Talent Development and Executive Compensation Committee

Committee Members

Lisa Sutter – Chair
Eric G. Bing
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, May 7, 2025, at 12:30 PM or directly following the Board Governance meeting***, 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: 2300 645 4507, 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*** **ICARE** **I**ntegrity **C**ompassion and Collaboration **A**ccountability **R**espect **E**quity The agenda has been developed by the Chief Governance Officer in consultation with the Committee Chair and reviewed and affirmed by Counsel.			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 ("OTM") Overview on Department Goals & Commitment	*4*	10 minutes	Felicia Miller
B. Employee Health & Wellness	*7*	30 minutes	Delancey Johnson & Ryan Alcantar
C. Update on Workday Platform Implementation	*30*	10 minutes	Delancey Johnson & Stacy Dorsey
D. Service Excellence Update - Universal Relationship Skills	*35*	10 minutes	Torey Johnson & Gerardo De Leon

	PAGE	TIME (min)	PRESENTER(S)
E. Supplemental Retirement Plan – Fund Change Recommendations	*39*	5 minutes	Delancey Johnson & Rick Humphrey
IV. Possible Deliberation of Documents Submitted to Committee			
A. Summary – OTM Metrics: Vacancy Rates, Posted Opening, Progress in Hiring Goals	*43*		
B. OTM Metrics Review – Detailed Statistics, including Post-Resignation Survey Feedback	*45*		
C. Workforce Advancement and Hiring from Socioeconomic Need Index Zip Codes 4 and 5	*63*		
D. Upcoming Employee Experience Events	*77*		
E. Communications Schedule of OTM Activity to Employees	*79*		
F. Policies & Procedures Update	*81*		
V. Executive Session			
Tex. Gov't Code § 551.074, § 551.071			
A. Review and Discuss the CEO Contract and Timeline		30 minutes	Steve Roth
VI. Action Items			
A. The Board may take action on any above agenda item(s).			
VII. Closing Remarks			Chair
VIII. Call to Adjourn			Chair

Board TDEC Meeting

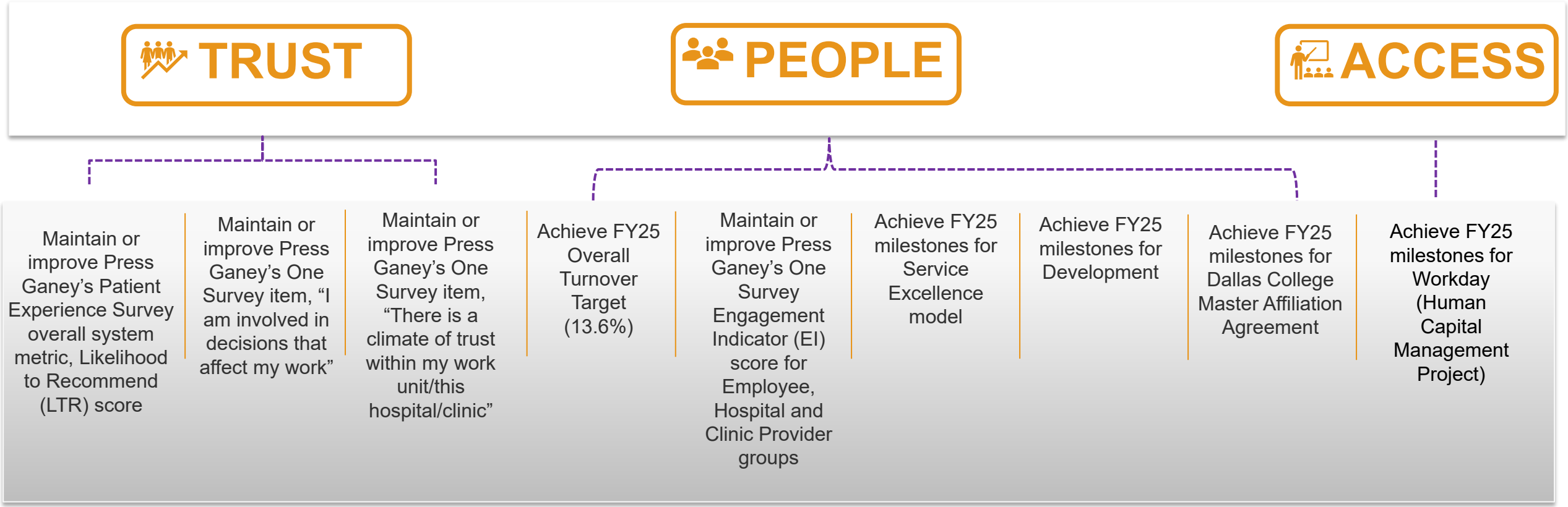
May 7, 2025

Office of Talent Management ("OTM") Overview on Department Goals & Commitment

Felicia Miller, MBA, SPHR, SHRM-SCP, CHHR

EVP& Chief Talent Officer

Reminder: Our 2025 Goals

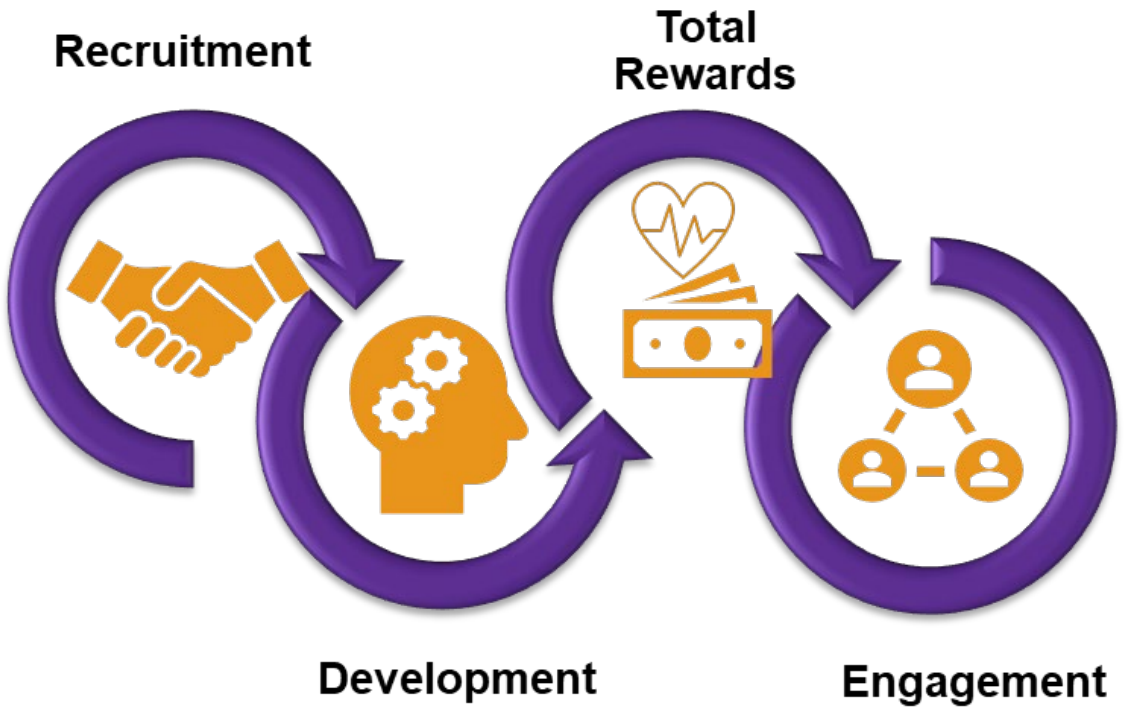


FY25 Cascaded Productivity Goal

Achieve less than 6.7 FTE per AOB

Parkland's Commitment

To be the employer of choice for those with a calling to serve through a transformational experience.



Employee Health & Wellness

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

Ryan Alcantar
VP Employee Health Integration

2024 Plan Demographics Snapshot

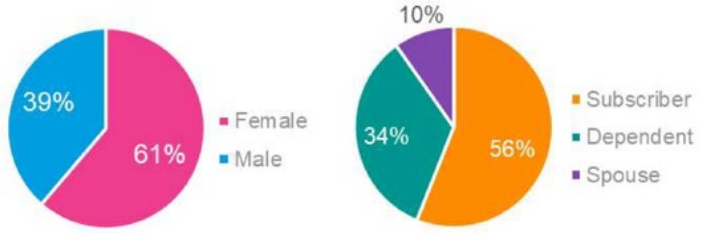
Prior: Jan 23 Dec 23 | Current: Jan 24 Dec 24

Subscribers and Members

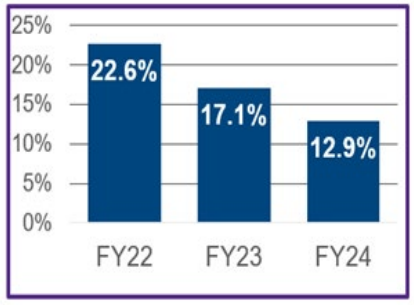
12,037 Subscribers **+2%**

21,465 Members **+2.5%**

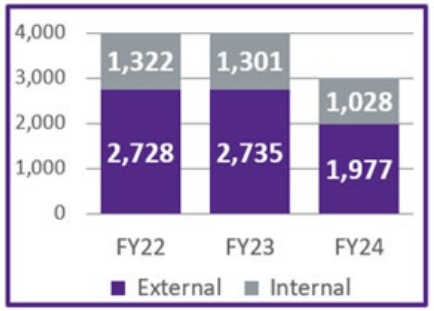
Gender and Relationship Breakdown



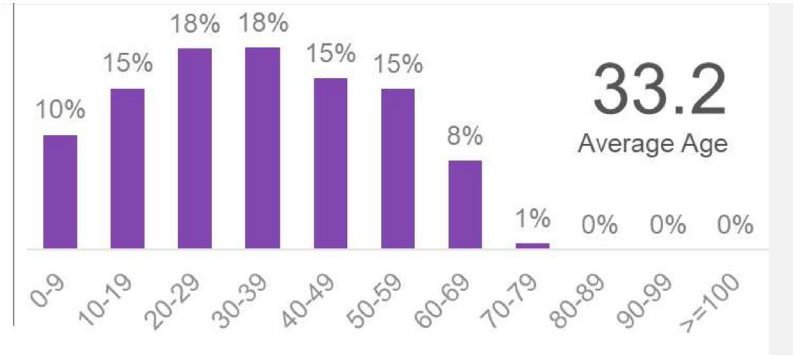
Turnover Rate



Total Hir



Age Distribution



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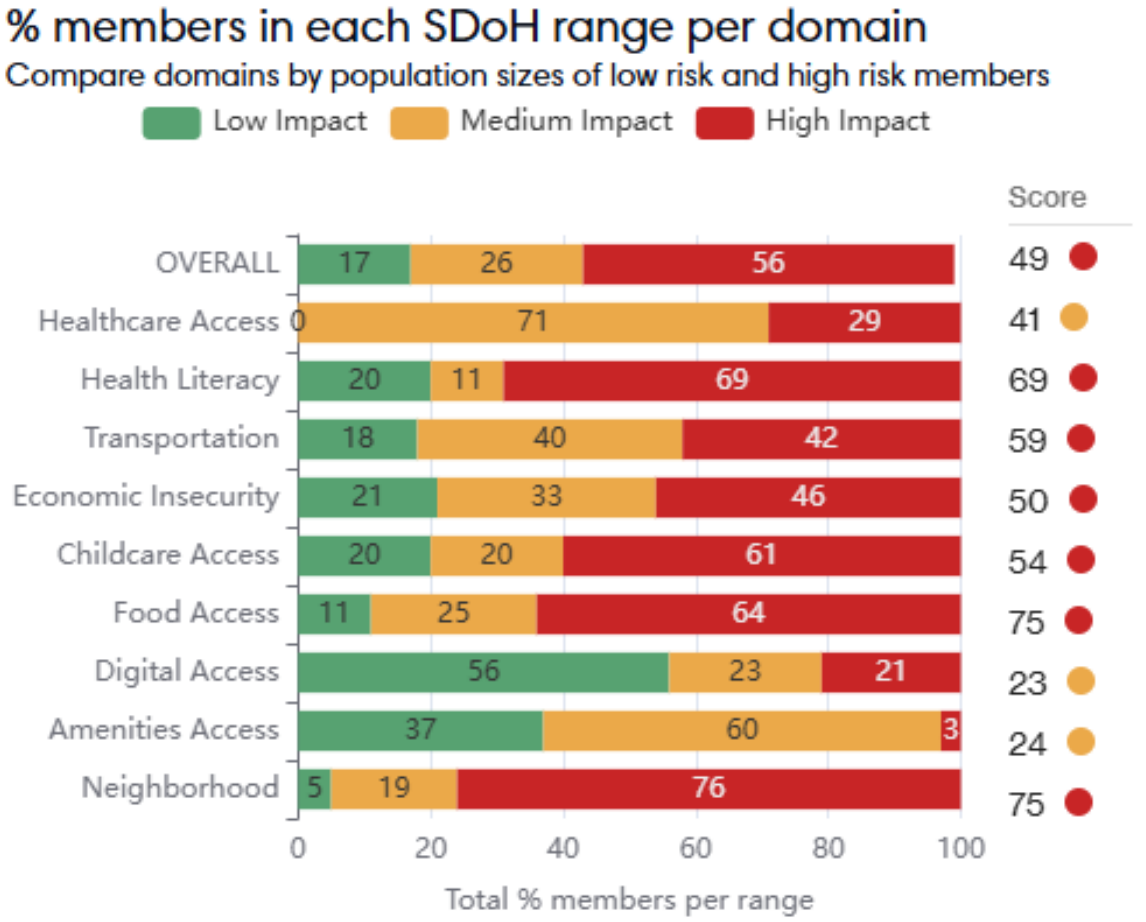
Plan Member: 2024 Social Factors

The higher the SDOH index score, the more social factors are affecting member health outcomes.

All indexes are ranked against Artemis BoB members and companies.

Percentile value categories:

- **0 - 18**: Low
- **18 - 45**: Medium
- **45 - 100**: High



Plan Member: 2024 Risk Score & Per Member Per Month (PMPM) Comparison

Medical PMPM increased 18%, driven by an increase in outpatient claims.

Year over year trend

18% Total (Med & RX) PMPM Increase

31% Above MMA Hospital Total (Med & Rx) Benchmark

18% Medical PMPM Increase

39% Above MMA Hospital Medical Benchmark

20% Pharmacy PMPM Increase

14% Above MMA Hospital Pharmacy Benchmark

9% Risk Change

20% Above MMA Benchmark

MMAPATH

2024 Parkland vs. Cigna Norm

Prior: Jan 23 Dec 23 | Current: Jan 24 Dec 24

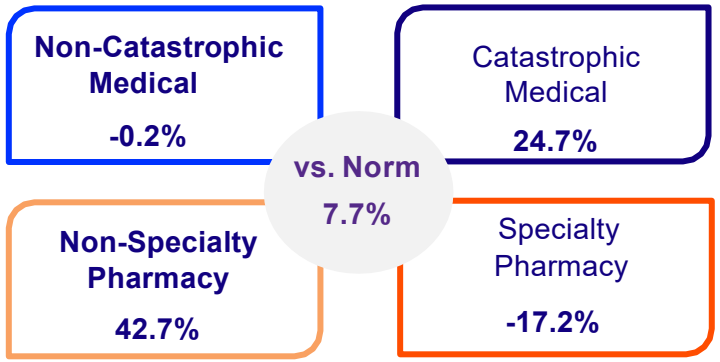
Costs & Trends

Total
7.7% ↑
$11,766 PMPY
$10,929 (Norm)

Medical
6.3% ↑
$8,493 PMPY
$7,991 (Norm)

Pharmacy
11.4% ↑
$3,274 PMPY
$2,938 (Norm)

Drivers of Trend



Insights

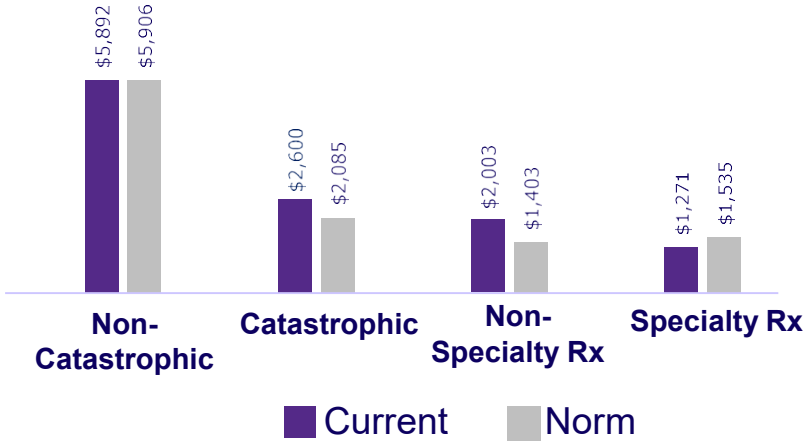
Medical Plan Spend
Current: $182.7 Million
- Top 3 Diagnostic groups accounted for 36% of medical spend
- General Medical, Neoplasms, Musculoskeletal

Pharmacy Plan Spend
Current: $70.4 Million
- Top 3 therapeutic classes accounted for 51% of pharmacy spend:
- Hypoglycemics, Weight Change, Anti-Inflam. Disease Modifiers

Catastrophic Claimants (> $100K)
Current: 308

Non-Users
Current: 13% I Norm: 9%

Plan Spend PMPY

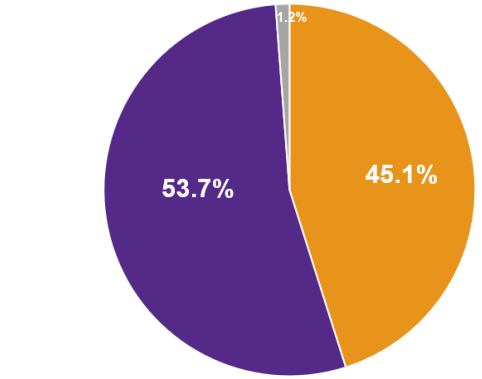


2024 Network Summary

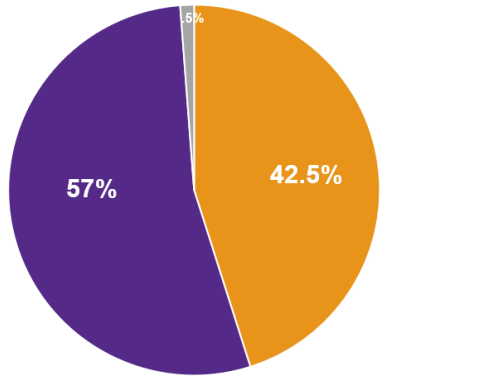
- Parkland Health captured 27% of IP spend, 53% of OP Spend, and 49% of professional spend
- Cigna OP captures 66% of ER, 74% if UC and 57% of surgeries
- Parkland OP performs 70% of MRIs, 50% of CT Scans, and 59% of PET scans
- Total OON spend was $2.13M. $1.1M OON IP/OP facility charges, 86% is substance and mental health

Inpatient	CSN	INN	OON
Average Length of Stay	6.8	7.4	11.7
Average Severity Index	1.8	5.4	4.9

Spend Penetration by Network

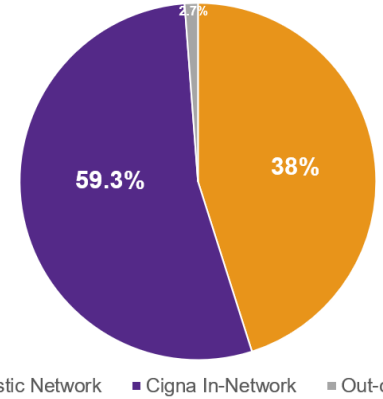


Outpatient Surgeries by Network



**Domestic includes Parkland, UTSW Rad/Path & UTSW Professional/POS Parkland*

Admissions by Network



TOP NON-DOMESTIC INPATIENT PROVIDERS BY ADMISSION COUNT		
PROVIDER NAME	ADMISSIONS	SPEND
UT SOUTHWESTERN UNIVERSITY HOS	125	$5,207,843
TEXAS HEALTH PRESBYTERIAN HOSP	106	$3,661,878
BAYLOR SCOTT & WHITE MEDICAL C	52	$706,795
BAYLOR UNIVERSITY MEDICAL CENT	44	$446,379
CHILDRENS MEDICAL CENTER DALLA	43	$3,663,043

TOP NON-DOMESTIC INPATIENT ICD MAJOR BY ADMISSIONS COUNT		
ICD MAJOR DESCRIPTION	ADMISSIONS	SPEND
PREGNANCY, CHILDBIRTH, PUERPERIUM	147	$1,457,889
MENTAL DISORDERS	127	$1,123,167
NEWBORNS	124	$717,139
INFECTIOUS AND PARASITIC	54	$2,158,942
GASTROINTESTINAL (INCLUDING MOUTH)	52	$1,416,513

2024 Mental Wellness: Employee Assistance Program (EAP)

528
Customers using EAP

695
Total Cases

27
Telephonic Consultations

488
EAP Codes Generated

114
Individuals had Counseling

407
Customer Interactions

46
Employer Case Hours Used

2
Critical Incidents

2
Wellness Seminars

1
Management Consult

2025 Whole-Person Wellness Strategy

Physical Wellness

- Parkland Employee Health Plan (Cigna)
- Cigna *Healthy Living* Incentive Programs
- Cigna *Wellness Experience* Programs
- Onsite Employee Health Centers
- Onsite Health Coach
- Onsite Health Benefits Navigator
- Onsite RN Care Coordination
- Onsite Dentistry
- Onsite Optometry
- Onsite Pharmacies
- Fast-Track Programs for Services
- Cancer Screening “Happy Hours”

Career Wellness

- Leadership and Professional Development
- Career Navigation
- Tuition Reimbursement
- Education Loan Forgiveness, Repayment, and Loan Coaching support
- “Reach for the Stars” RN Scholarship
- Nursing school tutoring and support
- Academic Coaching
- English in the Workplace
- Online skill-development libraries

Mental Wellness

- Onsite Behavioral Health Specialists
- Free Self-Enhancement and Therapy Services
- Integrated EAP Services
- Crisis Care Badge Buddies and Programs
- Virtual Behavioral Health (MDLive)
- Behavioral Health Coverage and Bereavement Expansion

Workplace Wellness

- Smoke-Free Campus
- S.P.A.R.KS Peer Support
- Workplace Violence Training & Safety Programs
- Occupation Health Programs
- Health & Wellness Champions and Onsite Events
- Medication Rooms & Wellness Gardens
- Lactation Rooms
- Joy at Work (MD) and RN Resident Resiliency
- Manager Mental Health Toolkit
- Pet Therapy

Financial Wellness

- Market Competitive Compensation
- Auto Enroll Supplemental Retirement
- $1:$1 Supp. Match Up to 6%
- Onsite Retirement Consultant
- Voluntary Benefits – Discount Programs
- Loan Programs
- PTO Accrual and Donation Programs
- Credit Union Partnerships
- FSA and HSA Plan Options
- Workforce Wellness Fund – Foundation
- Medical Premium Freeze 2024
- Medical Price Transparency Tools
- Salary Grade Medical Premium Sliding Scale.

Social Wellness

- Infertility and Adoption Benefits
- Employee Childcare
- Onsite Social Workers
- Dallas Area Rapid Transit Discount Programs
- Subsidized Dependent Flex Accounts
- Employee Family Gift Donations
- Workforce Impact Policies
- WorkLife® Resource Navigators

2025 Physical Wellness

FEBRUARY 17 – MARCH 31

403 members trekked across the U.S., earning rewards and points in the myCigna Wellness Experience! **Teams of 5:** Top three teams with the most steps at the end of the challenge win the grand prize! Plus, points for steps go towards annual reward points (earn up to $100).

★ **55 Teams**

★ **320 Participants**

UPCOMING CHALLENGES

July 21 - August 18
Time Machine Step Challenge

October 13 – November 10
Warm up for Winter Step Challenge

2025 Physical Wellness

Onsight Eyes

January 7 – 9: 18 Exams

March 11 – 13: 63 Exams

Upcoming:

May 13-15

July 15-17

Sept 9-11

Nov 18-20

Jet Dental

February 10 - 12: 52 appts

April 14 - 16: 59 appts

Upcoming:

June 23-25

August 18-20

Oct 20-22

Dec 15-17

PURPOSE

The members of the Employee Health & Wellness Committee will be instrumental in driving the success of our well-being program and fostering a culture that prioritizes health, wellbeing and resilience across our organization. Their contributions are vital to developing a workforce where Parkland employees feel supported and empowered in their personal health journey.

STRUCTURE

Committee members will attend quarterly meetings approximately two hours in length and serve as a committee member for 18 months.

REPRESENTATIVES

Committee members will be nominated by division Chief of Nursing, Chief Talent Officer, Chief Operating Officer and Chief Financial Officer.
Each division will be represented by an SVP/VP, Director, Manager, and Frontline Staff employee.

Workplace Wellness

2024 Onsite Cigna Health Coach:

1,475 total interactions and 621 unique customer interactions

Participating customers:
- **75%+ of goals set were progressed and/or met**
- **1/3rd of goals set were related to gaps in care** (breast cancer screening, annual physical, etc.)

21 group events with 22 average customers per event
- Ranging from physical activity, prevention, hypertension, etc.

201 service referrals
- Top referrals: dietitian, EAP, dental care

2025: Strategic Initiatives:

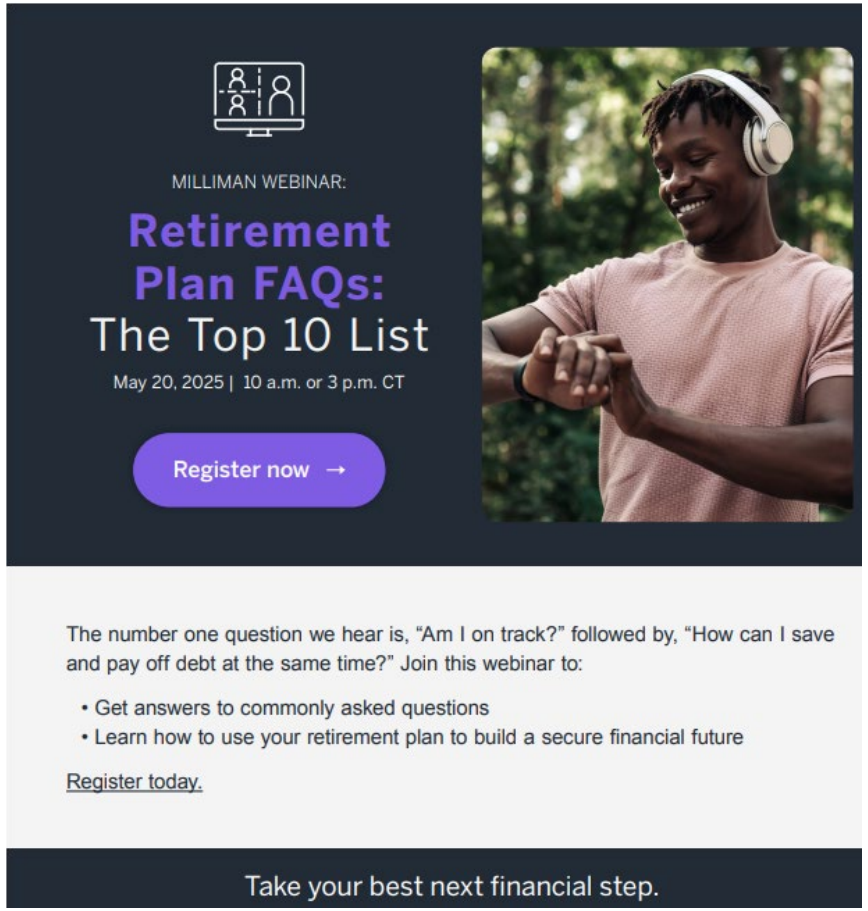
WHAT WE OBSERVED:
In 2024, the health plan had 786 emergency room visits that were potentially steerable to lower level of care with an estimated cost savings of $676,000.

TRENDS:
Top potentially steerable conditions MSK, ENT, UTI infections, URI, and Dermatology/Skin. Most did not have primary care.

WHAT WE DID:
32 individuals successfully contacted in first quarter with ER outreach calls and provided with education, provided relevant resources for redirection, and assisted with primary.

2025 Financial Wellness

Date	Topic	Overview
February 25	**Retiring Soon? Things To Consider** Email and digital poster	**Before retiring, think through the planning and decision-making process. This webinar will help you:** • Evaluate your retirement needs • Understand your distribution options • Create a drawdown strategy • Think about Social Security and Medicare
May 20	**Retirement Plan FAQs: The Top 10 List** Email and digital poster	**The number one question we hear is, "Am I on track?" followed by, "How can I save and pay off debt at the same time?" Join this webinar to:** • Get answers to commonly asked questions • Learn how to use your retirement plan to build a secure financial future
July 22	**Women & Wealth** Email and digital poster	**This women-focused webinar will be a safe space for you, or the important women in your life, to ask questions and learn retirement planning strategies so you can prioritize your financial success. We'll talk about:** • Why women might need to plan for retirement differently than men • How to build your confidence about saving and investing • What you need to know if you leave the workforce for awhile
October 7	**Cybersecurity: Protecting Your Finances** Email and digital poster	**Protect your financial accounts from digital threats. Pick up tips on forming strong security habits like:** • Monitoring your assets and identity • Safeguarding your devices • Adding extra security to your retirement accounts
November 18	**Understanding Your RISE Score™** Email and digital poster	**See how a little change today could make a big impact on your future. Find out your RISE Score to see how prepared you are for retirement. You'll get:** • The projected value of your savings at retirement • The estimated monthly income your savings may provide in retirement • Personalized tips to raise your score



2025 Career Wellness

Parkland Community Program Support

Cigna will invest in the Parkland community by providing $30,000 each year to support community program development. 2024 + 2025 = $60,000

Introduction to Health Care Careers Event:

- **Target Audience:** 8 -12 grade students, Dallas County
- **Date:** September 13, 2025
- **Time:** 9:00 AM –3:00 PM
- **Location:** Parkland, Moody Building
- **Estimated # of Students:** 100 – 150

Parkland Education Program Support

Cigna will invest in Parkland education programs by providing $20,000 each year for RN scholarships and/or internships. 2024 + 2025 = $40,000

Workforce Development Summer 2025 Interns:

- **Target Audience:** High school and college students, Dallas County
- **Date:** June 2 – August 8, 2025
- **Time:** 8:00 AM –5:00 PM (Monday – Friday)
- **Location:** Parkland Campus
- **Estimated # of Students Supported:** 4 College/6 High School

Creating Access to Onsite Care for Employees

PARKLAND EMPLOYEE HEALTH CENTER

Moody Outpatient Center

5151 Maple Ave. | 4th Floor

214.590.2800

PARKLAND EMPLOYEE WOMEN'S WELLNESS CENTER

WISH Tower

5200 Harry Hines Blvd | 2nd Floor

469.419.1010

2024 Employee Health Center

Whole-person, medical home for health and wellness dedicated to Parkland employees and families.

41% Adult PEHP Members w PCP

95.63 Satisfaction

80.2% A1C < 8

9,836 Referrals

Alexa Collazo MD
Internal Medicine

Steven Bean DO
Family Medicine

Mia Cunningham DC
Chiropractor

Amanda Wise DO
Sports Medicine

Minh Nguyen MD
PM&R Spine

Roby James PT
Physical Therapy

2024 Employee Women's Wellness Center

Whole-person, women's health and wellness for Parkland employees and families.

221 Deliveries

4,406 Visits

94.3 Satisfaction

9.5 Days New Pt. Appt

Stephanie Chang MD
Obstetrics & Gynecology

- First fully employed OBGYN at Parkland.
- Focusing on gynecological surgery, menopause, and total women's health.

Becky Catlett LCSW-S
Social Worker

Christine Sunny LCSW
Social Worker

2024 Employees Choosing to Receive Care at Parkland

Earning the trust to be first-choice provider of health and wellness for Parkland employees and their families.

Domestic Med. Paid Claims

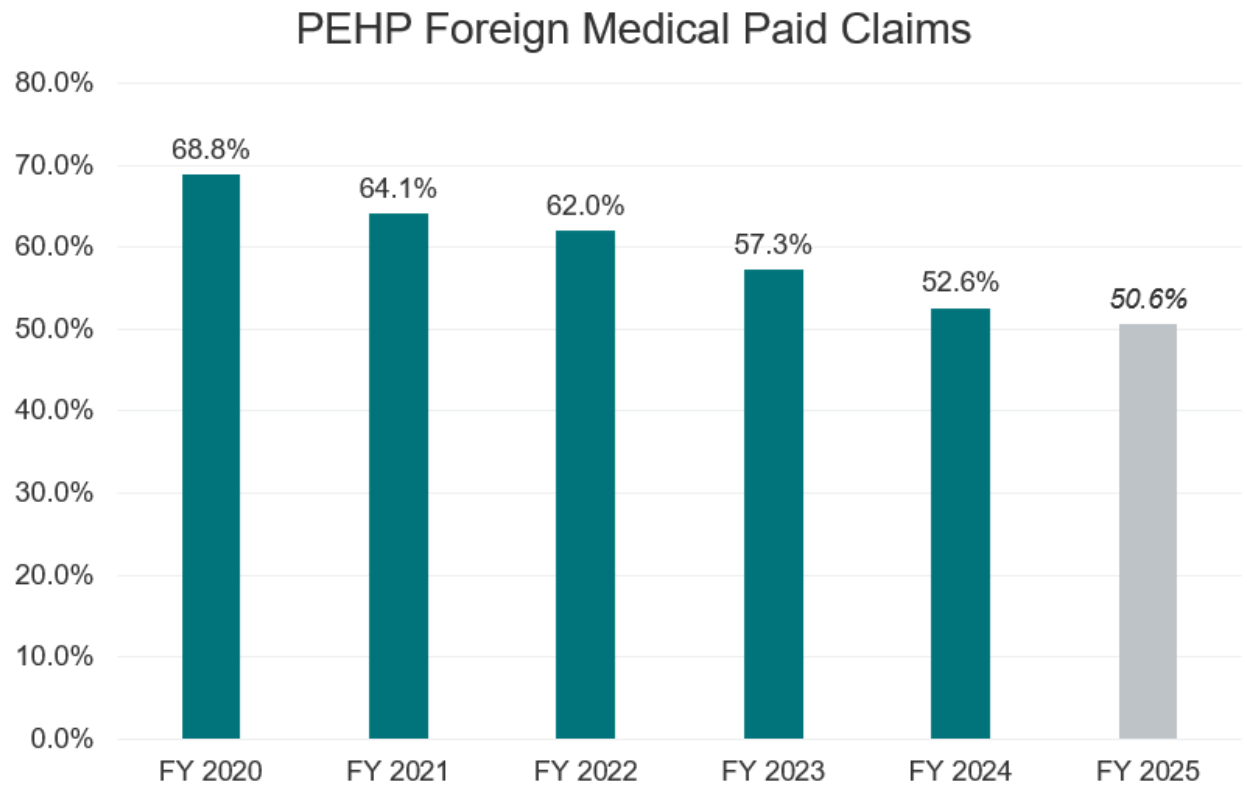
FY 2021
$38,122,854

FY 2022
$42,546,675

FY 2023
$52,402,381

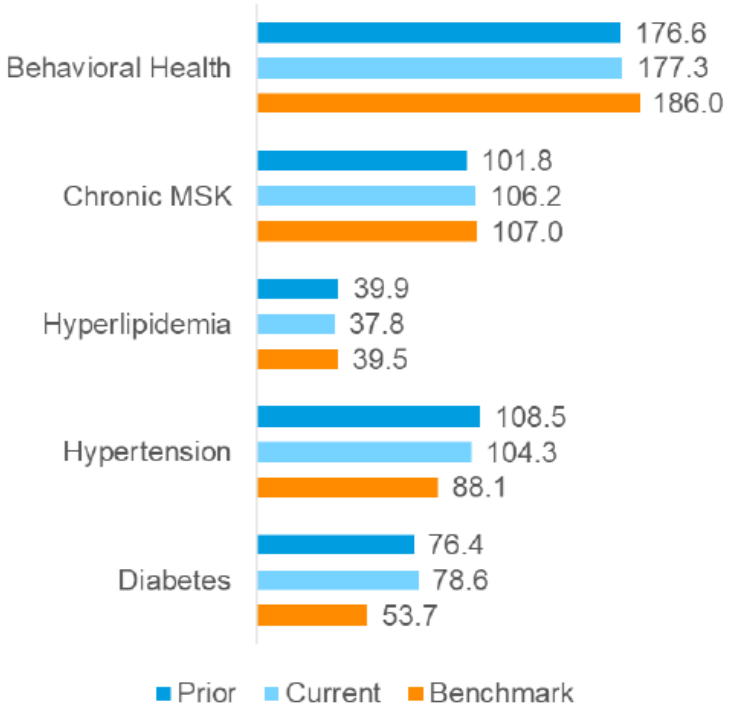
FY 2024
$57,715,087

FY 2025 Projected
$63,008,898

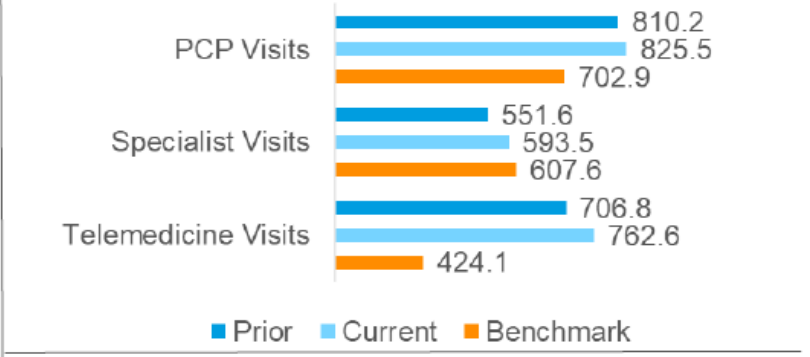


2024 Member Population Health & Utilization

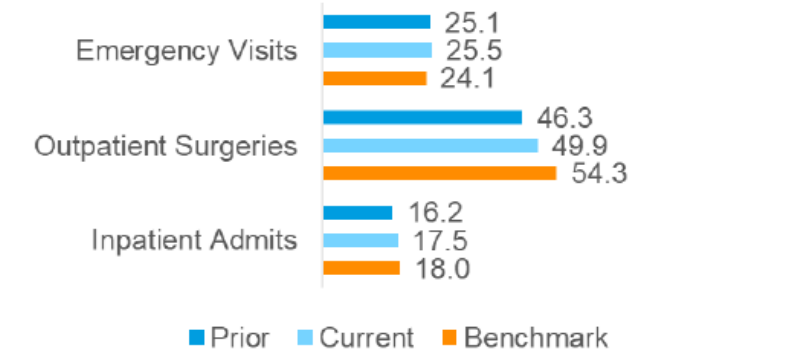
Chronic Condition Prevalence per 1,000



Chronic Condition Office Utilization per 1,000



Chronic Condition Other Utilization per 1,000



49% of members have at least one chronic condition

Preventive Care

50% members
had a preventative visit

767/1k
Prev. visits +12% from prior

Primary Care / PCP

57% members
had PCP visit

1,920/1k
PCP visits +5% from prior

Non-Users

13% of members
have not had a medical claim in the last 12 months

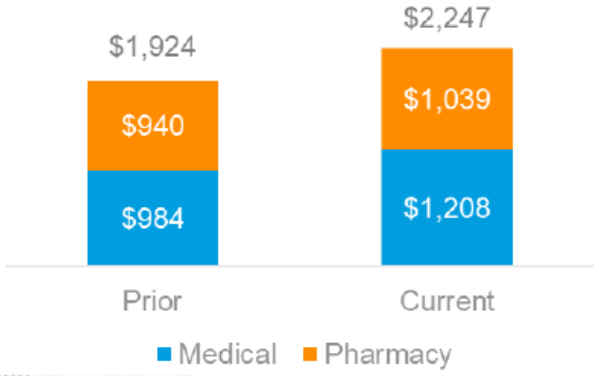
2024 Glucagon-Like Peptide-1 (GLP-1) Medication Deep Dive

71% of members who filled a GLP-1 in 2024 are moderately high risk or higher

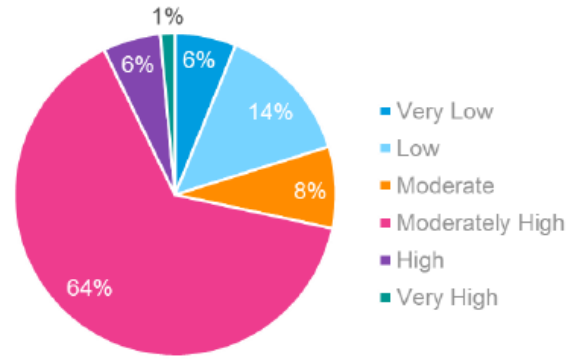
Observations

- Medical PMPM increased 22%; Pharmacy PMPM increased 11%
- 92% of members taking a GLP-1 have at least 1 chronic condition
- 78% of members taking a GLP-1 for weight loss are female; 86% EE | 12% SP | 4% DEP
- Top Behavioral Health conditions are anxiety and mood disorders
- MSK is the top diagnosis by paid amount; $155 PMPM or 2.5x higher than PHS average MSK spend

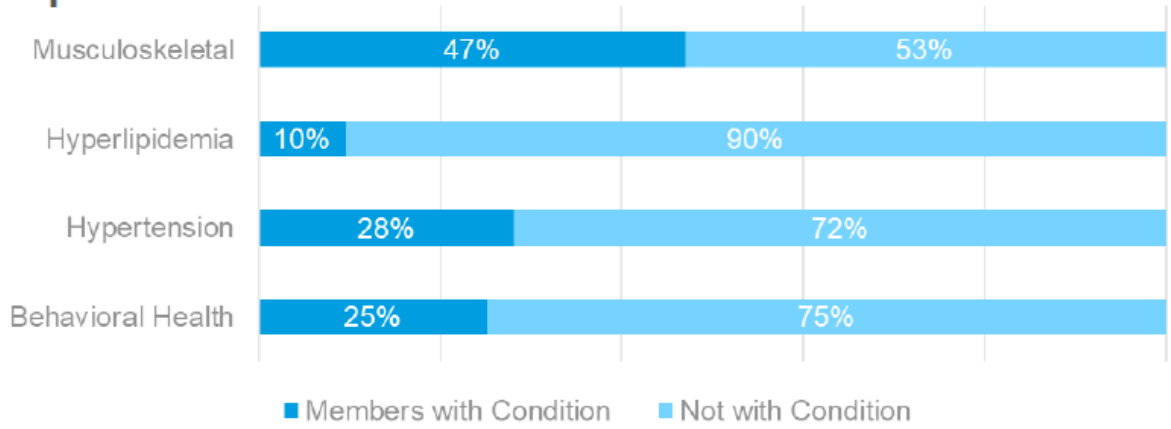
Year over Year PMPM



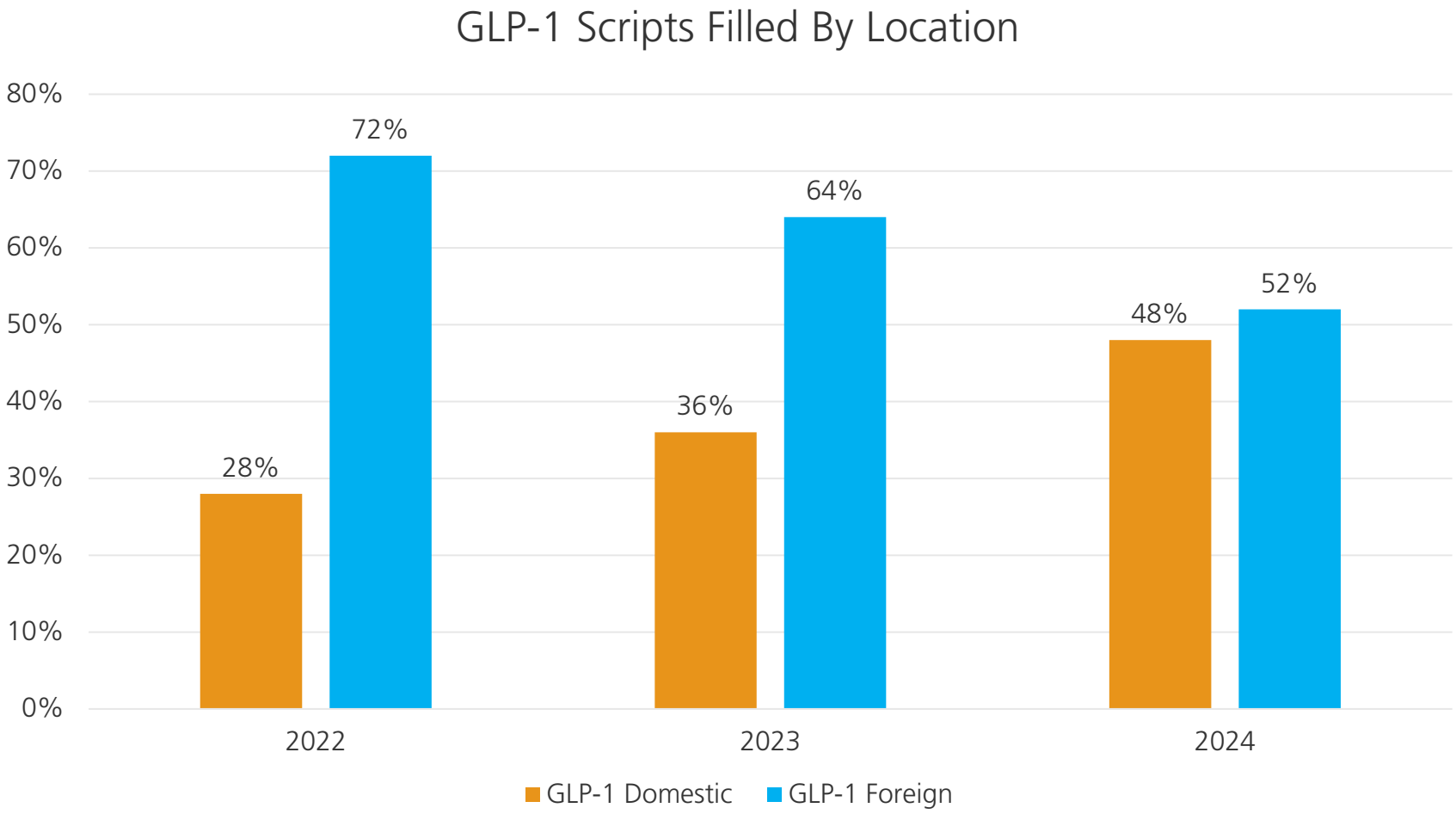
Risk Distribution



Top Chronic Conditions



Glucagon-Like Peptide-1 (GLP-1) Medication Domestic Steerage



Domestic: Parkland Health; Foreign: Affiliate and Non-Parkland Health

EHC Weight Loss & Lifestyle Medicine Service

Dr. Samia Ahmed DNP, APRN, FNP-BC

Fellowship trained
Board Certified in Lifestyle Medicine

Starting Summer 2025

Criteria

- Adopt similar criteria to Cigna Encircle RX
- Employees, spouses and/or dependents > 18 yrs. old.
- BMI > 32 (Consider increase in future)
- 2 or more weight or cardiometabolic related comorbid condition.
- Participate in monthly visit plus weigh checks.
- Medication step therapy with weight loss targets.

Overview

- Medical supervision and medication management
- Nutrition and meal planning
- Physical activity and mobility programs
- Behavioral health and education

Health Plan Design Changes

- Glucagon-Like Peptide-1 (GLP-1) medication for weight loss will only be covered at Parkland Pharmacies starting January 1, 2026.

2024 Diabetes Disease Management Programs

Employee Health Center Program Highlights

Health Plan Program Highlights

- 1,089 diabetic members enrolled
- 1,050 diabetic members not enrolled
- Required 3 health coaching sessions per year plus continued care with provider.
- All diabetes supplies and medications covered by health plan.

Comparison to Diabetic Members Not Enrolled

- $1.8M decrease medical claims spend.
- 31% decrease in high-cost claims (>$100k).
- 16% increase in diabetes medication adherence.

Update on Workday Platform Implementation

Dr. DeLancey Johnson, DBA, SPHR, SHRM-SCP, sHRBP

SVP and Associate Chief Talent Officer

Stacy Dorsey, SHRM-SCP

SVP & Chief Workforce Officer

Implementation

Overview: Parkland is replacing PeopleSoft and related systems with Workday. The implementation of Workday aims to enhance our OTM and Payroll processes by integrating, automating, and scaling our systems.

Key Benefits

- Efficiency and Accuracy
- Compliance
- Management and Scalability
- Advanced Analytics
- Reduced Risks

Quarterly Implementation Timeline

Fiscal Year 2025

Q1

- Architect and Configure Phase
- Inventoried business processes and configuration requirements
- Began reporting discovery
- Prepared for System Testing

Q2

- Completed Architect and Configure Phase
- Continued inventory of business processes
- Started End-to-End Testing
- Developed change management strategies to accelerate end-user adoption
- Began design of Communication and Training Plans

Q3

- Continue End-to-End Testing
- Begin Payroll Parallel Testing
- Complete design, building, and testing of system integrations
- Engage Workday Ambassadors and begin communications efforts
- Finalize the impact analysis

Replace Enterprise Resource Planning – Human Capital Management

Integration, automation, and scaling of Parkland's HCM needs through the full or partial replacement of existing HCM systems.

- Compatible systems resulting in increased efficiency and accuracy
- System and workflows in compliance with industry standards and best practices
- Improved management and scalability
- Predictive and prescriptive analytics
- Reduced Legal and compliance risk

Initiative Cost: $7.5M – 15.6M

Q1 2025 Progress:

Continuation of 26 Week Architect and Configure Phase – ***create a detailed inventory of business processes, configuration requirements, and integration requirements***

- Worksets A, B and C
- Playbacks and Customer Confirmation
- Begin Reporting Discovery and Build
- End to End Tenant Build
- End to End Testing Prep

Change Management – intended to accelerate end user adoption of Workday

- Strategy Development
- Communication Plan
- Training Plan

Q2 2025 Progress:

- Sign off on 26 Week Architect and Configure Phase – create a detailed inventory of business processes, configuration requirements and integration requirements
- Launched 16-week End to End Testing - focused on validating configurations, business processes, integrations, data conversion, and reporting to validate Production-like processing.
- Launched Organization Change Management - to accelerate end-user adoption of Workday

Next Key Milestone(s)

- Complete End to End testing
- Begin Payroll Parallel testing
- Finalize Integrations Design, Build and Test

Service Excellence Update - Universal Relationship Skills

Torey Johnson
Senior Director, Learning & Leadership Development

Gerardo De Leon, MHA, CLSSGB, CPXP
Director, Patient Experience

Inputs to Training Content

Patients

Patient Experience Survey data and feedback

Employees

Listening labs and pilot feedback from 350+ employees

Industry

Best practices: Press Ganey & Beryl Institute

Universal Relationship Skills

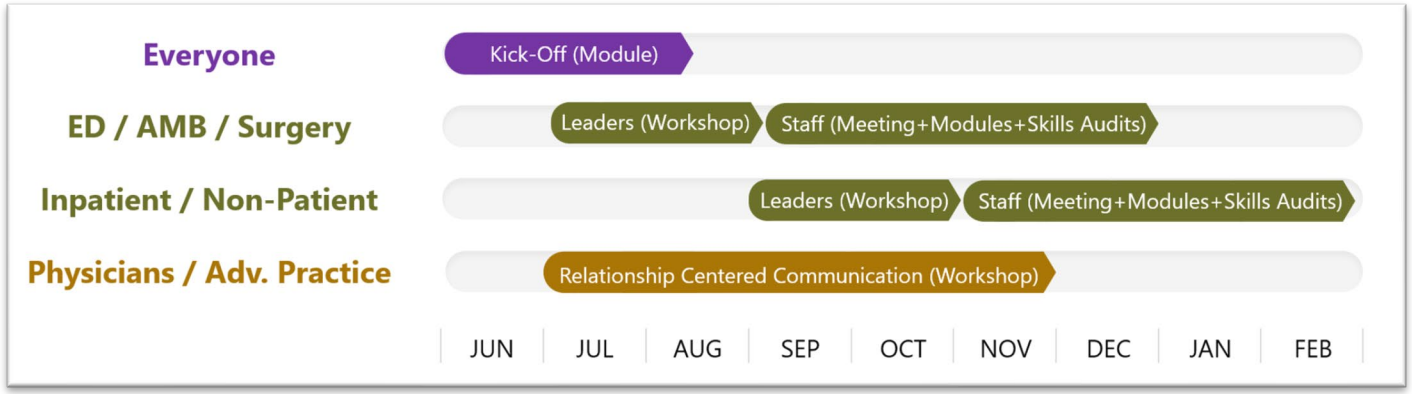
Service Excellence & The Patient Experience

Coming in June: Organization-wide Kick-Off Module (20 min)

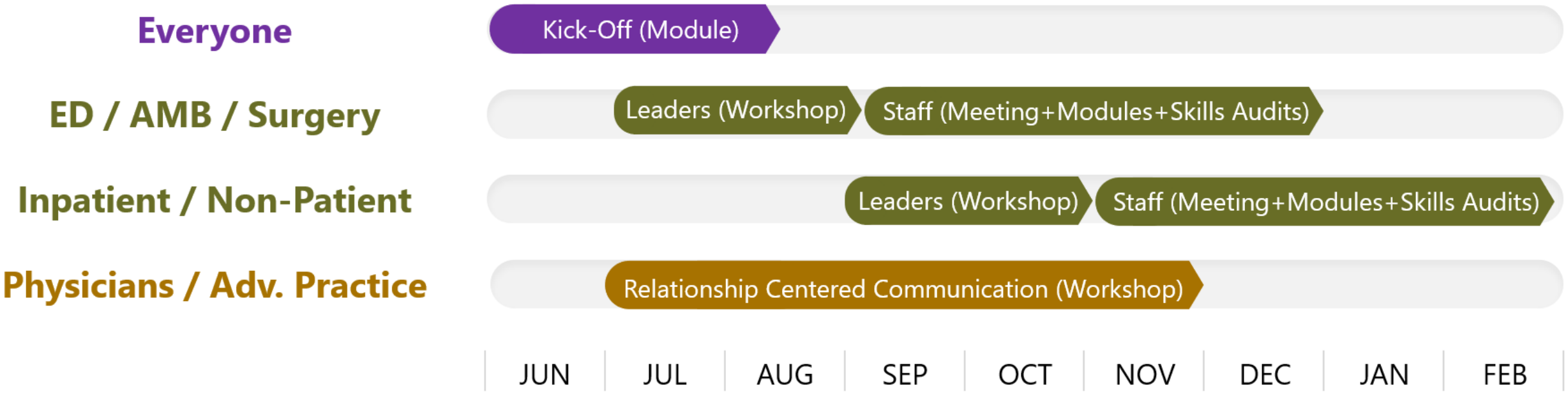
Overview of Five Universal Relationship Skills and Training Timeline

Five Skills

- Make a Compassionate Connection
- Invite Participation
- Practice Teamwork
- Follow up and Follow Through
- Communicate with Intentional Language



Training Timeline



- Phased, prioritized training approach
- Emphasis on the leader's role: modeling, coaching, validating
- Complementary to the customized physician/APP training

Supplemental Savings Plan –
Fund Change Recommendations

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

In consultation with
Rick Humphrey, MBA
EVP & Chief Financial Officer

Supplemental Savings Plan: Recommended Investment Changes*

- **Current investment lineup**
  - **Tier I:** Target Date Funds: BlackRock LifePath® Index K (Retirement & seven target years; **default investment option**)
  - **Tier II:** Active and Passive Core Investment Options (six funds: one passive and five active)
- **New investment lineup with recommended changes (effective summer 2025)**
  - **Tier I:** Target Date Funds (expand to nine funds)
    - Add one fund (2065)
    - Retirement and 2030 to 2065 (in 5-year increments)
  - **Tier II:** Passive Core Investment Options (add three new funds; replace one fund)
    - Add three new funds
    - Change one underlying fund
  - **Tier III:** Active Core Investment Options (five funds)
    - No changes now
    - Add new Large Blend Fund in early 2026 for a total of six funds

*Changes also apply to Mandatory Savings Plan; Parkland selected these funds in conjunction with Meketa Investment Group

Proposed New Lineup: Three-Tier Investment Strategy

	Tier I: *Target Date Funds* *Fund Information Expense Ratio*	Tier II: Passive Core Funds *Fund Information* *Expense Ratio*	Tier III: Active Core Funds *Asset Class / Fund Name*
Conservative			**Capital Preservation** MetLife Stable Value
		Intermediate Core Bond Fidelity U.S. Bond Index (FXNAX) **NEW!** 0.03%	**Intermediate Core-Plus Bond** TCW MetWest Total Return Bond Plan
		Large Cap Blend Index Fidelity 500 Index* (FXAIX) 0.02% ***Replacement** for Schwab S&P 500 Index 0.02%*	**Large Cap Blend Stock** Add at a later date **NEW!**
		Mid-Cap Blend Index Fidelity Extended Market Index (FSMAX) **NEW!** 0.04%	**Small-Cap Value Stock** AB Discovery Value Z
			Small-Cap Growth Stock RBC SMID Cap Growth I
Aggressive		**Foreign Large Blend Index** Fidelity Global ex US Index (FSGGX) **NEW!** 0.06%	**Foreign Large Growth Stock** American Funds EuroPacific Growth R6

BlackRock LifePath® Index K*

Retirement CURRENT
2030 through 2060 CURRENT

2065 (LIWKX) NEW!

* Expense ratio for TDFs = **0.09%**

How We Will Communicate Upcoming Fund Changes

Timing and Communications

- Inform leadership in advance
- Create custom fund change announcement
  - Mail 30 days in advance of effective date
  - Email to participants with email on file
- Update investments section in enrollment guide
- Update Qualified Default Investment Alternative Notice
- At Milliman@Parkland 1:on:1 and group meetings
  - Review new investment lineup
  - Educate on TDFs, active and passive investment strategies
- Post all communications as appropriate
  - ParklandBenefits.org home page and Retirement Program pages
  - millimanbenefits.com
  - Inform Shared Services and Milliman Call Center of changes

Benefits Fit For You

Parkland

Supplemental Retirement Plan Updates

AUGUST 2016

Plan To Simplify Investment Options

As of Sept. 27, 2016, the Supplemental Retirement Plan (SRP) will simplify its investment options and offer lower-cost investments. The new two-tiered approach will include:

- **Tier I: Target Date Retirement Funds (TDFs).** This age based strategy will replace the current age based and risk based strategies in the plan – InvestMap™ and Model Portfolios
- **Tier II: Core Investment Options.** Six different individual mutual funds representing a range of risk and return characteristics will replace the 21 individual investment options currently in the SRP.

See page 2 for the full slate of Tier I ... Sept. 27, 2016 ... newsletter explains how your acco... new investment options based on ... investment ele...

HOW TO INVEST IN A TARGE... RETIREM... FUND

The BlackRock LifePath® Index Fund... Target Date Re... ent Funds that offe... and diverse way to invest for the future. All you need to k... is the date you plan to retire. Then you invest your savings in the fund that is closest to the year that you plan to retire. For example, if you plan to retire in 2042, select the 2040 model. If you plan to retire in 2048, select the 2050 model. From that point on, the target date fund will do the rest of the investment decision-making for you, rebalancing quarterly and changing periodically to adjust to your changing time horizon. The fund's allocation will change over time, becoming more conservative as you approach your retirement date. The investment mix of the portfolio is designed to earn a greater return when you have a longer time horizon and protect assets at or near retirement.

For accounts invested in InvestMap or a Model Portfolio as of 3 p.m. on Monday, Sept. 26, 2016, this chart shows the Target Date Retirement Fund to which accounts will move based on birthdates and assuming retirement at age 65.

If Your Birthday Falls Between	Accounts Will Transfer To the Corresponding TDF (Assumes Retirement at Age 65)
1952 and earlier	Target Date Retirement
1953 – 1957	Target Retirement 2020
1958 – 1962	Target Retirement 2025
1963 – 1967	Target Retirement 2030
1968 – 1972	Target Retirement 2035
1973 – 1977	Target Retirement 2040
1978 – 1982	Target Retirement 2045
1983 – 1987	Target Retirement 2050
1988 – 1992	Target Retirement 2055
1993 or later	Target Retirement 2060

* If invested in InvestMap or a Model Portfolio as of 3 p.m. Central Time on Monday, Sept. 26, 2016

Office of Talent Management

Enhancing your employment experience at Parkland

HOW YOUR ACCOUNT WILL TRANSFER TO NEW OPTIONS ON SEPT. 27, 2016

If as of 3 p.m. on Monday, Sept. 26 ...

HOW THE CURRENT FUNDS WILL MAP TO THE NEW FUND LINEUP AS OF SEPT. 27, 2016

This chart shows how InvestMap, the Model Portfolios and the 21 investment options in the plan will move to new funds as of Sept. 27, 2016. The new lineup will include three existing funds, which will transfer in kind on Sept. 27, 2016. Transfer in kind means that they will not liquidate from their current positions.

CURRENT FUNDS	NEW FUNDS		
If you are invested as of 3 p.m. Central time on Monday, Sept. 26, 2016, in ...	TIER I: TARGET DATE RETIREMENT FUNDS Let Us Help You	TICKER*	EXPENSE RATIO
InvestMap or a Model Portfolio	Target Date Retirement BlackRock LifePath® Index Retirement K	LIRIX	0.11%
Your account will transfer, or map, to the Target Date Retirement Fund that is closest to the year that you will reach age 65 (retirement age as defined by the Supplemental Retirement Plan) based on your birthdate as shown on page 1.	Target Date 2020 BlackRock LifePath® Index 2020 K	LIMKX	0.12%
	Target Date 2025 BlackRock LifePath® Index 2025 K	LIBQX	0.13%
	Target Date 2030 BlackRock LifePath® Index 2030 K	LINKX	0.14%
Moderate Allocation MFS Total Return R3	Target Date 2035 BlackRock LifePath® Index 2035 K	LIRQX	0.14%
	Target Date 2040 BlackRock LifePath® Index 2040 K	LIKQX	0.15%
Health Care Sector Fidelity Select Health Care Services Portfolio	Target Date 2045 BlackRock LifePath® Index 2045 K	LIHKX	0.15%
Accounts invested in the above two individual funds will move to the Target Date Fund that is closest to the year that you will reach age 65 as described above.	Target Date 2050 BlackRock LifePath® Index 2050 K	LIPQX	0.15%
	Target Date 2055 BlackRock LifePath® Index 2055 K	LIVQX	0.14%
	Target Date 2060 BlackRock LifePath® Index 2060 K	LIZQX	0.14%

CURRENT FUNDS	NEW FUNDS		
Asset Class/Fund Name	TIER II: CORE OPTIONS Do It Yourself	TICKER*	EXPENSE RATIO
Capital Preservation MetLife Stable Value	Capital Preservation MetLife Stable Value EXISTING		0.69%
Intermediate Term Bond Metropolitan West Total Return Bond Plan Vanguard Total Bond Market Index I	Intermediate Term Bond Metropolitan West Total Return Bond Plan EXISTING	MWTSX	0.39%

to connect with a Milliman Benefits Service Center representative, available M-F from 7 a.m. to 7 p.m. Central time.

FPO

Custom 2-page newsletter from last fund change; placeholder until announcement with new funds is ready

Summary – OTM Metrics: Vacancy Rates, Posted Openings, Progress in Hiring Goals

Dan Enright, MBA, SPHR, CCP, CBP
Director, Workforce Planning & Analytics

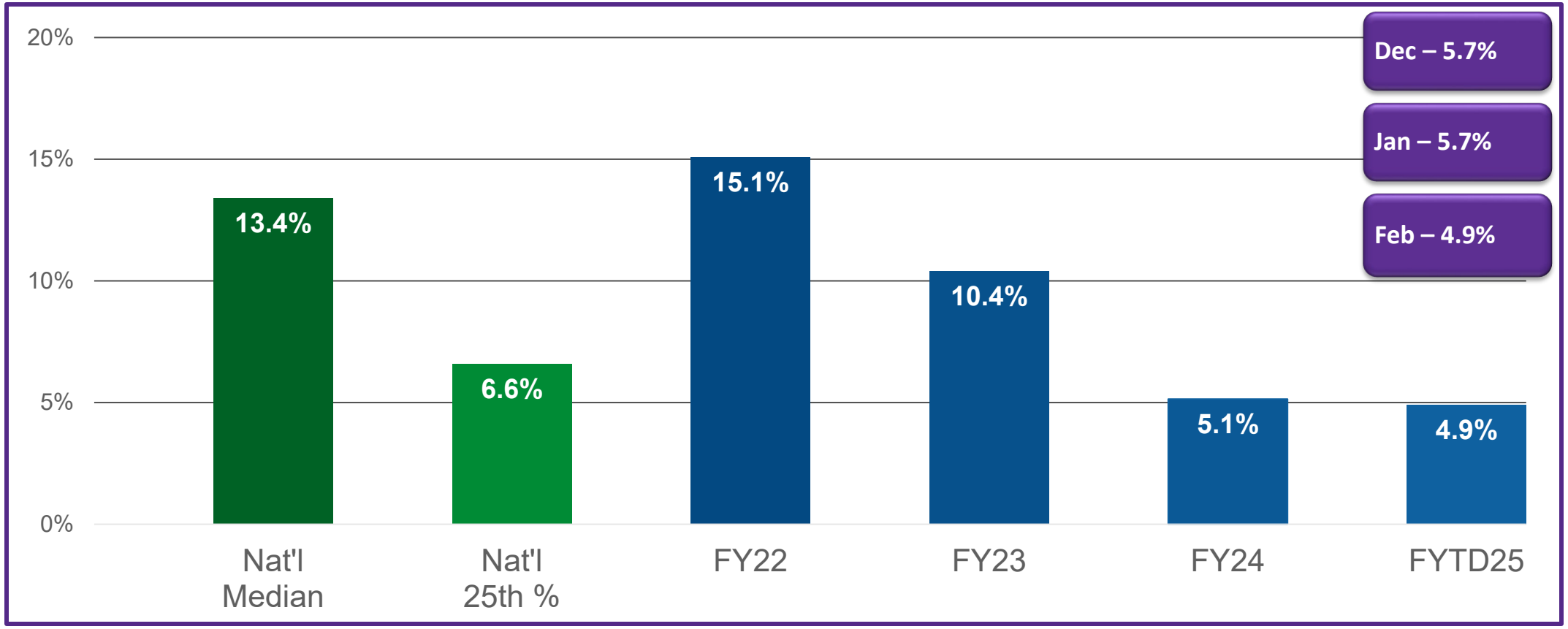
People Metrics Summary

Metric	Numerator	Denominator	FY2025	FY2024	Benchmark
Vacancy	646	13,156	4.9%	5.1%	6.4%
Nurse Vacancy	224	4,633	4.8%	6.5%	5.5%
Turnover	707	12,495	11.3%	12.9%	18.4%
Voluntary Turnover	585	12,495	9.4%	10.5%	12.3%
Nurse Turnover	193	4,367	8.8%	11.3%	15.7%
First Year Turnover	207	1,522	27.2%	26.3%	41.3%
Nurse First Year Turnover	42	501	16.8%	18.6%	24.8%

OTM Metrics Review – Detailed Statistics, Including Post – Resignation Survey Feedback

Dan Enright, MBA, SPHR, CCP, CBP
Director, Workforce Planning & Analytics

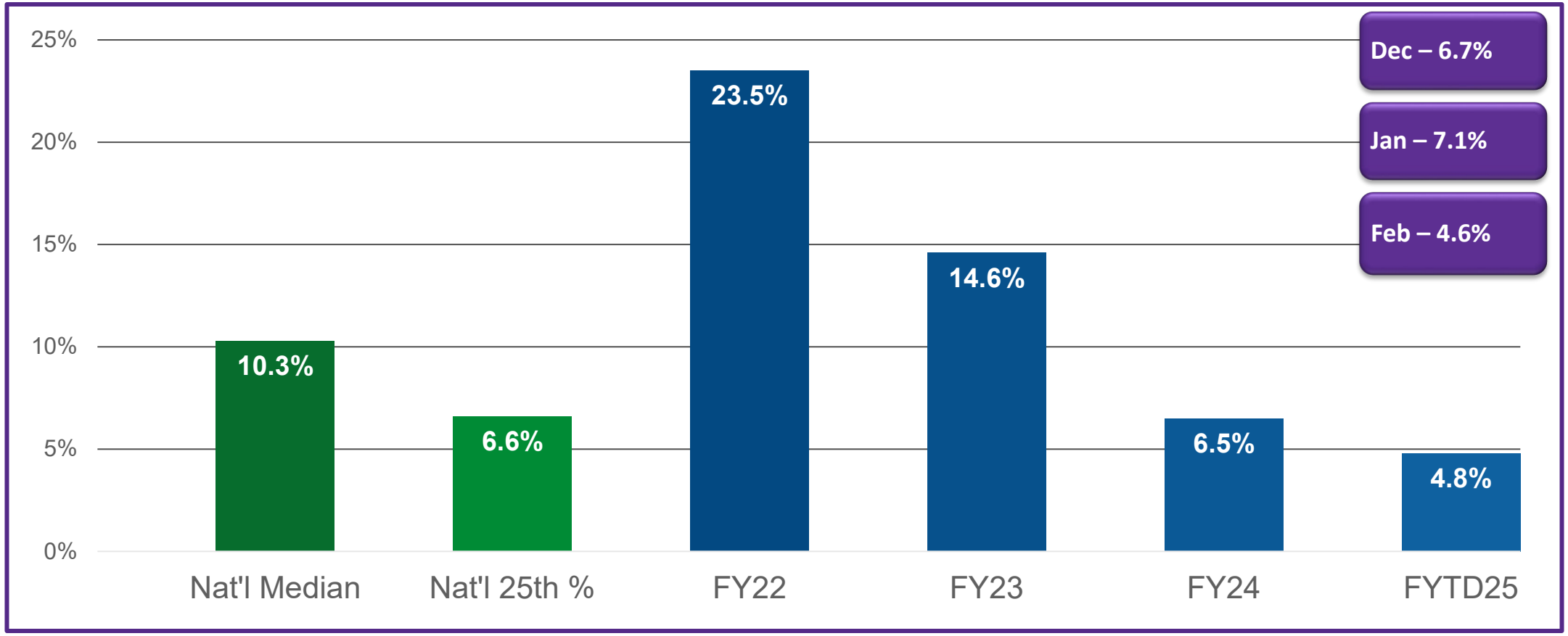
Vacancy Rate



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

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

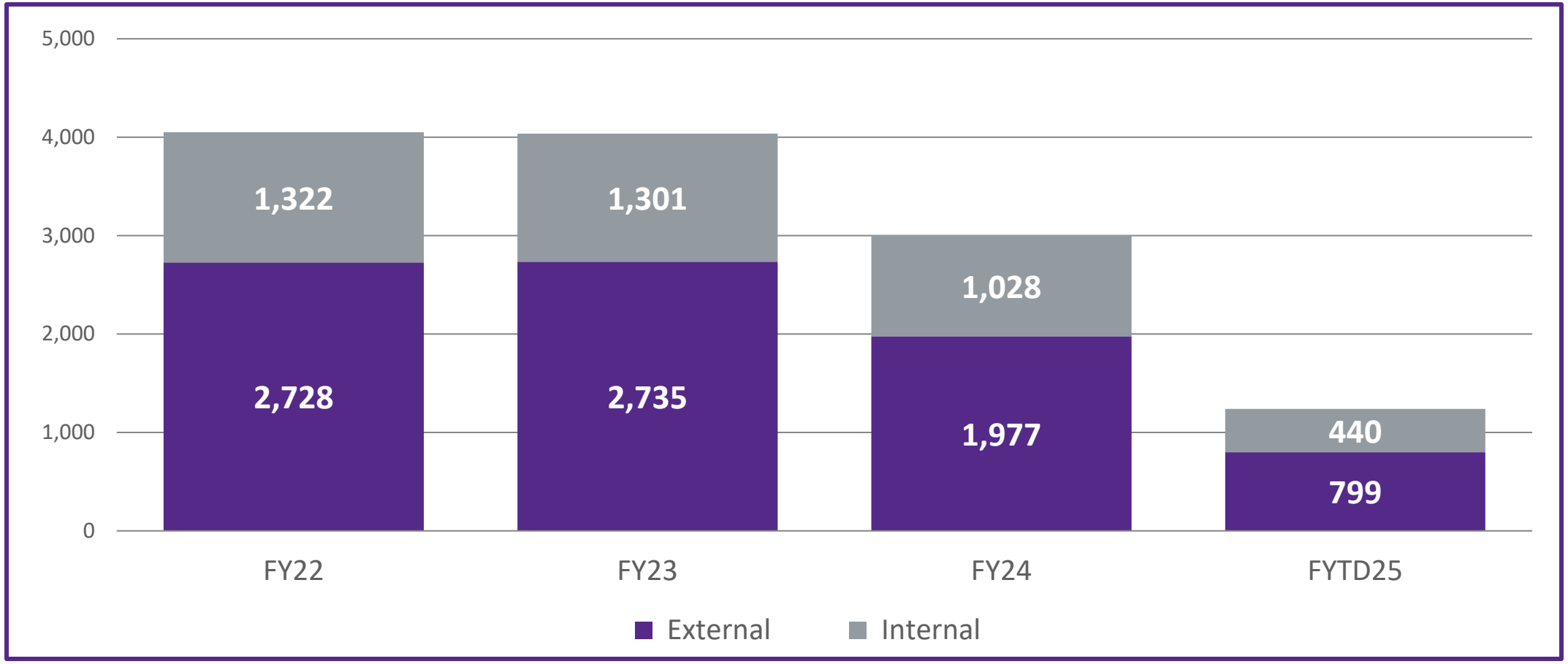
Nurse Vacancy Rate



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

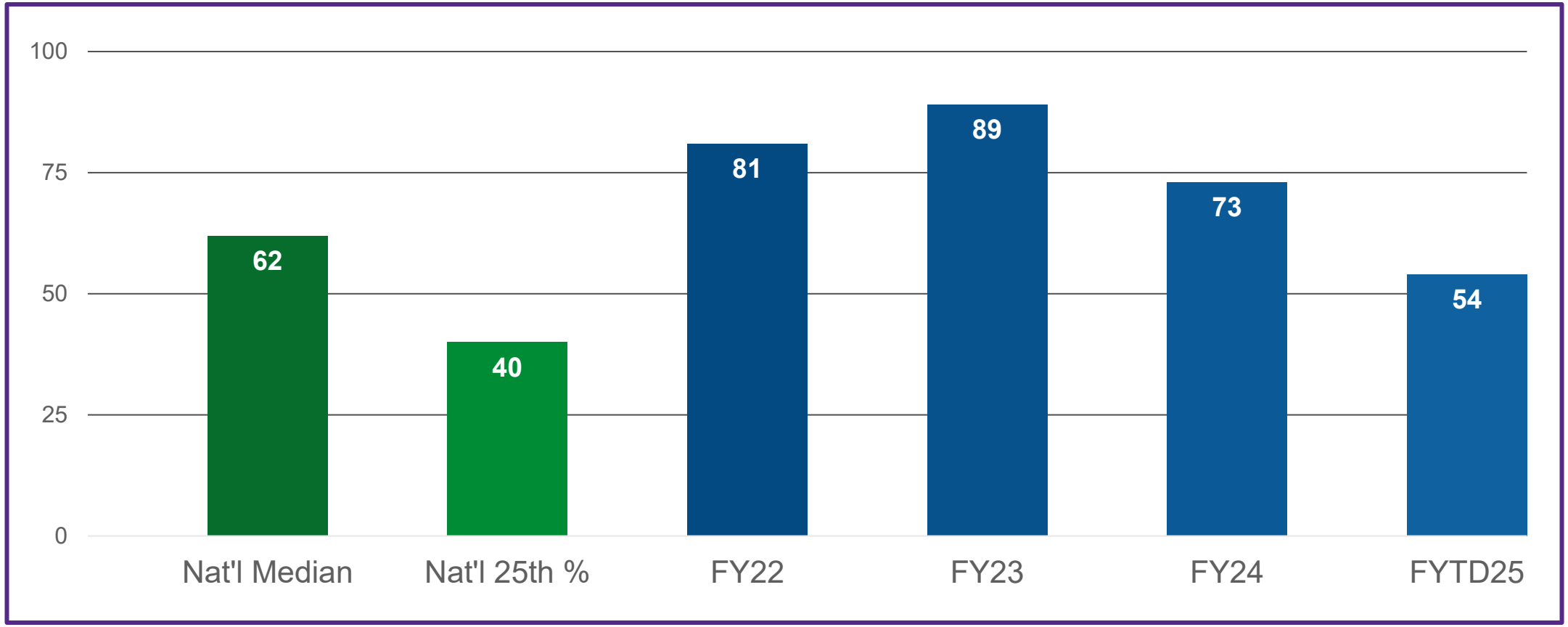
National Median & 25th Percentile: Saratoga 2024 Hospital Industry

Total Hires



Formula: Total Hires (external + internal)

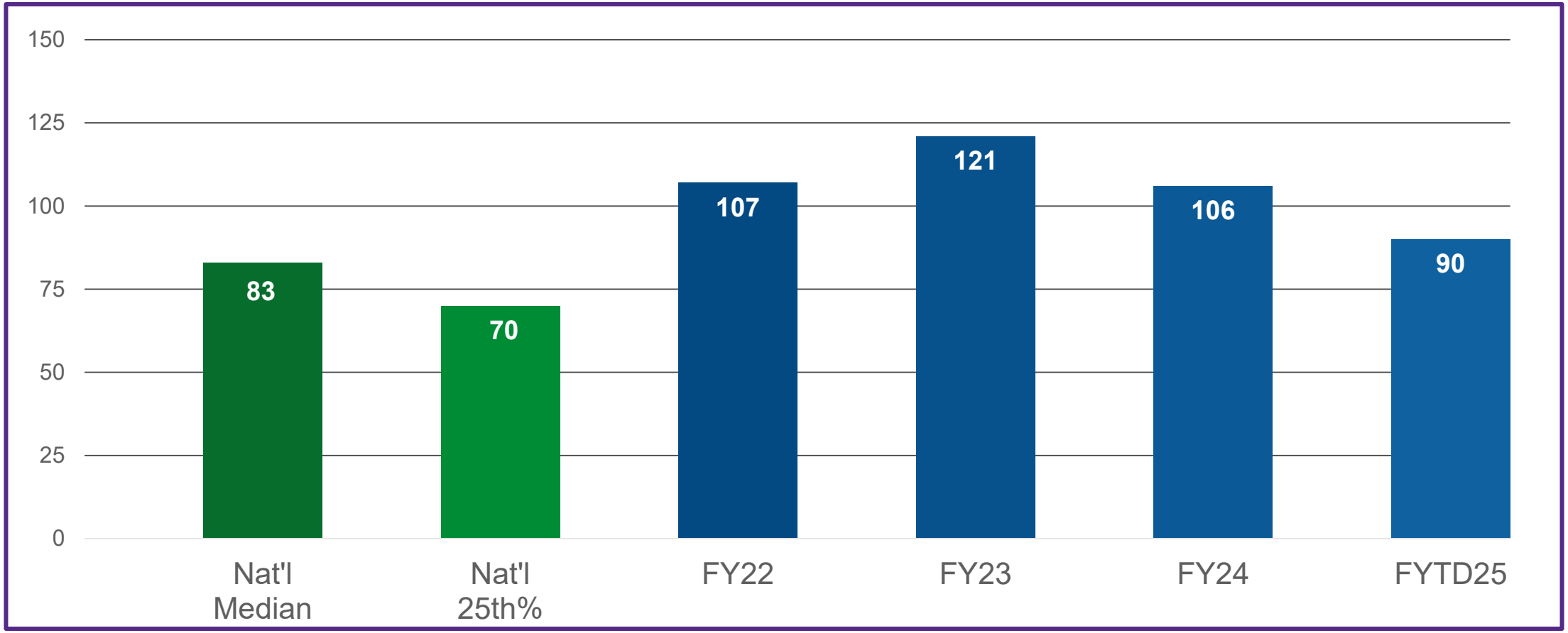
Days to Fill



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

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

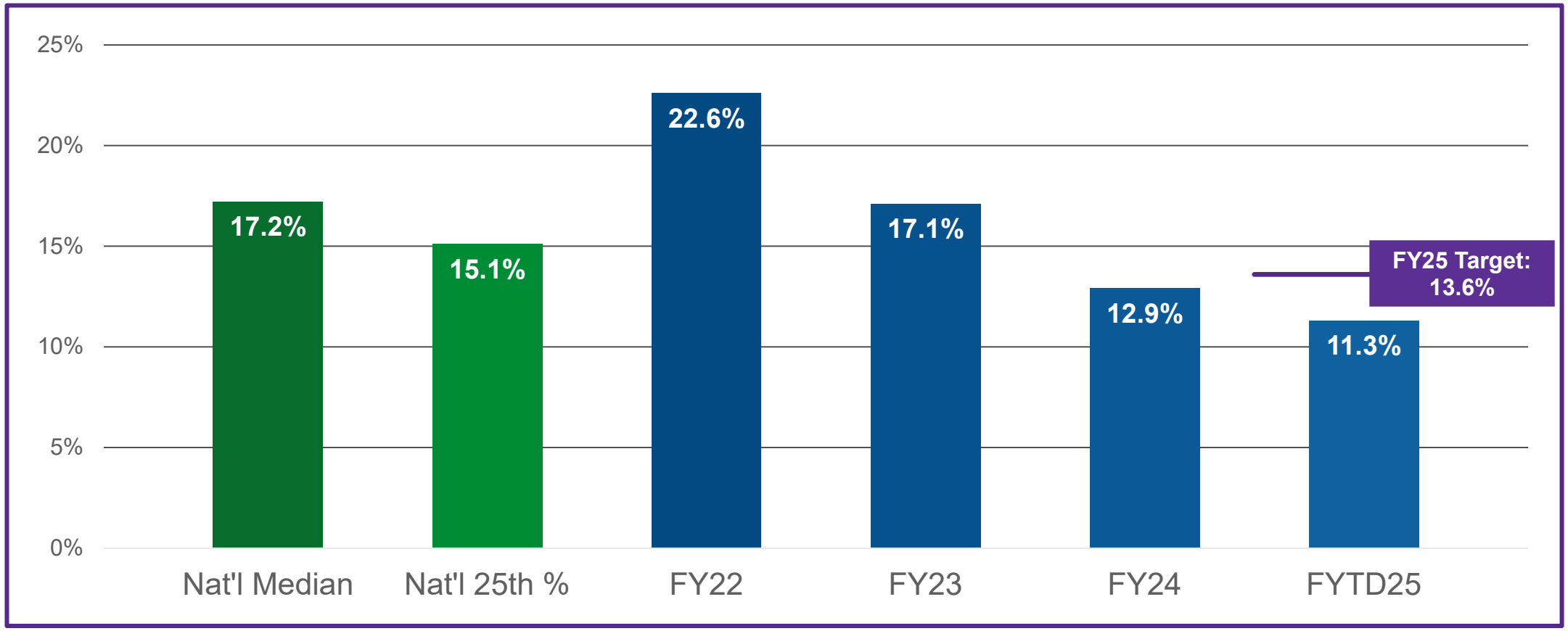
Days to Start



Formula: Average Days Between Job Requisition Open and Start Date

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

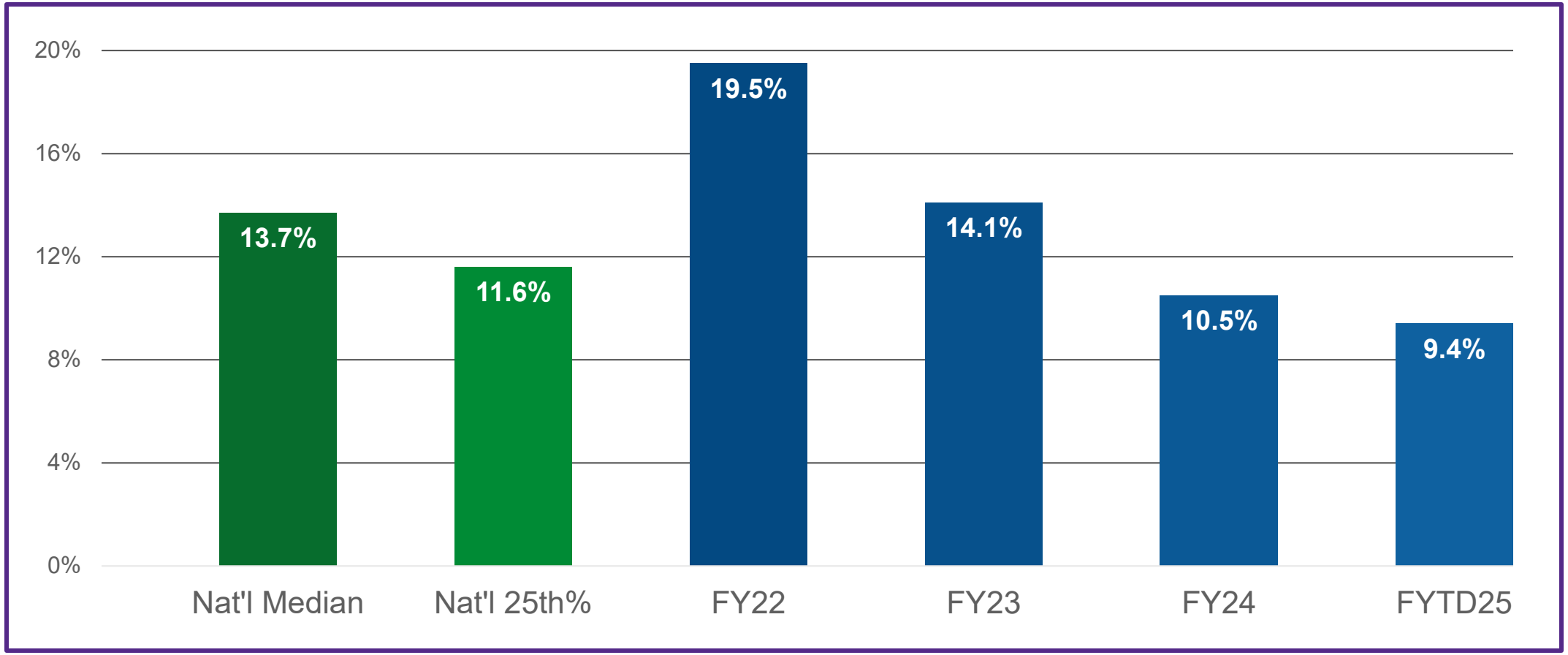
Turnover Rate



Formula: Total Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

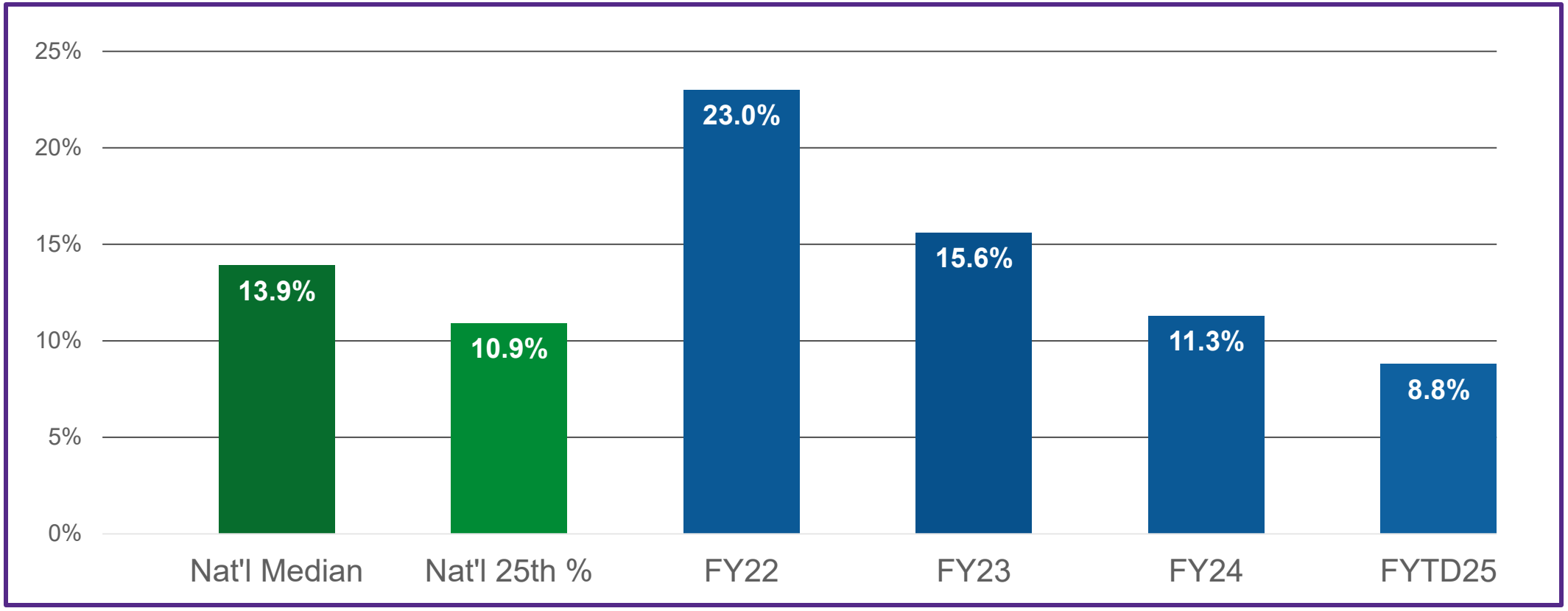
Voluntary Turnover Rate



Formula: Total Voluntary Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

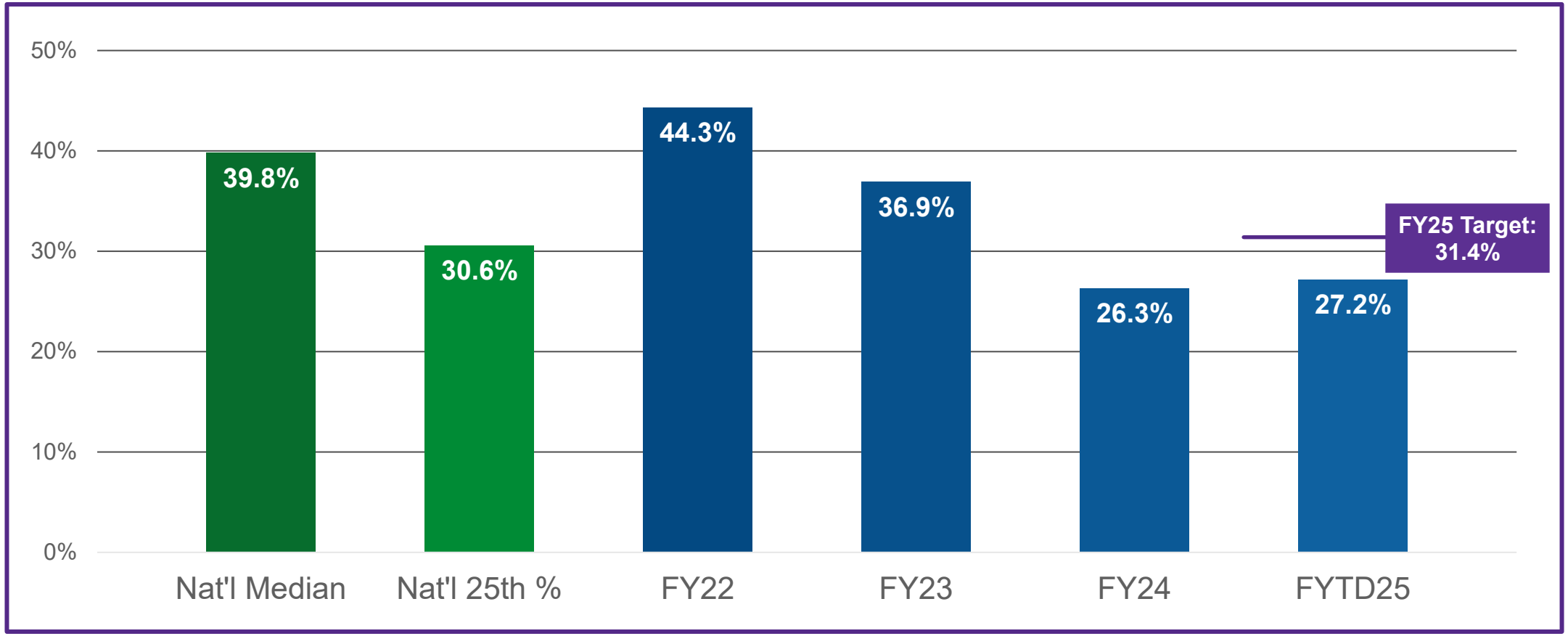
Nurse Turnover Rate



Formula: Total Nurse Terminations / Nurse Headcount

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

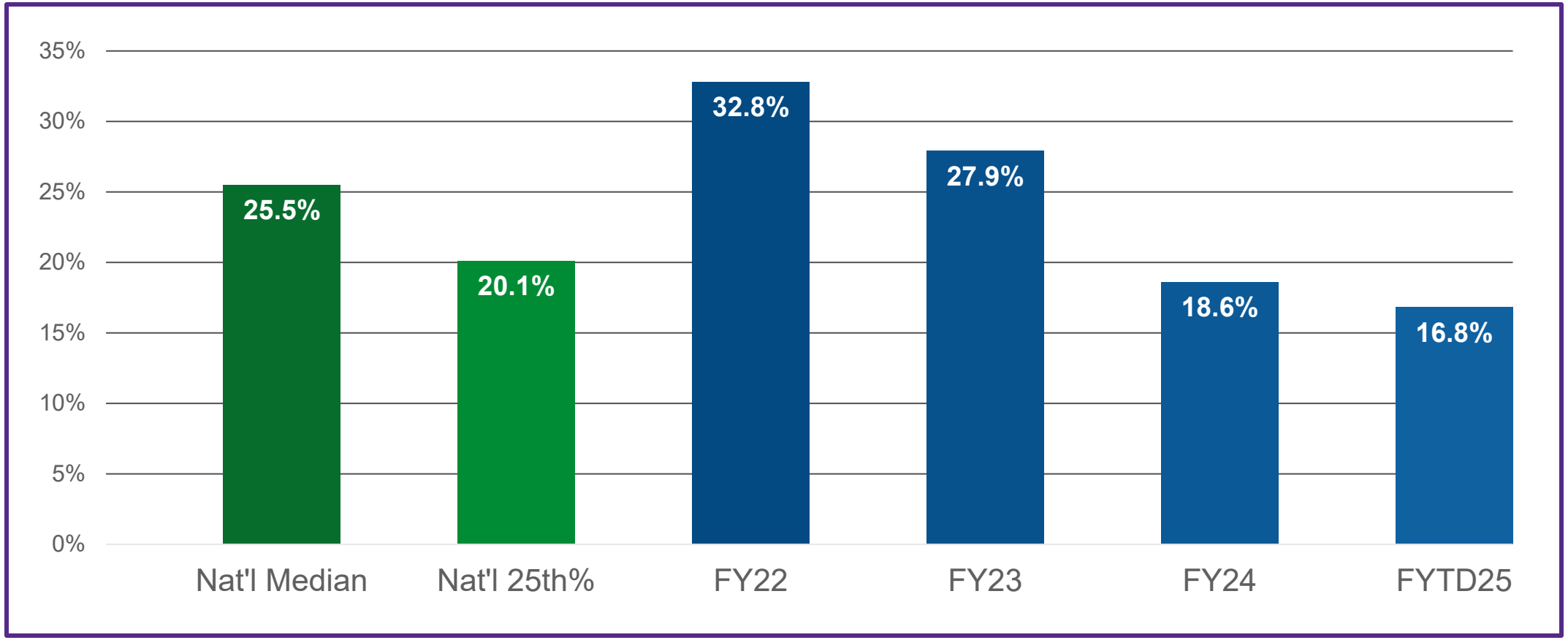
First Year Turnover Rate



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

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

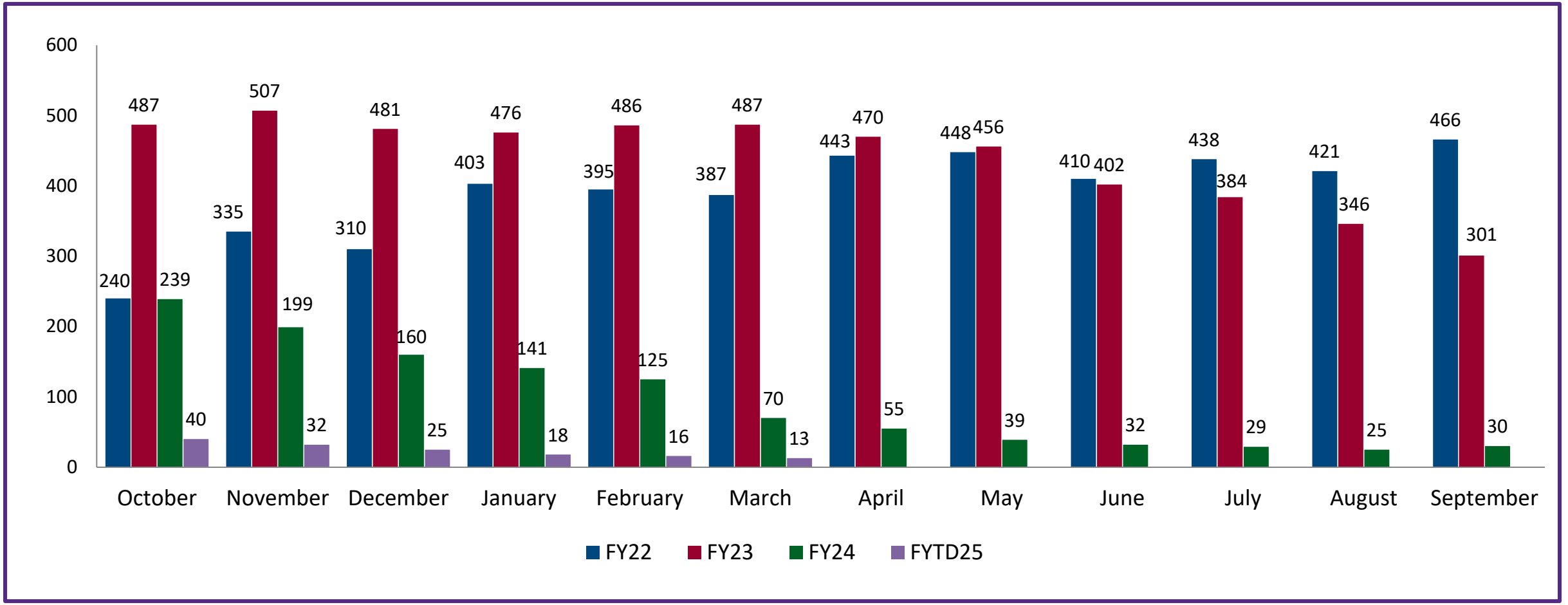
Nurse First Year Turnover Rate



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

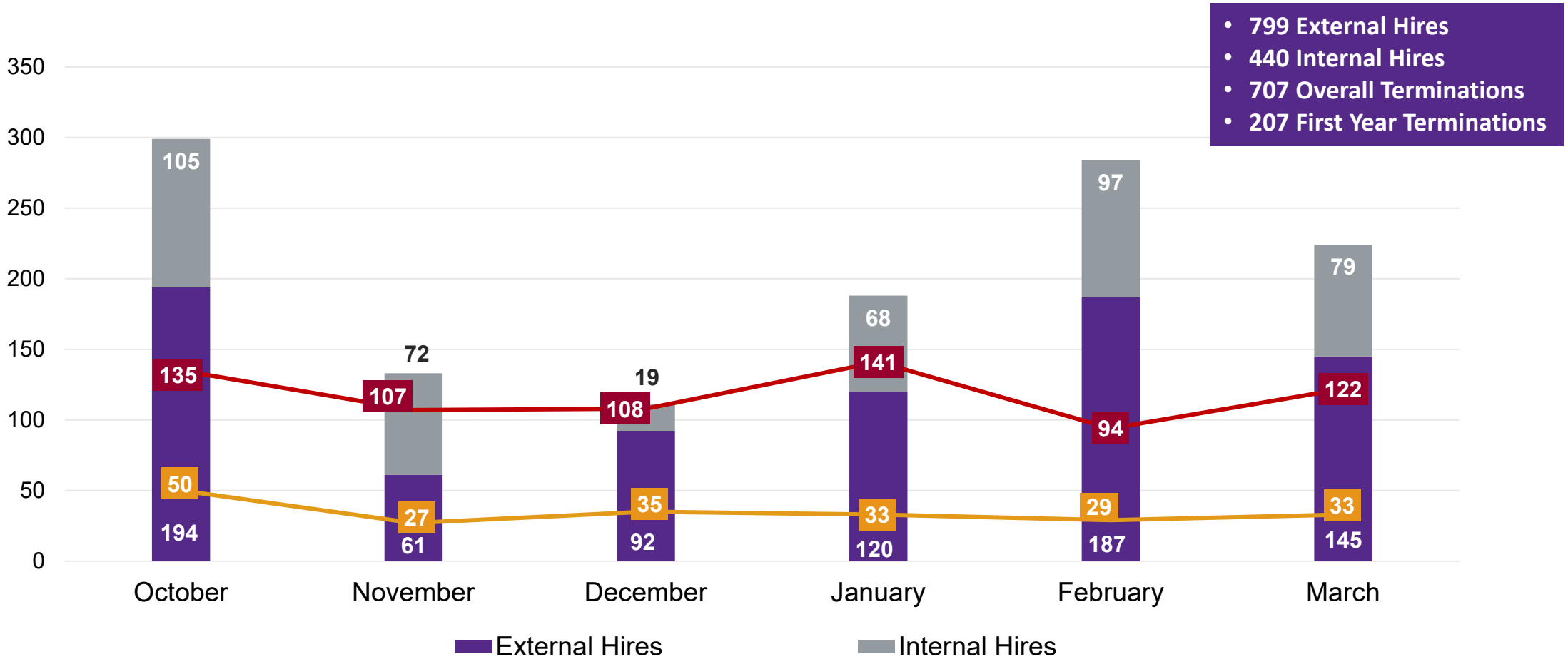
National Median & 25th Percentile: Saratoga 2024 Hospital Industry

Contract Labor Utilization



Formula: Total Contractors from AHSA (Headcount)

FYTD25 Overall Terminations & Hires



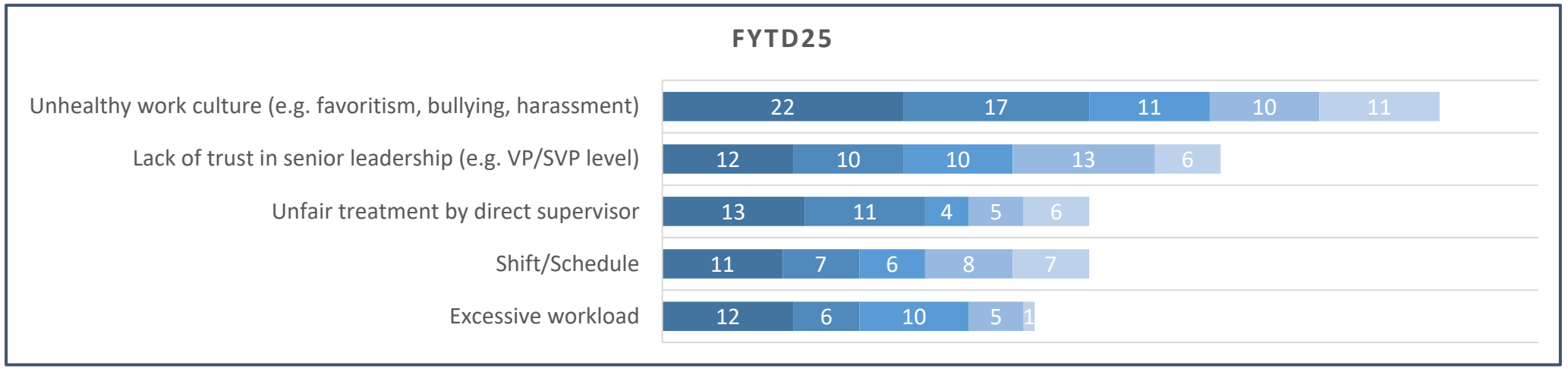
Post Resignation Survey – Overall Results

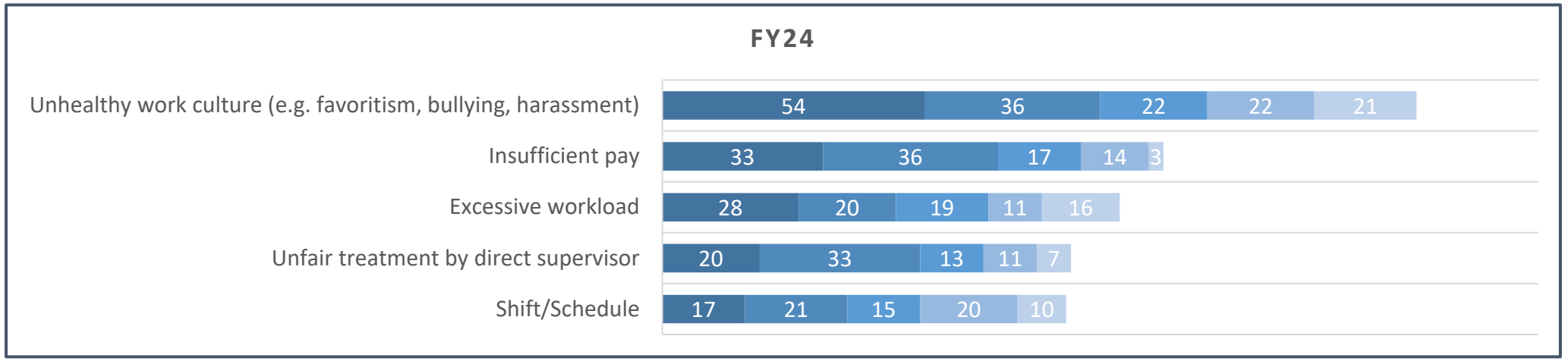
Fiscal Year	FY24			FYTD25		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	29%	38%	33%	23%	36%	41%
Work Environment	28%	37%	35%	24%	42%	34%
Collaboration among departments	27%	43%	30%	18%	48%	34%
Compensation	24%	48%	28%	28%	48%	24%
Benefits	38%	51%	11%	38%	48%	14%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	40%	27%	33%	37%	27%	36%
Job Specific Responses						
Category	**No**		**Yes**	**No**		**Yes**
Received sufficient training for position	22%		78%	26%		74%
Would recommend Parkland as a place to work	34%		66%	40%		60%
Job realistically presented when interviewed	30%		70%	33%		67%

*Aggregated from 161 responses

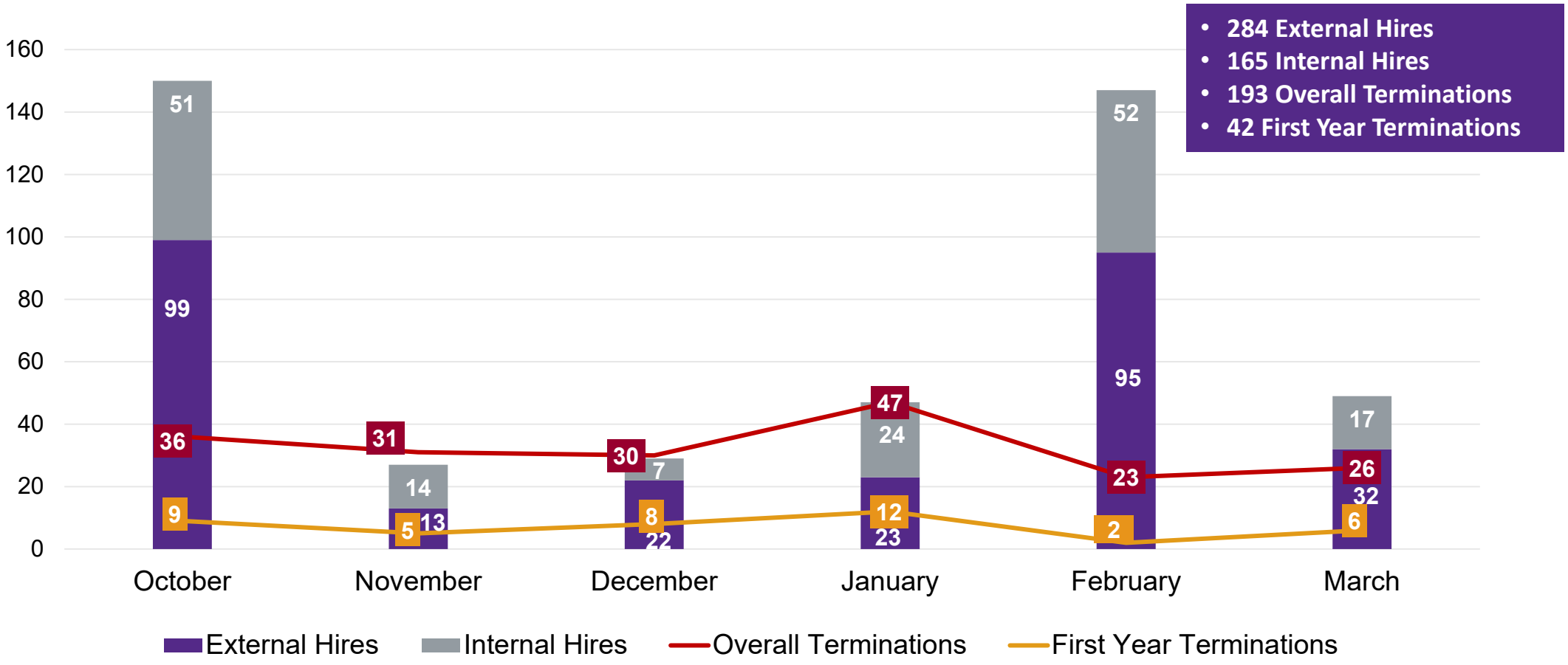
Post Resignation Survey Top Reasons for Leaving – Overall

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.





FYTD25 Nurse Terminations & Hires



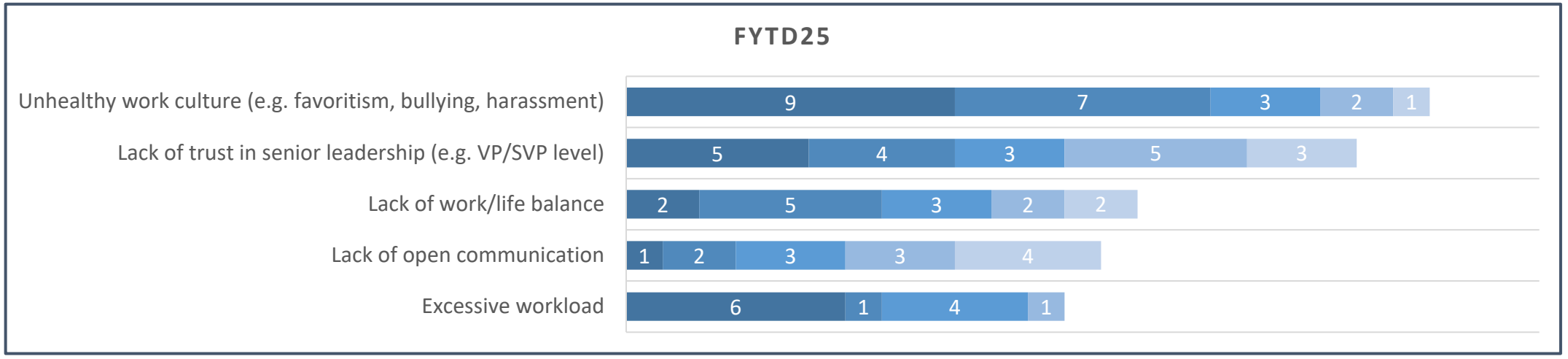
Post Resignation Survey – Nursing Results

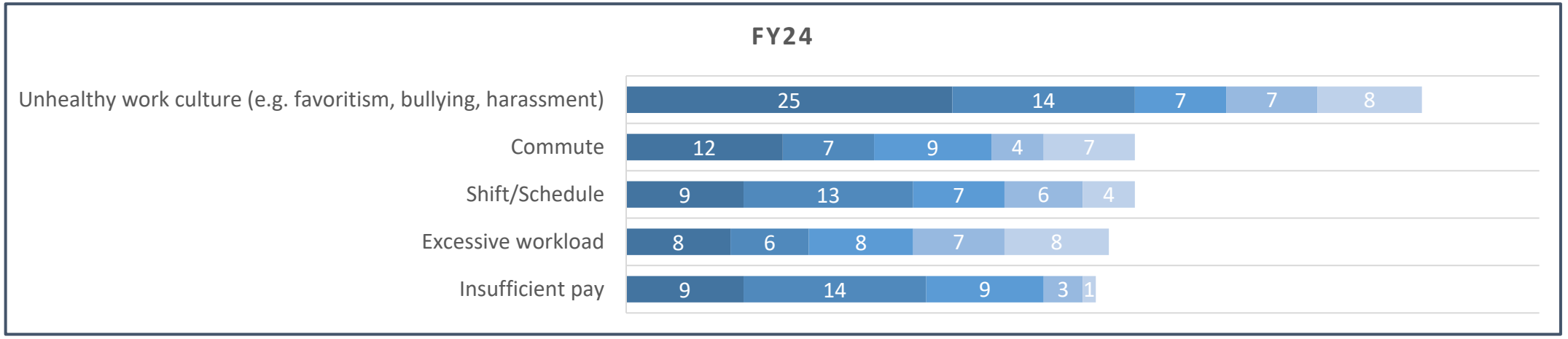
Fiscal Year	FY24			FYTD25		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	41%	39%	20%	29%	46%	25%
Work Environment	31%	35%	34%	25%	44%	31%
Collaboration among departments	33%	40%	27%	21%	54%	25%
Compensation	32%	44%	24%	38%	50%	12%
Benefits	36%	54%	10%	40%	54%	6%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	47%	28%	25%	35%	27%	38%
Job Specific Responses						
Category	**No**		**Yes**	**No**		**Yes**
Received sufficient training for position	15%		85%	17%		83%
Would recommend Parkland as a place to work	33%		67%	36%		64%
Job realistically presented when interviewed	27%		73%	33%		67%

*Aggregated from 48 responses

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.





Workforce Advancement in Hiring from Socioeconomic Need Index Zip Codes 4 and 5

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

Benchmark Comparison

Ethnically Diverse	10th	25th	Median	75th	90th	Parkland
Overall Headcount	13.6%	21.5%	35.3%	45.6%	57.2%	75.2%
Management	5.5%	11.9%	20.0%	29.1%	40.6%	58.1%
Executives	6.6%	9.8%	15.1%	21.5%	28.9%	42.5%
Nurses	7.0%	14.1%	25.3%	42.4%	64.2%	66.4%
Physicians	16.2%	22.8%	30.9%	40.7%	48.0%	81.3%

Female	10th	25th	Median	75th	90th	Parkland
Headcount	75.6%	77.2%	79.9%	81.7%	83.3%	76.2%
Management	65.4%	68.2%	70.2%	72.4%	75.0%	66.1%
Executives	43.2%	47.6%	50.8%	54.4%	60.8%	53.4%

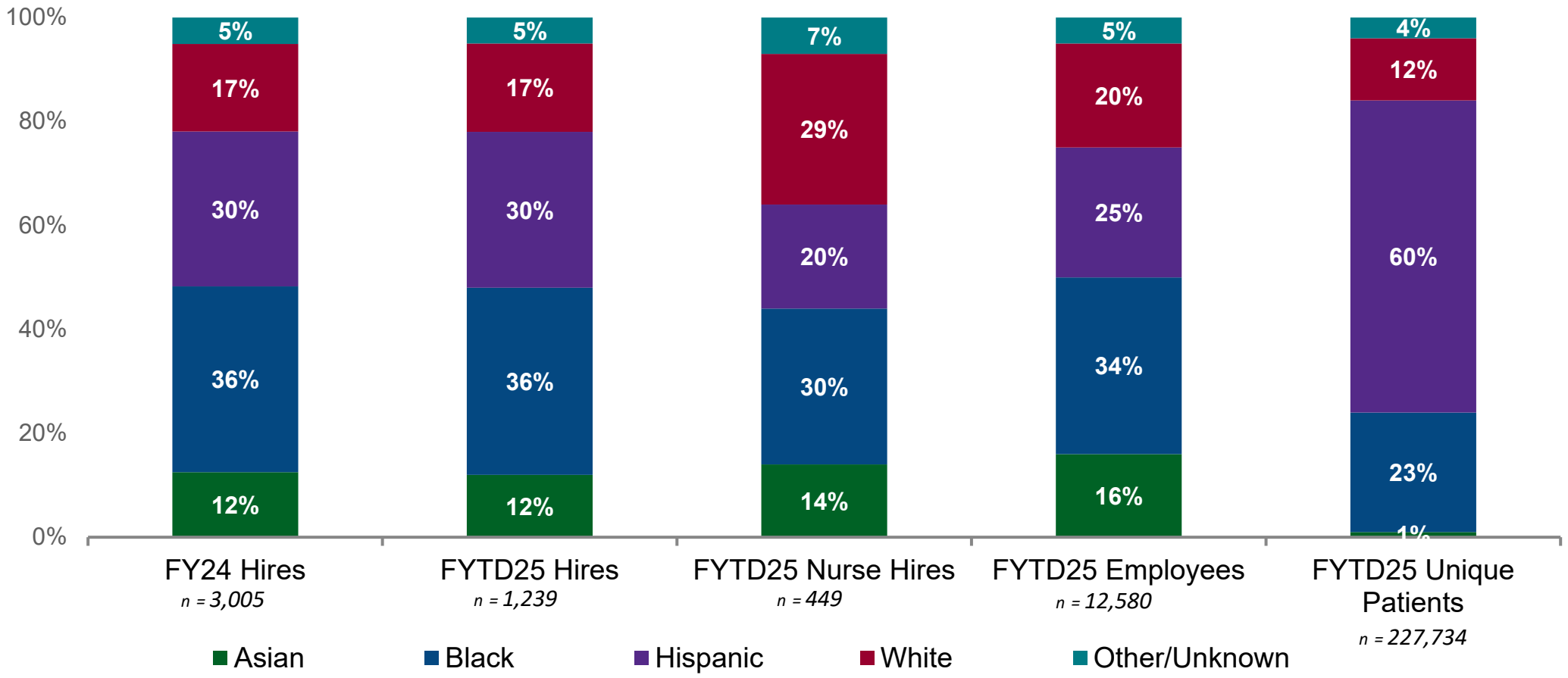
Source: Saratoga 2024 National Hospital Industry

FYTD25 Workforce Demographics

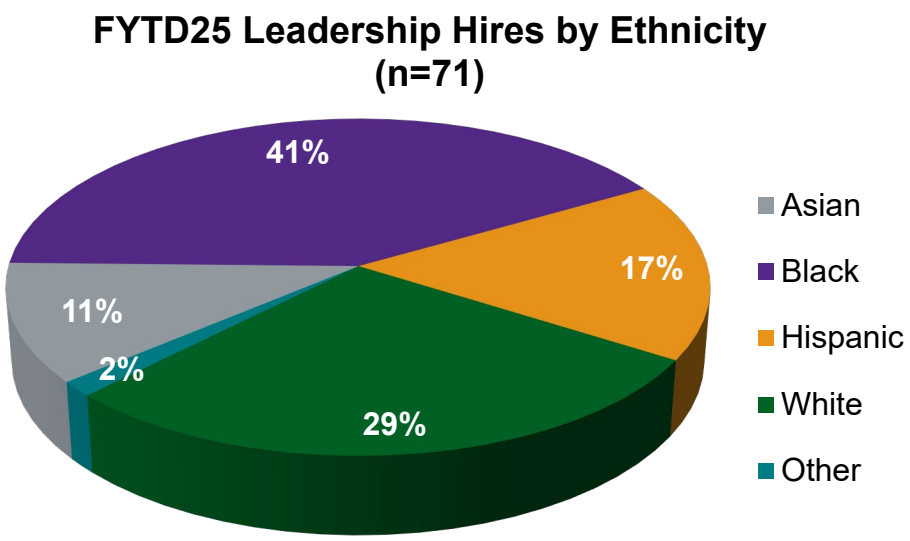
Workforce	American Indian	Asian	Black	Hawaiian	Hispanic	Not Specified	White	Total Minorities	Total Females
Non-Management	0.6%	16.4%	33.9%	0.1%	25.9%	4.4%	18.7%	76.9%	77.2%
Supervisor	0.3%	16.5%	32.4%		22.1%	4.0%	24.7%	71.3%	67.9%
Manager	0.4%	10.8%	30.7%		14.5%	3.7%	39.9%	56.4%	67.6%
Director		10.4%	25.5%	0.5%	9.4%	5.6%	48.6%	45.8%	64.2%
VP	2.4%	9.8%	17.1%		12.2%	4.9%	53.6%	41.5%	58.5%
SVP	3.9%	11.5%	15.4%		15.4%	3.8%	50.0%	46.2%	50.0%
EVP			20.0%		20.0%		60.0%	40.0%	40.0%
President							100.0%		

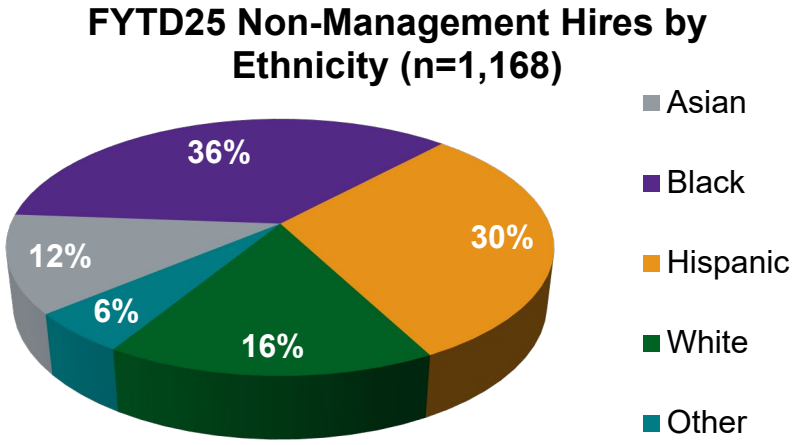
Overall	**0.6%**	**16.0%**	**33.5%**	**0.1%**	**25.0%**	**4.4%**	**20.4%**	**75.2%**	**76.2%**
VP+	**2.8%**	**9.6%**	**16.4%**		**13.7%**	**4.1%**	**53.4%**	**42.5%**	**53.4%**
Unique Patient		**1.2%**	**23.1%**		**60.2%**	**3.6%**	**11.9%**	**84.5%**	**61.4%**

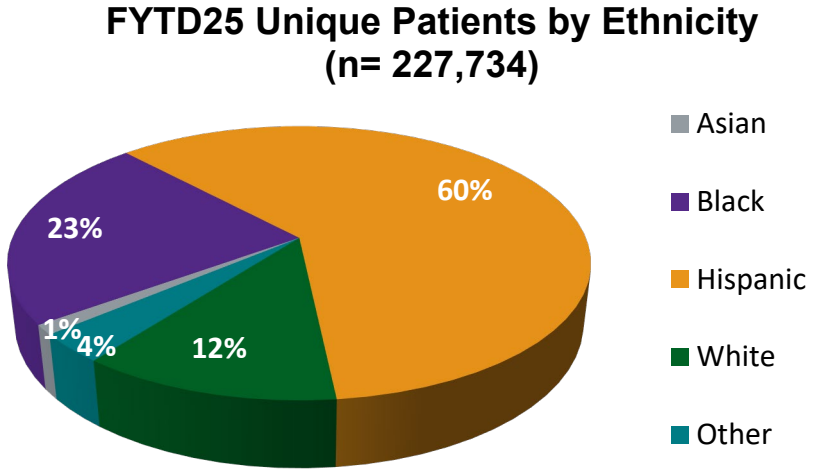
FYTD25 Diversity in Hires



Leader & Non-Leader Hires by Ethnicity

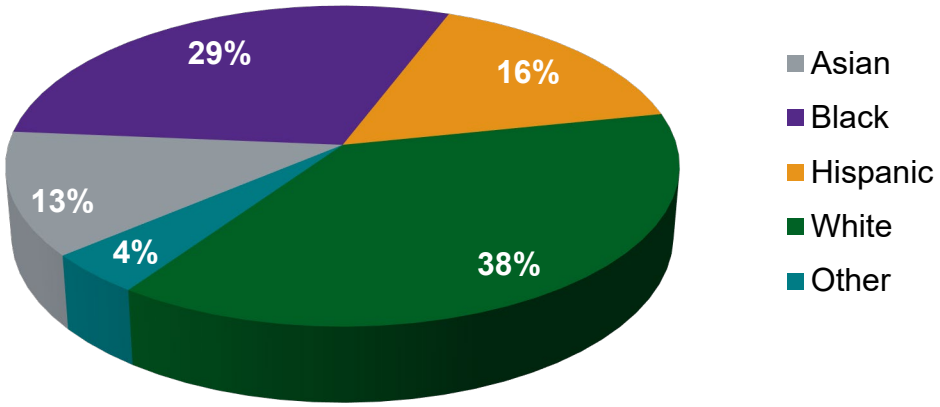




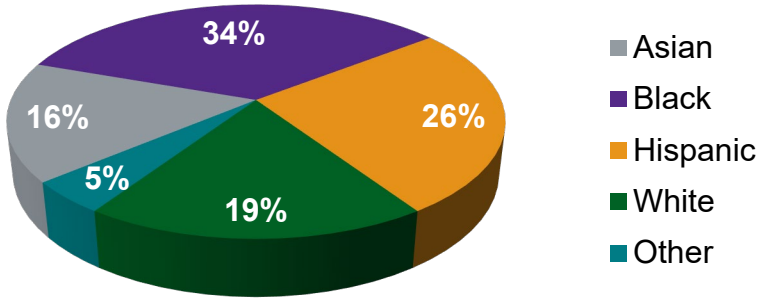


Current Leaders & Non-Leaders by Ethnicity

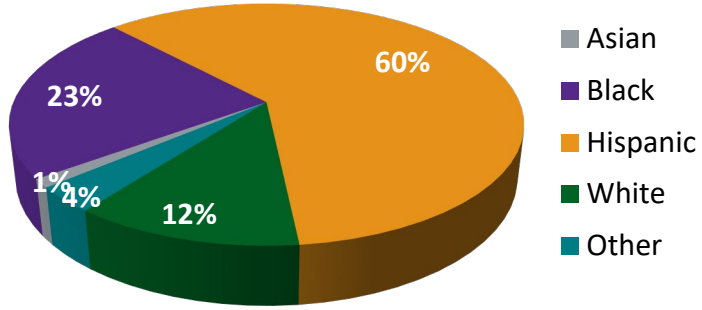
FYTD25 Current Leaders by Ethnicity (n=1,146)



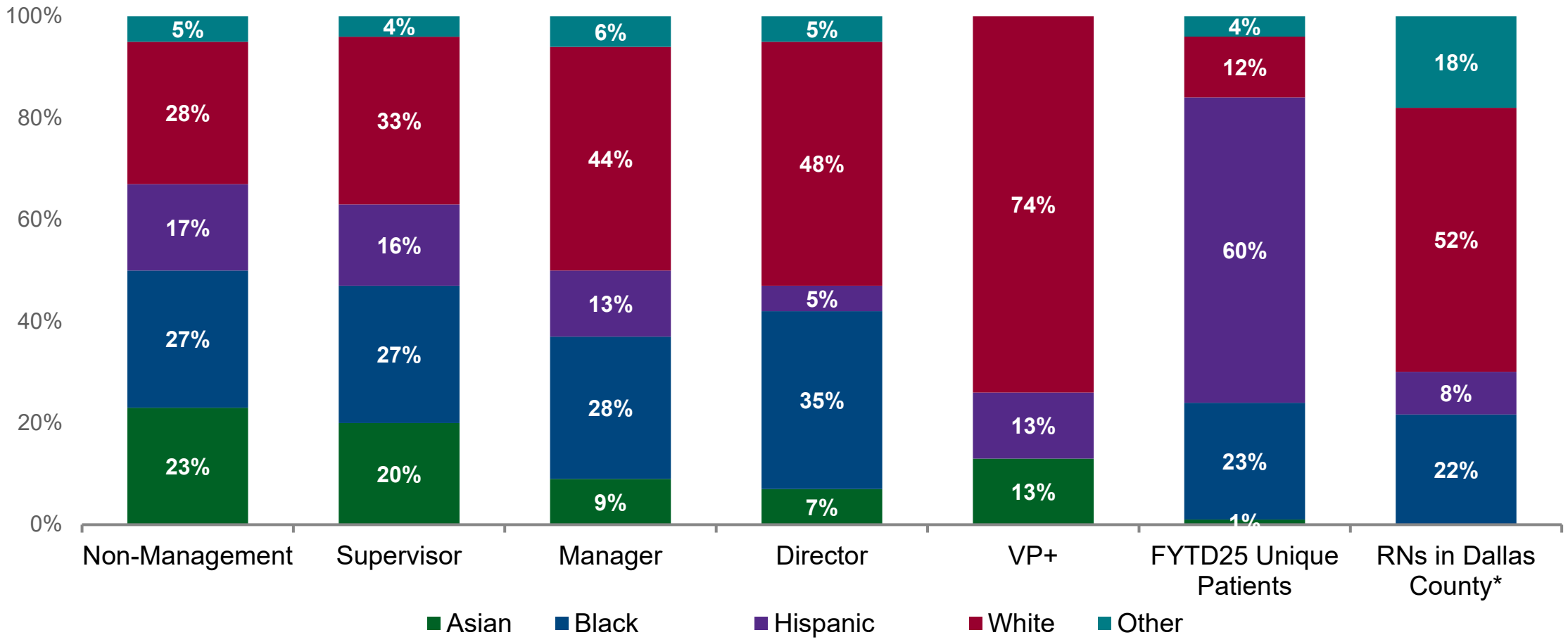
FYTD25 Current Non-Management by Ethnicity (n=11,434)



FYTD25 Unique Patients by Ethnicity (n= 227,734)



FYTD25 Diversity in Nursing Leadership



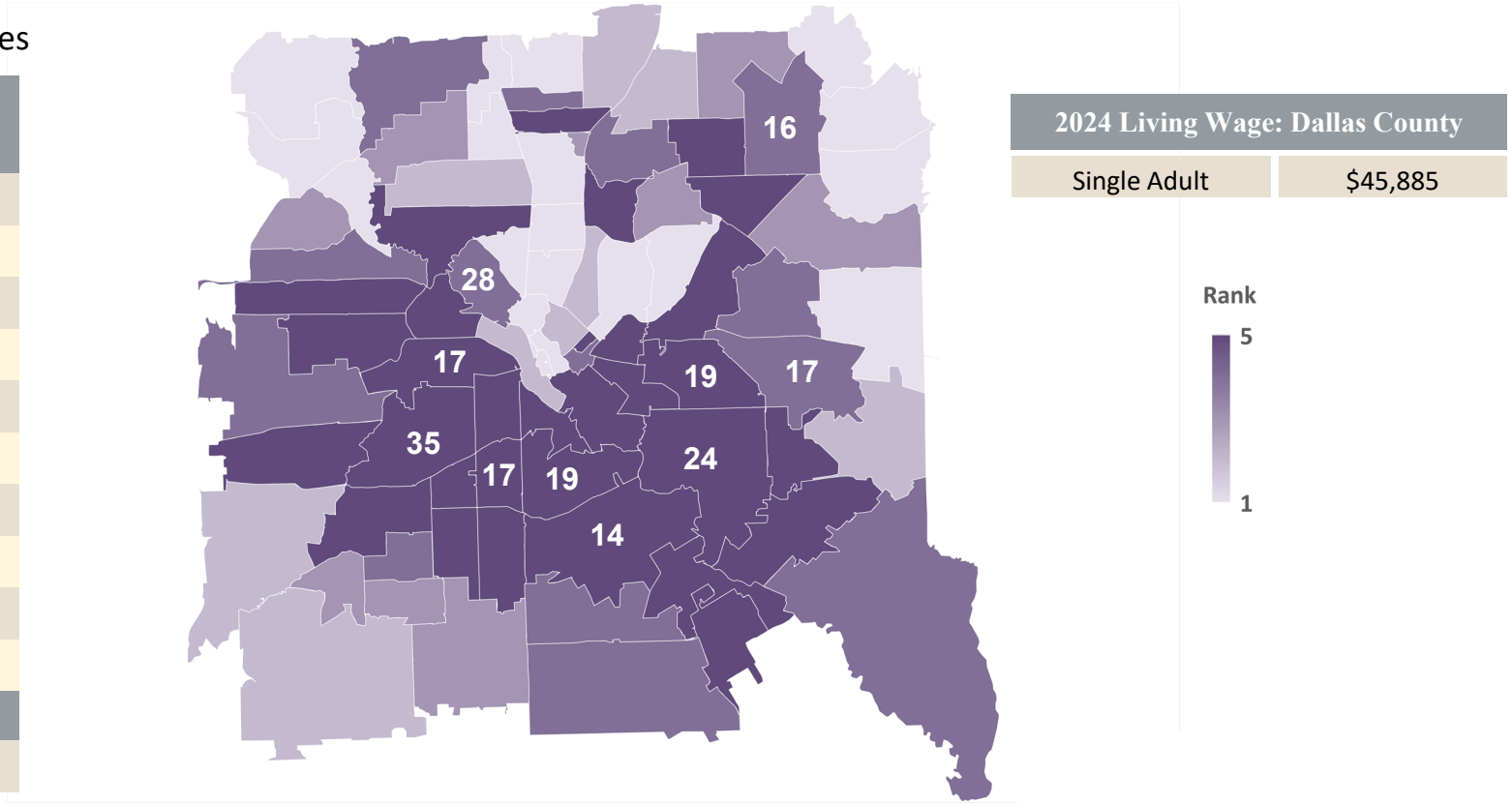
*Source: Texas Board of Nursing – 2019

Hires from ZIP Codes with SNI Ranking 4-5

33.3% of hires in FYTD25 came from SNI ZIP codes

Rank	Zip Code	SNI Index	Hires FT	Hires PT
5	75211	97.3	32	3
4	75235	73.0	28	0
5	75217	98	21	3
5	75227	96.6	17	2
5	75216	98.6	16	3
4	75149	81.2	17	0
5	75212	98.8	17	0
5	75224	96.1	14	3
4	75040	74.8	16	0
5	75241	90.7	14	0
Total SNI Zip Code Hires				
413				

Average salary: $55,741

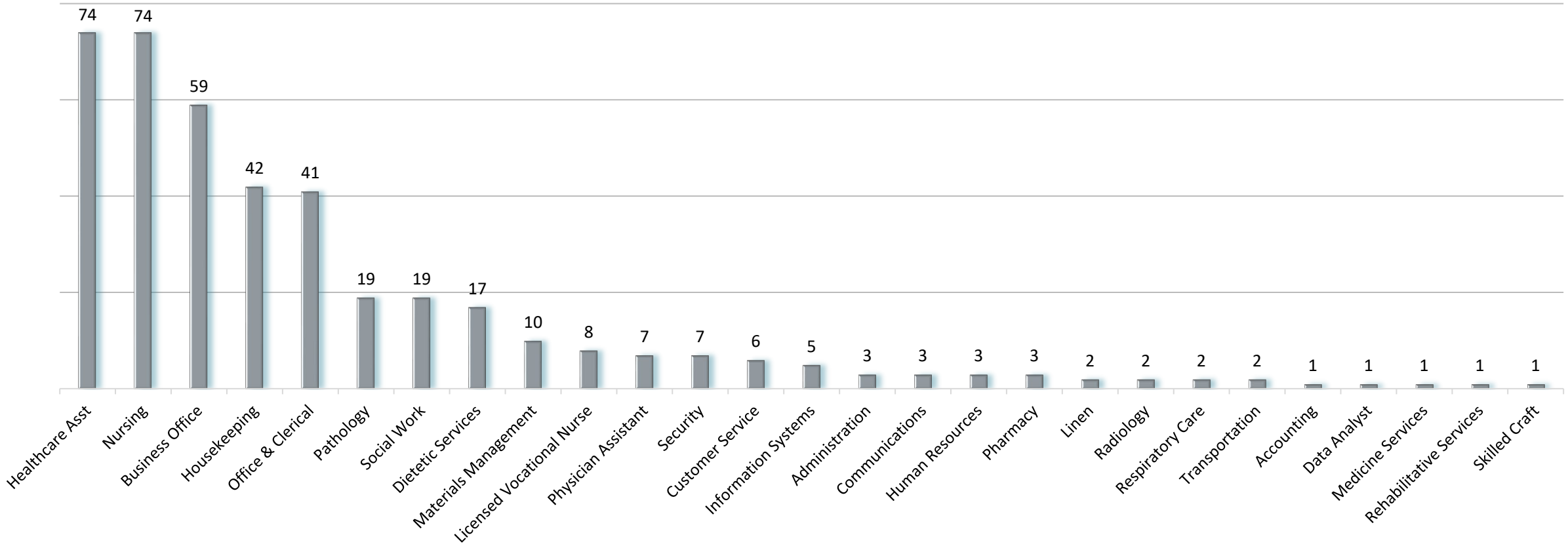


2024 Living Wage: Dallas County	
Single Adult	$45,885

24% of FYTD25 hires from ZIP codes with an SNI of 4 or 5 were from CDVI ZIP Codes (100/413)

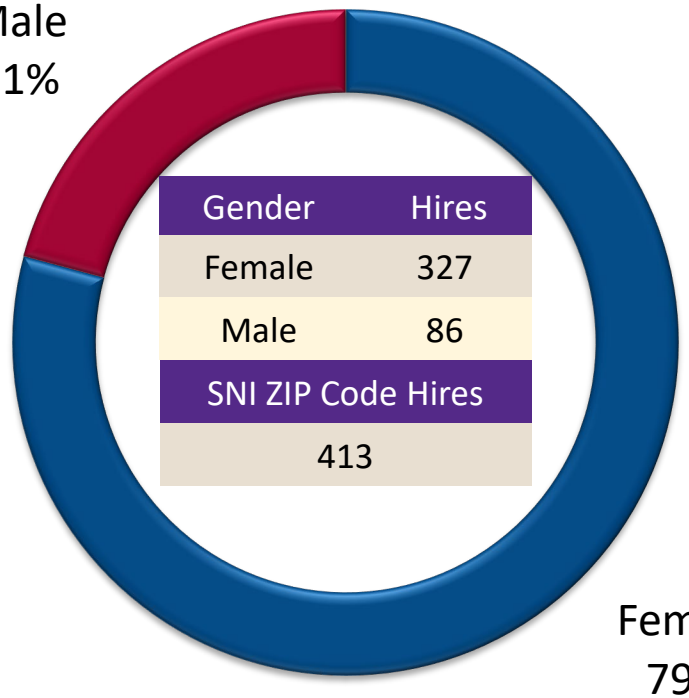
- Combined: Asian 6%, Black 39%, Hispanic 53%, White 2%

ZIP Codes with SNI 4-5 Hiring by Job Family



ZIP Codes with SNI 4-5 Hiring by Gender

Male
21%



Gender	Hires
Female	327
Male	86
SNI ZIP Code Hires	
413	

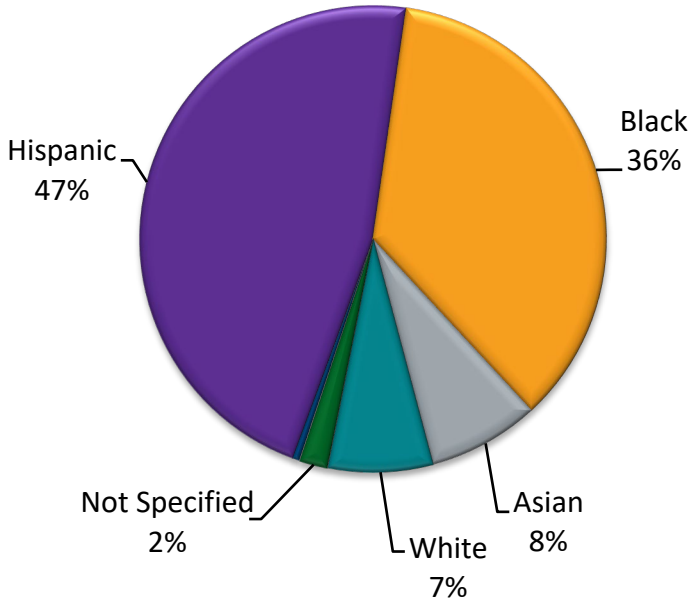
Female
79%

84% of FYTD25 hires from CDVI ZIP Codes were Female (16% Male)

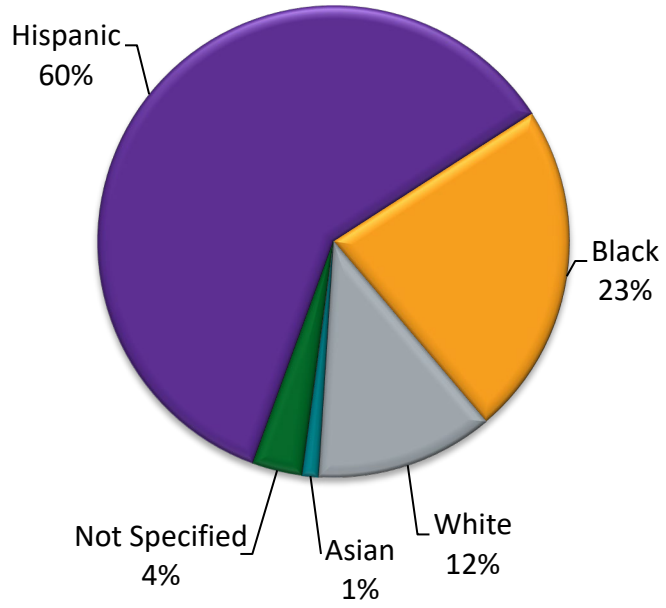
ZIP Codes with SNI 4-5 Hiring by Ethnicity

Ethnicity	Hires
Hispanic	193
Black	148
Asian	32
White	30
American Indian	2
Not Specified	8
Total SNI ZIP Code Hires	
413	

SNI ZIP Code Hires By Ethnicity

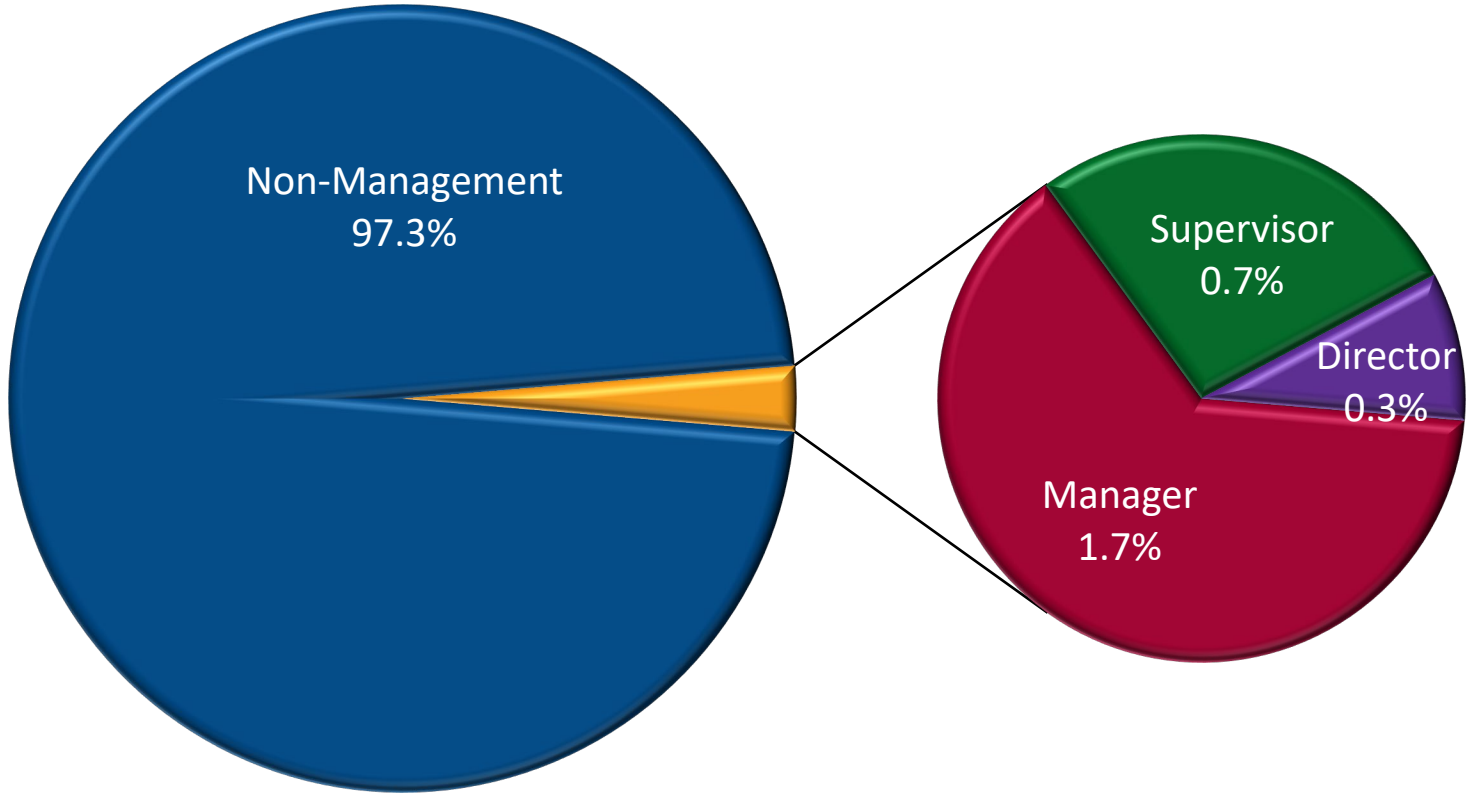


Patient Demographics Summary



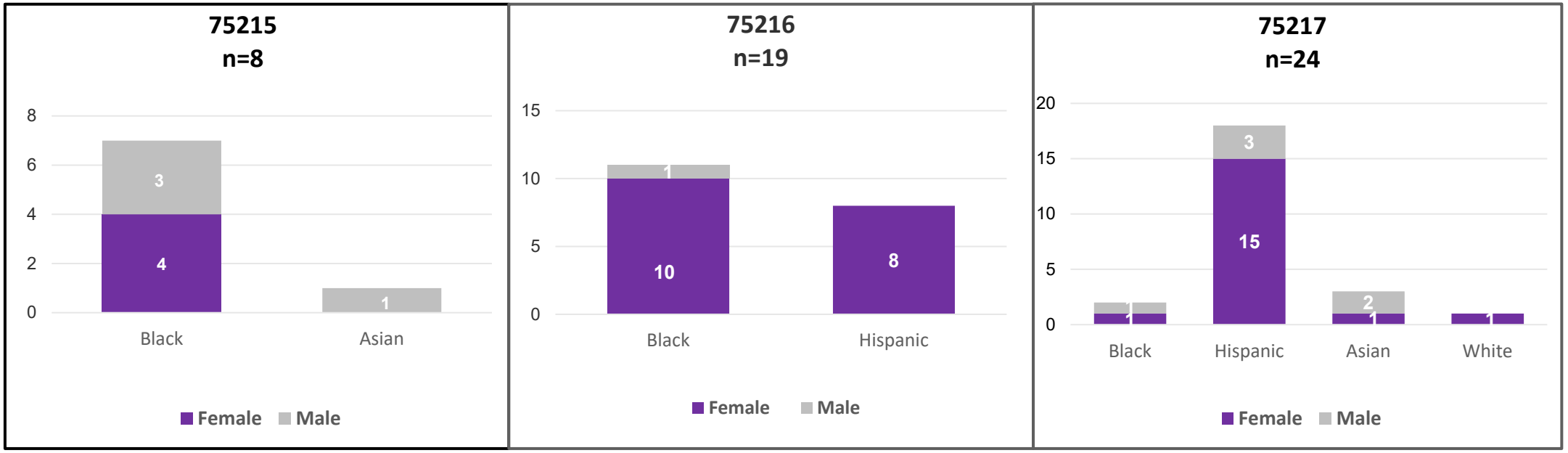
ZIP Codes with SNI 4-5 Hiring by Management Level

Management Level	Hires
Non-Management	402
Manager	7
Supervisor	3
Director	1
Total SNI ZIP Code Hires	
413	



96% of FYTD25 hires from CDVI ZIP Codes were Non-Management (2% Manager, 1% Director, 1% Supervisor)

FYTD25 Hires from ZIP Codes with SNI 4-5



Top Jobs

- Medical Practice Assistant (6, 12%)
- Unit Technician (4, 8%)
- Patient Care Assistant (5, 10%)
- Environmental Svc Tech (4, 8%)

Average Annual Salary

$50,353

12% of FYTD25 hires from ZIP codes with an SNI of 4 or 5 were from these three ZIP codes (51/413)

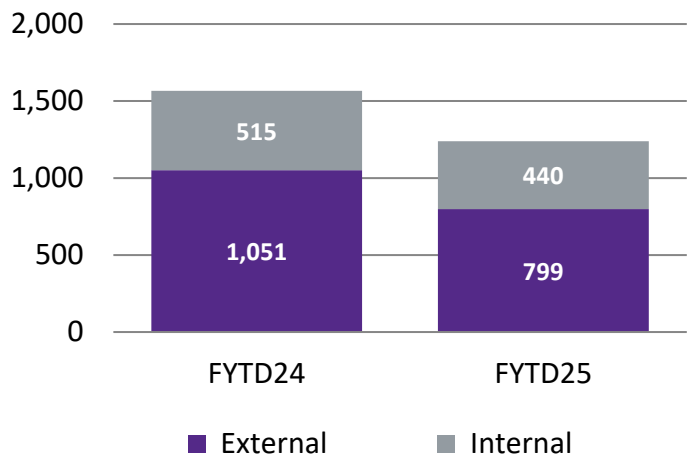
- Combined: Black 39%, Hispanic 51%, Asian 8%, White 2%

FYTD25: Talent Acquisition

Hiring volume for the second quarter in FYTD25 was lower than the same period in FY24 by 21%. The ongoing trend in both overall and nursing hires exceeding the number of staff leaving the organization continued through Q2. This has resulted in fewer positions submitted to recruitment for posting.

Community Focus continues with 33.3% of our hires in Q2 FYTD25 coming from SNI ZIP Codes ranked 4 or 5 compared to 31.8% in Q2 FYTD24. Both exceeded our goal of 30%.

FYTD Hiring



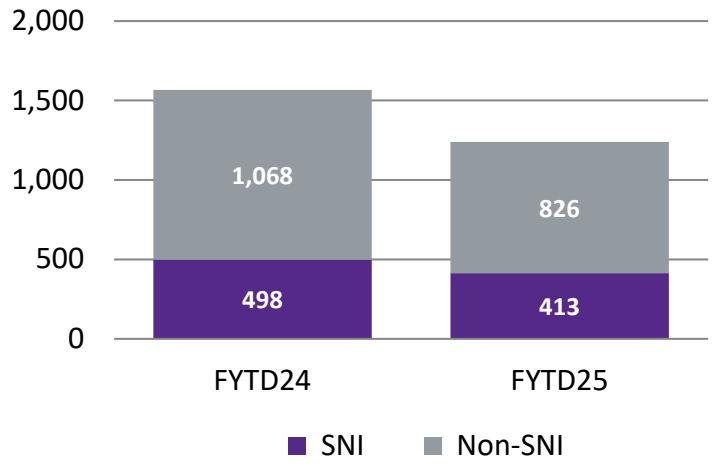
Hires vs Terms

- 799 External Hires
- 440 Internal Hires
- 707 Overall Terminations
- 207 First Year Terminations

Nursing Hires vs. Terms

- 284 External Hires
- 165 Internal Hires
- 193 Overall Terminations
- 42 First Year Terminations

Hires from SNI ZIP Codes



Upcoming Employee Experience Events

Shauntee Mayfield, EdD, SHRM-CP, CDP, MT(ASCP)
VP & Chief Experience Officer

Celebrate Us! Returns May 12-17

CELEBRATE Us! showcases

A Symphony of Compassionate Care

- **Exciting Activities** (Lunch Party in the Garden, World-Wide Wednesday Event, Parkland Born, Ice Cream and much more)
- **Executive welcome** with breakfast snacks for workforce members
- **Complimentary meal** to all team members on designated days
- Employees can visit dedicated **Celebrate US! SharePoint page** for continued updates and more information as we get closer to kickoff.

Communications Schedule of OTM Activity to Employees

Sean Gorman, MBA
OTM Communications Manager

May 2025 Communications

May 2025

				Thursday	Friday	Saturday
				5/1/2025	5/2/2025	5/3/2025
				Celebrate US Bulk Pick Up Leader Email (If Needed)	Celebrate US! Banner	
				Leadership Forum	RFTS Banner	
				URS Timeline and Next Steps - Leadership Forum	Celebrate US Bulk Pick Up Leader Email (If Needed)	
				OCC HEALTH RESIDENTS COMPLIANCE EMAIL	URS Follow Up email to Leaders	
				Jet Dental		
			Celebrate US Schedule Email	Celebrate US! Banner		
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5/4/2025	5/5/2025	5/6/2025	5/7/2025	5/8/2025	5/9/2025	5/10/2025
						Celebrate US!
	RFTS Banner	Celebrate US! Banner	Celebrate US! Banner	Celebrate US! Banner	Celebrate US! Banner	
	RFTS PN	RFTS Banner	RFTS Banner	RFTS Banner	RFTS Banner	
			Annual Training Reminder PL			
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5/11/2025	5/12/2025	5/13/2025	5/14/2025	5/15/2025	5/16/2025	5/17/2025
	Celebrate US!	Celebrate US!	Celebrate US!	Celebrate US!	Celebrate US!	
	Celebrate US! Day 1	Celebrate US! Day 2	Celebrate US! Day 3	Celebrate US! Day 4	Celebrate US! Day 5	Celebrate US! Day 6
	Celebrate US! Kickoff PN	Celebrate US! Banner	Celebrate US! Banner	Celebrate US! Banner	Celebrate US! Banner	
	Jet Dental PN	RFTS Banner	RFTS Banner	Memorial Day Banner	RFTS Banner	
	RFTS PN	Memorial Day Banner	RFTS PL	Town Hall	Memorial Day Banner	
	Pride Parade PN			URS Update at Town Hall	Pride Parade Banner	
	Pride Parade PN			Pride Parade Banner		
	Celebrate Us! Banner			RFTS Banner		
	Memorial Day Banner					
	RFTS Banner					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5/18/2025	5/19/2025	5/20/2025	5/21/2025	5/22/2025	5/23/2025	5/24/2025
	Memorial Day PN	Memorial Day Banner	Memorial Day PL	Memorial Day Banner	Memorial Day Banner	
	Career Navigator PN	RFTS Banner	RFTS PL	Pride Parade Banner	Pride Parade Banner	
	Pride Parade PN	Pride Parade Banner	RFTS Banner	URS - Phase 2 Next Steps, Registration Link for Leader Sessions		
	RFTS PN		Pride Parade Banner			
	Loan Repayment		Memorial Day Banner			
	Memorial Day Banner					
	Pride Parade Banner					
	RFTS Banner					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5/25/2025	5/26/2025	5/27/2025	5/28/2025	5/29/2025	5/30/2025	5/31/2025
	Memorial Day					
	No Parkland Now (Holiday)		Tobacco Reminder Email			

Policies & Procedures Update

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

OTM Policies Updates (FY24)

Policy Number and Name	Summary of Updates
6000-700 Corrective Action – *formerly known as Progressive Discipline Procedure* *(Please click on the link to access the policy)*	❑ Policy renamed to Corrective Action (formerly Progressive Discipline Procedure) ❑ Purpose changed to provide guidelines and expectations for the corrective action process. ❑ Scope changed to All Parkland Health ("Parkland") Workforce members. ❑ General Guidelines adjusted: ✓ Corrective action process is intended to provide structure for leaders and employees to address job performance and provide an opportunity for improvement. ✓ Corrective action may progressively become more serious if established expectations are not met. ✓ Leader will review the Just Culture Decision Guide and initiate corrective action accordingly; may begin at any level of the correction action process. ✓ Leaders are responsible for communicating and establishing job performance expectations or corrections if employee's performance is unsatisfactory and needs improvement. ❑ Disciplinary Action Level additions: ✓ Unpaid Suspension ✓ Termination during initial employment period ✓ Paid Administrative Leave pending investigation ❑ Definitions section updated to include: ✓ At-Will Employee ✓ Conditions of Employment ✓ Event Severity ✓ Hazardous Condition ✓ Initial Employment Period ✓ Patient Safety Event ✓ Reckless or Negligent Behavior ✓ Unsatisfactory Job Performance

OTM Policies Updates (FY24)

Policy Number and Name	Summary of Updates
6000-300 Workplace Behavior and Conduct – *formerly known as Colleague Behavior Expectations* *(Please click on the link to access the policy)*	❑ Policy renamed to **Workplace Behavior and Conduct** (formerly Colleague Behavior Expectations) to clarify expected conduct and behavior in the workplace collectively and not solely with colleagues. ❑ The title for section 1 was changed from "Workplace Standards" to "General Guidelines". ❑ Policy Language updates: ✓ Workforce members, patients, and visitors are entitled to be treated with courtesy dignity and respect (section 1A). ✓ Employees are expected to behave in a manner consistent with Parkland's mission, vision, ICARE values, and Code of Conduct & Ethics (section 1B). ❑ Policy Additions: ✓ Section 1C - added to clarify that employees are expected to perform their job duties in accordance with the expectations outlined in the employee's job description. ✓ Section 1D - added to clarify that workforce members are expected to work collaboratively and to communicate in a professional and respectful manner. It further clarifies that language and behavior that is discriminatory, disparaging, harassing, intimidating, insubordinate, or profane is not permitted. ❑ The title for section 2 was changed from "Managing and Reporting Unacceptable or Disruptive Behaviors" to "Reporting Requirements". ❑ Definitions section updated to include: ✓ Employee ✓ Insubordinate Behavior ✓ Unacceptable or Disruptive Behavior ✓ Workforce Member (previously labeled as Colleague) ❑ Additions to the Appendices: ✓ A table was added as "Appendix A" to list behaviors considered to be acceptable previously included in section 1C of the old policy. ✓ A table was added as "Appendix B" to list behaviors considered to be unacceptable previously included in section 2 of the old policy.

OTM Policies Updates (FY24)

Policy Number and Name	Summary of Updates
6000-600 Workplace Complaint Resolution *(Please click on the link to access the policy)*	❑ Simplified the language throughout the policy to make it easier to understand. ❑ Updated scope to reflect Parkland Health. ❑ The title for section 1 was changed from "Procedure Statement" to "General Guidelines". ❑ Grouped related statements/subjects and created corresponding sections: ✓ Statements related to informal complaints are under a section titled Informal Complaints ✓ Statements related to formal complaints are under Formal Complaints ✓ Statements related to retaliation are under Protection Against Retaliation ❑ Statements related to the process of resolving the workplace complaint will be moved to an OTM business process document. ❑ Definitions section updated to include: ✓ Chain of Command ✓ Coercion ✓ Confidentiality ✓ Formal Complaint ✓ Good Faith ✓ Informal Complaint ✓ Interference ✓ Retaliation
4000-1400 Paid Time Off *(Please click on the link to access the policy)*	❑ Table Under Paid Time Off (Section2A, page 3) updated to remove the statement – *'PTO will not be available for use until 90 days from the effective date of the work status change'* – to reflect current practice of movement between part-time to full-time & part-time to part-time with benefits roles. ❑ Table under Bereavement (Section 4A, page 7) updated to include still-births and miscarriages as eligible events for 3 consecutively scheduled shifts of paid time off.

OTM Policies Updates (FY24)

Policy Number and Name	Summary of Updates
4000-2500 Adoption Assistance Program *(Please click on the link to access the policy)*	❑ Adoption Assistance reimbursement amounts increased: ✓ From $10,000 to $30,000 for eligible full-time employees ✓ From $5,000 to $15,000 for eligible part-time with benefits employees
5000-300 Reasonable Accommodation *(Please click on the link to access the policy)*	❑ Roles and responsibilities are more clearly defined between Occupational Health, Shared Services, and Talent Management Consulting departments in how they work together in response to reasonable accommodation requests. ❑ Added Occupational Health as a resource point for the applicant or candidate to request a necessary accommodation for a disability, pregnancy, or any medical need that the qualified applicant believes is necessary (Section 3A). ❑ The employee's department management and the Talent Management Business Partner (instead of Shared Services) will review the accommodation request.
4000-3500 Employee Appreciation Expense Policy *(Please click on the link to access the policy)*	❑ Created to provide guidelines on the appropriate use of dollars budgeted for employee appreciation.
SYS.EOC.001 Tobacco and Smoke Free Policy *(Please click on the link to access the policy)*	❑ Tobacco Surcharge information added to reflect Parkland Employee Health Plan changes. ❑ Tobacco User added to Definitions.

OTM Policies Updates (FY24)

Policy Number and Name	Summary of Updates
Physician Compensation Program *(Please click on the link to access the policy)*	❑ Created to offer a compensation package that attracts and retains top talent and ensures that Parkland is competitive and equitable, as well as compliant with regulatory guidelines.

OTM Policies Updates (FY24)

Minor Updates

- Please click on the link to access the policy:
  - ✓ 1000-300 Years of Service Recognition
  - ✓ 1000-400 Employee Volunteer Activity
  - ✓ 2000-900 PTO Donation to Foundation
  - ✓ 3000-2000 Overtime Utilization
  - ✓ 3000-2400 Job Description Procedure
  - ✓ 4000-2000 Military Leave of Absence
  - ✓ 4000-2400 Maternity Leave
  - ✓ 5000-1100 Initial Employment Period
  - ✓ 5000-1200 Posting of Job Openings
  - ✓ 5000-1750 Interview Panel Procedure
  - ✓ 5000-1950 Matrix Reporting Procedure
  - ✓ 5000-2200 Relocation Incentive
  - ✓ 5000-2500 Contract Invoice Process
  - ✓ 5000-500 Employment Status
  - ✓ 6000-211 Responsibilities for Duty
  - ✓ 7000-100 Workforce Restructuring/Reduction
  - ✓ 7000-500 Interim Assignments
  - ✓ 8000-201 Transitional Work Program
  - ✓ 9000-100 Employee Records

Thank you!