University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
January 27, 2020

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, January 27, 2020
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 2:04 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 (via phone)
Laura Lopez
Renee Franklin
Barbara Fraser – Ex-officio (via phone)

Absent:
none

Others Present:
Mason VanHouweling, Chief Executive Officer
Kurt Houser, Chief Human Resources Officer
Brenna Leising, Director Human Resources
James Conway, Assistant General Counsel
Maria Hernandez, Administrative Assistant

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chairman 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 21, 2019. *(For possible action)*

FINAL ACTION: A motion was made by Member Laura 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 Jeff Ellis 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 staff recommended SMART metrics for the seven (7) FY 2020 HR/Organizational goals.
(For possible action)

DOCUMENTS SUBMITTED:
- Seven (7) HR Goals for 2020

DISCUSSION: Kurt mentioned that every HR employee is participating in at least one goal, which is in alignment with the committee's philosophy to cascade the Governing Board goals to all employees.

1. Review and Update Entry Level Job Descriptions.

62% of employees are over midpoint in salary. Upside is that we have a lot of experience, the downside is that we can use a diverse mix of ideas to consider process improvement in different ways. We're asking managers to look at their department and not just hire most senior experienced person when a position vacates. Once person is hired we can use the experienced staff we have to train and teach new staff.

Mason added that UMC has tested staff through internships and commented on UMC staff that have been hired though internships. Part of a University's success is job placement, and we have good collaboration with local schools.

Renee commented that the added college degree and hiring employees with some practical experience will eventually add to an ideal team, which is why she likes the idea.

Laura added that this starts to address one of the larger issues with that we have in getting UMC prepared into looking at the myriad classifications that we have in the organization and do they still make sense.

2. Staffing Standards.

HR's goal is to establish static staffing standards throughout specified areas of the hospital, and define HR's role in establishing staffing requirements for a safe and efficient facility.

Recently hired limited term employee with 20 years' experience who is helping with industry based staffing standard and getting SWB under control, specifically within departments (10 areas) with high cost and high turnover
Chairman, Jeff Ellis agrees with setting some standard and hopes this will feed into financial modeling. He questioned that if UMC has a reduction in a certain area; from a volume prospective does the model result in volume adjusted SWB expenses?

Chairman Ellis also stated that we need make sure we're watching potential technology issues so staffing patterns are reflective of true volume justifies that staff level to be.

Renee commented that under what circumstance do we need to reevaluate the module. Keeping in mind, with whatever module we define, in the future it will need to be adjusted.
Jeff is hopeful that the ultimate output will flow into Mason's goals. Meeting staffing pattern is much more relevant than meeting a bottom line that some may or may not be controllable from an overall administrative perspective.

3. Execute Employee Engagement Survey with > 50% Response Rate.

The goal is to increase the response rate from our last survey's 38% to greater than 50%. We will deploy the survey in late April and promote participation through Hospital Week in May.

4. Electronically process HR documents to included Personnel Action Requests and Annual Evaluations.

HR is converting eleven (11) documents to electronic processing, most are already in use. By end of February all users should have all documents accessible. HR will no longer accept paper copies starting March 1.

Our employee evaluation software is completed and we are currently in the training phase for all managers to be able to use that document.
Management Evaluation software will be completed by March 30th, and training will start by April. All management evaluations will be submitted electronically this fiscal year.

5. Further Develop Staff Skills Within the Employee Development and Succession Planning Programs.

Our goal way was to advance our SP/ED programs to appropriate levels and deliver succession planning tool to all Directors and above in fiscal year 2020

All Directors and above will have been provided a succession planning session with their reporting senior and a (9) nine-box tool that they will have been given by their reporting senior
Member Renee Franklin ask how will the board get visibility to the people who should be considered to replace key administrative positions.

Mason suggested briefing members and providing an analysis summarized by category, by job. Kurt also suggested de-identifying individuals buy providing organizational charting or succession plans

6.Respond to Exit Survey Results

HR will create a method to actively review and respond to Exit Survey results in order to identify divisions or cost center with high turnover, and act on trends related to turnover

Goal is to review two (2) or more cost centers per year that we have concerns with turnover and losing over 20 % percent of staff. Need to look at trends and reason for leaving. Evaluate the reason, i.e. stress level, management issues, overworked and compare with overall organization trends.

7. Develop interdisciplinary participation in major organization training programs.

HR is working with Organizational Development and Clinical Education to identify what is considered major organization training programs. They will work to make sure all identified training events are interdisciplinary sessions.

Jeff Ellis commented that we are making progress on the 7 (seven) goals.

FINAL ACTION TAKEN: None taken

ITEM NO. 5 CHRO to provide update to committee regarding CBA negotiations between UMC and SEIU, Local 1107. (For possible action)

DOCUMENTS SUBMITTED:
- None submitted

DISCUSSION:

Currently in negotiation sessions, planning to have a full contract by 1 July.

FINAL ACTION TAKEN: None taken

ITEM NO. 6 CHRO to provide update to committee regarding upcoming CBA negotiations between UMC and International Union of Operating Engineers, Local 501 AFL-CIO. (For possible action)

DOCUMENTS SUBMITTED:
- None submitted

DISCUSSION:
Kurt mentioned that we still have a COLA opener for fiscal year 2019. Meetings have been scheduled for February. Bargaining session for new contract will be starting in February as well.

FINAL ACTION: None taken

ITEM NO. 7 Team UMC Holiday Party took place on 4 January, 2020; recognizing Evelyn Olivero as UMC's 2019 Employee of the Year. (For possible action)

DOCUMENTS SUBMITTED:
- None submitted

DISCUSSION:

Record attendance at our holiday party at the Palms Hotel and Casino, over 500 employees attended. UMC's Foundation provided a $500 gift card for our employee of the year, Eve Olivero, who also received a parking space for the year.

FINAL ACTION: None taken

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)

Member Laura Hobbs asked for an update on the standard for Board of Education.

Kurt commented that he is in still discussing requirements with negotiations with Nevada Hospital Association.

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 2:47 p.m. Chairman Ellis adjourned the meeting.

Approved: February 25, 2020
Minutes Prepared by: Maria Hernandez