Talent Development and Executive Compensation Committee

Committee Members
Lisa Sutter – Chair
Reina Gonzalez, JD
Vincent Hall
Farida Minner, RN
Elizabeth Palacios, MD

Agenda for the ***Talent Development and Executive Compensation Committee*** meeting of the Dallas County Hospital District is scheduled for ***Wednesday, February 7, 2024, at Noon***, at 5200 Harry Hines Blvd. (WISH Building), Dallas, TX 75235, Executive Conference Room 02-175. (If assistance is needed in locating the room, please see the Administration receptionist on the 4th floor, 04-131.) A quorum will be physically present at the location of the meeting. Videoconferencing access is also possible via Webex. That application is available at https://www.webex.com/downloads.html.Also, teleconferencing access is possible by calling +1-408-418-9388 or +1-469-210-7159. Both access forms require inputting (meeting number: 2631 922 9718, meeting password: 1234) to join the meeting. The ***Talent Development and Executive Compensation Committee*** reserves the right to exercise discretion and may convene in Executive Session as permitted by Texas Government Code §§551.071 (consultation with attorney), 551.072 (deliberations regarding real estate), 551.074 (personnel matters), 551.076 (deliberations regarding security devices or security audits), 551.078 and/or 551.0785 (deliberations by medical committee or by governmental body that administers a public insurance, health or retirement plan regarding individuals' medical or psychiatric records), 551.085 (deliberation by governing board of certain providers of health care services), 551.087 (deliberation regarding economic development negotiations), 551.088 (deliberation regarding test item); Texas Government Code §418.183 (deliberation of information under §§418.175 – 418.182 for purposes of disaster management or disaster planning); Texas Health & Safety Code §161.032 (medical committee or medical peer review committee records, information or reports; and/or medical committee or medical peer review committee proceedings under Tex. Health & Safety Code Chapter 161 and/or Tex. Occ. Code Chapters 151 and 160); and/or as otherwise authorized by law on any item listed below. The ***Talent Development and Executive Compensation Committee*** may consider any of the agenda items in open or executive session and may continue the meeting as necessary to accomplish the business at the time and place designated by the Chair to reconvene.

	PAGE	TIME (min)	PRESENTER(S)
I. Declare a Quorum Present/Call to Order/Mission Statement *Advance Wellness | Relieve Suffering | Develop and Educate* **I CARE** **I**ntegrity **C**ompassion and Collaboration **A**ccountability **R**espect **E**quity			Chair
II. Public Comments Regarding Agenda Items *See public comment registration information and rules at https://www.parklandhospital.com/board-of-managers*			
III. Reports Requiring Deliberation(s) or Approval(s)			
A. Office of Talent Management Overview	*4*	20 minutes	Felicia Miller
B. Benefits Update	*8*	10 minutes	Delancey Johnson
C. Workforce Planning & Development	*12*	20 minutes	Stephanie Speights
D. Key Metrics	*21*	10 minutes	Dan Enright
IV. Action Items			
A. The Board may take action on any agenda item(s) above			Chair
V. Reference Documents			
A. People Metrics (Detailed Pages)	*23*		
B. Metrics Review	*36*		

	PAGE	TIME (min)	PRESENTER(S)
C. Diversity, Equity & Inclusion Hiring Metrics (Detailed Pages)	*47*		
D. Communications Review	*61*		
VI. Closing Remarks			Chair
VII. Adjourn			Chair

Board TDEC Meeting

February 7, 2024

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Office of Talent Management Overview

Felicia Miller, MBA, SPHR, SHRM-SCP, CHHR
EVP& Chief Talent Officer

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Q4 FY2023 Highlights

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2024 Goals

Mission – Advance Wellness. Relieve Suffering. Develop & Educate

Parkland Strategy

People	Access	Quality	Trust		Post-Acute Care
• Reduce FY24 Overall/First-Year Turnover to below regional benchmark • Implement FY24 Security Plan initiatives	• Achieve Digital Health Center and Virtual Care goals • Meet Length of Stay (LOS) target of 5.9 or less for FY24	Achieve positive performance targets for CLABSI and MRSA	Meet patient experience Likelihood to Recommend Organizational score of statistically significant increase from FY23	Meet or exceed target on FY24 engagement survey for "I would recommend this organization to family and friends who need care“	Meet or exceed target on FY24 engagement survey for "There is a climate of trust within my work unit/clinic or group/hospital"	Reduce by 15% the number of hospitalized patients that are medically cleared with duration of admission over 30 days

OTM Cascaded Goal

Increased Productivity

Parkland Strives to be the Employer of Choice for Those with a Calling to Serve and Commitment to Growth

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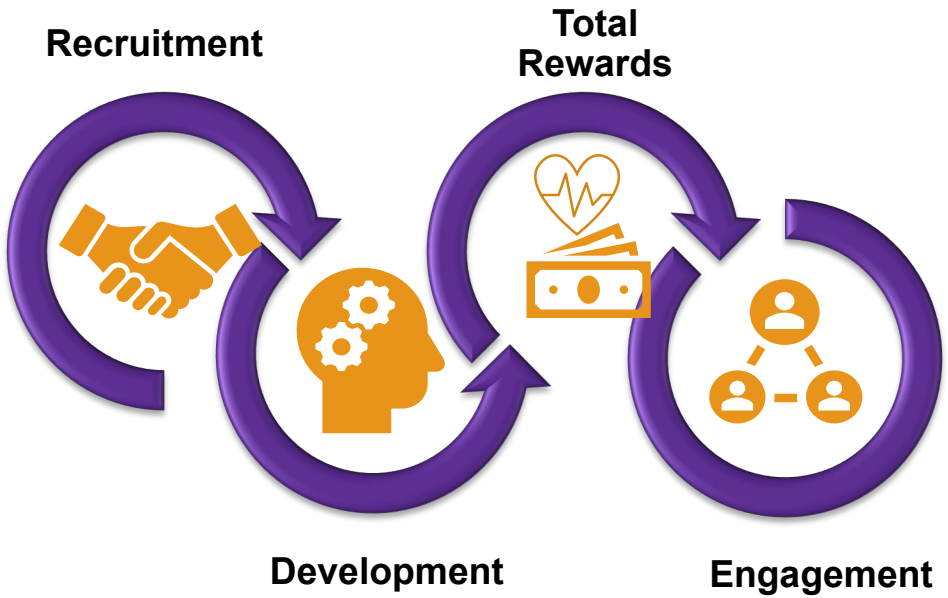
Parkland's Commitment

A commitment to being the employer of choice for those with a calling to serve while experiencing a transformational employee journey.



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Benefits Update

DeLancey Johnson, DBA, SPHR, SHRM-SCP, sHRBP
SVP, Associate Chief Talent Officer

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Retirement Benefits Program Transition

Participants

- Full-time employees hired on or before Dec. 12, 2023, are not impacted (soft freeze of Pension Plan)
- Full-time employees hired after Dec. 12, 2023, and all part-time employees are participating in the new Mandatory Savings Plan

Online

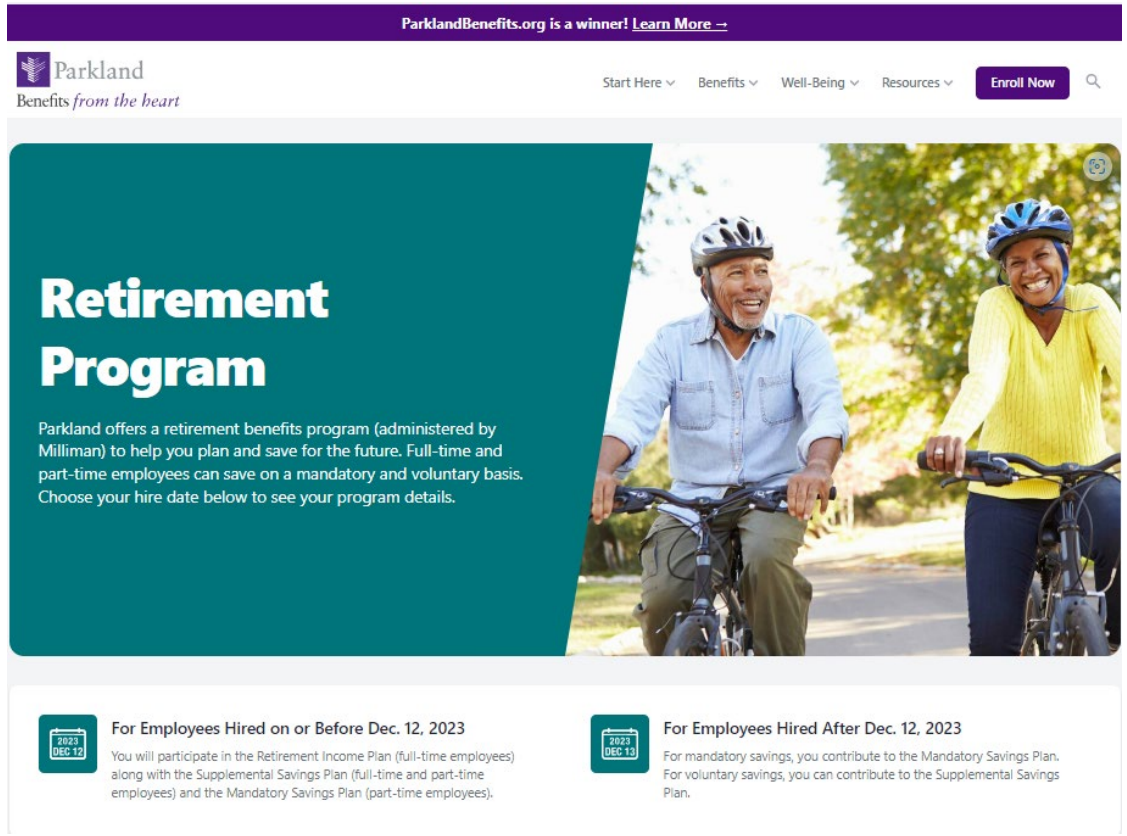
- ParklandBenefits.org
- One retirement landing page with buttons connecting to pages that explain both retirement paths
  - Employees hired on or before Dec. 12, 2023
  - Employees hired after Dec. 12, 2023

Materials

- Two versions of guide
  - Pension Plan (hired on or before Dec. 12, 2023)
  - Mandatory Savings Plan (hired after Dec. 12, 2023)
- Materials updated to reflect Supplemental Savings Plan name change
- Recruiting materials updated to reflect new program

Systems

- Payroll changes made to accommodate retirement benefits program changes
- Coordination complete with administrators (Milliman)
- Non-vested employee contributions for active part-time employees being moved to the new Mandatory Savings Plan



Retirement Program – Parkland Benefits

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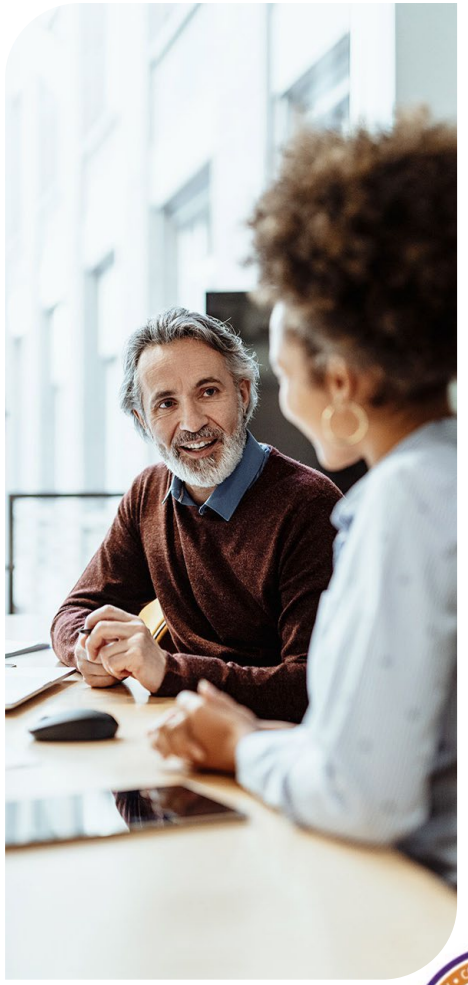
Cigna Go-Live

Cigna go-live results

Administrative Fee	**$23.65 PEPM (Medical & RX Combined)**
Guarantees	Year 1-3: 0% Increase Cap, Years 4-7: 2.0% Increase Cap
Transition / Wellness Incentives	$1.24M Year 1 + $495K Years 2-7 = $4.2M
Provider Network	Open Access = 8 - 10% savings Local Narrow Network = Additional 4% savings
Customer Service / Call Center Support	24 / 7 / 365
Onsite Representative	2 onsite representative (no additional cost) Parkland discretion of JD type
Chronic Disease Programs	Claims data-driven identification and enrollment Programs centered around schedule phone calls and in-person visits with onsite representatives and remote health coaches, nurses, pharmacists, and doctors. Furthermore, members with more complex conditions (i.e., HIV/AIDS, cancer, kidney disease, etc.) will be assigned a personal specialty case manager. Members' primary care providers will receive monthly reports and chronic disease engagement summaries.
Telemedicine	Acute Care, Preventative Care, Dermatology, and Behavioral Health (MDLive)
Employee Assistance Program	Cigna EAP includes 3 allowed visits at no additional cost; 2 additional visits available to purchase at $.49PEPM ($82K per year)
Additional Value Adds	Wellness Incentive Platform RN Scholarship Fund ($20K per year) Community Support Program ($30K per year to support community programs identified by Parkland based on at risk community needs)



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Cigna Pharmacy Plan Update

- The Pharmacy integration delivers one unified customer experience for members via Cigna 24/7/365 live customer service and myCigna.com
- Successful transition from custom formulary to Cigna’s standard formulary for sustainability and cost-effective pharmacy management.
- Cigna's Price Assure program that provides lower cost share to members via Cigna's partnership with GoodRx has lowered out of pocket cost for Parkland members

Workforce Planning & Development

Stephanie Speights, PhD

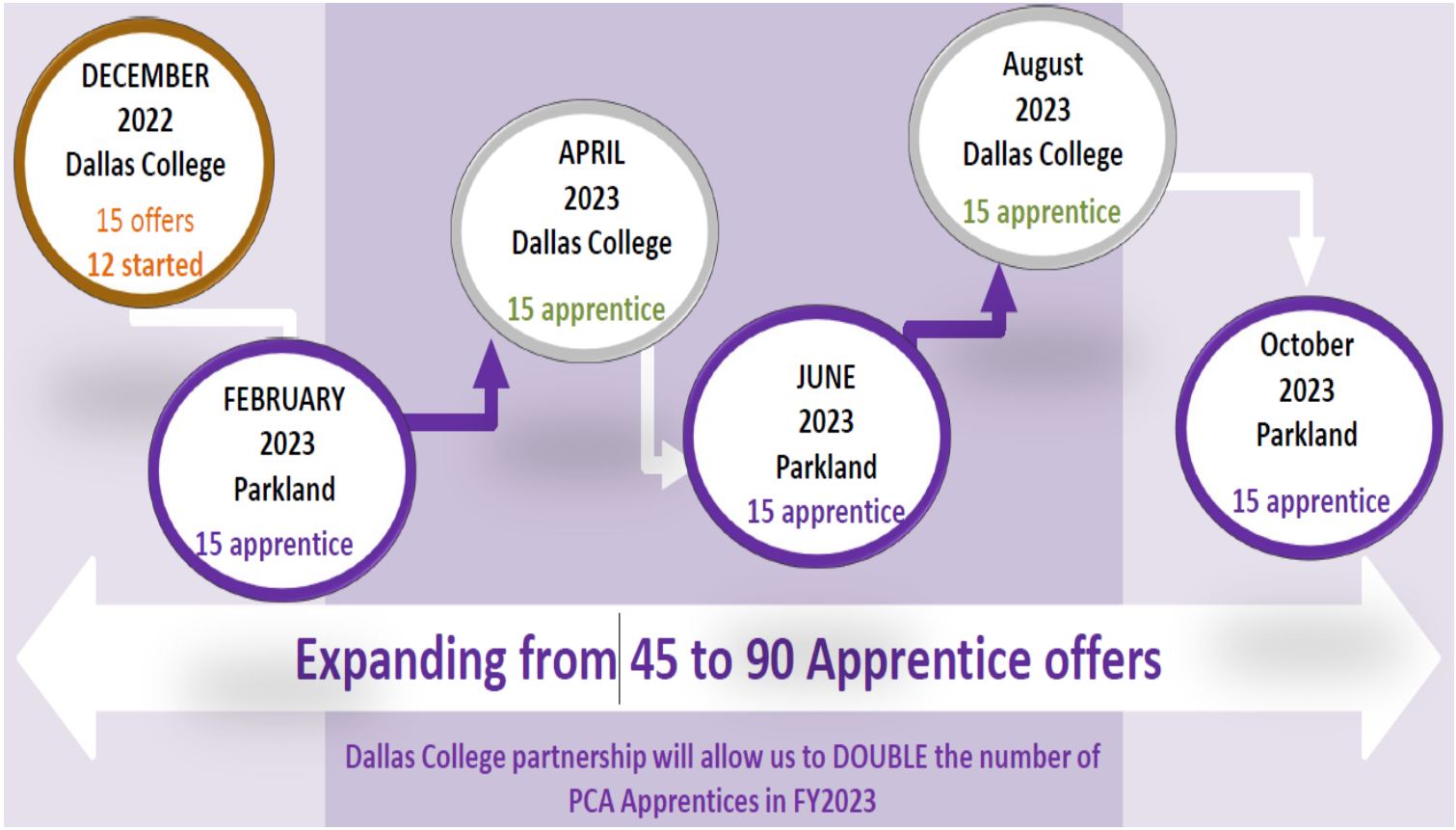
SVP, Talent Management Development &
Chief Learning Officer

Patient Care Apprenticeship (PCA): What a Difference a Year Makes

One Year Ago: 2023

Expansion focused on *external* pipeline, 90

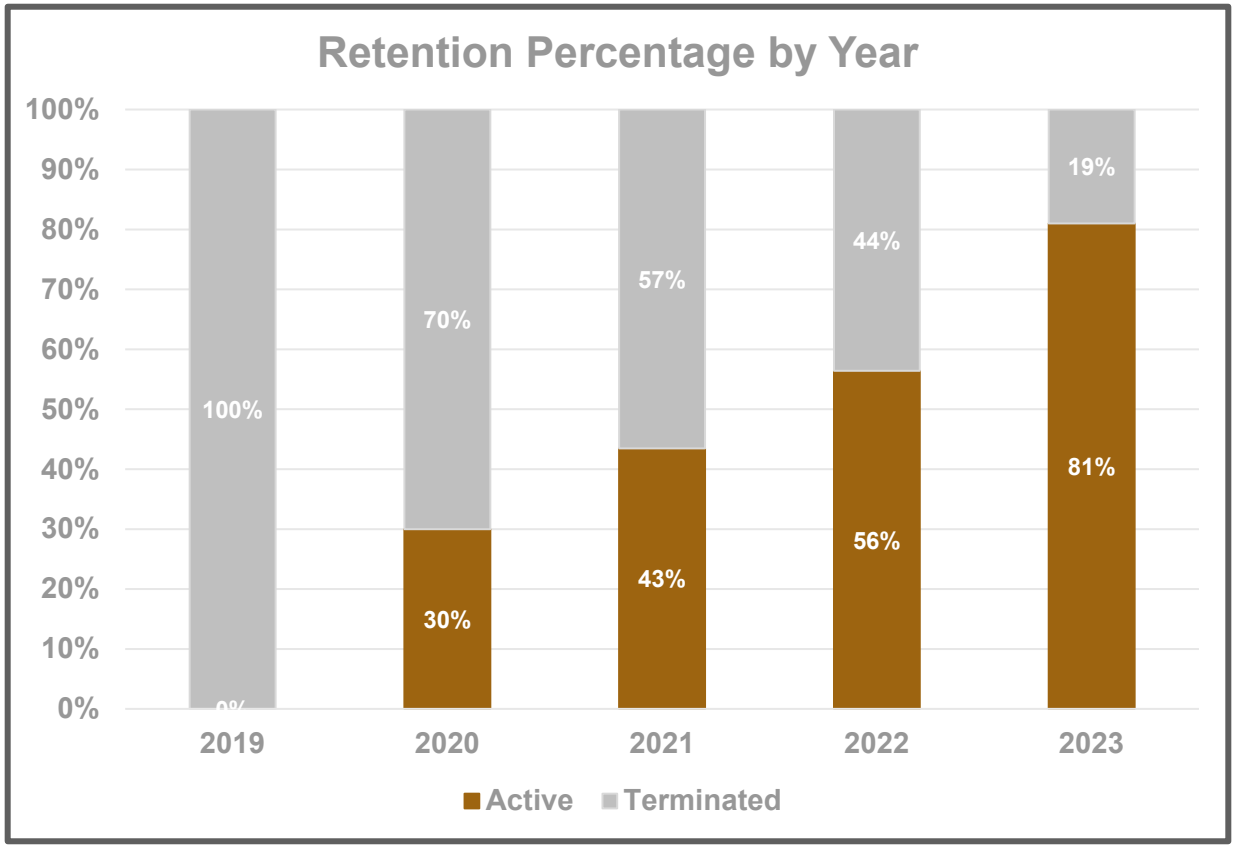
18.5% PCA vacancy rate



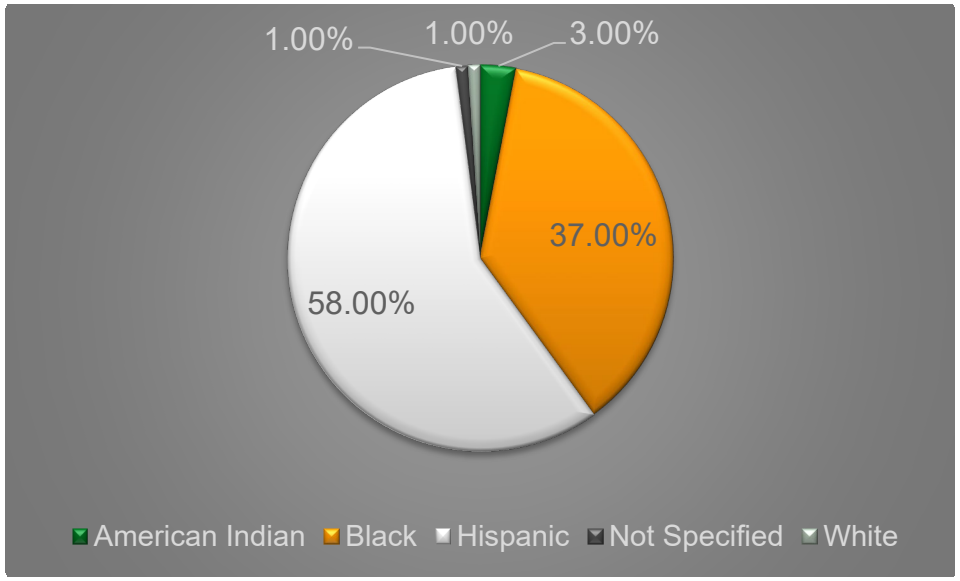
Conditions and actions

- High vacancy rates and turnover
- Expanded the partnership with Dallas College
- Collaborated more with Talent Acquisition to redirect candidates to apprentice option
- Engaged WorkLife navigators to minimize personal barriers
- Garnered support from hiring managers to prioritize apprentice hiring (vs. direct) and retention

Program Retention and Diversity Metrics: Patient Care Apprenticeship



%	Ethnicity					
Year	American Indian	Black	Hispanic	Not Specified	White	Total
2023	3%	37%	58%	1%	1%	100%



Matches Patient demographics!

Patient Care Apprenticeship: What a Difference a Year Makes

One Year Ago: 2023
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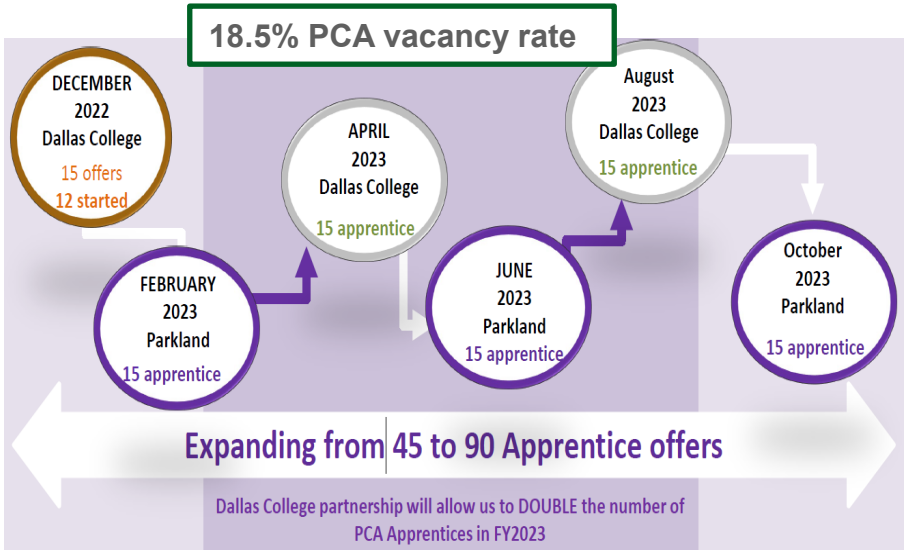

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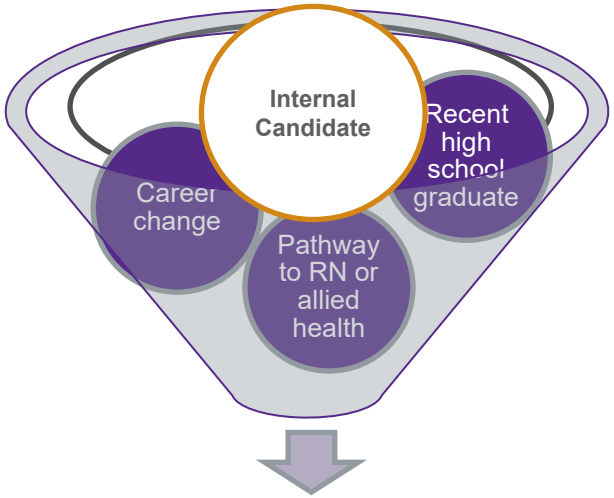
Balanced Approach: 2024
Blend external entry with internal opportunity, 60



5.6% PCA vacancy rate

Maintains and *evolves* our Anchor Institution commitment

- Vacancy rates and turnover way down
- 31% of all staff are from SNI Zip Codes
- Focus on elevating earning potential of incumbent staff
- Career Navigators partner with supervisors, Clinical Education, and TA to promote apprentice option
- Monitor vacancy trends to expand competency training (e.g.. Mental Health Tech, Surgical Tech, etc.)

Internal Only: Operations Apprenticeship
Registration, Scheduling, Revenue Cycle: 9 Weeks

Results of 2023 Pilot, 6

5 successful transfers from Linen, Transport, Environmental Services

Lessons Learned

Patient Access Apprentices *have an average tenure of 18 months and have previous, undisclosed healthcare experience.*

"are extremely focused, and often appear more invested than those with experience, or hired externally." ~ Training team

To increase participation, Service leaders want and need more support for managing productivity and transition of labor.

Tya promoted from Linen to Medical Practice Assistant, Dermatology Clinic Operations

2024 Roadmap, 24

4 cohorts, first start in February
Up to 6 apprentices in each group

Enhancements

- Updated job descriptions, listing program completion as an equivalency to experience
- Progress reports for service leaders at weeks 4 and 7
- Documentation at week 7 to support requests for variable staff to cover apprentice training hours

Program Milestones: February Start

- February Cohort Start Date *Thursday, 2/22/2024*
- Program Hiring Event *Wednesday, 3/27/2024*
- Apprentice Receives Offer by *Wednesday, 3/29/2024*
- Incumbent Accepts Offer by *Wednesday, 4/3/2024*
- Transfer Date *Wednesday, 4/17/2024*

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Workforce Development Programs

Acronym	Full Title	Background	Application Open
CN	Career Navigator	The Career Navigation Services support employees in career success through consulting and navigating career paths designed to identify an employee's unique performance needs and preferences, create career development plans, provide resources and continuous support in navigating Parkland careers.	Ongoing
LEAP	Learning Experience Apprenticeship Program	The grant-funded Learning & Experience Apprenticeship Program (LEAP) is designed to provide both an educational and employment opportunity for recent Dallas County high school graduates who have an interest in pursuing a career in the healthcare arena. Current Tracks include Patient Access, Medical Practice Assistant, Patient Care Assistant, Unit Tech and Mammography Tech. Cohorts are a 12 month experience	Ongoing
P-Tech	Pathways in Technology Early College High Schools	The P-Tech program in partnership with local Independent School Districts prepare students for a career in healthcare. Students will acquire a Patient Care Technician certification before graduating from high school.	Fall Spring
R4S	Reach for the Stars	The Reach for the Stars scholarship is designed for Parkland undergraduate students seeking bachelor's in nursing. It covers the entire cost of tuition, books, and reasonable educational expenses for the employee up to $29,390.	Fall Spring
NAP	Nursing Advancement Program	Nursing Advancement Program (NAP) is designed to create opportunity for PHHS employee to complete an ASN degree. Parkland employees (20 per cohort) are offered the opportunity to take Brookhaven College nursing school courses.	Fall Spring
DOL	Department of Labor Apprenticeship Program	The grant-funded Department of Labor Apprenticeship Program provides Dallas County residents an opportunity to advance in their career while participating in development opportunities to include work-based learning strategies, hands-on experience, peer mentors and career coaches at Parkland	Ongoing
EAW	Education at Work	Education at Work (EAW) is based on the "earn and learn" educational model providing a hands-on learning experience in combination with academic learning. Tuition and books a re paid for up front with no out of pocket expense to the student. Students will benefit from on-the-job training experiences at the same time while obtaining a degree.	Ongoing
GED	General Education Development	The General Education (GED) class covers 5 subjects in 16-week blocks (Social Studies, Science, Reading/Writing and Math) at Parkland. At the end of 32 weeks, students are pre tested to determine readiness for GED test.	Fall 2024
EW(ESL)	English in the Workplace	The English in the Workplace Class is designed to increase workplace literacy and ensure that all Parkland employees have an opportunity to advance. This class meets twice a week for 16 weeks for 2 hours per session on Parkland campus	Winter 2024

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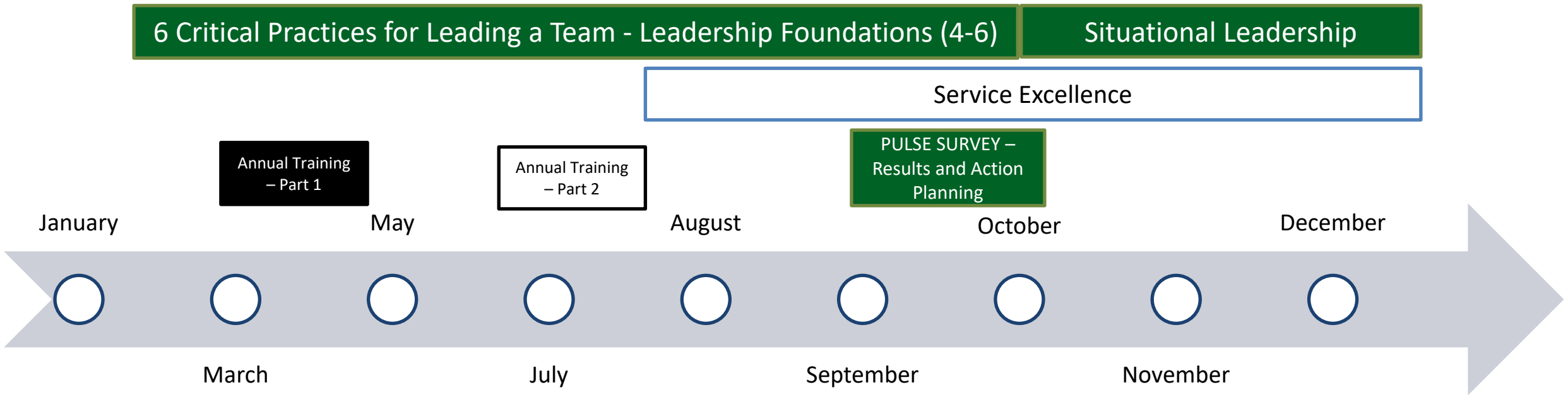
Workforce Development Programs, Continued

STUDENT PLACEMENT		
Student Placement	Parkland Academy Academic Programs are work-based learning opportunities for participants to develop practical skills that will enhance future healthcare careers and bridge the gap between formal education and practical work experience. This is also an opportunity for Parkland to participate in the educational process while receiving valuable work contributions from the participants, as well as developing essential skills of our own leaders and employees.	Medical students Allied health students Physician assistants
CAREER OBSERVATION		
PA – Career Observation Program	Career Observation Program participants observe a professional on the job for career awareness or to fulfill education/application requirement for both clinical & non-clinical purposes. The experience is designed to increase career awareness and help model behavior through example. Observations Experiences are not for payment or school credit.	Future healthcare students Visiting medical professionals Parkland employees
SUMMER INTERNSHIP/FELLOWSHIP		
Elly Feldman Collegiate Fellows	The Collegiate Fellows Program is an 8-week paid summer job at Parkland Hospital for college students interested in pursuing a career in the healthcare field. Students have an opportunity to work in Dallas County's busy public teaching hospital in a non-clinical setting. This program is entirely funded by the Parkland Auxiliary.	Undergraduate college students
Dallas Mayor Intern Fellowship Program	The Dallas Mayor's Intern Fellows Program (MIFP) is an eight-week, paid summer internship program that introduces Dallas public high school students to careers and employment opportunities in industries and companies where they have expressed interest. Modeled after the prestigious White House Fellows, MIFP prepares motivated students to become tomorrow's leaders.	Dallas high school students
Senator Royce West – Conrad Leadership Program (Intern)	The Dr. Emmett J. Conrad Leadership Program at Parkland is supported by the office of Texas State Senator Royce West. Students have an opportunity to work in Dallas County's busy public teaching hospital in a non-clinical setting. The program is available for qualified students in District 23 and is funded by Parkland WD Department.	Graduate & Undergraduate college students

Org-wide Development Initiatives - Timeline View
Calendar Year 2024



- System/Process change
- Culture change – Strategic Priority
- Regulatory Requirement
- Leadership Development – Strategic Priority

Select Program Updates: Leadership and Professional Development

Leadership Development
Six Critical Practices for Leading a Team (6CP) Part 2

FranklinCovey
THE ULTIMATE COMPETITIVE ADVANTAGE

1. Develop a Leader's Mindset
2. Hold Regular 1 on 1s
3. Set Up Your Team To Get Results
4. **Create A Culture Of Feedback**
5. **Lead Your Team Through Change**
6. **Manage Your Time and Energy**

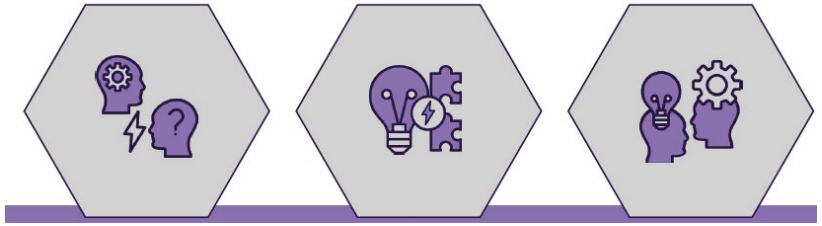
Measuring Behavior Change:
Which statement best describes the status of your 1-on-1s with direct reports since completing the 6 CP learning.

ANSWER CHOICES	RESPONSES	
I've scheduled and conducted 1-on-1s with team members.	50.75%	68
I've scheduled 1-on-1s with team members.	5.97%	8
I'm in the process of scheduling 1-on-1s with team members.	15.67%	21
No plans to schedule or conduct 1-on-1s with team members.	0.75%	1
No change--I've been consistently holding effective 1-on-1s with direct reports prior to the 6 CP learning.	26.87%	36
TOTAL		134

Professional Development Courses Available

- Emotional Intelligence in the Workplace
- Building Productive Relationships with DiSC
- Overcoming Communication Barriers
- NEW! in February

Resolving Conflict
in the Workplace



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Key Metrics

Dan Enright, MBA, SPHR, CCP, CBP
Director, Talent Analytics

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People Metrics Summary

Metric	Numerator	Denominator	FYTD24	FY2023	Benchmark
Vacancy	1,079	13,224	8.2%	10.4%	10.6%
Nurse Vacancy	494	4,666	10.6%	14.6%	14.6%
Licensure/Certification Compliance	24,541	24,547	99.9%	99.9%	
Turnover	388	12,164	12.8%	17.1%	14.7%
Voluntary Turnover	332	12,164	10.9%	14.1%	13.1%
Nurse Turnover	116	4,125	11.2%	15.6%	15.2%
First Year Turnover	153	2,214	27.6%	36.9%	43.6%
Nurse First Year Turnover	37	858	17.2%	27.9%	31.5%

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People Metrics (Detailed Pages)

Dan Enright, MBA, SPHR, CCP, CBP
Director, Talent Analytics

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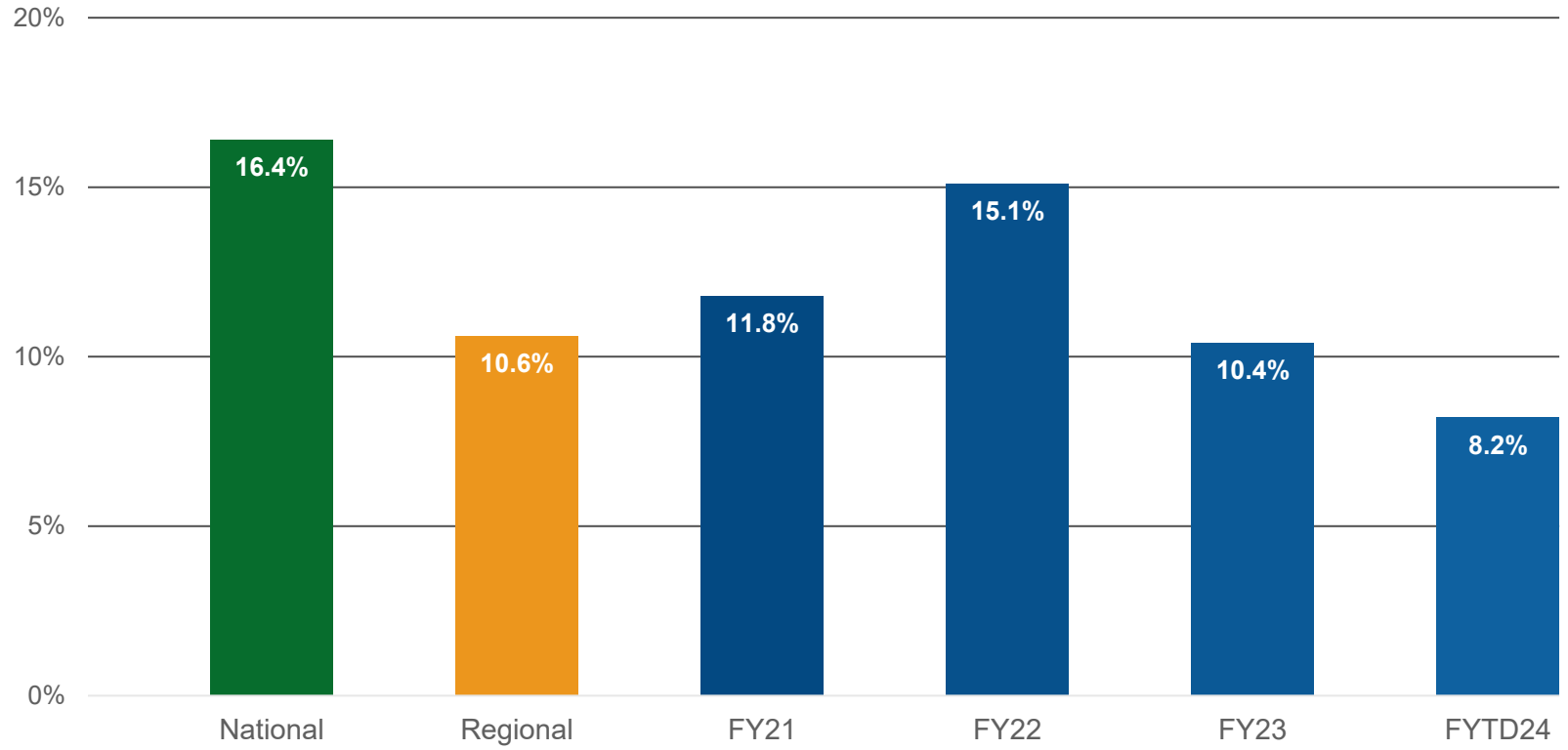
Vacancy Rate



Oct – 9.1%

Nov – 8.7%

Formula: Number of Open Posted Positions / Total Positions (filled plus open)

National: Saratoga 2022 Hospital Industry – Median

Regional: 2022 GroupOne Vacancy and Turnover Survey

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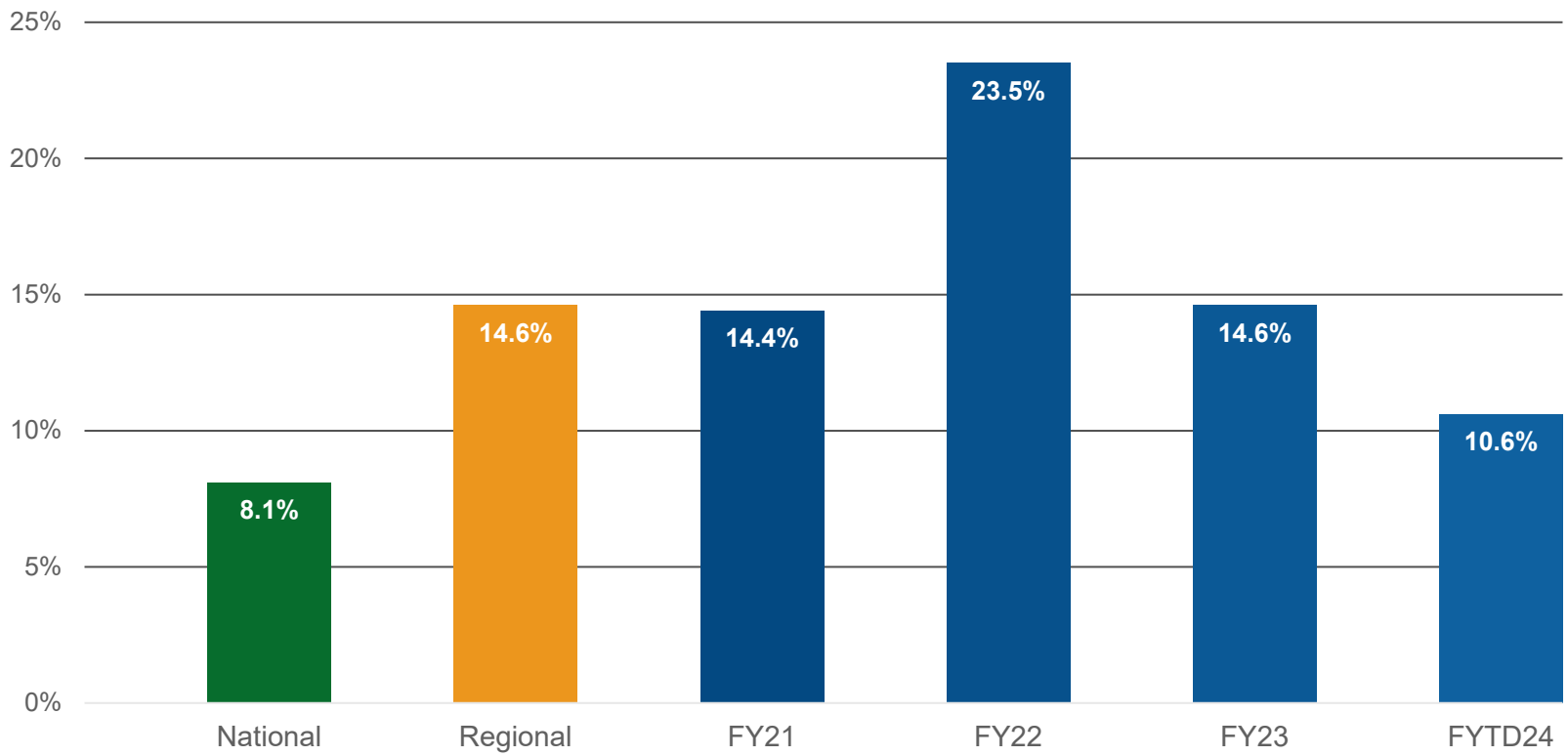
Nurse Vacancy Rate



Oct – 12.3%

Nov – 11.9%

Formula: Number of Open Posted Nurse Positions / Total Nurse Positions (filled plus open)

National: Saratoga 2022 Hospital Industry – Median

Regional: 2022 GroupOne Vacancy and Turnover Survey

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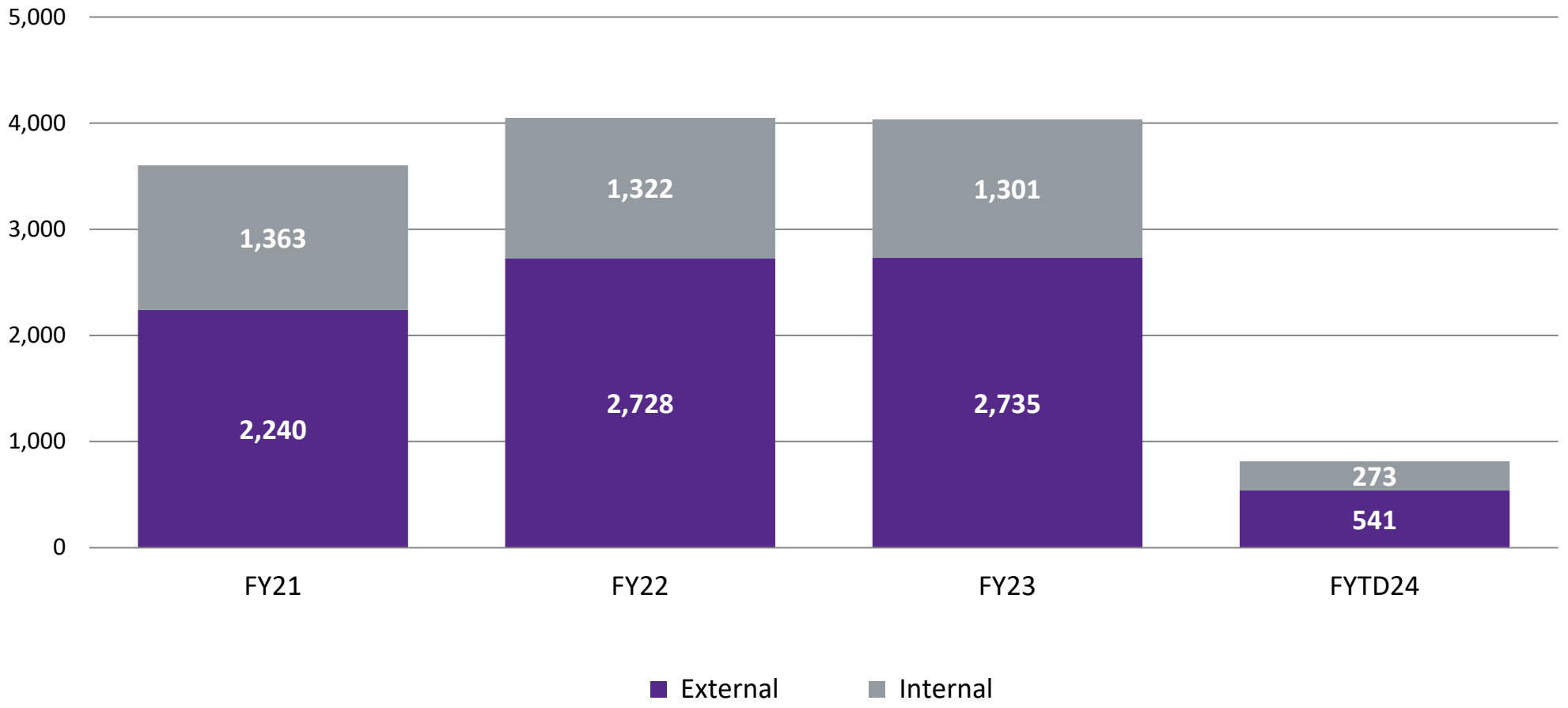
Total Hires



Formula: Total Hires (external + internal)

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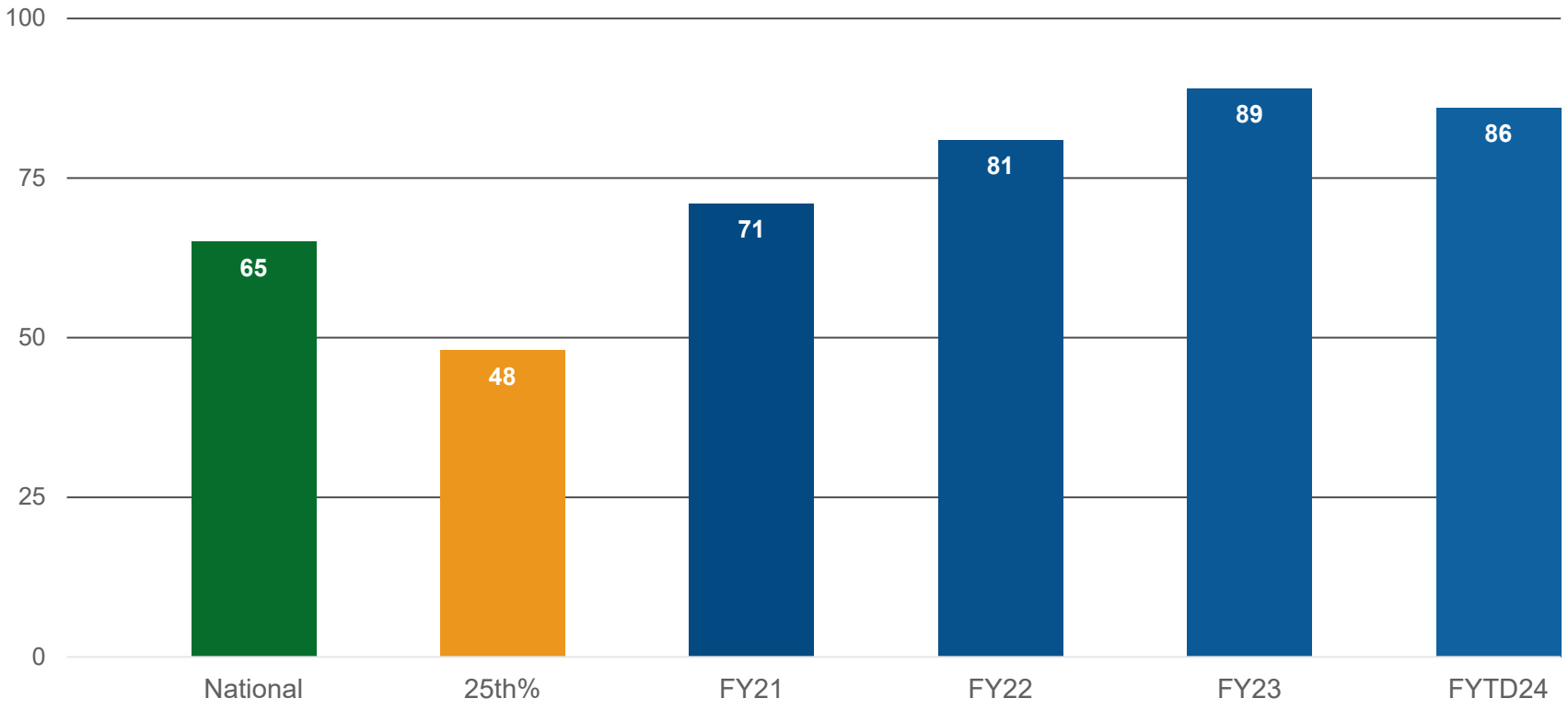
Days to Fill



Formula: Average Days Between Job Requisition Open and Offer Acceptance Date

National: Saratoga 2022 Hospital Industry – Median, 25th percentile

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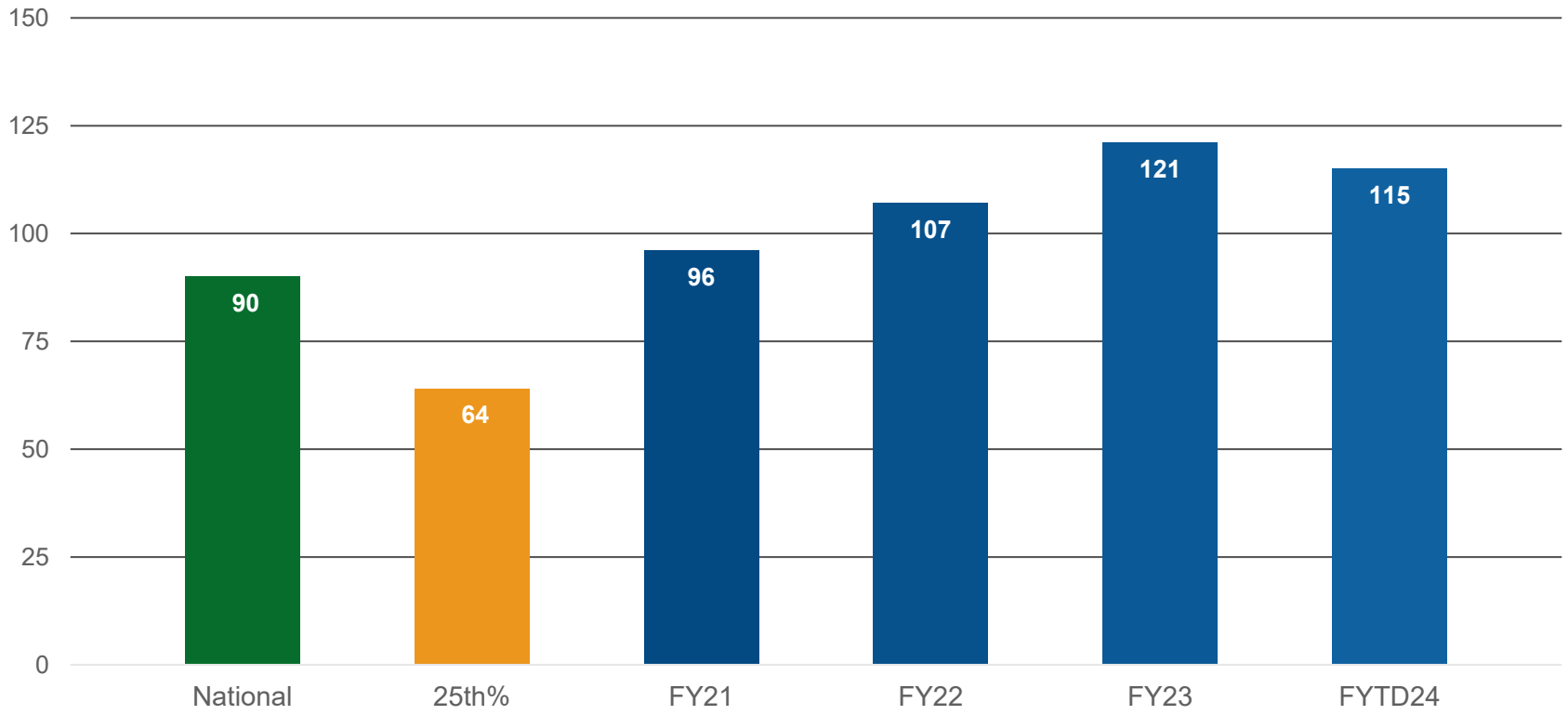
Days to Start



Formula: Average Days Between Job Requisition Open and Start Date

National: Saratoga 2022 Hospital Industry – Median, 25th percentile

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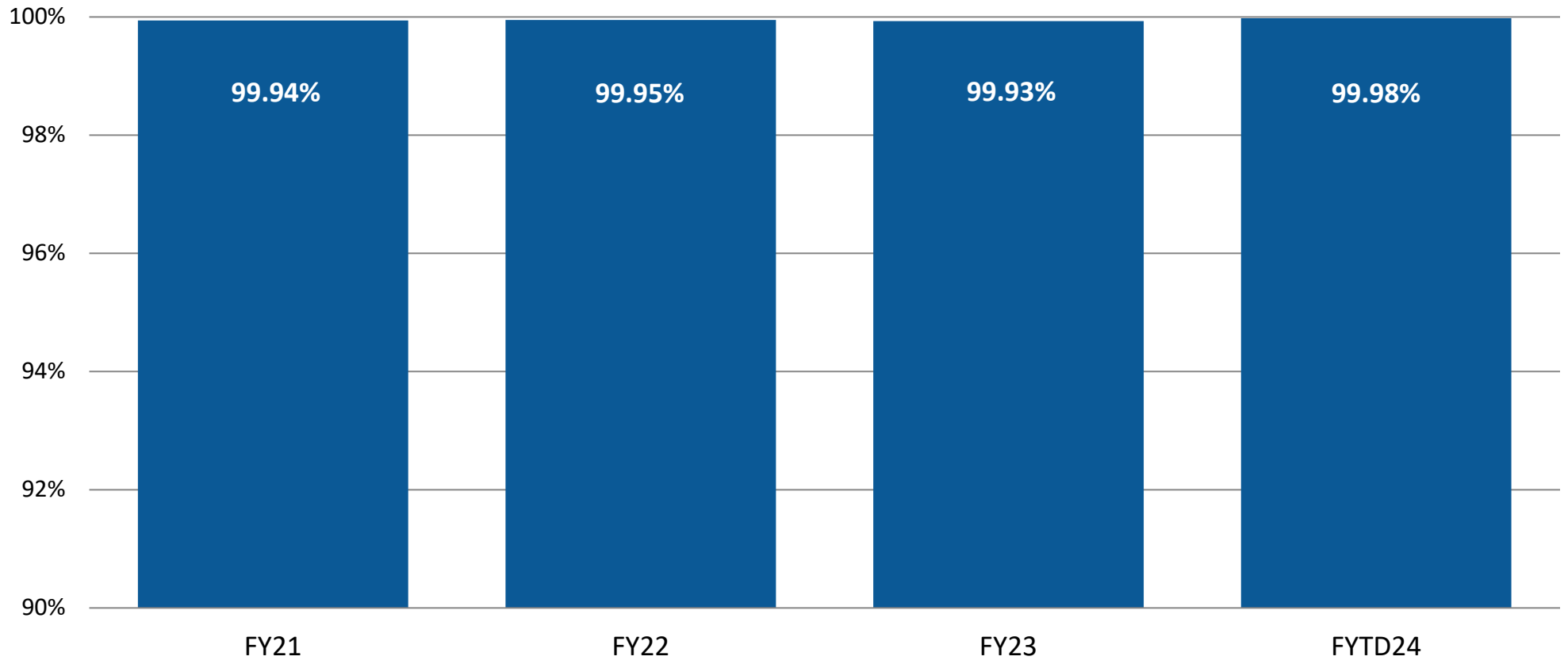
License/Certification Compliance



Formula: Total Licenses & Certifications in Compliance / Total Licenses & Certifications

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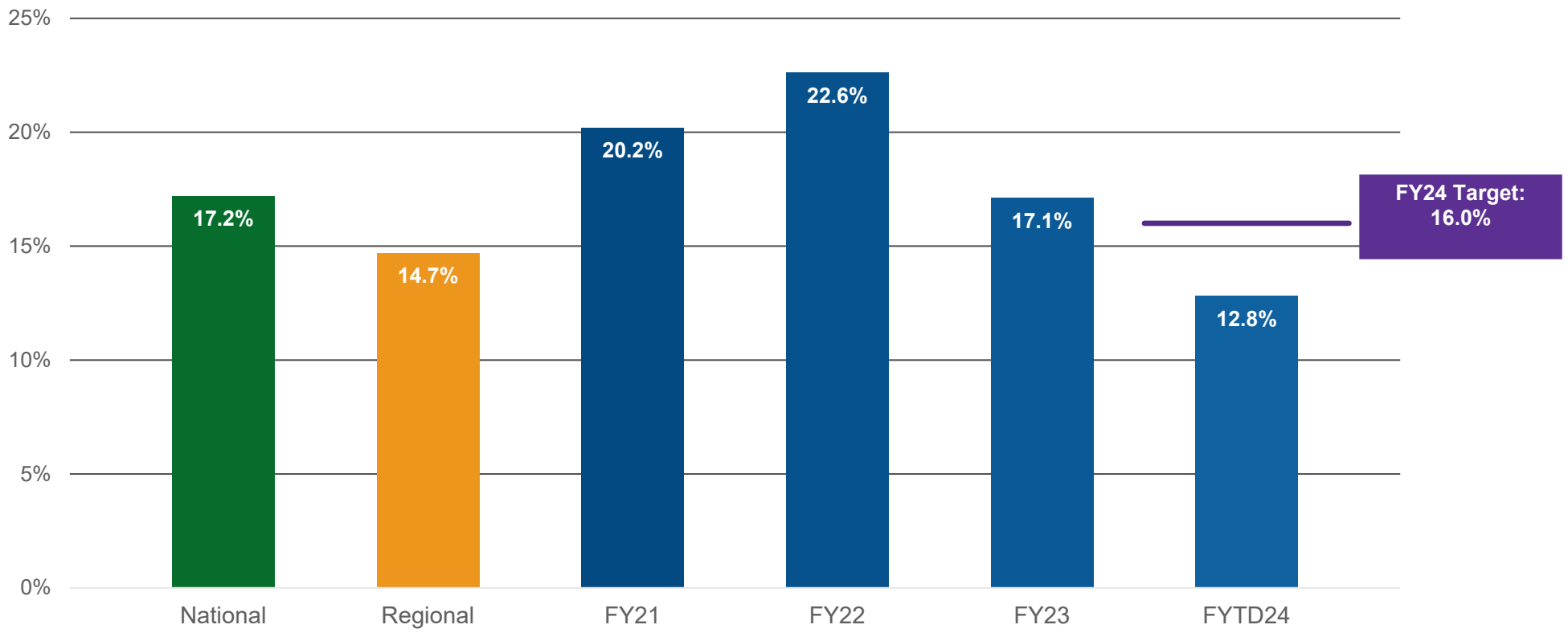
Turnover Rate



Formula: Total Terminations / Regular Headcount

National: Saratoga 2022 Hospital Industry – Median

Regional: 2022 GroupOne Vacancy and Turnover Survey

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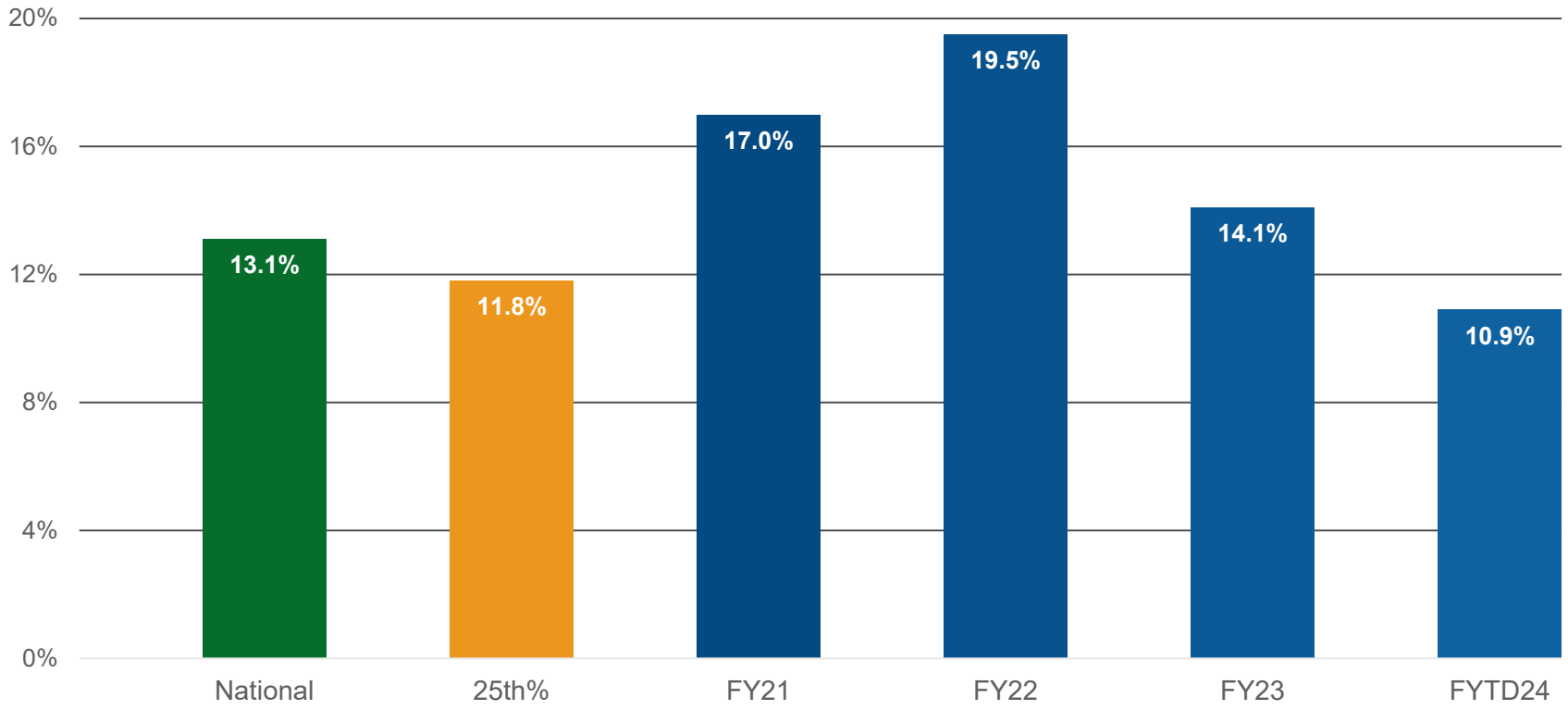
Voluntary Turnover Rate



Formula: Total Voluntary Terminations / Regular Headcount

National: Saratoga 2022 Hospital Industry – Median, 25th percentile

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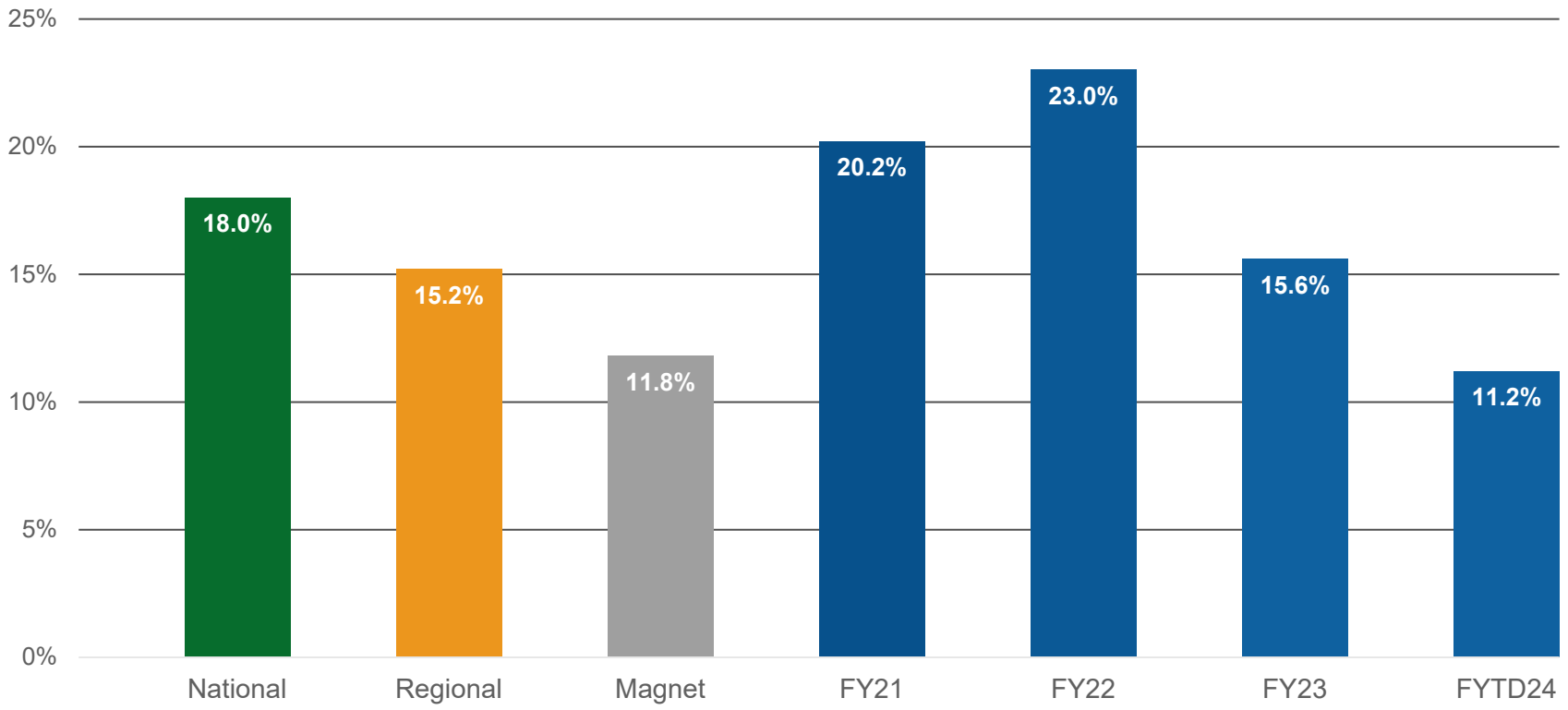
Nurse Turnover Rate



Formula: Total Nurse Terminations / Nurse Headcount

National: Saratoga 2022 Hospital Industry – Median

Regional: 2022 GroupOne Vacancy and Turnover Survey

Magnet: ANCC Magnet Organization Characteristics >700 beds – 2021

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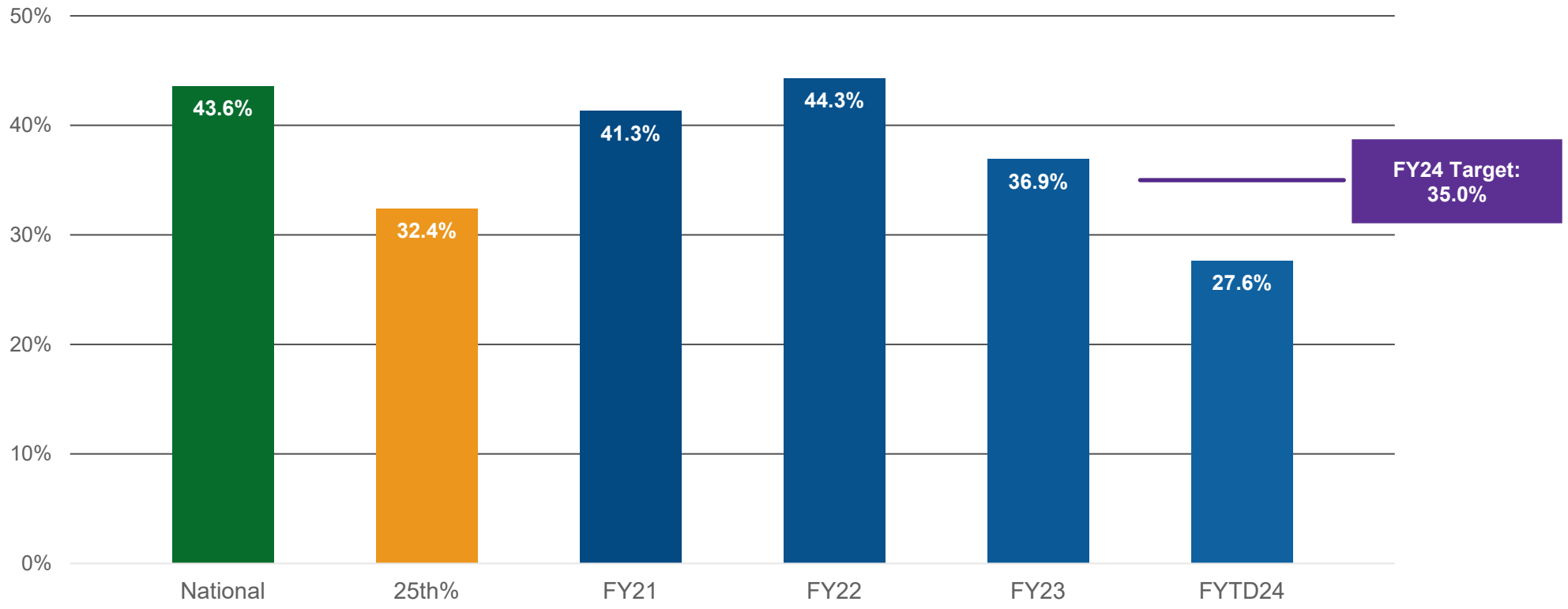
First Year Turnover Rate



Formula: Terminations with 0-1 Years of Svc / Reg. Headcount with 0-1 Years of Svc

National: Saratoga 2022 Hospital Industry – Median, 25th percentile

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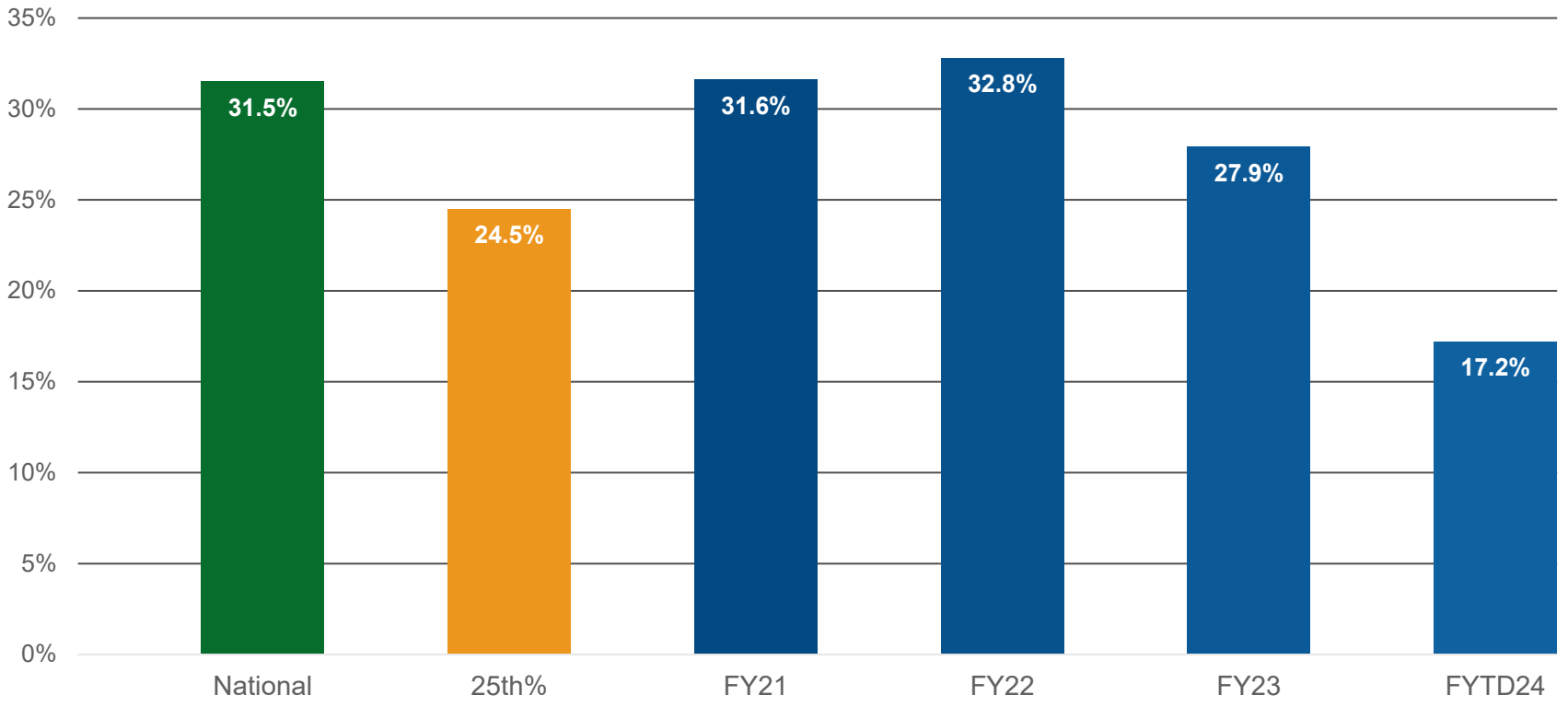
Nurse First Year Turnover Rate



Formula: Nurse Terminations 0-1 Years of Svc / Nurse Headcount 0-1 Years of Svc

National: Saratoga 2022 Hospital Industry – Median, 25th percentile

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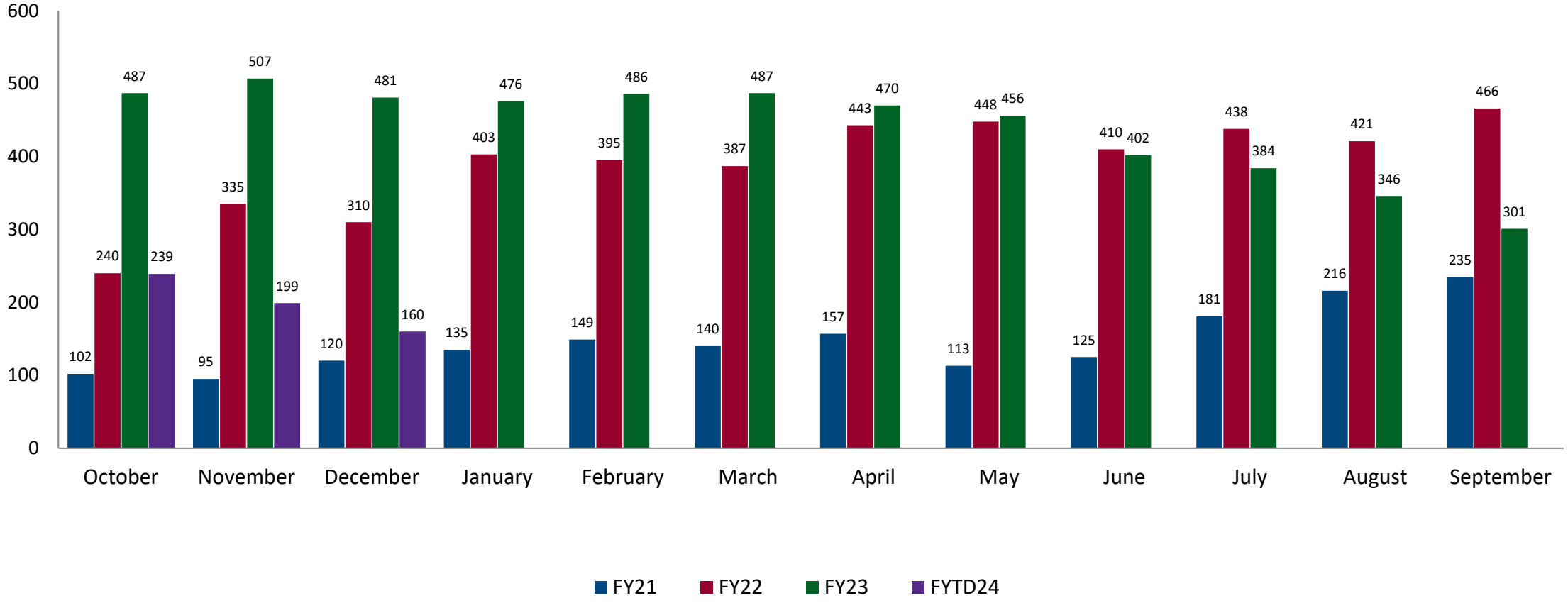
Contract Labor Utilization



Formula: Total Contractors from ShiftWise and Maxim (Headcount)

*Maxim contractors are included starting March 2021

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Metrics Review

Dan Enright, MBA, SPHR, CCP, CBP
Director, Talent Analytics

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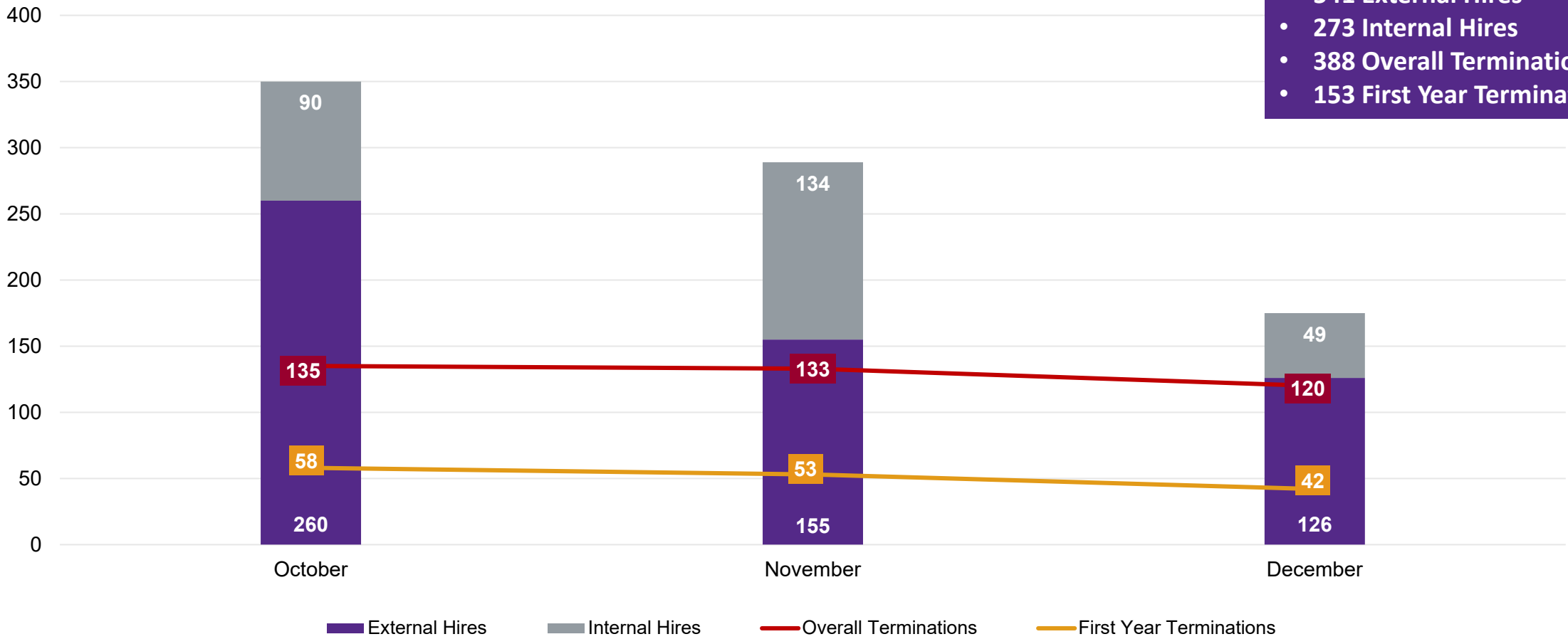
FYTD24 Overall Terminations & Hires

- 541 External Hires
- 273 Internal Hires
- 388 Overall Terminations
- 153 First Year Terminations



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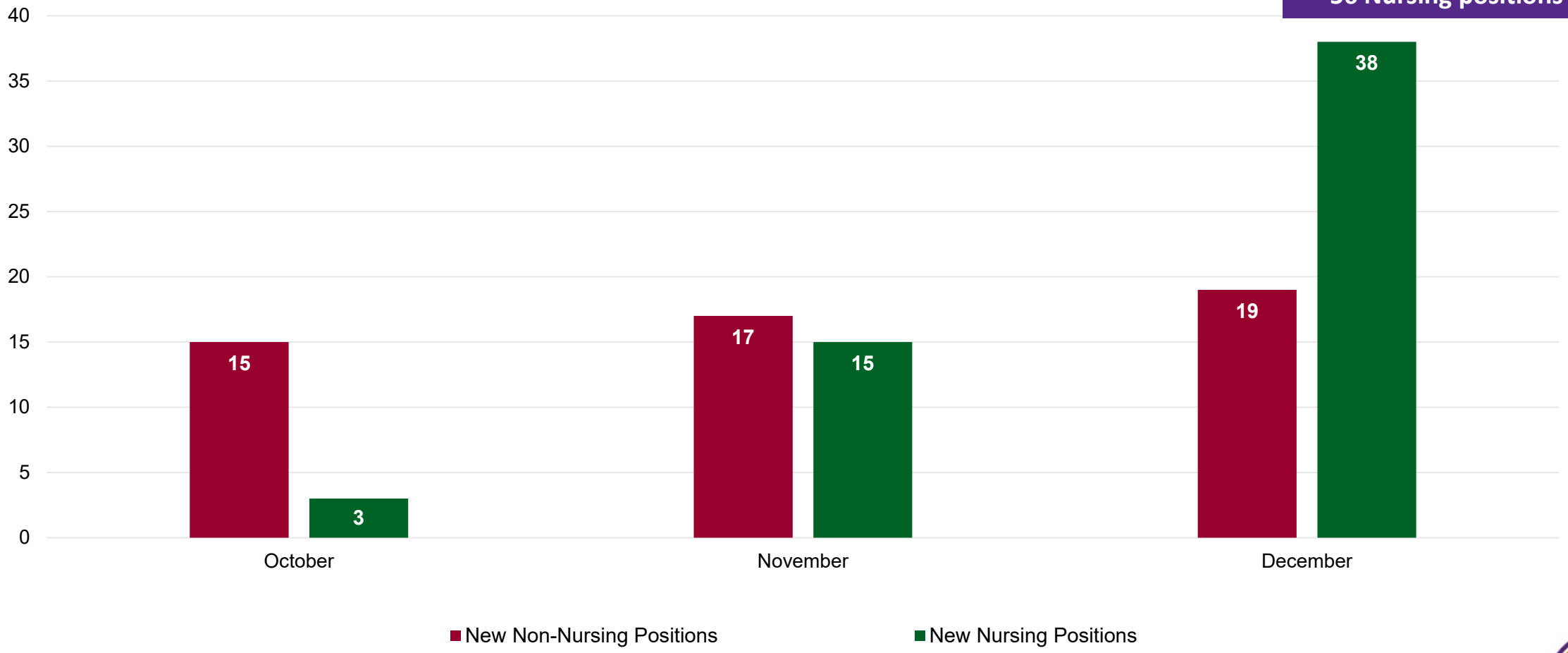
FYTD24 New Positions Added

- 51 Non-Nursing positions
- 56 Nursing positions



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Post Resignation Survey Overall Results

Fiscal Year	FY23			FYTD24*		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	24%	37%	39%	36%	28%	36%
Work Environment	24%	41%	35%	38%	30%	32%
Collaboration among departments	23%	42%	35%	30%	43%	27%
Compensation	19%	41%	40%	28%	42%	30%
Benefits	36%	53%	11%	40%	51%	9%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	35%	28%	37%	49%	23%	28%
Job Specific Responses						
Category	**No**	**Yes**		**No**	**Yes**	
Received sufficient training for position	30%	70%		23%	77%	
Would recommend Parkland as a place to work	39%	61%		32%	68%	
Job realistically presented when interviewed	39%	61%		32%	68%	

Actions to Address

- Critical Practices of Leadership
- Productivity Management
- Analyzing Impact of Living Wage
- Annual Market Review
- Turnover Interventions & Engagement Plan

*Aggregated from 100 responses

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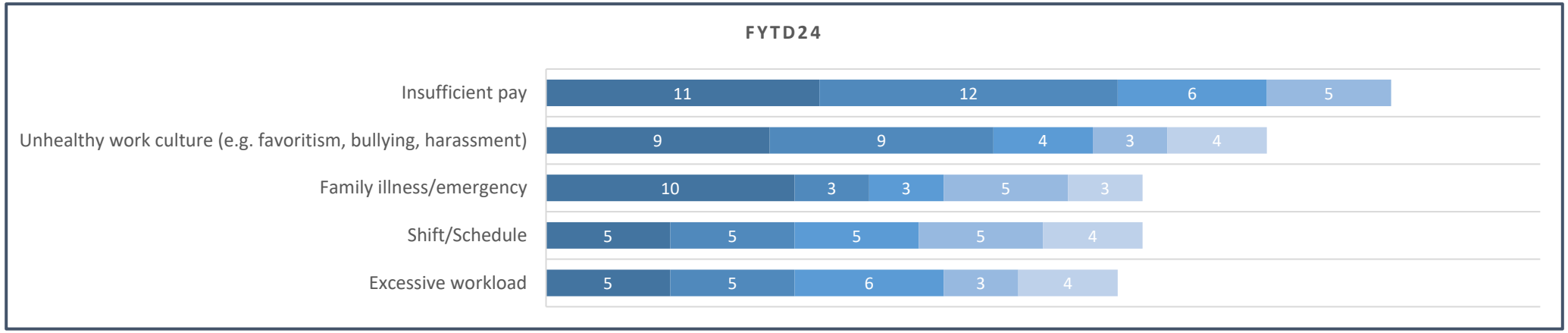
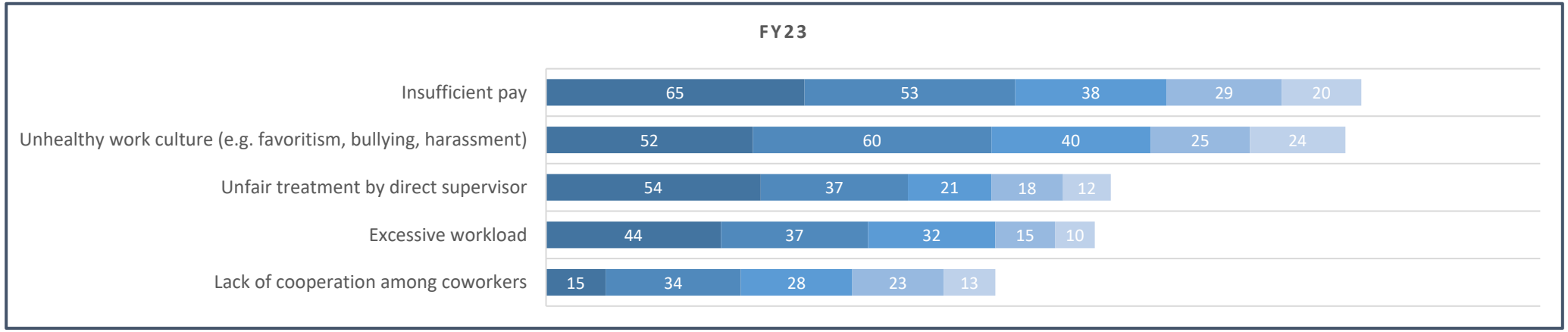
Post Resignation Survey
Top Reasons for Leaving – Overall

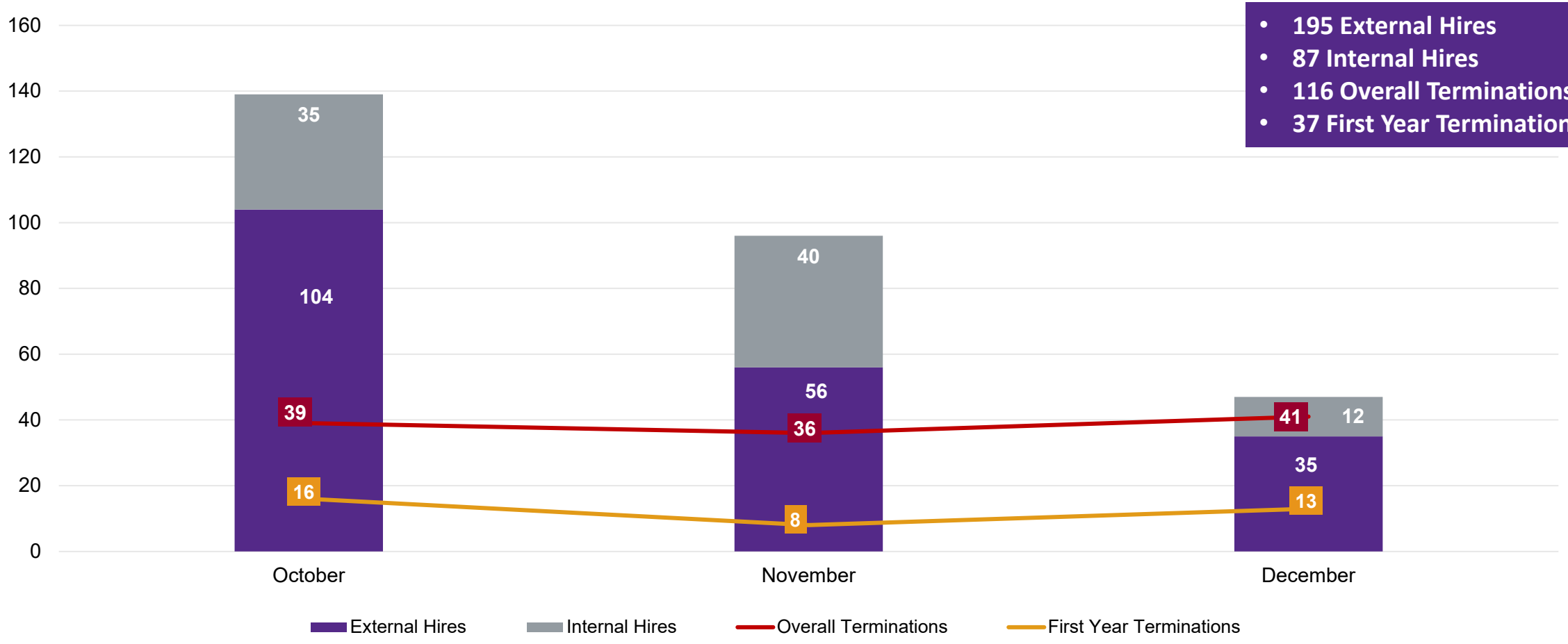
Survey responders have an opportunity to identify the top factors contributing to their departure. The charts below depict how many selected each of the top reasons as their first, second, third, fourth, and fifth contributing factor, respectively.





FYTD24 Nurse Terminations & Hires

- 195 External Hires
- 87 Internal Hires
- 116 Overall Terminations
- 37 First Year Terminations



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Post Resignation Survey Nursing Results

Fiscal Year	FY23			FYTD24*		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	25%	44%	31%	51%	26%	23%
Work Environment	25%	44%	31%	41%	23%	36%
Collaboration among departments	25%	40%	35%	31%	51%	18%
Compensation	17%	46%	37%	33%	39%	28%
Benefits	30%	60%	10%	41%	49%	10%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	38%	29%	33%	55%	20%	25%
Job Specific Responses						
Category	**No**	**Yes**		**No**	**Yes**	
Received sufficient training for position	26%	74%		23%	77%	
Would recommend Parkland as a place to work	33%	67%		28%	72%	
Job realistically presented when interviewed	38%	62%		26%	74%	

*Aggregated from 39 responses

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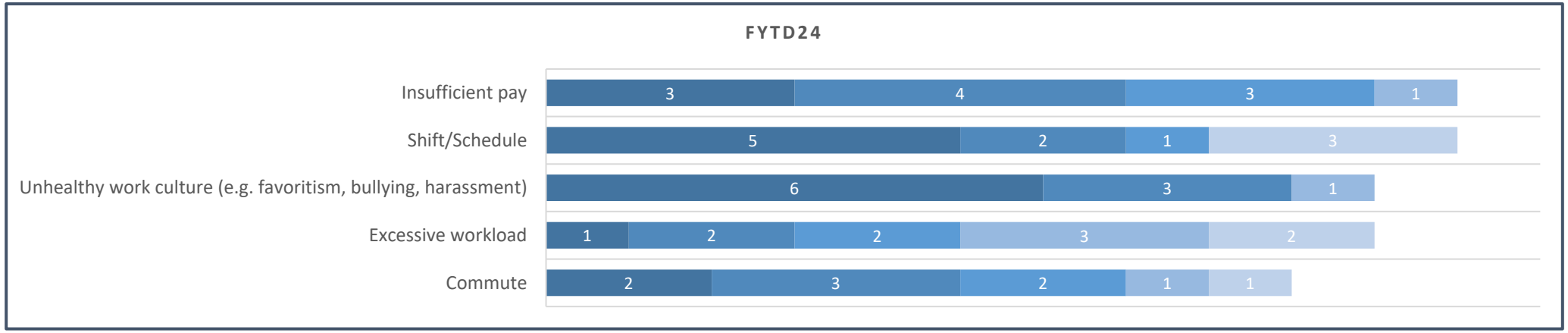
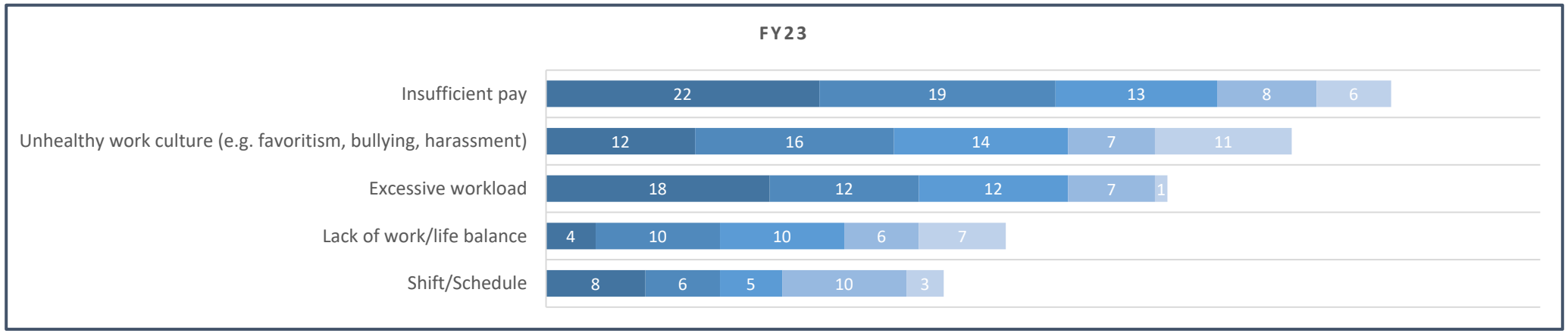
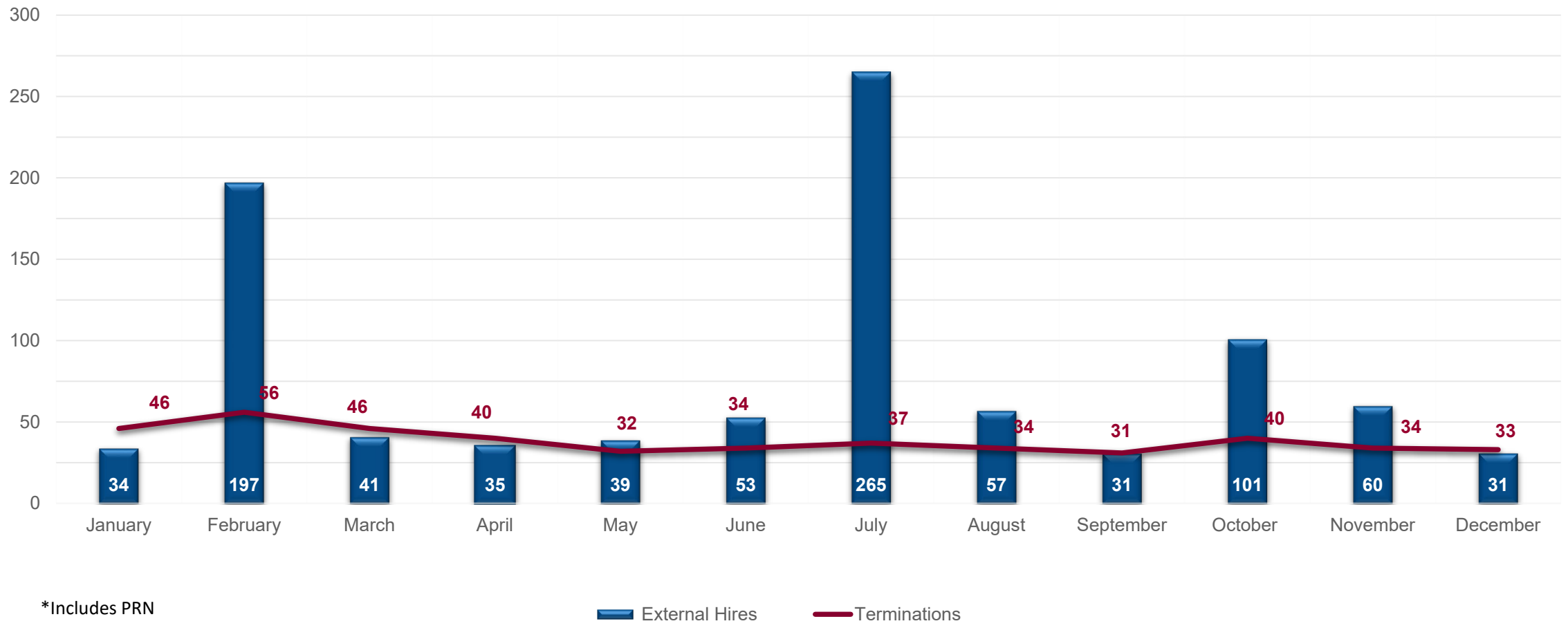
Post Resignation Survey
Top Reasons for Leaving - Nursing

Survey responders have an opportunity to identify the top factors contributing to their departure. The charts below depict how many selected each of the top reasons as their first, second, third, fourth, and fifth contributing factor, respectively.





Bedside Nurse External Hires & Terms



*Includes PRN

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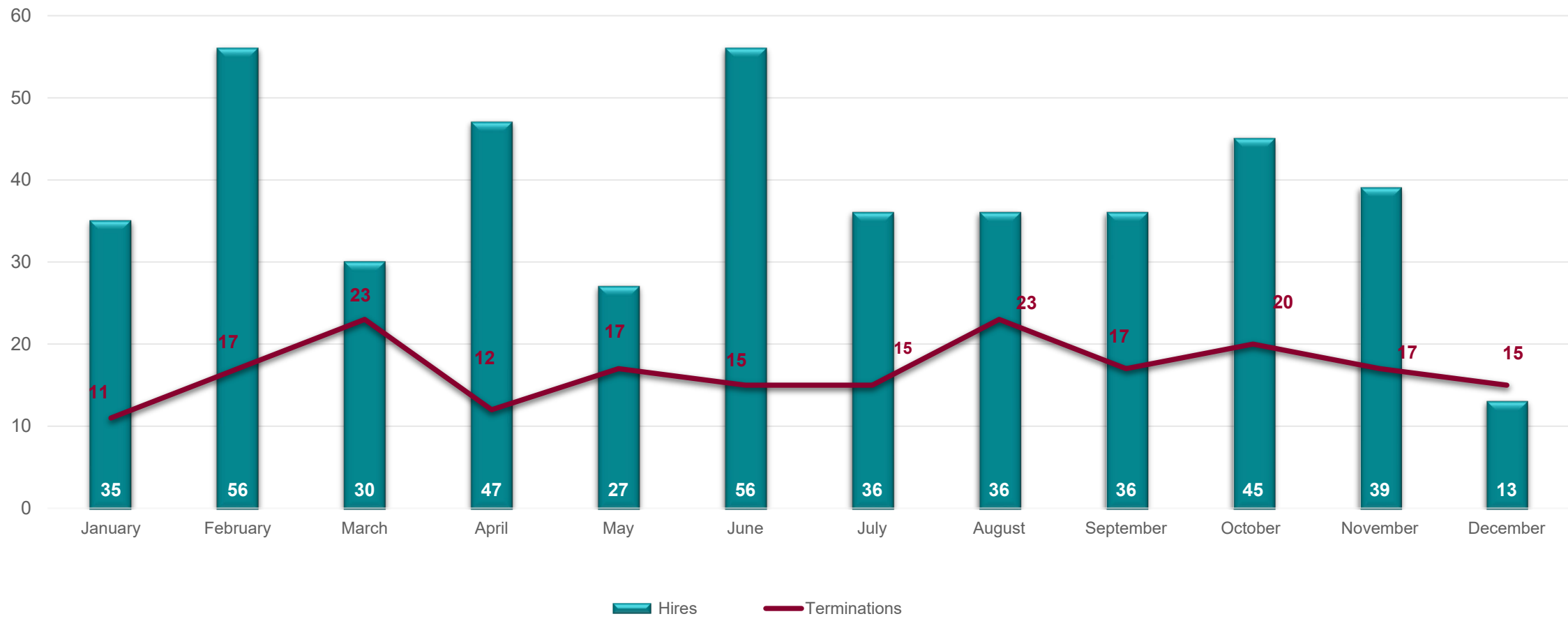
PCA+ Hires & Terms



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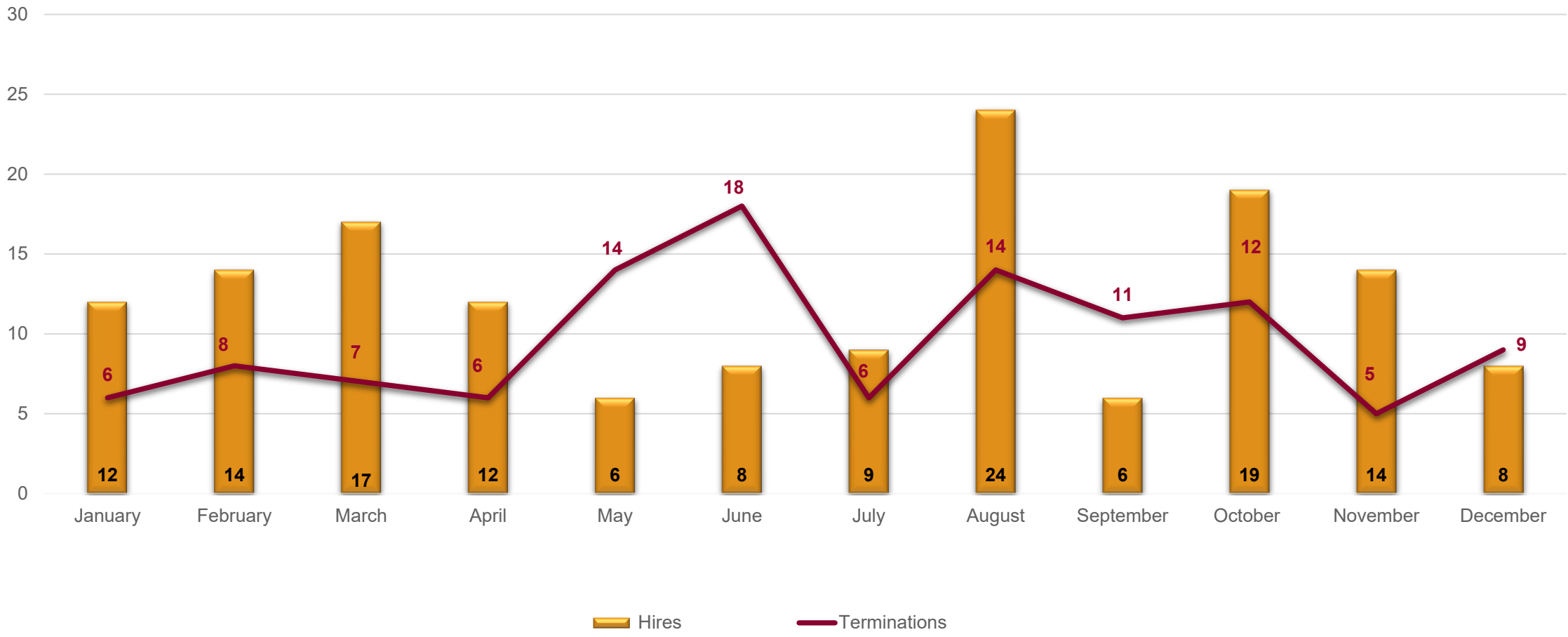
EVS Hires & Terms



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Diversity, Equity & Inclusion Hiring Metrics

Dan Enright, MBA, SPHR, CCP, CBP
Director, Talent Analytics

Office of Talent Management

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Diversity Benchmarks

Ethnically Diverse	10th	25th	Median	75th	90th	Parkland
Overall Headcount	6.1%	15.4%	28.2%	41.3%	52.7%	74.2%
Management	3.1%	9.0%	19.4%	29.6%	39.2%	56.0%
Executives	3.8%	7.2%	14.3%	23.6%	31.0%	38.2%
Nurses	3.9%	9.3%	21.6%	32.1%	51.8%	65.1%
Physicians	11.5%	22.2%	29.2%	40.1%	47.1%	79.1%

Female	10th	25th	Median	75th	90th	Parkland
Headcount	72.0%	75.8%	79.1%	81.3%	83.1%	76.2%
Management	64.5%	67.9%	71.5%	74.6%	77.0%	66.7%
Executive	38.3%	45.1%	48.9%	55.1%	60.4%	56.6%

Source: Saratoga 2022 National Hospital Industry

FYTD24 Workforce Demographics

Workforce	American Indian	Asian	Black	Hawaiian	Hispanic	Not Specified	White	Total Minorities	Total Females
Non-Management	0.7%	16.2%	34.2%	0.2%	25.0%	4.4%	19.3%	76.3%	77.2%
Supervisor	0.6%	16.0%	30.3%		22.2%	4.5%	26.4%	69.1%	67.7%
Manager		10.2%	30.6%		14.4%	3.7%	41.1%	55.2%	68.6%
Director		9.8%	24.0%		9.3%	6.2%	50.7%	43.1%	64.0%
Vice President		4.5%	18.2%		11.4%	4.5%	61.4%	34.1%	65.9%
Senior VP	4.0%	12.0%	16.0%		12.0%	4.0%	52.0%	44.0%	48.0%
Executive VP			16.7%		33.3%		50.0%	50.0%	33.3%
President							100.0%		
Overall	**0.6%**	**15.7%**	**33.6%**	**0.2%**	**24.1%**	**4.5%**	**21.3%**	**74.2%**	**76.2%**
VP+	**1.3%**	**6.6%**	**17.1%**		**13.2%**	**3.9%**	**57.9%**	**38.2%**	**56.6%**
Unique Patients		**2.5%**	**23.8%**		**62.6%**	**2.1%**	**8.7%**	**89.2%**	**62.2%**

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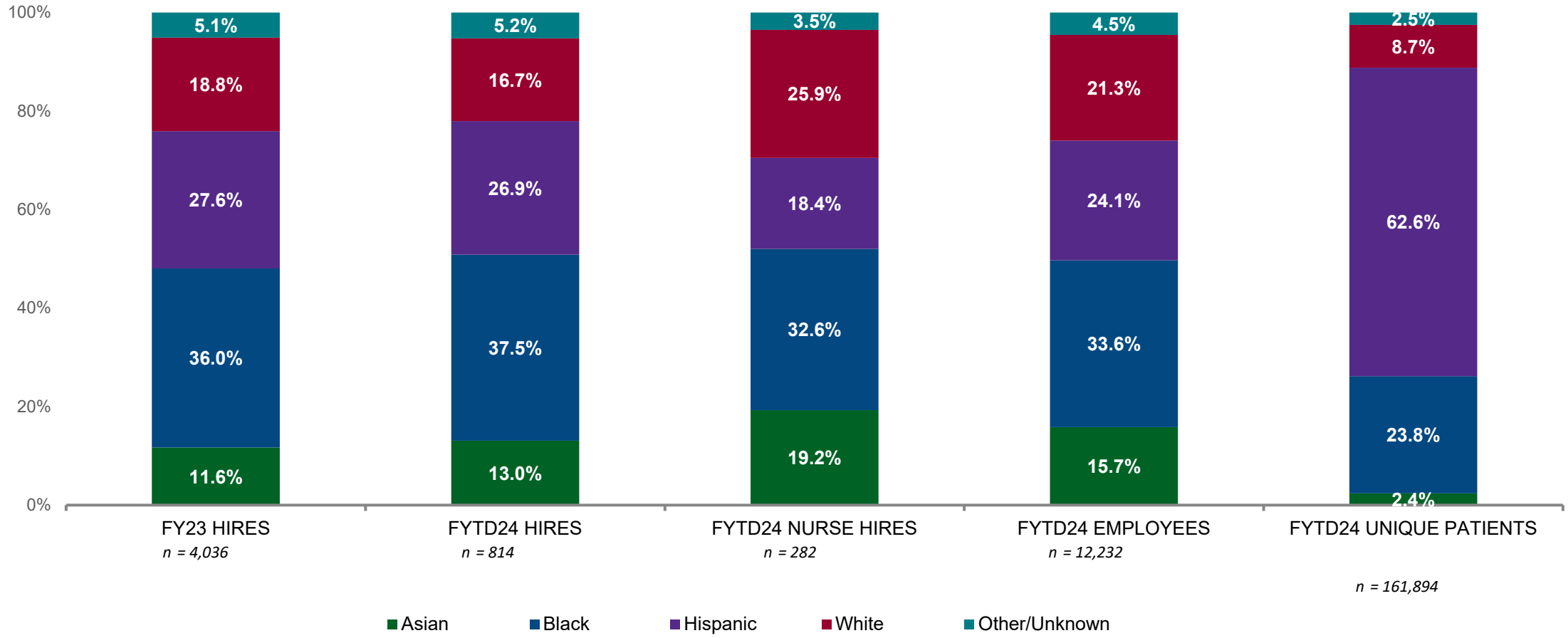
FYTD24 Diversity in Hires



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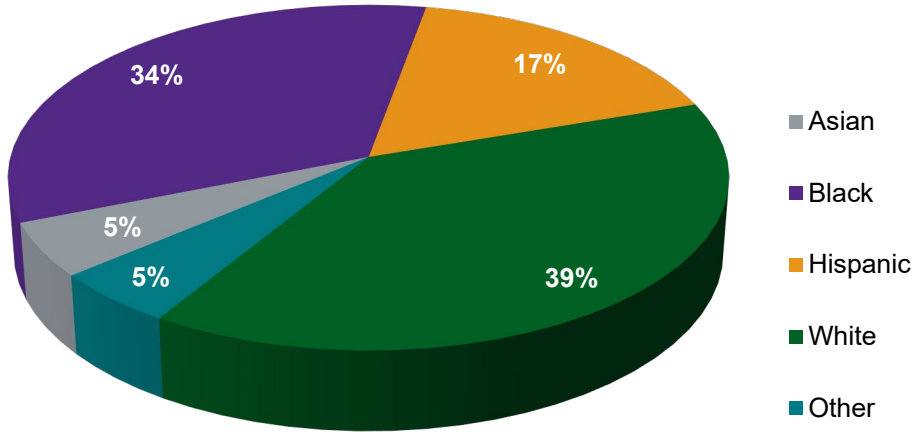
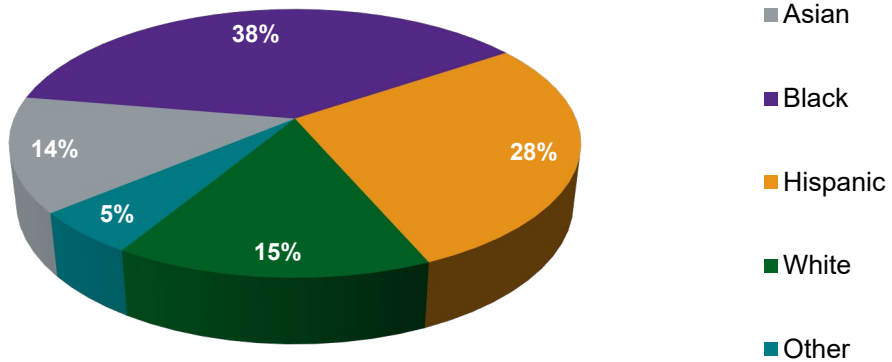
Leader & Non-Leader Hires by Ethnicity

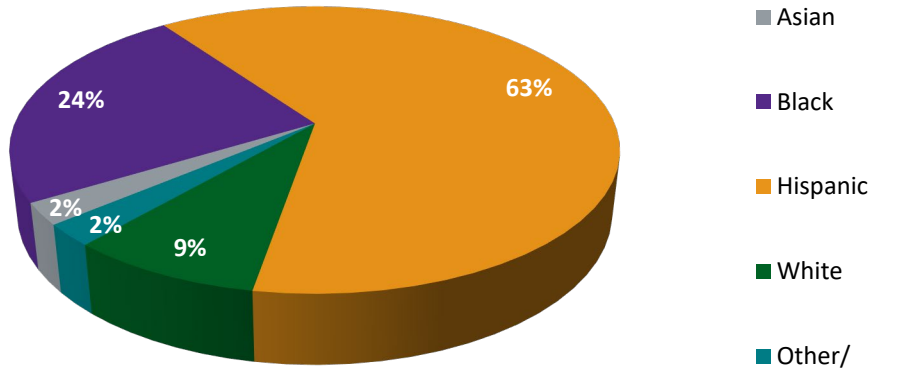
FYTD24 Leadership Hires by Ethnicity (n=59)



FYTD24 Non-Management Hires by Ethnicity (n=755)

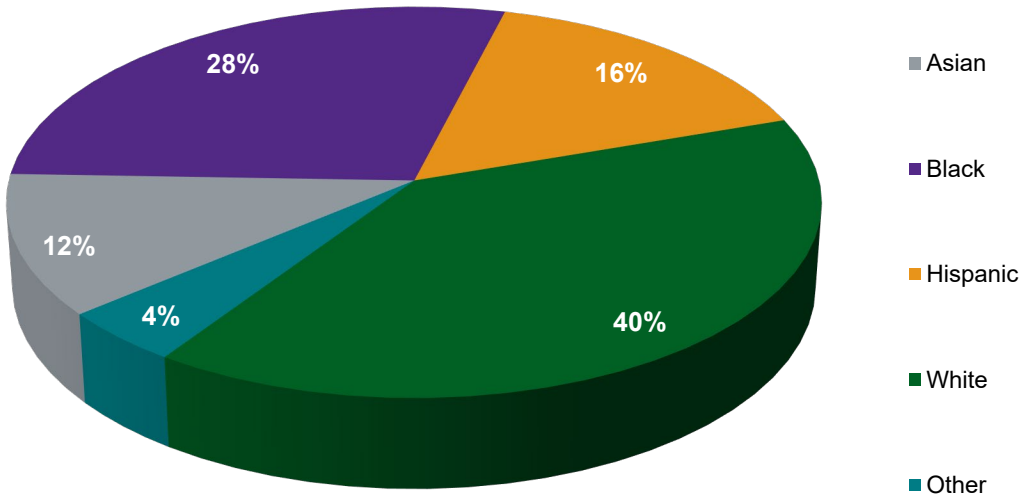


FYTD24 Unique Patients by Ethnicity (n=161,894)

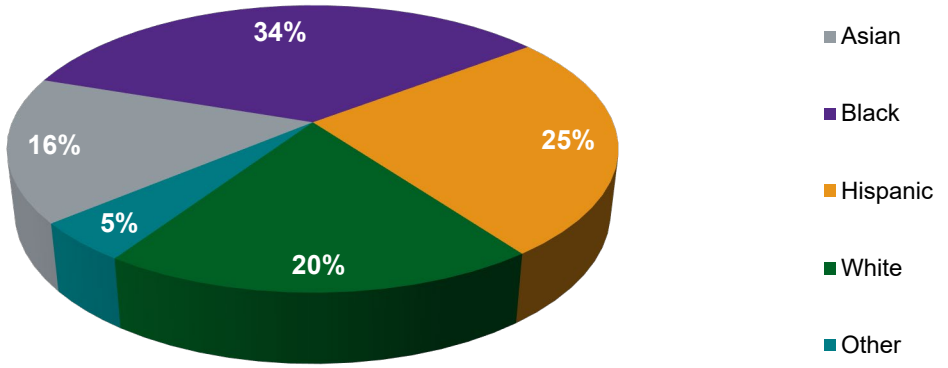


Current Leaders & Non-Leaders by Ethnicity

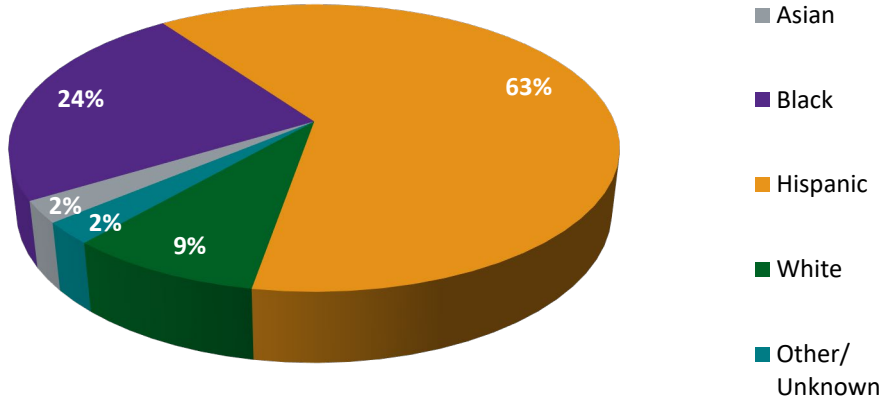
FYTD24 Current Leaders by Ethnicity (n=1,170)



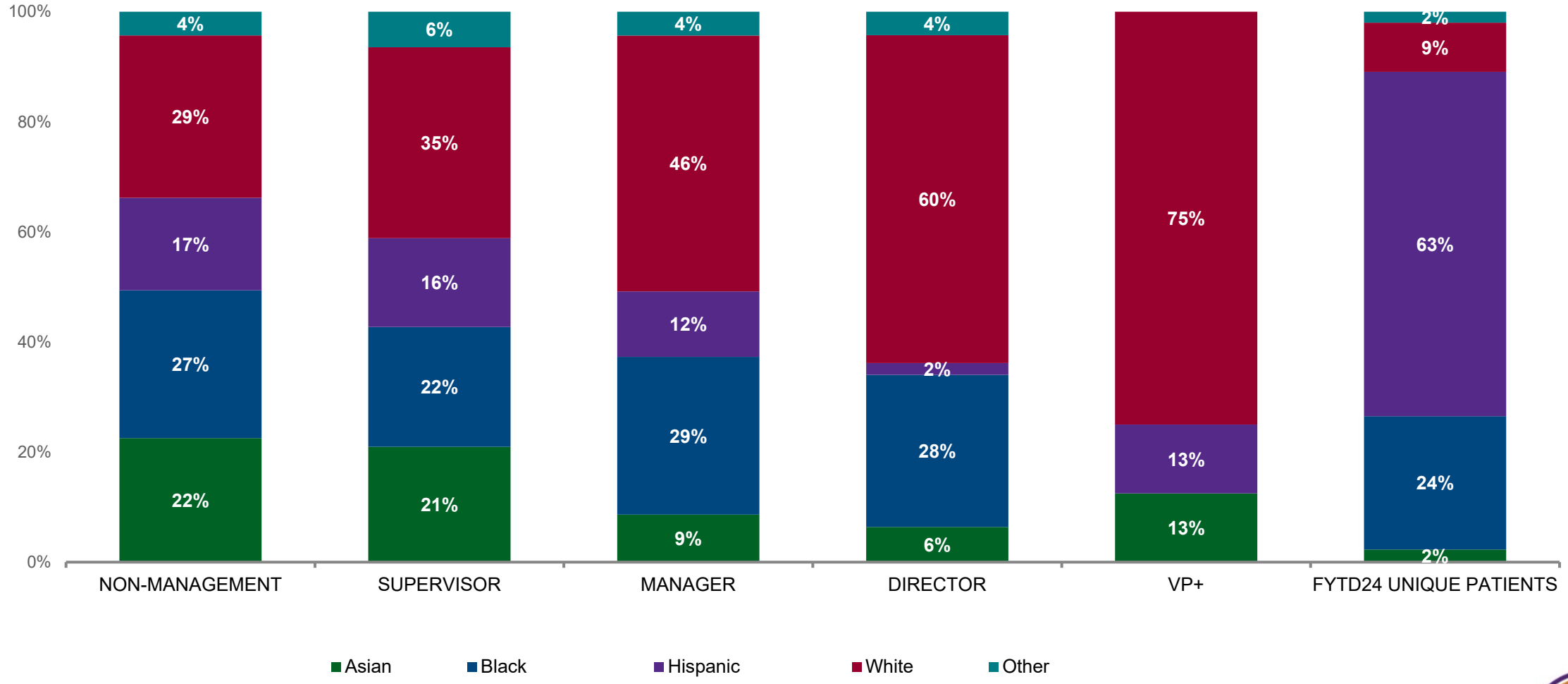
FYTD24 Current Non-Management by Ethnicity (n=11,062)



FYTD24 Unique Patients by Ethnicity (n=161,894)



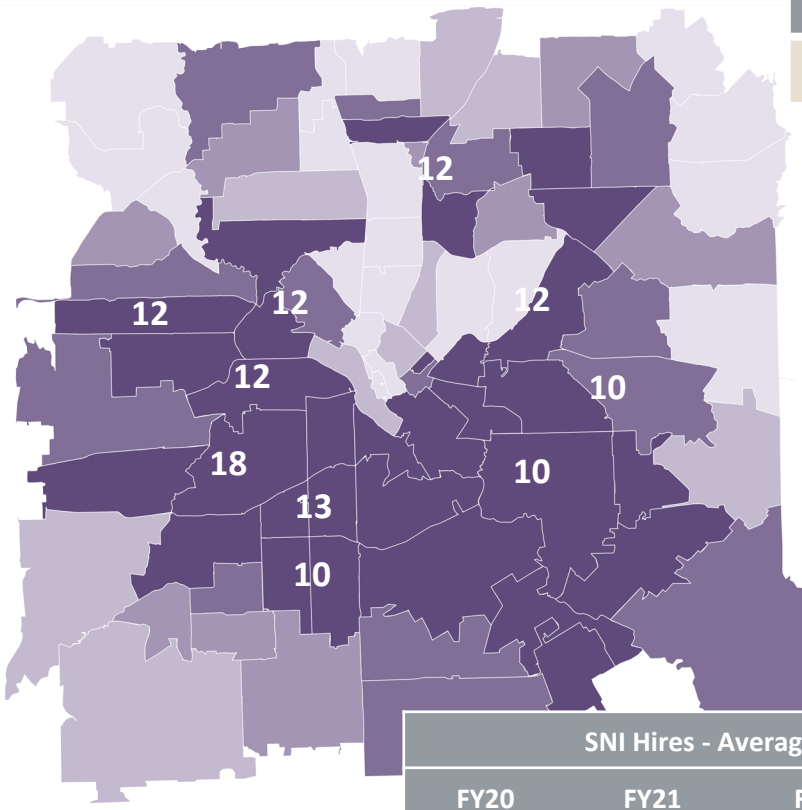
FYTD24 Diversity in Nursing Leadership



Hires from ZIP Codes with SNI Ranking 4-5

32.3% of hires in FYTD24 came from SNI ZIP codes

Rank	Zip Code	SNI Index	Hires FT	Hires PT
5	75211	97.3	17	1
5	75224	96.1	13	0
4	75235	73	12	0
5	75228	94.2	12	0
4	75243	79.6	11	1
5	75061	92.4	11	1
5	75212	98.8	11	1
4	75149	81.2	10	0
5	75217	98.2	10	0
5	75232	90.1	9	1
Total SNI Zip Codes Hires				
263				



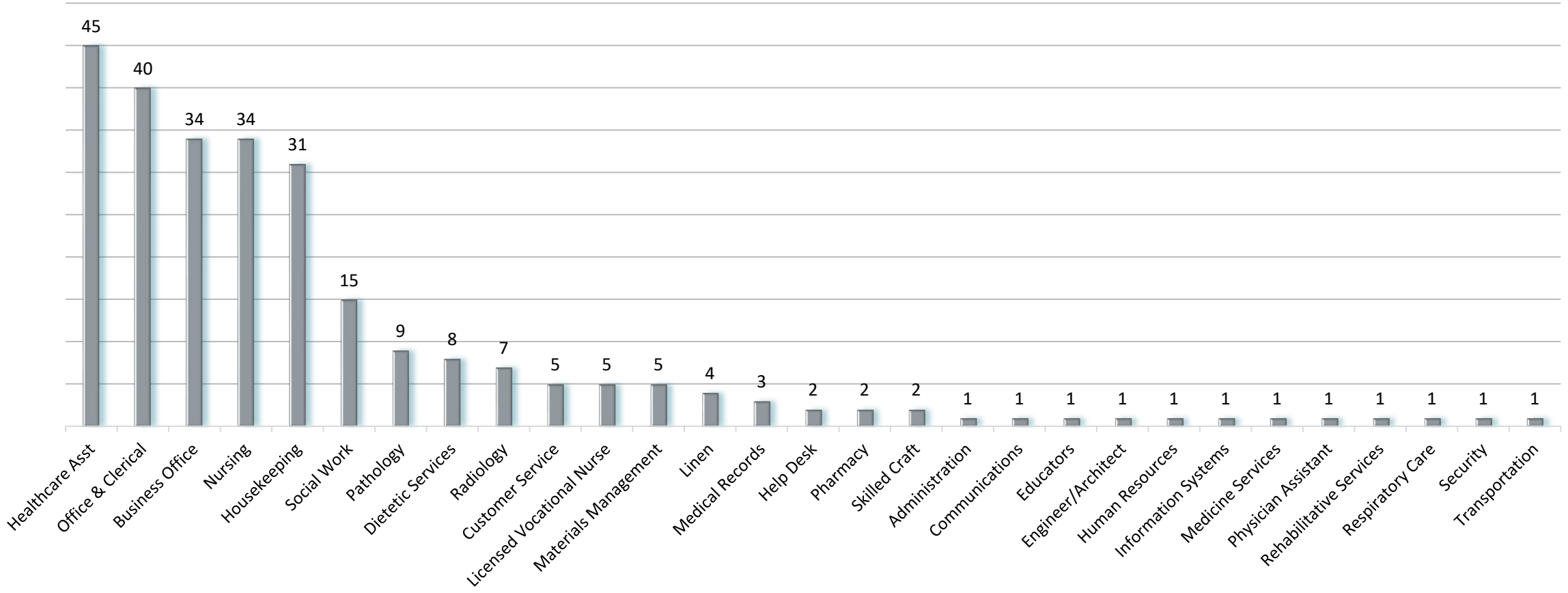
2023 Living Wage – Dallas County	
Single Adult	$37,939

SNI Hires - Average Salary by Fiscal Year				
FY20	FY21	FY22	FY23	FYTD24
$43,235	$45,079	$47,733	$51,894	$50,764

19% of FYTD24 hires from ZIP codes with an SNI of 4 or 5 were from CDVI ZIP Codes (49/263)

- Combined: Asian 2%, Black 37%, Hispanic 55%, White 4%, Not Specified 2%

ZIP Codes with SNI 4-5 Hiring by Job Family



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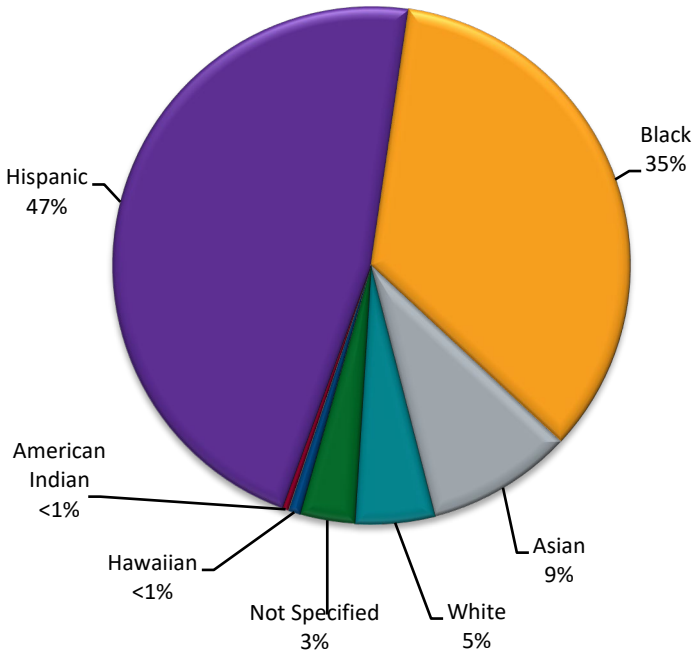
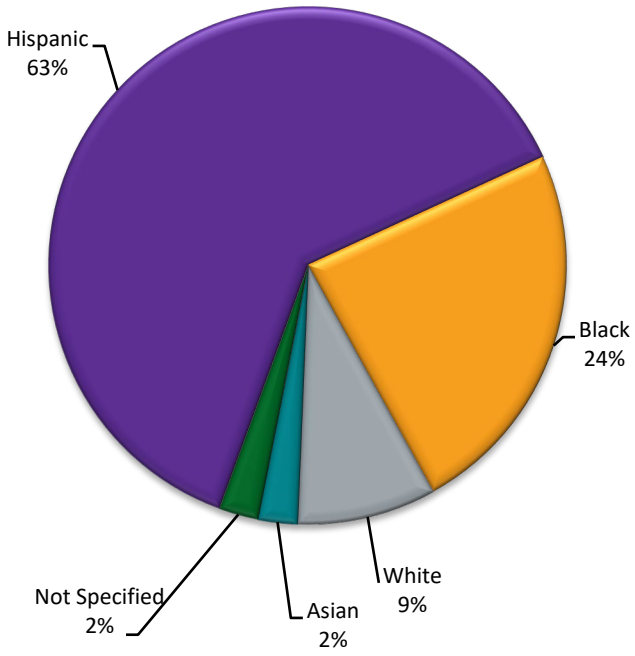
ZIP Codes with SNI 4-5 Hiring by Ethnicity

Ethnicity	Hires
Hispanic	123
Black	91
Asian	24
White	13
Not Specified	9
Hawaiian	2
American Indian	1
Total SNI ZIP Codes Hires	
263	

SNI ZIP Codes Hires By Ethnicity



Patient Demographics Summary



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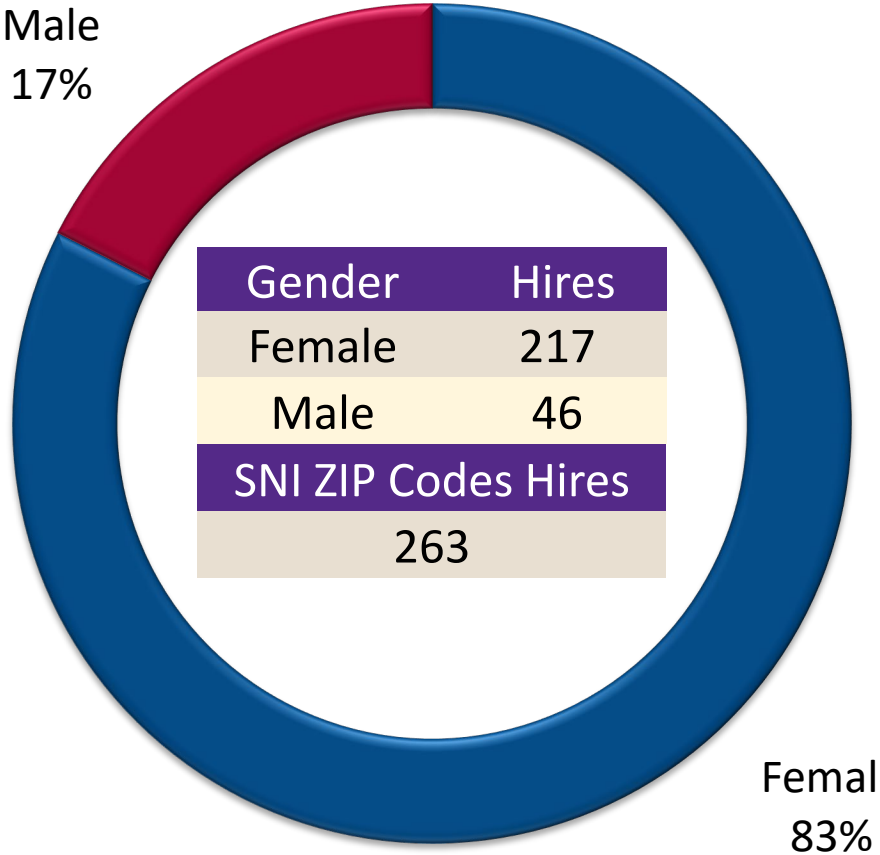
ZIP Codes with SNI 4-5 Hiring by Gender



Gender	Hires
Female	217
Male	46
SNI ZIP Codes Hires	
263	

73% of FYTD24 hires from CDVI ZIP Codes were Female (27% Male)

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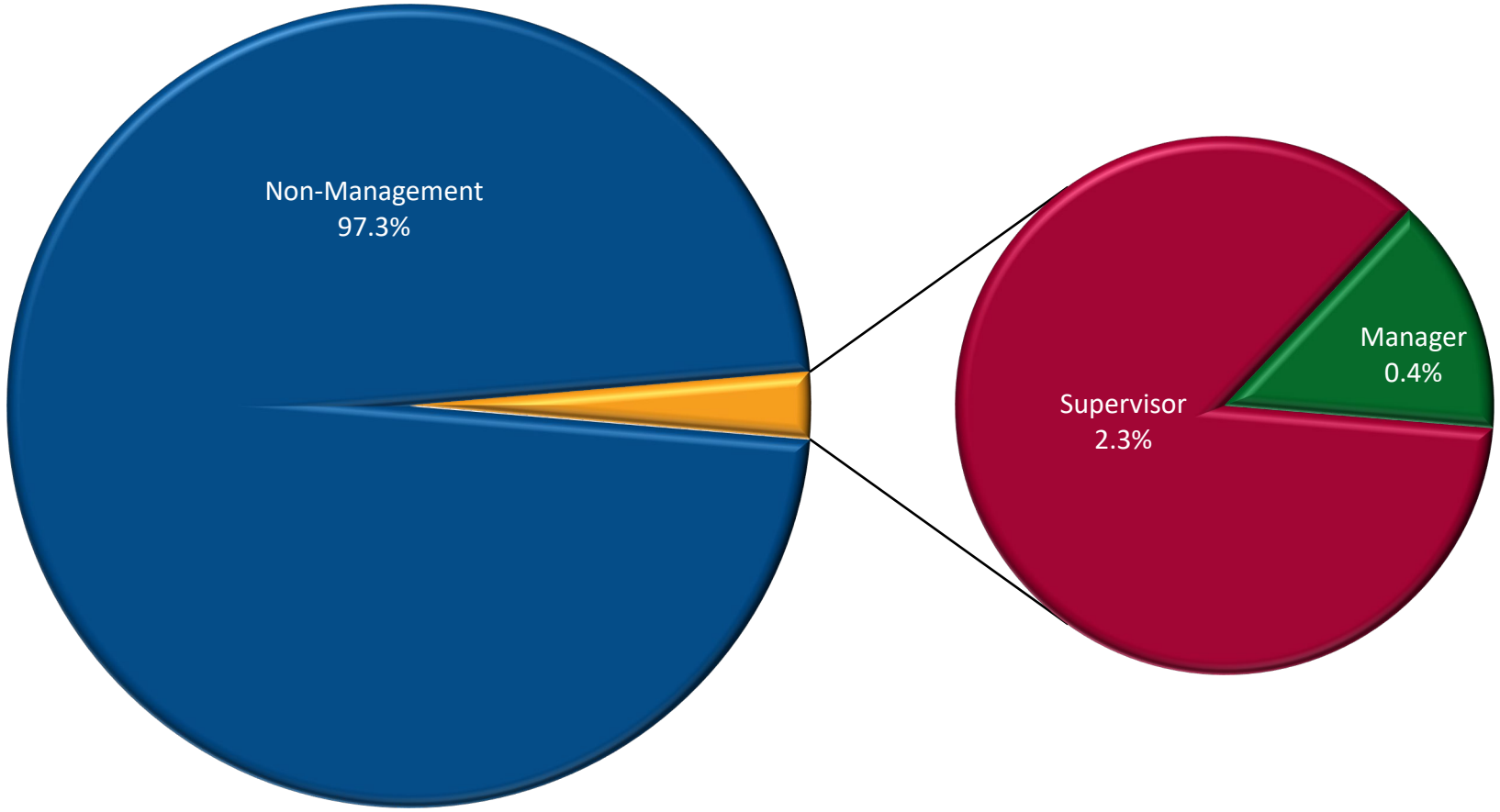
ZIP Codes with SNI 4-5 Hiring by Manager Level

Management Level	Hires
Non-Management	256
Supervisor	6
Manager	1
Total SNI ZIP Codes Hires	
263	



98% of FYTD24 hires from CDVI ZIP Codes were Non-Management (2% Supervisor)

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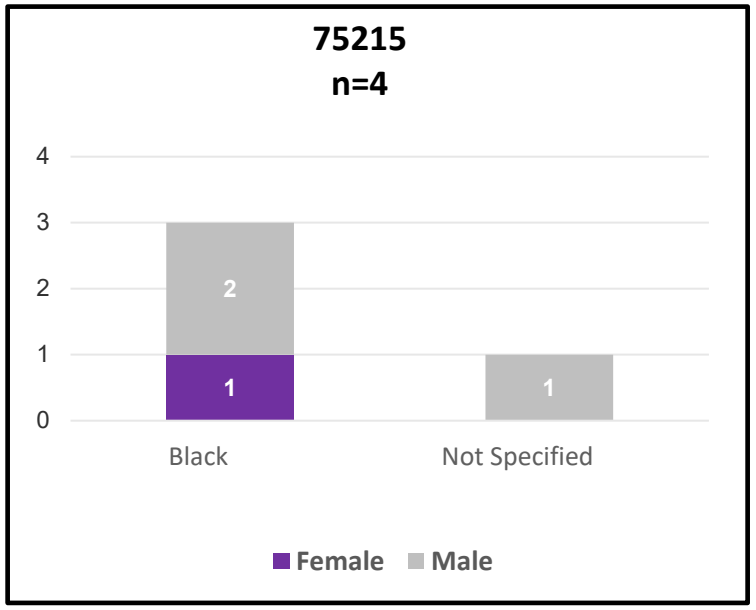
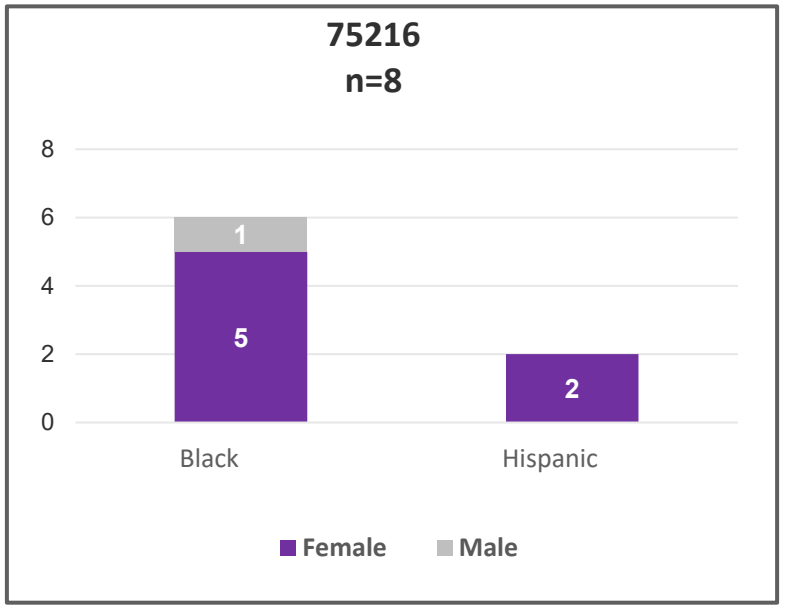
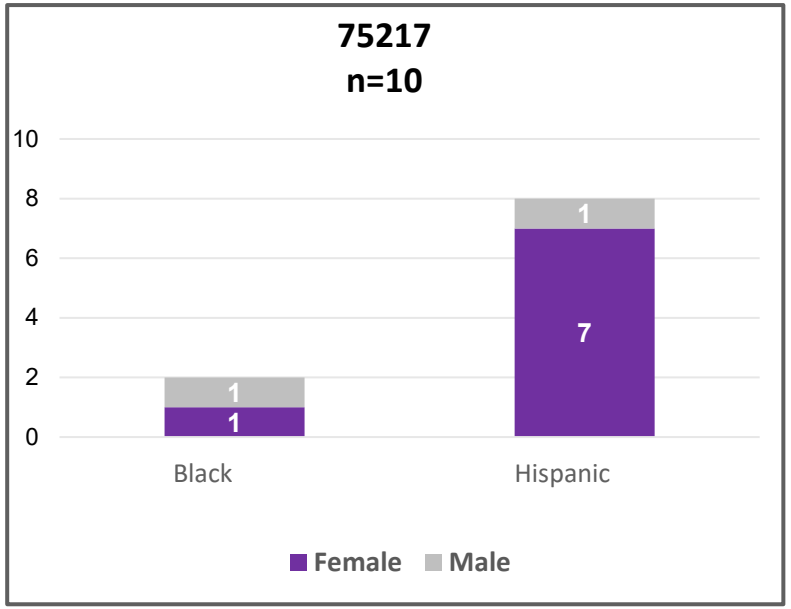
FYTD24 Hires from ZIP Codes with SNI 4-5







Top Jobs

- Environmental Service Tech (4, 18%)
- Business Support Specialist (2, 9%)

Average Annual Salary

$49,672

8% of FYTD24 hires from ZIP codes with an SNI of 4 or 5 were from these three ZIP codes (22/263)

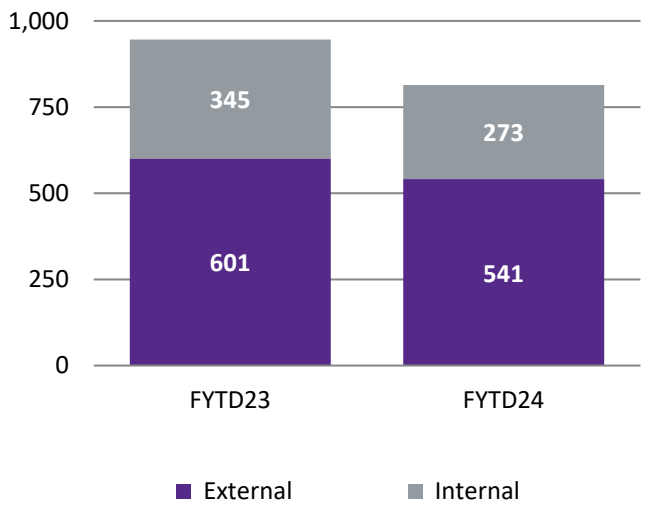
- Combined: Black 50%, Hispanic 45%, Not Specified 5%

FYTD24: Talent Acquisition

Hiring volume for the first quarter in FYTD24 was lower than the same period in FY23 by 14%. The ongoing trend in both overall and nursing hires exceeding the number of staff leaving the organization continued through Q1. This has resulted in fewer positions submitted to recruitment for posting.

Community Focus continues with 32.3% of our hires in Q1 FYTD24 coming from SNI ZIP Codes ranked 4 or 5 compared to 35.8% in Q1 FYTD23. Both exceeded our goal of 30%.

First Quarter Hiring



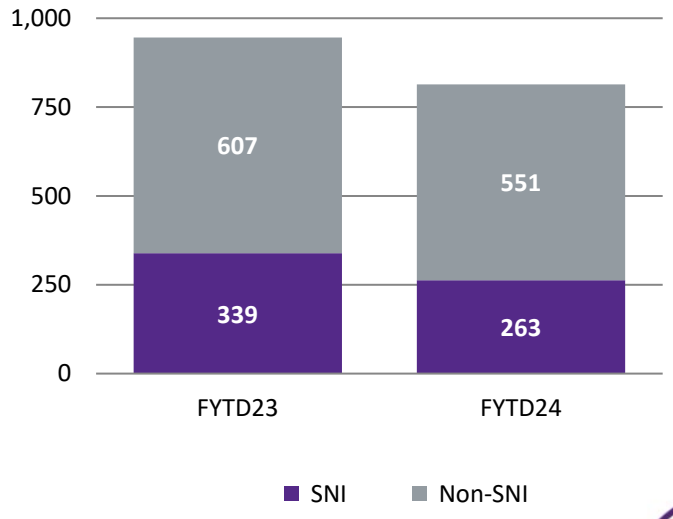
Hires vs Terms

- 541 External Hires
- 273 Internal Hires
- 388 Overall Terminations
- 153 First Year Terminations

Nursing Hires vs. Terms

- 195 External Hires
- 87 Internal Hires
- 116 Overall Terminations
- 37 First Year Terminations

Hires from SNI ZIP Codes



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Communications Review

Sean Gorman, MBA

OTM Communications Manager

Parkland

January 2024 Communications

January 2024				
Monday	Tuesday	Wednesday	Thursday	Friday
1)	2) – "Year at Parkland" Parkland Now -OnSight Eyes All-Staff Email	3) – MLK Jr. Day Volunteer Opportunities Parkland Later -OnSight Eyes Parkland Later -OnSight Eyes Intranet Banner	4) - Leadership Forum	5)
8) –"Honoring MLK" Parkland Now -ICARE Award Parkland Now -Onsight Eyes Parkland Now	9)	10) – Cigna Notification Parkland Later	11)	12)
15)	16)	17) – MLK Jr. Day Parade Parkland Later -Payflex Name Change Targeted Email -Updating Time for Exempt Employees Hours Leader Email	18)	19)
22)	23)	24) – Black History Month celebrations Parkland Later	25)	26) – Ash Wednesday Intranet Banner
29) –Ash Wednesday Parkland Now	30)	31)		

Office of Talent Management

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Thank you!