University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
September 12, 2019

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday September 12, 2019
9:00 a.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 9:04 a.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 (Via Phone)

Absent:
None

Others Present:
Mason VanHouweling, Chief Executive Officer (Via Phone) (Left mtg at 9:50AM)
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.

Dave Baldwin asked how he could address a committee or be placed on a future agenda and Mr. Conway provided his contact information to discuss further.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on June 17, 2019. *(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 Franklin that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Discuss and recommend for Governing Board approval Fiscal Year 2019 Human Resources and Executive Compensation Committee goal outcomes for Fiscal Year 2019 CEO performance objectives; and direct staff accordingly. *(For possible action)*

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

DISCUSSION: Mr. VanHouweling provided a summary of the achievements associated with 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
-45 participants have completed the program
-Job shadowing program piloted test with UNLV student
- Leadership Preparatory Academy is underway

Mr. Houser had an example of the materials utilized in the Leadership Preparatory Academy.

Succession Plan
-C-Suite identification of talent pool
-Assessment tool brief to HR Committee 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 Compensation Plan
-By next cycle many forms will be electronic (January 2020)

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

-Focused leader rounding
    - Nights, weekends, ambulatory
    - "You asked, we answered"
-Accountable actions for all staff
    - Moved up or out leaders at all levels
-CEO Town Hall Meetings
-Consistent rewards to employees
    - Caught you caring cards
    - Starbucks gift cards
    - Daisy Award in Nursing
-Accountable actions for all staff (moved up or out, leaders at all levels)
-ICARE Cash rewards program introduced
-Reassessed HCAHPS survey questions
-Employee BBQ, ice cream events, treat carts
-Annual picnic was on site and had three times the number of participants as in prior years

Chair Ellis asked if we have any input about some of the questions in the HCAHPS survey.

Mr. VanHouweling replied that we do have some input but some questions are mandated.

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 EHR system is helping with this)
-New QC/PC Compensation Plan
-Workforce Planning Committee Charter
-Managed service agreements for hard to fill staffing needs
-Record low use of agency staffing services
-Optimized several functional areas, primarily due to Epic
-Brought coders back in house and provided them with better technology to improve coding accuracy

Member Lopez-Hobbs and Member Franklin both stated that they were very pleased with everything accomplished thus far.
Chair Ellis believes 100% of the goals were met this year.

FINAL ACTION TAKEN: A motion was made by Member Lopez-Hobbs to recommend that Mr. VanHouweling be awarded 20 percent of the 20 percent available for the HR committee, for a total of 100 percent. Motion carried by unanimous vote.

ITEM NO. 5 Recommend for Governing Board approval the outcome of all Fiscal Year 2019 CEO performance objectives and recommend a bonus and merit percentage to the Governing Board for approval. *(For possible action)*

DOCUMENTS SUBMITTED:
- None submitted

DISCUSSION: Member Franklin explained why the Strategy Committee came up with the percentage that they did for the CEO's FY20 goals

The HR Committee asked staff to look at the CEO contract to see if they can give up to 130%.

FINAL ACTION TAKEN: A motion was made by Member Franklin to recommend to the Governing Board that Mr. VanHouweling met 98 percent of the goals for FY2019 and be awarded a 10% merit increase. Motion carried by unanimous vote.

ITEM NO. 6 Discuss and recommend for Governing Board approval the Human Resources and Executive Compensation Committee's Fiscal Year 2020 CEO performance objectives; and direct staff accordingly. *(For possible action)*

DOCUMENTS SUBMITTED:
- FY2020 HR Goals

DISCUSSION: Kurt Houser presented the 2020 goals

1. Execute Employee Engagement survey with greater than 50 percent response rate
    - Provide director level leadership feedback to EE survey
    - Achieve greater than 80% positive response to the question, "I am treated as a valued employee by my supervisor."
    - Achieve greater than 80% positive response rate to the question, "I see the ICARE4U principles being used in my department?"

2. Develop and implement staffing standards for five departments using industry benchmarks

3. Electronically process HR documents to include Personnel Action Requests and Annuals Evaluations

4. Create at least five career ladder position options via entry level job descriptions

5. Increase exit survey participation to 20% of departing employees

6. Increase interdisciplinary participation in all HR related training programs

7. In the interest of better health for our staff and patients make the entire UMC campus, its' surrounding buildings, including leased spaces, and anywhere UMC employees work, smoke free

Member Franklin isn't sure we should state number 7 in the goals.

The committee discussed making the campus non-smoking and added that it be part of a hospital-wide effort.

FINAL ACTION TAKEN: Mr. Houser will rework the goals and come up with a revised set to bring back for final approval at the October meeting.

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)

Member Lopez-Hobbs suggested re-training front line customer service personnel in our clinics and she wants HR staff to reevaluate those individuals after they have been retrained. She used an example of abhorrent service that was witnessed at the Enterprise Clinic by a commissioner.

Schedule an additional committee meeting in October to finalize all committee FY 2020 goals.

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 10:45 a.m. Chairman Ellis adjourned the meeting.

Approved: October 21, 2019
Minutes Prepared by: Terra Lovelin