University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
June 17, 2019

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, June 17, 2019
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 2:03 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
Barbara Fraser – Ex-officio

Absent:

Others Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
James Conway, Assistant General Counsel
Kurt Houser, Chief Human Resources 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.

There were a few members from the Union of Operating Engineers Local 501 in attendance just to observe.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on May 28, 2019. *(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 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 and review revisions to the UMC Physician and Non-Physician Provider Compensation Plan for Primary and Urgent Care; recommend for approval by the Governing Board; direct staff accordingly. *(For possible action)*

DOCUMENTS SUBMITTED:
- Revised plan
- Marked up plan

DISCUSSION: Kurt Houser explained the summary of the major changes and they are listed below.

-Urgent Care Providers: These positions are exempt, hourly, not salary positions
-Workload Credit: Clarified that workload credit belongs to the primary caregiver
-Pay: Eliminated irrelevant Premium Holiday and Shift Differential
-CME: Allowed for online CME hours, as long as total hours (40) aren't exceeded. Made it clear also, that hours are not rolled over to new FY if unused.
-CAL/EIB: Eliminated redundant language and refereed to the HR P&P manual
-Minimum Performance: Updated workload for primary care due to changing shifts from 8 to 10 hours and matched minimum to bonus structure.

Incentive Structure Changes:
-Matched primary care minimum to bonus structure> per hour
-Added incentive structure for mi-level performance now that we have data that supports workload capture
-Matched quick care minimum requirements tot bonus structure' >2.5 per hour

FINAL ACTION TAKEN: A motion was made by Member Lopez-Hobbs to approve the revisions to the plan and make a recommendation to the Governing Board to approve the changes. Motion carried by unanimous vote.

ITEM NO. 5 Receive a presentation on Succession Planning; and direct staff accordingly. *(For possible action)*

DOCUMENTS SUBMITTED:
- PowerPoint – UMC Employee Development and Succession Development

DISCUSSION: Barbara Mowry updated the committee on the status of the succession development plan.

An invite to the committee members was extended. This invite is to attend the first celebration luncheon for those employees who recently graduated from Leadership Preparatory Academy, a section of the EDP. One of the graduates of the program has been promoted to a senior position and one admitting representative has been promoted to a medical staff specialist.

Succession Development Objectives were identified and are below.

1. Identify a pool of high-potential candidates with the capacity for greater responsibility in the organization

2. Build a pipeline of leaders committed to carrying on UMC's mission, vision and values if/when positions become available

The C-Suite identification process will involve the Chiefs conducting assessments on leaders to establish the leadership potential for their direct reports. Performance evaluation will be done and the Chiefs will plot direct reports on the 9-box grid to determine the level of succession readiness of the employees.

Individuals selected will take the Pomello assessment to measure culture alignment and Chiefs will be encouraged to help facilitate bridging the gaps identified in the EDP and/or Performance Evaluations.

The Workforce Planning Committee will ensure the program is accountable and share best practices and lessons learned.

The 9-Box Tool was shown which measures the performance of where the individual wants to go; this is for Director positions and above.

A discussion ensued regarding who came up with the evaluation questions/objectives that the individuals are evaluated by. Staff replied that the questions were developed within the 9-Box Tool program but then customized based on UMC's goals and objectives.

Chair Ellis asked if the organizational chart that was shown is a typical organization chart and Mr. Houser replied it was just an example of an organizational chart showing positional readiness for succession planning. Member Franklin commented that the objectives may be a bit too narrow and it's easier to evaluate candidates in current time, not three years from now.

Chair Ellis commented that staff need to be aware of who the individuals are and assess them correctly.

FINAL ACTION TAKEN: None taken

ITEM NO. 6 Receive an update on Human Resources Committee FY 2019 goals status; and direct staff accordingly. *(For possible action)*

DOCUMENTS SUBMITTED:
- PowerPoint - CEO Presentation on FY 19 Goals

DISCUSSION: Mr. VanHouweling provided a status update on his FY 2019 Goals.

Objective#1
Improve employee progression and organizational succession by developing and implementing an employee development and an organization succession plan

Employee Development
-Graduated 16 participants in first group
-Have 9 participants in Cohort 2
-Job shadowing program pilot test in June 2019

Objective #2
Continue positive organizational alignment with performance management concepts that align to CEO and organizational established metrics

-Management Plan employees have goals aligned to CEO goals
-Updated HR Policies and Procedures Manual
-New QC/PC Comp Plan
-Fully electronic process by next cycle
-Revised management evaluation, reduced 70 subject factors to 7 or 8

Objective #3
Continue to promote the Culture of Caring and Excellence, enhancing UMC's values

-Focused leader rounding
-Accountable actions for all staff
-CEO Town Hall Meetings

-Consistent rewards to employees
-ICARE Cash rewards program introduced
-Reassessed HCAHPS survey questions
-Employee BBQ, ice cream events, treat carts

Objective #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 survive line development

-Safety: Sepsis Protocol
-New QC/PC Compensation Plan
-Rollout of new compliance tool
-Record low use of agency staffing services
-Optimized several functional areas, primarily due to Epic

FINAL ACTION: None taken

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.

No public comment

There being no further business to come before the Committee at this time, at the hour of 3:08 p.m. Chairman Ellis adjourned the meeting.

Approved: September 12, 2019
Minutes Prepared by: Terra Lovelin