University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
March 11, 2019

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, March 11, 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 2:02 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
Renee Franklin
Barbara Fraser – Ex-officio

Absent:

Others Present:
Tony Marinello, Chief Operating Officer
Deb Fox, Chief Nursing 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.

None present.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on December 3, 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 Lopez-Hobbs that the agenda be approved as amended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 5 Review changes to the Human Resources Policies and Procedures Manual and recommend changes for approval to the Governing Board; and direct staff accordingly. (For possible action)

DOCUMENTS SUBMITTED:
- HR Policies and Procedures

DISCUSSION: Kurt Houser added that a lot of the updates with the manual were minor but there were four substantial changes and Brenna Leising will go over them now. She noted that these policies and procedures have not been revised since 2014.

1. Policy No. 3 - Position Classification and Compensation Plans

   New proposal for nonunion professional level positions, to pay them higher than the stated 4% if it was not comparable to what they were making currently.

   Member Lopez-Hobbs asked if there was a management approval process for this increase and staff replied that there is an approval process.

   HR and finance is involved in the process of any offer.

2. Policy No. 10 – Employee Leave Program

   Eliminates hardship CAL requests. Employees can sell back all their CAL at any given time and frequency throughout the year.

   A discussion ensued as to why we would let the employee take their CAL bank to zero when they will need hours when a holiday comes up.

   Staff stated that salaries will be paid in full but the employee will have to then owe the hours back.

Ms. Fraser added that employees should have to keep a 40-hour balance and Chair Ellis stated that some sort of balance needs to be kept. Also, he is concerned employees won't take vacation or time away from the office and just cash out their earned CAL every year.

Ms. Fraser would like to know what the industry standard is and she is pretty sure most organizations require them to keep some sort of balance in their bank for holidays, etc.

Member Franklin suggested picking a number of hours to put in the language because it's easier to take the number down as opposed to putting it back to a higher number of hours.

Chair Ellis would like to see the number of people who cash out their CAL compared to those taking days off to use their hours for vacation.

3. Policy No. 11 - Employee Education & Development Program

   Moving all annual mandatories and competencies[TL1] to be completed by end of fiscal year. Also, all per-diem employees can take employee orientation on line. This allows employees to not have to take time off work from their regular jobs to come in and physically sit through the two days of UMC orientation.

   Ms. Fraser commented that she is all for this but would like to know if staff see any adverse feedback such as low customer service from those doing education on line.

   Member Franklin supports this idea as well.

4. Policy No. 18 - Payroll and Salary Reduction for Non-Union Employees

   If you are a salaried, non-union employ and there is a holiday, you will be placed into the negative in the CAL balance.

   The attached procedures were listed to match the policies changes

<u>FINAL ACTION TAKEN</u>: A motion was made by Member Franklin to approve the changes to the Human Resources Policies and Procedures Manual and make a recommendation to the Governing Board to approve the changes. Motion carried by unanimous vote.

ITEM NO. 5 Receive an update on the Employee Development Program; and direct staff accordingly. *(For possible action)*

DOCUMENTS SUBMITTED:
- Presentation

DISCUSSION: Aaron Stagg and Barbara Mowry are here today to present the Employee Development Program.

A committee was formed and invitations were sent to all employees who were interested in achieving their goals and furthering their careers.

As of last December, staff started to advertise and accepted applications in October. 45 employees applied for the program and 28 were chosen.

The employees had to have at least a 2.0 or better in their last employee evaluation. They also could not have any written or verbal disciplines in their employee file for the past year. The managers of the applicants also had to attest that they were ready for this program.

The goal is to do two recruitments per year, if there is a need for it.

The chosen applicants were then paired up with coaches on staff and their goals and ideas were discussed.

Barbara for example, assigned them a vision board for their first exercise so the employee could see what their goals were and how those goals made them feel.

Depending on the employee's individual goals, coaches will sit down with them each quarter or more often if they like.

The Leadership Preparatory Academy is a six-week program where the participants meet once a week for three hours. Each participant is also paired up with a mentor where they will ask them specific questions each week.

March 20, 2019 is the first class of 15 mentors.

Member Lopez-Hobbs asked if there will be some way to judge the mentors to see if they are doing a good job.

Ms. Mowry said feedback from the participants will be the best way to judge the mentors' effectiveness.

After completion of the academy, the participants will still have the opportunity to communicate with their mentors.

Member Franklin commented that this is a great start but ultimately she believes the supervisors and managers should be leading the improvement development process for everyone in the organization. She believes there should be a special group that then goes to the academy as not every employee can be a leader.

Member Lopez-Hobbs stated that this in an opportunity and staff have to make sure that the people that come out of this academy are a success.

Member Franklin agreed with Member Lopez-Hobbs and added that the organization should decide who gets to go to the Leadership Academy. She believes staff should funnel from the top down and build the reputation of this management tool; focusing on just a few things first including management selecting the participants of the program.

Ms. Mowry explained that what she has found within these applicants is although some may not be executive type leaders, they can be leaders within their job or group.

Mr. Houser added that staff does need to work on the evaluations of their employees to help identify leaders.

Chair Ellis added that hospital leadership and the academy should be focusing on promoting individuals in the management role. This program should be driven by managers and directors and based on who they feel are management material.

<u>FINAL ACTION TAKEN</u>: None taken

ITEM NO. 6 Receive an update on Human Resources benchmarking measures, metrics, and statistics; and direct staff accordingly. *(For possible action)*

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

<u>DISCUSSION</u>: Mr. Houser went over some current statistics with regards to UMC.

UMC's benefit load is 30.2 % of salaries which is higher than other hospitals in the area

Anna Caputo updated the equal opportunity action plan and she will leave that with the Board today.

<u>FINAL ACTION</u>: 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)

Jeff Ellis asked about the Board certification process and staff will provide the committee with an update.

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 3:39 p.m. Chairman Ellis adjourned the meeting.

Approved: May 28, 2019
Minutes Prepared by: Terra Lovelin