University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
January 19, 2016

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Rose Street
Las Vegas, Clark County, Nevada
Tuesday, January 19, 2016
9:00 a.m.

CALL TO ORDER

The University Medical Center Governing Human Resources and Executive Compensation Committee met in the ProVidence Suite, UMC Trauma Building, 5th Floor, Las Vegas, Clark County, Nevada, on Tuesday, January 19, 2016, at the hour of 9:00 a.m. The meeting was called to order at the hour of 9:08 a.m. by Chair Laura Lopez-Hobbs and the following members were present, which constituted a quorum of the members thereof:

Committee Members:

Present:
Laura Lopez-Hobbs, Chair
Renee Franklin
Harry Hagerty

Others Present:

John Espinoza, Chief Human Resources Officer
Stephanie Merrill, Chief Information Officer
Terra Lovelin, 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 any item on this agenda.

Speaker(s): None

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on November 17, 2015. *(For possible action)*

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive an updated report on UMC Vacancy and Turnover metrics, including classifications vacated voluntarily: and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED: Turnover and Vacancy Rates – 2015 and 2014

DISCUSSION: John Espinoza, Chief Human Resources Officer gave an overview on the turnover statistics.

The overall average turnover rate was 12.4% which is a decline from the previous quarter. The overall vacancy rate for November and December was 7.4%. We are seeing a reduction in turnover with regards to MPlan as well. The M Plan is only for Managers, Directors and Administration.

With regards to terminations, Mr. Espinoza and staff reviewed further analysis of terminations further per the committee's request so they could see if there was a pattern or cluster in a certain area. In November and December there were Med Surge Nurses and Registered Nurses voluntarily terming.

Member Hagerty asked if we knew if these nurses were going to other hospitals.

Mr. Espinoza said he wasn't sure but he imagined they were being picked up by other hospitals.

Brenna Leising, Director of Recruitment explained to the committee that upon an employee ending their employment with us, they have the opportunity to conduct an exit interview and survey.

It was mentioned that we could also include a comment box on the survey where they could share if they are going to another hospital and why.

Chair Lopez-Hobbs would like staff to start gathering that information and analysis so we know why the nurses are leaving. She would also like to know the tenure of the nurses that are leaving.

It was also noted that HR is working on revamping the exit survey so they can add important questions such as those recently suggested.

Paying employees to take the survey was brought up and also requesting the employees to take it as part of their last days work.

Member Franklin commented that she would like the organization to look at "excellence" in management and see if there is a pattern like the one shown on the handouts. She would also be worried about poaching by employees who have left.

Mr. Espinoza explained that our CNO was particularly interested in this data and she asked for a list of all voluntary terminations during the last 6-12 months in particular departments that were having a high termination rate. She then contacted each of those individuals and requested to meet with them face to face or by telephone to get their feedback on why they left.

Member Hagerty asked if the report could include a column labeled, "Why" along with the other columns labeled, "Cost Center Name and Number." as he feels it would be very useful. Mr. Espinoza replied that they could include that on the report.

Chair Lopez-Hobbs would like staff to come back with a plan on how they are going to beef up analysis so the committee has more detailed information. Also, she requested adding a column labeled "Tenure" to the same document that was referenced above.

<u>FINAL ACTION</u>: None taken.

ITEM NO. 5 Receive a report outlining the purpose and role of the Workforce Planning Committee. *(For possible action)*

<u>DOCUMENTSUBMITTED</u>: None submitted

<u>DISCUSSION</u>: Mr. Espinoza gave an overview on how this committee was created and how it works.

Some of the topics that are discussed in the Workforce Planning meetings are:
-Vacancy and turnover report
-Recruitment efficiencies
-Critical position updates
-Position change requests
-Market analysis and compensation recommendations
-New position requests
-Position vacancy review
-Dept. division reorganization
-Staffing for EHR replacements
-Performance evaluation factors
-Evaluation timeliness
-Working environment factors such as working from home
-Recruitment and retention incentives
-New staffing models
-Clinical education development programs
-Management development programs
-Major labor relations grievances or lawsuits

-Return to Orientation Island
-Collective bargaining updates
-Downsizing, rightsizing, closures, reduction in force
-Emerging issues

Stephanie Merrill, Chief Financial Officer was present to answer some questions that the committee had at the last meeting.

It was explained that all positions that get approved are off-set by something. Any position added is challenged by the budget team and budget process then John and Stephanie, then the position has to be brought to the Workforce Planning Committee. Every six months they look at position control to make sure there aren't positions that need to be taken away. This committee only looks at those job positions that have made it through the appropriate authorizations.

In response to Board member Franklin's question about who works with staff to put positions thru, it was explained that the budget analysts are divided up among the departments. Anything on a larger scale requires that each division head bring those positions to Workforce Planning first before they engage the staff. It needs to be supported by the committee before it proceeds.

Chair Lopez-Hobbs asked if CNO Debra Fox would come and speak to the committee in March about nursing challenges and her observations.

<u>FINAL ACTION</u>: None taken.

ITEM NO. 6 Receive a report of the Registered Nurse classifications and pay rates. *(For possible action)*

<u>DOCUMENTS SUBMITTED</u>: Nursing Hierarchy Breakdown

<u>DISCUSSION</u>: Ms. Leising explained the hierarchy of the nursing structure.

Member Hagerty was surprised at the average age of a staff nurse with less than five years vested. The average age is 39 and he would have expected the average age to be significantly lower. He asked what the managers think of this.

Mr. Espinoza explained that the average age of nurses is climbing and the numbers of new nurses that are graduating is low. The availability and the amount of new grads that we can take on is limited. There are about 1000 staff nurses and 120 charge nurses and in general the charge nurse turnover rate is a bit lower.

What Ms. Leising has experienced with staff is that our PERS Pension relate more to the older recruits and they are quite happy with what we have to offer. The nurses that are just coming out of college are more interested in what they are going to make right now.

Mitch Hines, Clinical Education Manager explained that we had a federally funded program about a year ago that brought in new grads and trained them and part of their salary was reimbursed. That program ended and he isn't sure if there is anything that replaced it. About six grads took part in that program while they were here. UMC does offer several new grad programs for training however.

In response to Chair Lopez-Hobbs question regarding salary for nurses, it was explained that HR has looked at where our salaries match up with the local market. On a national level, we are not that far off but on a local level we are challenged. The first few years a nurse works at UMC, the salary levels are below the market and there is staff vetting out this issue.

It was suggested that the committee bring real life examples of some of these positions; what they make when they come on board, after 5 years, 10 years and with longevity.

FINAL ACTION: None taken

ITEM NO. 7 Receive a report regarding the status of the development of a Personal Earnings Statement for communication to staff of UMC's investment in them. *(For possible action)*

DOCUMENTS SUBMITTED: 2015 Personal Earnings Compensation Package Summary

DISCUSSION: An example of the draft pamphlet was distributed to the committee so they could see what kind of information would be included and how it would be displayed.

A few suggestions were made by the committee:
-Take out some of the wording and include more graphs
-Show examples of real people and what they earned monthly from PERS after they retired how they are enjoying life now because of it and perhaps use a few different types of classifications such as Nurse, Cook, EVS Aid, etc

This is a work in progress and staff will continue to manage the document to include suggestions from the committee.

FINAL ACTION: Incorporate some of the suggestions that the Committee has made into the brochure.

ITEM NO. 8 Receive an update report on the implementation of HR Technology including, Success Factors and FMLA/Absence Tracking. *(For possible action)*

DOCUMENTS SUBMITTED: Family Medical Leave Act

DISCUSSION: This item was pulled due to time constraints and will be placed on the March 22, 21016 Agenda.

FINAL ACTION: None taken.

ITEM NO. 9 Identify emerging issues to be addressed by staff or by the Human Resources and Executive Compensation Committee at future meetings; and direct staff accordingly. *(For possible 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.

SPEAKER(S): None

There being no further business to come before the Committee at this time, at the hour of 11:02 a.m. Chairman Lopez-Hobbs adjourned the meeting.

Approved: March 15, 2016
Minutes Prepared by: Terra Lovelin