University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
May 21, 2018

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, May 21, 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 2:00p.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

Also Present:
Barbara Fraser, Ex-officio member

Others Present:
Mason VanHouweling, Chief Executive Officer
John Espinoza, Chief Human Resources Officer
Aaron Stagg, Manager, Organizational Development and EAP
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 special meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on October 17, 2017. *(For possible action)*

FINAL ACTION: A motion was made by Member Franklin that the minutes be approved as recommended. Motion carried by unanimous vote.

ITEM NO. 3 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on March 19, 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. 4 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. 5 Receive a presentation from Amy Shogren, Director of Communications and Administration with the Nevada State Hospital Association, on the Board Certification process. *(For possible action)*

DOCUMENT SUBMITTED:
- None submitted

DISCUSSION: Ms. Shogren explained that the certification idea came about after a discussion as to how board members could best embrace what they are doing while utilizing best practices. The team spent about eight months researching it and took the idea back to the Association members to see if the board may be interested in the idea.

The program was approved by the Nevada State Hospital Association at the end of 2017 and enrollment occurred through March of 2018. The Association has an Advisory Board to keep checks and balances on what members are doing such as meeting the needs their hospital requires and achieving the education hours that are required.

There are a variety of educational opportunities, online and in person that are available for board members to meet the hours required. For new and experienced trustees seeking first time certification, they are asking them to complete ten hours of course work, 8 hours can be from a trustee orientation program that was completed the previous year.

After the first year certification, it’s less time and more focused on individual boards.

All of this information can be found on the Nevada State Hospital Association website.

Best On Board is an online training portal that is available any time for the convenience of Board members. There is also free, online training on the American Hospital Association website. The Western Regional Symposium is a two day training event and rotates through the states that are participating; this year it is in Omaha, Nebraska. Ms. Shrogren also mentioned that Nevada Hospital Association workshop will occur in August of 2018 and will be held in Lake Tahoe.

Mr. VanHouweling added that he looked at the certification educational requirements and our own education that we provide to the Board, he believes those presentations will count towards the certification hours needed.

Ms. Shogren agreed and added that the Board could submit the meeting minutes to act as the proof of each educational piece they received. 8 hours needs to be from UMC's internal training and 2 hours should be from folks outside of UMC or on-line.

Chair Ellis voiced some concerns about the structure and Member Franklin asked how far the look back is for outgoing years. For example, if she wants to be certified for 2019, how far can she go back to count the credits for 2019? Also, she would like to know what the learning objectives are.

Ms. Shogren said she would get back to the board with that answer as soon as she can.

Mr. VanHouweling stated that obtaining certification would be a great way to show the expertise of the board.

Member Lopez-Hobbs commented that she would like to see this structured so the members know how many hours they have and how many hours they still need to meet the requirements, if they decided to enroll.

Ms. Fraser stated that this certification should be a requirement and Member Franklin agreed and added that a mechanism to track the hours is needed.

Chair Ellis suggested that the committees should come up with a list of educational opportunities so the board knows what the goal is.

Mr. VanHouweling offered to put together a grid of educational presentations that have already been received and how many hours those have equated to. This will be done once Ms. Shogren finds out how far back in the year the board can count as credited hours.

<u>FINAL ACTION</u>: None

ITEM NO. 6 Receive a summary of CEO's mid-year goals from all committees. *(For possible action)*

DOCUMENTSUBMITTED:
- Summary of Objectives

DISCUSSION: Mr. VanHouweling gave a brief summary of the objectives he presented at each committee meeting.

Audit and Finance Committee

OBJECTIVE #1: Meet Fiscal Year budget income from operations

- Year to date we are negative $511,000 on a budget of $8.8 million. This is due to revenue expenses such as the October 1 event and the delay of Epic and contract labor.

OBJECTIVE #2: Ensure all Fiscal Year budgeted capital expenditures are completed or activated

- $31 million for FY18 ($21.2 million spent and committed, $9.9 million remaining with large remodels going on and purchases under way)

CLINICAL QUALITY COMMITTEE

OBJECTIVE #1: Improve publicly reported cores measure scores from Fiscal Year 2017 average to include early elective deliveries, VTE discharge instruction, Influenza Immunization and Endoscopy/Polyp Surveillance.

- Publicly reported quality measures are all positive. UMC is at 88% of all employees who were vaccinated for the influenza virus. We are still at zero percent for early elective deliveries and preventable VTE.

OBJECTIVE #2: Improve Patient Satisfaction of HCAHPS top box scores for hospital rating by 10% over Fiscal Year 2017 average.

- UMC is at 56.9% and continues to improve, the goal is 61%. The last six quarters have been trending positive. Quietness is one of the areas we are struggling with but we are diligently working on this. Pain management is another area that needs some focus.

HUMAN RESOURCES COMMITTEE:

OBJECTIVE #1: Conduct a baseline employee engagement survey and develop action plans related to employee feedback that improves results relating to UMC's mission and vision.

- We are in the process of utilizing Press Ganey who also does our HCAHPS surveys, to come up with an employee survey. We conduct employee surveys every two years and the last one was done in 2016.

OBJECTIVE #2: Ensure 2018 performance objectives are cascaded to all leadership levels in the organization for measurable performance assessment.

- This was completed in the first quarter of 2018.

STRATEGIC PLANNING COMMITTEE

- A new Annual Strategic Plan was designed, developed and presented
- UMC has aligned with Dignity and has signed transfer agreements with all those facilities
- Alignment with Silver State ACO
- Ambulatory Strategies including extended hours and launching Workers Comp Program
- Continued Event Medicine Expansion Efforts
- Cath Lab project to go to Audit and Finance
- Quick Care and Primary Care increase of 7% in HMP/PPO
- Hospital Admits increase of 2% in HMO
- UNLV Master Affiliation Agreement signed
- Strong patient relationship resulting in growth of VA/Nellis

A discussion ensued regarding Quality measures such as Leap Frog. It was also mentioned that meeting the budget goals has been a bit of a challenge.

Member Franklin added that she has heard many positive comments from employees she recently spoke with regarding Mr. VanHoweling's leadership and the team he leads.

Ms. Fraser added that she has heard from a few nurses about how the staff recognized them during nurse's week and it inspired them.

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)***

Mr. Espinoza went over a list of upcoming issues that the committee will be looking into and addressing over the next few years. A few items on this list include, new contract for employees, market analysis and compensation plans, compensation and competency checklist for employees, an upgraded Success Factors system, succession development, student volunteers, and a few others.

A discussion ensued regarding student volunteers and pairing down the current number of students who come to UMC for training.

Doug Spring retired last week and after an internal recruitment, Brenna Leising accepted the job as Director of Operations.

John Espinoza's last day before he retires is June 1, and a search is ongoing for his replacement.

Member Franklin brought up the issues of physicians and whether or not they have been properly trained on Epic.

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 3:20p.m. Chairman Ellis adjourned the meeting.

Approved: July 16, 2018
Minutes Prepared by: Terra Lovelin