

**University Medical Center of Southern Nevada  
Governing Board Human Resources and Executive Compensation Committee  
Monday, March 9, 2026**

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Emerald Conference Room  
Delta Point Building, 1<sup>st</sup> Floor  
901 Rancho Lane  
Las Vegas, Clark County, Nevada  
Monday, March 9, 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 2:00 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 (Teams)  
Dr. Donald Mackay  
Dr. John Fildes

**Absent:**

Bill Noonan (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  
James Conway, Assistant General Counsel  
Claire Castellias, Paralegal  
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 January 26, 2026. (For possible action)**

**FINAL ACTION:**

A motion was made by Member Mackay 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 Fildes 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 process for attendance and discipline at UMC; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, introduced Rosalind Bob, Director of Human Resources, who provided a high-level overview of the employee categories at UMC and how attendance and performance discipline are managed.

UMC employee a variety of categories, which include management compensation, physician and non-physician providers, and exempt/non-exempt and union groups. The discussion highlighted four factors: at-will, progressive discipline, attendance policy, and availability policy.

- At-Will: Includes M-Plan and Physician & Non-Physician Provider groups.
- Progressive Discipline: Outlines the procedure for disciplining an employee for infractions, up to and including termination. Immediate discharge may be issued if necessary. This policy applies to union or non-union non-exempt employees.
- Attendance Policy: This policy is outlined in the CBA and applies primarily to union and hourly employees.
- Availability Policy: This policy requires employees to be available to complete assignments unless otherwise agreed to by the supervisor and the employee. This policy applies primarily to management, physician/non-physician provider groups, and exempt employees.

For full- and part-time employees, attendance is monitored over a six-month rolling period. Progressive disciplinary actions, based on tardiness and absences, up to and including termination, were discussed. Failure to notify a supervisor of an absence at least three hours before the start of a shift will result in the employee being charged with two absences. An employee is considered tardy if arriving up to one hour after the start of a shift. No employee can receive both a tardy and an absence for the same incident.

Employees receive a final written warning for an initial no-call/no-show and suspension pending termination for a second infraction within a 12-month period. Management may review the attendance tracks in the future. Per-diem attendance tracks were reviewed for tardies, absences and no call/no shows.

Lastly, the performance and conduct progressive track for all employees was reviewed. Actions included in performance and conduct levels include verbal, written, and final notice, unpaid suspensions, suspensions pending termination, and a last-chance agreement. The progression track may change based on the severity of the infraction. Last chance agreements may be offered as needed and is not guaranteed.

Discussions ensued regarding disciplinary actions involving management and long-term employees, as well as how more egregious disciplinary matters are handled.

Complaints related to employed medical providers are investigated by the HR department and referred to the medical staff office for an independent review. Independent medical provider complaints are referred to the medical staff office and the Chief of Staff. A lengthy discussion ensued regarding providing staff education to support physician performance and disciplinary matters.

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:

- PowerPoint Presentation

DISCUSSION:

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

- Voluntary turnover for FT/PT was 4.3%, remaining consistent prior year. The first-year voluntary turnover rate averaged 13.85%. Management continues to monitor this statistic. Mr. Russell added that the majority of first-year turnovers are primarily per diem employees.
- Approximately 44% of employee terminations were voluntary, followed by 28% for retirement.
- The top three overall 1<sup>st</sup> year turnovers by departments were food services with 25 turnovers, EVS with 7 turnovers, and case management with 6 turnovers. He noted that these were primarily per-diem employees. Management continues to monitor the root cause for the turnover rates.
- There were 23 hires in February.
- There are still about 4,496 in the employee population, which includes 1,361 RNs, 117 APPs, and 265 physicians.

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** – The have been two negotiating sessions to date. One article has been accepted. The union plans to open five articles for negotiations related to compensation. The team is optimistic that a resolution will be reached in June.
- This agreement affects 33 employees.
- **New Physician Recruiter** – The new physician recruiter will begin at the end of the month
- **CEO & Chief’s Succession Planning Launch** – The team plans to begin testing with the executive team by the end of March.
- **FY26 Org Goals – HR – Status Update** – All goals are being met at this time. The team continues to monitor all goals. Mr. Russell reviewed the revisions to the leadership bootcamp program for management. The focus will be on coaching, communication, crucial conversations, strategic leadership, leadership development, the Lean Six Sigma journey, etc. Initial classes will begin at the end of May. This is a two-day course. A discussion ensued regarding staff engagement, attendance, and the possibility of mandatory off-site training. Ms. Bob commented on the support received from the executive team.

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 changes to various HR policies and procedures 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:

UMC is making modest changes to the following HR policies and procedures, effective on or around April 1, 2026:

- **Family Medical Leave -**

- Formatting was updated from “FMLA Source” to “TPA,” updated the EO Program Staff, and added DOL guidance about sufficient medical documentation.

**FINAL ACTION:**

A motion was made by Member Mackay to approve the changes to the Family and Medical Leave policy and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

● **Recruitment and Selection Program -**

- Revised section H(4) – to address background and drug testing requirements a new hire whose start date is more than 90 days out.
- Added section H(6) to address gaps in background and drug screen policy for new hires with extended start dates. It also addresses the need for employees to self-disclose any criminal convictions after employment.

Added Section H(7) to address the potential for a background check to be performed in certain scenarios (e.g., missing from file, annual DMV).

Member Franklin commented that annual education should be provided to staff as a reminder of this change in policy.

**FINAL ACTION:**

A motion was made by Member Franklin to approve the changes to the Recruitment and Selection Program policy and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

● **Position Classification and Compensation Plans -**

- Modified Section F(1) to account for internal equity and other objective factors when determining a promotional increase.

**FINAL ACTION:**

A motion was made by Member Mackay to approve the changes to the Position Classification and Compensation Plans policy 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:**

None

**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 3:20 p.m. Chair Lopez-Hobbs adjourned the meeting.

**Approved: May 11, 2026**

**Minutes Prepared by: Stephanie Ceccarelli**