

**University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
Monday, March 13, 2023**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, March 13 2023
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 2:02 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)

Absent:

None

Others Present:

Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Ricky Russell, Chief Human Resources Officer
Rosalind Bob, Human Resources Director
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 January 23, 2023. (For possible action)

FINAL ACTION:

A motion was made by Member Hobbs that the minutes be approved as presented. Motion carried by unanimous vote.

ITEM NO. 3 Approval of Agenda (*For possible action*)

FINAL ACTION:

A motion was made by Member Hobbs that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive an update on HR Staffing & Department projects; and take action as deemed appropriate. (*For possible action*)

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Ricky Russell, CHRO, reviewed updates on internal movement within the HR department and projects going on in the department.

HR Staffing Changes:

Mr. Russell reminded the Committee that Rosalind Bob is the new Director of the Human Resources department. The position for the HR Manager role has been posted and interviews are currently underway with potential candidates. A decision should be made soon.

Other turnover would include an internal promotion into the HR File Room position. In this role, the HR File room person would be responsible for scanning and maintaining the current files into the new electronic HR file system, but also developing and implementing a plan to back scan the approximately 4K plus current employee files, as well as setting up termination files.

Chair Ellis asked if this position will be phased out or will it always be needed. Mr. Russell responded that this position will always be necessary, as someone will need to input the files into the system.

Member Franklin added that this role also evolves, so it is important for this person to be able to be a records point person to access necessary documents.

Next, a Physician Recruiter position has been created to assist with recruitment of new physicians. The person in this position will be able to outsource potential candidates without the need of using agencies; this will enhance the physician recruitment process and be the liaison with FMV evaluators. Very strong candidates are being reviewed.

The HR front desk position is now available and this gives more opportunities to grow internally.

Department Projects:

EHR system launched on March 1st. This new system will include applicant tracking, HRIS and could take over some of the features of Adobe Sign. In future developments, payroll and workers comp files will be added to the system electronically.

UMC uses Salary.com to provide real-time salary/market data. We are in the process of uploading all job descriptions into their database.

DDI is the new training vendor used by UMC. The first leadership training was held in January and four other training opportunities will be coming up in about two months. The training offered is primarily driven toward leadership development, coaching, change management and dealing with conflicts, etc.

Regarding Salary.com, the Committee is supportive of gathering data to make sure salary rates are appropriate, but wants to make sure that salary ranges are not being changed just because the market data changes, but there should be a process in place; we should be prudent and diligent before making competitive salary adjustments, and the Committee and the Board should be aware of any long term changes. Mr. Russell responded that there is a lot of vetting before market adjustments are made. Any adjustments would be presented to the Committee prior to any changes.

FINAL ACTION:

None

ITEM NO. 5 Review and discuss the FY2023 YTD Turnovers & Hires; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:

None

DISCUSSION:

Mr. Russell updated the Committee with the year to date 2023 staffing turnovers and hires. A slide presentation will be shown to the Committee at the next regular meeting this data is presented.

HR is looking at new hire and per diem data differently this year so there is a clearer picture of what is going on in the organization. In February, there were 39 turnovers, which equals 1.12%. For the year we are sitting at 2.1% benefits eligible turnover. A breakdown of the RN turnover data was provided.

There was a total of 110 hires for the month, including per diems. There were 48 were full-time hires, which included 17 RNs.

Termination type was approximately 59% voluntary, 20% involuntary, 2.5% were failed probations and 17.9% were retirement.

There 4,300 employees at UMC and 3,471 are FT or PT benefitted employees. He added 830 employees are per diem. Departments with the top turnover rates year to date are in EVS with 8, Food Services with 6, and the centralized resource pool with 5.

Chair Ellis asked if there is a benefit to review the turnover rate statistics for the fiscal year. Mr. Russell responded that he could track it compared to fiscal year also.

The Committee likes the way the data is broken down and looks forward to seeing future presentations.

FINAL ACTION:

None

ITEM NO. 6 Receive an update on the UMC Operational Goals specific to HR; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

None

DISCUSSION:

Mr. Russell reviewed the five HR organizational goals with the Committee.

- 1. Working with department leaders and through the support of our E/LR team, ensuring all departments are executing their employee engagement action plans that translate into an overall increase of at least three (3) points to the UMC Engagement Indicator Score. Additionally, an overall UMC participation increase of at least three (3) percent.**

The next survey will be in May. Each department that is below the 4.1 engagement score has executed an action plan and are implementing them. Mr. Russell is hopeful that we are able to make this goal. The results should return by mid-June and we are on track to meet this goal.

- 2. Decrease the Average Time to Hire metric to 65 days.**

This goal has been a challenge. It varies between 66 and 67 days. We are working with the vendor to ensure that requisitions are being calculated correctly. We are confident that we can hit this goal.

- 3. Successfully deliver at least five (5) Employee/Labor Relations leadership training's (e.g., conducting investigations, writing disciplines, etc.).**

This goal has been met and exceeded. A variety of trainings have been provided already. Additional training courses are being launched through June.

4. **Transition salary grades A08 through C43 to our standard 0-20 years of experience hire-in rate structure.**

This goal has been met.

5. **Implement a revised Transitional Duty (aka light duty) program.**

There is a current plan in place. There are final draft reviews taking place and this goal should be met.

6. **Plan & hold a Diversity Fair that provides an educational learning experience for our employees.**

Working with the EEO Manager and Diversity Committee, interest forms have been entered in since January and there has been significant interest by staff. There will be over 30 booths and community partners that will attend the Diversity Fair in May. The date for the fair is May 4th.

SECTION 3. EMERGING ISSUES

- ITEM NO. 7 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:

1. A Special HR Meeting may be necessary prior to Governing Board meeting in April to discuss the Specialty Physician Compensation Plan.

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 2:35 p.m. Chairman Ellis adjourned the meeting.

Approved: May 2, 2023

Minutes Prepared by: Stephanie Ceccarelli