

**University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
Monday, November 18, 2024**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, November 18, 2024
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 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)
Bill Noonan, Ex-Officio (via WebEx)

Absent:

None

Others Present:

Mason Van Houweling, Chief Executive Officer (WebEx)
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

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 September 24, 2024. (For possible action)

FINAL ACTION:

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 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 October FY2025.

Ongoing per diem turnover has been a challenge. Approximately 69% of turnover is voluntary. The top 3 turnover departments in RN departments are CRP, ED and CCU. Overall, the top 3 turnover departments are CRP/OR, EVS and 2 South.

There have been 432 hires total, including per diem and full time employees. UMC has approximately 4,846 employed at the hospital.

The Committee would like to see a data comparison of prior year statistics for employee data.

FINAL ACTION:

None

ITEM NO. 5 Review and discuss the CHRO Updates; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Mr. Russell provided the following HR updates:

HR Goals Update: Three of the five goals are on track and are being met.

Mr. Russell reviewed challenges associated with the goal related to employee turnovers. If the current trend is maintained, we would meet the all employee turnover, but not the RN turnover rates. The leadership team is working on

implementing strategies to reduce per diem turnover rates. Mr. Russel next described the challenges related to the annual review dates and how those dates were calculated. As of October 15, 2024, employee annual reviews are now based on hire date and not classification date. The team is evaluating the data to make sure it is being calculated appropriately. An update on this goal will be provided at the next meeting. There was continued discussion regarding the process of annual review dates.

Performance Management and Succession Planning: Contract with the new performance management and succession planning vendor, Cornerstone, is in the process of being finalized. Implementation of the new vendor system will begin shortly after the contract has been fully executed.

Statistics will be available during the first quarter of 2025 from Absence Plus, UMC’s new leave of absence tracking vendor. Updates will be provided at the next meeting.

CBA Contract: The CBA contract has been approved and the final draft is now with union representatives for review. Once the document has been finalized, it will go to the Board of Trustees for final approval. COLA increases have been received and the 1.5% scheduled increase will be paid out on November 29th.

Employee Surveys: The next employee survey through Press Ganey is scheduled to be May 2025.

Employee Retirement: HR celebrated the retirement of a 34 year employee, Cindy Arnold. Congratulations!

FINAL ACTION:

None

ITEM NO. 6 **Review and discuss changes to various HR policies and procedures regarding references to Compensation Plans, authority to change various economic and non-economic benefits and practices to non-union represented classifications, time card exception form submission timelines; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- Various HR Policies

DISCUSSION:

Mr. Russell reviewed the changes to various HR policies and procedures. The following changes will be effective on or around January 1, 2025. The majority of changes are related to differentiating non- union represented classifications from the union represented classifications. These changes give staff the ability to adjust policies as needed.

- **HR Policies:**
 - At-Will Employment – This added the term “physician compensation plan” and any modification or change to an at-will employee can only be done by the CEO.
 - Availability To Work – added may establish different attendance and tardy requirements to non-exempt/non-represented employees.
 - Definitions – Defines contractual or policy interpretation questions regarding anniversary dates and illegal drugs.
 - Employee Labor Relations Program – Clarification regarding when employee probationary period ends and language regarding employee lay-offs/recall opportunities.
 - Employee Records Program – disciplinary actions shall remain on file permanently for non-represented employees.
 - Meal and Rest Periods – a change to timecard would need to be within 24 hours of incident.
 - Performance Review Program – identifies that the current date of hire is the performance evaluation date, unless otherwise specified.
 - Position Classification & Compensation Plans – CEO, CHRO or designee may make discretionary changes to non-union represented classification compensation plans. Promotion and demotion language changed to reflect the current CBA.
 - Recording Time Through Electronic Time Clocks – aligns to the meal and rest break policy.
 - Requisition for Personnel – Manager must stay within established staffing standards
 - Recruitment and Selection Program – adds in language regarding staffing standards and timely re-certifications.
- **HR Procedures:**
 - Educational Development Program – Added language stating failure to comply with completing annual mandatories an employee would be subject to discipline if the mandatories are not complete by June 30th.
 - Employment Eligibility Verification – outlines the process for verifying immigration documentation.
 - Performance Evaluation Program – the change redefines the annual review dates.
 - Requisition for Personnel

Policies are reviewed by staff every 2 years.

FINAL ACTION:

A motion was made by Member Hobbs to approve the amendments to the policies and procedures recommend approval to the UMC Governing Board for approval. The motion carried by unanimous vote.

ITEM NO. 7 Review and discuss the revisions of the Physician & Non-Physician Provider Traditional Productivity Compensation and Benefits Plan, which includes modest changes; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- Physician/Non-Physician Comp Plan – Redlined
- Physician/Non-Physician Comp Plan - Clean

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, provided a review of the changes related to the Physician and Non-Physician Provider Traditional Compensation and Benefits Plan, which are as follows:

1. Update the Administrative Leave Days language to accrue on first year of hire, and then annually awarded each year after. Also, strengthen the language on intended uses for ALD's.
2. The revised plan is anticipated to be effective on or January 1, 2025, and will cover existing and future employees within the identified classifications.

Mr. Russell explained that the leave days are prorated during the first year of hire.

The committee commented on the significant number of vacation days received by the physicians per year. Staff explained that they are on an on call schedule and are available 24/7, therefore they are not able to take the traditional holiday days off. Mr. Marinello added that the ALD time is use it or lose it. There was continued lengthy discussion regarding the ALD time received by physicians.

FINAL ACTION:

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

- ITEM NO. 8 Review and discuss the revisions of the Physician & Non-Physician Provider (wRVU) Productivity Compensation and Benefits Plan, which includes modest changes; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)**

DOCUMENTS SUBMITTED:

- w(RVU) Physician/Non-Phys Comp Plan – Redlined
- w(RVU) Physician/Non-Phys Comp Plan – Clean

DISCUSSION:

The following changes were made to the Physician and Non-Physician Provider (wRVU) Productivity Compensation and Benefits Plan:

1. Two new classifications were added: General Surgeon and Trauma Surgeon.

2. Update the Administrative Leave Days “ALD” language to accrue on first year of hire, and then annually awarded each year after. Also, strengthen the language on intended uses for ALD’s.
3. FMV compensation rates were added for general surgeon and trauma surgeon and the differentiation between board certified and board eligible.
4. The revised plan is anticipated to be effective on or January 1, 2025, and will cover existing and future employees within the identified classifications.

FINAL ACTION:

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

ITEM NO. 9 Review and discuss the Sixth Amendment to the CEO’s Employment Agreement; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- CEO employment agreement

DISCUSSION:

Mr. Russell detailed the changes to the employment agreement.

The primary changes to the agreement include extending the term of the agreement and bonus pay out for one additional year, through December 2029. The agreement amends the base salary compensation to be consistent with the M-Plan.

Mr. Conway, UMC Assistant General Counsel, confirmed that the goal is to align the contract more closely to the management compensation plan (M-Plan).

Mr. Van Houweling thanked the Board for their consideration of the extension of his contract.

FINAL ACTION:

A motion was made by Member Franklin to approve the amendment to the contract agreement and recommends approval to the UMC Governing Board for approval. The motion carried by majority 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:

None

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 3:00 p.m. Chairman Ellis adjourned the meeting.

Approved: March 10, 2025

Minutes Prepared by: Stephanie Ceccarelli