University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
January 8, 2018

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, January 8, 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 2:02 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-Hobbs
Renee Franklin (via phone)

Also Present:
Barbara Fraser, Ex-officio member

Others Present:
Mason VanHouweling, Chief Executive Officer (arrived 3:15)
Tony Marinello, Chief Operating Officer
James Conway, Assistant General Counsel
Deb Fox, Chief Nursing Officer
John Espinoza, Chief Human Resources Officer
Doug Spring, Director, Human Resource Operations
Brenna Leising, Assistant Director, Human Resource Operations
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 October 23, 2017. ***(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 recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a report on Recruitment, Turnover and Vacancy Metrics for Fiscal Year 2018, Quarter 1-Quarter 2. ***(For possible action)***

DOCUMENT SUBMITTED:
- Recruitment Metrics Q1-Q2 (Benefited Positions Only)
- Turnover and Vacancy Summary FY18 Q1-Q2 vs. FY17 Q1-Q2

DISCUSSION: Brenna Leising presented a report on recruitment, turnover and vacancies.

The average days across all positions for total recruitment time, from the time HR received the approved requisition until the day the person started, was reduced by 10 days. The actual recruitment days from the time HR sends the candidate to the department increased but that was on the management side.

Chair Ellis would like to see data from the posting date to the first wave of candidates. Right now it looks like it takes two months to get the candidate to the hiring authority however that may not be the reality.

Brenna said she would pull the hiring timeframe statistics for the management category positions.

Chair Ellis would like to see how many new people are applying into the system on an annual basis.

Ms. Leising responded she could provide that information. She also commented that she was very proud of her team as they were able to fill 59 difficult specialty positions. This is the first time in four years that all specialty positions have been filled.

UMC is trending down in turnover and this was broke down into voluntary and non-voluntary numbers. Statistically, UMC is doing very well, well below the national average and better than last year's turnover rates.

Deb Fox, CNO provided a brief update with regards to the culture in nursing.

The results came back from a RN survey and UMC had an 86 percent response rate from the RN's. The department was meeting or exceeding every magnet bench mark in every category.

Currently, the department is at a tenuous place as staff is beginning to re-engage in Shared Governance and feel that Magnet will happen. Right now due to finances and the high acuity of hospital patients, staff are calling off more and the Assignment Despite Objection (ADO) forms regarding staffing shortages are being filled out at a higher rate.

FINAL ACTION: None taken

ITEM NO. 5 Receive a report on the new pre-employment assessment tool to be released for use in early 2018. *(For possible action)*

DOCUMENTSUBMITTED:
- Pomello Executive Summary
- Candidate Compatibility Report

DISCUSSION: Mr. Espinoza explained that in order to continue to improve upon hiring the right people and to aid in succession planning, Human Resources will implement an assessment tool. This new pre-employment tool will help with the screening process and help to ensure the candidate is the best cultural fit within UMC.

Ms. Leising spent almost a year speaking with multiple companies and in the end she felt that Pomello offered the best fit for UMC. This assessment tool is based on culture and the assessment questionnaire takes only ten minutes. The factors that Pomello uses are unchanging such as motivators and values. When benchmarking candidates against these different factors you will have a higher predictability of their performance and engagement within the organization.

This survey was tailored to UMC and is based on a survey that was sent out to all UMC employees.

The idea is that your final candidates' will take a survey and a report will then be generated based on the survey results. Ideally, you want the candidate to achieve a 70 or higher on how well the person will fit in the position that they are being hired into. Managers would not hire a candidate if they score under 50.

The first Pomello training for the pilot group will occur this Friday.

Member Lopez-Hobbs commented that this tool doesn't tell us if we have the right people in the right positions already.

Ms. Leising commented that this program will flag those departments that have issues with the culture and employees currently on board.

Member Franklin commented that she isn't sure the hiring managers should be the holder of this tool. She has a concern about the current culture and using this tool to base hiring off the current culture.

Mr. Espinoza replied that HR is creating these bench marks off of our best employees and we are providing training to all managers on how to best utilize this tool when hiring.

FINAL ACTION: Move forward with the training and implementation of this tool.

ITEM NO. 6 **Recommend approval to the Governing Board of an update to the UMC Physician Compensation Plan. *(For possible action)***

DOCUMENTS SUBMITTED:
- Compensation Plan Draft for Physicians

DISCUSSION: The compensation plan was put into place in 2006 and has not been updated since then. Most of the significant changes to this document has to do with the bonus plan.

Doug Spring explained that the major changes include a new strategy on how to incentivize the physicians. Also the continuing medical education (CME) reimbursement is now $2,500, up from $1,500.

Tony Marinello added that the incentive is now tied with patient satisfaction as well as volume. There are 48 positions covered by this plan, 14 in Primary Care and 34 in Urgent Care.

Bonus pay has only been paid to two physicians under this new plan during the last quarter.

Mr. Marinello said that this document will be reviewed annually and staff will do a nine month to one year review with this committee. Also, any changes to this document would be submitted for approval by the Governing Board.

These physicians are UMC employees and their base compensation is the only compensation that counts towards retirement. Their bonus pay does not count toward their retirement.

We currently have seven staff physician positions open right now and a discussion ensued about compensation and sign on bonuses.

A discussion ensued regarding panel sizes and how many patients primary care doctors are seeing.

Chair Ellis asked about the number of volume metrics and had a few more questions regarding the questionnaire the clinics send out to patients that tie into patient satisfaction. He also inquired as to the volume metrics being achievable at all the clinics.

Staff will compile the requested information for the committee members.

FINAL ACTION: The committee asked for staff to come back at a future meeting with additional information.

ITEM NO. 7 Recommend approval to the Governing Board of an update to the UMC Specialty Physician Compensation Plan. ***(For possible action)***

DOCUMENTS SUBMITTED:
- Compensation Plan DRAFT for Specialty Physicians

DISCUSSION: Mr. Espinoza explained that the physicians covered under this plan are specialty physicians, Palliative care, stroke, NICU, etc. There were not many changes with this plan, just a few language changes. Staff under this plan are paid at a higher level and there is no incentive pay in this structure.

FINAL ACTION: Member Lopez-Hobbs made a motion to move this plan forward for approval by the Governing Board. Motion carried by unanimous vote.

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)***

None

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.

SPEAKER(S): None

There being no further business to come before the Committee at this time, at the hour of 3:31 p.m. Chairman Ellis adjourned the meeting.

Approved:
Minutes Prepared by: Terra Lovelin