UMC HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE

Delta Point Building

Monday, Novembee 9, 2026

Sapphire 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
November 9, 2026 2:00 p.m.
901 Rancho Lane, Las Vegas, Nevada
Delta Point Building, Sapphire 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 regular meeting on August 17, 2026 and the special meeting on October 12, 2026. *(For possible action)*

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

SECTION 2. BUSINESS ITEMS

4. Review and discuss the FY27 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).

Emerald Conference Room
Delta Point Building, 1st Floor
901 Rancho Lane
Las Vegas, Clark County, Nevada
Monday, August 17, 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 2:04 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
Dr. John Fildes

Absent:
None

Others Present:
Mason Van Houweling, Chief Executive Officer
Jennifer Wakem, Chief Financial Officer
Ricky Russell, Chief Human Resources Officer
Rosalind Bob, Director of Human Resources
James Conway, Assistant General Counsel
Claire Castellas, Paralegal

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 July 13, 2026. *(For possible action)*

FINAL ACTION:
A motion was made by Member Noonan that the minutes be approved as presented. Motion carried by unanimous vote.

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

DRAFT

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 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:

- **Misc. – IUOE Local 501 CBA Bargaining Update –**
  Negotiations continue. The parties have made economic proposals. The mandatory number of sessions required has been exceeded. Staff is hopeful that an agreement will be reached soon, without the need for mediation. There are 33 individuals in the bargaining group.

- **Additional information from July 2026 Educational Update –**
  Mr. Russell provided follow-up information on the scoring for employee evaluations for M-Plan, Physicians, and all other employees. Approximately 70% of employees meet expectations, and 52% exceed expectations. A discussion followed regarding progress reviews for employees who do not meet expectations.

FINAL ACTION:

None

ITEM NO. 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)*

DOCUMENTS SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the 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.

2. **Research and recommend to the UMC Executive Team the implementation of a grievance tracking system by January 1, 2026. –** This goal was 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. –** This goal was met.

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.

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.

Staff recommends that 16% of the 20% of the goal was met as it relates to the Human Resources and Executive Compensation Committee.

FINAL ACTION:
A motion was made by Member Fildes to award 16% of the 20% achievement of the goals met by Human Resources and Executive Compensation and recommend approval by the UMC Governing Board. Motion passed with a unanimous vote.

ITEM NO. 6 Review and discuss the CEO bonus and merit increase 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)***

DOCUMENTS SUBMITTED:
- PowerPoint

DISCUSSION:

Mr. Van Houweling reviewed the hospital's year-end successes and accomplishments. He also commented on the areas for improvement the team has focused on, including reducing overall denials, increasing transplants, improving the patient experience, reducing labor costs, and streamlining operational processes.

Mr. Van Houweling provided a high-level overview of achievements throughout the year from each department, including Nursing, Quality, hospital Operations, Academic Medicine, Finance, Human Resources, Information Technology, Legal, and Experience. Images of special events during the year were displayed.

Town hall meetings to highlight organizational accomplishments will be held in the future for staff.

The Committee suggested that this presentation be shared with the County Commissioners to highlight the hospital's accomplishments. A discussion ensued regarding sharing a report of the hospital achievements with the community.

FINAL ACTION:

None

ITEM NO. 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)*

DOCUMENTS SUBMITTED:
- PowerPoint

DISCUSSION:
Mr. Russell reviewed the results of the other committees. The combined committee results were submitted to the HR Committee and reviewed.

Audit and Finance achieved 22.50% of their goal allotment.
Clinical Quality achieved 25.78% of their goal allotment.
Strategic Planning achieved 23.75% of their goal allotment.
Human Resources achieved 16% of their goal allotment.

The combined total percentage for the achievement from all committees was 88.03%.

A motion was made by Member Noonan to award achievement of 88.03% of the goals and recommend approval to the Governing Board.

FINAL ACTION:

A motion was made by Member Noonan to award 88.03% achievement of the organizational goals and recommend approval by the UMC Governing Board. Motion passed with a unanimous vote.

TEM NO. 8 Review and discuss the CEO bonus and merit increase 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)*

DOCUMENTS SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Mr. Russell outlined the potential merit increase percentages and their fiscal impact on base salary. He shared that the typical increase in FY26 for non-management ranged from 5.2% to 6.1%, which was based on a combination of the COLA increase and the average merit increase percentage. There was discussion regarding the average increase received by all employees.

Mr. Russell shared that the total CEO compensation is based on market data from the Mercer Report. The goal is to get close to the 25th percentile for CEO base salary, and the current salary for the UMC CEO is close to the 25th percentile. The Committee continued with a discussion regarding a reasonable award based on performance.

Chair Lopez-Hobbs felt 5.5% merit was a reasonable award.

Member Fildes suggested 6.0%.

Member Noonan felt 5.75% merit and a bonus amount rounded up to 30%.

Mr. Russell reviewed the language in the CEO contract to determine whether it is allowable to round up the bonus percentage. A lengthy discussion ensued regarding the bonus calculation.

Chair Lopez-Hobbs was comfortable with a merit of 5.75%. Because of outstanding performance and achievements during the year, the incentive bonus award was increased from 26.4% to of 33.1%, which was calculated based on a target of 125%.

Mr. Van Houweling is appreciative of the Committee's consideration.

FINAL ACTION:

A motion was made by Chair Lopez-Hobbs to award 5.75% merit award and the incentive bonus of 33.01% recommend approval by the UMC Governing Board; and subsequent ratification by the Hospital Board of Trustees. Motion passed with a unanimous vote.

ITEM NO. 9 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 ≤ 12.9%).**

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

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

   Member Noonan asked about incentives provided to employees for participation. Mr. Russell responded that incentive gifts are within budget.

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

FINAL ACTION:
A motion was made by Member Noonan to approve the HR goals for FY27 and recommend to the Governing Board for approval as recommended. Motion passed with a unanimous vote.

ITEM NO. 10 Review and discuss the overall FY26 Organizational Performance Goals, make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:
- PowerPoint

DISCUSSION:

The Committee briefly reviewed and approved the Organizational Goals for FY27 received from the other committees.

Mr. Russell informed the committee that the Strategy Committee has not yet approved the FY27 goals. A special meeting would need to be held for the Strategy Committee in order to finalize and approve their goals. He asked if the Committee members would like to move forward with the approval or wait and approve them at a future meeting.

The Committee opted to approve the FY27 goals that were before them today.

FINAL ACTION:

A motion was made by Member Noonan to approve the overall UMC Organizational Goals for FY27 as presented and recommend to the Governing Board for approval. Motion passed with a unanimous vote.

It was noted that the Strategic Planning Goals would be approved at a special meeting of the Governing Board Strategy Committee.

SECTION 3. EMERGING ISSUES

ITEM NO. 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)***

Final Action:

Based on a request for review by Chairman Hagerty, the Committee had a discussion regarding amending the goal percentages for each committee. Chair Lopez-Hobbs felt that the percentages should remain the same. The committee as a whole were opposed to make any changes to the percentages. The committee as a whole expressed that the percentages do not diminish the importance of each committee.

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 4:24 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
Special Meeting
Monday, October 12, 2026

Emerald Conference Room
Delta Point Building, 1st Floor
901 Rancho Lane
Las Vegas, Clark County, Nevada
Monday, October 12, 2026
11:00 a.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 11:00 a.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)
John Fildes (Teams)

Absent:
None

Others Present:
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 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.

DRAFT

SECTION 2. BUSINESS ITEMS

ITEM NO. 3 Review and discuss revisions to 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)*

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

DISCUSSION:

Chair Lopez-Hobbs asked if the concerns related to the comp plan were addressed and she wanted to assure compliance. Mr. Russell explained that minor modifications were made to the carve-out for academic time.

Ms. Pitz added that the agreement is ACGME compliant, and the requests by staff for the additional administrative carve-out time were granted, per the physician's request. The amendments to the plan will provide more clarity and detail for tracking clinical and faculty hours.

Mr. Russell reviewed the following substantive changes to this Compensation Plan are:

1. Revisions are anticipated to be effective on November 1, 2026.

2. Revised Appendix 4 – Program Director time modified to 0.5 Clinical FTE and the remainder of the 1.0 FTE will be dedicated to administrative time. Faculty compensation is based on 0.8 Clinical FTE and the remainder of the 1.0 FTE being dedicated to administrative time.
3. Program Director and Faculty rate changes were reviewed.

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. 4 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. Anticipated effective is November 1, 2026.
2. Inserted at-will employment language and voluntary resignation language to align with the Traditional comp plan.
3. Inserted new CME language from Traditional comp plan to align for future residency transfers.
4. Revised Appendix 1 – pursuant to an FMV that was conducted for the Ortho. There was a new classification added for Ortho Spine.

Clarification was provided on the approval required for the CME reimbursement stipend program. Pre-approval is required regardless of the CME program.

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. 5 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 11:15 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:	**Final FY27 - UMC Turnovers & Hires update**	**Back-up:**
Petitioner:	**Kendrick Russell, CHRO**	**Clerk Ref. #**

Recommendation:

The Human Resources and Executive Compensation Committee will review and discuss the final FY27 YTD Turnovers & Hires report; and take action as deemed appropriate. ***(For possible action)***

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
November 9, 2026

Agenda Item #
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FY2027

		July '26	Aug '26	Sept '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	FY2027 TOTALS
TERMINATIONS / TURNOVER														
All Employee	**FT/PT**	34	41	36										**111**
	Per-Diem	17	23	22										**62**
	Total All Terms	51	64	58	0	0	0	0	0	0	0	0	0	**173**
	Voluntary Turnover FT/PT	0.88%	1.06%	0.93%										**2.87%**
	YOY Comparison	0.86%	0.45%	0.86%	0.42%	0.37%	0.45%	0.99%	0.29%	0.64%	0.45%	0.56%	0.77%	***7.11%***
	1st Year Voluntary T/O - (FT/PT)	20.45%	30.33%	21.43%										**7.36%**
Carve Outs from All EE FT/PT	**RN**	8	9	12										**29**
	Voluntary Turnover	**0.68%**	**0.77%**	**1.02%**										**2.47%**
	APP	**2**	**0**	**0**										**2**
	Voluntary Turnover	2.13%	0.00%	0.00%										**2.13%**
	Physician	**5**	**2**	**1**										**8**
	Voluntary Turnover	**2%**	**0.97%**	**0.49%**										**3.89%**

Turnover:
Voluntary Turnover: Does not include retirement, death, LT end, VOL in Leiu 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**	65.00%	58.5%	58.3%										**61%**
		22	24	21										**67**
	Involuntary	5.90%	7.3%	11.1%										**8%**
		2	3	4										**9**
	Fail Prob	0.00%	4.9%	5.6%										**4%**
		0	2	2										**4**
	Retirement	29.00%	24.4%	25.0%										**26%**
		10	10	9										**29**
	Other (layoff/etc)	0.00%	4.9%	0.0%										**2%**
		0	2	0										**2**

FY2027

Turnover / Hires

		July '26	Aug '26	Sept '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	FY2027 TOTALS
HIRES														
All Employee *(Includes RN)*	**FT & PT**	33	53	35										**121**
	PRN/PD	19	20	33										**72**
	Total All Hires	52	73	68	0	0	0	0	0	0	0	0	0	193
RN Only	**FT & PT**	7	20	6										**33**
	PRN/PD	3	6	3										**12**
	Total RN Hires	10	26	9	0	0	0	0	0	0	0	0	0	45

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	3885	**FT/PT**	1173	**FT/PT**	94	**FT/PT**	206
P/D	740	**P/D**	206	**P/D**	15	**P/D**	77
Total	**4625**		**1379**		**109**		**283**

Top 3 Turnover Departments - Fiscal Year To Date

ALL (#)	**RN (#)**	**1st year (#)**
EVS (12)	**PACU / 4-SO (4)**	**Case Mgmt (4)**
Food Services (11)	**BCU/CRP/TICU/SICU (3)**	**EVS/CRP (3)**
CRP (7)	**1400/5SO/NellisQC/IPORTHO/Perinatal (2)**	**5SO/BCU/ED/IT/Transplant (2)**

	July	August	September	October	November	December
Total # left 1/in 1 year	9	11	9			
Total # hired in month prev year	44	33	42	26	24	30
Tunover %	20.45%	33.33%	21.43%	0.00%	0%	0%

January	February	March	April	May	June	Totals
						29
34	25	24	33	39	40	394
0%	0%	0%	0%	0%	0%	7.36%

T/O Goal	<12.9%
Max T/O's to achieve goal	51
Current T/O's	29
Remaining T/O's	22

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
November 9, 2026

Agenda Item #
6

CHRO UPDATES

- HR Vacancies
  - Learning & Development
  - HR Manager
- IUOE Bargaining Update
- Succession Planning Update
- Labor Soft Implementation Update
- Misc.

FY27 – Org Goals – HR - Preliminary

Goal	Current Status
1. Reduce FY26 1st year voluntary turnover (FT/PT) by at least 1.0% (target ≤ 12.9%).	**Currently 7.36%**
2. Increase employee participation in the Employee Assistance Program (EAP) from the current 11.40%.	**Currently 11.92% (was 12.9% in July/12.30% in September)**
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).	TBD
4. Increase the 2027 Employee Engagement Survey overall participation from the 2025 participation rate of 71%.	No update
5. Increase the 2027 Employee Engagement Survey overall engagement score from the 2025 overall score of 3.91.	No Update

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. ***(For possible action)***

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
November 9, 2026

Agenda Item #
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