



Human Resources and Executive Compensation Committee

Monday, June 15, 2020 2:00pm

ProVidence Suite

Las Vegas, NV 89102

Conference Dial-in Number 844-740-1264 Pass code: 1338231214

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
June 15, 2020 2:00 p.m.
Via Teleconference
800 Hope Place, Las Vegas, Nevada
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:

Pursuant to the Governor's Emergency Directive on Public Meetings, this meeting will not be open to the public.

This will be a telephonic meeting. You may access the meeting by dialing 844-740-1264 and pass code 1338231214.

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).

If you wish to comment on an item marked "For Possible Action" appearing on this agenda, you may send an e-mail to publiccomment@umcsn.com. Please identify on which agenda item you are commenting. Any comments not so identified will be read at the end of the meeting.

- 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.
2. Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation Committee meeting on February 25, 2020.
(For possible action)
3. Approval of Agenda. (For possible action)

SECTION 2. BUSINESS ITEMS

4. Review and discuss the approved Voluntary Separation Program and Voluntary Furlough Program, and the intended impact of the programs. *(For possible action)*
5. Discuss and recommend Fiscal Year 2021 Salary, Wage and Benefit ("SWB") changes. *(For possible action)*
6. Update on the UMC Governing Board Human Resources and Executive Compensation Committee's Fiscal Year 2020 goals. *(For possible action)*
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.

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
February 25, 2020**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Tuesday, February 25, 2020
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 2:06 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 (via phone)
Renee Franklin (via phone)
Barbara Fraser – Ex-officio (via phone)

Absent:

none

Others Present:

Mason VanHouweling, Chief Executive Officer
Kurt Houser, Chief Human Resources Officer
Brenna Leising, Director Human Resources
James Conway, Assistant General Counsel
Stephanie Ceccarelli, Board Secretary
Maria Hernandez, Administrative Assistant

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 January 27, 2020. (For possible action)

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 That the Governing Board recommend for approval by the Board of County Commissioners, sitting as the Board of Hospital Trustees for University Medical Center of Southern Nevada ("UMC"), the Fiscal Year 2020 COLA agreement between UMC and the International Union of Operating Engineers, Local 501 AFL-CIO. (For possible action)

DOCUMENTS SUBMITTED:

- None submitted

DISCUSSION:

Chair Ellis mentioned that we are all here for the review and approval of the International Union of Operating Engineers, Local 501 Cost of Living Act (COLA) 2.5% increase.

Mr. VanHouweling thanked Mr. Houser, labor staff and engineer stewards who all participated in the UMC and 501 negotiations reopener. A tentative agreement with the engineers for the 2.5% COLA increase was reached. Mr. VanHouweling will be presenting it to the Governing Board and Board of County Commissioners. The Fiscal Impact for salaries for Fiscal Year 2020 is a little over \$60,000 for 35 engineers, and the proposed 2.5% increase will be retroactive. UMC's CFO has already budgeted and allocated for this increase.

Mr. Houser mentioned that new negotiations will begin tomorrow.

FINAL ACTION:

A motion was made by Chair Jeff Ellis to move this item to the next level with a recommendation to the Governing Board and the Board of County Commissioners, sitting as the Board of Hospital Trustees, to approve the 2.5% COLA increase. Motion carried by unanimous vote.

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. No comments were heard.

There being no further business to come before the Committee at this time, at the hour of 2:13 p.m. Chairman Ellis adjourned the meeting.

Approved: February 25, 2020

Minutes Prepared by: Maria Hernandez

DRAFT

**RESOLUTION FOR VOLUNTARY SEPARATION PROGRAM
FOR CLARK COUNTY AND UNIVERSITY MEDICAL CENTER EMPLOYEES**

WHEREAS, Clark County, Nevada declared an emergency on March 15, 2020, in response to the Covid-19 pandemic; and

WHEREAS, Clark County, Nevada has experienced significant fiscal impacts as a result of the closure of all non-essential business related to the emergency; and

WHEREAS, Clark County, Nevada seeks to identify opportunities to achieve budgetary savings that have the least long-term impact on the workforce;

NOW, THEREFORE, IT IS HEREBY RESOLVED, that Clark County, Nevada, Board of County Commissioners, also sitting as the University Medical Center of Southern Nevada Board of Hospital Trustees hereby establishes a Voluntary Separation Program (VSP) as follows:

- 1) The VSP will offer employees payment to voluntarily separate based on years of service. At the employee's election, the payment may be directed to the Nevada Public Employees' Retirement System (PERS) for purchase of service credit, based on PERS' eligibility requirements for such purchase. The VSP will offer employees 24 months of insurance premiums for Clark County, University Medical Center ("UMC") or IAFF Local 1908 sponsored health plans, based on the health plan's eligibility requirements.
- 2) The VSP will allow employees to voluntarily leave employment by resignation or retirement during a designated time frame. If an employee prefers to remain currently employed, it will be the employee's right to decide whether to participate or not. Clark County does not anticipate any given employee's participation. Employees will not be subject to differential treatment because of their decision.
- 3) VSP applications will be approved or denied by the County Manager, or the Chief Executive Officer ("CEO") for UMC, after consideration of the position's business necessity and the department's reorganization and cost savings plan.
- 4) The County Manager, or CEO for UMC, will only approve VSP applications where the department has demonstrated the ability to save personnel costs.
- 5) Employee Eligibility:
 - a. Employees must be currently employed with Clark County or UMC and have five years of combined service credit with such entity. Such service does not need to be continuous.
 - b. Employees must be serving in a permanent position or a limited permanent position.
 - c. Contract employees and elected officials are not eligible to participate in the VSP.

6) VSP Payments:

a. Lump Sum Payment:

- i. Employees approved for the VSP will receive one (1) full week of compensation based upon their full-time equivalent status, at their base hourly rate or base salary as of their separation date, for every two (2) complete years of Clark County or UMC service.
- ii. Such compensation will be grossed up at the current supplemental federal income tax withholding rate (22%), plus the current Medicare withholding rate (1.45%), so that the net amount paid to the employee, or used for purchase of PERS service credit, will be equal to the gross amount of calculated compensation, and that such tax withholdings will be paid by Clark County or UMC on the employee's behalf.
- iii. Employees may elect to have Clark County or UMC purchase, on their behalf, PERS service credit, in lieu of, and in the same amount as, the lump sum payment described above. Such purchase will be made only if allowed by PERS policy, based on employee eligibility. The purchase of service credit is taxable, and the net amount due to the employee, after the County's payment of the employee's tax withholdings, or any other employee deductions, will be the amount remitted to PERS for the purchase of service credit.
- iv. Employees will be eligible to receive a maximum of 15 weeks of such compensation inclusive of any other guaranteed or discretionary severance entitlements afforded upon separation included in the respective collective bargaining agreement or compensation plan covering the employee's position.

b. Health Insurance Premiums

- i. Employees who are approved for the VSP will be eligible for 24 months of health insurance premiums. Clark County or UMC will pay on their behalf the full cost of COBRA or retiree health premiums to one of the Clark County, UMC, or IAFF sponsored health plans. Such purchase of health premiums will be made only if and as long as the employee is eligible for health coverage under the Clark County, UMC or IAFF sponsored health plan for no more than 24 months.

7) Rehire Eligibility:

- a. Employees voluntarily separated under the VSP will not be eligible for rehire into permanent, intermittent, grant, exempt, contract or term positions with Clark County or UMC for 36 months from the date of such separation.

8) Application Process for Voluntary Separation:

- a. Voluntary applications for the VSP will be accepted from May 20, 2020, through 5:00 p.m. on June 30, 2020.
- b. Employees receiving VSP approval must separate by August 7, 2020.
- c. Employees meeting the above eligibility criteria shall submit a VSP application to the Human Resources Department with a copy to their respective Department Head.
- d. The County Manager or the CEO for UMC will approve or deny VSP applications after consideration of the position's business necessity and the department's reorganization and cost savings plan.
- e. The County Manager or the CEO for UMC will be the sole and final authority regarding the application process and disposition of requests.
- f. Employees may withdraw their request to participate in the VSP for up to seven (7) days after the date the County Manager or CEO for UMC has approved the application. After such date, the decision shall be final.

9) County staff will report periodically to the Board of County Commissioners and Board of Hospital Trustees the results of the VSP.

PASSED, ADOPTED AND APPROVED this 19th day of May 2020.

BOARD OF COUNTY COMMISSIONERS
CLARK COUNTY, NEVADA

UNIVERSITY MEDICAL CENTER OF
SOUTHERN NEVADA BOARD OF
HOSPITAL TRUSTEES

BY: _____
MARILYN KIRKPATRICK, Chair

BY: _____
LAWRENCE WEEKLY, Chair

ATTEST:

LYNN GOYA, County Clerk

**RESOLUTION FOR VOLUNTARY FURLOUGH PROGRAM
FOR CLARK COUNTY AND UNIVERSITY MEDICAL CENTER EMPLOYEES**

WHEREAS, Clark County, Nevada declared an emergency on March 15, 2020, in response to the Covid-19 pandemic; and

WHEREAS, Clark County, Nevada has experienced significant fiscal impacts as a result of the closure of all non-essential business related to the emergency; and

WHEREAS, Clark County, Nevada seeks to identify opportunities to achieve budgetary savings that have the least long-term impact on the workforce and delivery of services;

NOW, THEREFORE, IT IS HEREBY RESOLVED, that Clark County, Nevada, Board of County Commissioners also sitting as the University Medical Center of Southern Nevada Board of Hospital Trustees hereby establishes a Voluntary Furlough Program Policy as follows:

1. This resolution shall be effective upon approval of the Board of County Commissioners through June 30, 2021;
2. The County Manager may allow up to 40 hours of unpaid voluntary furlough leave each pay period per employee;
3. Employees must take voluntary furlough leave in a minimum of 4 hour increments;
4. Employees are not required to take voluntary furlough hours;
5. Voluntary furlough hours are not PERS-compensable. Employees will not receive PERS service credit during period of voluntary furlough;
6. Voluntary furlough requests must be approved by the employee's department head with approval or rejection based on position, seniority, skills and the needs of the department;
7. In accordance with the Fair Labor Standards Act Regulations (FLSA), during the workweek in which an overtime exempt employee takes one or more voluntary furlough days, the voluntary furlough hours taken and the hours worked plus any leave taken by the exempt employee should not total more than 40 hours;
8. The use of voluntary furlough shall not result in the need for overtime or compensatory time from the employee or other employees;
9. Employees will receive no salaried, hourly compensation or special pays during periods of voluntary furlough;
10. A voluntary furlough shall have no effect on the following:
 - a. Performance evaluations, merit increases, or cost of living adjustments;
 - b. Longevity, anniversary, or seniority dates;
 - c. Vacation and sick leave accruals during the voluntary furlough period; or
 - d. Holiday eligibility

11. A voluntary furlough shall not constitute a break in service;
12. At the expiration of the voluntary furlough, the employee shall return to the position held prior to the voluntary furlough;
13. The County will pay the employer portion of all insurance contributions during the voluntary furlough period as if the employee were in pay status for the specific days of voluntary furlough. All deductions due from the employee shall be taken from the employee's payroll check. In the event sufficient funds are not available during the pay period of the voluntary furlough, deductions will be taken in the next pay period(s) funds are available. This includes, but is not limited to, health, dental, life, section 125, long-term disability, and union deductions;
14. Employees may request the use of voluntary furlough in conjunction with the Family Medical Leave Act (FMLA) usage, unless in leave of absence without pay status. Voluntary furlough for a purpose covered by FMLA shall be recorded as FMLA;
15. Employees in leave without pay status will not be allowed to voluntary furlough;
16. Employees with accrued vacation balances in excess of maximum accrual balances may not take voluntary furlough until such leave balances are at or below the maximum amounts allowed; and
17. County staff will provide reports to the Board of County Commissioners and Board of Hospital Trustees no less than annually detailing the savings from this program.

PASSED, ADOPTED AND APPROVED this 19th day of May, 2020.

BOARD OF COUNTY COMMISSIONERS
CLARK COUNTY, NEVADA

UNIVERSITY MEDICAL CENTER OF
SOUTHERN NEVADA BOARD OF
HOSPITAL TRUSTEES

BY: _____

MARILYN KIRKPATRICK, Chair

BY: _____

LAWRENCE WEEKLY, Chair

ATTEST: _____

LYNN GOYA, County Clerk

HUMAN RESOURCES GOALS 2020

Goal - Review and Update Entry Level Job Descriptions

Descriptors: Cindy Hollingshed, Nicole Henson, Miguel Morales, Rhonda Winn
Manager Champion: Daisy Markham

Review and determine which departments should have entry level job descriptions

GOAL	ACTION ITEM	DUE DATE
Identify entry level positions.	Identify all entry level positions.	January 31, 2020
Distribute job descriptions for managers to review and update.	Send out job descriptions to the departments for review.	February 28, 2020
Receive feedback from the departments and update the job descriptions accordingly.	- Follow up with the departments. - Update job description based on feedback. - Identify departments that can benefit from an entry level position. - Summarize data.	March 20, 2020
Recommend 1 or 2 entry level positions that could be utilized within specified departments.	- Assist with drafting of job description based on the findings. - Determine which departments can benefit from an entry level position.	April, 30, 2020

HUMAN RESOURCES GOALS 2020

Goal – Staffing Standards

Team Staffing Standard: Mei Fan Hung, Toni Burns, Lateefah Johnson

Manager Champion: Brenna Leising

Establish static staffing standards throughout specified areas of the hospital, and define HR's role in establishing staffing requirements for a safe and efficient facility.

GOAL	ACTION ITEM	DUE DATE
Identify 10 areas within the hospital with the highest turnover and/or highest staffing cost. Implement staffing standards and expedited requisition approval process for replacement requisitions.	Obtain a departmental turnover report; and a cost report from Finance.	Departments Identified: Due: End Jan 2020 Ten (10) Department Staffing Standards Due: End June 2020
Create detailed instructions and/or workflow of the process for implementation. This includes process to solicit feedback from departments and management.	A workflow has been developed and the pilot is currently in place for one department with high turnover. Toni (recruiting) is working closely with the department and monitoring staffing levels. Based on the feedback, the team will fine-tune the workflow and/or instructions.	Due: End Jan 2020
Create a timeline to implement the process in a systematic way.	To implement the process in a systematic way. Objective is to complete up to three (3) areas per month. Start with the areas that will immediately benefit from the expedited workflow.	Due: End February 2020
Communicate the process and provide training to the identified departments.	Meet with the departments to review the process.	10 days before the implementation of expedited requisition approval process

HUMAN RESOURCES GOALS 2020

Goal - Execute Employee Engagement Survey with >50% Response Rate

Employee Engagement Survey: James Mumford, Regina Pfaff, Maria Hernandez, Regina Gueary,
Manager Champion: Aaron Stagg

GOAL	ACTION ITEM	DUE DATE
Secure Survey Platform	Confirm contract details with Press Ganey to use their services for the 2020 Employee Engagement Survey	December, 2019 Goal Complete
Develop the Employee Engagement Survey questions and format	a. Work with Press Ganey team and committee members to Identify questions to include in the survey b. Develop survey parameters and format	a. February 29, 2020 b. March 31, 2020
Market and Execute the Employee Engagement Survey	a. Advertise survey via administrative meetings, newsletter, emails, and flyers. Promote survey participation through incentive and education initiatives. b. Activate the Employee Engagement Survey for all employees to complete.	a. April 1, 2020 b. April 27-May 22, 2020
Survey Results Data Assessment, Distribution, and Implementation	a. Human Resources and Patient Experience leadership will collaborate to collect, filter, assess and distribute results data as appropriate. b. Hospital and department leadership and personnel will implement initiatives as appropriate in response to employee feedback (immediate response email and Pulse article, CEO Town Halls, etc...).	a. June-July, 2020 b. July, 2020 – June, 2021

HUMAN RESOURCES GOALS 2020

Goal - Electronically process HR documents to include Personnel Action Requests and Annual Evaluations

Electronic Document Processing: Aaron Stagg, Kathy Reese, Cindy Arnold

Manager Champion: Aaron Stagg

Review appropriate HR documents which should be transmitted via e-document.

GOAL	ACTION ITEM	DUE DATE
Convert Personnel Action Request (PAR) form functions to digital processing	Format and activate the following documents for digital processing: a. Acting Pay Request b. Bereavement Leave c. Jury Duty Leave d. Military Leave e. Salary Adjustment f. Separation Processing g. Specialty Training h. Time Exception Report i. Transfer / Job Change j. New Hire On-Boarding documentation k. Student and Contractor processing	a-k. Technical work finished Goal Complete; need universal acceptance: Due: Feb 2020
Employee Evaluations	a. Develop software to process and retain employee evaluations electronically b. Train all individuals involved in processing employee evaluations c. Go live with the new employee evaluation system	a. December 4, 2019 Goal Complete b. January 16, 2020 Goal Complete c. January 1, 2020 Goal Complete
Management Evaluations	a. Develop software to process and retain management evaluations and bonus worksheets electronically b. Train all individuals involved in processing management evaluations c. Go live with the new management evaluation system	a. March 30, 2020 b. April, 2020 c. June 30, 2020

HUMAN RESOURCES GOALS 2020

Goal - Further Develop Staff Skills Within the Employee Development and Succession Planning Programs

Employee and Succession Development: Aaron Stagg, Barbara Mowry, Sandrena Lee, Elizabeth Costen

Manager Champion: Aaron Stagg

Advance our SP/ED programs to appropriate levels. Deliver Succession Planning tool to all Directors and Above in FY2020

GOAL	ACTION ITEM	DUE DATE
Succession Development	a. Educate leadership on Succession Development Program b. Implement Succession Development program for Director and above positions c. Administrative members will meet with every director within their stewardship to discuss career goals and identify initiatives to work on identified goals. They will also complete a nine-box assessment of the individual's readiness for position advancement d. Administrative members will meet with directors during annual evaluations and periodically to assess progress on growth initiatives, and update the nine-box assessment e. Succession Development to be implemented at the manager level	a. September, 2019 Goal Complete b. January, 2020 Tool Complete Feb 2020 first assessments due c. January-June, 2020 In Process d. June, 2020 – Ongoing e. October, 2020
Employee Development / Leadership Preparatory Academy	a. Employee Development and leadership Preparatory Academy- complete first two cohorts with 46 participants b. Review and update ED and LPA procedures and initiatives based on experience and feedback from initial groups c. ED/LPA program begins for 2020 cohort with an estimated 20 participants	a. August, 2019 Goal Complete b. February, 2020 In Process c. July, 2020

HUMAN RESOURCES GOALS 2020

Goal - Respond to Exit Survey Results

Team Staffing Standards: Andrea Gordon, Rosa Castaneda

Manager Champion: Brenna Leising

Create a method to actively review and respond to Exit Survey results in order to identify divisions or cost centers with high turnover, and act on trends related to turnover

GOAL	ACTION ITEM	DUE DATE
Establish a practice and method of reviewing Exit Survey results and analyzing the information	Develop standards of practice of who/how/when Exit Survey results are pulled, reviewed and analyzed	February 2020
Determine what criteria are considered “flags” of areas of concern in the Exit Survey results and what thresholds are considered appropriate for elevating or taking action	Determine turnover percentage in both a cost center or division that is cause for concern, as well as other results information that may indicate a systematic departmental problem for turnover. Review past turnover trends. Address in analyzation the method of identifying reasons for employee turnover	March 2020
Establish formalized feedback mechanism and actions for areas of concern	Develop avenue that results and areas of concern are presented to HR leadership and Administration for action	April 2020
Identify (likely 2 per year) departments of trending concern using the collected results of the most recent Exit Survey results over the last year, and develop plan of correction	Pull quarterly Exit Survey data to identify high response rates of concern	May 2020

HUMAN RESOURCES GOALS 2020

Goal - Develop interdisciplinary participation in major organizational training programs.

Team: Amy Garrett, Leah Conedy, Leslie Connolly

Manager Champion: Anna Caputo

Determine number and type of major programs which should use interdisciplinary training

GOAL	ACTION ITEM	DUE DATE
Determine what the “major organization training programs” are	Work with Organizational Development, Clinical Education, and leadership hospital-wide to create a list of major training courses. Determine which training sessions which would benefit from interdisciplinary instruction/participation.	February 2020
Determine what HR/Clin Ed. interdisciplinary training is already being conducted (ICARE4U, HLI/OD training, Behavioral Excellence Committee, etc.)	Create a list of current interdisciplinary training currently conducted; and which courses should be	February 2020
Create a list of partners throughout the hospital to help us reach the goal of increasing interdisciplinary training: managers, staff-level trainers, preceptors and/or union representatives	Create a list of potential partners and contact them to explain the goal and available	March 2020
Begin with two identified classes involving instructors from two or more departments per class to be implemented by late spring/early summer	Create training content: a. Cultural sensitivity training with Cultural and Linguistic Services staff, including a fair employment law review b. Introspection and Self-Improvement – What Could I Be Doing Better? -Body language, tone, handling issues, etc.	Content ready by end of March 2020 First class offered in April 2020
Develop a short survey to administer at the end of the training sessions to ask for staff feedback		End of April 2020