

**University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
July 25, 2017**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Tuesday, July 25, 2017
1:30 p.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 Tuesday, July 25, 2017, at the hour of 1:30 p.m. The meeting was called to order at the hour of 1:30 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
Robyn Caspersen
Renee Franklin (Via phone)

Absent:

Harry Hagerty (Excused)

Others Present:

John Espinoza, Chief Human Resources Officer
Deb Fox, Chief Nursing Officer
Terra Lovelin, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chair Jeff Ellis 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 May 16, 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*)

It was suggested that we move ITEM NO 5. to be heard first.

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

Aaron Stagg introduced an intern from UNLV who will be assisting the HR department with staff competencies. David Lozia-Funk introduced an intern from UNLV who will be assisting with surveys and other tasks in the Cultural Linguistics Department.

SECTION 2. BUSINESS ITEMS

ITEM NO. 5 Receive an update from Debra Fox, Chief Nursing Officer regarding the reorganization of the nursing division. (*For possible action*)

DOCUMENTS SUBMITTED:

- PowerPoint
- Integrative Therapies Executive Summary
- Palliative Care Executive Summary
- Recruitment and Retention Overview
- Nursing Solutions Staffing Report

DISCUSSION: Deb Fox, Chief Nursing Officer provided an update on the Nursing reorganization.

The nursing department went from receiving on average, 15 to 35 Assignment Despite Objection forms a month to now receiving either zero or one a month. These forms are filled out by concerned employees, either as a refusal of an assignment or a concern of their assignment. These are then reviewed by a committee that is compromised by 50% staff, and 50% management; these then have to be reviewed and scored. Most of these forms came from the medical-surgical areas or intermediate nursing care units.

There was also an issue with disengagement in clinical practice. There was no infrastructure for ongoing readiness and a challenged reputation in the nursing department. There was also little communication within the nursing department and that impacted the relationships and nursing care effectiveness.

The way to improve these issues was to create an infrastructure and with the help of the Human Resources Department, this was achieved. Every nursing division now has a shared resource group that deals with education and quality improvement.

A nursing recruiter has been hired to focus on hiring and onboarding of nurses. Nursing forums and CNO updates have been implemented and have proven to be very effective. Also, Innovative Connections have been effective partners in getting the nursing leadership structure off the ground. Innovative Connections started the cultural transformation by educating and guiding the supervisors in various specialty areas. There are 79 nurses and Clinical Supervisors who have gone through this program and they have provided feedback that they are enjoying it and are extremely engaged and thankful.

A discussion ensued about magnet status and Pathways to Excellence. Nine nurses will be sent to the magnet conference to begin networking with peers and will bring the knowledge that they gain back to the team.

Mr. Stagg from Human Resources discussed providing classroom instruction on self-care to nurses in the PICU department and PEDS ED to aid in retention and increase employee morale.

Ms. Fox said the next biggest challenge is to get Pathways to Excellence successfully executed and get Relationship Based Care off the ground. Nurses do not understand the concept of Relationship Based Care. Also, filling our vacancies is a big focus.

FINAL ACTION: None

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

DOCUMENTS SUBMITTED:

- Turnover FY16 to FY17 Comparison
- FY16 to FY17 Recruitment Comparison

DISCUSSION: John Espinoza, Chief Human Resources Officer gave an overview on the data that was presented to the committee.

Brenna Leising, Assistant Director of Human Resources explained the current vacancy and turnover stats.

Chair Ellis asked about non-management, non-nursing FTE's and the vacancies in nursing versus other positions.

Ms. Leising replied that she can do a bit more research and find these statistics out.

A chart was shown detailing the length of the entire recruitment process. The time between when HR refers a candidate to when the candidate is accepted is about 43 days. This is an area that the organization is trying to reduce further.

FINAL ACTION: No action

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)*

DISCUSSION: Mr. Espinoza announced that they have created a team to work on developing strategies on succession development.

Mr. Spring followed up by stating that this committee meets every two weeks and currently the committee is gathering information on what other hospitals are doing, locally and nationally. A survey has been sent out to Directors and those in Administration to see what skills and attributes they are looking for in a candidate.

The idea is that this committee will take this information and put a plan together to help employees reach their potential and bridge the gap into an Administrative position. The goal is to have the data collected by the end of August and a plan implemented by January.

Chair Ellis commented that the levels that needs to be focused on are the mid-level management positions like the Associate Administrator positions.

Mr. Espinoza added that we are engaging Mercer to conduct a market study by the first or second quarter of FY18 and results will be made available to this Committee, hopefully by the end the second quarter.

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.

None.

There being no further business to come before the Committee at this time, at the hour of 3:03 p.m. Chairman Ellis adjourned the meeting.

Approved: September 19, 2017

Minutes Prepared by: Terra Lovelin