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, August 6, 2025, at 11:00 AM*** 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: 2307 544 8913, 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		10 minutes	Felicia Miller
B. Strategic Workforce Planning		10 minutes	Stephanie Speights
C. Total Rewards Update – Overview of Benefits Management Plan & Compensation Programs		20 minutes	Delancey Johnson & Stacy Dorsey
D. One Parkland Survey: Results and Latest Participation Totals		10 minutes	Shauntee Mayfield

	PAGE	TIME (min)	PRESENTER(S)
E. Update on Workday Platform Implementation		10 minutes	Delancey Johnson & Stacy Dorsey
F. Annual Discussion and Review of the Talent Development and Executive Compensation Committee Charter		10 minutes	Chair

IV. Possible Deliberation of Documents Submitted to Committee

A. Summary – OTM Metrics: Vacancy Rates, Posted Opening, Progress in Hiring Goals
B. OTM Metrics Review – Detailed Statistics, including Post-Resignation Survey Feedback
C. Workforce Advancement and Hiring from Socioeconomic Need Index Zip Codes 4 and 5
D. Communications Schedule of OTM Activity to Employees
E. Amendments for Review: Disability Plan
F. Policies & Procedures Update

V. Executive Session

Tex. Gov't Code §§551.074

A. Review of CEO duties as related to FY2026 Goals

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

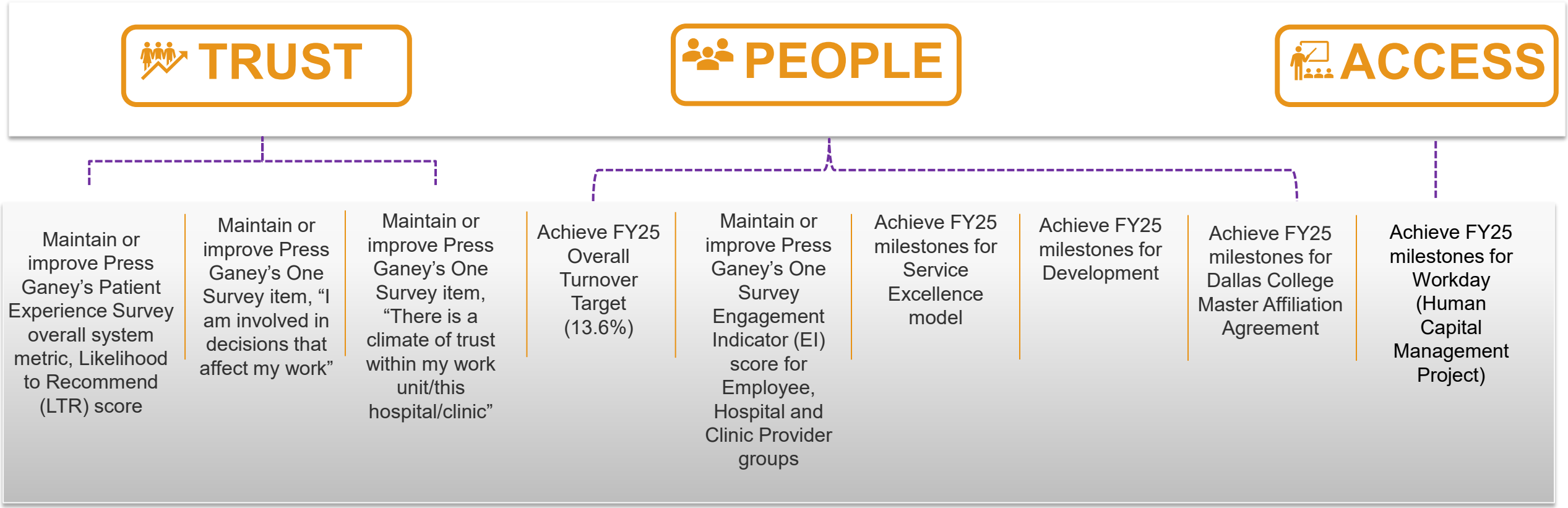
August 6, 2025

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

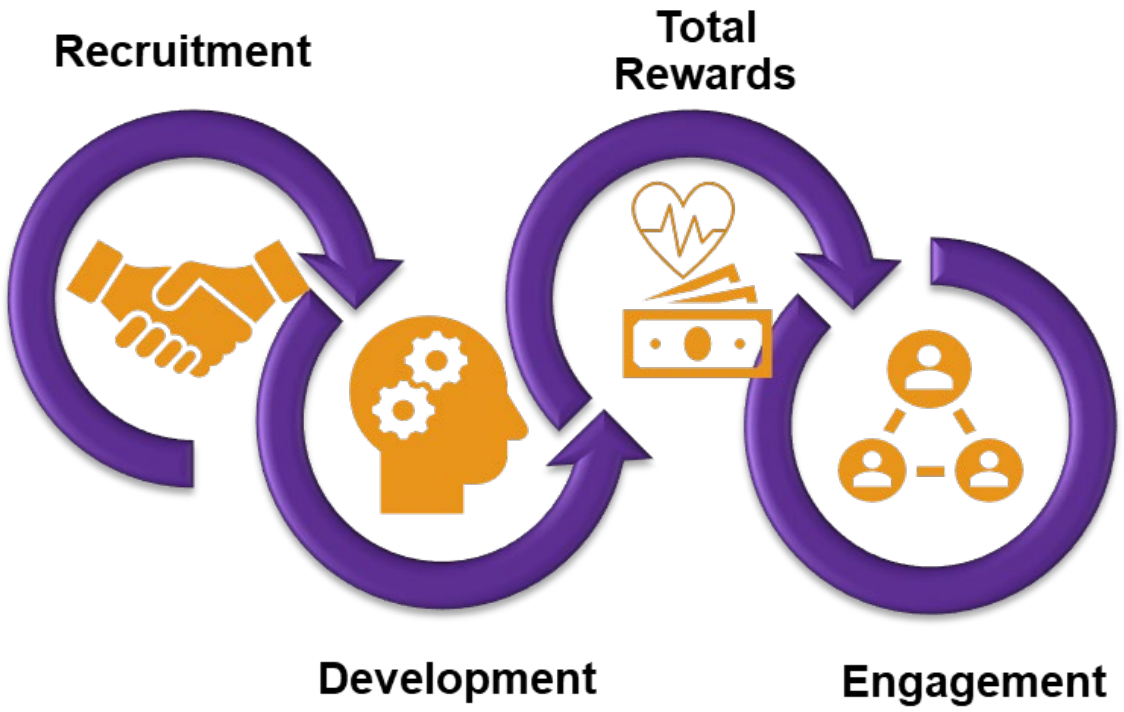


FY25 Cascaded Productivity Goal

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.



Strategic Workforce Planning

Stephanie Speights, PhD

SVP, Talent Management Development & Chief Learning Officer

Workforce Development
Brief History of High School Engagement

9th grade
PH at career events
H.O.M.E.S Unit tour
Parkland campus tour

10th grade
Simulation Lab experience
Summer Internship interview prep
Resume review

11th grade
Two Parkland campus visits
Career coaching
Interest assessment

12th grade
Monthly Parkland visits
Direct observation of Units

2016
General Outreach
Career day presentations
Summer internship

2017
Pinkston PTECH

Partnership created to engage students as a pipeline to PCA Apprenticeship

2019
CHNA Strategy
New WD Director, Theresa Wilson

2020
COVID
Virtual career presentations
Summer internships *on hold*

2021-22
Resume programming

2023
GROWTH/SCALE APPROACH

Expanded apprenticeships

25 High School summer interns, strategic placement

DISD, centralized partnership for equitable outreach

2024-25

Customized Events

- Career/Technical education (CTE) EXPO for school program directors, DISD administrators (2/28/24)
- Future Healthcare Professionals Day at Parkland—DISD (9/6/24, 11/14/24)
- Kappa Alpha Psi Mentoring Program Event (1/14/25)
- Future in Focus: Parkland Health Careers Expo (9/13/25)

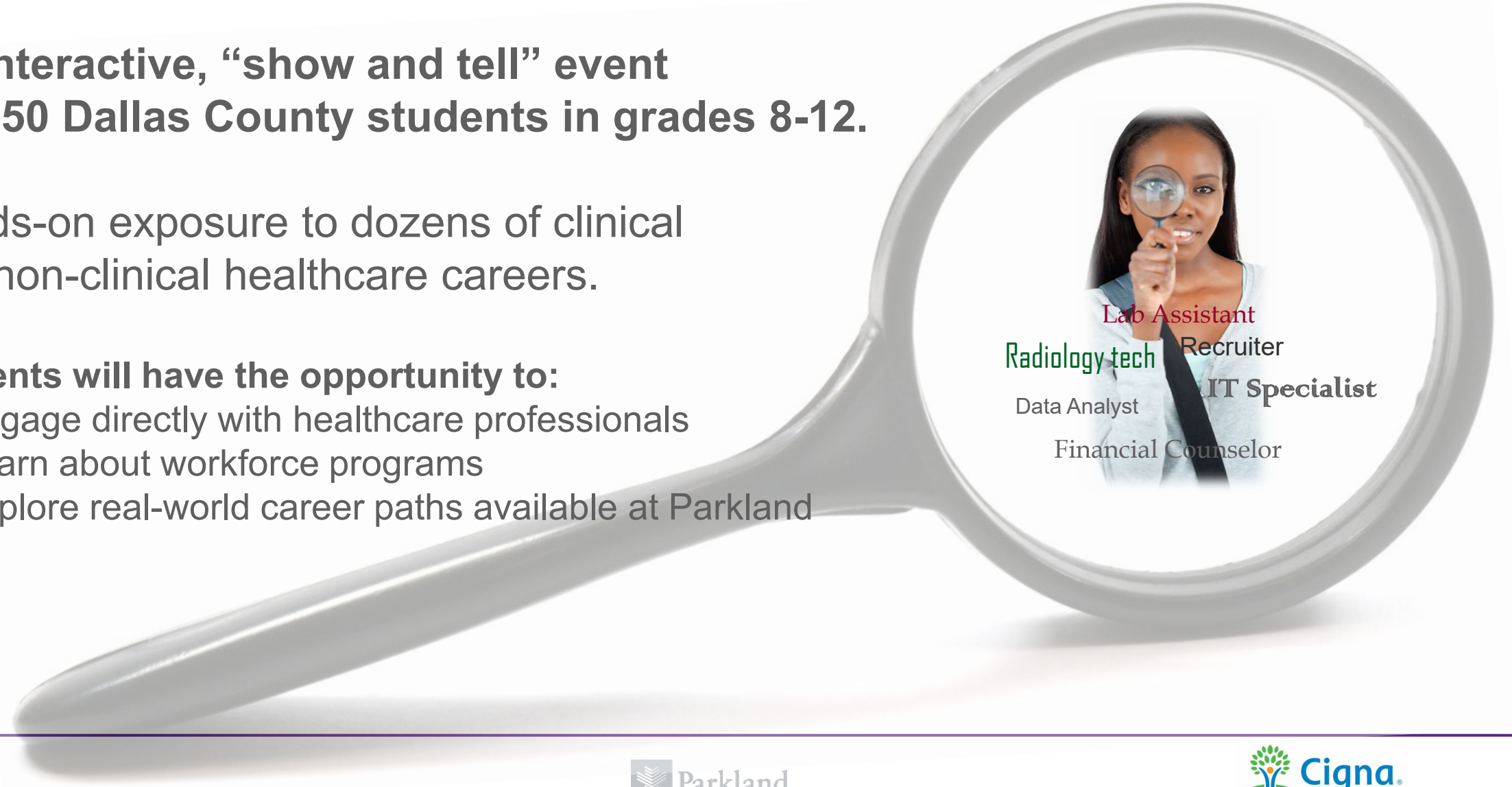
Future in Focus: Parkland Health Careers Expo: September 13

An interactive, "show and tell" event for 150 Dallas County students in grades 8-12.

Hands-on exposure to dozens of clinical and non-clinical healthcare careers.

Students will have the opportunity to:

- Engage directly with healthcare professionals
- Learn about workforce programs
- Explore real-world career paths available at Parkland



Executive Succession Planning Launches 2026

Positions prioritized for Round One, 2026

1. Chief Executive Officer (CEO)
2. Chief Operating Officer (COO)
3. Chief Financial Officer (CFO)
4. Chief Nursing Executive (CNO)
5. Chief Legal Officer (CLO)
6. Chief Talent Officer (CTO)

Deliverables for each positions

1. Position Success Profile
2. Emergency coverage plan for each position
3. Roster of internal succession 'candidates' in order of readiness timeframes
4. Development plan priorities/investments needed for each internal candidate

Preparation Steps, Now – January 2026:

1. Document industry trends, organizational growth plans, and external factors that could impact the knowledge and competencies needed for the position in the coming years.
2. Consider potential changes to reporting structures, based upon position requirements and trends or strategic plans.
3. Use findings to create "success profile" for each roles.
4. Align on succession terminology, e.g., "ready now," "ready enough," "high potential."

Total Rewards Update – Overview of Benefits Management Plan & Compensation Programs

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

SVP and Associate Chief Talent Officer

Stacy Dorsey, SHRM-SCP

SVP & Chief Workforce Officer

ONE Parkland Survey: Results & Latest Participation Totals

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

The ONE Survey (July 21 - Aug. 15) Has Begun

The One Survey is designed to help improve workforce engagement and measure progress toward our collective goals. It is a combination of Nursing, Safety, Compliance, & Engagement - all in one.

Through this survey, we aim to:

- Track the organization's progress in workforce experience, safety, compliance, and nursing excellence
- Inform Leaders on what additional focused efforts are needed
- Define next steps and key actions for continuous improvement

Participation Rates:
(*as of July 31*)

- Employee: **59%**
- Clinic Providers/Pop. Health: **47%**
- Hospital Providers: **22%**

Bi-weekly participation rate updates shared with Leadership.

This Year's Participation Goal – 85%

Daily and Weekly Drawings

Prizes for All Employees for Reaching Goal

Parkland
ONE SURVEY

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

Project Timeline

Plan
June – Aug 2024

WE ARE HERE

Build, Configure & Test
Aug 2024 – Sept 2025

- Creating and modernizing Parkland business processes for testing
- Establish vision for reimagined OTM Model
- Testing Workday specific business processes
- Payroll Parallel testing cycles
- Address severity blockers to go live

Day One- Go Live

Deploy
Q1 FY26

- Data Migration & Cutover (Freeze in PeopleSoft to support transition)
- Role clarity & alignment
- Stakeholder Engagement Strategy
- Data Validation in Workday
- Training and continued communications
- Workday support model strategy

Post-Deploy
Day One & Beyond

- **Short Term**
- Hypercare- break-fix support
- Execute core annual processes
- Configure security optimizations
- Reconfigure and design OTM Org/ Service Delivery Model
- Workday Admin Support
- Data governance framework

- **Mid Term and Long Term**
- Technology enhancements
- ServiceNow redesign
- Custom Workday Dashboards
- HRIS Team design and staff

Case for Change

Overview

We're bringing key people / HR processes together into one system. Instead of navigating between systems to complete routine tasks like viewing pay, updating contact details, or posting a job, employees and leaders will be able to do more with greater clarity and less back and forth.

This isn't just a system change, it's a strategic shift toward a smarter, more unified way of working. Workday will help reduce manual work, improve access to reliable data, and support better decision making at every level. We'll start with the most critical processes on Day One, then continue to build out more functionality, tools, and automation over time.

What's going to be different?

- One connected platform will replace multiple systems
- Processes will be simplified and standardized
- Role-based access and security will ensure the right people see the right information, improving accuracy and control
- Manual steps and workarounds will be replaced with streamlined workflows
- Real time data will be available at the point of need
- Day One sets the foundation for future enhancements like improved analytics, reporting, and automation

How will we transform?

We're not just turning on a new system, we're laying the foundation for smarter, smoother operations across Parkland. We'll start with the most critical processes on Day One, then continue to build out more functionality, tools, and automation over time.

Why do we need to change?

- Our current systems don't talk to each other, creating delays, confusion, and duplicate work
- Managers often don't have timely access to the data they need to support their teams
- Routine tasks take longer than they should and often require help from multiple departments
- Inconsistencies in how we manage processes lead to rework and misalignment
- This change is about simplifying how we work, so people can focus on their roles, not the system

What's in it for me / Parkland?

- **One system, one experience.** No more jumping between systems to view pay, manage benefits, update information, manage teams, or post jobs
- **Fewer steps, less guesswork, more confidence.** Self-service features mean fewer tickets, fewer delays, and less need to contact HR or submit a request for help
- **Better visibility for leaders.** Dashboards and real-time data will support faster, more informed decision making and will help track staffing, licenses, and performance without delays
- **Support when you need it.** Targeted training and just-in-time tools, provided when, where, and in the right format to support your work

Annual Discussion and Review of the Talent Development and Executive Compensation Committee Charter

PARKLAND HEALTH
Talent Development and Executive Compensation Committee Charter

The Board of Managers (the "Board") of Parkland Health ("Parkland") has authorized the formation of a Talent Development and Executive Compensation Committee (the "Committee") and approved the following charter to set forth the purposes, structure, authority, and duties and responsibilities of the Committee and the members thereof.

Purpose

The Committee is a standing committee of the Board. The Committee will ensure a sustained enterprise-wide focus on Parkland's talent-related programs, including human resources, diversity and inclusion, leadership and succession planning and other key areas under the leadership of the Chief Talent Officer. Additionally, the Committee ensures that the Board fully understands the process by which executive compensation decisions are made in relation to market practices, regulatory guidelines, and the established compensation philosophy. The Committee shall review the performance of the Chief Executive Officer and evaluate, determine and recommend the appropriate compensation to the Board. The Committee shall also work closely with the Chief Executive Officer to review the process for evaluating the performance of the executives that have a formal direct reporting relationship with the Board, including the Chief Audit Executive and General Counsel. The Committee shall also work closely with the Chief Executive Officer, the General Counsel, and the Chief Talent Officer to evaluate and recommend to the Board Parkland's Talent and Executive Compensation philosophy. The Committee shall also work closely with the Chief Executive Officer on the development of organizational goals and key performance metrics at the senior leadership level.

Membership, Meetings, Minutes and Committee Action

The Committee shall be chaired by a member of the Board and shall consist of the Chair and at least two other Board members. The executive liaisons to the Committee shall be the Chief Executive Officer, the Chief Talent Officer, and the Chief Governance Officer that shall assist the Committee and the Committee Chair in discharging their responsibilities.

The Committee will follow the operating guidelines for membership, meetings, minutes and committee actions as authorized by the Board and as amended from time to time.

The Committee will meet regularly and no less than quarterly unless the Committee determines otherwise. A majority of the Committee shall constitute a quorum for the purposes of conducting business.

Responsibilities

In fulfilling its charge, the Committee is responsible for oversight of the following activities and functions, among other things:

- Reviewing and recommending to the full Board for approval the talent and compensation philosophy and incentive plan developed and recommended by Management that provides a framework for determining base pay, incentives, and benefits.
- Periodically review the appropriateness of the compensation philosophy statement to determine whether it positions Parkland at the "right point" in its relevant market.
- Identify procedures for Committee function, including:
    - Determine compensation for the CEO.

- Establish CEO performance objectives and evaluate CEO performance.
- Ensure the sustainability of clear succession plans for senior executives.
- Foster the improvement of cultural and ethnic diversity internal and external to Parkland.
- Assist in efforts to improve employee engagement.
- Ensure the effective administration according to policy of incentive plans, supplemental executive retirement plan, special benefits, and severance provisions.

- Review and approve executive compensation in a manner that qualifies for the rebuttable presumption of reasonableness under the IRS intermediate sanctions rules.
- Ensure that formal and timely performance assessments are conducted for the CEO.
- Engage an independent compensation firm to provide education, advice, and comparability data.
- As the Committee deems necessary engage other professional advisors (e.g., legal, accounting, and tax) as needed for matters requiring independence, and ensure that such advisors do not have any conflict as it relates to their work.
- Ensure that executives (consisting of the CEO and other members of the senior management team) do not have undue influence over the advisor selection process and resulting studies and recommendations that require independence.

Approvals:

Talent Development and Executive Compensation Chair	**Date**
Dallas County Hospital District Chair	**Date**

Previously Approved
July 29, 2014
May 10, 2017
August 8, 2018
August 14, 2019
September 23, 2020
August 25, 2021
August 24, 2022
August 23, 2023
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Summary – OTM Metrics: Vacancy Rates, Posted Openings, Progress in Hiring Goals

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

People Metrics Summary

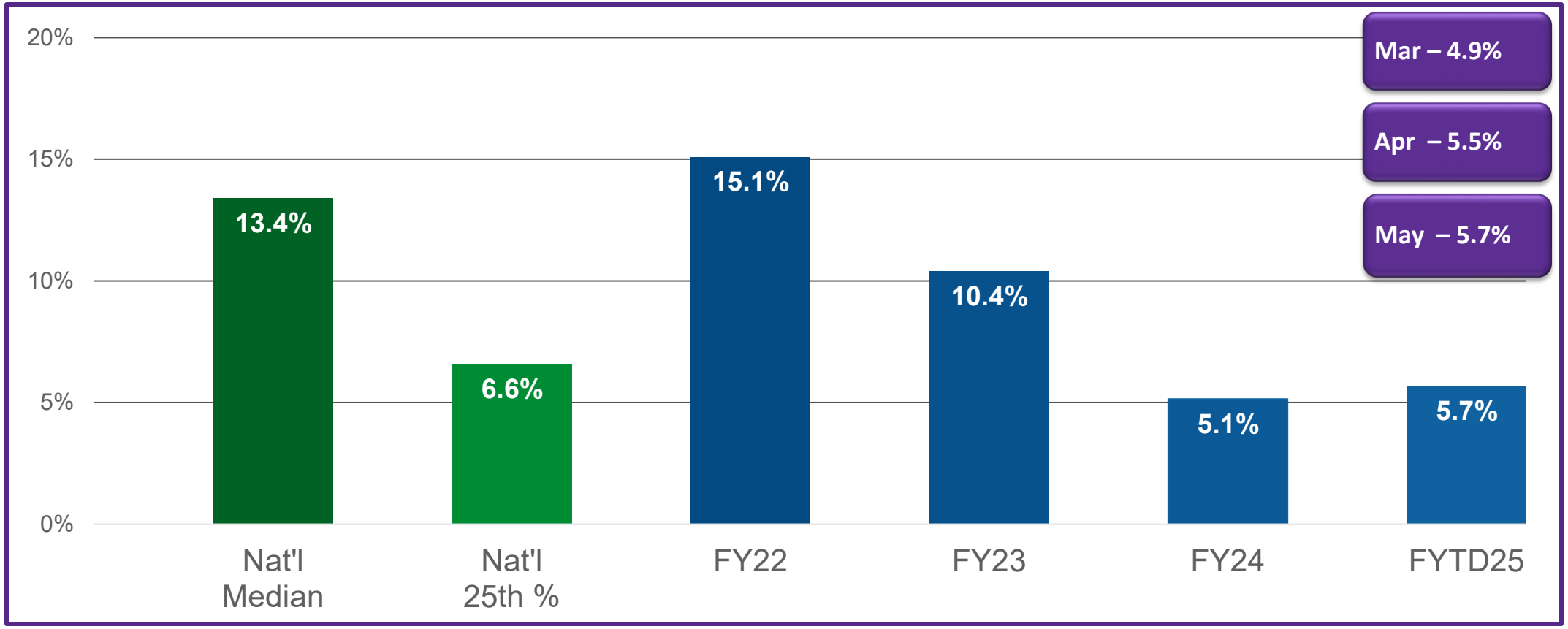
Metric	Numerator	Denominator	FY2025	FY2024	Benchmark*
Vacancy	747	13,206	5.7%	5.1%	13.4%
Nurse Vacancy	318	4,655	6.8%	6.5%	10.3%
Turnover	1,134	12,511	12.1%	12.9%	17.2%
Voluntary Turnover	951	12,511	10.1%	10.5%	13.7%
Nurse Turnover	356	4,383	10.8%	11.3%	13.9%
First Year Turnover	305	1,478	27.5%	26.3%	39.8%
Nurse First Year Turnover	72	490	19.6%	18.6%	25.5%

*National Median: Saratoga 2024 Hospital Industry

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

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

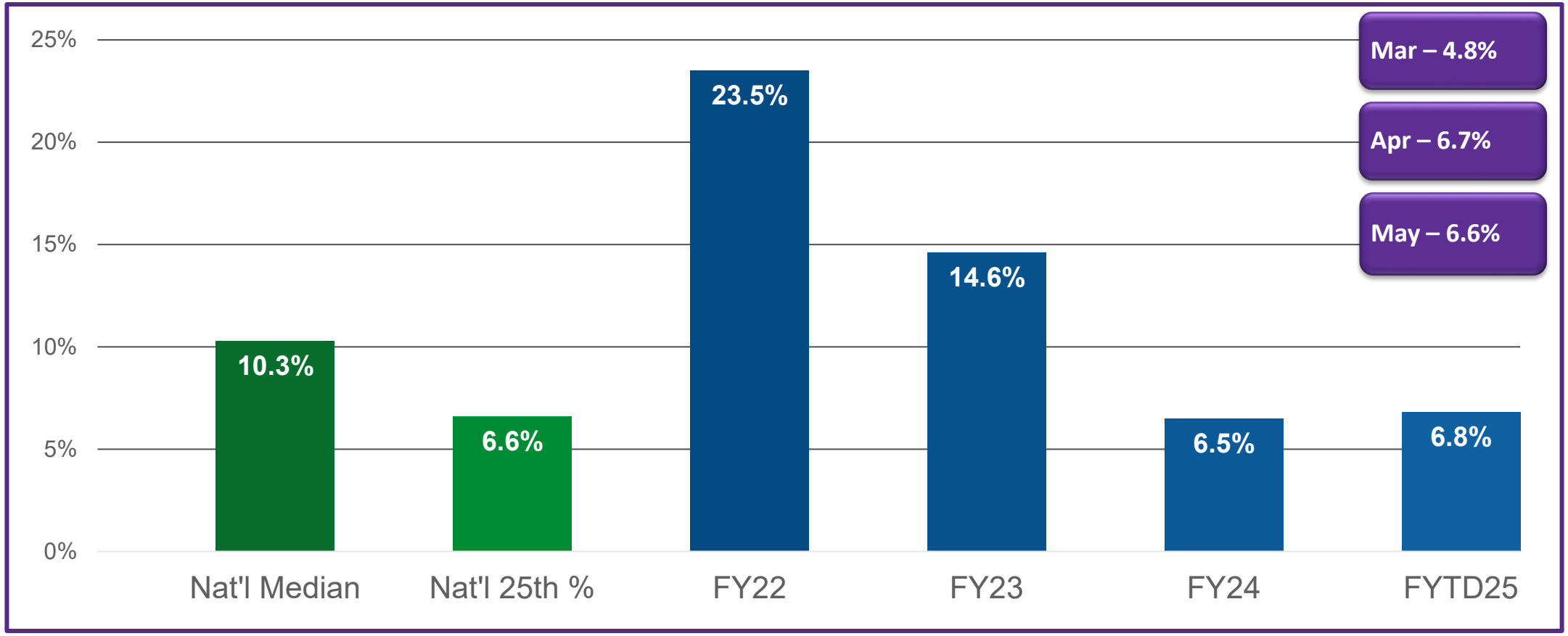
Vacancy Rate



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

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

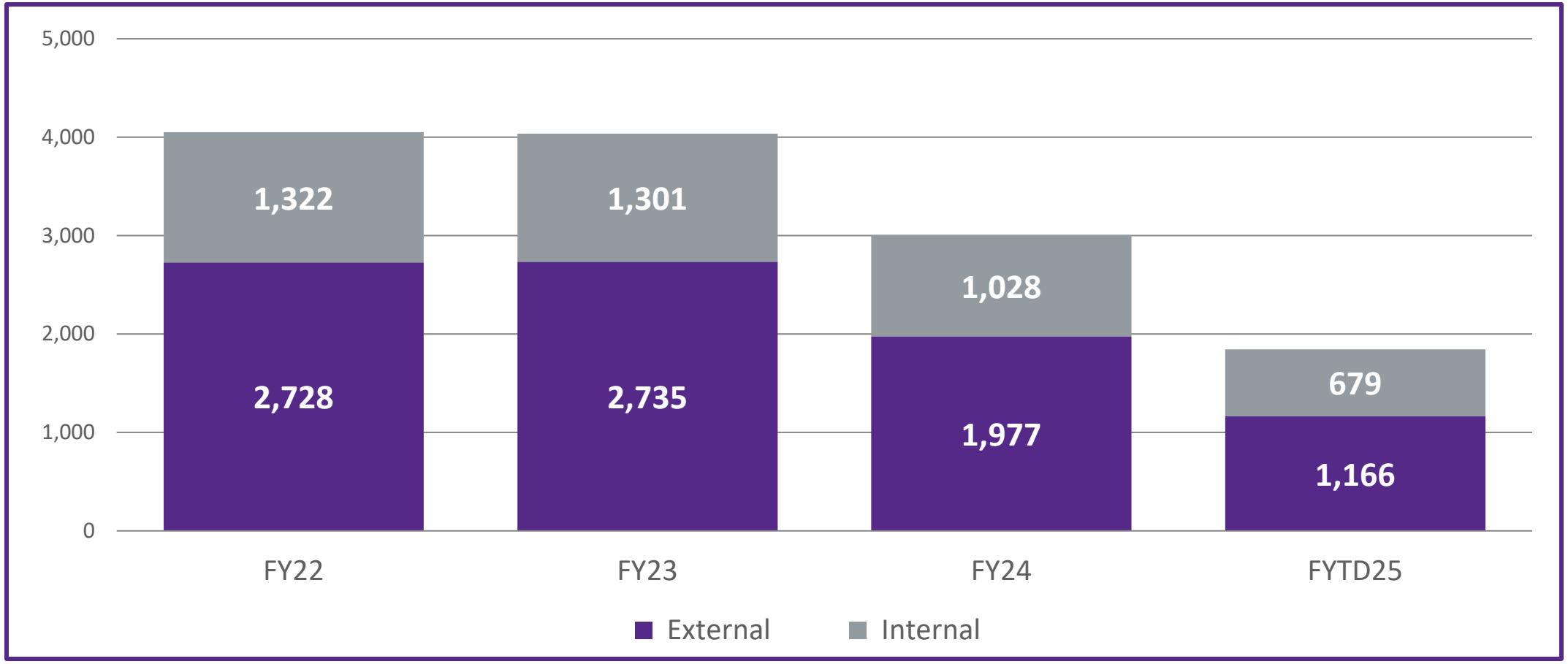
Nurse Vacancy Rate



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

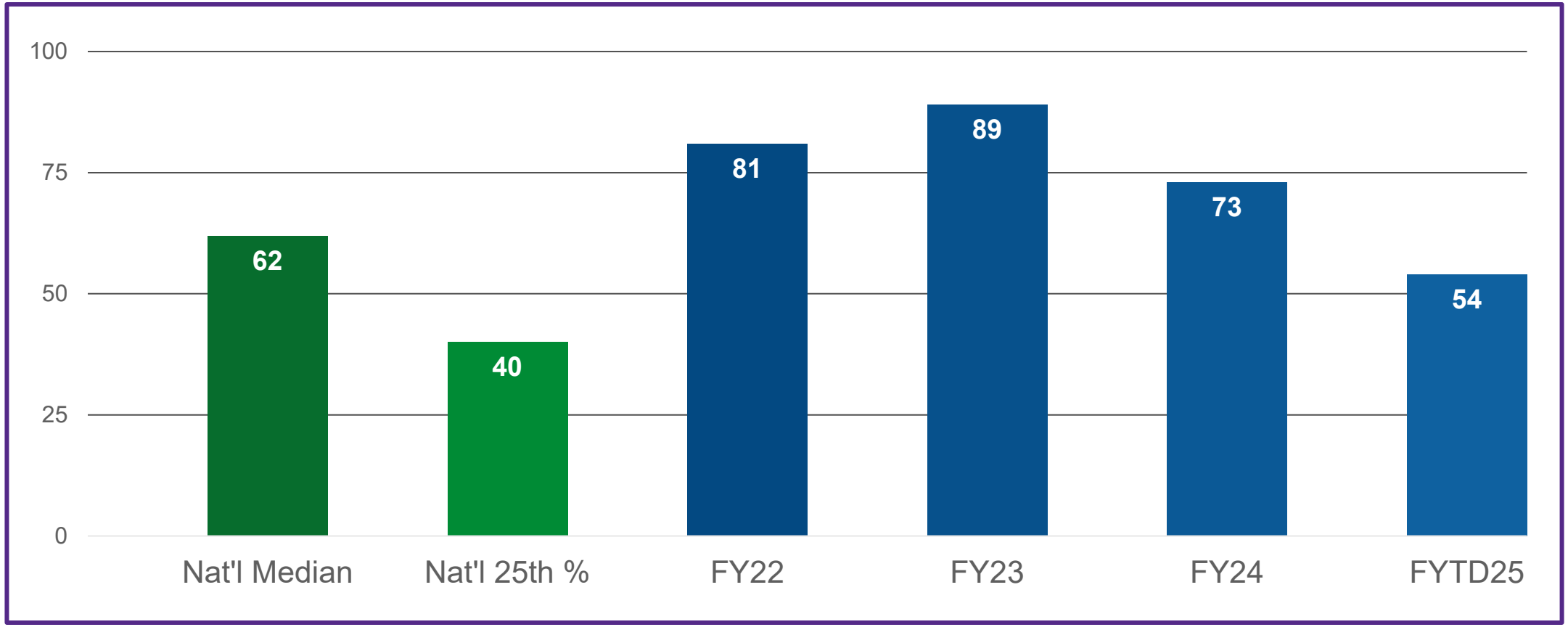
National Median & 25th Percentile: Saratoga 2024 Hospital Industry

Total Hires



Formula: Total Hires (external + internal)

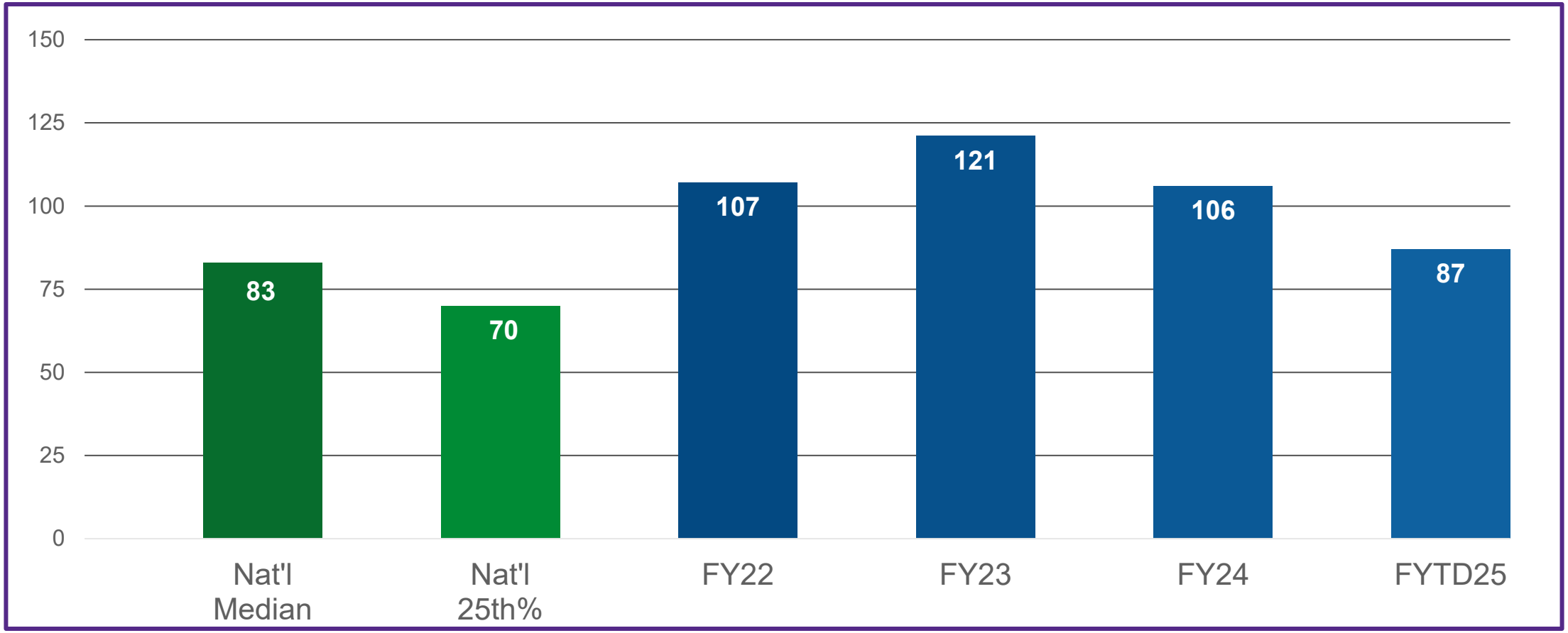
Days to Fill



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

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

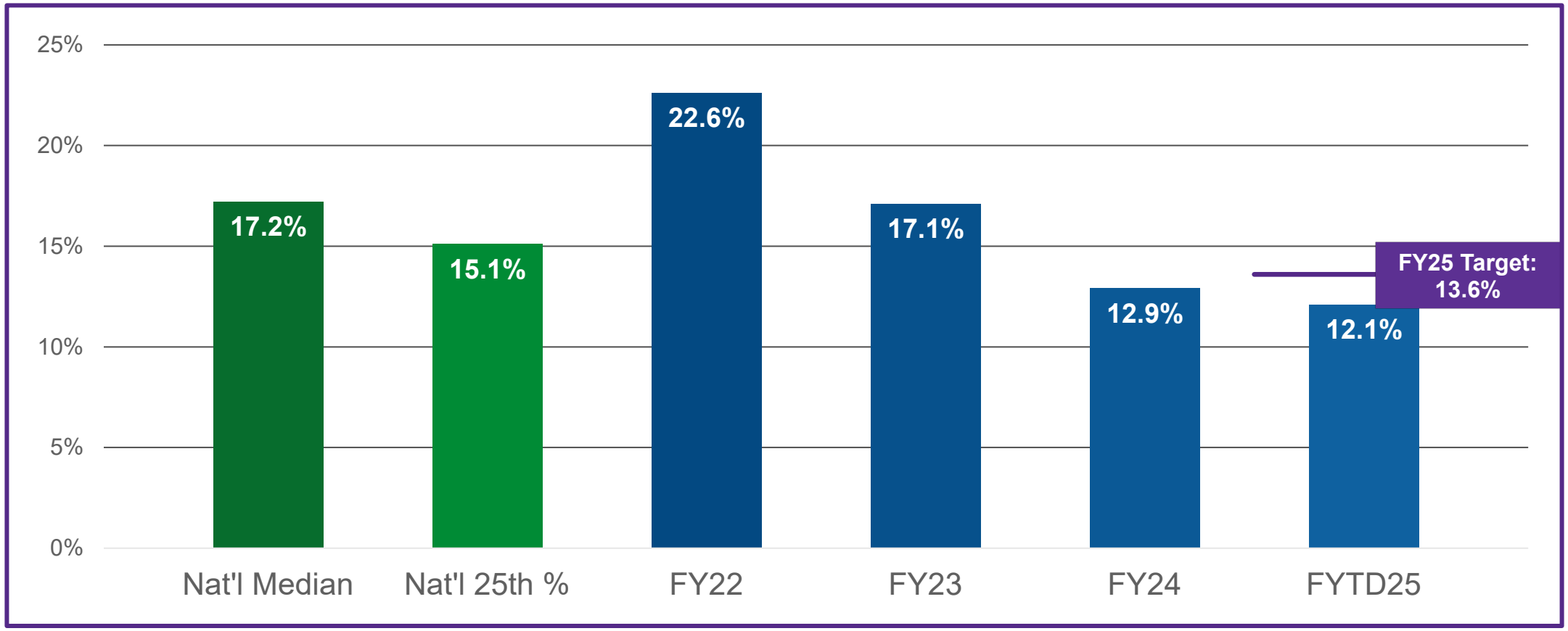
Days to Start



Formula: Average Days Between Job Requisition Open and Start Date

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

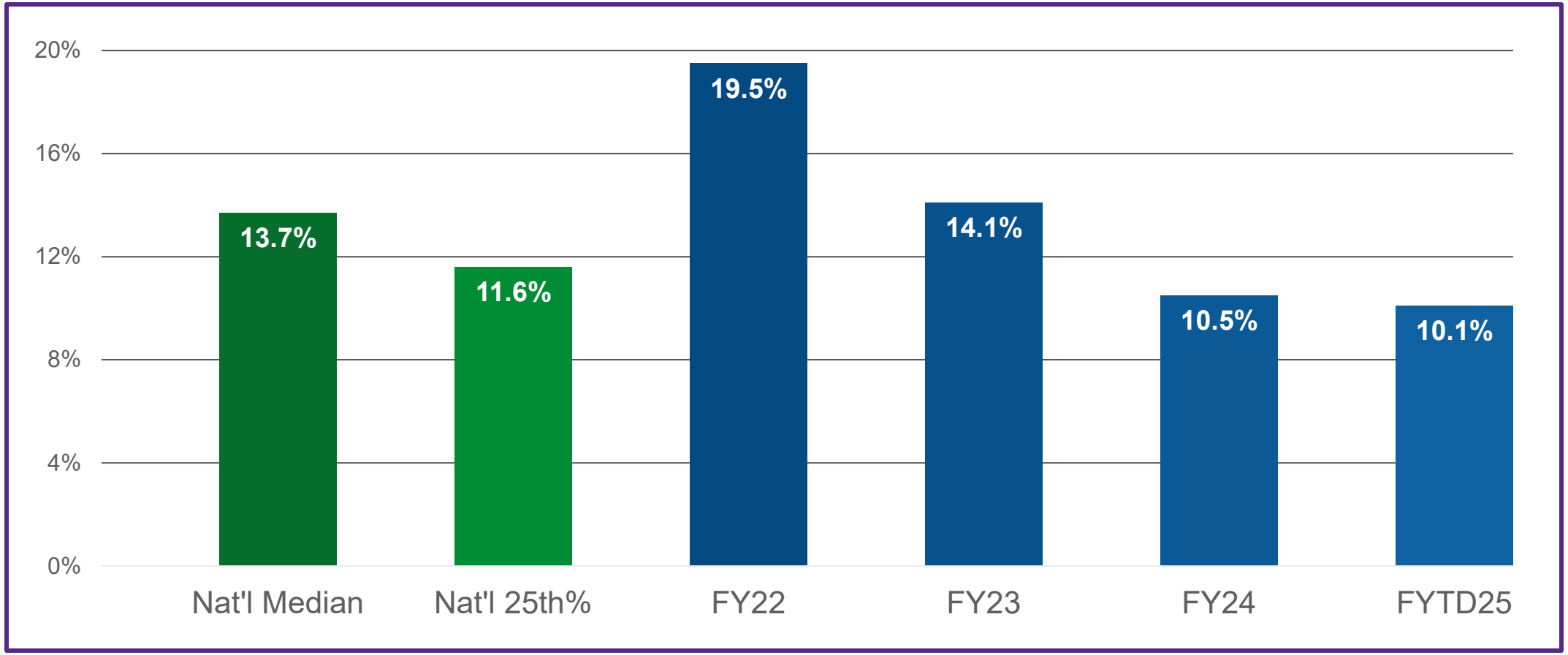
Turnover Rate



Formula: Total Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

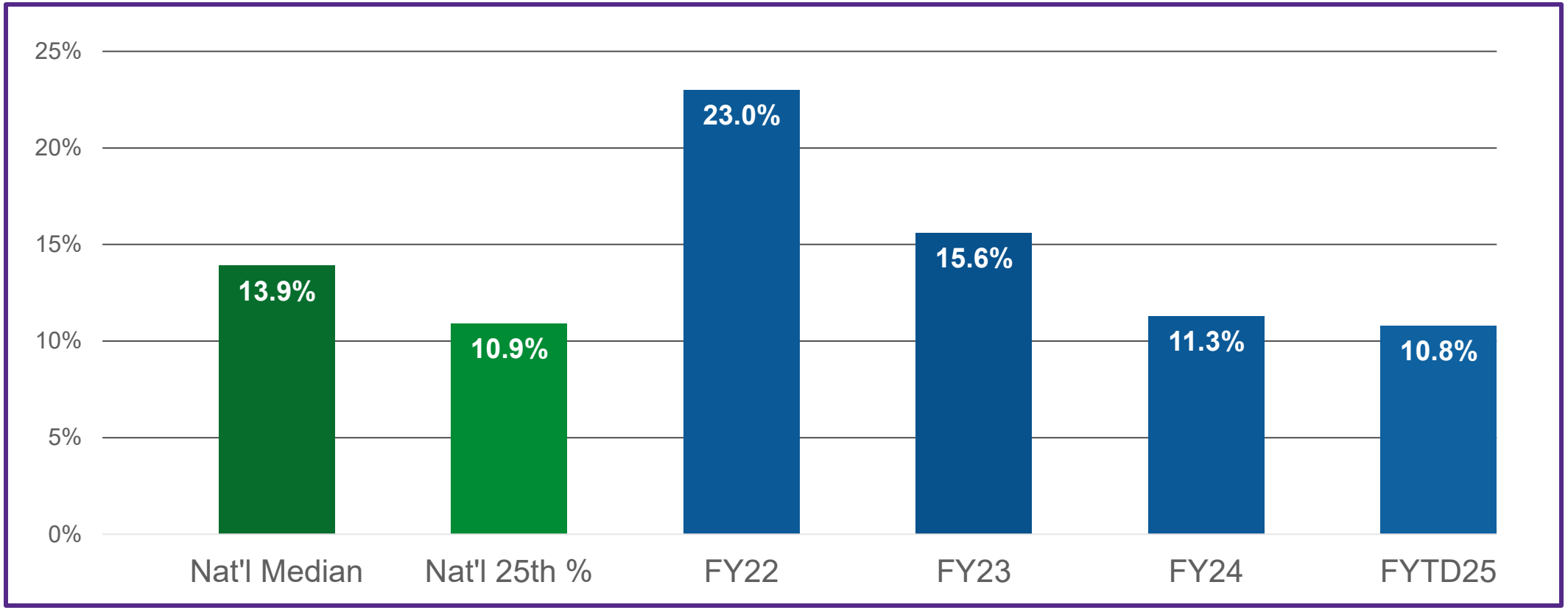
Voluntary Turnover Rate



Formula: Total Voluntary Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

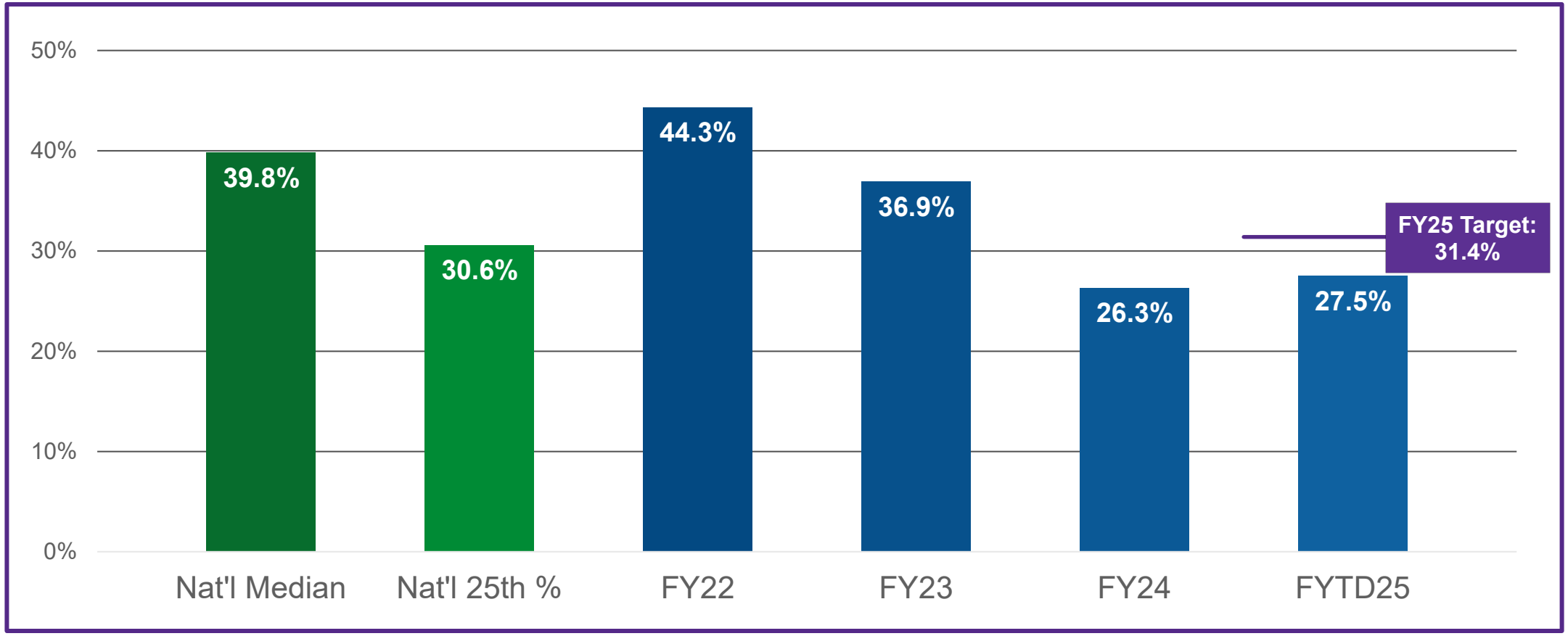
Nurse Turnover Rate



Formula: Total Nurse Terminations / Nurse Headcount

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

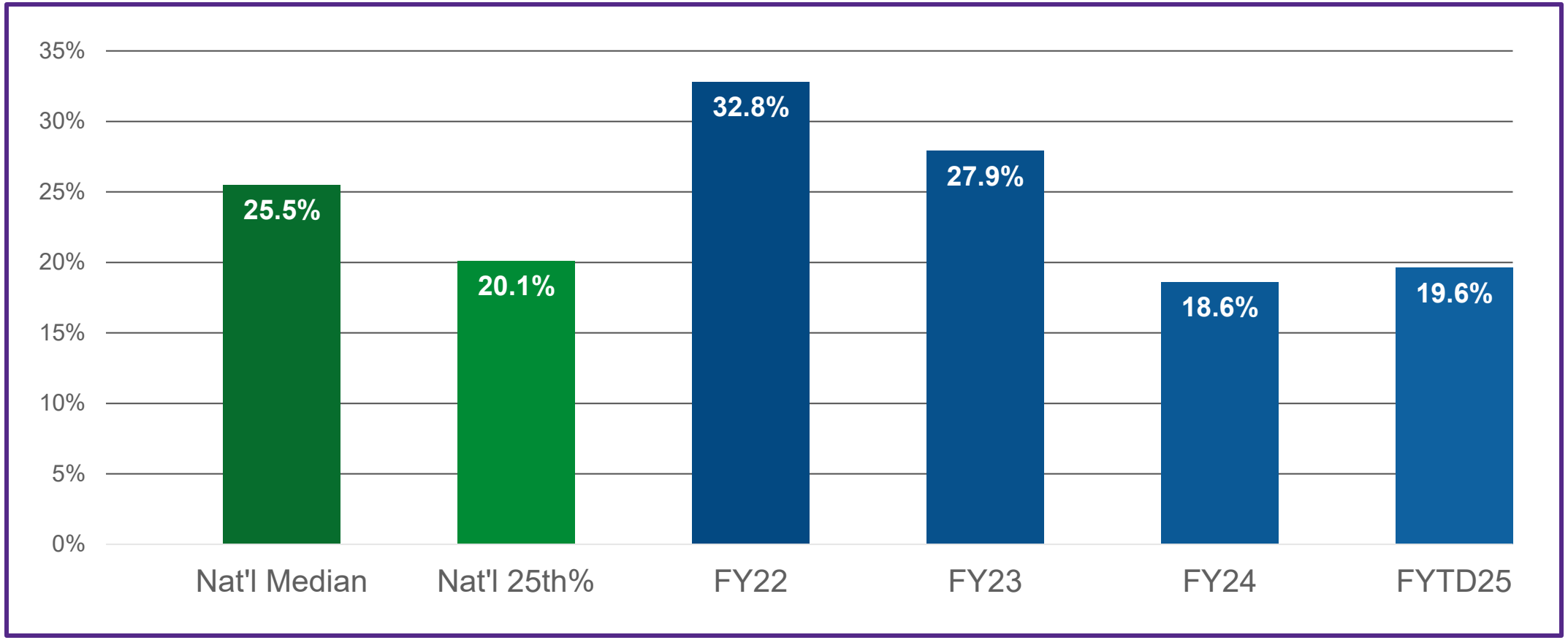
First Year Turnover Rate



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

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

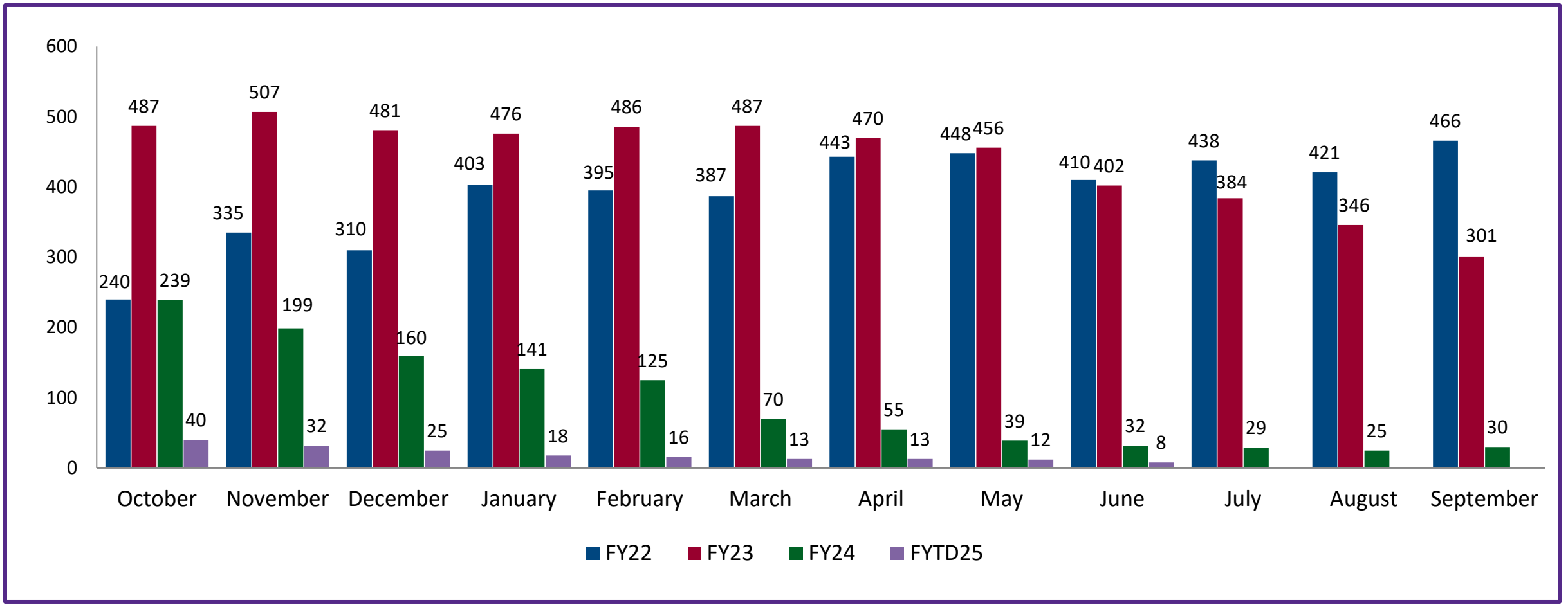
Nurse First Year Turnover Rate



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

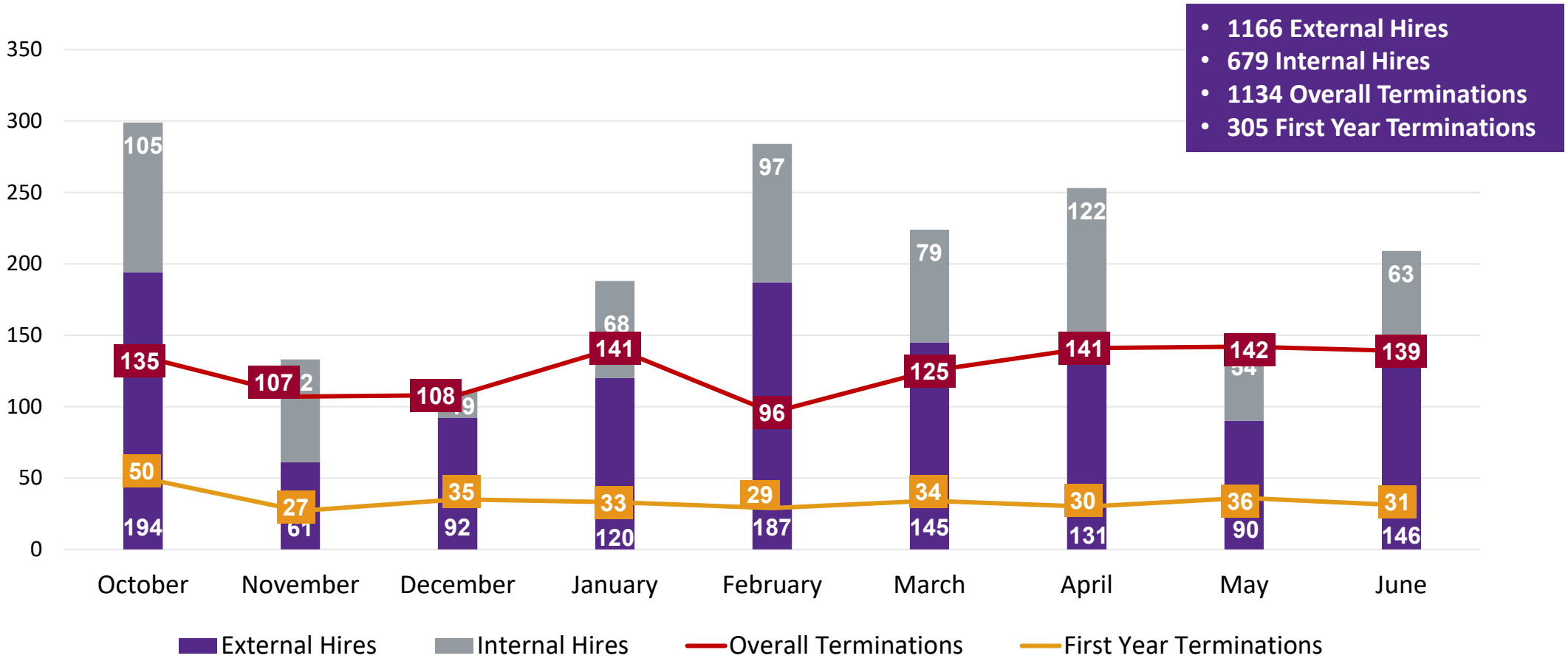
National Median & 25th Percentile: Saratoga 2024 Hospital Industry

Contract Labor Utilization



Formula: Total Contractors from AHSA (Headcount)

FYTD25 Overall Terminations & Hires



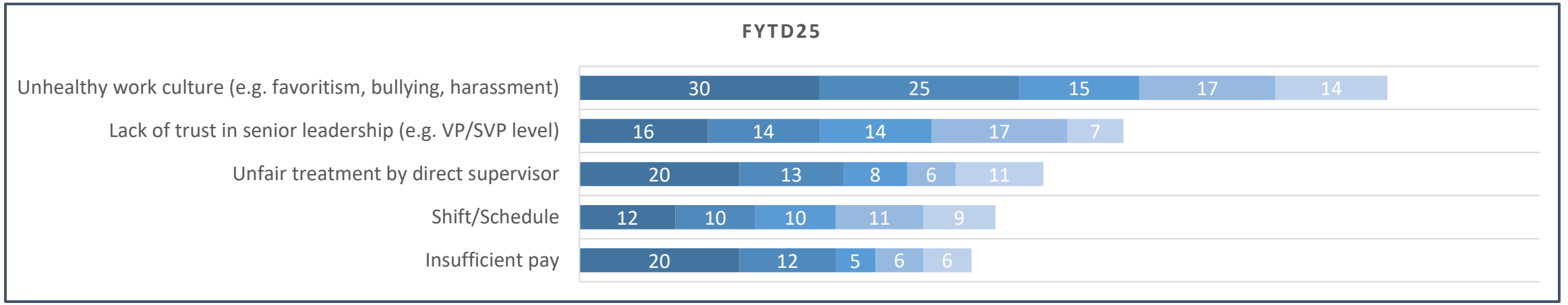
Post Resignation Survey - Overall Results

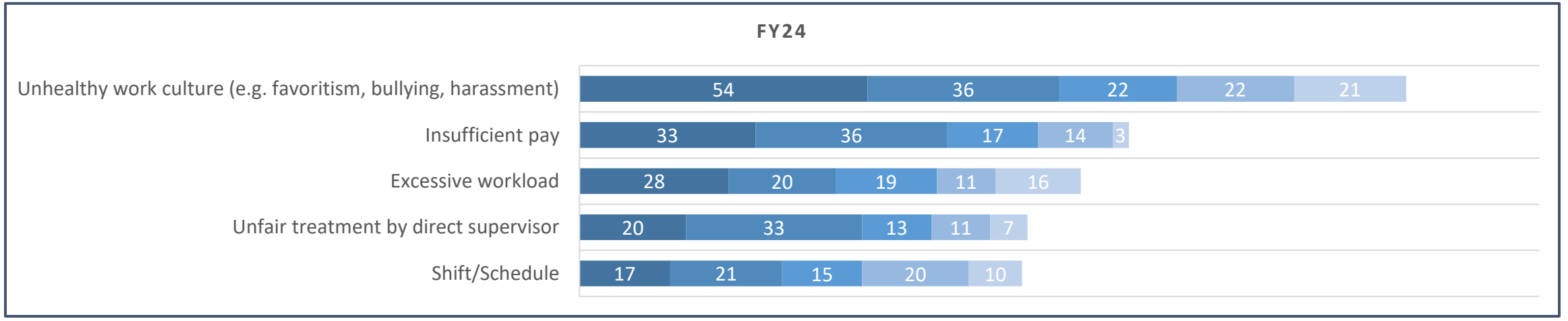
Fiscal Year	FY24			FYTD25		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	29%	38%	33%	23%	40%	37%
Work Environment	28%	37%	35%	24%	43%	33%
Collaboration among departments	27%	43%	30%	20%	46%	34%
Compensation	24%	48%	28%	26%	47%	27%
Benefits	38%	51%	11%	37%	51%	12%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	40%	27%	33%	35%	28%	37%
Job Specific Responses						
Category	**No**	**Yes**		**No**	**Yes**	
Received sufficient training for position	22%	78%		22%	78%	
Would recommend Parkland as a place to work	34%	66%		40%	60%	
Job realistically presented when interviewed	30%	70%		32%	68%	

*Aggregated from 224 responses

Post Resignation Survey Top Reasons for Leaving – Overall

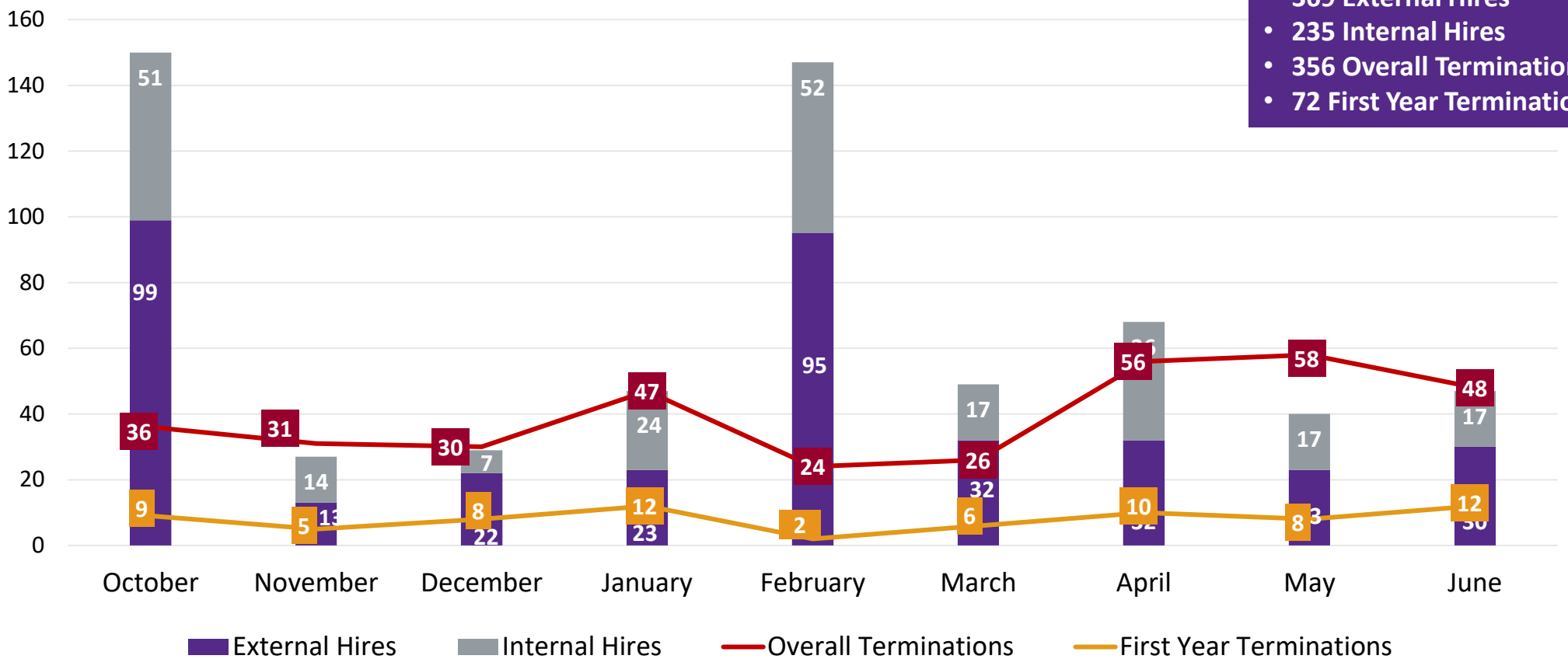
Survey responders have an opportunity to identify the top factors contributing to their departure. The charts below depict how many selected each of the top reasons as their first, second, third, fourth, and fifth contributing factor, respectively.





FYTD25 Nurse Terminations & Hires

- 369 External Hires
- 235 Internal Hires
- 356 Overall Terminations
- 72 First Year Terminations



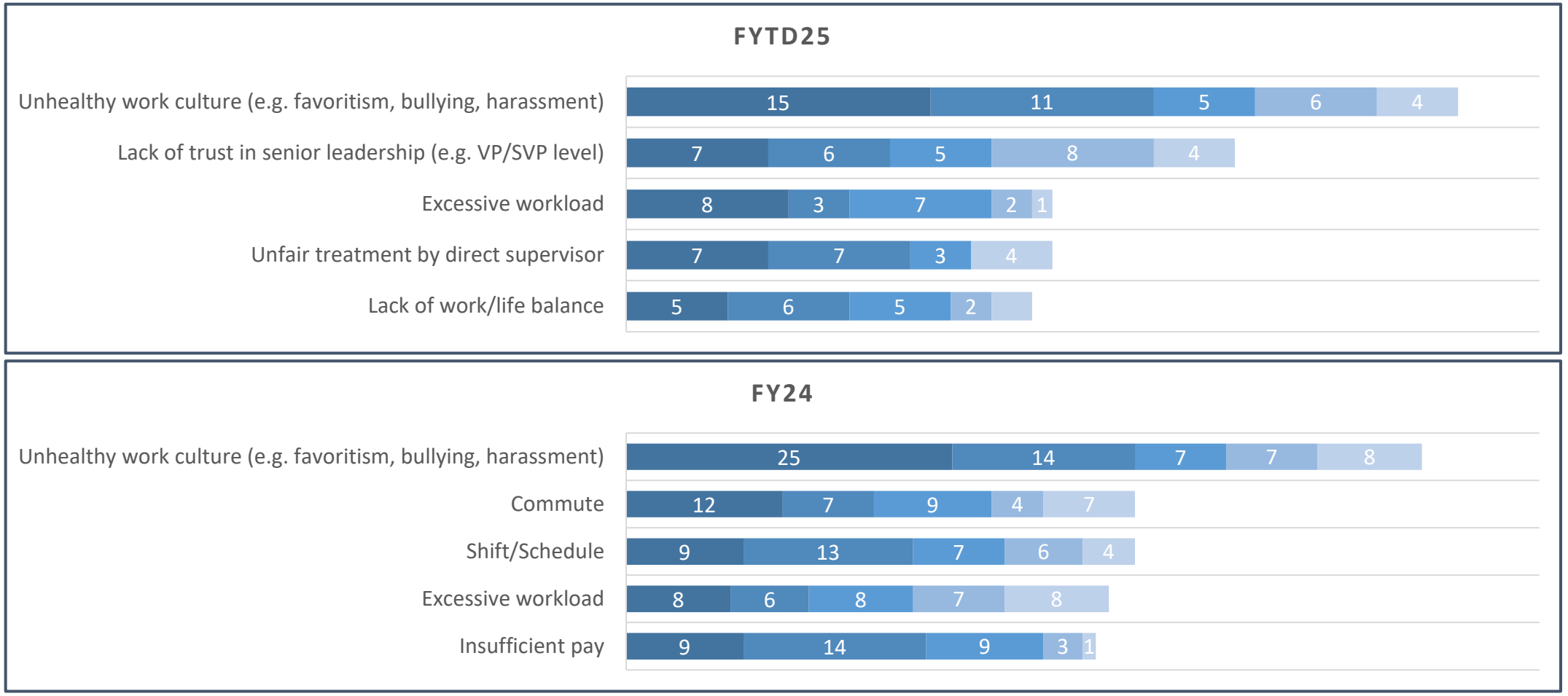
Post Resignation Survey – Nursing Results

Fiscal Year	FY24			FYTD25		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	41%	39%	20%	29%	50%	21%
Work Environment	31%	35%	34%	25%	41%	34%
Collaboration among departments	33%	40%	27%	21%	50%	29%
Compensation	32%	44%	24%	34%	46%	20%
Benefits	36%	54%	10%	37%	58%	5%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	47%	28%	25%	33%	27%	40%
Job Specific Responses						
Category	**No**	**Yes**		**No**	**Yes**	
Received sufficient training for position	15%	85%		14%	86%	
Would recommend Parkland as a place to work	33%	67%		38%	62%	
Job realistically presented when interviewed	27%	73%		28%	72%	

*Aggregated from 80 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

Total Non-White	10th	25th	Median	75th	90th	Parkland
Overall Headcount	13.6%	21.5%	35.3%	45.6%	57.2%	75.3%
Management	5.5%	11.9%	20.0%	29.1%	40.6%	58.4%
Executives	6.6%	9.8%	15.1%	21.5%	28.9%	41.9%
Nurses	7.1%	14.1%	25.3%	42.4%	64.2%	66.6%
Physicians	16.2%	22.8%	30.9%	40.7%	48.0%	82.0%

Female	10th	25th	Median	75th	90th	Parkland
Overall Headcount	75.6%	77.2%	79.9%	81.7%	83.3%	76.0%
Management	65.4%	68.2%	70.2%	72.4%	75.0%	66.0%
Executives	43.2%	47.6%	50.8%	54.4%	60.8%	54.1%

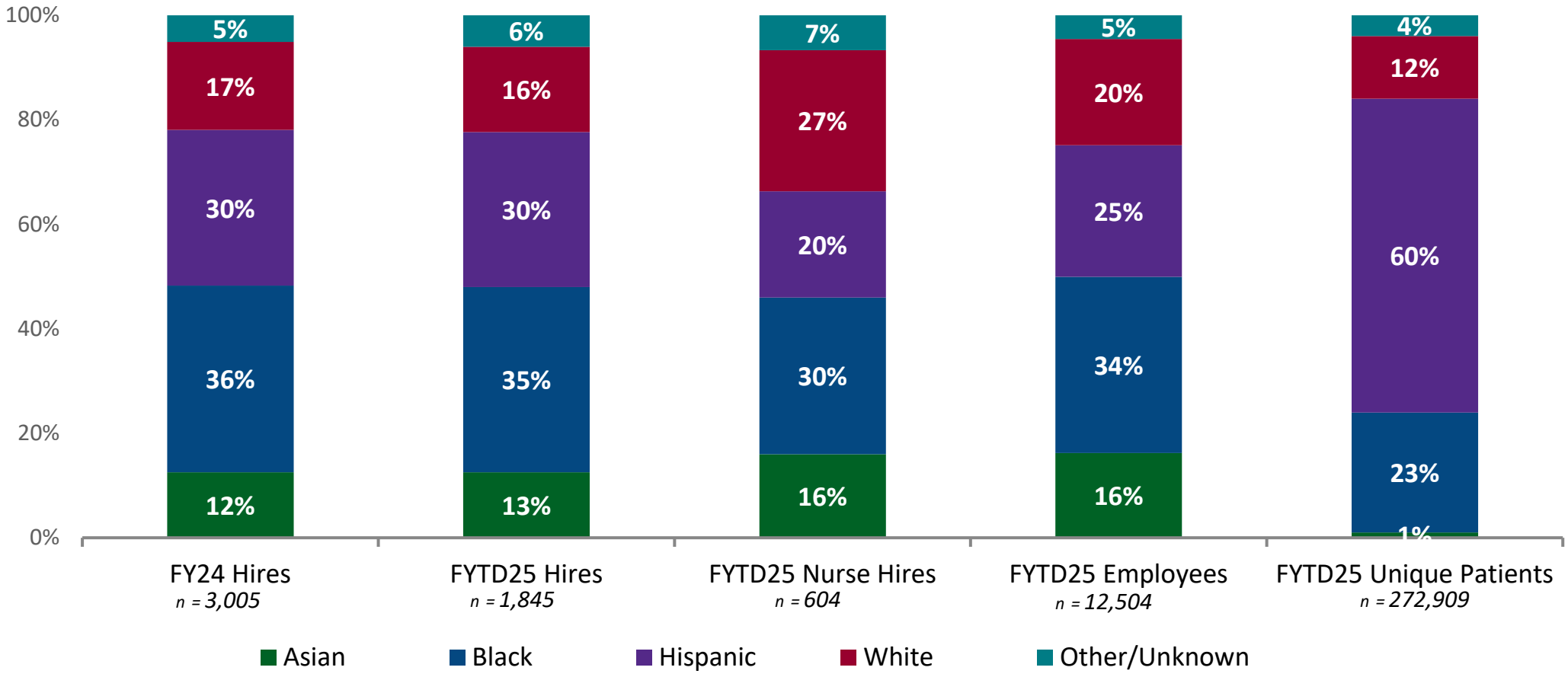
Source: Saratoga 2024 National Hospital Industry

FYTD25 Workforce Demographics

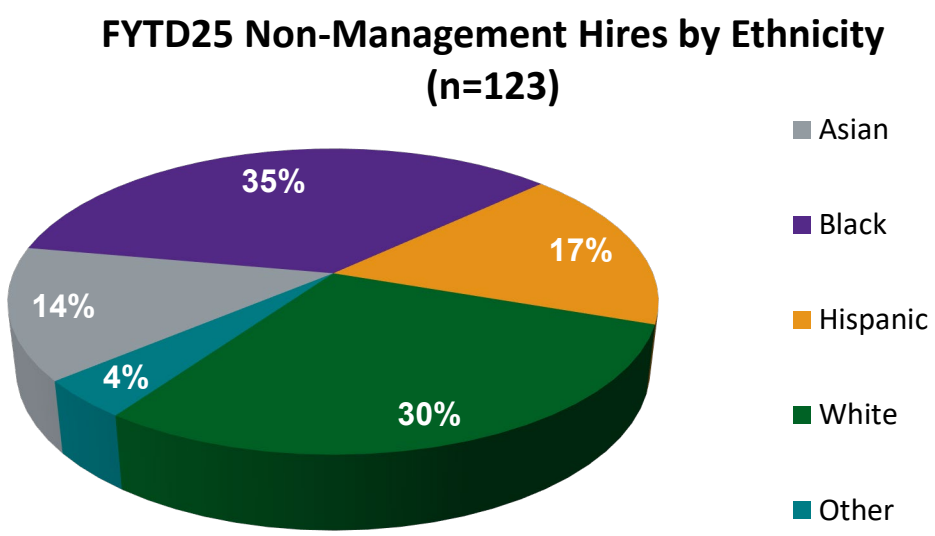
Workforce	American Indian	Asian	Black	Hawaiian	Hispanic	Not Specified	White	Total Minorities	Total Females
Non-Management	0.6%	16.5%	34.0%	0.1%	25.8%	4.5%	18.5%	77.0%	77.0%
Supervisor	0.3%	17.4%	30.8%		23.3%	3.7%	24.5%	71.8%	66.4%
Manager	0.4%	11.1%	30.8%		14.5%	3.9%	39.3%	56.8%	67.8%
Director		10.8%	23.5%	0.5%	11.3%	6.5%	47.4%	46.1%	65.3%
VP	2.4%	9.5%	16.7%		11.9%	4.7%	54.8%	40.5%	59.5%
SVP	3.8%	11.5%	15.4%		15.4%	3.9%	50.0%	46.1%	50.0%
EVP			20.0%		20.0%		60.0%	40.0%	40.0%
President							100.0%		

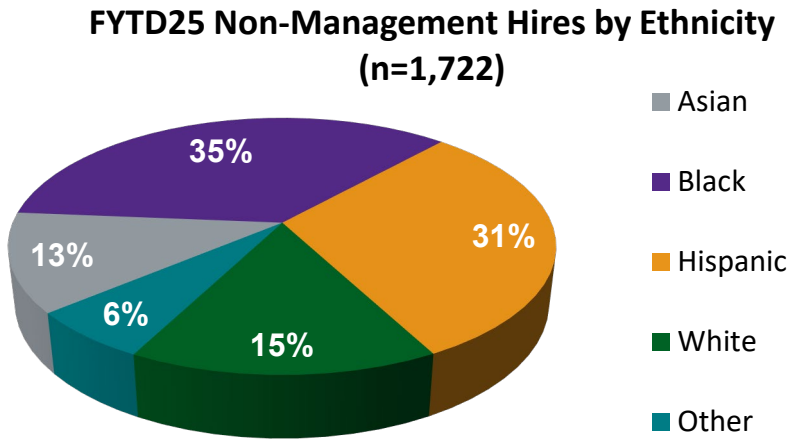
Overall	0.6%	16.1%	33.5%	0.1%	25.0%	4.5%	20.2%	75.3%	76.0%
VP+	2.7%	9.5%	16.2%		13.5%	4.1%	54.0%	41.9%	54.1%
Unique Patient		**1.2%**	**23.1%**		**60.2%**	**3.8%**	**11.7%**	84.5%	60.6%

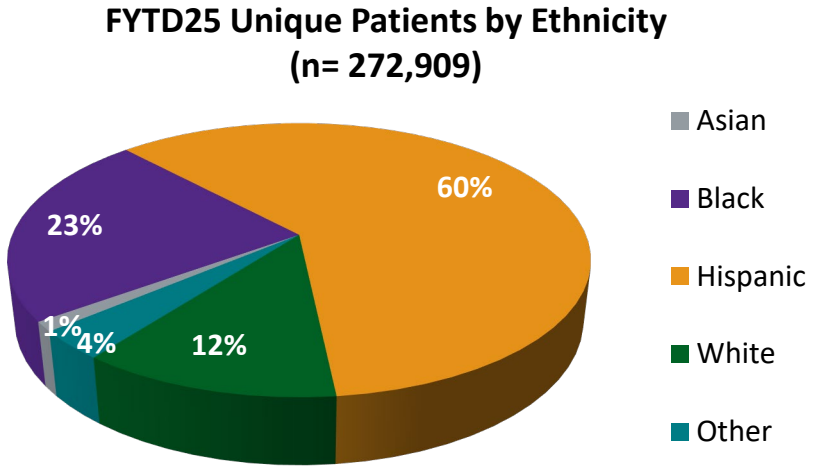
FYTD25 Diversity in Hires



Leader & Non-Leader Hires by Ethnicity

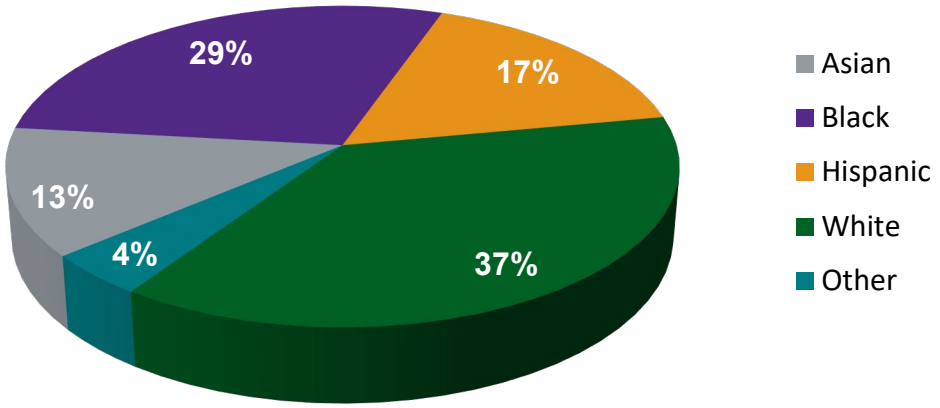




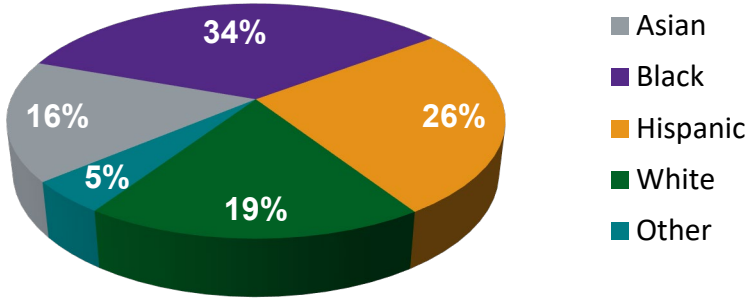


Current Leaders & Non-Leaders by Ethnicity

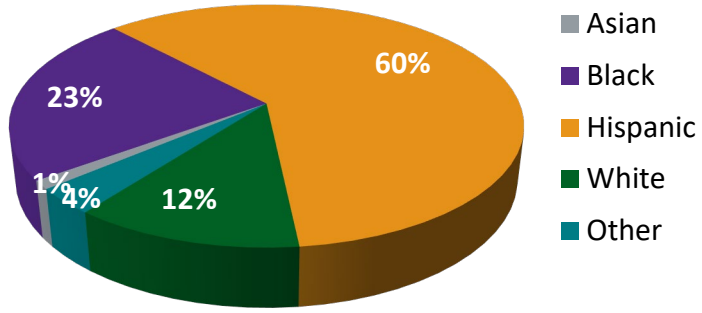
FYTD25 Current Leaders by Ethnicity (n=1,154)



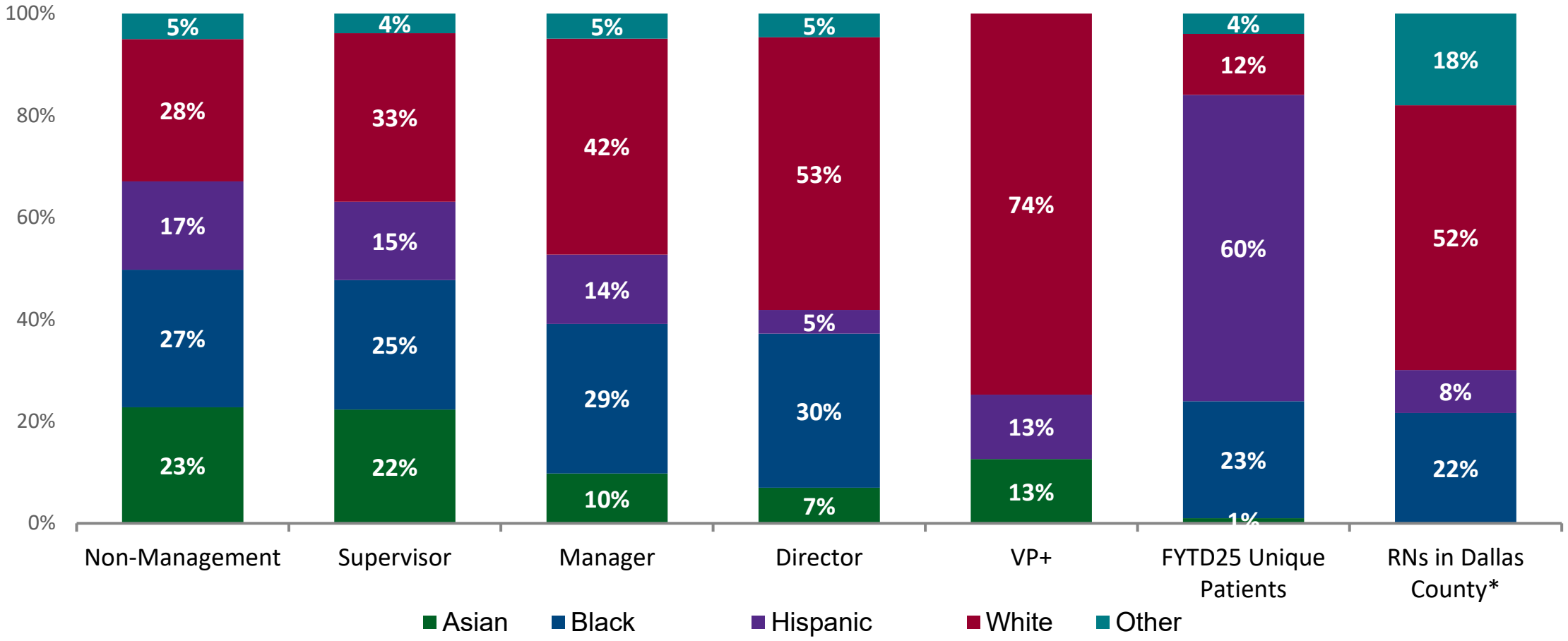
FYTD25 Current Non-Management by Ethnicity (n=11,350)



FYTD25 Unique Patients by Ethnicity (n= 272,909)



FYTD25 Diversity in Nursing Leadership



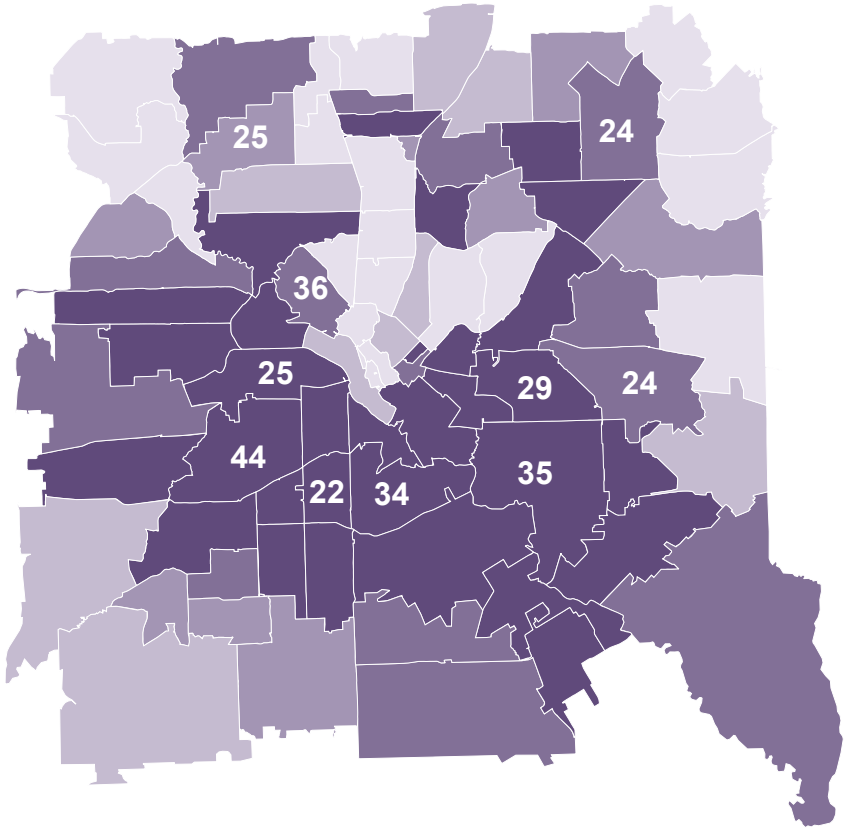
*Source: Texas Board of Nursing – 2019

Hires from ZIP Codes with SNI Ranking 4-5

34.1% of hires in FYTD25 came from SNI ZIP codes

Rank	Zip Code	SNI Index	Hires FT	Hires PT
5	75211	97.3	41	3
4	75235	73.0	36	0
5	75217	98.2	31	4
5	75216	98.6	30	4
5	75227	96.6	27	2
5	75212	98.8	25	0
4	75243	79.6	23	2
4	75040	74.8	23	1
4	75149	81.2	23	1
5	75224	96.1	19	3
Total SNI Zip Code Hires				
629				

Average salary: $54,191



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

Rank

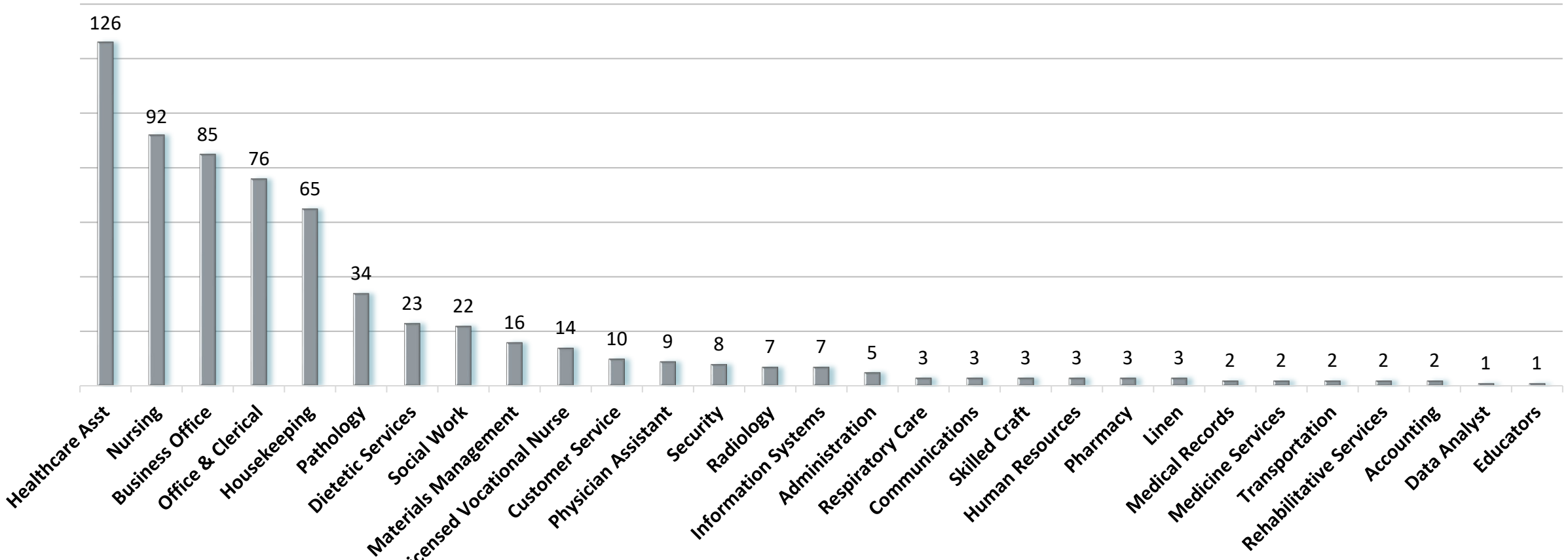
5

1

23% of FYTD25 hires from ZIP codes with an SNI of 4 or 5 were from CDVI ZIP Codes (143/629)

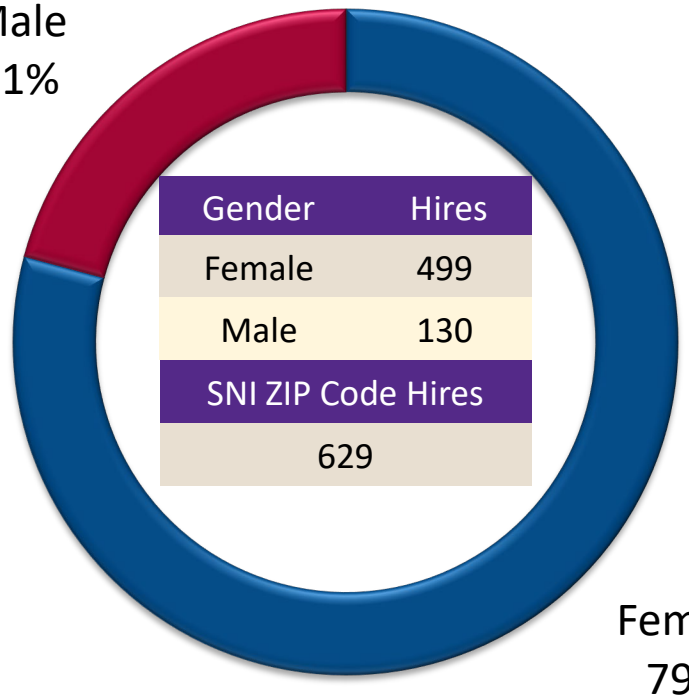
- Combined: Asian 5%, Black 36%, Hispanic 56%, Not Specified 1%, White 2%

ZIP Codes with SNI 4-5 Hiring by Job Family



ZIP Codes with SNI 4-5 Hiring by Gender

Male
21%



Gender	Hires
Female	499
Male	130
SNI ZIP Code Hires	
629	

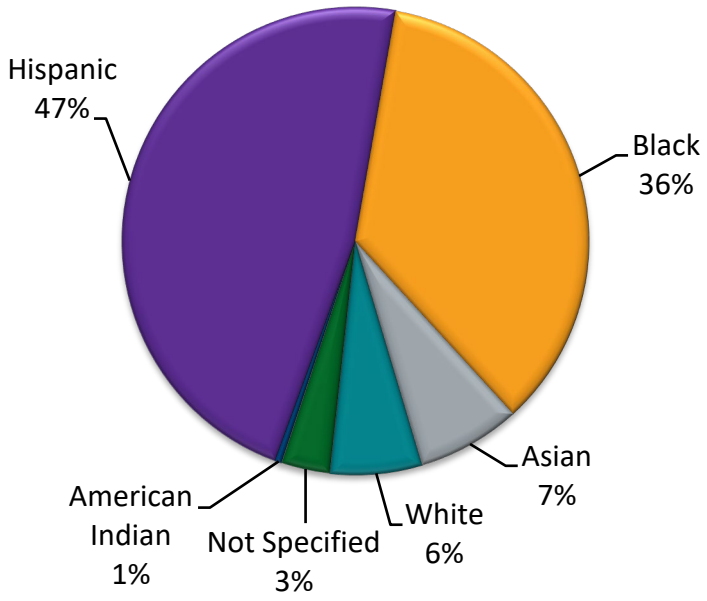
Female
79%

85% of FYTD25 hires from CDVI ZIP Codes were Female (15% Male)

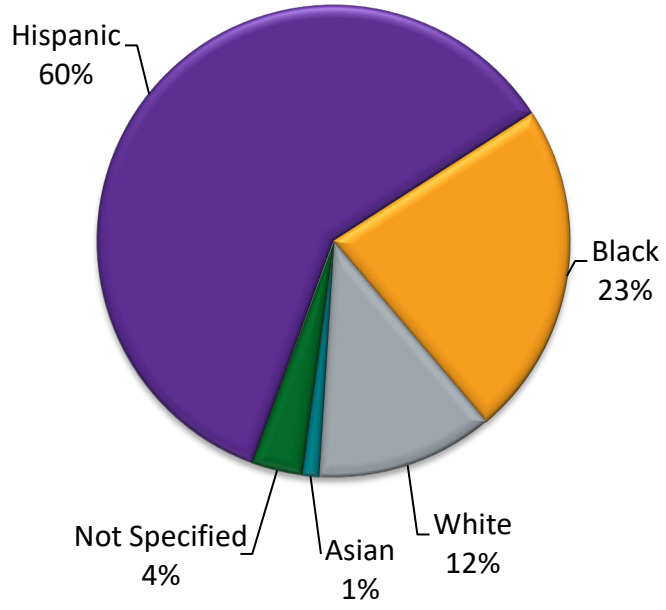
ZIP Codes with SNI 4-5 Hiring by Ethnicity

Ethnicity	Hires
Hispanic	297
Black	223
Asian	45
White	40
American Indian	3
Not Specified	21
Total SNI ZIP Code Hires	
629	

SNI ZIP Code Hires By Ethnicity

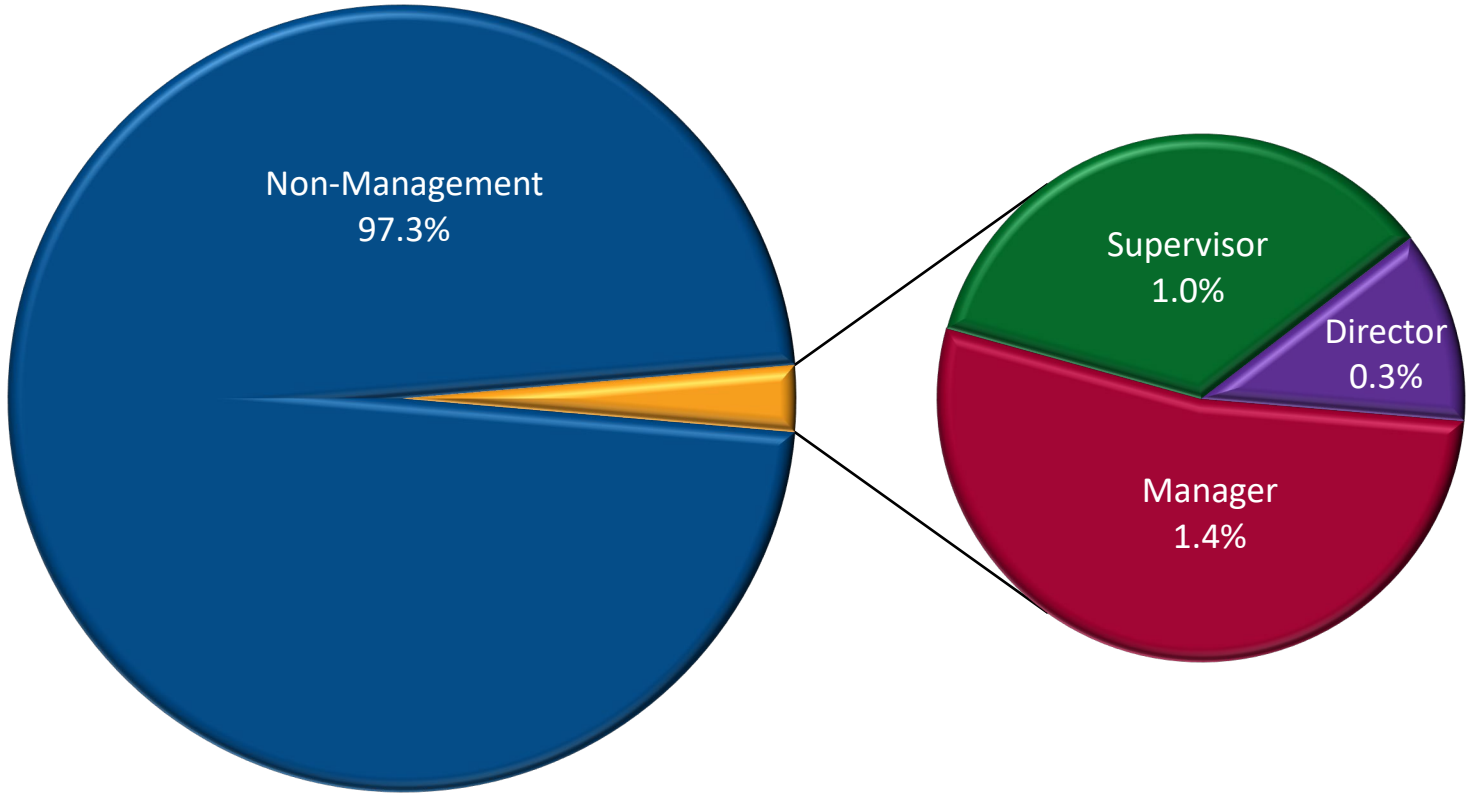


Patient Demographics Summary



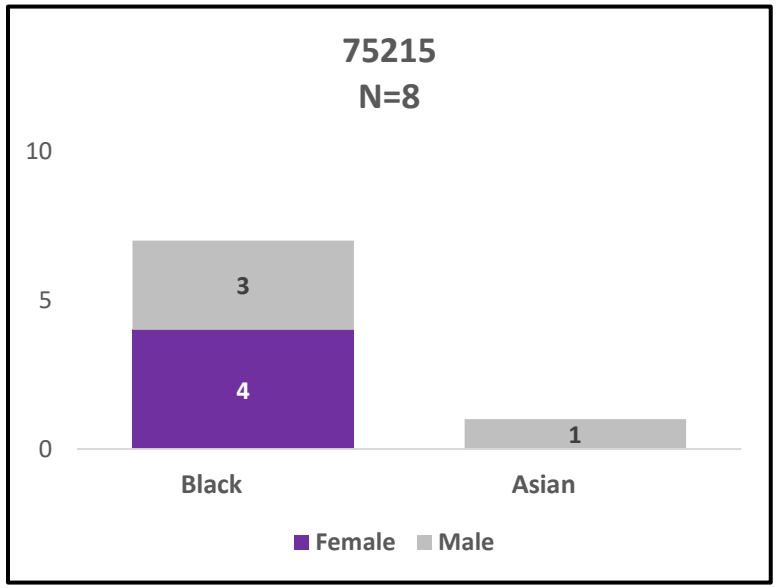
ZIP Codes with SNI 4-5 Hiring by Management Level

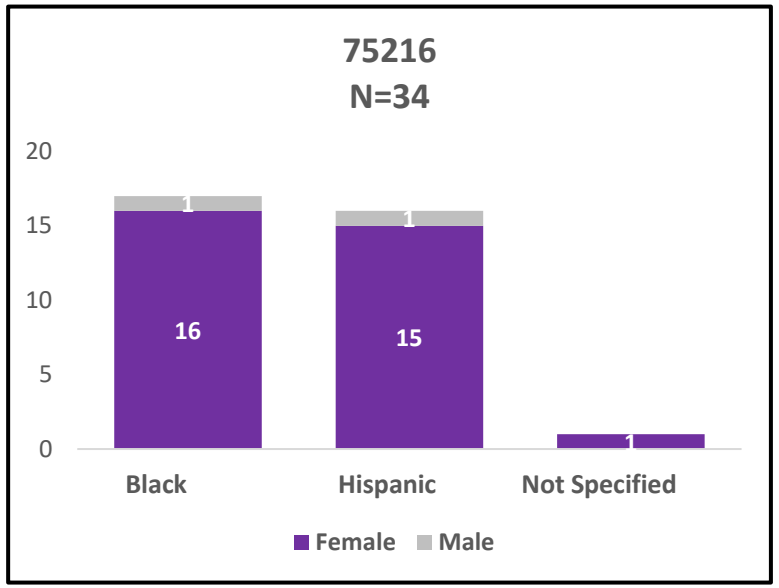
Management Level	Hires
Non-Management	612
Manager	9
Supervisor	6
Director	2
Total SNI ZIP Code Hires	
629	

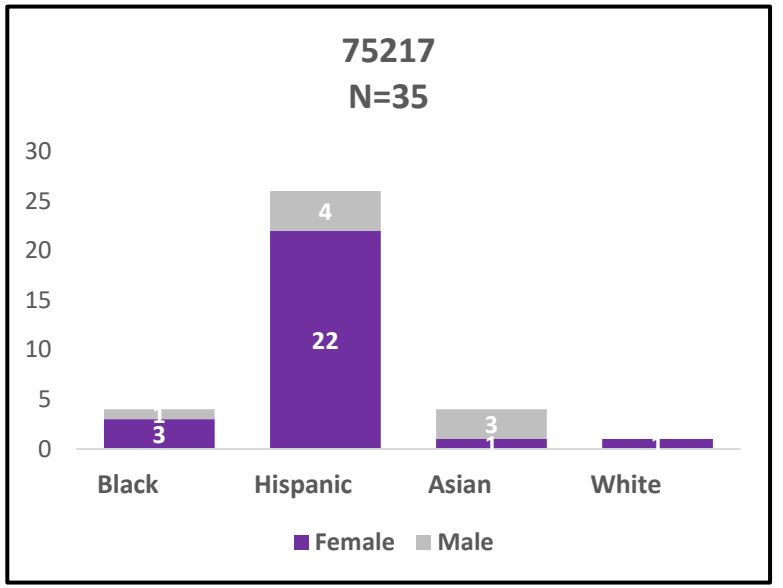


97% of FYTD25 hires from CDVI ZIP Codes were Non-Management (1% Supervisor , 1% Manager, 1% Director)

FYTD25 Hires from ZIP Codes with SNI 4-5







Top Jobs

- Medical Practice Assistant (7, 9%)
- Patient Care Assistant (6, 8%)
- Environmental Svc Tech (7, 9%)
- Unit Technician (5, 6%)

Average Annual Salary

$48,181

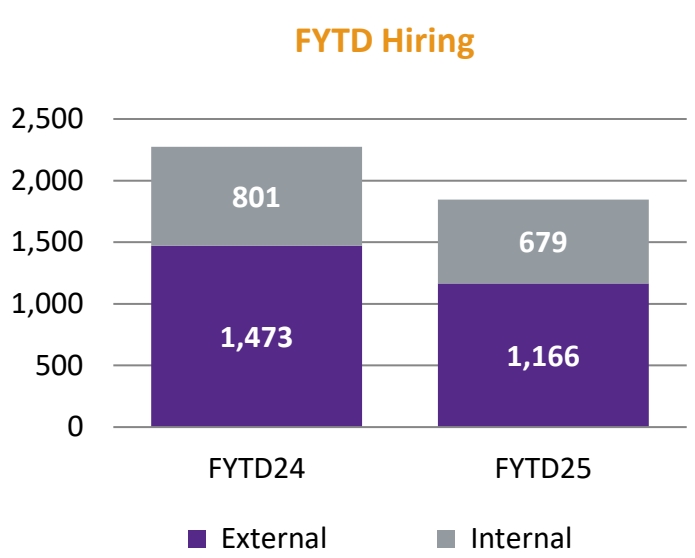
12% of FYTD25 hires from ZIP codes with an SNI of 4 or 5 were from these three ZIP codes (77/629)

- Combined: Black 36%, Hispanic 55%, Asian 7%, Not Specified 1%, White 1%

FYTD25: Talent Acquisition

Hiring volume for the third quarter in FYTD25 was lower than the same period in FY24 by 19%. The ongoing trend in both overall and nursing hires exceeding the number of staff leaving the organization continued through Q3. This has resulted in fewer positions submitted to recruitment for posting.

Community Focus continues with 34.1% of our hires in Q3 FYTD25 coming from SNI ZIP Codes ranked 4 or 5 compared to 33.0% in Q3 FYTD24. Both exceeded our goal of 30%.

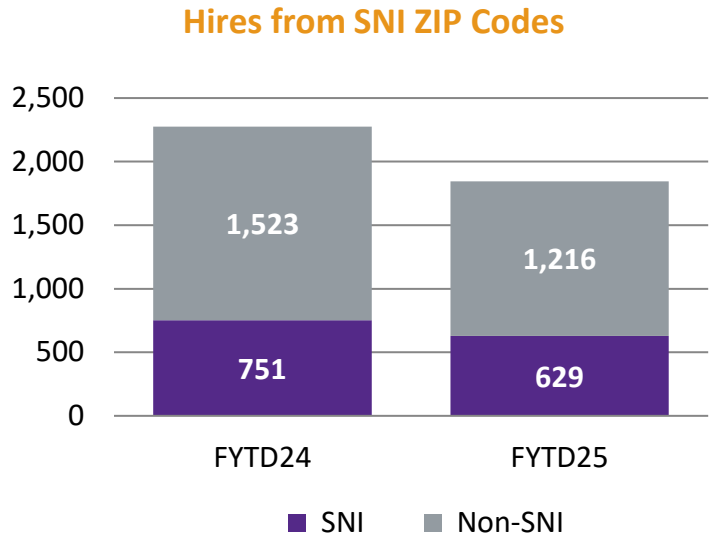


Hires vs Terms

- 1166 External Hires
- 679 Internal Hires
- 1134 Overall Terminations
- 305 First Year Terminations

Nursing Hires vs. Terms

- 369 External Hires
- 235 Internal Hires
- 356 Overall Terminations
- 72 First Year Terminations



Communications Schedule of OTM Activity to Employees

Sean Gorman, MBA
OTM Communications Manager

August 2025 Communications

August 2025

					Friday	Saturday
					8/1/2025	8/1/2025
					ONE Survey Intranet Banner	
					ONE Survey Timeclock TV	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8/3/2025	8/4/2025	8/5/2025	8/6/2025	8/7/2025	8/8/2025	8/9/2025
	ONE Survey Parkland Now	ONE Survey Intranet Banner	ONE Survey Parkland Later	Leadership Forum	ONE Survey Intranet Banner	
	ONE Survey Intranet Banner	ONE Survey Timeclock TV	ONE Survey Intranet Banner	ONE Survey Intranet Banner	ONE Survey Timeclock TV	
	ONE Survey Timeclock TV		ONE Survey Timeclock TV	ONE Survey Timeclock TV		
	Total Rewards Statement Parkland Now		21-Day Challenge Teaser Email - All Staff	21-Day Challenge Teaser Email - All Leaders		
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8/10/2025	8/11/2025	8/12/2025	8/13/2025	8/14/2025	8/15/2025	8/16/2025
		Black Philanthrophy Month Virtual Lunch & Learn			ONE Survey Concludes	
	ONE Survey Parkland Now	ONE Survey Intranet Banner	ONE Survey Parkland Later	ONE Survey Intranet Banner	ONE Survey Intranet Banner	
	ONE Survey Intranet Banner	ONE Survey Timeclock TV	ONE Survey Intranet Banner	ONE Survey Timeclock TV	ONE Survey Timeclock TV	
	ONE Survey Timeclock TV		ONE Survey Timeclock TV			
	21-Day Challenge Teaser Parkland Now					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8/17/2025	8/18/2025	8/19/2025	8/20/2025	8/21/2025	8/22/2025	8/23/2025
	21-Day Challenge Teaser Parkland Now	21-Day Challenge Intranet Banner	21-Day Challenge Intranet Banner	Town Hall	21-Day Challenge Intranet Banner	
	21-Day Challenge Intranet Banner		21-Day Challenge Parkland Later	21-Day Challenge Intranet Banner		
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8/24/2025	8/25/2025	8/26/2025	8/27/2025	8/28/2025	8/29/2025	8/30/2025
	21-Day Challenge Begins					
	DART Parkland Now Story	State Fair Intranet Banner	State Fair Intranet Banner	State Fair Intranet Banner	State Fair Intranet Banner	
	Parkland at State Fair Parkland Now Story	21-Day Challenge Intranet Banner	State Fair Parkland Later	21-Day Challenge Intranet Banner	21-Day Challenge Intranet Banner	
	21-Day Challenge Intranet Banner		21-Day Challenge Parkland Later			
Sunday						
8/31/2025						

Amendments for Review: Disability Plan

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

Summary of Disability Plan Proposed Amendments

Parkland's Disability Plan has not undergone substantial updates since 2020. Changes were recommended by our consultant to align with industry and market standards. **Approved changes will be publicized during October 2025 open enrollment and implemented starting January 1, 2026.**

Proposed Changes:

- **The plan's "Disability" definition will now include participants performing their "Own occupation" for the first 27 months, before changing to "any occupation" (for longer-term disabilities).**
- ***Proposed clarification regarding workers' compensation benefits:*** amounts received under any state-mandated paid disability or paid medical leave program--including any type of workers compensation--are treated as an offset to the amount of a Participant's Disability Benefits.
- ***ERISA references:***
  - Eliminate references to ERISA because the Disability Plan is not subject to ERISA
- ***Proposed addition: require a Participant to file a claim for Disability within 45 days of becoming disabled.***

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

Executive Session

Review of CEO Duties as related to FY2026 Goals

Questions

Thank you!