

**University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
March 15, 2016**

UMC Conference Rooms G and H
Trauma Building, 4th Floor
800 Hope Place (Formerly Rose Street)
Las Vegas, Clark County, Nevada
Tuesday, March 15, 2016
8:30 a.m.

CALL TO ORDER

The University Medical Center Governing Human Resources and Executive Compensation Committee met in the Conference Rooms G and H, UMC Trauma Building, 4th Floor, Las Vegas, Clark County, Nevada, on Tuesday, March 15, 2016, at the hour of 8:30 a.m. The meeting was called to order at the hour of 8:33 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 (via conference phone)
John White

Others Present:

John Espinoza, Chief Human Resources 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 January 19, 2016. (For possible action)

FINAL ACTION: A motion was made by member Franklin that the minutes be approved as recommended. Motion carried by unanimous vote except for Member White who abstained due to not being a part of this committee on the January date. He is a new member of this committee as of today.

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 Receive an update report on the implementation of HR Technology including Success Factors and FMLA/Absence Tracking. (*For possible action*)

DOCUMENT SUBMITTED: Family Medical Leave Handout

DISCUSSION: Doug Spring gave a brief overview of the Family Medical Leave Act and the effect it has on productivity. At UMC we have an issue with intermittent leave so Trion, a consulting group, did an evaluation of our current FMLA processes to make sure we were appropriate in our actions and following the law.

They found that the system we were using to capture when people were out on FMLA was a bit antiquated. They also learned from meeting with Managers and Directors that a perception exists that use of intermittent leave to avoid absences and tardiness is rampant in some departments. These things were not new to Trion; these issues are not unique to UMC.

Trion audited approximately 75 certifications to see if we were approving FMLA certifications based on the medical documentation that we received. They found we were following the law appropriately but they believed we could improve in that area by having a third party organization assist us utilizing medical professionals to review our certifications.

UMC has, or is taking actions, based on the recommendations we received:

- Training to Managers and Supervisors about the process of FMLA (This has already been accomplished)
- Update Excel tracking program and ensure all departments use the same format.
- Preparing communication to UMC physicians regarding FMLA approval process and the impact on productivity.
- Provide training to UMC employees regarding the consequences of fraudulent use of FMLA.

The 6 month Action Plan includes:

- HR is starting the process of vetting companies to provide third party administration for all FMLA requests and tracking.

- Create a light-duty cost center to centralize funding. There will be a 60 day limit on people working in this cost center.
- On rare occasion use surveillance due to reasonable suspicion, to document fraudulent use of leave.
- Build a communication network between hospitals to share information regarding employees who are calling off at one hospital and working at another.

The benefit of utilizing a third party administrator is that it will establish a neutral entity to receive employee calls. They will then track the hours and incidences of each employee who calls in FMLA.

Member Hagerty asked what systems we are using now and how do they communicate with each other. His concern is that Kronos and SAP are quite old and there has been a tremendous evolution in Human Resource systems that do everything with one suite. It is not a great time to implement a new conversion due to the new EHR system that is currently being incorporated, but may be necessary.

Chair Lopez-Hobbs agreed with member Hagerty and suggested the whole HR electronic system needs to be looked at.

Mr. Spring commented that we are currently in negotiations with SEIU and have let them know one of our issues is our absentee and tardy policy. There will be further discussions about how we are administering FMLA and how it impacts our tardy and attendance issues.

Update on the Learning Management System called Success Factors:
Licenses should be approved today for this system. This system will track education, help employee's read and sign documents and coordinate online education for the employees. The county has been using this for over one and a half years now. April 1 is the planned roll out date for this new system.

FINAL ACTION: Staff directed to assess HR technologies and bring back a report at a future committee meeting.

ITEM NO. 5 Receive a report on Human Resources metrics including any departmental trends; and direct staff accordingly. (For possible action)

DOCUMENTS SUBMITTED: UMC Exit Survey

DISCUSSION: John Espinoza commented in regards to turnover and vacancy, we are still headed in the right direction.

Brenna Leising, Manager of Recruitment and Retention explained the additions to the UMC Employee Exit Survey. It now has more complete information

including a section where the exiting employee can write down where they are leaving to.

This survey is online and the employee can also request a face to face with someone in HR upon leaving. It is a policy now that managers are expected to allow their employees a period of time to complete the survey on line as part of the last week of employment; this should help increase responses substantially.

Member White asked who would be seeing this data and Mr. Espinoza replied that this information is provided at the Administrator and Director level only.

Chair Lopez-Hobbs commended Ms. Leising on the creation of the exit survey.

FINAL ACTION: Chair Lopez-Hobbs asked for a follow up at the end of the year.

Skipped Item No.6 at this point, proceeded to Item No. 7

ITEM NO. 6 Receive an update 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: Total Compensation Statement Sample

DISCUSSION: Mr. Espinoza shared an example of a local government agency's Compensation report to see if this type of document is what the committee is interested in seeing.

Chair Lopez-Hobbs wanted employees to be able to see how much we spend in all the benefits package so employees can see what is spent on them with regards to time off, health care, etc.

Mr. Espinoza said they will continue to progress with this document and bring it back to the committee for further feedback. The goal is to release something early next year, based on the 2016 calendar year.

FINAL ACTION: None taken

ITEM NO. 7 Receive a report on nursing compensation and unique hiring challenges from Chief Nursing Officer, Debra Fox (For possible action)

DOCUMENTS SUBMITTED: None submitted

DISCUSSION: Deb Fox, Chief Nursing Officer presented her findings on what she has observed over the past six months in nursing, since she has been at UMC.

Nurse Recruitment, compensation and retention is secondary compared to other issues she has assessed.

There are four main areas of challenge or concern:

1. Uniqueness of the nursing market
2. Challenges around infrastructure (Leadership, non-existent staffing model, onboarding and orientation process)
3. Staffing
4. Culture that exists

Ms. Fox noted that this market is unique due to:

-Very diverse nursing population.

*Most of our nurses work two to three jobs so they do not have a loyalty to one or the other. The dollar is what drives them to affiliate with one employer over another.

Ms. Fox is advocating that UMC begin the program, Pathways to Excellence as a way to achieve magnet status, it would be a unique differentiator that would address culture, infrastructure and would also address other retention factors that are not monetarily based.

Only 62% hospitals nationally have Pathways to Excellence and only 6% have achieved Magnet status.

In our valley we have traditionally looked at only local candidates. On the national front nursing agency's travel pools have more requests than they can meet and are no longer a viable resource to emergently fill positions. Hospitals that do not have a solid recruitment strategy are finding that their unfilled vacancies are climbing and they are now in a critical staffing shortage; UMC is on the crest of this right now.

Ms. Fox is looking at a new nursing leadership structure that can support active work, retention, and movement of strategy.

This new structure would have three layers:

1. ACNO layer that has a line to Administration.
2. Service Line Director that has multiple aligned services or units.
3. Clinical Nurse Manager

Staffing and Scheduling is another issue nursing is facing. For 2017 we need to move to a productivity based staffing model.

She does not advocate for immediately adding FTE's into nursing units because we do not know what we need presently. In the past this has been done with unfavorable results. She is advocating that we focus on FTEs who will strategically help the whole, for example: a staffing office, where all schedules

are done electronically, where nurses who call in, talk to the staff in that office and not their friend on the floor.

Three different float pools are needed to ensure proper coverage.

- Maternal child
- Specialty
- General float pool

Improving recruitment strategies is also a priority in nursing. In terms of retention, our nurses here are looking at base compensation, how they progress and their environment. They want to be recognized and valued and right now, they do not feel like we value them.

The onboarding experience, needs to be looked at as well as recruitment events with onsite offers.

Chair Lopez-Hobbs commented that this was a very interesting presentation and appreciates her approach.

FINAL ACTION: It was suggested that Ms. Fox come back more often and also, that this be developed into a PowerPoint and be presented to the Governing Board at a future meeting.

The committee discussed item No. 6 at this time.

ITEM NO. 8 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)*

Chair Lopez-Hobbs suggested that the committee be given a few presentations/overviews on the following topics over the next few months:

- County self-funded insurance plan
- When the next union negotiation is and related topics of interest.
- Compensation for nursing and the comparison to market

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 10:36 a.m. Chairman Lopez-Hobbs adjourned the meeting.

Approved: May 24, 2016

Minutes Prepared by: Terra Lovelin