Human Resources and Executive Compensation Committee

Monday, November 15, 2021 2:00 PM

ProVidence Suite - Trauma Building 5th Floor

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
November 15, 2021 2:00 p.m.
800 Hope Place, Las Vegas, Nevada
UMC Trauma Building, ProVidence Suite (5th Floor)

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

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

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

SECTION 1. OPENING CEREMONIES

CALL TO ORDER

1. Public Comment

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

2. Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation Committee meeting on September 21, 2021. *(For possible action)*

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

SECTION 2. BUSINESS ITEMS

4. Discuss UMC's COVID-19 Vaccination Policy and any updates regarding UMC's requirements under the new CMS rule for mandatory vaccines; and take action as deemed appropriate. *(For possible action)*

5. Receive an update regarding RN staffing and recruiting; and take action as deemed appropriate. *(For possible action)*

6. Receive an update regarding FY2020 and FY2021 Market Adjustment changes; and direct staff accordingly. *(For possible action)*

SECTION 3. EMERGING ISSUES

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

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).

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Tuesday, September 21, 2021
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 Jeff Ellis and the following members were present, which constituted a quorum of the members thereof:

Committee Members:

Present:
Jeff Ellis, Chair (via phone)
Laura Lopez-Hobbs
Renee Franklin (via phone)
Barbara Fraser – Ex-officio

Absent:
none

Others Present:
Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Kurt Houser, Chief Human Resources Officer
Jennifer Wakem, Chief Financial Officer
Anna Caputo, Manager, Equal Opportunity Program
Ricky Russell, Director Human Resources
James Conway, Assistant General Counsel
Stephanie Ceccarelli, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chairman Ellis asked if there were any persons present in the audience wishing to be heard on the item listed on this agenda.

None present.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on August 23, 2021. *(For possible action)*

A correction was made on page 3, last paragraph.

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

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

FINAL ACTION: A motion was made by Member Franklin that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Review and discuss recommendations for FY22 Human Resources and Executive Compensation Committee CEO Performance Goals, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- FY22 HR Recommended Goals

DISCUSSION:

Mr. Houser, Chief Human Resources Officer presented the five FY22 CEO Recommended Goals for the Committee's consideration.

1. **Identify "5-whys" and create an action plan to address departments with the lowest score on the 2021 Employee Engagement Survey.**

   This is a root cause analysis tool that would be used to get to the root cause of a concern. It would be used to determine and create an action plan for departments that had low scores on the engagement survey.

2. **Design the framework for an enhanced leadership program to respond to improvement areas identified in the 2021 Employee Engagement Survey to include improving team and cross-department engagement.**

   This goal is specifically to assist the leadership team and to provide specific leadership skills and development for directors, managers and supervisors in the departments that had low scores on the engagement survey. Leadership will be directed to participate in specific boot camp training.

3. **Decrease the Average Time to Hire metric to less than 70 days.**

   Turn-around time from application to hire needs to be more efficient. This will be monitored weekly.

4. **Implement market adjustments for the most under-market, and difficult to recruit and retain classifications; using recent Mercer Market Data Survey.**

Staff is making adjustments to ensure that compensation is competitive in the market.

5. **Demonstrate success in moving MPLAN level employees, using the 9-box tool, toward upper level/management succession.**

   This is a part of the management succession plan. This will show success in the addressing M-Plan level moving forward in the succession planning model.

Chair Ellis asked how success in Goal 1 would be measured. The goal would be to determine the "why" and implement an action plan in the departments. There was continued discussion of Goal 3 regarding the process of decreasing the turn-around time from employee resignation to new hire, as well as the review process during the probationary period.

Member Franklin stated Goal 5 should detail what the succession plan is and how it is executed. Staff will monitor and track this goal and provide feedback.

FINAL ACTION:

A motion was made by Member Hobbs that the Committee approve the FY2022 CEO Performance Goals as presented. Motion carried by unanimous vote.

Mr. Houser added to the record that the other Committees have recently submitted their final goals. He requested that at this time the Committee recommend to submit the full FY2022 CEO Performance Goal plan to the Governing Board for final approval.

FINAL ACTION:

A motion was made by Member Franklin that the Human Resources and Executive Compensation Committee approve and recommend the FY2022 CEO Performance Goal Plan to the Governing Board for final approval. Motion carried by unanimous vote.

ITEM NO. 5 **Review and discuss the policy for Vaccination of Healthcare Workers for SARS COVID-19, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate*. (For Possible Action)***

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Mr. Houser stated that 81% of staff are fully or partially vaccinated. According to Becker's, over 300 hospitals nationwide have mandated vaccines for healthcare workers. He said the time is right to mandate vaccines and for employees, contractors and anyone entering, accessing or performing services within the facilities operated by UMC.

The updated vaccine policy slide was presented for the Committee to review. As of November 1, 2021, staff members must have the full complement of COVID-19 protection via vaccination documented in their employee record. Mr. Houser added that, as of September 1, 2021, UMC began mandating vaccinations for new employees, volunteers, students, etc. This is in an effort to protect staff and each other.

Chair Ellis asked if the penalty would be termination if not vaccinated. Mr. Houser confirmed that, yes, staff members would be terminated unless a religious or medical accommodation was received.

Mr. Van Houweling added we have been working in conjunction with the County. We are awaiting the CMS final ruling. From a timing standpoint, we have been working on this policy for quite some time. Although this has not been an easy decision, we are moving forward with the November 1st deadline for vaccination compliance. A conversation ensued regarding the vaccine mandate at other hospitals.

FINAL ACTION:

A motion was made by Member Franklin that the Human Resources and Executive Compensation Committee approve and recommend the UMC policy for Vaccination of Healthcare Workers for SARS COVID-19 to the Governing Board for final approval. Motion carried by unanimous vote.

ITEM NO. 6 Receive and update regarding matters related to UMC's nurse staffing status; and take action as deemed appropriate. *(For Possible Action)*

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Ricky Russell, Director of Human Resources, provided a high level overview of the initiatives that he and the recruiting team has been working on since the last committee meeting.

- The RN Career Fair is scheduled Thursday from 2pm – 6pm. There are 177 RSVPs that have been received. Follow-up will be provided to the Committee at the next meeting.
- NSI will be onsite tomorrow to assist with nursing needs.
- Partnerships have been enhanced with Indeed, LinkedIn and Glassdoor. There has been traction with specialty positions through these sites.
- Additional advertising has been done with the marketing team with nurse and physician specialty positions.

- There are approximately 30 applications being reviewed for the centralized resource nursing pool. There should be more traction on this by November.

There are approximately 50 full-time RN specific positions available.

SECTION 3. BUSINESS ITEMS

ITEM NO. 7 Identify emerging issues to be addressed by staff or by the UMC Governing Board Human Resources sand Executive Compensation Committee at future meetings; and direct staff accordingly*. (For possible action)*

None

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair Ellis asked if there were any persons present in the audience wishing to be heard on any items not listed on the posted agenda.

SPEAKERS(S): None

There being no further business to come before the Committee at this time, at the hour of 2:36 p.m. Chairman Ellis adjourned the meeting.

Approved:
Minutes Prepared by: Stephanie Ceccarelli

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

Issue: **COVID-19 Vaccination for UMC Employees**	**Back-up:**
Petitioner: **Kurt Houser, Chief Human Resource Officer**	**Clerk Ref. #**

Recommendation:

That the Human Resources and Executive Compensation Committee will discuss UMC's COVID-19 Vaccination Policy and any updates regarding UMC's requirements under the new CMS rule for mandatory vaccines; and take action as deemed appropriate. *(For possible action)*

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committee will discuss thee UMC COVID-19 vaccine policy and get updated regarding UMC's requirements under the new CMS rule for mandatory vaccines.

Cleared for Agenda
November 15, 2021

Agenda Item #

4

Vaccine Mandate

- Mid-September
  - Developed policy to mandate vaccines (or accommodation) for all employees by 1 Nov
  - Immediately for new hires
- Early October
  - 650 staff not vaccinated, with 180 having submitted an accommodation request
  - Educational campaign, including several Town Hall events, to assuage fears of vaccine

Vaccine Mandate

- Mid-October
  - Leaders meet with unvaccinated staff to discuss impact
  - HR continue meeting with union leadership to discuss policy
- 1 November
  - Only 12 staff members unvaccinated, w/o accommodation request
    - All undergoing discipline to include termination
  - Under review: 150 accommodation requests
    - 35 medical
    - 130 religious (over 150 due to overlap requests)
    - Staff with deferrals receive PCR COVID testing to be scheduled for continued work
  - Fewer than 20 staff resigned due to vaccine mandate
- 4 November: CMS guidelines provided
- Present: Reviewing accommodation requests

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

Issue: **Nurse Staffing**	**Back-up:**
Petitioner: **Kurt Houser, Chief Human Resource Officer**	**Clerk Ref. #**
Recommendation: **That the Human Resources and Executive Compensation Committee receive an update regarding RN staffing and recruiting; and take action as deemed appropriate.** ***(For possible action)***	

FISCAL IMPACT:

Unknown

BACKGROUND:

UMC Chief Human Resource Officer, Kurt Houser, will provide an update on matters related to UMC's nurse staffing and recruiting status.

Cleared for Agenda
November 15, 2021

Agenda Item #
5

RN Hiring Actions
Nov 21 to present

- UMC Recruitment Team Hires
  - 72 RNs hired & started
    - 22 Per-Diem
    - 50 Benefited
- NSI Hires
  - 9 RNs hired w/start dates December 2021 & beyond
  - 51 RNs to hire - interviewing continues

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

Issue:	**FY2020 and FY2021 Market Adjustment**	**Back-up:**
Petitioner:	**Kurt Houser, Chief Human Resource Officer**	**Clerk Ref. #**

Recommendation:

That the Human Resources and Executive Compensation Committee receive an update regarding FY2020 and FY2021 Market Adjustment changes; and take action as deemed appropriate. *(For possible action)*

FISCAL IMPACT:

Unknown

BACKGROUND:

The Committee will receive an update on matters related market adjustment changes.

Cleared for Agenda
November 15, 2021

Agenda Item #
6

Market Adjustment Survey
CY21 – Addressing those under Market per Mercy Study

Date	Classification	# of Employees	Cost
Feb 21	Public Safety	42	$400,000
Aug 21	Medical Staff	5	$5,000
Sep 21	Physicians PAs NPs	99	$2,160,100
Nov 21	Lab	144	$745,000
In progress	CC RNs	700+	TBD
In progress	Compression	100+	TBD

Anticipating over $10M in added SWB once market surveys are completed

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

Issue:	**Emerging Issues**	**Back-up:**
Petitioner:	**Kurt Houser, Chief Human Resource Officer**	**Clerk Ref. #**

Recommendation:

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

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
November 15, 2021

Agenda Item #
7