University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
December 3, 2018

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, December 3, 2018
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 2:04 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
Laura Lopez
Renee Franklin (Via phone)

Absent:

Others Present:
Mason VanHouweling, Chief Executive Officer
Kurt Houser, Chief Human Resources Officer
James Conway, Assistant General Counsel
Danita Cohen, Chief Experience Officer
Terra Lovelin, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chair Ellis asked if there were any persons present in the audience wishing to be heard on any item on this agenda.

None present.

Mr. VanHouweling introduced three employees from our Engineering Department in the audience today; Richard, Daniel and Max, from the local 501.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on September 24, 2018. *(For possible action)*

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Discuss and provide a final set of objectives as it relates to the Human Resources and Executive Compensation Committee for recommendation to the full Governing Board for approval for Fiscal Year 2019. *(For possible action)*

DOCUMENTS SUBMITTED:
- CEO Presentation on FY19 Goals

DISCUSSION: Mr. VanHouweling provided a summary of the HR objectives.

1. Improve employee progression and organizational succession by developing and implementing an employee development plan and an organizational succession plan.

Member Lopez-Hobbs asked if this was opportunity for employees to move up.

Mr. Houser replied that it was and it's also a way to do a gap analysis to see how we can help the employee to at least meet the qualifications of that position.

Member Franklin added that this doesn't exist now.

Mr. VanHouweling added that we have programs in place to help individuals move up to gain the knowledge and skills that they need for the positions they ultimately want to be in.

2. Continue positive organizational alignment with performance management concepts that align to CEO and organizationally established metrics.
3. Continue to promote the culture of caring and excellence, enhancing UMCs values.

~~4.~~ Implement a human capital strategy, through active management of organizational positions and benchmarking similar facilities, that facilitates increased efficiency, increasing quality and safety measures, and maximizing service line development. ~~As an initial measure, improve SWB to net revenue ratio by 2% points from YTD FY19 figure of 61%.~~

With regards to Item number 4, member Lopez-Hobbs asked if the 2% includes all employees, full time, temp, etc. and Jennifer Wakem, Chief Financial Officer, replied that it does.

Chair Ellis commented that for numbers 1, 2 and 3, there are no metrics to measure these items by.

Mr. Houser replied that we will have to show that "x" amount of employees have been through the development program and then show evidence that we are developing them towards the position they want to achieve.

Member Franklin is not sure that the number we are promoting internally is correct. We need an infusion of different thoughts from those coming in from the outside; perhaps focusing on internal promoting should not be the main focus.

Chair Ellis would like to see how we are truly tackling these objectives.

Member Lopez-Hobbs would like to see this plan laid out in steps to feel more comfortable.

Mr. Houser added that UMC will use ICARE measurements to ensure we are continuing to promote the culture of caring and excellence.

Referring to item number four, Chair Ellis feels that 2% down from 61% is a bold goal.

Member Franklin suggested deleting the last sentence in Goal number four`and the committee agreed with that suggestion.

<u>FINAL ACTION TAKEN</u>: A motion was made by Member Lopez-Hobbs to recommend the above discussed FY2019 Goals to the Governing Board for approval. Motion carried by unanimous vote.

ITEM NO. 5 Discuss and provide a final matrix of CEO Objectives for Fiscal Year 2019 for recommendation to the Governing Board for approval; and direct staff accordingly. (*For possible action*)

<u>DOCUMENTS SUBMITTED</u>:
- None submitted

<u>DISCUSSION</u>: A discussion ensued regarding how each category should be weighed.

Mr. VanHouweling stated that the Strategic Planning committee meetings have been very detailed and include very robust topics.

A discussion ensued about what percentages to place upon each committee and Chair Ellis suggested that since Strategic and Finance are operational they should split 50%. He suggested that the committees should be weighed as follows:

Finance/Operations	25/100
Clinical Quality	30/100
Human Resources	20/100
Strategic Planning	25/100

FINAL ACTION TAKEN: A motion was made by Member Franklin to recommend the set of committee FY2019 Goals for the CEO, to the Governing Board for approval. Motion carried by unanimous vote.

ITEM NO. 6 Hear a report on suggestions and feedback from the employee survey. (For possible action)

DOCUMENTS SUBMITTED:
- Survey Details

DISCUSSION: Haley Hammond presented a PowerPoint on the 2018 survey results that 30% of UMC employees participated in.

Employees noted that they continue to use ICARE in every interaction about 90% of the time.

85% of employees are proud to tell others that they work at UMC.

77% of employees stated that ICARE is still effective.

Comparisons from 2016 and 2018 were displayed and the responses were very similar.

A few of the 2018 favorites about UMC are listed below.

1. Salary and Benefits
2. Friendships/Family within the Department
3. Positive Work Environment
4. Cleanliness
5. Best Patient Care

A few of the 2018 Wishes to Improve UMC or the department are listed below.
1. Improve Communication/processes
2. Improve behaviors manager/supervisor

3. More Recognition
4. Improve Staffing Ratios
5. Bullying

Action Items from Employees Engagement Survey 2018 include rounding on all shifts, publish the request/concerns from employees, offer classes to leadership, make ICARE coaches out of the leaders who excel at demonstrating the principles.

Danita Cohen explained that ICARE Pass will roll out in 2019. Points will be given to employees who exemplify the ICARE principles. The prizes will come from an online catalog managed by a separate company.

Member Franklin commented that how this reward program is rolled out is very important. This is about the leadership, the supervisors, and the managers of the organization and their recognition of the employees. She suggested that we look at how we are continuing to reinforce that upper management is taking the time to recognize their employees.

Mr. Houser agreed with Ms. Franklin and said that the topic of how to recognize employees is a focal point for in house, educational classes. ICARE will also be part of the new evaluation system and a topic in future leadership meetings, one of which is tomorrow.

Member Lopez-Hobbs has a concern that there is a huge disconnect with ICARE principles and leadership at the top. If staff is not on board with this program and exemplifying the principles of the program, it should be reflected in their evaluations, merits and even job status.

Chair Ellis agreed with Member Lopez-Hobbs and said some people either have to go or their lack of commitment to the program needs to be reflected in their evaluation and compensation.

FINAL ACTION: None

ITEM NO. 7 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)

No Emerging Issues

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.

There being no further business to come before the Committee at this time, at the hour of 3:32 p.m. Chairman Ellis adjourned the meeting.

Approved: March 11, 2019
Minutes Prepared by: Terra Lovelin