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

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Tuesday, September 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 (via phone)
Laura Lopez-Hobbs
Renee Franklin (via phone)
Barbara Fraser – Ex-officio

Absent:
none

Others Present:
Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Kurt Houser, Chief Human Resources Officer
Jennifer Wakem, Chief Financial Officer
Anna Caputo, Manager, Equal Opportunity Program
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 August 23, 2021. *(For possible action)*

A correction was made on page 3, last paragraph.

FINAL ACTION: A motion was made by Member Hobbs that the minutes be approved as amended. 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 Review and discuss recommendations for FY22 Human Resources and Executive Compensation Committee CEO Performance Goals, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- FY22 HR Recommended Goals

DISCUSSION:

Mr. Houser, Chief Human Resources Officer presented the five FY22 CEO Recommended Goals for the Committee's consideration.

1. **Identify "5-whys" and create an action plan to address departments with the lowest score on the 2021 Employee Engagement Survey.**

   This is a root cause analysis tool that would be used to get to the root cause of a concern. It would be used to determine and create an action plan for departments that had low scores on the engagement survey.

2. **Design the framework for an enhanced leadership program to respond to improvement areas identified in the 2021 Employee Engagement Survey to include improving team and cross-department engagement.**

   This goal is specifically to assist the leadership team and to provide specific leadership skills and development for directors, managers and supervisors in the departments that had low scores on the engagement survey. Leadership will be directed to participate in specific boot camp training.

3. **Decrease the Average Time to Hire metric to less than 70 days.**

   Turn-around time from application to hire needs to be more efficient. This will be monitored weekly.

4. **Implement market adjustments for the most under-market, and difficult to recruit and retain classifications; using recent Mercer Market Data Survey.**

Staff is making adjustments to ensure that compensation is competitive in the market.

5. **Demonstrate success in moving MPLAN level employees, using the 9-box tool, toward upper level/management succession.**

   This is a part of the management succession plan. This will show success in the addressing M-Plan level moving forward in the succession planning model.

Chair Ellis asked how success in Goal 1 would be measured. The goal would be to determine the "why" and implement an action plan in the departments. There was continued discussion of Goal 3 regarding the process of decreasing the turn-around time from employee resignation to new hire, as well as the review process during the probationary period.

Member Franklin stated Goal 5 should detail what the succession plan is and how it is executed. Staff will monitor and track this goal and provide feedback.

FINAL ACTION:

A motion was made by Member Hobbs that the Committee approve the FY2022 CEO Performance Goals as presented. Motion carried by unanimous vote.

Mr. Houser added to the record that the other Committees have recently submitted their final goals. He requested that at this time the Committee recommend to submit the full FY2022 CEO Performance Goal plan to the Governing Board for final approval.

FINAL ACTION:

A motion was made by Member Franklin that the Human Resources and Executive Compensation Committee approve and recommend the FY2022 CEO Performance Goal Plan to the Governing Board for final approval. Motion carried by unanimous vote.

ITEM NO. 5 **Review and discuss the policy for Vaccination of Healthcare Workers for SARS COVID-19, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For Possible Action)***

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Mr. Houser stated that 81% of staff are fully or partially vaccinated. According to Becker's, over 300 hospitals nationwide have mandated vaccines for healthcare workers. He said the time is right to mandate vaccines and for employees, contractors and anyone entering, accessing or performing services within the facilities operated by UMC.

The updated vaccine policy slide was presented for the Committee to review. As of November 1, 2021, staff members must have the full complement of COVID-19 protection via vaccination documented in their employee record. Mr. Houser added that, as of September 1, 2021, UMC began mandating vaccinations for new employees, volunteers, students, etc. This is in an effort to protect staff and each other.

Chair Ellis asked if the penalty would be termination if not vaccinated. Mr. Houser confirmed that, yes, staff members would be terminated unless a religious or medical accommodation was received.

Mr. Van Houweling added we have been working in conjunction with the County. We are awaiting the CMS final ruling. From a timing standpoint, we have been working on this policy for quite some time. Although this has not been an easy decision, we are moving forward with the November 1st deadline for vaccination compliance. A conversation ensued regarding the vaccine mandate at other hospitals.

FINAL ACTION:

A motion was made by Member Franklin that the Human Resources and Executive Compensation Committee approve and recommend the UMC policy for Vaccination of Healthcare Workers for SARS COVID-19 to the Governing Board for final approval. Motion carried by unanimous vote.

ITEM NO. 6 Receive and update regarding matters related to UMC's nurse staffing status; and take action as deemed appropriate*. (For Possible Action)*

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Ricky Russell, Director of Human Resources, provided a high level overview of the initiatives that he and the recruiting team has been working on since the last committee meeting.

- The RN Career Fair is scheduled Thursday from 2pm – 6pm. There are 177 RSVPs that have been received. Follow-up will be provided to the Committee at the next meeting.
- NSI will be onsite tomorrow to assist with nursing needs.
- Partnerships have been enhanced with Indeed, LinkedIn and Glassdoor. There has been traction with specialty positions through these sites.
- Additional advertising has been done with the marketing team with nurse and physician specialty positions.

- There are approximately 30 applications being reviewed for the centralized resource nursing pool. There should be more traction on this by November.

There are approximately 50 full-time RN specific positions available.

SECTION 3. BUSINESS ITEMS

ITEM NO. 7 Identify emerging issues to be addressed by staff or by the UMC Governing Board Human Resources sand Executive Compensation Committee at future meetings; and direct staff accordingly*. (For possible action)*

None

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 2:36 p.m. Chairman Ellis adjourned the meeting.

Approved: November 15, 2021
Minutes Prepared by: Stephanie Ceccarelli