

**University Medical Center of Southern Nevada  
Governing Board Human Resources and Executive Compensation Committee  
Monday, May 12, 2025**

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UMC Providence Suite  
Trauma Building, 5<sup>th</sup> Floor  
800 Hope Place  
Las Vegas, Clark County, Nevada  
Monday, May 12, 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 (WebEx)  
Renee Franklin (WebEx)  
Dr. Donald Mackay (WebEx)

**Absent:**

Bill Noonan (Excused)

**Others Present:**

Mason Van Houweling, Chief Executive Officer  
Ricky Russell, Chief Human Resources Officer  
Tony Marinello, Chief Operating Officer  
Jennifer Wakem, Chief Financial Officer  
James Conway, Assistant 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 March 10, 2025.  
(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 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 select employee benefits and practices by employee group, and overview of some employee demographics; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- Benefits and Demographics Presentation

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, provided a high-level overview of benefits and employee demographics. The various employment groups shown in the matrix were management, physician groups, union, and non-represented employees. The benefit classifications for each group were also displayed.

Most employee groups receive Consolidated Annual Leave (CAL), except for engineers and certain physician compensation plans. CAL is used for holidays, vacations, sick time, and leaves of absence. Mr. Russell explained that engineers and physicians receive separate annual leave allowances. Most paid holiday plans are included within the CAL structure and can be rolled over from year to year. The discussion continued with a review of administrative leave days, floating holidays, merits, COLA, longevity, etc.

Chair Lopez-Hobbs asked if there are minimum days to use from the CAL bank. Mr. Russell explained that although there are no minimum days, the limit in the CAL bank is 320 hours. Annual reviews are based on focal dates or anniversary dates, depending on employee group category. He added that management receives annual incentive bonuses but does not get COLA increases.

Longevity is available based on employee group and hire date. The discussion continued regarding exceptions for employees to receive longevity. Approximately one-third of employees currently still receive longevity.

The Committee likes this presentation and feels it will be helpful in future discussions.

Mr. Russell next reviewed the employee demographics overview of the employee population, which included employee totals, tenure, and percentages of employee groups.

The average tenure for employees at UMC is 7 years overall, with RNs averaging 8 years and physicians 3 years. The Committee would like to see the overall tenure comparison without per-diem classifications.

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 20 and 87 years. The average age for all employees is 45 years, the age for RNs is 43, and the average for physicians is 48. The average age for retirement is 62 to 70. There are currently approximately 200 employees eligible for retirement. Lastly, Mr. Russell reviewed the statistics related to gender and race categories.

FINAL ACTION:

None

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

DOCUMENTS SUBMITTED:

- Turnover/Hire Statistics

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, provided a high-level overview of the turnovers and hires statistics through April FY2025.

Overall voluntary turnovers for April was .40%, consistent with year-over-year tracking. Year-to-date turnover is 6.07% and overall RN turnovers was at 4.64%. The per-diem turnover rate was 37% and for RN per-diems it was 34%.

Member Mackay asked if there were exit interviews. Mr. Russell responded that exit interviews are available to employees via online or in person. The Committee would like to review this data at a future meeting. There was continued discussion regarding the possible analysis of departments with high turnover rates.

Departments with the highest RN turnover rates are CRP, ED/CCU/CVCU, and the OR. Overall, the departments with high turnover are CRP, EVS, and care/case management; management will continue to monitor exit surveys of departments with high turnover rates. The committee would like to see how care management turnover correlates to other hospital metrics, including length of stay, patient satisfaction, employee satisfaction, and quality scores. The discussion continued regarding employee retention statistics.

FINAL ACTION:

None

**ITEM NO. 6 Review and discuss the CHRO Updates; and direct staff accordingly. (For possible action)**

DOCUMENTS SUBMITTED:

- PowerPoint

DISCUSSION:

Mr. Russell provided the following HR updates:

**FY25 - Organizational Goals – HR Update**

A full update of all goals will be provided at the July meeting. To date, three of the five goals are on track and are being met.

Mr. Russell reviewed the challenges associated with the goals related to reducing overall per-diem turnovers and RN turnover rates, and completion of annual reviews.

**Cornerstone Performance Management System Update:** The system went live on May 1<sup>st</sup>. The system is more robust, has more flexibility, and will incorporate compensation and succession planning systems in the future. This will allow staff more efficiency.

**Bi-Annual Employee Engagement Survey:** The survey launches on May 13th. The goal is to reach 76% participation. The survey will be open for approximately 2 to 3 weeks. Once the results are received, they will be shared with the departments.

**Misc:** COLA and merit bonuses will be received in July. The COLA is 3% plus a 1.5% salary schedule increase. There will be a PERS decrease of 1.625% in July.

FINAL ACTION:

None

**ITEM NO. 7** Review and discuss the revisions of the Policies and Procedures, as they relate to the Governing Board Human Resources and Executive Compensation Committee; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:

- Governing Board Policies and Procedures

DISCUSSION:

Minor stylistic adjustments were made to the policies and procedures. The purposes and responsibilities of the HR committee will align with those of the other committees.

FINAL ACTION:

A motion was made by Member Mackay to approve the amendments to the Policies and Procedures and recommend approval to the UMC Governing Board for approval. The motion was carried by unanimous 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)***

Discussion:

The Committee discussed to following:

An example of the benefit statements and compensation package that is communicated or mailed to employees.

Mr. Van Houweling announced that UMC was ranked in the Becker's Hospital Review as one of 150 Top Places to Work for Hospitals, Health Systems, and Healthcare Companies. Congratulations!

Nurses Week was last week, Hospital Week starts Wednesday and the Ribbon Cutting will be held on Friday, May 16<sup>th</sup>.

**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 2:56 p.m. Chair Lopez-Hobbs adjourned the meeting.

**Approved: July 14, 2025**

**Minutes Prepared by: Stephanie Ceccarelli**