



UMC Human Resources and Executive Compensation Committee Meeting

Monday, May 11, 2026 2:00 p.m.

Delta Point Building - Emerald Conference Room - 1st Floor

Las Vegas, NV

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
May 11, 2026 2:00 p.m.
901 Rancho Lane, Las Vegas, Nevada
Delta Point Building, Emerald Conference Room (1st 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 March 9, 2026.
(For possible action)

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

SECTION 2. BUSINESS ITEMS

4. Review and discuss the FY26 YTD Turnovers & Hires report; and take action as deemed appropriate. *(For possible action)*
5. Review and discuss the CHRO Updates and take action as deemed appropriate. *(For possible action)*

SECTION 3. EMERGING ISSUES

6. 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, March 9, 2026**

Emerald Conference Room
Delta Point Building, 1st Floor
901 Rancho Lane
Las Vegas, Clark County, Nevada
Monday, March 9, 2026
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 Laura Lopez-Hobbs and the following members were present, which constituted a quorum of the members thereof:

Committee Members:

Laura Lopez-Hobbs
Renee Franklin (Teams)
Dr. Donald Mackay
Dr. John Fildes

Absent:

Bill Noonan (Excused)

Others Present:

Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Ricky Russell, Chief Human Resources Officer
Rosalind Bob, Director of Human Resources
James Conway, Assistant General Counsel
Claire Castellias, Paralegal
Stephanie Ceccarelli, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chair Lopez-Hobbs 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 January 26, 2026. (For possible action)

FINAL ACTION:

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive an educational update on the process for attendance and discipline at UMC; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, introduced Rosalind Bob, Director of Human Resources, who provided a high-level overview of the employee categories at UMC and how attendance and performance discipline are managed.

UMC employee a variety of categories, which include management compensation, physician and non-physician providers, and exempt/non-exempt and union groups. The discussion highlighted four factors: at-will, progressive discipline, attendance policy, and availability policy.

- At-Will: Includes M-Plan and Physician & Non-Physician Provider groups.
- Progressive Discipline: Outlines the procedure for disciplining an employee for infractions, up to and including termination. Immediate discharge may be issued if necessary. This policy applies to union or non-union non-exempt employees.
- Attendance Policy: This policy is outlined in the CBA and applies primarily to union and hourly employees.
- Availability Policy: This policy requires employees to be available to complete assignments unless otherwise agreed to by the supervisor and the employee. This policy applies primarily to management, physician/non-physician provider groups, and exempt employees.

For full- and part-time employees, attendance is monitored over a six-month rolling period. Progressive disciplinary actions, based on tardiness and absences, up to and including termination, were discussed. Failure to notify a supervisor of an absence at least three hours before the start of a shift will result in the employee being charged with two absences. An employee is considered tardy if arriving up to one hour after the start of a shift. No employee can receive both a tardy and an absence for the same incident.

Employees receive a final written warning for an initial no-call/no-show and suspension pending termination for a second infraction within a 12-month period. Management may review the attendance tracks in the future. Per-diem attendance tracks were reviewed for tardies, absences and no call/no shows.

Lastly, the performance and conduct progressive track for all employees was reviewed. Actions included in performance and conduct levels include verbal, written, and final notice, unpaid suspensions, suspensions pending termination, and a last-chance agreement. The progression track may change based on the severity of the infraction. Last chance agreements may be offered as needed and is not guaranteed.

Discussions ensued regarding disciplinary actions involving management and long-term employees, as well as how more egregious disciplinary matters are handled.

Complaints related to employed medical providers are investigated by the HR department and referred to the medical staff office for an independent review. Independent medical provider complaints are referred to the medical staff office and the Chief of Staff. A lengthy discussion ensued regarding providing staff education to support physician performance and disciplinary matters.

FINAL ACTION:

None taken

ITEM NO. 5 Review and discuss the FY26 YTD Turnovers & Hires report; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the turnover and hires report totals for FY2026.

- Voluntary turnover for FT/PT was 4.3%, remaining consistent prior year. The first-year voluntary turnover rate averaged 13.85%. Management continues to monitor this statistic. Mr. Russell added that the majority of first-year turnovers are primarily per diem employees.
- Approximately 44% of employee terminations were voluntary, followed by 28% for retirement.
- The top three overall 1st year turnovers by departments were food services with 25 turnovers, EVS with 7 turnovers, and case management with 6 turnovers. He noted that these were primarily per-diem employees. Management continues to monitor the root cause for the turnover rates.
- There were 23 hires in February.
- There are still about 4,496 in the employee population, which includes 1,361 RNs, 117 APPs, and 265 physicians.

FINAL ACTION:

None

ITEM NO. 6 Review and discuss the CHRO Updates; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the following CHRO updates:

- **IUOE Local 501 CBA Bargaining Update** – The have been two negotiating sessions to date. One article has been accepted. The union plans to open five articles for negotiations related to compensation. The team is optimistic that a resolution will be reached in June.
- This agreement affects 33 employees.
- **New Physician Recruiter** – The new physician recruiter will begin at the end of the month
- **CEO & Chief’s Succession Planning Launch** – The team plans to begin testing with the executive team by the end of March.
- **FY26 Org Goals – HR – Status Update** – All goals are being met at this time. The team continues to monitor all goals. Mr. Russell reviewed the revisions to the leadership bootcamp program for management. The focus will be on coaching, communication, crucial conversations, strategic leadership, leadership development, the Lean Six Sigma journey, etc. Initial classes will begin at the end of May. This is a two-day course. A discussion ensued regarding staff engagement, attendance, and the possibility of mandatory off-site training. Ms. Bob commented on the support received from the executive team.

The Committee likes this new program list and would like to receive an update on the management support and engagement.

FINAL ACTION:

None

ITEM NO. 7 Review and discuss changes to various HR policies and procedures and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

UMC is making modest changes to the following HR policies and procedures, effective on or around April 1, 2026:

- **Family Medical Leave -**

- Formatting was updated from “FMLA Source” to “TPA,” updated the EO Program Staff, and added DOL guidance about sufficient medical documentation.

FINAL ACTION:

A motion was made by Member Mackay to approve the changes to the Family and Medical Leave policy and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

• Recruitment and Selection Program -

- Revised section H(4) – to address background and drug testing requirements a new hire whose start date is more than 90 days out.
- Added section H(6) to address gaps in background and drug screen policy for new hires with extended start dates. It also addresses the need for employees to self-disclose any criminal convictions after employment.

Added Section H(7) to address the potential for a background check to be performed in certain scenarios (e.g., missing from file, annual DMV).

Member Franklin commented that annual education should be provided to staff as a reminder of this change in policy.

FINAL ACTION:

A motion was made by Member Franklin to approve the changes to the Recruitment and Selection Program policy and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

• Position Classification and Compensation Plans -

- Modified Section F(1) to account for internal equity and other objective factors when determining a promotional increase.

FINAL ACTION:

A motion was made by Member Mackay to approve the changes to the Position Classification and Compensation Plans policy and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

SECTION 3. EMERGING ISSUES

ITEM NO. 8 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)

Final Action:

None

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair Lopez-Hobbs 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 time of 3:20 p.m. Chair Lopez-Hobbs adjourned the meeting.

Approved:
Minutes Prepared by: Stephanie Ceccarelli

DRAFT

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

Issue: FYTD26 - UMC Turnovers & Hires update	Back-up:
Petitioner: Kendrick Russell, CHRO	Clerk Ref. #
<p>Recommendation:</p> <p>The Human Resources and Executive Compensation Committee will review and discuss the FYTD26 Turnovers & Hires report and take action as deemed appropriate. <i>(For possible action)</i></p>	

FISCAL IMPACT:


None

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:
May 11, 2026

FY2026

		July '25	Aug '25	Sept '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	June '26	FY2026 TOTALS
	TERMINATIONS / TURNOVER													
All Employee	FT/PT	44	33	42	26	24	30	34	25	24				282
	Per-Diem	44	24	25	22	22	18	20	23	24				222
	Total All Terms	88	57	67	48	46	48	54	48	48	0	0	0	504
	Voluntary Turnover FT/PT	0.85%	0.45%	0.48%	0.42%	0.37%	0.45%	0.99%	0.29%	0.64%				4.94%
	YOY Comparison	0.86%	0.67%	0.86%	0.75%	1.12%	0.39%	0.55%	0.66%	0.53%	0.39%	0.58%	0.95%	8.31%
	1st Year Voluntary T/O - (FT/PT/PD)	15.00%	16.67%	15.09%	12.75%	29.00%	56.00%	29.00%	45.00%	29.00%				15.26%
Carve Outs from All EE FT/PT	RN	11	9	4	5	7	5	8	4	2				55
	Voluntary Turnover	0.61%	0.17%	0.26%	0.44%	0.35%	0.44%	0.71%	0.35%	0.18%				3.51%
	APP	0	2	0	1	1	1	1	0	0				6
	Voluntary Turnover	0.00%	2.06%	0.00%	1.03%	0.00%	1.04%	1.05%	0.00%	0.00%				5.18%
	Physician	0	0	1	2	0	1	0	1	3				8
	Voluntary Turnover	0%	0%	0.48%	0.98%	0%	0.49%	0%	0.49%	1.50%				3.94%
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, APPs, LPNs, educators, nurse auditor, etc.														
TERM TYPE														
All Employee FT/PT	Voluntary	70.00%	51.5%	42.0%	62.0%	58.30%	57.00%	29.4%	44.0%	66.7%				53%
	Involuntary	11.60%	21.2%	19.0%	3.8%	0.00%	13.00%	8.9%	16.0%	4.2%				11%
	Fail Prob	4.70%	0.0%	2.0%	3.8%	8.30%	10.00%	17.6%	8.0%	4.20%				7%
	Retirement	14.00%	24.2%	2.0%	23.1%	33.33%	20.00%	44.1%	28.0%	20.80%				23%
	Other (layoff/etc)	0.00%	3.0%	35.0%	7.7%	0%	0.00%	0.00%	4.0%	4.20%				6%
Top 3 Turnover Departments - Fiscal Year To Date														
		ALL (#)					RN (#)					1st year (#)		
		Food Services (43)					CRP (12)					Food Service (25)		
		EVS (31)					ED (9)					EVS (8)		
		CRP (20)					TICU/TR-ED (6)					Case Management (7)		

FY2026

		Turnover / Hires												
		July '25	Aug '25	Sept '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	June '26	FY2026 TOTALS
HIRES														
All Employee (Includes RN)	FT & PT	34	29	39	13	16	24	21	12	24				212
	PRN/PD	15	22	26	27	7	18	17	11	16				159
	Total All Hires	49	51	65	40	23	42	38	23	40	0	0	0	371
	Net Hire Ratio	0.61%	0.89%	0.97%	0.83%	0.50%	0.88%	0.70%	0.48%	0.83%				6.69%
RN Only	FT & PT	9	4	19	3	1	3	9	2	7				57
	PRN/PD	3	1	3	1	2	0	1	2	3				16
	Total RN Hires	12	5	22	4	3	3	10	4	10	0	0	0	73
Employee Counts														
All EE		RN (Included in all EE data)				APP (Included in all EE data)			Employed Physician (Included in all EE data)					
Total EEs		Total RNs				Total APPS			Total Physicians					
PT/FT	3749	FT/PT	1132	FT/PT	95	FT/PT		200						
P/D	745	P/D	228	P/D	20	P/D		64						
Total	4494		1360		115			264						

	July	August	September	October	November	December
Total # left 1/in 1 year	21	14	16	13	8	10
Total # hired in month prev year	140	84	106	102	28	18
Turnover %	15.00%	16.67%	15.09%	12.75%	29%	56%

January	February	March	April	May	June	Totals
13	13	11				119
45	29	38	42	70	78	780
29%	45%	29%	0%	0%	0%	15.26%

T/O Goal	<18.49
Max T/O's to achieve goal	144
Current T/O's	119
Remaining T/O's	25

**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:

None

BACKGROUND:

CHRO Updates

Cleared for Agenda:
May 11, 2026

- IUOE Local 501 CBA Bargaining Update
- CEO & Chief’s Succession Planning Launched
- Revised Leadership Bootcamp Launched
- Misc.
- FY26 Org Goals – HR – Status Update

FY26 Org Goals – HR – Status Update

Goal	Status	Notes
1. Reduce 1st year voluntary turnover (FT/PT/PD) by at least 1.0% (target ≤ 18.49%)	Concerned	Currently at 15.26%
2. Research and recommend to the UMC Executive Team the implementation of a grievance tracking system by January 1, 2026.	On Track	Contract submitted
3. Utilizing the Lean Six Sigma trained UMC employees, identify and implement process improvement initiatives that lead to at least \$250,000 in savings to the organization in FY26.		TICU Charge Code Projects alone are estimated to bring \$500K+ missed revenue.
4. No later than March 1, 2026, redesign the existing Leadership Bootcamp curriculum to include at least 50% professional development content, and lead the first revised curriculum no later than June 30, 2026.		Launched!
5. Offer at least one professional development opportunity each quarter of FY26 for all employees to help enhance their soft skills and prepare them for potential other UMC opportunities.		Q1 – Excel 1 & Emotional Intelligence 101; Q2 – Excel 1 & 2, DISC; Q3 Repeat. Q4 Communication that Connects, the Everyday Leader and repeat of all others

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

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

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
May 11, 2026

Agenda Item #