

**University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
Monday, July 14, 2025**

UMC Providence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, July 14 2025
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 Laura Lopez-Hobbs and the following members were present, which constituted a quorum of the members thereof:

Committee Members:

Laura Lopez-Hobbs
Renee Franklin (WebEx)
Dr. Donald Mackay (WebEx)
Bill Noonan (WebEx)

Absent:
None

Others Present:
Ricky Russell, Chief Human Resources Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Patty Scott, Quality, Patient Safety and Regulatory 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 12, 2025.
(For possible action)**

FINAL ACTION:

A motion was made by Member Franklin 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 Receive an educational update on the various Compensation Statements that employees have access to annually; and take action as deemed appropriate. (*For possible action*)

DOCUMENTS SUBMITTED:

- Employee Compensation Update

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, provided a high-level overview of the employee compensation statements. Employees have access to two compensation statements on an annual basis. This discussion reviews the two templates

The first example highlights the UMC packet that provides an overview of the previous year's employee benefits and compensation. The packet is typically sent in March and includes a breakdown of an employee's direct compensation and annual health and welfare benefits, such as medical, dental, and vision plans, life insurance, retirement benefits, and more. The costs are separated by the UMC cost and the costs by employee. The typical split between employer and employee varies depending on the medical coverage selected by the employee. There was ongoing discussion regarding the percentage of costs paid by the employee for insurance coverage and PERS retirement benefits.

Mr. Russell stated that per diem employees must participate in the 403(b) program for retirement because they do not participate in the PERS program.

A pie chart illustrating how programs funded for UMC employees are distributed was shown. In 2024, total benefit costs for UMC employees were approximately \$224 million, including over \$117 million in PERS contributions alone. For every dollar earned in 2024, about \$.59 is attributed on average to the value of benefits provided by UMC. The next slides highlighted employee benefit levels, CAL and EIB balances, and explanations about retirement programs and the retirement calculator, as well as other benefits offered by UMC.

The next example compensation packet generated through the UMC HRIS and finance system provides a brief overview of the compensation statement, emphasizing total gross earnings, benefits paid by the employer, and employment taxes. Every UMC employee can access this information to review their individual account.

The Committee appreciated receiving the information and believes this is a helpful and detailed report for all staff to review. Staff will provide a breakdown of employer versus employee costs at a future meeting. Continued discussion took place regarding the benefits for staff and family members.

FINAL ACTION:

None

ITEM NO. 5 Review and discuss the close out of FY25 YTD Turnovers & Hires report; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- Turnover/Hire Statistics

DISCUSSION:

Mr. Russell reviewed the turnover and hires report totals for FY025.

- Voluntary turnover for FT/PT was 8.31%, which was up slightly over prior year.
- Per diem turnover is about 48.25%. RN data was showing 6.38% turnover. RN per diem turnover was just over 7%.
- Approximately 60% of employees left voluntarily, 15% retired, and about 169 employees were involuntary turnovers.
- Overall for the year, over 780 employees were hired and 858 were termed.
- There are still about 4,600 in the employee population. Approximately 1400 employees are RNs. Top 3 overall turnover departments were CRP had 47, EVS with 34 and Care Management with 31.

FINAL ACTION:

None

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

DOCUMENTS SUBMITTED:

- PowerPoint

DISCUSSION:

Mr. Russell provided the following HR updates:

Employee Engagement Survey: The survey has concluded. There was an increase in participation. There was approximately 71% participation. The preliminary scores have been received and will be reviewed by management. A high-level overview of the scores will be reviewed at a future committee meeting.

M-Plan Physician/Non-Physician Provider Annual Review Process: This was launched on July 1st, representing approximately 600 employees. Reviews are due on or about September 9th in order to apply to bonus payouts in a timely manner.

COLA and Salary Schedule Increases: These have been processed for applicable classifications. As a reminder, the COLA was a 2.6% plus a 1.5% salary schedule increase. There will be a PERS decrease of 1.625% processed at the end of July.

Department Vacancies: There was an Employee Labor Relations Analyst vacancy in the HR department. The department is actively interviewing for this position.

Cornerstone Performance Review Management System: The implementation of additional modules are ongoing. The program was implemented in May.

New Grad RN Interviews: 367 interviews were scheduled, and 315 were confirmed. The team will be able to onboard approximately 21 candidates.

FINAL ACTION:

None

ITEM NO. 7 Review and discuss the FY25 Organizational Goals specific to Human Resources; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- HR FY25 Goals

DISCUSSION:

The preliminary results of the goals were presented to the Committee. Staff will finalize the goals in August.

Goal 1: 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.

This goal was met. Mr. Russell shared an onboarding guide and listed the orientation changes that were implemented.

Goal 2: By February 1, 2025, design a plan to automate internal transfers/onboarding using NeoGov, SAP and other systems, with implementation by June 30, 2025.

This goal was met. As of June, all internal classification transfers are now processed through this system.

Goal 3: For FY5 reduce per-diem turnover from the FY24 All Employee (48.26%) & RN (40.72%) categories by at least 2% each.

This goal was not met. Mr. Russell reviewed the statistics related to both metrics, which showed the impacts in the results. There was continued discussion regarding the challenges in reaching improved statistics.

Goal 4: From September 1, 2024 through June 30, 2025, no more than 10% of the total eligible Annual Reviews due will be issued to an employee more than 60 days after due date.

This goal was met. Approximately 9.96% of the annual reviews were past due for more than 60 days, which is less than the target. Mr. Russell reminded the committee that the process of calculations changed multiple times during the year.

Goal 5: 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.

This goal was met. New hire materials were updated to include materials in the orientation packet.

FINAL ACTION:

None taken.

ITEM NO. 8 Review and discuss the proposed Preliminary FY26 Organizational Goals specific to the Human Resources and Executive Compensation Committee; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- FY26 Preliminary Goals

DISCUSSION:

Mr. Russell reviewed the following proposed goals for FY26:

Goal 1: Reduce 1st year turnover (FT/PT/PD) by at least 1.0%.

o Total hires in 2024 = 780

o 1st year T/O (FT/PT/PD) = 152 terms or 19.49%

Goal 2: Research and recommend to the UMC Executive Team the implementation of a grievance tracking system by January 1, 2026.

Goal 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.

Goal 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.

Goal 5: Offer at least one professional development opportunity each quarter of FY26 for all employees to help enhance their soft skills and prepare for career advancement.

Member Franklin suggested slightly changing the terminology for the last goal to include adding “and/or prepare for career advancement” or “potential career advancement”.

Staff will review and finalize these goals at the next meeting.

FINAL ACTION:

None

ITEM NO. 9 Review and discuss the revisions of the Physician & Non-Physician Provider (wRVU) Productivity 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 and Non-Physician Provider (wRVU) Compensation and Benefits Plan

DISCUSSION:

The substantive changes to this Compensation Plan are:

1. Add the following existing classifications on page 1.
 - a. Pediatrics – Neonatal
 - b. Pediatrics – Hospitalist
 - c. Pediatrics – Neonatal Nocturnist
 - d. Pediatrics/Neonatal APP
2. Update the Administrative Leave Days “ALDs” language to accrue on the first year of hire/entry to the plan and modify the number of ALDs a full-time employee is eligible to receive
3. Revised the section title On-Call Trauma Coverage to On-Call Unrestricted Coverage and removed reference to Trauma in the content of the section. Mr. Russell explained that restricted call is on-site, whereas unrestricted call is when the physician is off-site and is called in.
4. Added the section Extra Shift Compensation.
5. Added Appendix 1(cont.), which identifies the newly added classifications, salary ranges, etc.
6. The revised plan is anticipated to be effective on August 1, 2025, and will cover existing and future employees within the identified classifications.

A discussion ensued regarding the potential impacts in costs.

FINAL ACTION:

A motion was made by Member Franklin to approve the amendments to the compensation plan and recommend approval to the UMC Governing Board for approval. The motion was carried by unanimous vote.

SECTION 3. EMERGING ISSUES

ITEM NO. 10 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:

Overall hospital goals will be reviewed, along with the CEO's Merit, at the next meeting.

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 3:02 p.m. Chair Lopez-Hobbs adjourned the meeting.

Approved: August 25, 2025

Minutes Prepared by: Stephanie Ceccarelli