

**University Medical Center of Southern Nevada  
Governing Board Human Resources and Executive Compensation Committee  
Monday, August 26, 2024**

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UMC ProVidence Suite  
Trauma Building, 5<sup>th</sup> Floor  
800 Hope Place  
Las Vegas, Clark County, Nevada  
Monday, August 26, 2024  
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 2:00 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 WebEx)  
Laura Lopez-Hobbs  
Renee Franklin (via WebEx)  
Bill Noonan, Ex-Officio (via WebEx)

**Absent:**

None

**Others Present:**

Mason Van Houweling, Chief Executive Officer (WebEx)  
Ricky Russell, Chief Human Resources Officer  
Jennifer Wakem, Chief Financial Officer  
Rosalind Bob, Human Resources Director  
Susan Pitz, General Counsel  
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 May 20, 2024.  
(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 Review and discuss the final FY24YTD Turnovers & Hires, and direct staff accordingly. (*For possible action*)**

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Mr. Russell reviewed the turnover and hires report through July 2024.

- Voluntary turnover for FT/PT was 912 for the year or 7.15%, which is better than industry standards.
- Per diem turnover is about 48%. RN data is showing 5.77% turnover.
- Overall for the year, over 1,177 employees have been hired to date – 333 of which are RNs.
- There are still about 4,738 in the employee population. Approximately 1500 employees are RNs. Top 3 turnover departments were EVS had 51, Food Service at 49 and CRP at 42.

There was continued discussion regarding reducing the per diem turnover rates and the difference with employee benefits for part-time and full-time employees.

FINAL ACTION:

None

**ITEM NO. 5 Receive an update from the Chief Human Resource Officer; and direct staff accordingly. (*For possible action*)**

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Mr. Russell provided the Committee with the following updates:

SEIU –Bargaining is ongoing. There are 3 additional dates scheduled for discussions.

September 1<sup>st</sup> is the go-live for the new FMLA administrator, Absence Plus.

A new vendor Corner Stone will be a new performance management system. Go-live is anticipated January 2025.

FINAL ACTION:

None

**ITEM NO. 6 Review and discuss the revisions to the Physician & Non-Physician Provider Traditional Compensation Plan; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- Physician & Non-Physician Provider Traditional Compensation Plan

DISCUSSION:

The Committee reviewed and discussed changes to the physician compensation plan. This valuation will be reviewed every two years.

The substantive changes to this Compensation Plan include:

1. Update the compensation and wRVU data based on the latest data from our fair market value vendor. Two new classifications were added to the plan, Transplant Surgeon and Hepatologists.
2. The revised plan is anticipated to be effective on or September 1, 2024, and will cover existing and future employees within the identified classifications.

There was a lengthy discussion regarding the rate changes for the existing classifications and specialties. Ms. Pitz provided an explanation of the compensation salary range and the basis for salary increase. The physicians in the plan are considered at-will contracted employees.

The committee would like to periodically review the productivity and compensation of the employees in the plan.

Clarification was made to the language regarding the employee's employment status.

The Appendix 3 added appropriate pay information to the compensation plan for general medicine.

FINAL ACTION:

A motion was made by Member Franklin to approve the revisions to the Physician Compensation Plan, and recommend approval to the Governing Board. Motion passed with a unanimous vote.

**ITEM NO. 7 Review and discuss the FY24 Organizational Successes/Year in Review Presentation; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mr. Van Houweling reviewed some of the year end successes for the hospital, including the construction and the Revitalize project, as well as the addition of employed doctors. He highlighted achievements in the journey for Magnet and Pathways to Excellence

Highlights continued with achievements from each department including, Nursing, Finance, Human Resources and Experience departments.

UMC was voted Best of Las Vegas for 2023 as well as the following recognition rewards:

Gold Winner: Best Hospital, Best Urgent Care/Walk-In Clinic, Best Pediatrician and Best Place to Have a Baby.

Silver Winner: Best Medical Practice and Best Orthopedic Surgeon

Bronze Winner: Best Surgery Center

There was discussion regarding where UMC stands in the journey for Magnet Status and what needs to be done to achieve this designation. Staff will continue to provide updates regarding this journey.

FINAL ACTION:

None taken

**ITEM NO. 8 Discuss, score, and approve the Human Resources and Executive Compensation Committee Organizational Performance Goals for FY24, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- Physician & Non-Physician Provider Traditional Compensation Plan

DISCUSSION:

1. Identify and create a Career Pathway growth plan for at least one individual contributor classification at UMC. This goal has been was achieved.
  - Through partnership with UMC professional practice with that designed the first career pathway, first career path will be for CNAs. Expected to begin fall of 2024.

2. Implement and paperless benefit enrollment packet by creating a new workflow, allowing employees to complete enrollment forms and upload required documents. – This goal has been met.
  - Currently piloting new packet and process with new hire group.
3. By March 1, 2024. Revise the existing Underfill program and policy to make it less cumbersome to administer and more enticing for employees to consider participating. – This goal was achieved.
  - Revised the policy was sent and approved by the UMC policy committee in June 2024.
4. By October 1, 2023 , through assistance with the applicable departments, identify and implement a turnover action plan for the FY23 top two RN & top two ancillary turnover departments that translates into a reduction in voluntary FT/PT turnover of at least (2%) in that department for FY2024. This goal was achieved.
5. By December 31, 2024, enhance the diversity and health equity committee to expand participation among UMC staff and identify initiatives that improve diversity and health equity work within the organization. This goal has been achieved.

The Committee feels that staff has done great work in achieving these goals and awards 100%.

**FINAL ACTION:**

A motion was made by Member Franklin to award 100% achievement of the goals met by Human Resources and Executive Compensation and recommend approval by the UMC Governing Board. Motion passed with a unanimous vote.

**ITEM NO. 9 Discuss all other Organizational Performance Goals Outcomes for FY2024, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)**

**DOCUMENTS SUBMITTED:**

- PowerPoint Presentation

**DISCUSSION:**

The Committee reviewed and discussed the summary of all of the Committee goal outcomes for FY2024.

The goals were weighted for each committee as follows:

- Strategy – 25%
- HR - 20%
- Quality- 30%
- Finance- 25%

The following are the percentages each committee agreed on.

A&F	25/25
CQPS	25/30
HR	20/20
Strategy	23.75/25

Collectively the Committee felt 94 percent was met out of 100 percent for the FY2024 Performance Goals and Objectives.

Mr. Van Houweling thanked the Committee for their support.

A motion was made at 94%.

FINAL ACTION:

A motion was made by Member Franklin to recommend to the Governing Board that Mr. Van Houweling met 94 percent of the goals for FY2024. Motion carried by unanimous vote.

**ITEM NO. 10 Review and discuss the CEO merit salary adjustment and incentive bonus for FY24, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- PDF

DISCUSSION:

The Committee reviewed and discussed the merit increase. The percentage maximum for the merit increase is at 10%.

Member Lopez-Hobbs suggested the range for the merit increase should be 6-7%. There was continued discussion regarding the compensation range for Mr. Van Houweling as compared to other like organizations. There was a lengthy discussion regarding the benefits that the CEO has received throughout the year. Mr. Russell reviewed the Mercer data as it relates for CEOs in like organizations.

The Committee discussed a reduction in the salary and increase the bonus.

Chair Ellis then recommended a 9% merit increase and Member Franklin agreed. Member Lopez-Hobbs recommended a 7% increase.

Mr. Van Houweling thanked the Committee for their support.

FINAL ACTION:

A motion was made by Member Franklin to recommend to the Governing Board that Mr. Van Houweling be awarded a 9% merit increase. Motion carried by majority vote.

**ITEM NO. 11 Review and discuss the Human Resources and Executive Compensation Committee Organizational Performance Goals for FY25, make a recommendation for approval by UMC Governing Board; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the new HR organizational goals for FY2025. The proposed goals are as follows:

- In conjunction with the Employee Experience department, design and implement a new employee onboarding experience, which includes a new employee onboarding guide, revision of the existing new hire orientation, and revision of the existing 1st year check-in survey process
- Design a plan to automate internal transfers/onboarding using NeoGov, SAP, and other systems
- For FY25, reduce per-diem turnover from the FY24 All Employee (48.26%) & RN (40.27) categories by at least 2% each.
- From September 1, 2024 through June 30, 2025, no more than 10% of the total Annual Reviews due will be issued to an employee more than 60 days after due date.
- With the support of clinical education and the DEI Committee implement the distribution of cultural competence materials and applicable resources during NHO and to P/D hires.

The committee asked what the target date would be for the second goal.

Member Franklin suggested it would read “design and implement”.

Mr. Russell stated that it could be to “Design the plan by February 1, 2025 and implement by June 30, 2025. The Committee was agreeable with the amendment.

Goal 4 would be changed to add “eligible annual reviews”. The committee will continue to monitor this goal.

FINAL ACTION:

A motion was made by Member Franklin to approve the HR goals for FY25 and recommend to the Governing Board for approval as amended. Motion passed with a unanimous vote.

**ITEM NO. 12 Review and discuss all other Governing Board Committee Organizational Performance Goals for FY25, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

The committee reviewed and approved all of the Committee goals for FY25.

FINAL ACTION:

A motion was made by Member Franklin to approve the HR goals for FY25 and recommend to the Governing Board for approval. Motion passed with a unanimous vote.

**SECTION 3. EMERGING ISSUES**

**ITEM NO. 13 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. *(For possible action)***

Discussion:

The committee would like a presentation regarding the physician compensation and the benefits the hospital has received from the employment model, as well as the profitability of hiring physicians.

**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 4:30 p.m. Chairman Ellis adjourned the meeting.

**Approved: September 24, 2024**

**Minutes Prepared by: Stephanie Ceccarelli**