University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
February 24, 2017

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Friday, February 24, 2017
8:30 a.m.

CALL TO ORDER

The University Medical Center Governing Board Human Resources and Executive Compensation Committee met in the ProVidence Suite, UMC Trauma Building, 5th Floor, Las Vegas, Clark County, Nevada, on Friday, February 24, 2017, at the hour of 8:30 a.m. The meeting was called to order at the hour of 8:36 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
Robyn Caspersen
Harry Hagerty

Others Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
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.

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 24, 2017. *(For possible action)*

FINAL ACTION: A motion was made by Member Caspersen 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 a report on the performance objectives established by the CEO for UMC's management employees. *(For possible action)*

DOCUMENT SUBMITTED:
-Management Performance Objectives

DISCUSSION: Mason VanHouweling gave a brief summary of how the bonus program would work for M-Plan employees. This would help align the goals of the hospital with performance objectives that need to be met.

John Espinoza, Chief Human Resources Officer explained the Management incentives.

The reason for the Management Incentives are:
- Rewards commitment to the overall mission, vision and values of UMC.
- Targets UMC's 4-Pillars (Excellence, Experience, Economics and Employees)
- Links CEO's performance objectives to every level of management.
- Recognizes and rewards exceptional performance consistent with market behavior.

There are three categories that are eligible to receive a bonus:
Category 1: Administrators
Category 2: Executives and Directors
Category 3: Managers

Chair Lopez-Hobbs commented that a bonus is not to reward the employee for doing their job, it should be rewarded when the individual performs above and beyond their job duties.

Mr. VanHouweling added that to receive a bonus one should also show how they impacted other areas of the hospital, and the overall goals of UMC such as improving HCAHPS.

Member Caspersen asked if employees will know their goals at the beginning of the year so they have the year to achieve them.

Member Hagerty reiterated that the document that drives this, the current CEO contract, Schedule B, will need to change over time. His suggestion is that the objective for the future fiscal year, could be structured to be identify the issues that the committee thinks are important for the next year. What the committee is looking for in FY2016 may not be the same thing they are looking for in FY 2018.

Mr. Espinoza agrees and the document is not meant to be a static document. The objectives will change going forward with the CEO's goal alignment and management.

Chair Lopez-Hobbs suggested the Mason and John come back to the next HR meeting with a process for the committee's approval.

Member Caspersen and Member Hagerty added that staff should be working on it right now.

The employee survey was mentioned. UMC conducts a survey every two years and the last one that was completed was in April.

Chair Lopez-Hobbs added that the survey needs to be highly confidential and she has heard that this may not be the case.

Member Hagerty suggested having a periodic assessment of the goals and performance objectives during the course of the year.

Mr. Espinoza recapped what the Committee asked for at the next meeting and this included a Gant chart of the process.

FINAL ACTION: None

ITEM NO. 5 Receive an updated report on UMC Vacancy, Turnover and Recruitment metrics and direct staff accordingly. ***(For possible action)***

DOCUMENTS SUBMITTED:
- Recruitment Metrics 2016 Compared to 2015
- Turnover and Vacancy Rates -2016 and 2015

DISCUSSION: Brenna Leising, Assistant Director of Human Resources provided an overview of the turnover and vacancy rates.

Since 2015 UMC had a 1% drop in overall turnover. The vacancy rate has increased however, but this is due to the increase in FTE's over the last two years. UMC is steadily recruiting and filling positions.

It was suggested by Member Hagerty, that these reports be done on a fiscal year basis.

Mr. Marinello has been looking at productivity within the departments and looking into the utilization of per diems.

Member Caspersen asked for a dashboard comparison for easier reviewing of turnover statistics.

Member Hagerty wanted to know how many people are in each department compared to how many have left. As of now the chart shows only how many voluntary terms are in each department. He also wants to know the reason people have left.

Ms. Leising explained that she does have this information but she will include it in the report for the next meeting. She also commented that the HR is having a poor response rate on exit surveys. To help mitigate this problem, as employees come in for their final check, staff is encouraging folks to sit down and fill out the survey. Also, they have encouraged Managers and Directors to let their employees take the exit survey during work hours.

Staff added that our recruitment metrics are in the ball park with other organizations regarding the hiring time frame. We are however working on speeding up the process, especially when it comes to hiring nurses.

FINAL ACTION: None taken

ITEM NO. 6 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)***

DOCUMENTS SUBMITTED: None submitted

DISCUSSION: Chair Lopez-Hobbs asked for a transition document that she can pass on to Jeff Ellis as he will be chairing future HR meetings. Some of the topics to be added to this document are:

-Succession Planning
-Dashboard of Metrics
-Reports presented with Fiscal Year data
-Gant chart of Management Performance Objectives
-A process for achieving Management Performance Objectives

Mr. VanHouweling and Mr. Espinoza thanked Chair Lopez-Hobbs for her great service to UMC as Chair of this 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.

SPEAKER(S): Rick Lile, with the Operating Engineers Local 501, Bargaining Representative, and Max Garcia introduced themselves.

Mr. VanHouweling thanked them for their work and was very impressed with the work they are able to do in house.

There being no further business to come before the Committee at this time, at the hour of 9:53 a.m. Chairman Lopez-Hobbs adjourned the meeting.

Approved: March 21, 2017
Minutes Prepared by: Terra Lovelin