University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
Monday, August 23, 2021

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, August 23, 2021
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 2:01 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-Hobbs
Renee Franklin
Barbara Fraser – Ex-officio (via phone)

Absent:
none

Others Present:
Tony Marinello, Chief Operating Officer
Kurt Houser, Chief Human Resources Officer
Ricky Russell, Director Human Resources
James Conway, Assistant General Counsel
Stephanie Ceccarelli, Board Secretary

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 the item listed 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 June 21, 2021. *(For possible action)*

FINAL ACTION: A motion was made by Member 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, score, and approve the Human Resource and Executive Compensation Committee CEO Performance Goals for FY 2021; discuss, score and approve all other Governing Board Committee CEO Performance Goals for FY2021; and make a recommendation for approval by the UMC Governing Board; and direct staff accordingly. (For possible action)

DOCUMENTS SUBMITTED:

- FY21 Achievement Presentation

DISCUSSION:

Mr. Houser, Chief Human Resources Officer provided a high level overview of the HR CEO Performance Goals for FY2021.

1. Develop and implement the employee engagement survey with a >50% participation rate. Evaluate survey data to identify action items

This goal was achieved. The completion rate was 61%. A summary of findings was provided to Administration and the Governing Board and staff in in June.

2. Review and update the employee off-boarding program to include a revised Exit Survey

This goal was achieved. The survey has been revised and the completion time has been reduced. There has been increased participation.

3. In support of UMC's mission to be fiscally responsible, execute established staffing standards prior to budget year beginning July 2021

This goal has been achieved. Staffing standards have been developed and applied in all departments as of May 2021, to make sure we are staffing to appropriate benchmarks.

4. Update Leadership Boot Camp material based on lessons learned, and new CBA with all managers attending by the end of FY 21

This goal was achieved. All new leaders have completed the required boot camp during FY21 and more are scheduled for the fall of this year.

5. Develop interdisciplinary participation in all major organizational training programs

This goal was achieved. All programs were reviewed to include interdisciplinary training and cultural competency training has been added to all training initiatives.

6. **Review and update entry level job descriptions.**

   This goal was achieved. Every job description has been reviewed and updated. Requirements for some entry level positions were removed. Development and succession planning has also been reviewed.

7. **Further develop staff skills within the Employee Development and Succession Planning Programs**

   This goal was achieved. The succession planning program has been extended to include managers and above.

8. **In collaboration with the Communication and Diversity Committee, provide educational materials to all MPLAN staff via the online Harvard Implicit Association Tests, and attend Cultural Competency training to foster introspection in regards to implicit bias, cultural competency, and inclusive leadership.**

   This goal was achieved. Tools were made available and M-Plan employees voluntarily communicated their findings to the EEO Program Manager. Training is provided through the Diversity Committee.

Chair Ellis stated that the team did a great job in accomplishing these goals.

Mr. Conway informed the Committee that they had to weigh 20% of the total overall CEO goals. The Committee recommends 20% be awarded for the HR Goals, which equals 100% of the goals met.

<u>FINAL ACTION:</u>

A motion was made by Member Franklin that 100% be awarded for the HR Committee Performance Goal for FY21. Motion carried by unanimous vote.

Next the Committee discussed the bonus for the CEO. Chair Ellis stated that all of the committees would like to reach an overall 100% award to compensate for the impact that COVID had on hospital operations.

Member Hobbs asked if there would be compensation from last year's bonus plan due to COVID. Chair Ellis responded that because the 2020 bonus was accrued, it was assumed there could be payout of some of that bonus money. He explained additional payout could not be done unless the contract was amended and contractually the maximum that could be awarded would be 100% for this year. Since nothing could be done for the 2020 service year, the Committee felt it should have the flexibility to move round the achievement up from the actual of

93.75% to 100%. The discussion continued regarding Mr. Van Houweling's leadership in the community and statewide. There was agreement that because of this he deserves 100% award.

Member Hobbs feels the Committee has the ability to revisit 2020 and provide a performance award for 50% for management of the 2020 service year. Mr. Conway clarified if she was speaking of the M-Plan, not the CEO bonus. Member Hobbs would like to make a recommendation to amend the contract. A conversation ensued regarding this subject matter.

FINAL ACTION:

A motion was made by Chair Ellis to recommend to the Governing Board a 100% bonus award for FY 2021 and 10% for the merit increase. Motion carried by unanimous vote.

Member Fraser states it was such an extraordinary year that the idea of proposing a revised bonus plan for next year is appropriate. Discussion continued regarding how to move forward with the bonus structure moving forward.

Member Hobbs would be comfortable with providing a partial bonus for last year. There was continued conversation regarding the performance goal award of 2020 and the financial situation at the time.

The Committee asked if would be possible to recommend that staff go back and assess the ability to develop another contract modification in order to recognize the contributions of the CEO from last cycle which would allow the Committee to authorize some payment of the accrued bonus from last year.

Mr. Conway affirmed that a contract modification would be required.

FINAL ACTION:

A motion was made by Member Hobbs to recommend to the Governing Board a 10% merit increase for the FY2021 goals. Motion carried by unanimous vote.

ITEM NO. 5 Identify emerging issues to be addressed by staff or by the UMC governing board Human resources and Executive Compensation. Committee at future meetings; and direct staff accordingly.

The committee would like to discuss the following items at a future meeting:

Revisions to the bonus program and past performance recognition

Nursing shortage issues.

Staffing Model

2022 Goals relating to development and leadership succession plan process.

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.

SPEAKERS(S): None

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: September 20, 2021
Minutes Prepared by: Stephanie Ceccarelli