

**University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
June 21, 2021**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, June 21, 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
Laura Lopez
Renee Franklin
Barbara Fraser – Ex-officio

Absent:

none

Others Present:

Mason VanHouweling, Chief Executive Officer (via phone)
Kurt Houser, Chief Human Resources Officer
Ricky Russell, Director of Human Resources Operations
Jennifer Wakem, Chief Financial Officer
Donald Mackay, MD
Danita Cohen, Chief Experience Officer
James Conway, Assistant General Counsel
Stephanie Ceccarelli, Governing Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chairman Ellis asked if there were any public comment to be heard on any item on this agenda.

None.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on January 25, 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 Renee Franklin that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a briefing on the creation of staffing standards; and direct staff accordingly. (*For possible action*)

DOCUMENTS SUBMITTED:

- Productivity Targets PowerPoint

DISCUSSION:

Kurt Houser, Chief Human Resource Officer, introduced Ricky Russell as the new Director of Human Resources Operations. Ricky joined UMC in March and we are happy to have him as a part of the team. Welcome Ricky!

Jennifer Wakem, Chief Financial Officer, provided an informational briefing of UMC's staffing standards for the hospital. She reminded the Committee that a consultant was used to review six months of actual data from UMC and to calculate the productivity targets for the hospital, which included departmental skill mix.

Ms. Wakem went on to explain how the hours in the critical care nursing units are calculated and the differences between the variable and fixed departments. A high level overview of the census, units of service, patient days and average volumes were discussed. A conversation continued regarding how the target hours per unit of service is achieved, as well as how the FTE to patient ratio is determined for each nursing unit.

Kauffman Hall is the daily productivity performance tool that the entire organization uses to calculate necessary employee volume/ratio per patient per department. A dashboard of the daily department performance productivity model was shown. Ms. Wakem reminded the Committee that there is a core number of staff that must be maintained to keep the unit open.

The Committee asked for clarification regarding the FTE status, and if they are UMC FTEs or does this also include contract labor staffing. Ms. Wakem stated that it is a combination of both employed and contract labor to satisfy staffing needs. A conversation ensued regarding how management monitors staffing and how it affects the HCAHPS scores.

Lastly, the Committee reviewed the fixed staffing departmental unit of service calculator.

FINAL ACTION TAKEN: None

ITEM NO. 5 Review and recommend for approval by the UMC Governing Board, and ratification by the Hospital Board of Trustees, the Fiscal Year 2022 salary plan cost of living adjustment ("COLA"), effective July 1, 2021, to the current Collective Bargaining Agreement between UMC and the Service Employees International Union, Local 1107; and recommend approval of the same percentage increases in the salary range for non-bargaining unit employees,

excluding management plan employees, physicians, physician assistants, nurse practitioners, and those employees covered by a separate collective bargaining agreement; and direct staff accordingly. (For possible action)

DOCUMENTS SUBMITTED:

- COLA Slides

DISCUSSION

Mr. Houser provided the Committee with background regarding the contract that was approved between UMC and the SEIU. In FY2021, the parties agreed to no COLA for the bargaining unit members. A stipulated re-opener for Article 14 COLA was to begin in January.

After many meetings, the parties reached an agreement for a 4.5% COLA increase for the FY2022. Mr. Houser added that the percentage includes a 2.5% recognition for FY2021.

The COLA increase will go to the Board of County Commissioners for full approval in July. Payments for the increase will be retroactive to July 1, 2021.

FINAL ACTION TAKEN:

A motion was made by Member Franklin that the agreement be approved and make a recommendation to the Board of Hospital Trustees to approve the Fiscal Year 2022 salary plan cost of living adjustment ("COLA"). Motion carried by unanimous vote.

ITEM NO. 6 Review the preliminary results from the Employee Engagement Survey; and direct staff accordingly. (For possible action)

DOCUMENTS SUBMITTED:

- 2021 Employee Survey Executive Overview

DISCUSSION:

Kurt Houser, Chief Human Resource Officer, provided the Executive Summary from UMC's 2021 Employee Engagement Survey.

An overview of the results showed there were 2,038 respondents to the survey, which was a response rate of 61%. The previous high response rate was 38%. PressGaney was used for the first time, allowing UMC to have a benchmark against other hospitals.

The three major areas were Engagement, with a score of 3.94, Safety Culture with a score of 3.64, and Resilience with a score of 4.02. A detailed breakdown of the engagement scores was provided. UMC was 36th percentile for academic medical centers. Overall engagement performed in the 24th percentile compared to the national average. UMC received a moderate leader index score of 76%, slightly below the national average of 85%.

Mr. Houser also provided a list of the high performing theme items that were promoted and the areas for improvement and focus. He highlighted six engagement questions of focus. Discussion ensued regarding productivity and telework activity.

Next a display of the rank of key performance areas of focus and the impact that key driver items have on the engagement score was provided.

Lastly, there was a brief review of the leader index. Areas for improvement were discussed. A focus group is being formed to determine why certain work unit areas scored lower than anticipated.

A conversation ensued regarding effective communication with staff based on the survey results.

FINAL ACTION TAKEN: None

SECTION 3. EMERGING ISSUES

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 Hobbs inquired about the bonus structure for this year.

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chairman Ellis asked if there were any public comments 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 3:38 p.m. Chairman Ellis adjourned the meeting.

Minutes Prepared by: Stephanie Ceccarelli
Approved: August 23, 2021