University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
Monday, July 13, 2026

Emerald Conference Room
Delta Point Building, 1st Floor
901 Rancho Lane
Las Vegas, Clark County, Nevada
Monday, July 13, 2026
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 Laura Lopez-Hobbs and the following members were present, which constituted a quorum of the members thereof:

Committee Members:

Laura Lopez-Hobbs
Bill Noonan (Teams)

Absent:
John Fildes (Excused)

Others Present:
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Ricky Russell, Chief Human Resources Officer
Rosalind Bob, Director of Human Resources
Susan Pitz, General Counsel
Stephanie Ceccarelli, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chair Lopez-Hobbs 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 11, 2026. *(For possible action)*

FINAL ACTION:
A motion was made by Member Noonan 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 Noonan that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive an educational update on the 2026 Performance Review Process, which also includes employee demographics and FY26 HR statistics; and take action as deemed appropriate. ***(For possible action)***

DOCUMENTS SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, provided a high-level overview of UMC's performance management process, employee demographics, and FY26 HR statistics.

A slide identifying various employment categories, including M-Plan, physician and non-physician plans, and all other employees, was reviewed. Mr. Russell explained the differences in benefits related to annual reviews and to whether employees receive merit increases or an FMV increase in lieu of merit, based on employment category. Approximate employee count in each category was provided. Annual review dates for most employees are based on their anniversary date, whereas M-Plan and physician categories are based a focal point date. Physicians receive an annual review. However, they do not receive a COLA or Merit annually. Instead, their salaries are reviewed every two years through an FMV evaluation of their classification, whereas a decision may be made to provide an applicable increase

Mr. Russell provided a high-level review of the calculations related to the CEO merit and organizational goal structure and average percentages. A discussion ensued regarding how goals would be valued and awarded based on each committee. Staff will review the structure of the compensation plan related to merit incentives if necessary.

The performance management process begins with a self-review, which launches 30 days prior to the anniversary date or 60 days prior to the focal point date. This is required for M-Plan employees. Next, there is the manager review, indirect manager review, employee/manager discussion, and lastly, the employee signature. This process does not apply to contract employees.

The rating scale ranges from 1.0% to 4.0%. For FY25, most employees met expectations, with scores averaging 1.6%–1.8%. The committee would like to see the percentage of employees exceeding expectations, as well as a bell curve of ratings for employees overall. A review of the merit percentage pool will be provided at the next meeting.

Mr. Russell next reviewed the employee demographics overview of the employee population, which included employee totals, gender, age, race, ethnicity, tenure, and average hourly rate of pay for employee groups.

The average tenure for employees at UMC is 7 years overall, with the majority of employees having 5 years or less of service. Employees receiving longevity benefits has trended downward year over year.

Mr. Russell continued the discussion by providing a breakdown of employee age ranges and base salary compensation rates by classification. The compensation rates did not include benefit costs.

Employees range in age between 19 and 81 years. The average age for employees is 45 years. There are currently approximately 200 employees eligible for retirement. Lastly, Mr. Russell reviewed the FY26 HR statistics related to job postings, applications received, offers extended, hires, and average time to hire.

FINAL ACTION:
None taken

ITEM NO. 5 Review and discuss the FY26 YTD Turnovers & Hires report; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:
- Turnovers and Hires Report

DISCUSSION:

Mr. Russell reviewed the turnover and hires report totals for FY2026.

- There were 681 terminations for the year. Voluntary turnover for FT/PT was approximately 7%, slightly less than prior year. The first-year voluntary turnover rate was 20.38%, which exceeded prior year. Management continues to monitor this statistic. RN voluntary turnover was at 5.52%. Mr. Russell added that the majority of turnovers are primarily per-diem employees.

Member Noonan asked if probationary statistics were included in the turnover rate. Mr. Russell responded that they were not included, but the statistics for failed probation can be provided in the future.

- The top three overall turnovers by departments for the year were food services with 50 turnovers, EVS with 39 turnovers, and CRP with 28 turnovers. Management continues to monitor the root cause for the turnover rates. A discussion ensued regarding any challenges that occur with hires.

- There were 580 hires for the year.
- There are still about 4,514 in the employee population, which includes 1,359 RNs, 111 APPs, and 269 physicians.

A brief discussion ensued regarding years of service related to PERS retirement.

FINAL ACTION:

None

ITEM NO. 6 Review and discuss the CHRO Updates; and take action as deemed appropriate. ***(For possible action)***

DOCUMENTS SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the following CHRO updates:

- **IUOE Local 501 CBA Bargaining Update** – Negotiations continue. The parties have made economic proposals. Staff is hopeful that an agreement will be reached soon. There are 33 individuals in the bargaining group.
- **Labor Soft –** This is the new grievance and performance management tracking system, which is anticipated to go live in 60-90 days.
- **HR Executive Assistant Retirement –** Maria Hernandez will retire on September 1st after 27 years of service. This position will not be filled, but duties will be distributed among staff.
- **Misc.** – Succession planning has launched. These will be reviewed by HR and the executive staff. A calibration session will be discussed with staff, and development plans will begin thereafter.

The Committee likes this new program list and would like to receive an update on the management support and engagement.

FINAL ACTION:

None

ITEM NO. 7 Review and discuss the preliminary FY26 Organizational Goals outcomes specific to Human Resources; and take action as deemed appropriate. ***(For possible action)***

DOCUMENTS SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the preliminary results of the FY26 goals. All goals were met with the exception of one.

1. **Reduce 1st-year voluntary turnover (FT/PT/PD) by at least 1.0% (target ≤ 18.49%) –** This goal was not met. The final turnover rate was 20.38%. Of the 159 terminated employees, 104 were per diem. Mr. Russell noted that if per-diems were not included in the equation, the goal would have been met.

2. **Research and recommend to the UMC Executive Team the implementation of a grievance tracking system by January 1, 2026. –** This goal was met. In December 2025, the team selected the vendor LaborSoft, began the contracting process, and after finalizing the contract, began implementation.

3. **Utilizing the Lean Six Sigma trained UMC employees, identify and implement process improvement initiatives that lead to at least $250,000 in savings to the organization in FY26. –** This goal was met. Mr. Russell stated that UMC made significant progress in identifying missed revenue. Several examples were provided. The Committee was pleased with the processes that have been implemented.

4. **No later than March 1, 2026, redesign the existing Leadership Bootcamp curriculum to include at least 50% professional development content, and lead the first revised curriculum no later than June 30, 2026. –** This goal was met. UMC launched the first redesigned bootcamp. New modules were reviewed, including Team Leadership, Lean Six Sigma/5S, Crucial Conversations and SMART Goals.

5. **Offer at least one professional development opportunity each quarter of FY26 for all employees to help enhance their soft skills and prepare them for potential other UMC opportunities. –** This goal was met. Mr. Russell described the educational opportunities provided each quarter.

Staff will finalize the goals and present for approval at the next meeting**.**

FINAL ACTION:
None

ITEM NO. 8 Review and discuss the proposed FY27 Organizational Goals specific to HR; and take action as deemed appropriate. ***(For possible action)***

DOCUMENTS SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the following proposed goals for FY27, as well as the thresholds that the goals would be weighed:

1. **Reduce FY26 1st year voluntary turnover (FT/PT) by at least 1.0% (target ≤ 11.9%).**

2. **Increase employee participation in the Employee Assistance Program (EAP) from the current 11.40%.**

Member Noonan asked how this goal is being marketed and if the union is agreeable to this service. Mr. Russell responded that there is no resistance from the union, and this program is to assist employees. This is a confidential service. The Committee would like to see a marketing plan for this program. A discussion ensued regarding the employee benefits of the program and the emphasis on confidentiality.

3. **Research and write a gig assignment policy/procedure to present to the HR & Executive Compensation Committee for implementation.**

   Development of this policy will provide career development for employees, offering them an opportunity to learn about other departments that may be of interest to them within the organization and to briefly work in another department to understand its operations, which may support succession planning.

   The Committee was not convinced that this would be an effective goal. A discussion ensued regarding how this goal could be implemented so it would be a measurable goal. After brief discussion, this goal may be removed.

4. Increase the 2027 Employee Engagement Survey overall participation from the 2025 participation rate of 71%.

5. Increase the 2027 Employee Engagement Survey overall engagement score from the 2025 overall score of 3.91.

   Chair Lopez-Hobbs would like to see historical data for the employee engagement goals 4&5.

   Member Noonan stated that there was no goal related to labor cost savings. The lengthy discussion followed regarding the development of a goal related to labor cost savings. The Committee would like the team to develop an HR goal that would support the organization's overall budget goal.

FINAL ACTION:
None

ITEM NO. 9 **Review and discuss the Physician/Non-Physician Provider Traditional Compensation and Benefits Plan; and recommend for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*; and take action as deemed appropriate. *(For possible action)***

DOCUMENTS SUBMITTED:
- Physician/Non-Physician Provider Traditional Compensation and Benefits Plan

DISCUSSION:

Mr. Russell reminded the Committee that employed physicians and APPs do not qualify for COLA or merit increases each year. These classifications may receive an increase based on FMV data every 2 years.

The substantive changes to this Compensation Plan are:

1. Added new language for Faculty classifications
2. Added language regarding work schedules to clarify meeting full hours complement.
3. Added clarifying language around the annual review process and eligibility for increases.
4. Revised CME Program creating a new reimbursement program for Faculty. This new program would require advanced approval prior to reimbursement of funds.
5. Revised Appendix 4 – pursuant to an FMV that was conducted for the referenced classifications.
6. Revisions are anticipated to be effective on August 1, 2026, and will cover existing and future employees within the identified classifications.

FINAL ACTION:

A motion was made by Member Noonan to the Physician/Non-Physician Provider Traditional Compensation and Benefits Plan and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

ITEM NO. 10 Review and discuss the Physician/Non-Physician Provider Productivity (wRVU) Compensation and Benefits Plan; and recommend for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:
- Physician/Non-Physician Provider Productivity (wRVU) Compensation and Benefits Plan

DISCUSSION:

The substantive changes to this Compensation Plan are:

1. Two new classifications have been added. The Adult Hospitalists have been moved from the traditional plan to the productivity plan. The Hospitalist Critical Care/Intensivist has also been created.
2. Clarifying language has been added regarding the annual review process and eligibility for increases.
3. Added clarifying language to work schedules regarding working the full allotment of hours.
4. Revised Appendix 1 – pursuant to an FMV that was conducted for the above classifications.
5. We anticipate the revisions to be effective on August 1, 2026, and will cover existing and future employees within the identified classifications.

There was further discussion explaining the compensation rate caps.

FINAL ACTION:

A motion was made by Member Noonan to approve the Physician/Non-Physician Provider Productivity (wRVU) Compensation and Benefits Plan and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

SECTION 3. EMERGING ISSUES

ITEM NO. 8 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)*

Final Action:

The meeting date will be moved from August 10th to August 17th.

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair Lopez-Hobbs 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 time of 3:54 p.m. Chair Lopez-Hobbs adjourned the meeting.

Approved: August 17, 2026
Minutes Prepared by: Stephanie Ceccarelli