wage comparison in the area.

FINAL ACTION:

None

ITEM NO. 6 Review and discuss the revisions to the Physician & Non-Physician Provider Traditional Compensation Plan; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- Physician & Non-Physician Provider Traditional Compensation Plan

DISCUSSION:

The Committee reviewed and discussed minor changes to the physician compensation plan.

The substantive changes to the compensation plan are to add 2 new classifications of Medical Director Emergency Physician, Emergency Medicine Physician, as well as Emergency Medicine APP, PICU Hospitalist, and PEDS Hospitalist.

The revised plan will be effective June 1, 2024, and will cover existing and future employees within the identified classifications.

Offers have been made and the majority have been accepted for the general medicine hospitalists; the go-live date is July 1st. Emergency physician offer process begins this week.

Clarification was made to the language regarding the employee's employment status.

The Appendix 3 added appropriate pay information to the compensation plan for general medicine.

FINAL ACTION:

A motion was made by Member Franklin to approve the revisions to the Physician Compensation Plan, and send to the Governing Board for approval. Motion passed with a unanimous vote.

SECTION 3. EMERGING ISSUES

ITEM NO. 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)*

Discussion:

Compensation studies for the CEO compensation plan.
Organizational Performance Goals will be discussed at the next meeting for the HR Committee.

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 12:25 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: FY 2024 Final UMC Turnovers & Hires update	Back-up:
Petitioner: Kendrick Russell, CHRO	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee review and discuss the final FY 2024 Turnovers & Hires report, and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown


BACKGROUND:

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

Cleared for Agenda
August 26, 2024

Agenda Item #

FY2024
Turnover / Hires

		July '23	Aug '23	Sept '23	Oct '23	Nov '23	Dec '23	Jan '24	Feb '24	Mar '24	Apr '24	May '24	Jun '24	FY2024 TOTALS	
TERMINATIONS / TURNOVER															
All Employee (Includes RN)	FT/PT	41	41	54	42	37	41	47	44	27	26	35	21	456	
	PRN/PD	39	33	38	31	36	40	41	42	48	44	30	34	456	
	Total All Terms	80	74	92	73	73	81	88	86	75	70	65	55	912	
	Voluntary Turnover % FT/PT	0.61%	0.58%	0.86%	0.57%	0.63%	0.65%	0.82%	0.69%	0.41%	0.43%	0.51%	0.39%	7.15%	
	All PRN/PD Turnover %	4.54%	3.59%	4.02%	3.28%	3.83%	4.18%	4.29%	4.43%	4.98%	4.49%	3.09%	3.54%	48.26%	
RN Only	FT/PT	8	11	5	8	6	15	14	13	4	6	4	5	99	
	PRN/PD	12	14	5	7	13	12	13	17	19	14	10	10	146	
	Total RN Terms	20	25	10	15	19	27	27	30	23	20	14	15	245	
	Voluntary Turnover % FT/PT	0.53%	0.52%	0.35%	0.43%	0.35%	0.61%	0.79%	1.15%	0.17%	0.26%	0.26%	0.35%	5.77%	
	All PRN/PD Turnover %	3.76%	4.22%	1.47%	1.97%	3.66%	3.21%	3.37%	4.55%	5.05%	3.65%	2.65%	2.71%	40.27%	
HIRES															
All Employee (Includes RN)	FT & PT	49	33	34	53	56	26	27	28	39	40	49	40	474	
	PRN/PD	67	71	35	66	89	53	52	42	74	32	69	53	703	
	Total All Hires	116	104	69	119	145	79	79	70	113	72	118	93	1177	
	Net Hire Ratio	1.30%	1.40%	0.76%	1.70%	2.04%	1.13%	1.03%	1.27%	1.63%	1.24%	1.84%		15.34%	
RN Only	FT & PT	24	7	8	26	17	7	8	6	7	19	10	7	146	
	PRN/PD	9	14	11	15	26	22	29	17	25	10	0	9	187	
	Total RN Hires	33	21	19	41	43	29	37	23	32	29	10	16	333	
Turnover: Voluntary Turnover: - Does not include retirement, death, LT end, VOL in Lieu of term, or PRN RN Turnover & Data: - includes RN bedside acute care, RN ambulatory, Charge RN - does not include case management, nurse navigator, management, mid-levels, LPNs, educators, nurse auditor, etc.															

FY2024
Turnover / Hires

TERM TYPE															
All Employee FT/PT	% Voluntary	56.00%	53.8%	34.5%	56%	62.20%	57.10%	64.4%	59.6%	52.0%	54.50%	54.29%	71.43%	56%	
	% Involuntary	9.30%	17.9%	32.7%	9.00%	13.50%	8.60%	8.9%	12.7%	12.0%	13.60%	17.14%	0%	13%	
	% Fail Prob	12.00%	12.8%	10.9%	14%	16.20%	11.40%	8.9%	6.4%	16.00%	13.60%	11.43%	19.05%	13%	
	% Retirement	21%	12.8%	21.8%	21%	8%	22.90%	17.7%	21.3%	16.00%	18.20%	11.43%	9.52%	17%	
RN - YTD Top 3 Departments Turnover 															

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

Issue: CHRO Update	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
Recommendation: The Human Resources and Executive Compensation Committee review and discuss the CHRO Updates and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown

BACKGROUND:

CHRO Updates

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

Issue: Physician & Non-Physician Provider wRVU Productivity Compensation Plan	Back-up:
Petitioner: Ricky Russell, Chief Human Resources Officer	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee review and discuss revisions of the Physician & Non-Physician Provider (wRVU) Productivity Compensation and Benefits Plan; and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown

BACKGROUND:

The substantive changes to this Compensation Plan are:

1. Update the compensation and wRVU data based on the latest data from our fair market value vendor.
2. The revised plan is anticipated to be effective on or September 1, 2024, and will cover existing and future employees within the identified classifications.

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Cleared for Agenda
August 26, 2024

Agenda Item #

UNIVERSITY MEDICAL CENTER

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

September 1, 2024

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
- Transplant Surgeon
- Hepatologist
- Nurse Practitioner/Physician Assistant (Ortho)
- Nurse Practitioner/Physician Assistant (Transplant)
- Nurse Practitioner/Physician Assistant (Hepatology)

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. Appendix 1 further sets forth a total cash compensation maximum cap that 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) / Administrative Leave Days (ALDs):**Physicians**

Physician Providers under this Compensation Plan do not accrue CAL as set forth in the hospital's Human Resources Policies and Procedures. Instead, each part-time or full-time Physician Provider under this Compensation Plan shall receive Administrative Leave Days (ALDs). Appropriate use of ALDs include sick days, holidays, and leave of absences. ALDs do not roll over year to year, may not be converted to compensation, nor are they paid out upon separation of employment. Requests to use ALDs shall be submitted to the Medical Director (or designee) over the service line.

ALDs will be awarded upon hire and thereafter each January 1st of the following calendar year. Employees under this Compensation Plan will receive ALDs as follows:

Employment Status	# of ALDs
Part-Time	15

Full-Time	30
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Employee's time-off may differ in accordance with his or her at-will employment agreement. Physicians accruing CAL upon final approval and implementation of the July 1, 2023 Compensation Plan will retain any accrued CAL time, and will be required to exhaust such time prior to use of any ALDs. CAL accrued prior to implementation of this July 1, 2023 Compensation Plan may not be converted to compensation, nor is it paid out upon separation of employment.

Non-Physician Providers

Full & part time Non-Physician Providers under this Compensation Plan will continue to accrue and use CAL consistent with the hospital's 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. 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	Max TCC
SPECIALTY – ORTHOPEDICS				
<i>Experienced/Board Certified</i>				
Trauma Surgeon	\$554,841.75 - \$652,755.00	9,525	\$80.33	\$933,726.00
Ortho Specialty	\$484,618.15 - \$570,129.00	10,992	\$71.23	\$933,726.00
Ortho Sports	436,667.95- 513,727.00	9,766	\$72.37	\$908,081.00
Ortho – Medical	\$288,398.20 - \$339,292.00	6,642	\$67.94	\$698,839.00
<i>New Hires/Board Eligible</i>				
Trauma Surgeon	\$443,873.40 - \$522,204.00	7,620	\$80.33	\$933,726.00
Ortho Specialty	\$387,694.52 - \$456,111.20	8,794	\$71.23	\$933,726.00
Ortho Sports	349,334.36- 410,981.60	7,813	\$72.37	\$908,081.00
Ortho – Medical	\$230,718.56 - \$271,433.60	5,314	\$67.94	\$572,000.00
NP/PA	\$124,181.60 - \$146,096.00	2,117	\$69.70	\$168,104.00
SPECIALTY – TRANSPLANT				
<i>Experienced/Board Certified</i>				
General Transplant Surgeon	\$368,504.75 - \$433,535.00	5,295	\$87.74	\$686,149.00
<i>New Hires/Board Eligible</i>				
General Transplant Surgeon	\$294,803.80 - \$346,828.00	4,236	\$87.74	\$686,149.00
NP/PA	\$122,620.15– \$144,259.00	3,059	\$44.36	\$163,682.00
SPECIALTY – HEPATOLOGY				
<i>Experienced/Board Certified</i>				
Hepatology	\$386,553.65 - \$454,769.00	5,316	\$97.83	\$642,751.00
<i>New Hires/Board Eligible</i>				
Hepatology	\$309,242.75 - \$363,815.00	4,253	\$97.83	\$642,751.00
NP/PA	\$122,620.15 - \$144,259.00	3,059	\$44.36	\$163,682.00

*Appendix 1 may be amended from time to time, with Board approval, 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

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

JulySeptember 1, 20232024

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~~ Transplant Surgeon
- ~~Vascular Surgeon~~
- ~~Neurosurgeon~~
- Hepatologist
- Nurse Practitioner/Physician Assistant (Ortho)
- Nurse Practitioner/Physician Assistant (~~CVT~~ Transplant)
- Nurse Practitioner/Physician Assistant (~~Neuro~~ Hepatology)

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.

Page 21 of 71

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. Appendix 1 further sets forth a total cash compensation maximum cap that 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) / Administrative Leave Days (ALDs):Physicians

Physician Providers under this Compensation Plan do not accrue CAL as set forth in the hospital's Human Resources Policies and Procedures. Instead, each part-time or full-time Physician Provider under this Compensation Plan shall receive Administrative Leave Days (ALDs). Appropriate use of ALDs include sick days, holidays, and leave of absences. ALDs do not roll over year to year, may not be converted to compensation, nor are they paid out upon separation of employment. Requests to use ALDs shall be submitted to the Medical Director (or designee) over the service line.

ALDs will be awarded upon hire and thereafter each January 1st of the following calendar year. Employees under this Compensation Plan will receive ALDs as follows:

Employment Status	# of ALDs
Part-Time	15
Full-Time	30

Employee's time-off may differ in accordance with his or her at-will employment agreement. Physicians accruing CAL upon final approval and implementation of the July 1, 2023 Compensation Plan will retain any accrued CAL time, and will be required to exhaust such time prior to use of any ALDs. CAL accrued prior to implementation of this July 1, 2023 Compensation Plan may not be converted to compensation, nor is it paid out upon separation of employment.

Non-Physician Providers

Full & part time Non-Physician Providers under this Compensation Plan will continue to accrue and use CAL consistent with the hospital's 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. 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. Page 25 of 71

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	Max TCC
SPECIALTY – ORTHOPEDICS				
<i>Experienced/Board Certified</i>				
Trauma Surgeon	\$510,016– \$600,017.60\$554,841.75 – \$652,755.00	9,081525	\$73.4680.3 3	\$930,000933,726.00
Ortho Specialty	\$476,008– \$560,019.20\$484,618.15 – \$570,129.00	10,639992	\$67.3171.2 3	\$930,000933,726.00
Ortho Sports	436,667.95-513,727.00	9,766	\$72.37	\$908,081.00
Ortho – Medical	\$246,500.80– \$290,014.40\$288,398.20 – \$339,292.00	6,579642	\$56.5467.9 4	\$572,000698,839.00
<i>New Hires/Board Eligible</i>				
Trauma Surgeon	\$408,012.80– \$480,001.60\$443,873.40 – \$522,204.00	7,265620	\$73.4680.3 3	\$930,000933,726.00
Ortho Specialty	\$380,806.40– \$448,011387,694.52 - \$456,111.20	8,511794	\$67.3171.2 3	\$930,000933,726.00
Ortho Sports	349,334.36-410,981.60	7,813	\$72.37	\$908,081.00
Ortho – Medical	\$197,204.80– \$232,003.20\$230,718.56 – \$271,433.60	5,263314	\$56.5467.9 4	\$572,000.00
NP/PA	\$93,516.80– \$110,011.20\$124,181.60 – \$146,096.00	1,9642,11 7	\$65.1669.7 0	\$145,000168,104.00
SPECIALTY – CARDIO VASCULARTRANSPLANT				
<i>Experienced/Board Certified</i>				
CVTGeneral Transplant Surgeon	\$609,502.40– \$717,704368,504.75 - \$433,535.00	9,4265,29 5	\$73.6287.7 4	\$1,060,000686,149.0 0
Vascular	\$462,009.60– \$543,400.00	8,998	\$59.35	\$815,000
<i>New Hires/Board Eligible</i>				
CVTGeneral Transplant Surgeon	\$488,009.60– \$574,017.60\$294,803.80 – \$346,828.00	7,5414,23 6	\$73.6287.7 4	\$1,060,000686,149.0 0
Vascular	\$370,011.20– \$435,011.20	7,198	\$59.35	\$815,000
NP/PA	\$120,515.20– \$142,001.60\$122,620.15 – \$144,259.00	2,0843,05 9	\$58.1944.3 6	\$183,500163,682.00
SPECIALTY – NEUROHEPATOLOGY				
<i>Experienced/Board Certified</i>				

NeurosurgeonHepatolog y	\$571,209.60- \$672,006.40\$386,553.65 - \$454,769.00	9,7405,31 6	\$84.2297.8 3	\$1,035,000642,751.0 0
<u>New Hires/Board Eligible</u>				
NeurosurgeonHepatolog y	\$457,308.80- \$538,012.80\$309,242.75 - \$363,815.00	8,0004,25 3	\$84.2297.8 3	\$1,035,000642,751.0 0
NP/PA	\$96,907.20- \$114,004.80\$122,620.15 - \$144,259.00	1,5343,05 9	\$80.0644.3 6	\$145,000163,682.00

*Appendix 1 may be amended from time to time, with Board approval, 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: FY24 Organizational Successes	Back-up:
Petitioner: Kendrick Russell, CHRO	Clerk Ref. #
Recommendation: Review and discuss the FY24 Organizational Successes / Year In Review Presentation; and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committee will review and discuss the FY24 Organizational Successes.

Cleared for Agenda
August 26, 2024

Agenda Item #



YEAR IN REVIEW





OPERATIONS

YEAR IN REVIEW



PHYSICIAN EMPLOYMENT

- Hired Practice Plan Administrator
- Completed Anesthesia employment
- 7 Interventional Radiologists
- 14 Diagnostic Radiologists
- 21.5 Hospital Medicine
- 60 ED Providers
- Employed surgeon for oversight of OR process improvement
- Additional Transplant Surgeon





ACCREDITATIONS

- The Joint Commission
- Trauma
- Burn

AMBULATORY

- Primary Care @ The Medical District, offering follow-up care post-discharge to reduce readmissions
- Opened Rancho Orthopedic & Spine Institute location to expand capacity

REAL ESTATE

- 710 Rancho Lane (Milan): **\$6.5M**
- 820 Rancho Lane: **\$2.3M**
- 5755 E. Charleston (Nellis Relocation): **\$3.5M**
- 2101 W. Charleston: **\$1.1M**

We're making
this better so
we can make
you better!

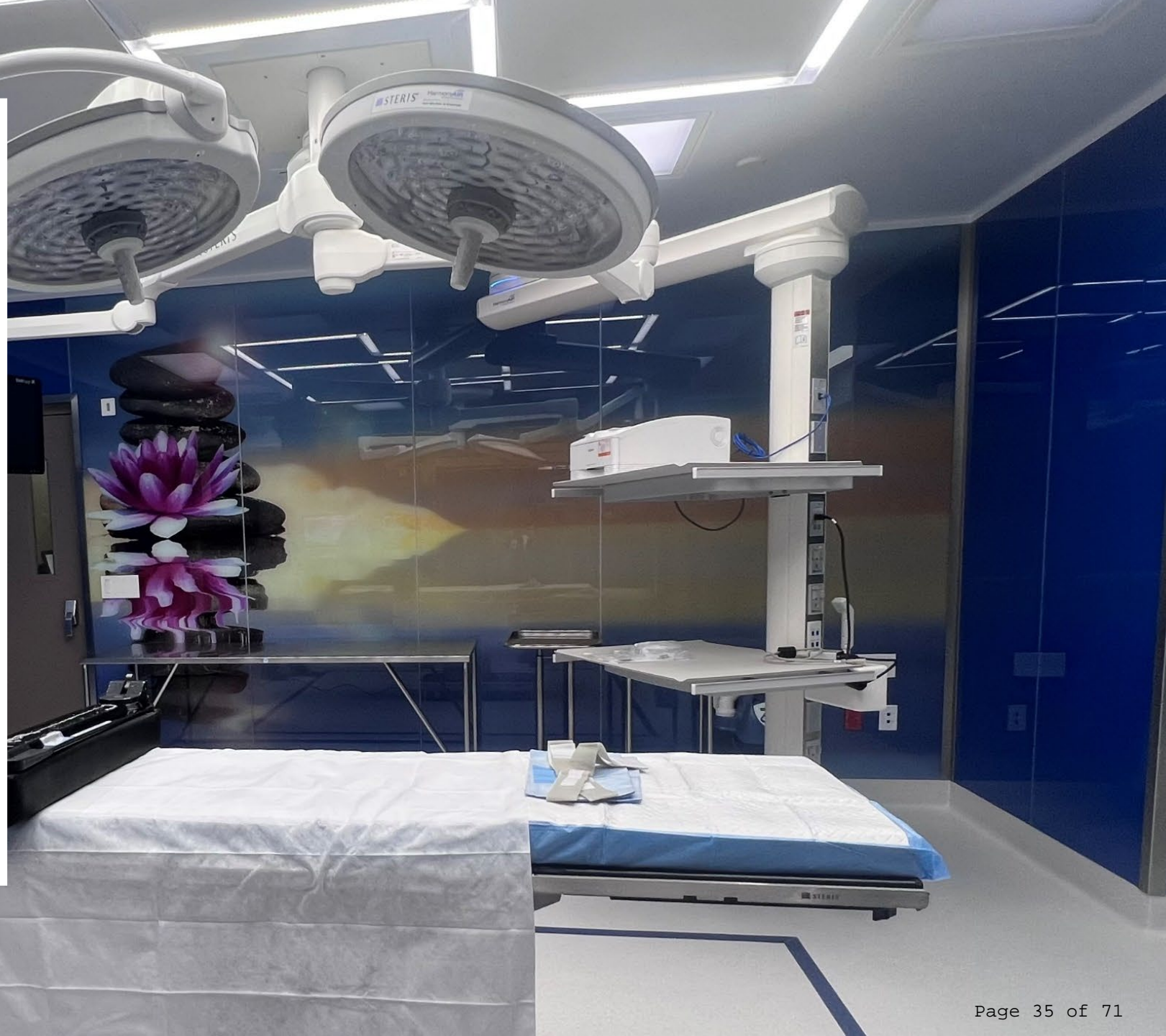
Coming Soon!

UMC
UNIVERSITY MEDICAL CENTER
PrimaryCare

UMC
QuickCare

CONSTRUCTION PROJECTS

- Renovated 4 OR Suites: **\$4.2M**
- Waste anesthetic gas system for nitrous oxide: **\$5M**
- Trauma Resuscitation Unit Renovation, including new CT and IR Suites: **\$7M**
 - ED CT Scan and X-ray room





CONSTRUCTION PROJECTS

- Third Cath Lab: **\$5M**
- Central Plant Equipment Replacement: **\$13.4M**
- Pharmacy IV Clean Room: **\$1.5M**
- Autoclave Project SaniPak Replacement: **\$1.5M**
- Biomed Relocation: **\$5K**
- Peccole Remodel: **\$1M**

REVITALIZE PROJECT

- Project is approximately 70 percent complete
- Remains on schedule and on budget
- Expected completion in summer 2025





NURSING

YEAR IN REVIEW



PATH TO MAGNET

- Pathway to Excellence redesignation accepted
- RN Survey for designation opens September 21
- Only UMC and Banner Churchill are currently designated in Nevada
- Submitted application to the ANCC for Magnet
- Magnet application document accepted. Documents to be submitted by April 2025
- Requesting expedited site visit





NURSING

- Third refinement of the UMC shared governance model implemented June 2024
- New Director of Professional Practice and Magnet/P2E Coordinator
- Most successful Nurses' Week Awards in the last decade, with more than 700 nominations
- Multidisciplinary Clinical Ladder now actively in place
- UMC presentation accepted for 2025 ANCC Magnet Conference
- Telepsych NP pilot executed effective July 2024
- IV Access Team program executed effective June 2024



FINANCE

YEAR IN REVIEW



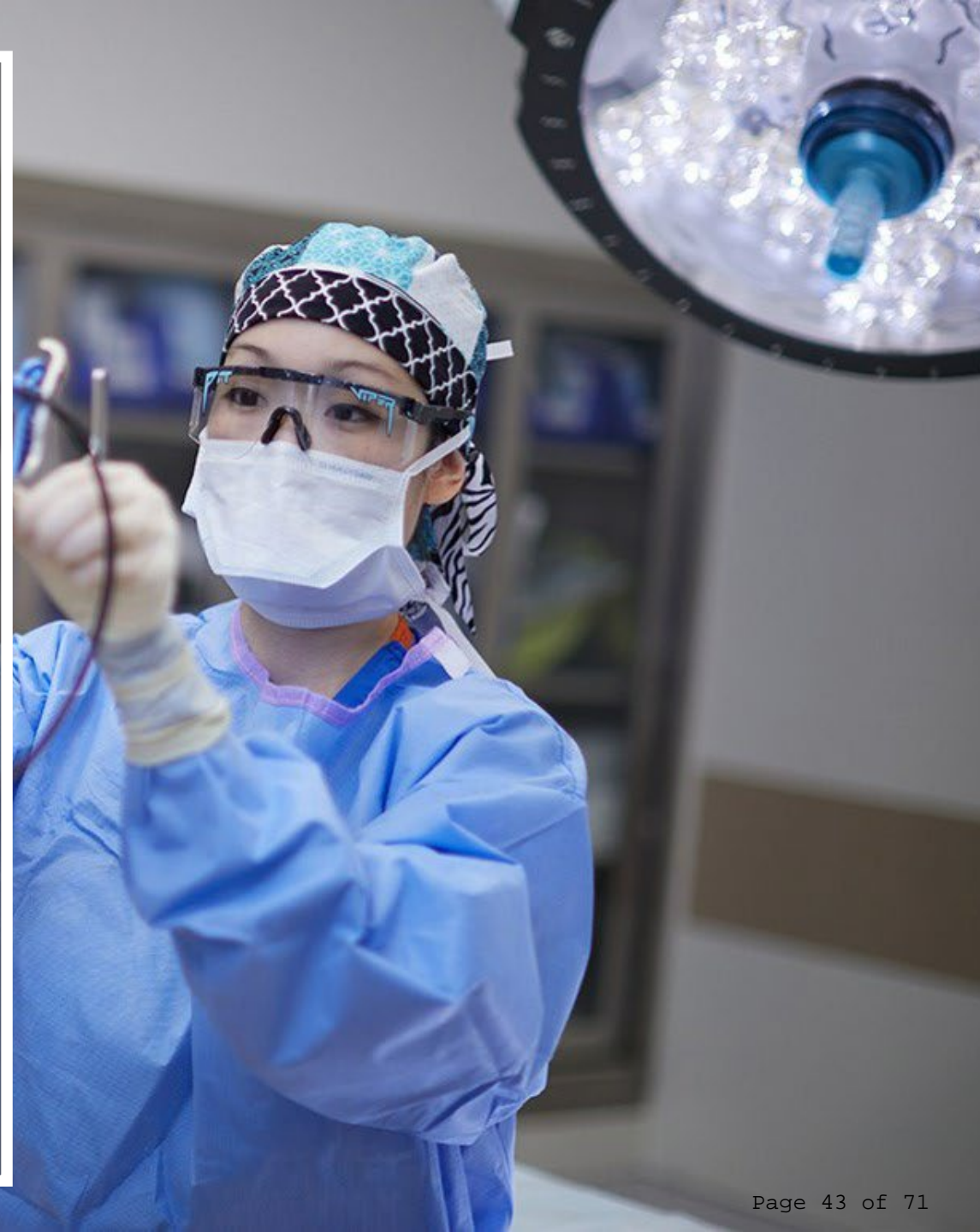


FINANCE

- Achieved FY24 budget, overcoming \$10.4 million in unbudgeted expenses for Radiology
- Increased supplemental payments FY 2024 vs. FY 2023, increase of \$85.2M or 32.76%
 - MCO Directed Payments → ACR methodology (DSH Opt Out)
- Reduced outstanding supplemental payments: \$231.4M down to \$29.7M
- Year-over-year cash collections increased \$18.6M or 3.5%
- Outstanding Bonds
 - Final payment made 9/23

FINANCE

- \$1B operating budget in FY 2025
- Orthopedic Service Line Growth
 - FY24 -12.7% increase year over year
- Transplant Service Line Growth
 - FY24 - 20.2% increase year over year
- Cardiology Service Line Growth
 - FY24 - 5% increase year over year
 - Opening third Cath Lab and Recovery
 - Structural Heart Program: TAVR, Watchman, PASCAL
- Surgery Service Line Growth
 - FY24 -11.9% increase year over year





HUMAN RESOURCES

YEAR IN REVIEW



HUMAN RESOURCES

- Hired and on-boarded more than 1,000 new employees
- Led more than 30 training classes for leadership, including new microaggressions and bias trainings
- Finalized negotiations with the IUOE for a six-year renewal contract
- Introduced new electronic HR employee file system – back scanning in progress
- Partnered with Clinical Education to design Career Pathway Growth Plan that will launch in FY25



HUMAN RESOURCES

- Launched two RFPs: a new LOA vendor and a new performance management system – implementation pending
- Created new continuous improvement initiative and hired a Sr. Lean Transformation Specialist
- Implemented StrengthsFinder assessment tool into Leadership Boot Camp
- Attended 36 job fairs
- Hosted UMC's 2nd annual Diversity Fair
- Created paperless workflow for new hire processing – now 97% paperless.





INFORMATION TECHNOLOGY

YEAR IN REVIEW



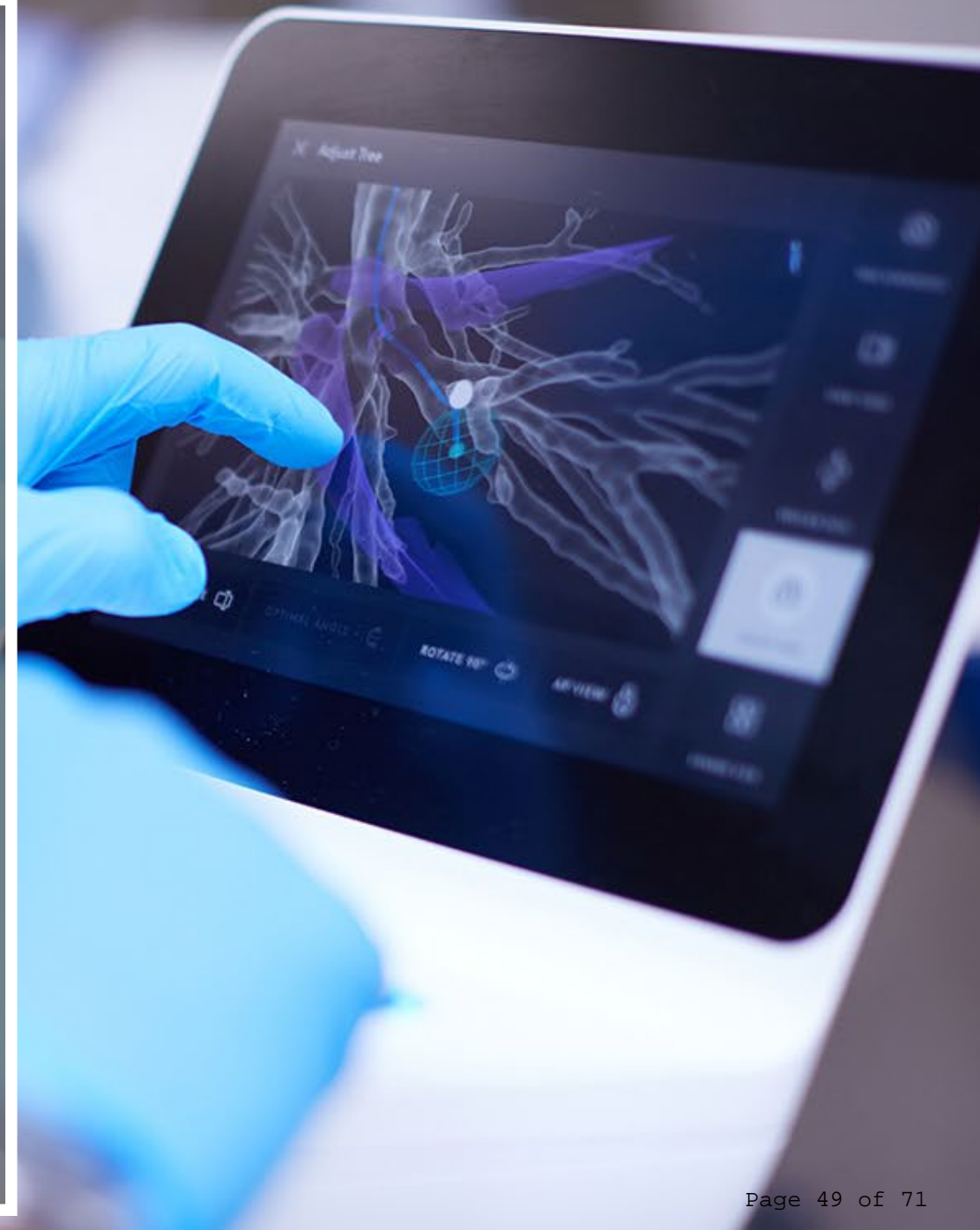


CLINICAL SUPPORT

- Zynx knowledge analyzer
- Stanson Clinical Decision Support
- Endotool patient glucose tool upgraded with additional units
- Additional BD pharmacy carousel placed in renovated pharmacy space
- Epic Bones Ambulatory Orthopedic Module deployed
- Epic Secure Chat rolled out to providers, nursing, and support services
- Direct Scheduling for Primary Care
- Cerner Lab data migrated to archiving solution, MediQuant
- Biofore Joint Infection Panel

CLINICAL SUPPORT

- Data exchange implemented with the VA/DoD
- Documentation build for ECMO Techs
- Developed new integration between Epic and Sectra PACS to enable in-house radiology services
- Established specialized remote access capabilities to support remote Radiologists
- UMC Physicals (formerly Occupational Medicine)
- Primary Care @ The Medical District Epic build complete
- Implemented brief op note, case booking acuity functions and anesthesia pain procedural notes for Surgical Services



The background of the slide features a medical theme. It includes a blurred image of a doctor in a white coat with a stethoscope. Overlaid on this are several white line-art icons: a first aid kit, test tubes, a syringe, a clipboard, a flask, a water drop, another syringe, and an ambulance. These icons are connected by a network of white lines to a central glowing orb held by a hand. The orb has concentric circles around it, suggesting energy or a central point of focus.

REVENUE CYCLE SUPPORT

- Cloudmed Par80 340B referral capture solution implemented
- Verity 340B pharmacy split billing solution went live, replacing Omnicell
- Dr. First: real-time medication cost and medication history
- Epic Payer Platform implemented
- 3M 360 DRG Integration project completed

TECHNOLOGY OPERATIONS

- UMC phones migrated to AT&T and configured with FirstNet priority call management services
- All workstations upgraded to current and supported operating system
- MS Surfaces deployed to leadership and designated personnel to support mobile workflows
- Replaced outdated and unsupported systems
- Epic Hyperdrive successfully implemented
- More than 150 new Workstations on Wheels delivered to clinical units, 75% of fleet refreshed
- Pyxis pharmacy system upgraded
- Veradigm Supply Chain and Point of Use Supply Station systems implemented





EXPERIENCE

YEAR IN REVIEW





PATIENT/EMPLOYEE EXPERIENCE

- Expanded ICARE training to include per diem employees, in addition to offering training for attending physicians and residents
- Unit of the Week program continues to promote significant improvements that directly impact patients
- Developed new service recovery model for all service areas
- Enhanced employee recognition programs/events

The background of the slide features three men standing in front of a blue backdrop with the UMC (University Medical Center) logo repeated. The man on the left is wearing glasses and a dark polo shirt. The man in the middle is also in a dark polo shirt. The man on the right is wearing a dark polo shirt with a name tag that reads "DAVID J. PARAMEDIC" and a Star of Life patch with "AMR" on it. All three men are holding large, black and grey EMS bags. The bags have a patch that reads "UMC EXCLUSIVE HOSPITAL FOR" and "Partners in EMS Excellence".

PATIENT/EMS EXPERIENCE

- Expanded selection of comfort items for patients
- Developed new EMS recognition opportunities, including media events celebrating patient success stories
- Implemented new Concierge post within the Adult Emergency Department



COMMUNITY OUTREACH

- Provided 17 complimentary AEDs and training to 10 local youth sports organizations, representing more than 5,000 young athletes
- Performed 917 complimentary car seat installations for local families
- Distributed 87 bike helmets, 44 Off-Highway Vehicle Helmets and 153 booster seats to local families



MEDIA

- Reached an audience of more than **17.5 million** with earned media coverage
- Achieved an estimated TV publicity value of more than **\$1.5 million**
- Secured national media coverage from a variety of outlets, including the Wall Street Journal, Associated Press, Fox News, NBC News, ESPN, Becker's Hospital Review and the Los Angeles Times
- Hosted more than 20 media events throughout the year



Voted



Best Hospital
Best Urgent Care/Walk-In Clinic
(UMC Quick Care)
Best Pediatrician
(UMC Children's Hospital)
Best Place to Have a Baby



Best Medical Practice
(UMC Primary Care)
Best Orthopedic Surgeon
(UMC Orthopedic & Spine Institute)



Best Surgery Center

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

Issue: FY24 Human Resources Organizational Performance Goals Outcomes	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
Recommendation: Discuss, score and approve the Human Resource and Executive Compensation Committee Organizational Performance Goals for FY24; 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 the outcomes for the Human Resources FY24 Organizational Goals.



The **Highest Level of Care** in Nevada

UMC Human Resources and Executive
Compensation Committee
FY24 HR Goals Close Out

Identify and create a Career Pathway growth plan for at least one individual contributor classification at UMC

100% achievement of the goal

- Through partnership with UMC Professional Practice we have designed the first Career Pathway
- The first Career Pathway will be for Certified Nursing Assistants
- Expected - Fall 2024 – UMC will post the CNA underfill for a January 2025 start - the successful applicant(s) will have their CNA program tuition and related expenses covered by UMC at an approved institution.

Implement a paperless benefit enrollment packet by creating a new workflow, allowing employees to complete enrollment forms and upload required documents

100% achievement of the goal

- Currently piloting new packet and process with new hire group.

By March 1, 2024, revise the existing Underfill program and policy to make it less cumbersome to administer and more enticing for employees to consider participating

100% achievement of the goal

- Revised policy was sent and approved by the UMC policy committee in June 2024.
- Changes included adding procedures, a new process for RN New Graduates (to be implemented/piloted later in FY25).

FY24 HR Goals

By October 1, 2023, through assistance with the applicable departments, identify and implement a turnover action plan for the FY23 top two RN & top two ancillary turnover departments that translates into a reduction in voluntary FT/PT turnover of at least two (2) % in that department for FY2024

Achievement of 100% of the goal

FY23	Ancillary		RN	
Department	PAS	Pharmacy	CRP	TICU
Total Turnovers (total EEs)	21 (179)	14 (76)	11 (76)	8 (37)
Turnover %	11.73%	18.42%	14.47%	21.62%

FY24	Ancillary		RN	
Department	PAS	Pharmacy	CRP	TICU
Total Turnovers (total EEs)	10 (182)	8 (79)	2 (75)	6 (38)
Turnover %	5.5%	10.1%	2.6%	15.78%

By December 31, 2023, enhance the diversity and health equity committee to expand participation among UMC staff and identify initiatives that improve diversity & health equity work within the organization

Achievement of 100% of the goal

- Surveyed members of the DEI committee/others solicit participation in various committee projects and endeavors.
- Added participants from Ambulatory, Med/Surg., Care Management, HR, & had increased doctor participation in meetings/discussions.
- Added to membership an Executive Secretary for note-taking, meeting scheduling and participation in initiatives.
- Identified the DEI Committee as being tasked with creating an action plan for the Joint Commission Health Equity NPSG, and created a subgroup to work on the plan, which included brand new DEI Committee participants.
- Met with Lyft to review additional transportation options for when patients are unable to use insurance for rides to appointments.
- Documented and assisted with brainstorming and implementation of food insecurity and transportation insecurity questions for call center staff.
- Created subgroup to assist in planning the Diversity Fair which was successfully held in June 2024.

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

Issue: FY24 Overall Organizational Performance Goals Outcomes	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
Recommendation: Discuss all other Organizational Performance Goals Outcomes for FY2024, 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 the outcomes for all Committee FY24 Organizational Goals.

Cleared for Agenda
August 26, 2024

Agenda Item #

Fiscal 2024 UMC CEO Performance Objectives				
	Y/N	Potential 100.00%	Achieved 73.95%	Comments
Finance/Operations 25%	Goal Met	25.00%	25.00%	
Exceed fiscal year budgeted income from operations plus depreciation and amortization.	Y	8.33%	8.33%	
4.5 day target for discharged to home ALOS.	Y	8.33%	8.33%	
Phase I & Phase II façade project on time on budget.	Y	8.33%	8.33%	
Section Total		25.00%	25.00%	
Clinical Quality 30%	Goal Met	30.00%	25.20%	
Improve or sustain improvement from prior year (CY22 / CY23) for the following inpatient quality/safety measures: • CLABSI • CAUTI • SSI-COLON • PSI-90 • Pressure Injuries reported to State Registry (reported as defined by NV State / AHRQ)	N	6.00%	1.20%	1 of 5 measures met (Pressure Injury met) 20% compliance 1.2% achieved
Demonstrate implementation and ensure improvement plans are in place (as necessary) for the following Health Care Equity – Social Determinants of Health (SDOH) measures (IP / OP): • SDOH 1 – Inpatients screened for SDOH • SDOH 2 – Inpatients identified as having > 1 social risk factors • Identify & develop plan for improvement in 1 measure within the SDOH domain as defined by TJC NPSG-16	Y	6.00%	6.00%	
Improve or sustain improvement from prior year (CY22 / CY23) for the following patient experience measures (IP / OP): • Communication with Nurses • Communication with Physicians • Responsiveness of Staff (IP)	Y	6.00%	6.00%	
Demonstrate improvement (utilizing the Star Ratings) in the overall patient perception of care/service at UMC Quick Cares through the following online review sites (OP): • Yelp • Google	Y	6.00%	6.00%	
Improve or sustain improvement as delineated for the following employee engagement measures (IP / OP): • Develop alternative education on customer service as an adjunct to ICARE principles for clinic setting. Educate each clinic by end of FY24. • Extract and present Patient Experience survey data with comments for all disciplines/departments. Data and reports will be placed on the manager dashboard for all leaders to have easy access, as well as accessible on the UMC intranet. Data will be completed and updated for FY23/24. • Develop a plan to optimize utilization of the middle information desk for use as a social area celebrating EOM, awards, raffles, & prizes by end of FY24. • Develop and implement 1 new initiative to celebrate employees optimizing patient experience and quality/safety by end of FY24. • Develop and initiate plan to educate ICARE principles and HCAHPS for PRN employees and residents by end of FY24.	Y	6.00%	6.00%	
Section Total		30.00%	25.20%	
Human Resources 20%	Goal Met	20.00%	0.00%	
Organizational Development: • Identify and create a Career Pathway growth plan for at least one individual contributor classification at UMC.		4.00%		
Recruitment: • By March 1, 2024, revise the existing Underfill program and policy to make it less cumbersome to administer and more enticing for employees to consider participating.		4.00%		
E/LR: • By October 1, 2023, through assistance with the applicable departments, identify and implement a turnover action plan for the FY23 top two RN & top two ancillary turnover departments that translates into a reduction in voluntary FT/PT turnover of at least two (2) % in that department for FY2024.		4.00%		
HRIS/Comp/WorkComp/Benefits: • Implement a paperless benefit enrollment packet by creating a new workflow, allowing employees to complete enrollment forms and upload required documents.		4.00%		
EEO: • By December 31, 2023, enhance the diversity and health equity committee to expand participation among UMC staff and identify initiatives that improve diversity & health equity work within the organization.		4.00%		
Section Total		20.00%	0.00%	
Strategic Planning Committee 25%	Goal Met	25.00%	23.75%	
Continue to deliver improved clinical and financial outcomes in the existing 5 service lines and develop a business plan for 2 other service lines that will be critical to help UMC deliver an important service line to the community going forward.	N	5.00%	3.75%	Partial credit
Continue to play a leading role in the Medical District.	Y	5.00%	5.00%	
Expand physician employment model- decrease expenses and capture additional market share.	Y	5.00%	5.00%	
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	Y	5.00%	5.00%	
To enhance Strategic Initiatives in furtherance of the Academic Health Center	Y	5.00%	5.00%	
Section Total		25.00%	23.75%	95% of total potential
Objective Total		100.00%	73.95%	

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

Issue: FY24 CEO Bonus & Merit	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
Recommendation: Review and discuss the CEO merit salary adjustment and incentive bonus for FY24, 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 incentive bonus & merit increase.

Cleared for Agenda
August 26, 2024

Agenda Item #

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

Issue: Human Resources FY25 Organizational Performance Goals	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
Recommendation: Review and discuss the Human Resources and Executive Compensation Committee Organizational Performance Goals for FY25, 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 the FY25 Organizational Performance Goals related to HR specific organizational goals.

Cleared for Agenda
August 26, 2024

Agenda Item #

HR Operations ~ FY 2025 Goals

HR Area	Goal
Organizational Development/Training	<ul style="list-style-type: none"> In conjunction with the Employee Experience department, design and implement a new employee onboarding experience, which includes a new employee onboarding guide, revision of the existing new hire orientation, and revision of the existing 1st year check-in survey process
Recruitment/Front Desk/File Room	<ul style="list-style-type: none"> Design a plan to automate internal transfers/onboarding using NeoGov, SAP, and other systems.
Employee & Labor Relations	<ul style="list-style-type: none"> For FY25 reduce per-diem turnover from the FY24 All Employee (48.26%) & RN (40.27%) categories by at least 2% each. From September 1, 2024 through June 30, 2025, no more than 10% of the total Annual Reviews due will be issued to an employee more than 60 days after due date.
EEO	<ul style="list-style-type: none"> With the support of clinical education and the DEI Committee implement the distribution of cultural competence materials and applicable resources during NHO and to P/D hires.

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

Issue: Overall FY25 Organizational Performance Goals	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
Recommendation: Review and discuss all other Governing Board Committee Organizational Performance Goals for FY25, 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 the overall recommended FY25 Organizational Performance Goals.

Cleared for Agenda
August 26, 2024

Agenda Item #

Fiscal 2025	
UMC Organizational Performance Objectives	Potential
	100.00%
Finance/Operations 25%	25.00%
Exceed fiscal year budgeted income from operations plus depreciation and amortization.	
Home ALOS with a target equal to or less than 4.25	
ED to Observation target of 8.3%	
Labor utilization with a target equal to or less than SWB per APD of \$2,907 or Adjusted EPOB of 6.64	
OR First Case On Time Start (FCOTS): Target is 80%	
Section Total	25.00%
Clinical Quality 30%	30.00%
Improve or sustain improvement from prior year (CY23 / CY24) for the following inpatient quality/safety measures: <ul style="list-style-type: none"> • CLABSI • CAUTI • SSI-COLON • PSI-90 • Hand Hygiene Compliance • Overall Mortality Index (observed / expected) 	
Improve or sustain improvement from prior year (CY23 / CY24) for the following patient experience measures (IP / OP): <ul style="list-style-type: none"> • Communication with Nurses • Communication with Physicians • Responsiveness of Staff (IP) 	
Improve or sustain improvement (utilizing the Star Ratings) from prior year (CY23 / CY24) in the overall patient perception of care/service at UMC Quick Cares through the following online review sites (OP): <ul style="list-style-type: none"> • Yelp • Google 	
Improve or sustain improvement from prior year (CY23 / CY24) as delineated for the following employee engagement measures (IP / OP): <ul style="list-style-type: none"> • Reach 90% of UMC employees with additional ICARE training specifically focused on service recovery. • Develop and implement new programs to welcome and retain first year UMC employees to integrate them into workforce and ensure success (indicator = year over year retention rate). • Expand initiatives focused on the health and wellness (indicator = year over year increase in the number of health / wellness initiatives offered). 	
Section Total	30.00%
Human Resources 20%	20.00%
In conjunction with the Employee Experience department, design and implement a new employee onboarding experience, which includes a new employee onboarding guide, revision of the existing new hire orientation, and revision of the existing 1st year check-in survey process	
Design a plan to automate internal transfers/onboarding using NeoGov, SAP, and other systems.	
For FY25 reduce per-diem turnover from the FY24 All Employee (48.26%) & RN (40.27%) categories by at least 2% each.	
From September 1, 2024 through June 30, 2025, no more than 10% of the total Annual Reviews due will be issued to an employee more than 60 days after due date.	
With the support of clinical education and the DEI Committee implement the distribution of cultural competence materials and applicable resources during NHO and to P/D hires.	
Section Total	20.00%
Strategic Planning Committee 25%	25.00%
Continue to deliver improved clinical and financial outcomes in the existing service lines	
Finalize Rehab Business Plan and Proforma for the expansion of 4th and 5th floor trauma building and submit through approval process	
Enhance Strategic Initiatives in furtherance of the Academic Health Center	
Continue on the Journey to Achieve Comprehensive Stroke Certification	
Section Total	25.00%
Objective Total	100.00%

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

Issue: Emerging Issues	Back-up:
Petitioner: Ricky Russell, Chief Human Resource Officer	Clerk Ref. #
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 26, 2024

Agenda Item #