UMC Human Resources and Executive compensation Committee Meeting

Monday, August 17, 2026 2:00 pm

Delta Point Building - Emerald Conference Room - 1st Floor

901 Rancho Lane

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
August 17, 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 901 Rancho Lane. Las Vegas, NV

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

SECTION 1. OPENING CEREMONIES

CALL TO ORDER

1. Public Comment

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

2. Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation Committee meeting on July 13, 2026. *(For possible action)*

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

SECTION 2. BUSINESS ITEMS

4. Review and discuss the CHRO updates; and take action as deemed appropriate. *(For possible action)*

5. Discuss, score, and approve the Human Resources and Executive Compensation Committee Organizational Performance Goals for FY26; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*

6. Review and discuss the FY26 Organizational Successes / Year In Review Presentation; and take action as deemed appropriate. *(For possible action)*

7. Discuss the overall Organizational Performance Goals Outcomes for FY26; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*

8. Review and discuss the CEO merit salary adjustment and incentive bonus for FY26; and make a recommendation for approval by the UMC Governing Board; and subsequent ratification by the Board of Hospital Trustees for the University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

9. Review and discuss the Human Resources and Executive Compensation Committee's proposed Organizational Performance Goals for FY27; 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 overall FY27 Organizational Performance Goals, make a recommendation for approval by the UMC Governing Board, and take action as deemed appropriate. *(For possible action)*

SECTION 3. EMERGING ISSUES

11. 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, July 13, 2026

Emerald Conference Room
Delta Point Building, 1st Floor
901 Rancho Lane
Las Vegas, Clark County, Nevada
Monday, July 13, 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 2:01 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
Bill Noonan (Teams)

Absent:
John Fildes (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
Susan Pitz, General Counsel
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 May 11, 2026. *(For possible action)*

FINAL ACTION:
A motion was made by Member Noonan 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 Noonan 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 2026 Performance Review Process, which also includes employee demographics and FY26 HR statistics; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, provided a high-level overview of UMC's performance management process, employee demographics, and FY26 HR statistics.

A slide identifying various employment categories, including M-Plan, physician and non-physician plans, and all other employees, was reviewed. Mr. Russell explained the differences in benefits related to annual reviews and to whether employees receive merit increases or an FMV increase in lieu of merit, based on employment category. Approximate employee count in each category was provided. Annual review dates for most employees are based on their anniversary date, whereas M-Plan and physician categories are based a focal point date. Physicians receive an annual review. However, they do not receive a COLA or Merit annually. Instead, their salaries are reviewed every two years through an FMV evaluation of their classification, whereas a decision may be made to provide an applicable increase

Mr. Russell provided a high-level review of the calculations related to the CEO merit and organizational goal structure and average percentages. A discussion ensued regarding how goals would be valued and awarded based on each committee. Staff will review the structure of the compensation plan related to merit incentives if necessary.

The performance management process begins with a self-review, which launches 30 days prior to the anniversary date or 60 days prior to the focal point date. This is required for M-Plan employees. Next, there is the manager review, indirect manager review, employee/manager discussion, and lastly, the employee signature. This process does not apply to contract employees.

The rating scale ranges from 1.0% to 4.0%. For FY25, most employees met expectations, with scores averaging 1.6%–1.8%. The committee would like to see the percentage of employees exceeding expectations, as well as a bell curve of ratings for employees overall. A review of the merit percentage pool will be provided at the next meeting.

Mr. Russell next reviewed the employee demographics overview of the employee population, which included employee totals, gender, age, race, ethnicity, tenure, and average hourly rate of pay for employee groups.

The average tenure for employees at UMC is 7 years overall, with the majority of employees having 5 years or less of service. Employees receiving longevity benefits has trended downward year over year.

Mr. Russell continued the discussion by providing a breakdown of employee age ranges and base salary compensation rates by classification. The compensation rates did not include benefit costs.

Employees range in age between 19 and 81 years. The average age for employees is 45 years. There are currently approximately 200 employees eligible for retirement. Lastly, Mr. Russell reviewed the FY26 HR statistics related to job postings, applications received, offers extended, hires, and average time to hire.

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:
- Turnovers and Hires Report

DISCUSSION:

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

- There were 681 terminations for the year. Voluntary turnover for FT/PT was approximately 7%, slightly less than prior year. The first-year voluntary turnover rate was 20.38%, which exceeded prior year. Management continues to monitor this statistic. RN voluntary turnover was at 5.52%. Mr. Russell added that the majority of turnovers are primarily per-diem employees.

Member Noonan asked if probationary statistics were included in the turnover rate. Mr. Russell responded that they were not included, but the statistics for failed probation can be provided in the future.

- The top three overall turnovers by departments for the year were food services with 50 turnovers, EVS with 39 turnovers, and CRP with 28 turnovers. Management continues to monitor the root cause for the turnover rates. A discussion ensued regarding any challenges that occur with hires.

- There were 580 hires for the year.
- There are still about 4,514 in the employee population, which includes 1,359 RNs, 111 APPs, and 269 physicians.

A brief discussion ensued regarding years of service related to PERS retirement.

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** – Negotiations continue. The parties have made economic proposals. Staff is hopeful that an agreement will be reached soon. There are 33 individuals in the bargaining group.
- **Labor Soft –** This is the new grievance and performance management tracking system, which is anticipated to go live in 60-90 days.
- **HR Executive Assistant Retirement –** Maria Hernandez will retire on September 1st after 27 years of service. This position will not be filled, but duties will be distributed among staff.
- **Misc.** – Succession planning has launched. These will be reviewed by HR and the executive staff. A calibration session will be discussed with staff, and development plans will begin thereafter.

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 the preliminary FY26 Organizational Goals outcomes specific to Human Resources; and take action as deemed appropriate. ***(For possible action)***

DOCUMENTS SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the preliminary results of the FY26 goals. All goals were met with the exception of one.

1. **Reduce 1st-year voluntary turnover (FT/PT/PD) by at least 1.0% (target ≤ 18.49%) –** This goal was not met. The final turnover rate was 20.38%. Of the 159 terminated employees, 104 were per diem. Mr. Russell noted that if per-diems were not included in the equation, the goal would have been met.

2. **Research and recommend to the UMC Executive Team the implementation of a grievance tracking system by January 1, 2026. –** This goal was met. In December 2025, the team selected the vendor LaborSoft, began the contracting process, and after finalizing the contract, began implementation.

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. –** This goal was met. Mr. Russell stated that UMC made significant progress in identifying missed revenue. Several examples were provided. The Committee was pleased with the processes that have been implemented.

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. –** This goal was met. UMC launched the first redesigned bootcamp. New modules were reviewed, including Team Leadership, Lean Six Sigma/5S, Crucial Conversations and SMART Goals.

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. –** This goal was met. Mr. Russell described the educational opportunities provided each quarter.

Staff will finalize the goals and present for approval at the next meeting**.**

FINAL ACTION:
None

ITEM NO. 8 **Review and discuss the proposed FY27 Organizational Goals specific to HR; and take action as deemed appropriate.** ***(For possible action)***

DOCUMENTS SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the following proposed goals for FY27, as well as the thresholds that the goals would be weighed:

1. **Reduce FY26 1st year voluntary turnover (FT/PT) by at least 1.0% (target ≤ 11.9%).**

2. **Increase employee participation in the Employee Assistance Program (EAP) from the current 11.40%.**

Member Noonan asked how this goal is being marketed and if the union is agreeable to this service. Mr. Russell responded that there is no resistance from the union, and this program is to assist employees. This is a confidential service. The Committee would like to see a marketing plan for this program. A discussion ensued regarding the employee benefits of the program and the emphasis on confidentiality.

3. **Research and write a gig assignment policy/procedure to present to the HR & Executive Compensation Committee for implementation.**

   Development of this policy will provide career development for employees, offering them an opportunity to learn about other departments that may be of interest to them within the organization and to briefly work in another department to understand its operations, which may support succession planning.

   The Committee was not convinced that this would be an effective goal. A discussion ensued regarding how this goal could be implemented so it would be a measurable goal. After brief discussion, this goal may be removed.

4. Increase the 2027 Employee Engagement Survey overall participation from the 2025 participation rate of 71%.

5. Increase the 2027 Employee Engagement Survey overall engagement score from the 2025 overall score of 3.91.

   Chair Lopez-Hobbs would like to see historical data for the employee engagement goals 4&5.

   Member Noonan stated that there was no goal related to labor cost savings. The lengthy discussion followed regarding the development of a goal related to labor cost savings. The Committee would like the team to develop an HR goal that would support the organization's overall budget goal.

<ins>FINAL ACTION</ins>:
None

ITEM NO. 9 Review and discuss the Physician/Non-Physician Provider Traditional Compensation and Benefits Plan; and recommend for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*; and take action as deemed appropriate. *(For possible action)*

<ins>DOCUMENTS SUBMITTED</ins>:
- Physician/Non-Physician Provider Traditional Compensation and Benefits Plan

<ins>DISCUSSION</ins>:

Mr. Russell reminded the Committee that employed physicians and APPs do not qualify for COLA or merit increases each year. These classifications may receive an increase based on FMV data every 2 years.

The substantive changes to this Compensation Plan are:

1. Added new language for Faculty classifications
2. Added language regarding work schedules to clarify meeting full hours complement.
3. Added clarifying language around the annual review process and eligibility for increases.
4. Revised CME Program creating a new reimbursement program for Faculty. This new program would require advanced approval prior to reimbursement of funds.
5. Revised Appendix 4 – pursuant to an FMV that was conducted for the referenced classifications.
6. Revisions are anticipated to be effective on August 1, 2026, and will cover existing and future employees within the identified classifications.

FINAL ACTION:

A motion was made by Member Noonan to the Physician/Non-Physician Provider Traditional Compensation and Benefits Plan and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

ITEM NO. 10 Review and discuss the Physician/Non-Physician Provider Productivity (wRVU) Compensation and Benefits Plan; and recommend for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:
- Physician/Non-Physician Provider Productivity (wRVU) Compensation and Benefits Plan

DISCUSSION:

The substantive changes to this Compensation Plan are:

1. Two new classifications have been added. The Adult Hospitalists have been moved from the traditional plan to the productivity plan. The Hospitalist Critical Care/Intensivist has also been created.
2. Clarifying language has been added regarding the annual review process and eligibility for increases.
3. Added clarifying language to work schedules regarding working the full allotment of hours.
4. Revised Appendix 1 – pursuant to an FMV that was conducted for the above classifications.
5. We anticipate the revisions to be effective on August 1, 2026, and will cover existing and future employees within the identified classifications.

There was further discussion explaining the compensation rate caps.

FINAL ACTION:

A motion was made by Member Noonan to approve the Physician/Non-Physician Provider Productivity (wRVU) Compensation and Benefits Plan 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:

The meeting date will be moved from August 10th to August 17th.

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 3:54 p.m. Chair Lopez-Hobbs 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: **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.** ***(For possible action)***	

FISCAL IMPACT:

None

BACKGROUND:

CHRO Updates

Cleared for Agenda
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CHRO UPDATES

- Additional information from July 2026 Educational Update
- Misc.

CHRO UPDATES

Category	Average Scores	Exceeds	Meets	Needs Improvement	Does Not Meet
FY25 MPLAN (FOCAL)	1.6	23	80	5	0
FY25 Physicians & APPS (FOCAL)	1.8	25	249	19	1
2025 Anniversary Date	1.8	72	1892	252	5
2026 YTD Anniversary Date	1.8	52	1189	216	8

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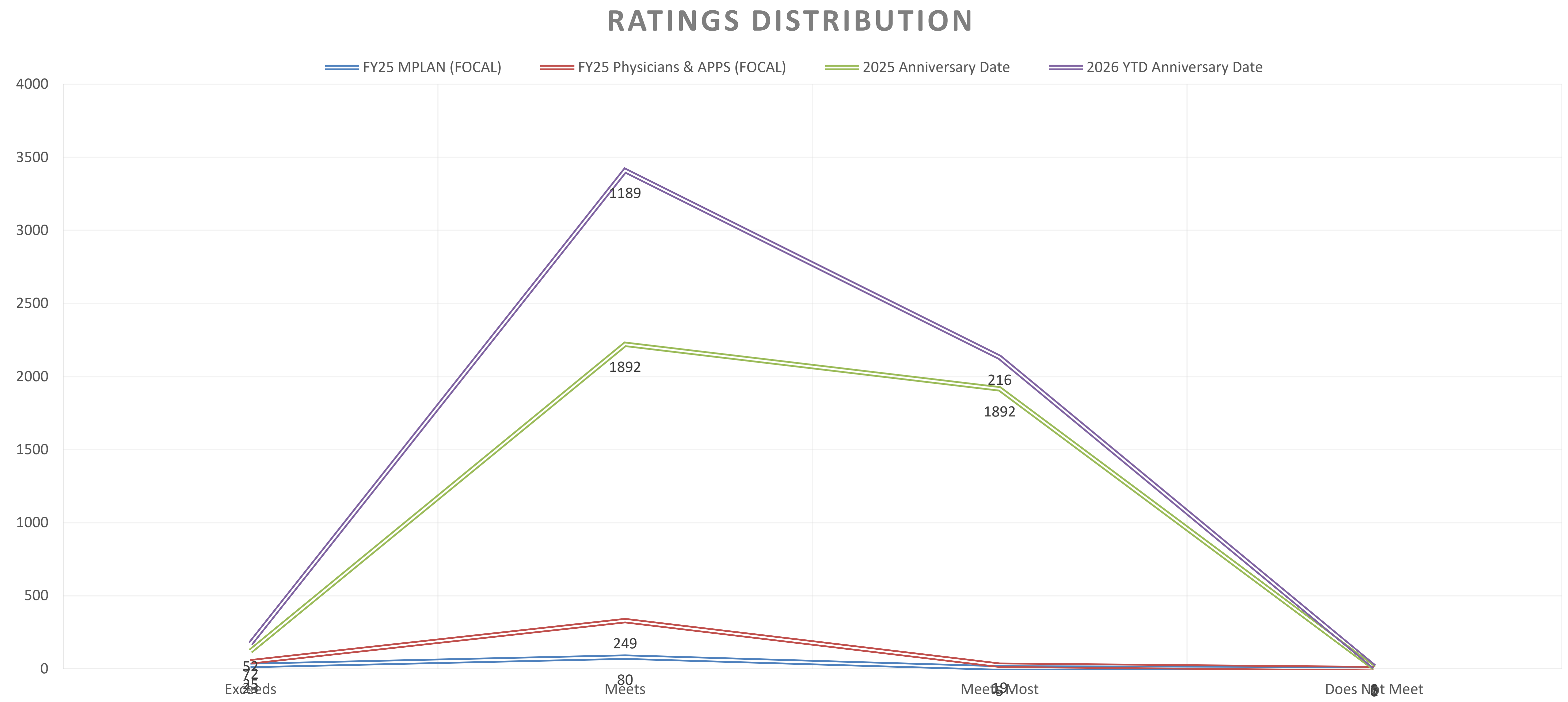

UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
AGENDA ITEM

Issue:	**FY26 Organizational Performance Goals Outcomes_HR Specific**	**Back-up:**
Petitioner:	**Kendrick Russell, CHRO**	**Clerk Ref. #**

Recommendation:

Discuss, score, and approve the Human Resources and Executive Compensation Committee Organizational Performance Goals for FY26; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. ***(For possible action)***

FISCAL IMPACT:

Unknown

BACKGROUND:

See attached outcomes for FY26 Organizational Goals - Human Resources.

Cleared for Agenda
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FY26 Org Goals – HR – Final Outcomes

Goal	Status
1. Reduce 1st year voluntary turnover (FT/PT/PD) by at least 1.0% (target ≤ 18.49%)	**Did not meet**
2. Research and recommend to the UMC Executive Team the implementation of a grievance tracking system by January 1, 2026.	**Met**
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.	
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.	
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.	

FY26 Org Goals – HR – Details

Goal	Details

1. Reduce 1st year voluntary turnover (FT/PT/PD) by at least 1.0% (target ≤ 18.49%)	• Final (FT/PD) = 20.38%
	  • 159 turnover out of 780 hired previous year
	    • 104 of the 159 were Per-Diem
	  • Normalize by removing PD
	    • Removing PD = 55 FT turnover out of 425 FT hired prior year = 12.9% FT 1st Year T/O in FY26
	    • If the goal were set w/o PD last year = 153 T/O – 93 PD = 60/427 = 14.05% - 1% = 13.05%

2. Research and recommend to the UMC Executive Team the implementation of a grievance tracking system by January 1, 2026.	• Presentation to UMC Executive Team in December 2025. • Recommendation approved. • Went beyond the scope of the initial goal and selected LaborSoft as the vendor, began contracting process, and signed contract as of June 2026. • Implementation begins in July 2026.

FY26 Org Goals – HR – Details

Goal	Details
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 Capture Code Project** ◦ Estimated UMC was losing $1.5M a month due to not capturing all supply charges for the care being provided. Estimated YTD we've captured $26M in posted charges that would have been missed. • **IV Start/Stop Infusion Project** ◦ IV infusions were not being stopped, resulting in no charge for the services and placing the charge burden on UMC. Using a multidisciplinary team, including IT Services, we reviewed various generated reports via EPIC to ensure accuracy for start and stop times. The team developed tip sheets for employee to reference in EPIC with a step by step process for the medication to be stopped. IT developed a real-time report in EPIC that Charge RN, Managers, and Directors can run at any time to balance the delta of missed IV medications. Captured revenue after modifying the process since April 2026 is estimated at $529K, with a future projected cost capture of over $2M per month.

FY26 Org Goals – HR – Details

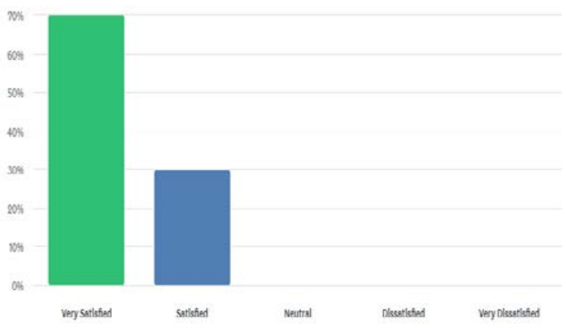
Goal	Details

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.	• **ED - Bed Request to Assignment Times**
	  • On average takes 240 minutes, resulting in overcapacity in ED, possible delay in care, etc. Goal was to reduce by 10% to 216 minutes by May 2026. So far we've reduced by 14% to 207 minutes by implementing SWAT task force that included a multidisciplinary team focused approach on patient movement out of the ED to the inpatient setting timely, creating EPIC notifications for patient movement triggered by delays, etc., For example, based on average, 20 IMC patients in the ED each day were being delayed at the midnight Census drop getting to their appropriate unit. IMC is $3039 per day, which for 20 IMC patients is estimated to be $60,780 per day in potential lost revenue. Dependent on a patients pay source, for example Medicaid, IMC pays $1538 per day per patient. If the patient is in the ED at midnight census drop, the potential revenue lost would be $30, 760 for the same 20 IMC level of care patients per day.
	• **Reduce Workers Compensation Events**
	  • Numerous initiatives were launched as a result of several LSS projects, including patient falls (which can contribute to employee injury), additional targeted training with employees on notice of injury, and a very focused transitional duty program, contributed to about $30,000 of the nearly $280K+ YOY Work Comp savings.

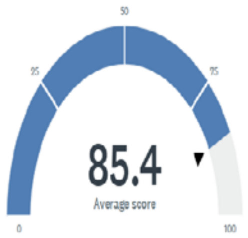
FY26 Org Goals – HR – Details

Goal	Details
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 the first redesigned session in May 2026. • 12 attendees, 10 of whom provided feedback. • New modules included: Fundamentals of Leadership, Emotional Intelligence, DISC Assessment, Effective Communication, Effective Coaching, SMART Goals, Crucial Conversations, Team Leadership, Lean Six Sigma/5S, Strategic Leadership In Action. • Most Valuable Session = Crucial Conversations.

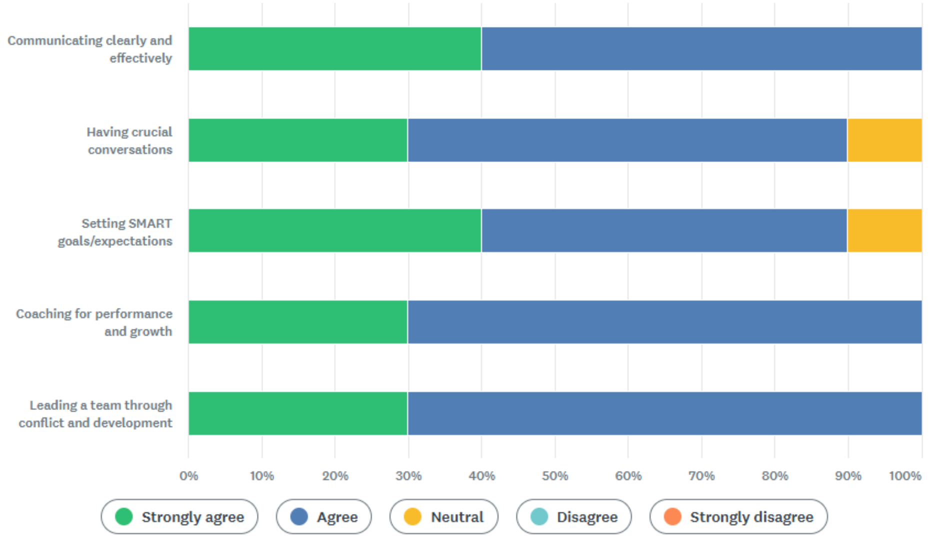
Overall, how satisfied were you with Leadership Boot Camp?



How likely are you to recommend this boot camp to another leader?



After this boot camp, my confidence increased in:



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Goal	Details
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 Assessment. • Q3 -- The Everyday Leader, and repeat from Q1-Q2. • Q4 -- Communication that Connects, and repeat Q1-Q3.

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

Issue:	**FY26 UMC Organizational Success / Year In Review Presentation**	**Back-up:**
Petitioner:	**Kendrick Russell, CHRO**	**Clerk Ref. #**

Recommendation:

The Human Resources and Executive Compensation Committee will review and discuss the FY26 Organizational Successes / Year in Review Presentation; and take action as deemed APPROPRIATE. *(For possible action)*

FISCAL IMPACT:

None

BACKGROUND:

The CEO will review the FY26 UMC Organizational Successes / Year In Review.

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

Issue:	**FY26 Organizational Performance Goals Outcomes**	**Back-up:**
Petitioner:	**Kendrick Russell, CHRO**	**Clerk Ref. #**

Recommendation:

Discuss the overall Organizational Performance Goals Outcomes for FY26; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. ***(For possible action)***

FISCAL IMPACT:

Unknown

BACKGROUND:

See attached outcomes for FY26 Organizational Goals

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Fiscal 2026

UMC Organizational Performance Objectives

	Y/N	Potential	Achieved	Comments
		100.00%	**88.03%**	**Comments**
Finance/Operations 25%	**Goal Met**	**25.00%**	**22.50%**	
Exceed fiscal year budgeted EBITDA	Y	6.25%	6.25%	
Discharged to home ALOS with a target equal to or less than 4.01	Y	6.25%	6.25%	
Labor utilization with a target equal to or less than Adjusted EPOB of 6.26 or SWB per APD of $2,614 (excluding providers)	Y	6.25%	6.25%	
Develop and execute a revenue capture initiative to improve NPSR by $7.5M, focused on denial reduction and documentation accuracy	P	6.25%	3.75%	Partial credit b/c of payor involvement
Section Total		**25.00%**	**22.50%**	
Clinical Quality 30%	**Goal Met**	**30.00%**	**25.78%**	
Improve the Hand Hygiene Program during FY26 in the following measures: *Hand Hygiene Compliance (Overall) *Finalize vendor selection, budgeting, and obtain contract approval for electronic Hand Hygiene Surveillance System *Develop, implement, and execute a campaign to improve the Hand Hygiene Program	Y	7.50%	7.50%	
Improve or sustain improvement over the last three (3) year trending period for the following inpatient/outpatient quality/safety measures: *CLABSI *SSI – ORTHO (Hip, Knee, Spine) *PVAP – OVERALL (Adults) *PSI-90 *Adult ED Median Arrival Time to Disposition	P	7.50%	4.50%	3 out of 5 = .6 7.5% x .6 is 4.5% **SSI & PVAP** not improved or sustained
Improve or sustain improvement over the last (1) year trending period for the following patient experience measures (IP / OP): *Communication with Nurses *Communication with Physicians *Responsiveness of Staff (IP)	P	7.50%	6.50%	3 of 3 3 of 3 0 of 1 **Responsiveness** 6 of 7 =.86 7.5% x .86 = 6.5%
Develop, implement, and execute plans/campaigns to support and improve the following performance goals/programs during FY26: *Communication with Physicians *Unit of the Week Rounding to Identify Areas in Need of Repair (# of repair opportunities identified within areas reviewed / # corrected on validation of area)	P	7.50%	7.28%	As of today 100% 94% **Repairs** 194/200 =.97 7.5 x .97 = 7.28
Section Total		**30.00%**	**25.78%**	
Human Resources 20%	**Goal Met**	**20.00%**	**16.00%**	
Reduce 1st year turnover (FT/PT/PD) by at least 1.0% (target ≤ 18.49%)	N	4.00%	0.00%	
Research and recommend to the UMC Executive Team the implementation of a grievance tracking system by January 1, 2026.	Y	4.00%	4.00%	
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.	Y	4.00%	4.00%	
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.	Y	4.00%	4.00%	
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.	Y	4.00%	4.00%	
Section Total		**20.00%**	**16.00%**	
Strategic Planning Committee 25%	**Goal Met**	**25.00%**	**23.75%**	
Continue to improve clinical and overall financial outcomes in the existing five focused service line reviews of the Strategic Planning Committee.	P	5.00%	4.50%	90% Achieved
Work on adding, implementing, and measuring a sixth focused service line review for interventional radiology.	P	5.00%	4.75%	95% Achieved
Scope and analyze the establishment of a liver care service to include the future potential growth into liver transplant.	P	5.00%	3.75%	75% Achieved
Enhance strategic initiatives to support the Academic Health Center.	Y	5.00%	5.00%	
Determine the next step(s) of UMC's Master Plan and secure appropriate funding for the first phase.	Y	5.00%	5.00%	
Section Total		**25.00%**	**23.75%**	**92% Achieved but Board agreed to round up to 95%**
Objective Total		**100.00%**	**88.03%**	

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

Issue: **FY26 CEO Bonus & Merit**	**Back-up:**
Petitioner: **Kendrick Russell, CHRO**	**Clerk Ref. #**
Recommendation: **Review and discuss the CEO merit salary adjustment and incentive bonus for FY26; and make a recommendation for approval by the UMC Governing Board; and subsequent ratification by the Board of Hospital Trustees for the University Medical Center of Southern Nevada; and take action as deemed appropriate. (For possible action)**	

FISCAL IMPACT:

Unknown – TBD

BACKGROUND:

The Committee will discuss the recommended CEO bonus & merit increase for FY26. The potential merit considerations for base salary and their projected fiscal impact are as follows:

Potential Merit %	Projected Base Salary Increase Fiscal Impact
4%	$36,005.63
5%	$45,007.04
6%	$54,008.45
7%	$63,009.86
8%	$72,011.26
9%	$81,012.67
10%	$90,014.08

The 30% bonus target and its projected fiscal impact are contingent on the applicable approvals of the FY26 Organizational goal achievements.

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

Issue: **FY27 Organizational Performance Goals**	**Back-up:**
Petitioner: **Kendrick Russell, CHRO**	**Clerk Ref. #**

Recommendation:

Review and discuss the Human Resources and Executive Compensation Committee's proposed Organizational Performance Goals for FY27; and make a recommendation for approval by the UMC Governing Board, and take action as deemed appropriate. (For possible action)

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committee will review and discuss the recommended FY27 Organizational Performance Goals, specific to HR.

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FY27 – Org Goals – HR - Preliminary

Goal	Weight	Information/Thresholds
1. Reduce FY26 1st year voluntary turnover (FT/PT) by at least 1.0% (target ≤ 12.9%).	4%	• <1 % decrease = 0% of goal weight • 1%-1.9% decrease = 50% of goal weight • 2% or better = 100% of goal weight
2. Increase employee participation in the Employee Assistance Program (EAP) from the current 11.40%.	4%	***Additional Info*** • Will implement taskforce sharing info (e.g., flyers, brochures, etc.) with new hires, regular unit rounding, the Pulse, etc. ***Thresholds*** • <1% increase or experience a reduction = 0% of goal weight • At least 1% increase = 50% of goal weight • More than 2% increase = 100% of goal weight
3. Decrease contract labor for Clinical Nursing & Allied Health by at least 10%, by filling critical vacancies to reduce the need for contract labor (supplemental staffing).	4%	The baseline from FY26 is $1,671.678 -10% = 167,167.80 Spend must be at or below $1,504,510
4. Increase the 2027 Employee Engagement Survey overall participation from the 2025 participation rate of 71%.	4%	***Prior Years Info*** • 2021=61%; 2023=69%; 2025=71% ***Thresholds for FY27*** • No increase or experience reduction = 0% goal • Increase by 1% = 50% of goal weight • Increase by 2% or more = 100% of goal weight
5. Increase the 2027 Employee Engagement Survey overall engagement score from the 2025 overall score of 3.91.	4%	***Prior Years Info*** • 2021=3.94; 2023=3.91; 2025=3.91 ***Thresholds for FY27*** • No increase or experience a reduction = 0% of goal weight • Increase to a 3.94 or better = 75% of goal weight • Increase to 3.96 or better = 100% of goal weight
	20%	

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

Issue: **FY27 Organizational Performance Goals**	**Back-up:**
Petitioner: **Kendrick Russell, CHRO**	**Clerk Ref. #**
Recommendation: **That the Human Resources and Executive Compensation Committee review and discuss the overall FY27 Organizational Performance Goals, make a recommendation for approval by the UMC Governing Board, and take action as deemed appropriate.** ***(For possible action)***	

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committee will review and discuss the recommended FY27 Organizational Performance Goals, which include the HR specific organizational goals.

Fiscal 2027	
UMC Organizational Performance Objectives	**Potential**
Finance/Operations 25%	**25.00%**
Achieve or exceed budgeted EBIDTA Target = $23,173,462 (50% credit)	12.50%
Surgery volume targets: ≥9% growth (25% credit) ≥ 11% growth (+additional 25% credit)	6.25% - 12.50%
SWB as a % of Net: <66% (25% credit) <64% (+ additional 25% credit)	6.25% - 12.50%
Section Total	**25-37.5%**
Clinical Quality 30%	**30.00%**
Improve **Hand Hygiene** compliance during FY27 in the following measure (utilize baseline data from CY2025 with current rate of compliance utilizing SwipeSense at FY27 end): • Hand Hygiene Compliance (Overall) (Data Source: Infection Prevention; SwipeSense)	
Improve or sustain improvement over the last three (3) year trending period (CY) for the following inpatient **quality/safety/infection measures**: • CLABSI (Data Source: NHSN) • Ventilator-Associated Pneumonia (Data Source: NHSN) • SSI – Overall (Data Source: NHSN) • Hospital-Wide All-Cause Unplanned Readmission (HWR) measure for adult patients discharged from the acute care hospital who are readmitted for any reason within 30 days (Data Source: Vizient)	
Improve or sustain improvement over the last (1) year trending period (FY26 / FY 27) for the following MIPS/HEDIS measures (Ambulatory – affecting State Directed Payment Program) – (Data Source: EPIC): • Increase weight assessment and counseling for nutrition and physical activity for children/adolescents o BMI percentile o Counseling for nutrition o Counseling for physical activity • Decrease rate of HbA1c poor control (>9%) for members with Diabetes • Increase rate of controlling high blood pressure	
Identify and implement one creative or innovative resource to support and impact **patient experience** by the end of FY27 (Data Source: Patient Experience Department).	
Create and implement an education and incentive program to increase Responsiveness scores year over year on HCAHPS by the end of FY27 (Data Source: Patient Experience Department; Press Ganey Survey).	
Identify and propose parking solutions for implementation to mitigate parking issues and complaints from patients and visitors , as well as establish parking expectations for employees – (FY27) (Data Source: Patient Experience Department; Complaints/Grievances from patients/visitors relative to parking).	
Share quarterly HCAHPS scores with physicians, along with ongoing training, on how to improve **physicians' communication and responsiveness** (FY26 / FY27) (Data Source: Patient Experience Department; Press Ganey Survey)**.**	
Increase the Wellhub membership rate to 46% by the end of FY27 (utilize FY26 as baseline) to enhance employee well-being, support workforce resilience, and strengthen engagement (Data Source: Patient Experience Department through Wellhub application).	
Section Total	**30.00%**
Human Resources 20%	**20.00%**
Reduce FY26 1st year voluntary turnover (FT/PT) by at least 1.0% (target≤12.9%).	4.00%
Increase employee participation in the Employee Assistance Program (EAP) from the current 11.40%.	4.00%
Decrease contract labor for Clinical Nursing & Allied Health by atl eas t10%, by filling critical vacancies to reduce the need for contract labor(supplemental staffing).	4.00%
Increase the 2027 Employee Engagement Survey overall participation from the 2025 participation rate of 71%.	4.00%
Increase the 2027 Employee Engagement Survey overall engagement score from the 2025 overall score of 3.91.	4.00%
Section Total	**20.00%**
Strategic Planning Committee 25%	**25.00%**
TBD	
TBD	
TBD	
TBD	
TBD	
Section Total	**25.00%**
Potential Total Credit	**100%-112.5%**

Scenarios

Committee	Target Weight
Finance	25%
Quality	30%
HR	20%
Strategy	25%
Total	100%

Scenario 1		
Finance	37.5%	• Finance sets goals for potential 150% of target, and meets it at the end of the FY. • All others miss their targets at the end of the FY.
Quality	25%	
HR	15%	
Strategy	20%	
Total Bonus payout	97.5%	

Scenario 2		
Finance	37.5%	• Finance sets goals for potential 150% of target, and meets it at the end of the FY. • All others hit their established targets at the end of the FY.
Quality	30%	
HR	20%	
Strategy	25%	
Total Bonus payout	112.5%	

Scenario 3		
Finance	37.5%	• All areas at 150% of the target
Quality	45%	
HR	30%	
Strategy	37.5%	
Total Bonus payout	150%	

UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
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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.** ***(For possible action)***	

FISCAL IMPACT:

None

BACKGROUND:

None

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