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, November 5, 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: 2313 688 4762, 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/MissionStatement ***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 Board 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			

	PAGE	TIME (min)	PRESENTER(S)
B. Workday: Progress Report, Organizational Impact and Key Milestones Achieved		5 minutes	Delancey Johnson Stacy Dorsey
C. Developments in Workforce Strategy: DISD Partnership and Dallas College Update		10 minutes	Stephanie Speights
D. Next Steps to Address ONE Survey Results		10 minutes	Shauntee Mayfield
E. Benefits Update – Progress on Recent Work		5 minutes	Delancey Johnson

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

V. Executive Session

Tex. Gov Code §§551.074

A. CEO Performance Appraisal Discussion

VI. Action Items

A. The Board may take action on any above agenda item(s).

VII. Closing Remarks — Chair

VIII. Call to Adjourn — Chair

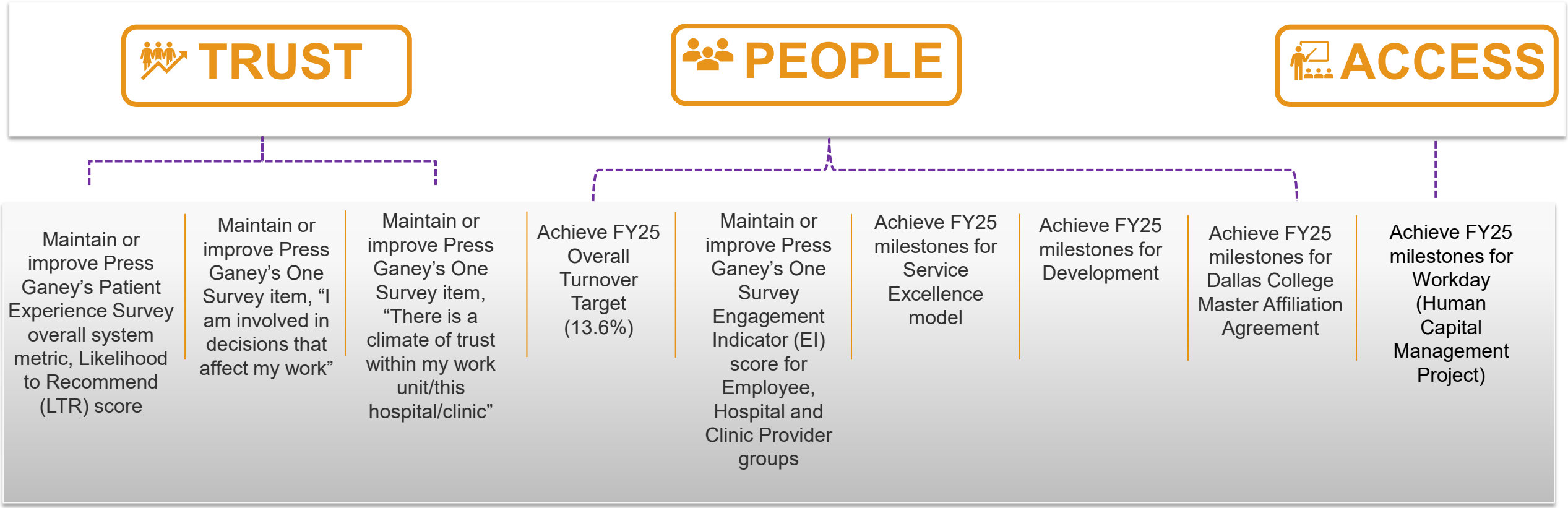
Board TDEC Meeting

November 5, 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

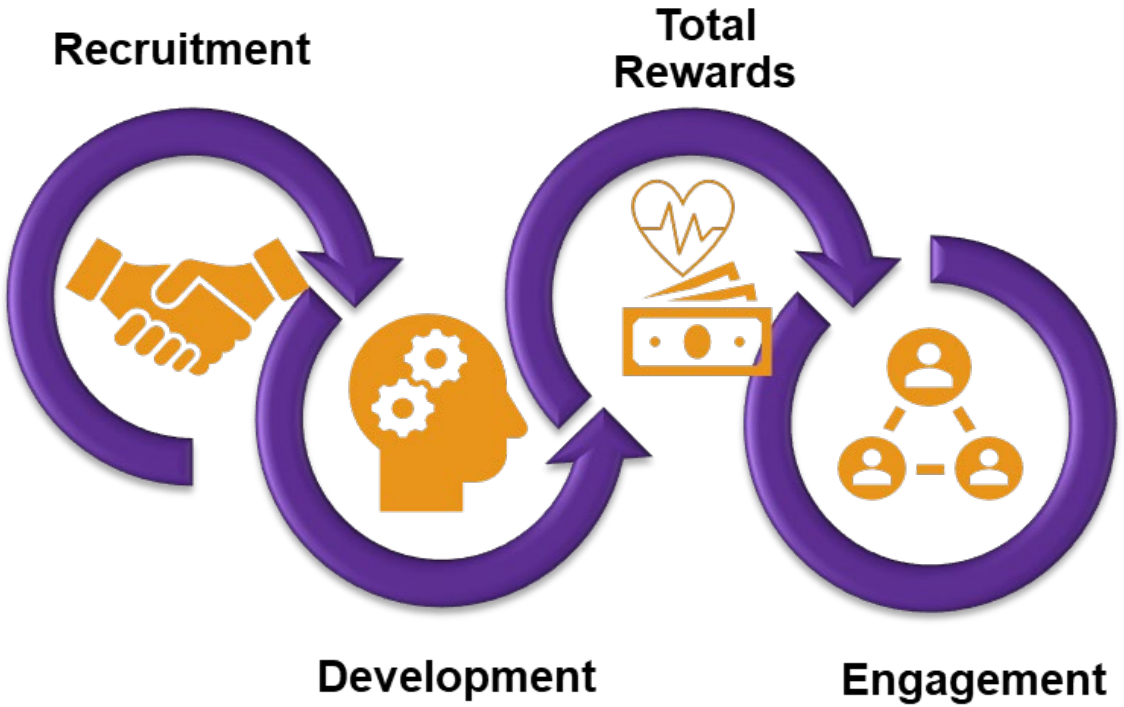


FY25 Cascaded Productivity Goal

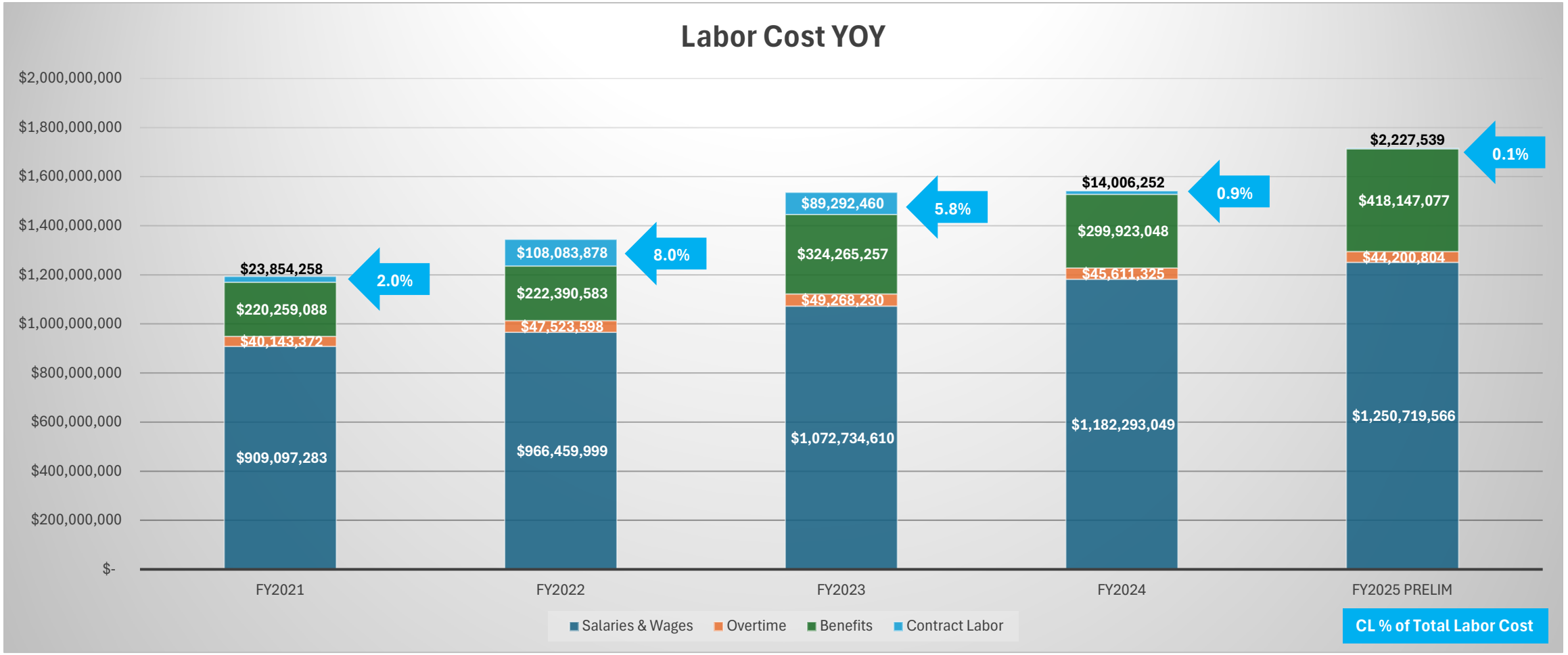
Achieve less than 6.7 FTE per AOB

Parkland's Commitment

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

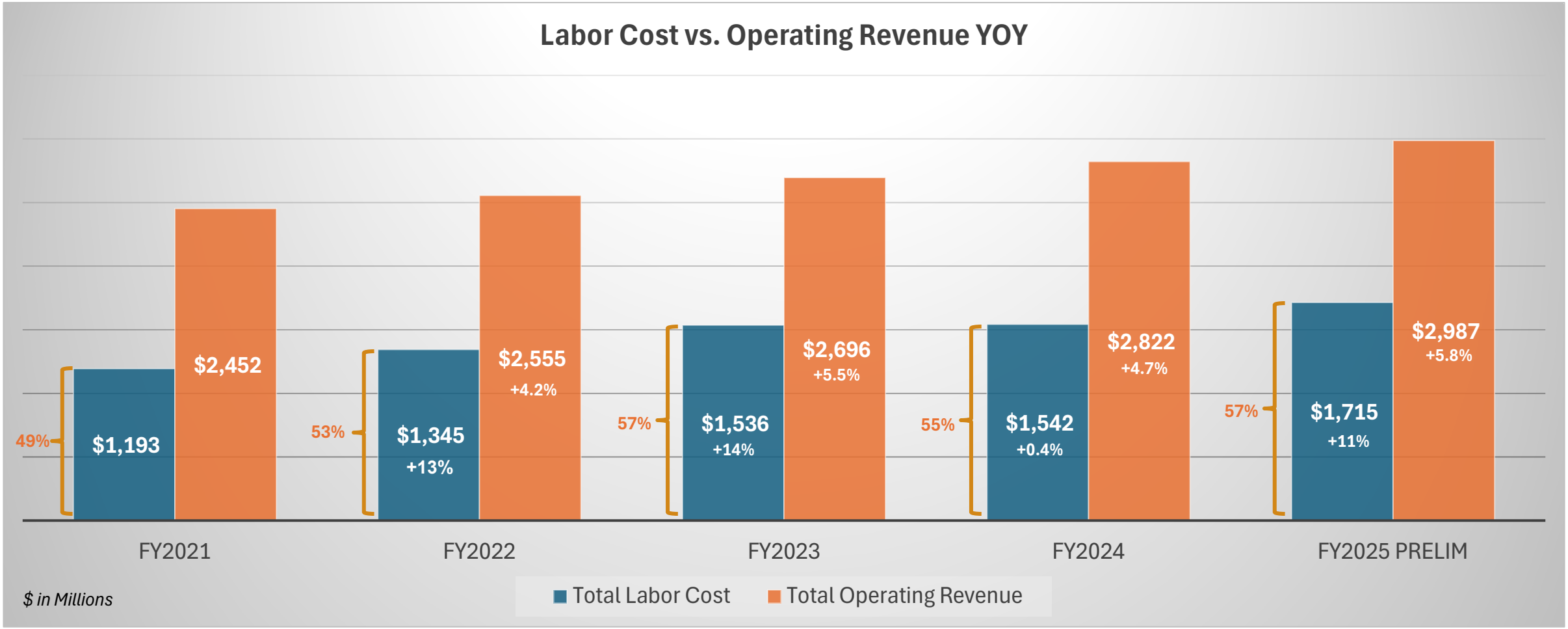


Workforce Growth Trend



*Source: 1-Parkland Health Financials. Excludes Affiliates (Nursing Homes, Foundation, Auxiliary, PCCI, PCHP).

Workforce Growth Trend



*Source: 1-Parkland Health Financials. Excludes Affiliates (Nursing Homes, Foundation, Auxiliary, PCCI, PCHP)

Workday: Progress Report, Organizational Impact and Key Milestones Achieved

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

SVP and Associate Chief Talent Officer

Stacy Dorsey, SHRM-SCP

SVP & Chief Workforce Officer

Parkland
Enterprise Project Management Office

Project Summary

Status	Phase	% Complete	Delivery Date	Executive Sponsor	Operational Sponsor / IT Sponsor	Project Manager
Y	Execute	80	01/02/2026	Felicia Miller Dr. DeLancey Johnson LeMar Oleson Stacy Dorsey	Keri White Deborah Johnson Johnathan Appleton	Minoru Sorensen John Perez

Project Objective

- Parkland is implementing Workday as the new Human Capital Management (HCM) system.

Success Criteria

Key Performance Indicator (KPI) Description	Discrete Success Metric	How Measured?	Responsible
Decommission PeopleSoft as Parkland's primary HCM software.	Decommission of Peoplesoft	Validation (Y/N)	Operational Sponsor
Transition of current OTM workflows into Workday methodology	Acceptance of Workday's methodology as an HCM platform	Validation (Y/N)	Operational Sponsor
Decommission SAP/Success Factors as secondary HCM system, incorporating workflows and systems into the new HCM	Decommission SAP/Success Factors	Validation (Y/N)	Operational Sponsor

Parkland

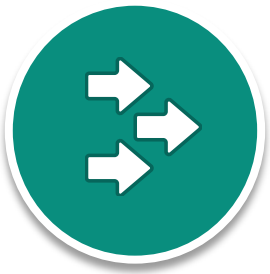
Our Guiding Principles

User-Centric over Fragmented Experience

Make it intuitive for end users; leverage the solution and design ways to create intuitive solutions.

Simplicity over Complexity

Create simple solutions; simplest navigation across the fewest systems as possible.



Standardization over Customization

Standardize practices; easy, system-wise use across Parkland.

Design for the Future over Legacy

Prioritize innovation over tradition; ensure HR solutions will adapt to future demands and drive transformative change.

Scalability over Fixed

Build scalable, sustainable solutions; use leading practices focused on the future.

Next Steps

Finalize Communications

Complete communications for the entire organization to ensure clear and consistent messaging.

Prepare Leadership

Equip leaders with talking points and FAQs to support effective engagement with their teams.

Continue Readiness Activities

Maintain readiness efforts throughout November and December to ensure a smooth transition and stakeholder alignment.

Leadership Support

Leaders will cascade information, address concerns, and support teams during the transition.

Monthly Information Cascade:

↓ Chiefs (If needed)
↓ Executive Ambassadors Group
↓ Workday Project Team
↓ Workday Functional Leaders
↓ All leaders
↓ Employees

Channel of Communication:

- Board of Managers
- Chief's meeting
- Project meetings
- Standing Functional Leader meetings
- Operational Leadership meetings
- OTM Town Hall
- Leadership Forum
- Town Hall
- Huddle Sheets

Developments in Workforce Strategy: DISD Partnership and Dallas College Update

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)

Career Expo – September 13

Number of Students Grades 8 – 12	139
# of Schools Represented	36
Top 3 Schools Represented	Duncanville HS Samuel HS W.T. White HS
# of adults (chaperones, counselors, parents)	25
# of Career Booths	20
# of Career Booth volunteers	45
# of Parkland volunteers	23
# of Workforce Development staff	10

Dallas College: Expanded Relationship

<u>Summary</u>: 10-year Master Agreement with Dallas College (DC), School of Health Science, memorializing shared intent to partner in the following ways:

DC to expand and optimize education for Parkland employees, including but not limited to:

- *Increase* number of Parkland cohort-based programs/apprenticeships for high-demand careers.
- *Simplify* tuition assistance through direct payment, eliminating out-of-pocket costs for employees attending DC.
- *Dedicate* DC tutors, advisors, and learning coordinators as Parkland programs grow.

Parkland to deepen support for Dallas College programs and students:

- *Expand* preceptorship opportunities at Parkland for DC nursing students.
- *Prioritize* DC students for experiential clinical support positions.
- *Promote* DC programs for critical skills (e.g., Medical Spanish, Medical Front Office, Psychiatric Technician CE).

Additional Benefits:

- DC to offer enrollment in Nursing Summer Camp for children of Parkland employees in grades 10-12.
- Parkland/DC to develop streamlined process for Parkland's use of DC facilities.

Next Steps to Address ONE Survey Results

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

Parkland

Parkland ONE SURVEY

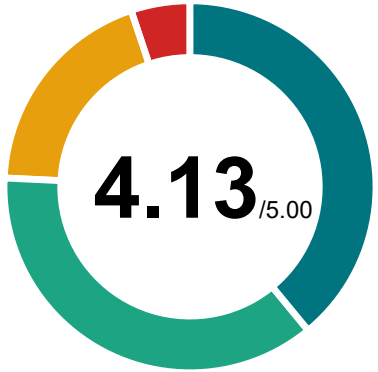
An **engaged** **workforce** *drives* Quality, Safety & **Patient Experience**

We must recognize and act on the intersection of safety, quality and experience. The One Survey helps measure HOW they are connected.

Employee Engagement

Engagement Survey Results Snapshot

Your Organization's Engagement Score and Respondent Distribution



Highly Engaged	**39%**
Engaged	**37%**
Neutral	**19%**
Disengaged	**5%**

+0.14 vs. 2024 survey (3.99)

76th Rank vs. Nat'l Safety Net Hospital

72nd Rank vs. Nat'l HC (Empl)

88% Response Rate (10,667 / 12,117)

4.50+	3.75 - 4.49	2.75 - 3.74	< 2.75

Strengths

- Perceptions of **care quality** at Parkland have continued to improve and drive Engagement growth
- Caregivers have confidence in senior management leadership and focus on **patient safety**
- Significant improvement in **Safety Culture** dimensions versus 2023

Opportunities

- Improving **camaraderie** among caregivers may further improve Engagement
- Continue to focus on **safe working conditions** for caregivers
- Perceptions of **manager respect** have room to improve

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*Solid arrows indicate statistically significant change; outline arrows indicate change that is not statistically significant.

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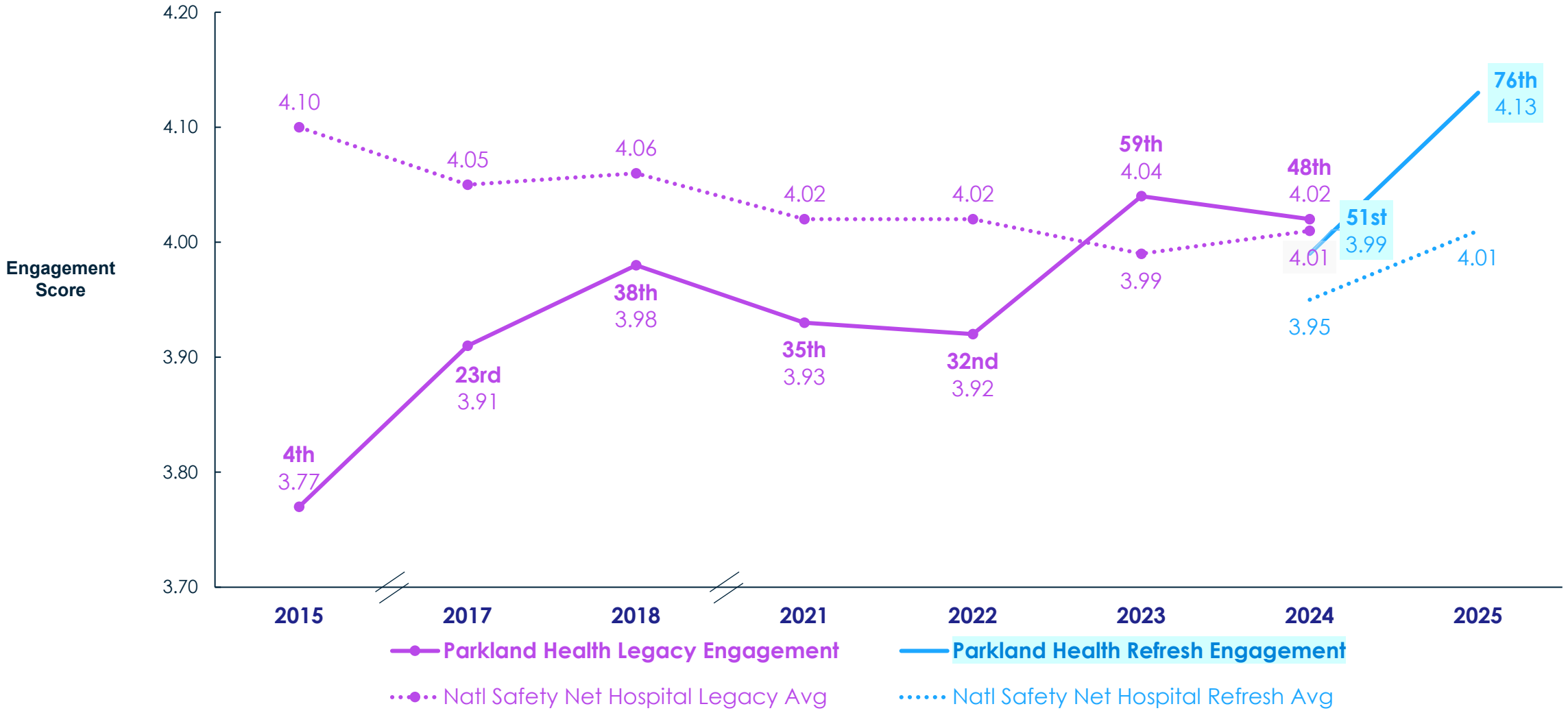
Your Engagement Relative to Historical and Peer Performance



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Provider Engagement

Hospital

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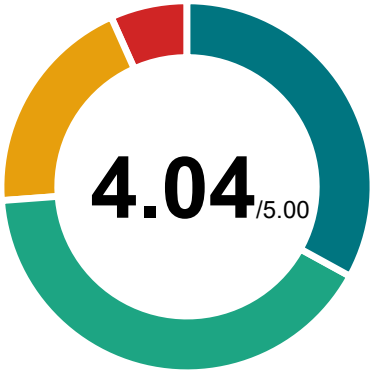
Engagement Survey Results Snapshot

Your Organization's Engagement Score and Respondent Distribution



Highly Engaged	33%
Engaged	41%
Neutral	19%
Disengaged	7%

+0.19 vs. 2024 survey (3.85)

51st Rank vs. Nat'l Phys, Safety Net

58th Rank vs. Nat'l Provider

41% Response Rate (958 / 2,332)

4.50+	3.75 - 4.49	2.75 - 3.74	< 2.75

Strengths

- Improvement in Provider – Leadership Alignment is driving Engagement growth
- Readily available access to patient information thanks to resource availability
- Positive opinions on goals to improve patient safety

Opportunities

- Interdisciplinary teamwork and communication
- Psychological safety in reporting safety concerns
- The amount of job stress felt
- Having input in decisions made and responsiveness of org. leadership to feedback

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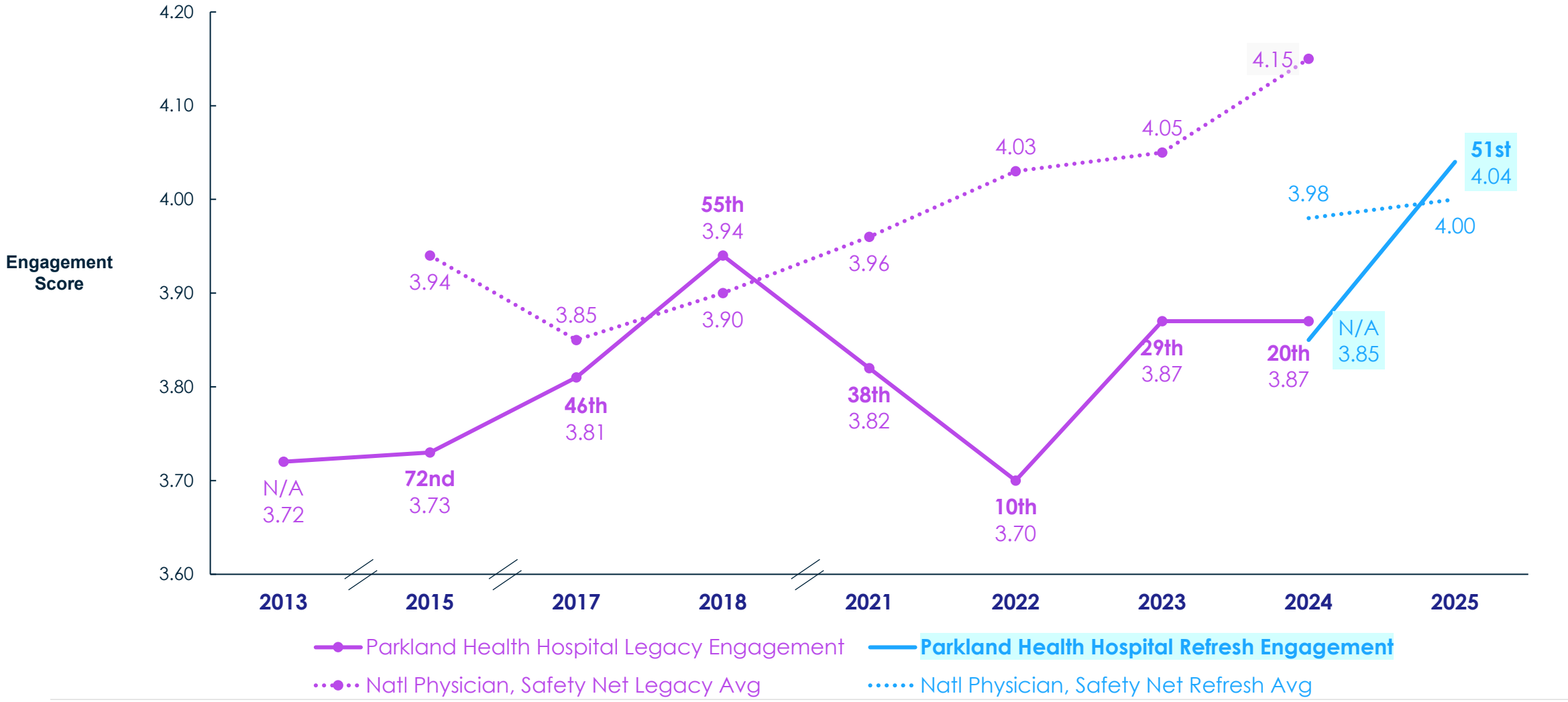
Your Engagement Relative to Historical and Peer Performance



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Provider Engagement

Clinic

PressGaney

Engagement Survey Results Snapshot

Your Organization's Engagement Score and Respondent Distribution

Highly Engaged	31%
Engaged	37%
Neutral	24%
Disengaged	9%

⇩ **-0.03** vs. 2024 survey (3.94)

38th Rank vs. Nat'l Phys, Safety Net

47th Rank vs. Nat'l Provider, Clinic

94% Response Rate (253 / 268)

4.50+	3.75 - 4.49	2.75 - 3.74	< 2.75

Strengths

- Elements of psychological safety have improved
- Perceptions of good security measures and processes in place for safe working conditions have high favorability and have improved compared to 2024

Opportunities

- Perceptions of care quality are dropping, leading to a decline in Engagement
- Providers feel a lack of input into decisions specifically affecting their medical practice
- The amount of job stress felt is a top 3 Key Driver

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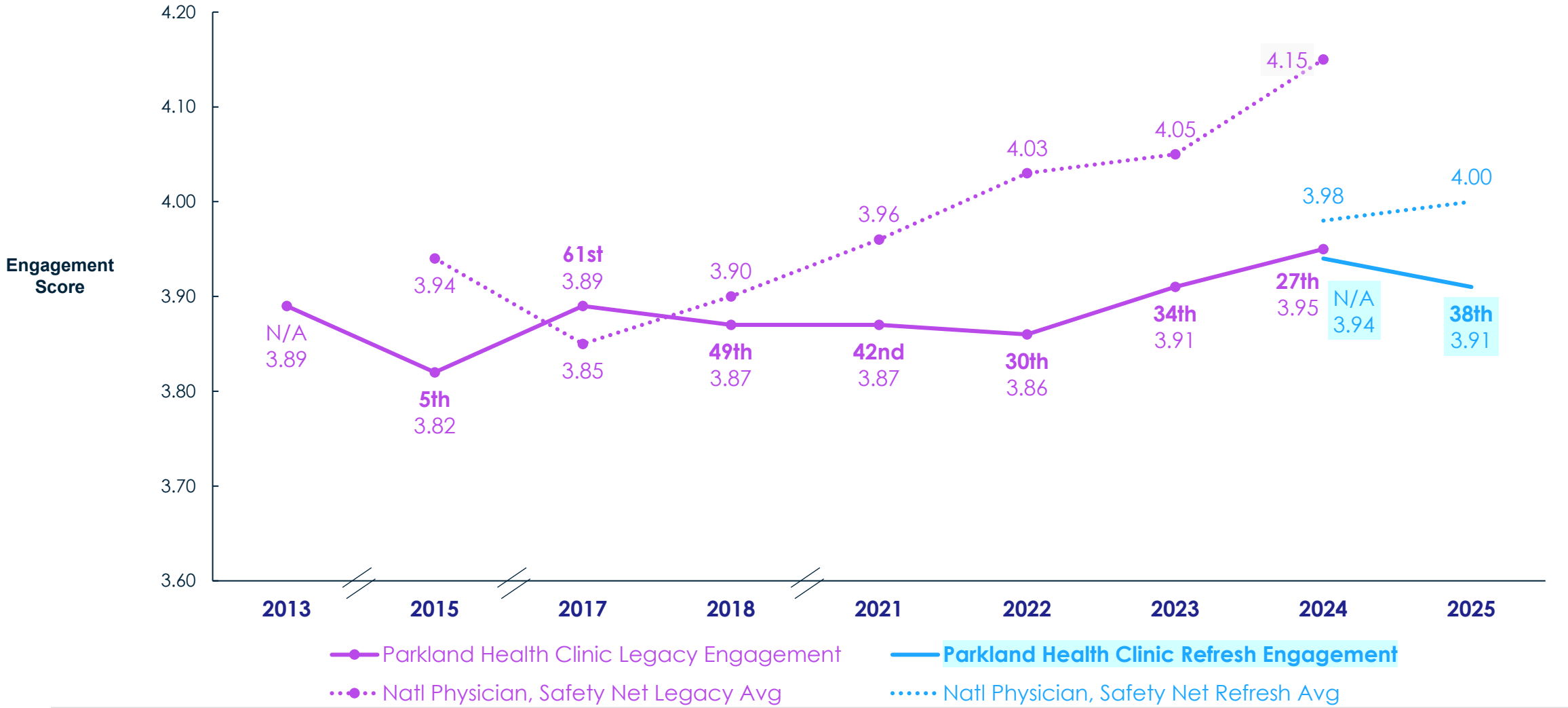
Your Engagement Relative to Historical and Peer* Performance



*Clinic Provider Benchmarks unavailable prior to 2023

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Organizational View: Nursing Excellence

ANCC Category	Staff RN's* Mean Score	Difference from Sept. NE Benchmark	APRN's* Mean Score	Difference from Sept. NE Benchmark
Adequacy of Resources and Staffing	3.85	**+0.24**	3.70	+0.09
Autonomy	3.97	**+0.11**	3.95	+0.09
Fundamentals of Quality Nursing Care	4.24	**+0.15**	4.19	+0.10
Interprofessional Relationships	4.01	**+0.16**	3.99	**+0.14**
Leadership Access and Responsiveness	4.10	**+0.14**	4.19	**+0.23**
Professional Development	4.17	**+0.25**	4.25	**+0.33**
RN to RN Teamwork and Collaboration	4.30	+0.01	4.20	-0.09

Bold text indicates a statistically significant difference from benchmark.

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*Staff RN filter used: "Yes, I am a registered nurse." APRN filters used: "Yes, I am a registered nurse" and "Yes, I spend more than 50% of my time in direct patient care."

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Next Steps

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Parkland

What's Next?
Tiered Approach to Action Planning

- ✓ Refer to the accountability grid below, based score distribution, to determine established expectations
- ✓ Note that Action Planning due dates differ depending on the Engagement Indicator range

Engagement Indicator Score	2025 ONE Survey Expectations and Next Steps	Action Plan
>/= 4.22	Celebrate Success! Share results with team and discuss sustainability and plans for any low-scoring items. Consider mentoring other units.	Recommended
4.11 - 4.21	Celebrate Improvements! Share results with team and discuss top-performing items for sustainability. Action plan for low-scoring Key Drivers and areas identified by team.	Recommended
4.01 - 4.10	Celebrate Improvements. Share results with team and discuss top-performing items for sustainability. Discuss low-scoring items and items that decreased. Prioritize team involvement and action plan for low-scoring Key Drivers and areas identified by team.	Required Due Dec. 15
3.90 - 4.00	Share results with team and discuss top-performing items for sustainability. Discuss low-scoring items and items that decreased. Prioritize team involvement and improving Key Drivers in the action plan. Solicit upline support and obtain plan approval from VP or above.	Required Due December 15
<3.89	*Before sharing results,* discuss with upline leadership and TMBP and create a plan to share results with the team (small groups? co-facilitation?). Prioritize team suggestions and involvement and schedule monthly updates with leadership. Consider leader development.	VP-approved and Required Due Dec. 15

Leader Index Score	2025 ONE Survey Expectations and Next Steps	Action Plan
4.00+	Celebrate Success! Discuss ongoing leadership needs with the team.	Recommended
2.51 - 3.99	Celebrate Improvements. Discuss Leader Index items and Action Plan for low-scoring Index items.	Required Due Dec. 15
< 2.50	*Before sharing results,* discuss with upline leadership and TMBP and create a plan to share results with the team (small groups? co-facilitation?). Prioritize team suggestions and involvement and schedule monthly updates with leadership. Evaluate consistency with communication and regular 1x1s, and Six Critical Practices. Consider leader development.	VP-approved and Required Due Dec. 15

Action Planning Workshops

October 15,
1 p.m. – 4:30 p.m.

Join Here

October 21,
8:30 p.m. – noon

Join Here

October 28,
1:00 p.m. – 4:30 p.m.

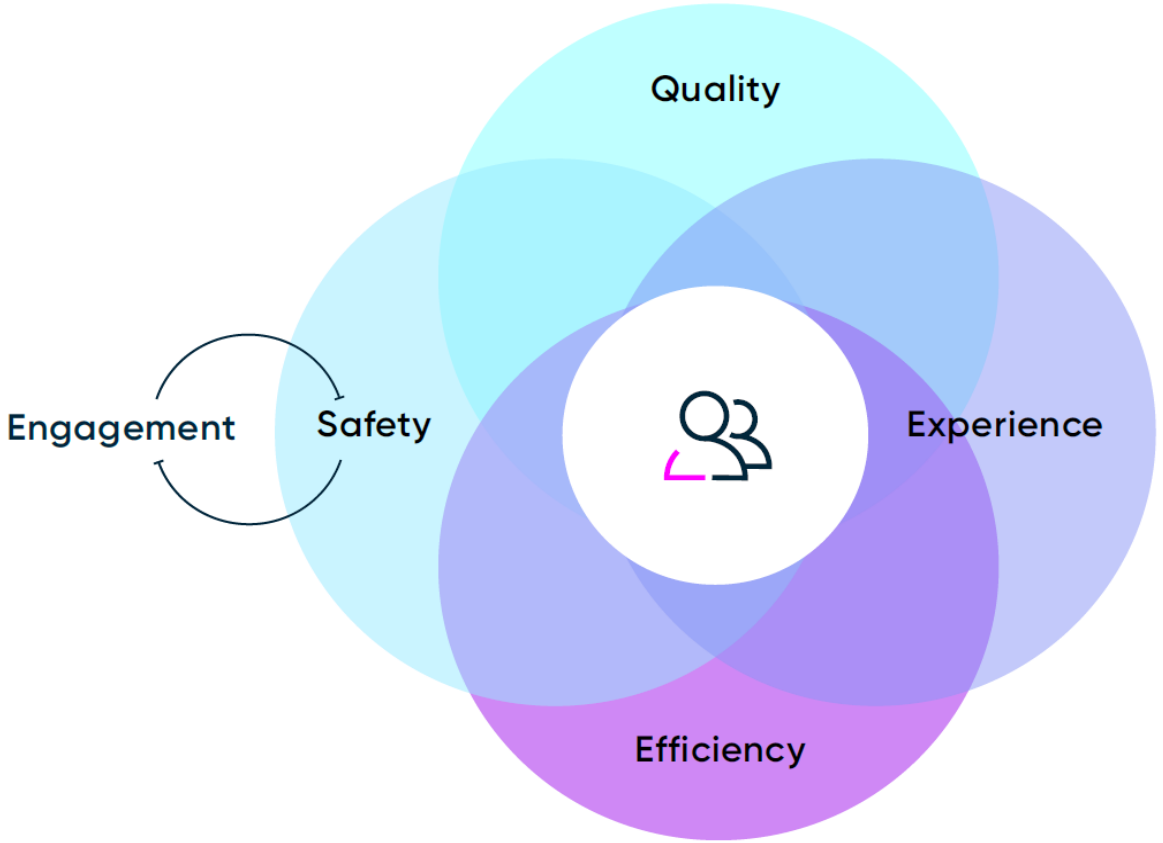
Join Here

ICARE

The Virtuous Cycle
There is no Patient Experience without Employee Experience

Engagement and safety impact experience, quality, and clinical efficiency – they are the engine that drives improved healthcare outcomes.

High Performing organizations are leveraging the connection between **Safety** and **Employee Engagement** to drive **Patient Experience**



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Benefits Update – Progress on Recent Work

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

SVP and Associate Chief Talent Officer

Focus Areas

Self-Funded Employee Health Plan

FY2026 Projection

		VAR	% VAR
Avg. Employees	12548	164	1.3%
Avg. Members	22586	500	2.3%
Revenues	$50,036,862		
	Total $ (Less Rev)	PMPM $ (Less Rev)	% VAR
Domestic Medical	$64,814,554	$239	4.2%
Affiliate Medical (UTSW@Parkland)	$17,457,985	$64	3.2%
Foreign Medical	$93,087,083	$343	-2.9%
Foreign RX (Less Rebates)	$28,529,942	$105	-9.1%
HSA Employer Contribution	$642,500		0%
Totals (Self-Funded Health Plan)	$204,532,063	$755	-1.2%

✓ Decrease foreign medical (2.9%) and Rx (less rebates) (9.1%)

✓ Increase domestic medical (4.2%)

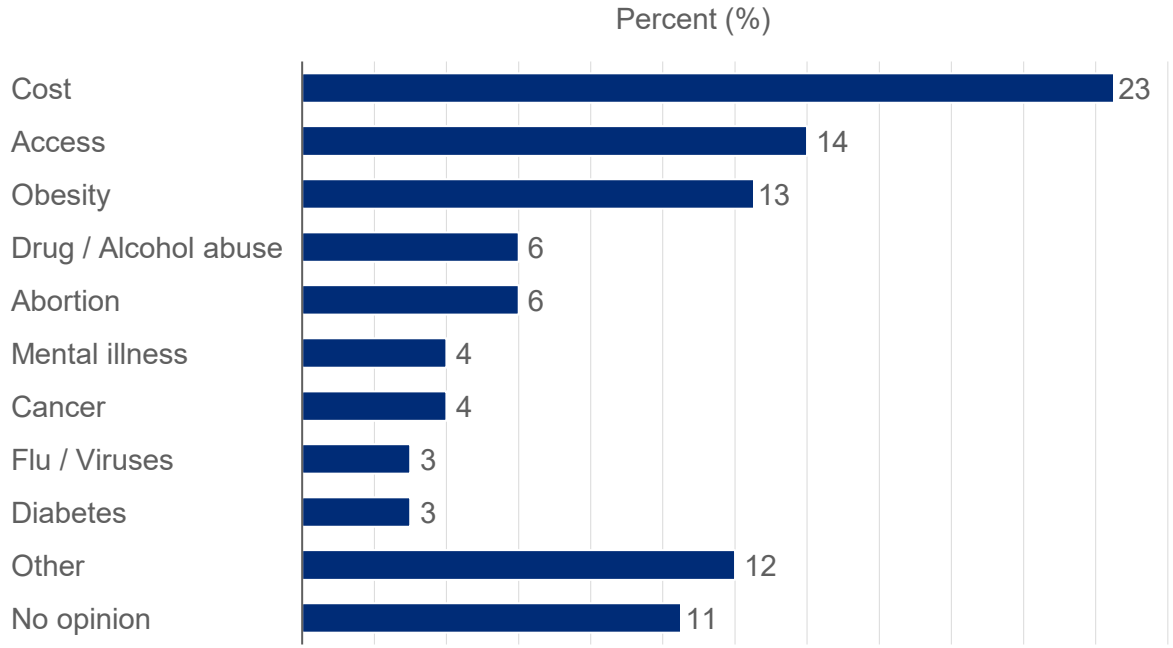
✓ Increase affiliate medical (UTSW @ Parkland) (4.2%)

***UTSW professional services at the Parkland facility.**

Cost Tops Americans' Most Urgent Health Problems

November 6-20, 2024

What would you say is the most urgent health problem facing this country at the present time? [Open-ended]



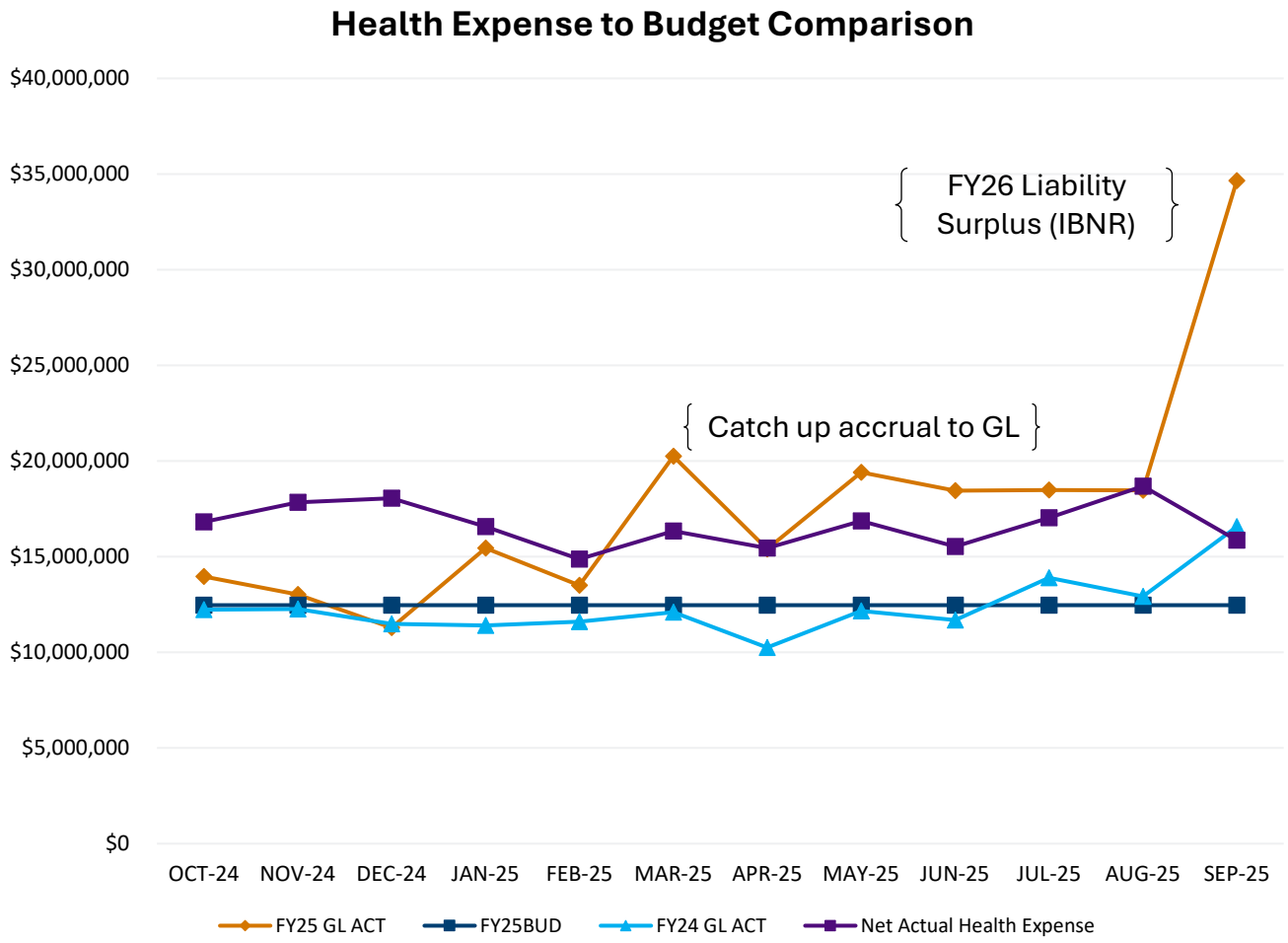
Source: Gallup

Action plan to curb self-funded health plan spending.

- Develop benefit programs and health plan designs that are financially sustainable and improve the health and well-being of members – Focus on industry standards and best practices.
- Partner with Parkland finance to establish realistic budgets and monitor performance of actual expenses instead of accrual to budget.
- Expand data integration for improved insights and return-on-value assessment.
- Advance domestic steerage strategy through plan design changes and programs – Focus on the impact of clinical outcomes, member experience, and cost.
- Ensure operational compliance and performance compared to industry benchmarks and best practices.
- Partner with vendor solutions and consultants, as needed, to identify cost savings opportunities and/or clinical gaps in care.

- Partnering with clinical leadership and internal subject matter experts.
  - ✓ Dr. Joe Chang
  - ✓ Dr. Brett Moran
  - ✓ Dr. Monal Shah
  - ✓ Dr. Greeshma Naini
  - ✓ Carrie Berge
  - ✓ Shannon Bradley
- Focus on preventative care and disease management program development.
- Expand access and navigation efforts to transition care to Parkland.
- Utilization management of high-cost claimants, site of care, and fraud-waste-abuse.
- Maximize 340b pricing advantage for high-cost medications.
- Establish improved controls on provider network and formulary.

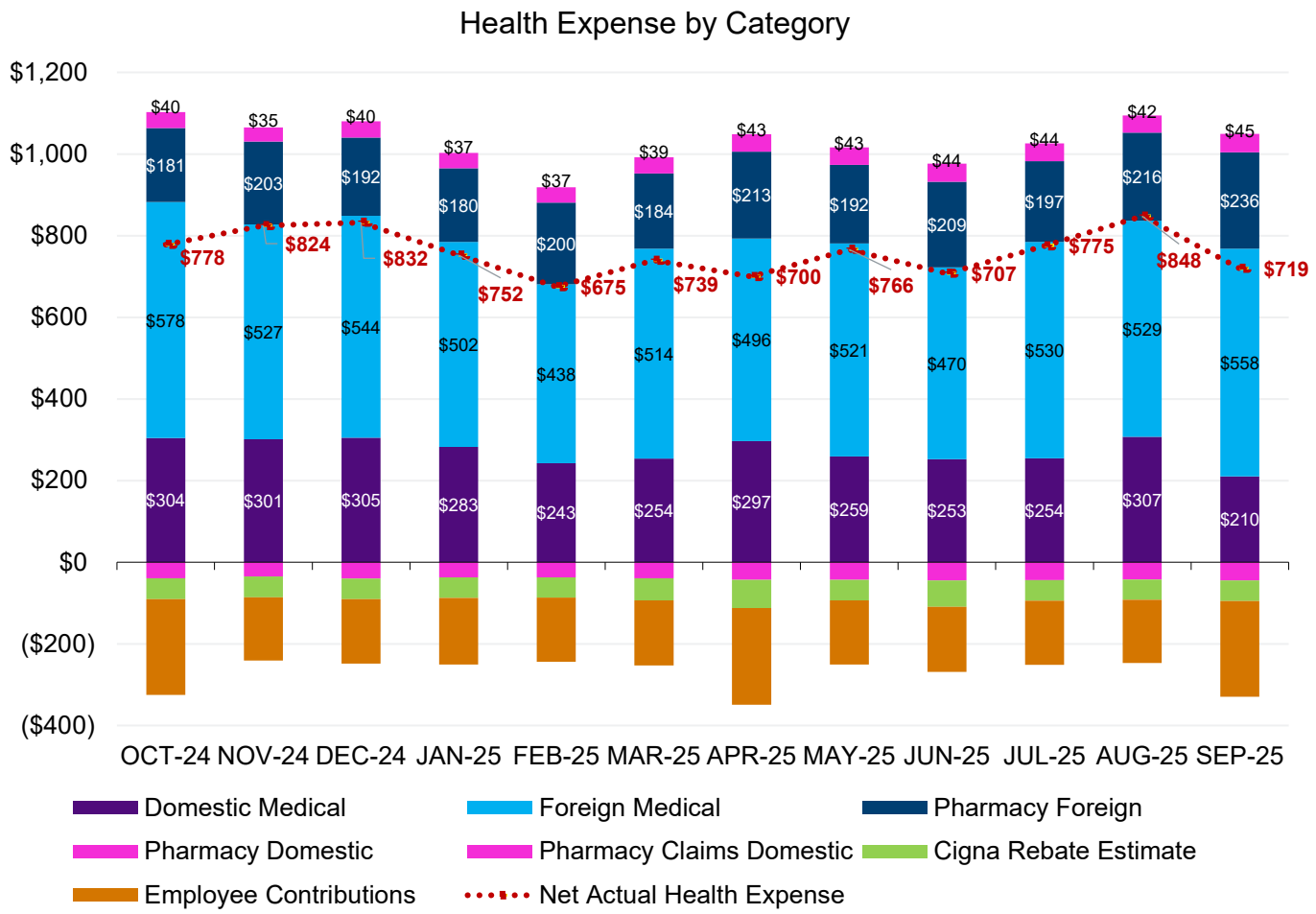
FYTD Performance Trend



- GL Account catch up is progressing well – GL $17.7M / Act $16.6M
- FY25 Actual Expense = $199,913,404 on $202M reprojected forecast.
- FY25 Total GL = $212,326,824.
- Variance due to additional September accrual to adequately fund liability account (IBNR) into FY26. Ending balance ~ $25M.
- Rebates are performing better than expected. – Budget $13.2M trending toward $17.5M.

Note: Financial reporting a month in arrears.

FYTD Performance Trend



- **Total PMPM**:
  - Avg. = $760
  - Avg. = $978 (Less premium and domestic pharmacy credit)
- **Medical PMPM**:
  - Avg. Domestic = $272
  - Avg. Foreign + Affiliate = $517

  (Affiliate = UTSW services at Parkland)
- **Pharmacy PMPM:**
  - Avg. Domestic = $41
  - Avg. Foreign = $200
- **Foreign Medical Steerage Goal**
  - FY25 Target: 50.6% (FY24 = 52.6%)
  - FY25 Actual: 54.3%
  - Justification – Significant increase in cost per claims; especially, catastrophic claims, outpatient hospital services and pharmacy.
  - Deep Dive – 9.2% decrease in distinct members with foreign medical claims / 31.4% increase in paid foreign claims.

Note: Financial reporting a month in arrears.

2026 Parkland Wellness Committee

- **WHY:** To promote overall well-being, fostering a healthier and supportive workplace.
- **WHAT:** 20 employees nominated from a wide variety of divisions to represent employee perspectives and drive positive change.
- **HOW:** Promoting and enhancing current wellness initiatives, activities, and resources to improve our workplace wellness culture.

The Wellness Committee adds value for our employees by:

- Providing the voice of the customer
- Enhancing wellness education and communication
- Identifying new and exciting wellness initiatives and campaigns
- Recognizing opportunities to improve the member experience

2025 PTO Donation Program – Leadership Impact

Background

Parkland's annual Paid Time Off (PTO) Donation Program provides critical support to employees facing medical emergencies, extended illnesses, catastrophic events, or major disasters.

Vice Presidents and Above are encouraged to donate PTO to help these workforce members. Donated hours are grouped into a central bank and distributed to eligible employees. In September, leaders were engaged to foster participation and promote awareness.

Results

This year, Leaders donated *204 hours of PTO* to support their fellow employees.

In addition to this annual initiative, employees may donate PTO to colleagues **at any time throughout the year**.

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

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

People Metrics Summary

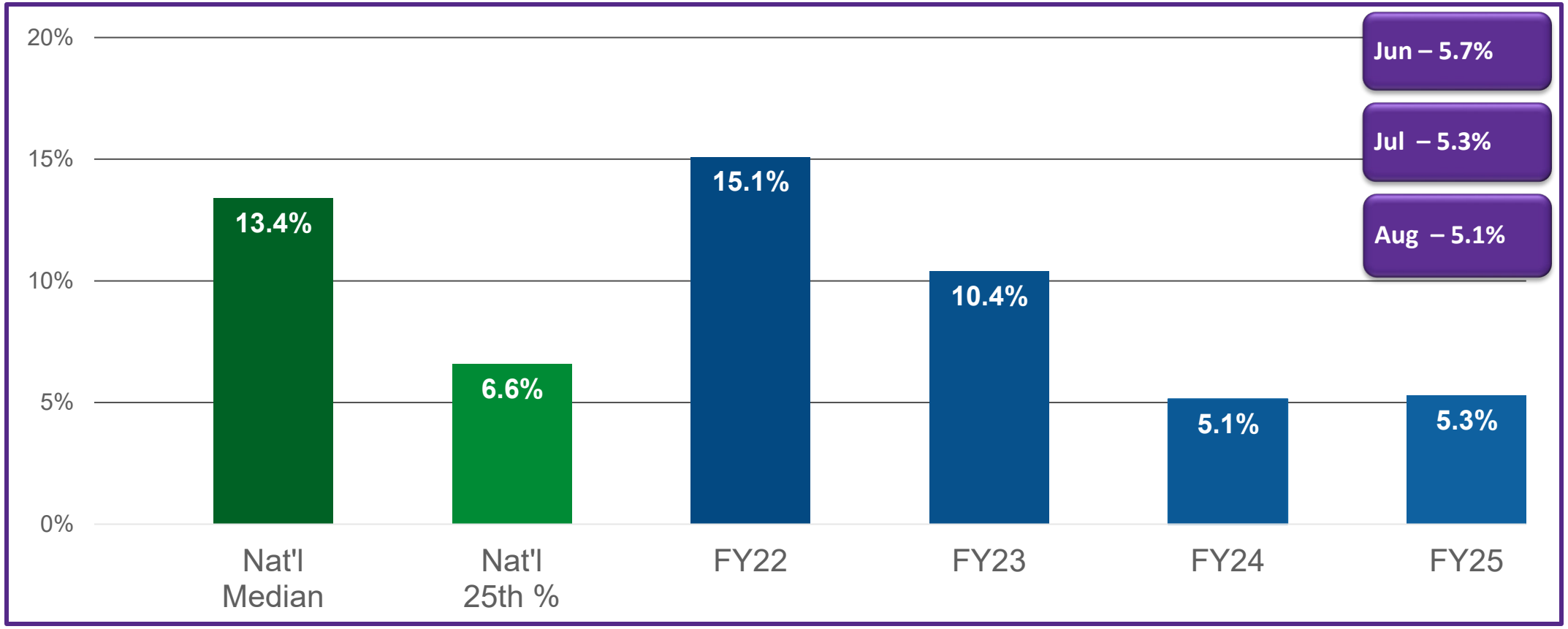
Metric	Numerator	Denominator	FY2025	FY2024	Benchmark*
Vacancy	701	13,284	5.3%	5.1%	13.4%
Nurse Vacancy	346	4,701	7.4%	6.5%	10.3%
Turnover	1,513	12,530	12.1%	12.9%	17.2%
Voluntary Turnover	1,275	12,530	10.2%	10.5%	13.7%
Nurse Turnover	497	4,387	11.3%	11.3%	13.9%
First Year Turnover	406	1,453	28.0%	26.3%	39.8%
Nurse First Year Turnover	99	477	20.8%	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

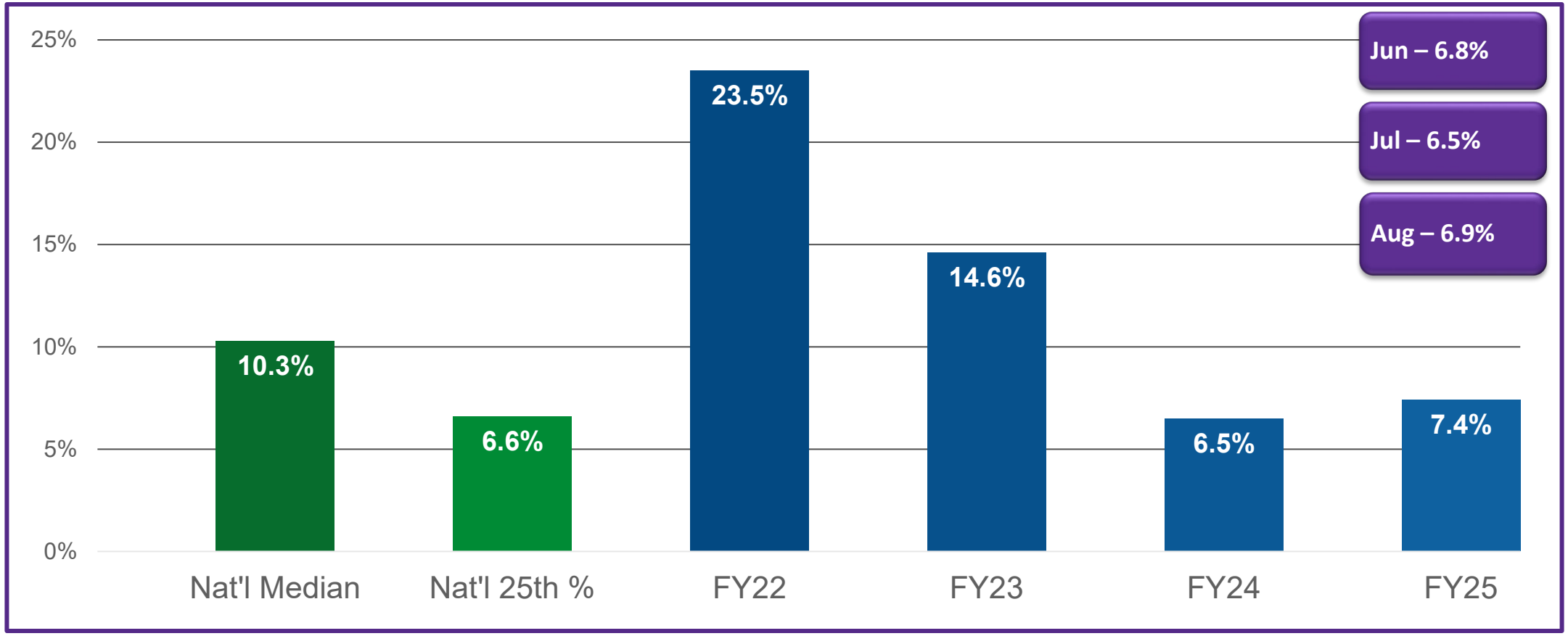
Vacancy Rate



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

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

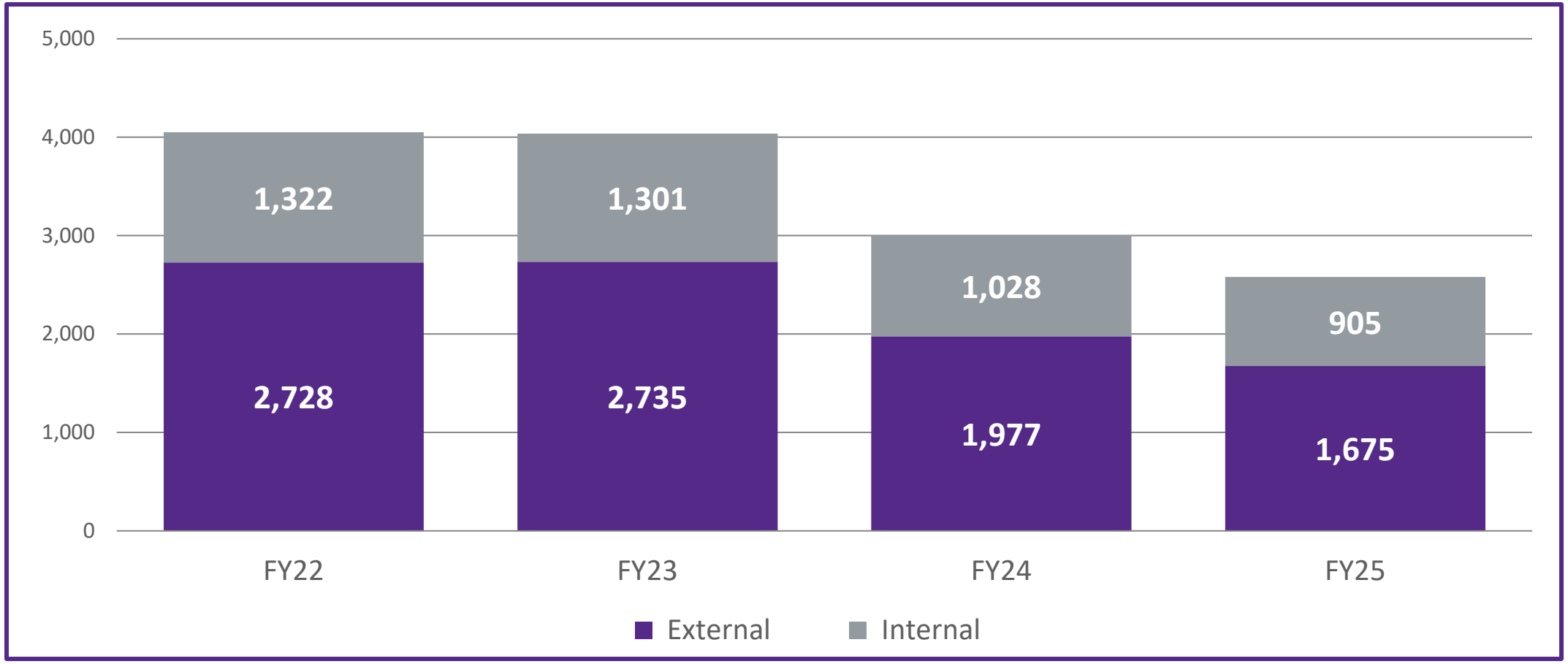
Nurse Vacancy Rate



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

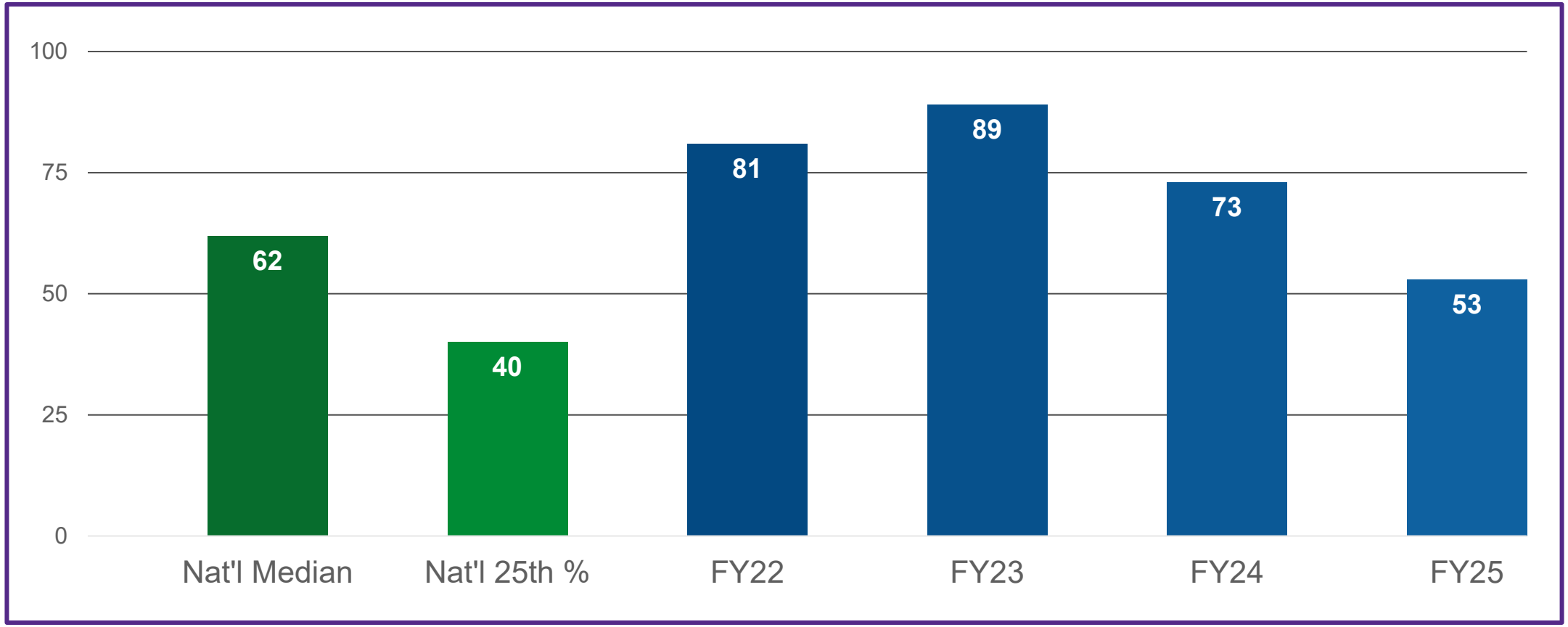
National Median & 25th Percentile: Saratoga 2024 Hospital Industry

Total Hires



Formula: Total Hires (external + internal)

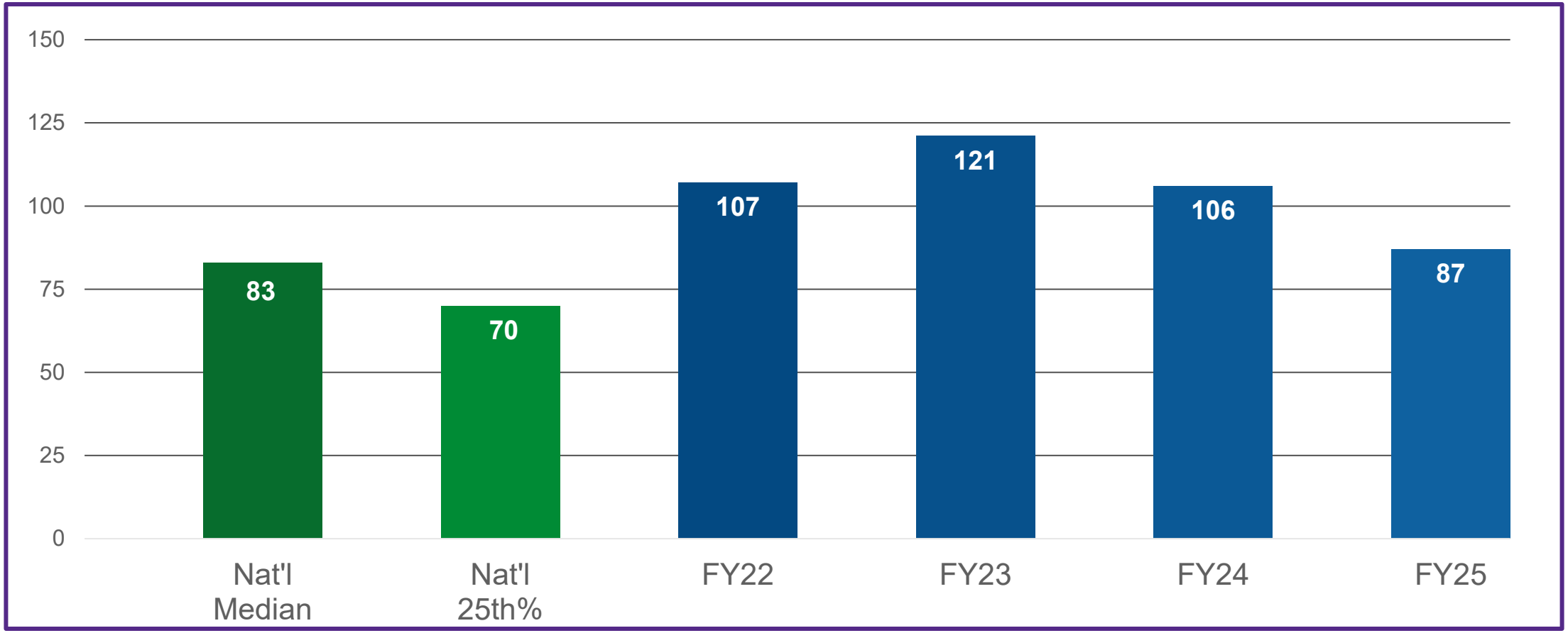
Days to Fill



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

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

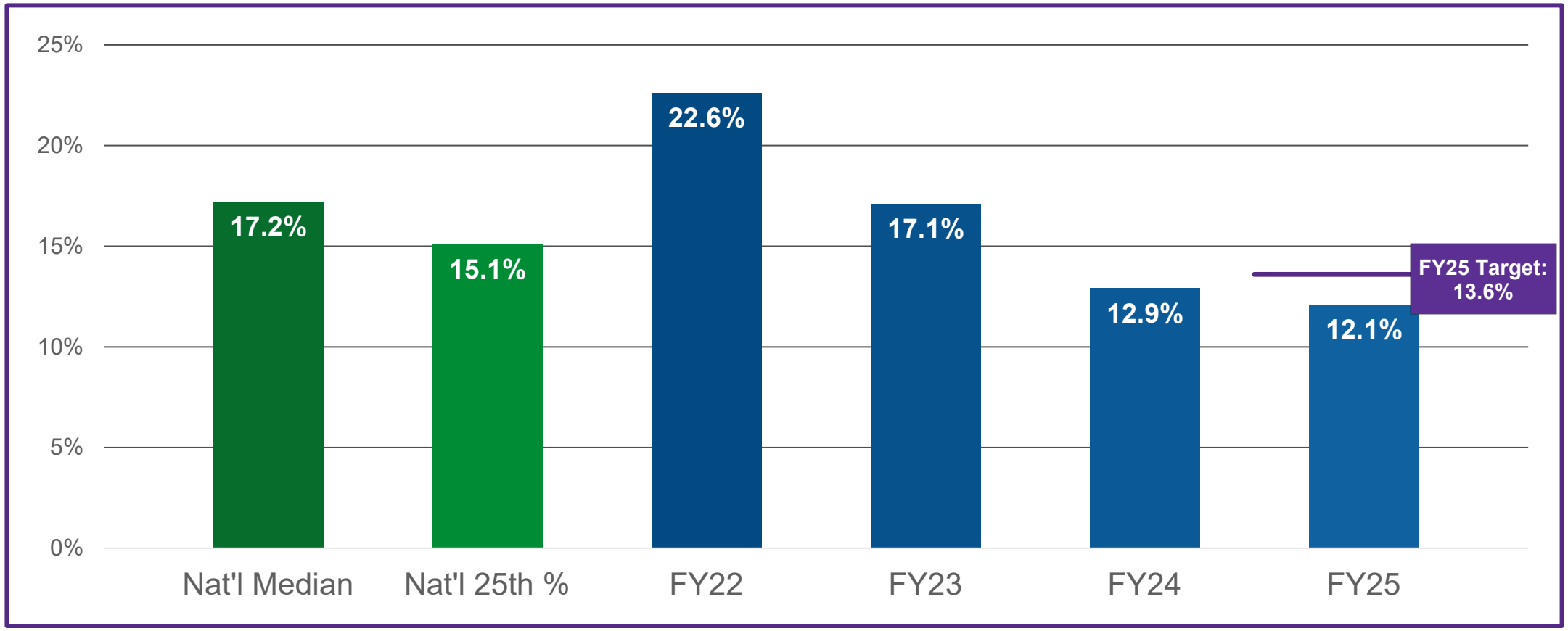
Days to Start



Formula: Average Days Between Job Requisition Open and Start Date

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

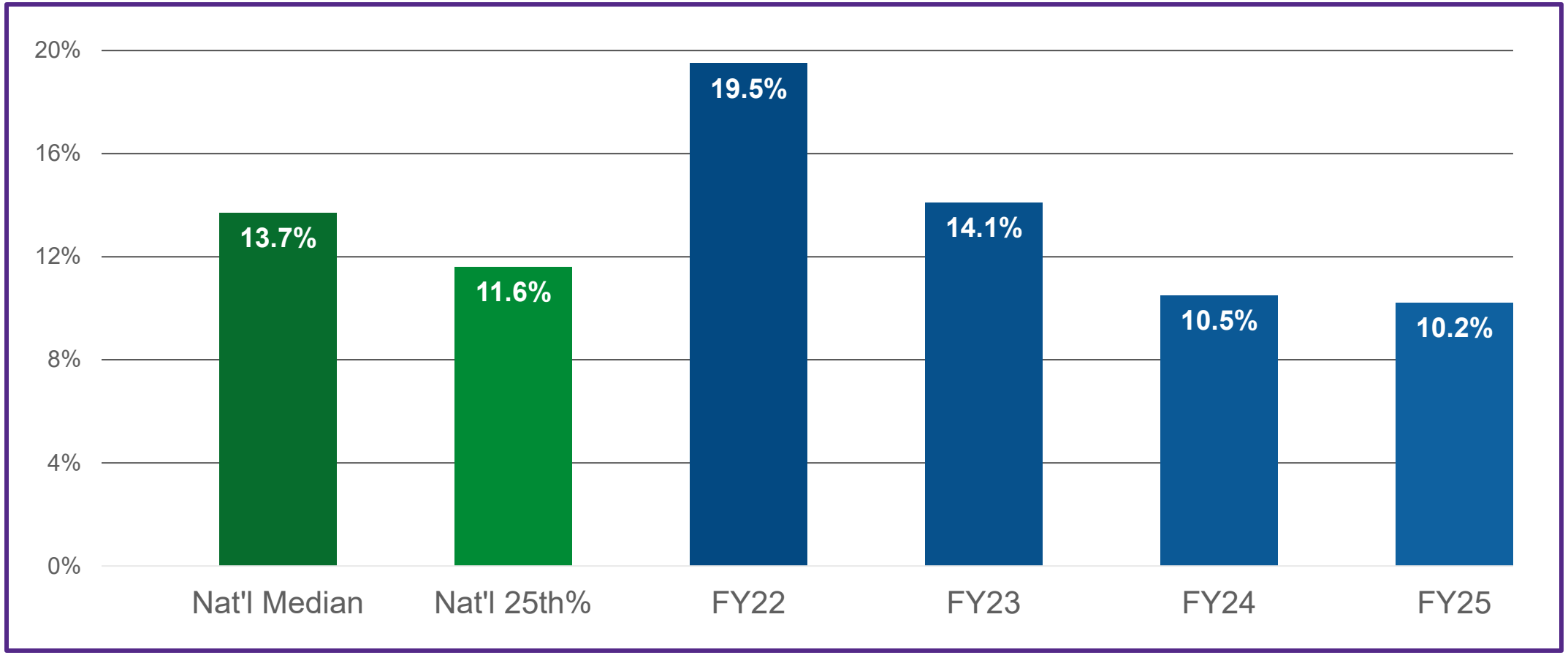
Turnover Rate



Formula: Total Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

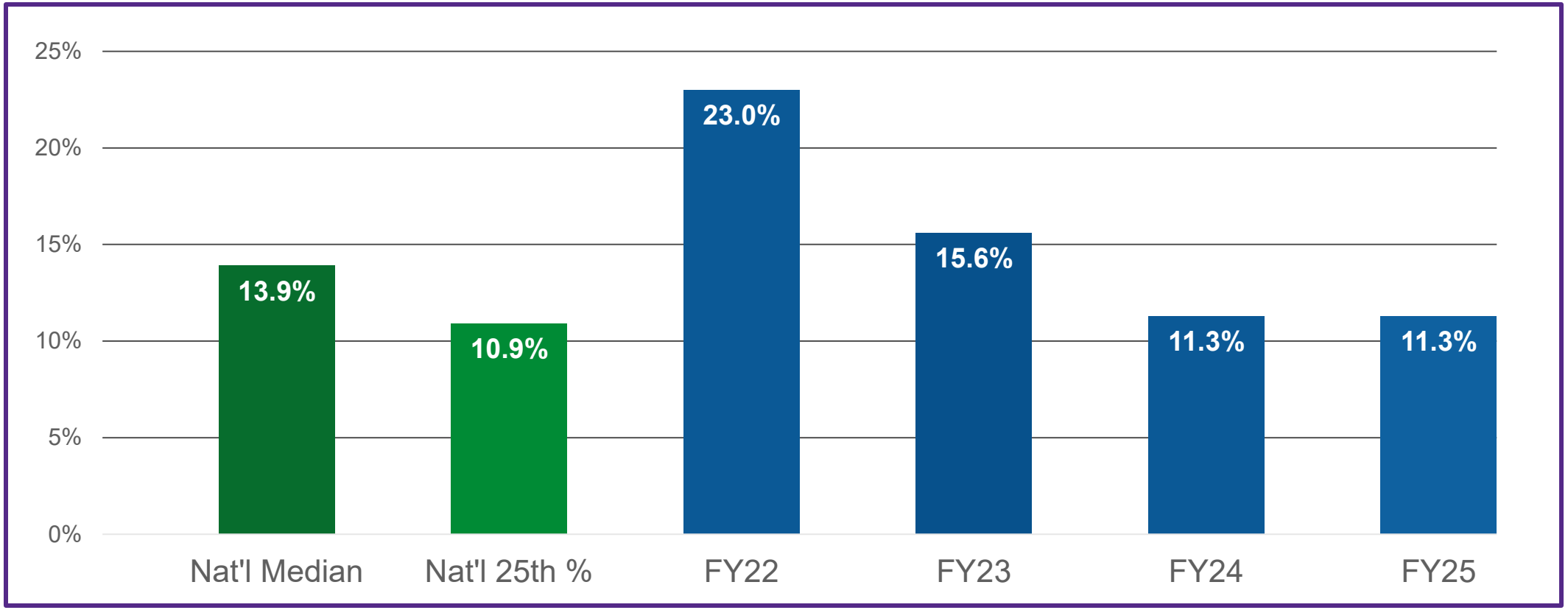
Voluntary Turnover Rate



Formula: Total Voluntary Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

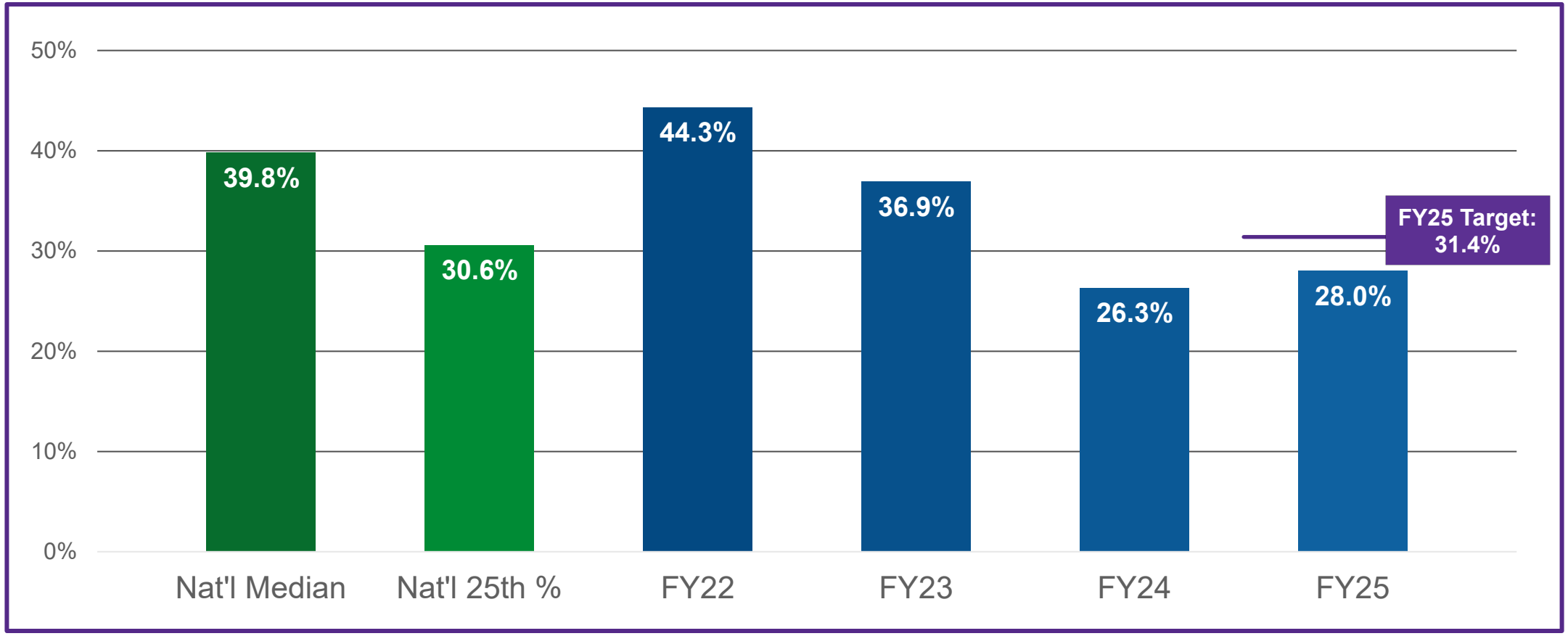
Nurse Turnover Rate



Formula: Total Nurse Terminations / Nurse Headcount

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

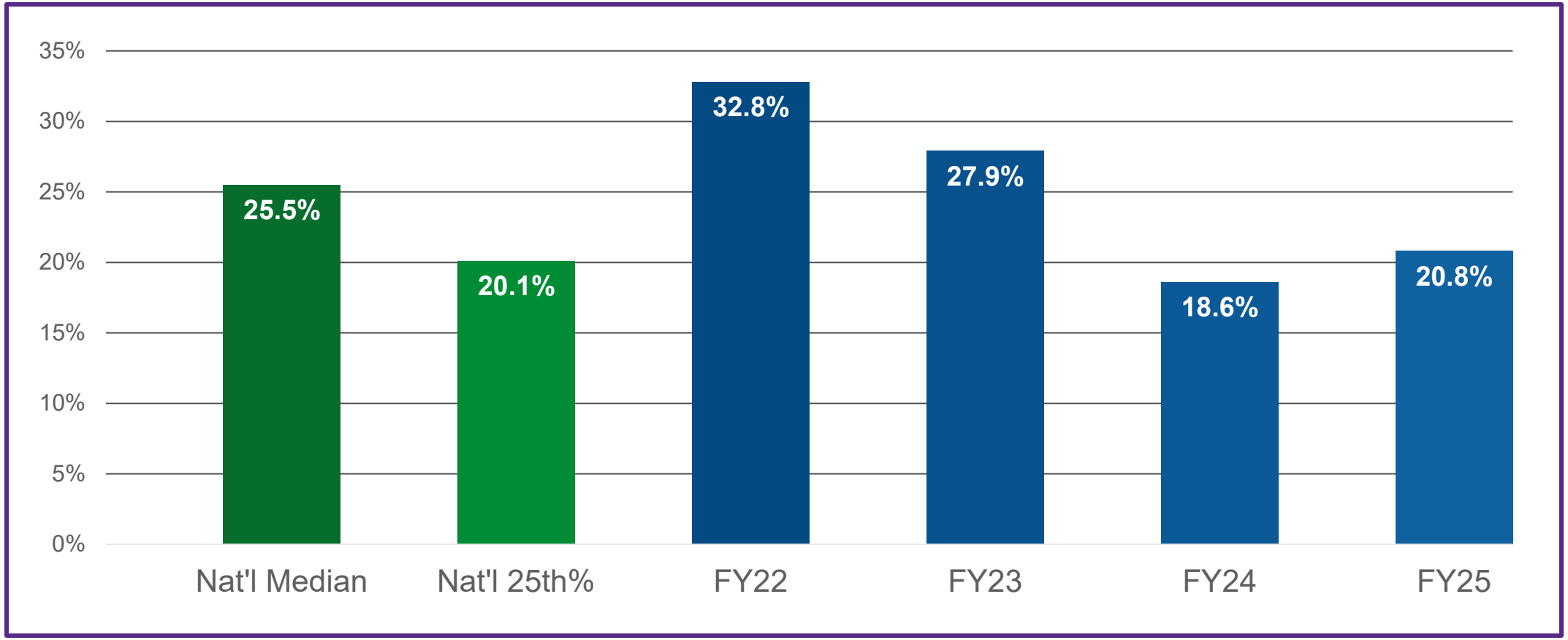
First Year Turnover Rate



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

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

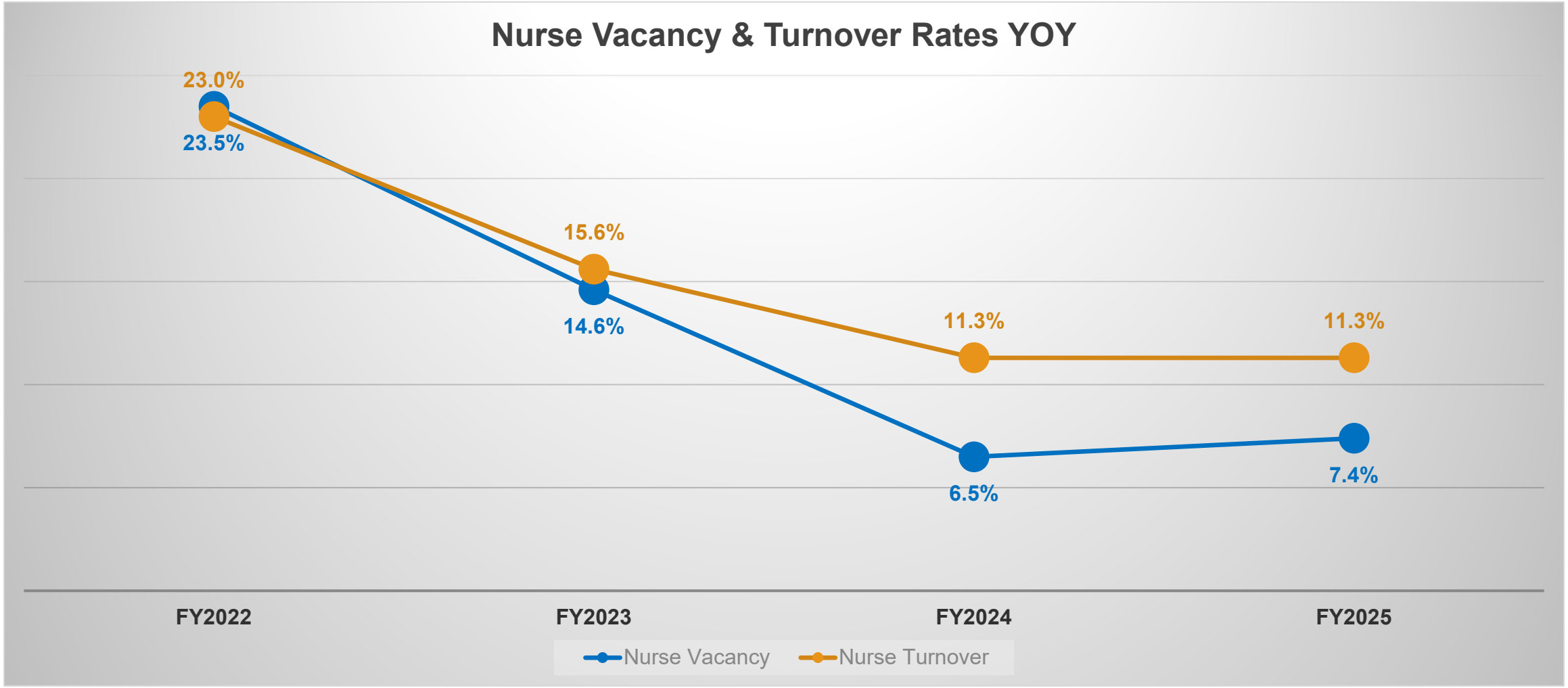
Nurse First Year Turnover Rate



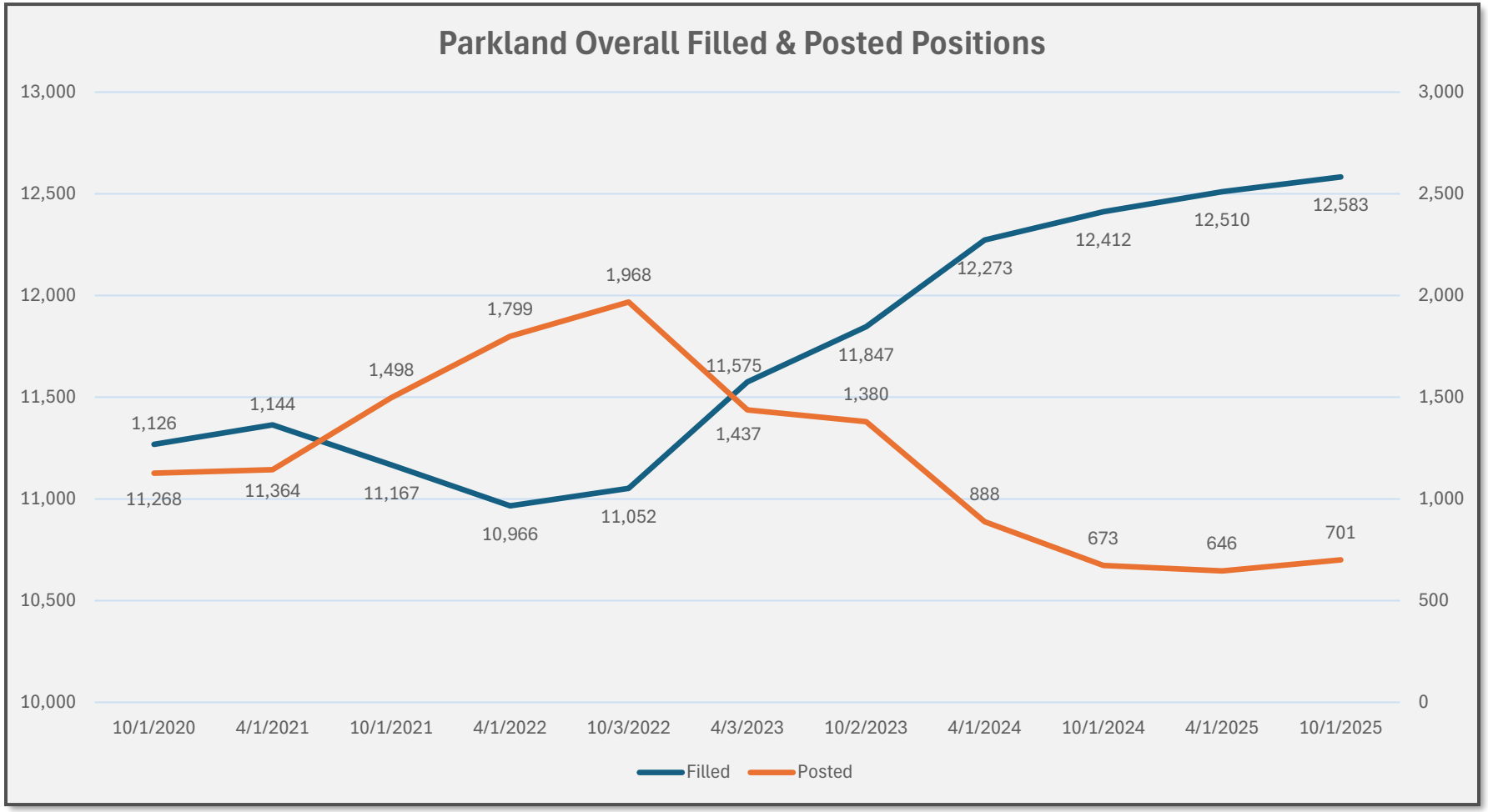
Formula: Nurse Terminations 0-1 Years of Svc / Nurse Headcount 0-1 Years of Svc

National Median & 25th Percentile: Saratoga 2024 Hospital Industry

Workforce Growth Trend

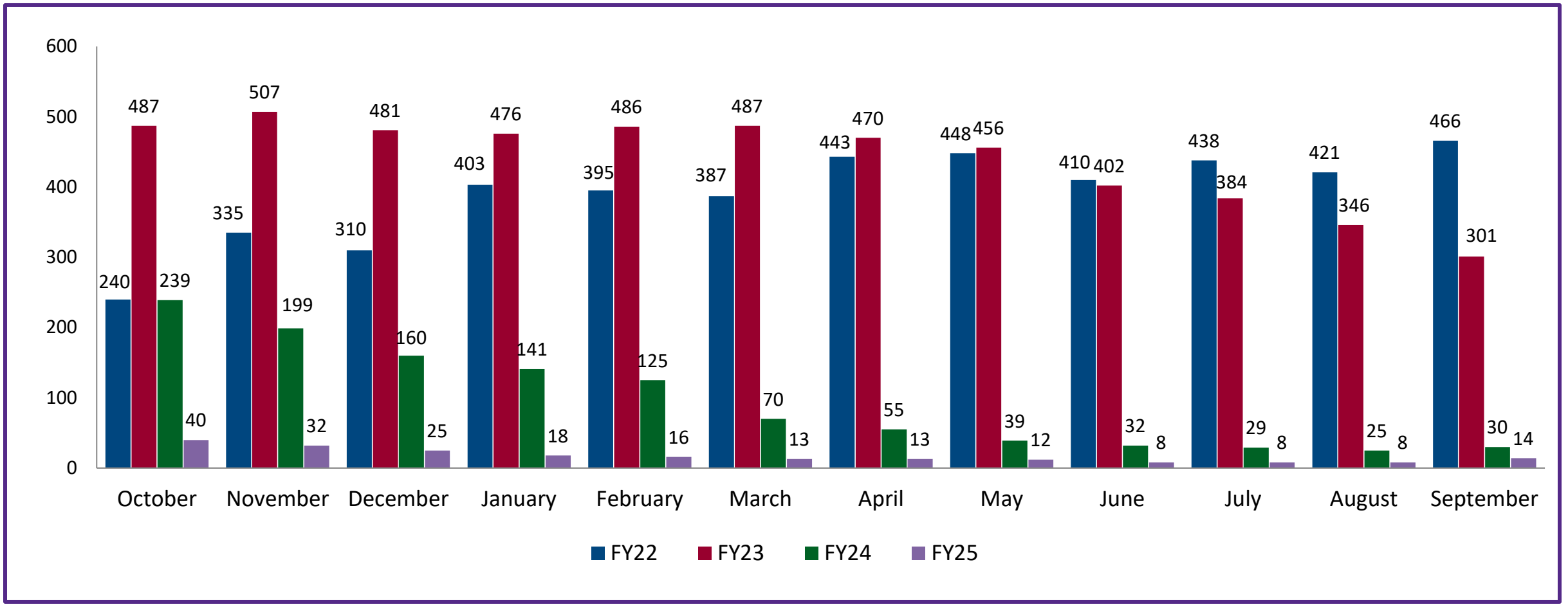


Workforce Growth Trend



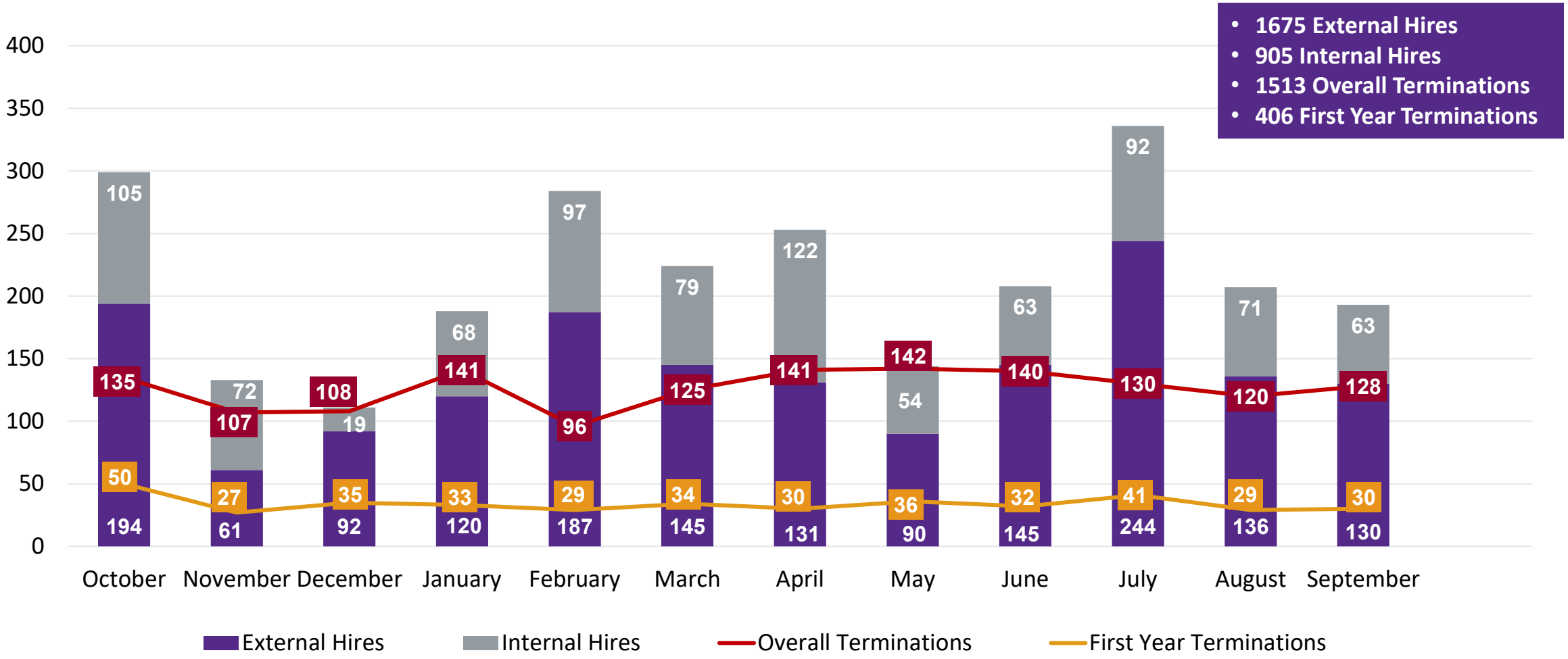
*Based on Position Control (excludes duplicates, Housestaff, PCCI, PRN/Temporary, Students/interns)

Contract Labor Utilization



Formula: Total Contractors from AHSA (Headcount)

FY25 Overall Terminations & Hires



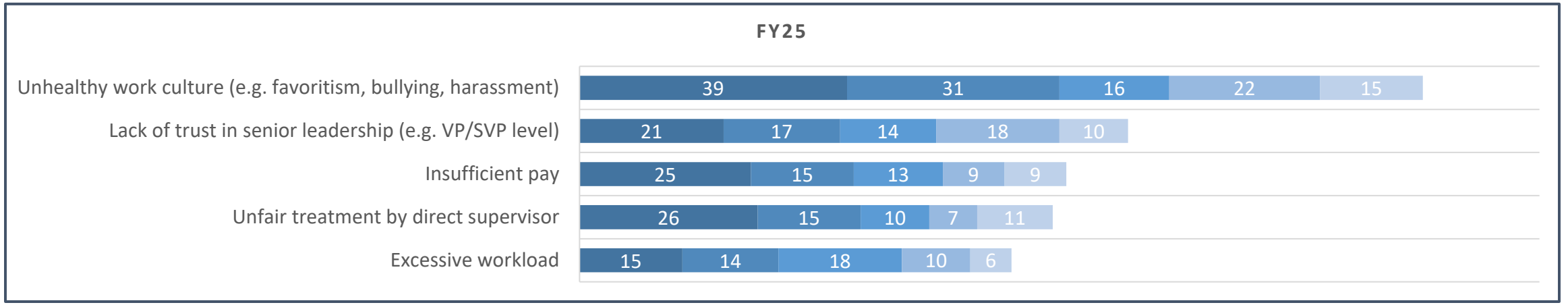
Post Resignation Survey - Overall Results

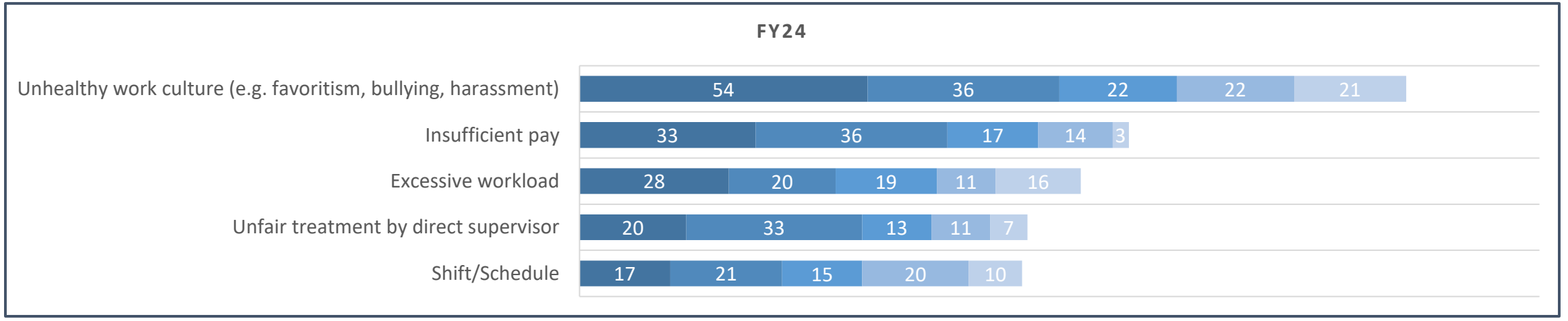
Fiscal Year	FY24			FY25		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	29%	38%	33%	23%	41%	36%
Work Environment	28%	37%	35%	25%	43%	32%
Collaboration among departments	27%	43%	30%	19%	48%	33%
Compensation	24%	48%	28%	23%	50%	27%
Benefits	38%	51%	11%	34%	55%	11%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	40%	27%	33%	37%	28%	35%
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%		37%	63%	
Job realistically presented when interviewed	30%	70%		31%	69%	

*Aggregated from 290 responses

Post Resignation Survey Top Reasons for Leaving – Overall

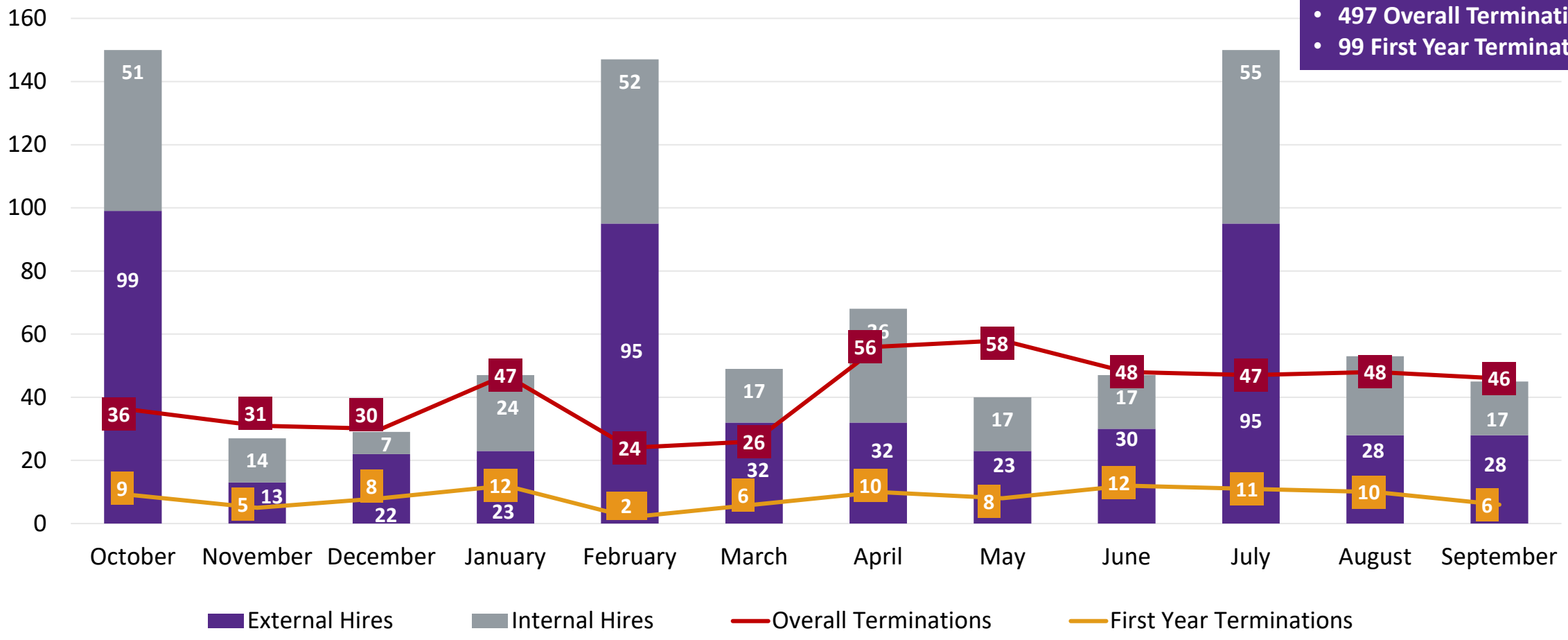
Survey responders have an opportunity to identify the top factors contributing to their departure. The charts below depict how many selected each of the top reasons as their first, second, third, fourth, and fifth contributing factor, respectively.





FY25 Nurse Terminations & Hires

- 520 External Hires
- 332 Internal Hires
- 497 Overall Terminations
- 99 First Year Terminations



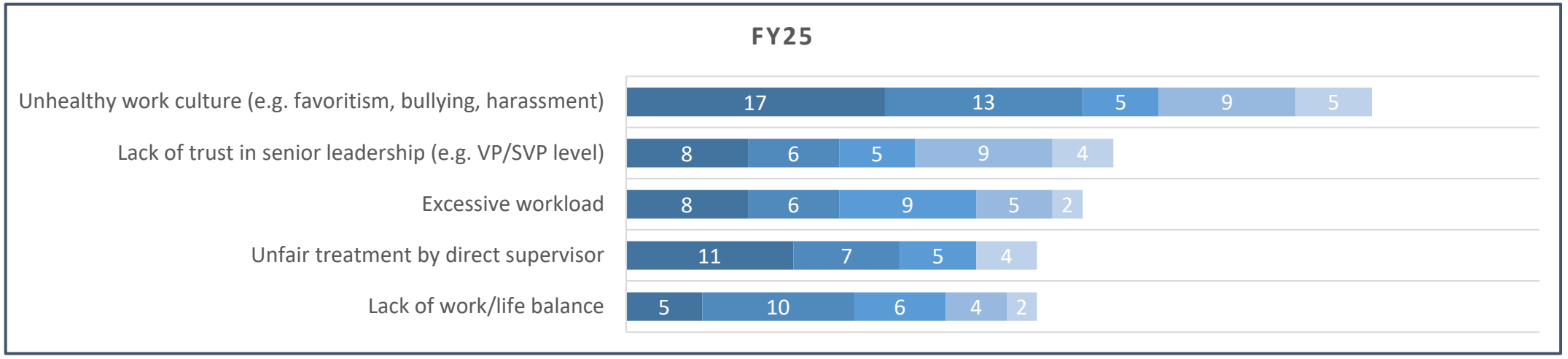
Post Resignation Survey – Nursing Results

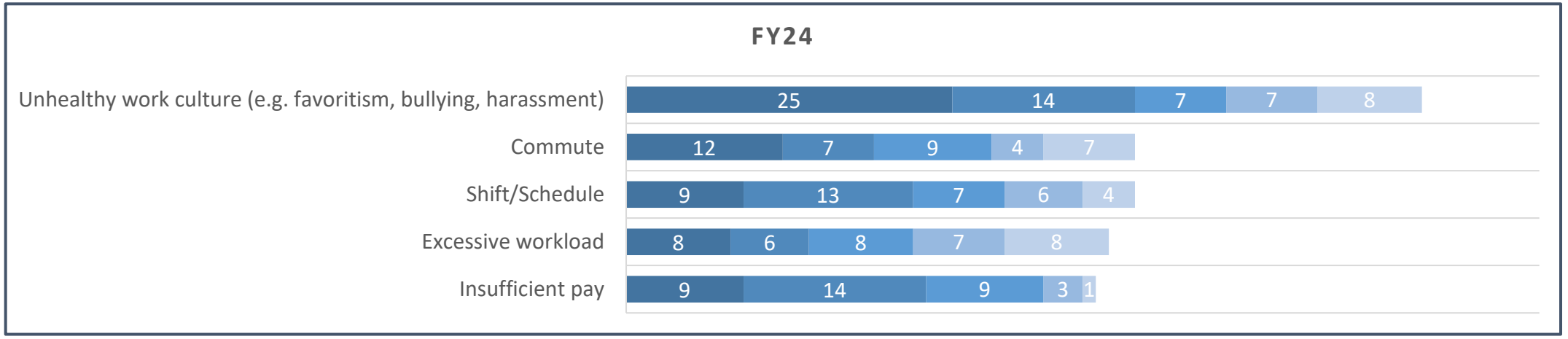
Fiscal Year	FY24			FY25		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	41%	39%	20%	29%	50%	21%
Work Environment	31%	35%	34%	25%	41%	34%
Collaboration among departments	33%	40%	27%	21%	50%	29%
Compensation	32%	44%	24%	34%	46%	20%
Benefits	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 107 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%	75.5%
Management	5.5%	11.9%	20.0%	29.1%	40.6%	58.4%
Executives	6.6%	9.8%	15.1%	21.5%	28.9%	41.1%
Nurses	7.1%	14.1%	25.3%	42.4%	64.2%	67.1%
Physicians	16.2%	22.8%	30.9%	40.7%	48.0%	81.9%

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%	66.6%
Executives	43.2%	47.6%	50.8%	54.4%	60.8%	52.1%

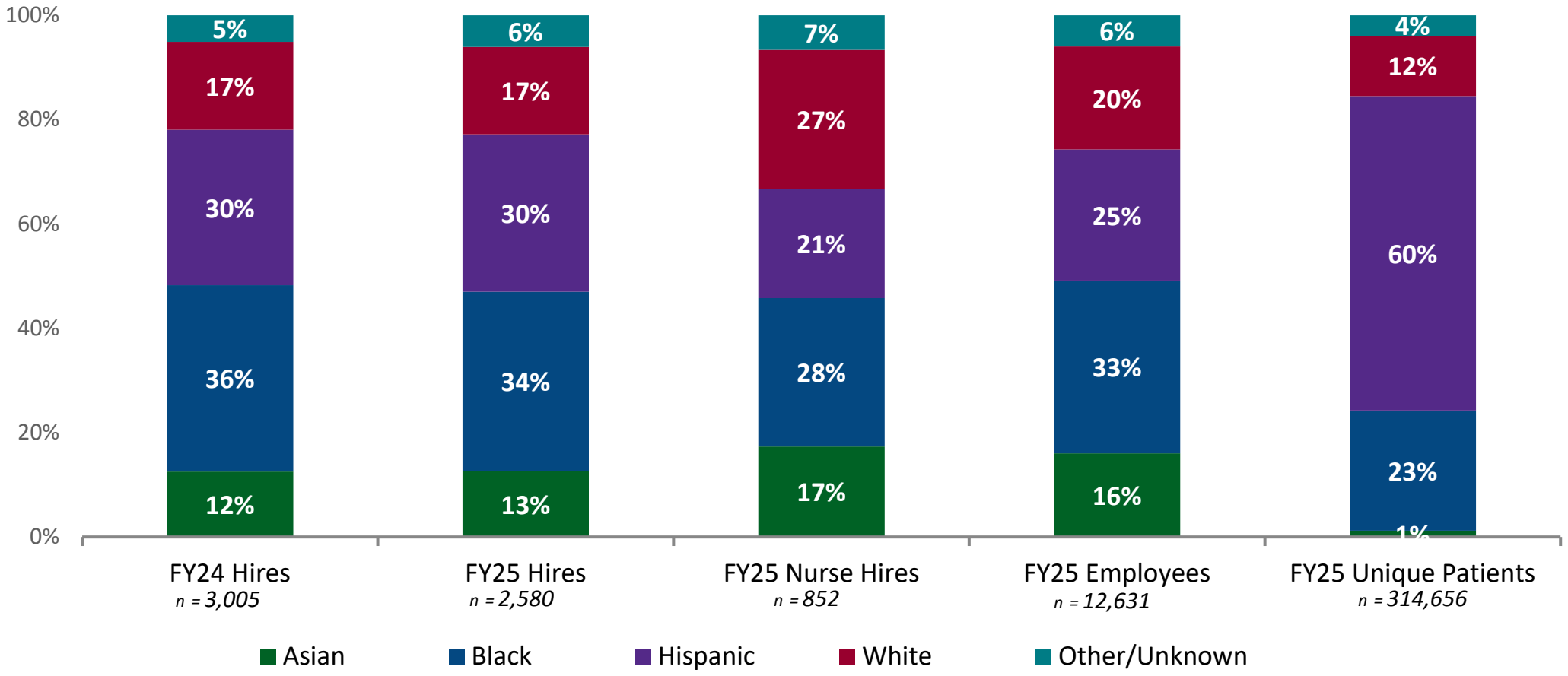
Source: Saratoga 2024 National Hospital Industry

FY25 Workforce Demographics

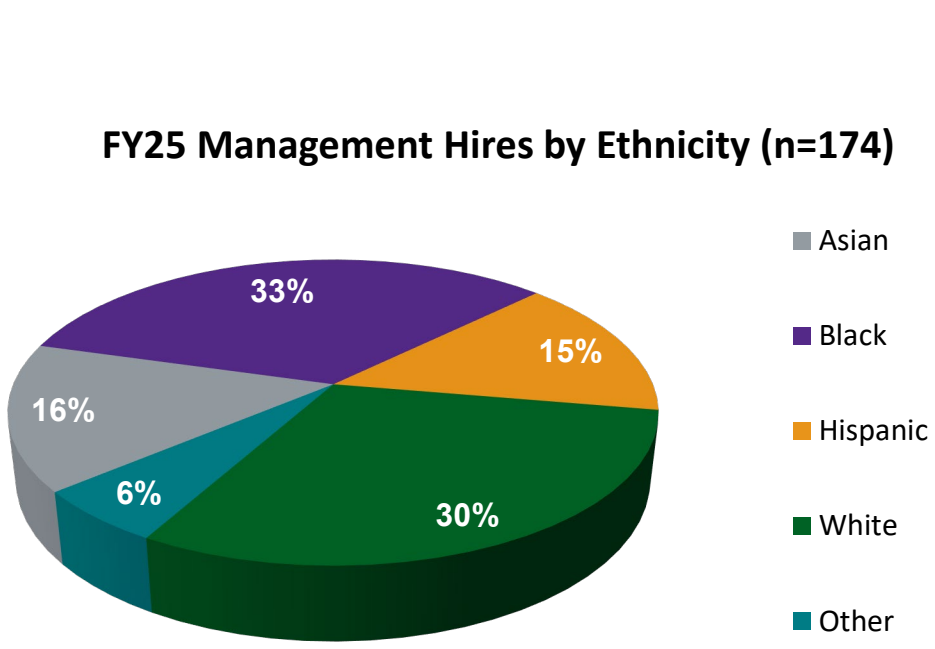
Workforce	American Indian	Asian	Black	Hawaiian	Hispanic	Not Specified	White	Total Minorities	Total Females
Non-Management	0.6%	16.5%	33.9%	0.1%	26.2%	4.5%	18.2%	77.3%	77.0%
Supervisor	0.3%	17.1%	31.2%		24.2%	3.9%	23.3%	72.8%	66.9%
Manager	0.4%	11.3%	30.5%		14.0%	4.0%	39.8%	56.2%	68.2%
Director		10.6%	24.0%	0.5%	11.1%	6.8%	47.0%	46.2%	67.3%
VP	2.5%	12.5%	12.5%		12.5%	5.0%	55.0%	40.0%	57.5%
SVP	3.8%	11.5%	15.4%		15.5%	3.8%	50.0%	46.2%	50.0%
EVP			16.7%		16.7%		66.6%	33.4%	33.4%
President							100.0%		

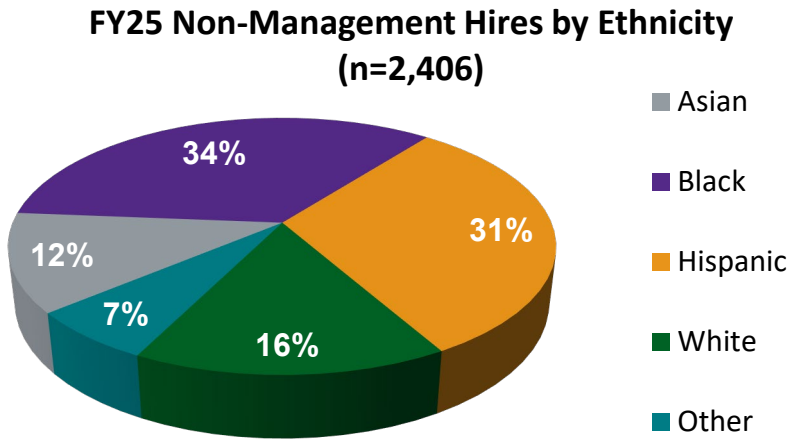
Overall	0.6%	16.1%	33.4%	0.1%	25.3%	4.6%	19.9%	75.5%	76.0%
VP+	2.7%	11.0%	13.7%		13.7%	4.1%	54.8%	41.1%	52.1%
Unique Patient		1.2%	23.0%		60.2%	3.9%	11.6%	85.6%	59.8%

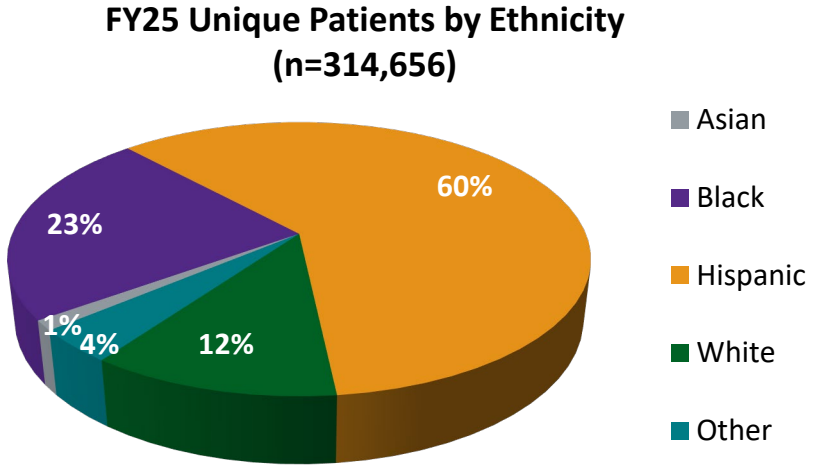
FY25 Demographics in Hires



Leader & Non-Leader Hires by Ethnicity

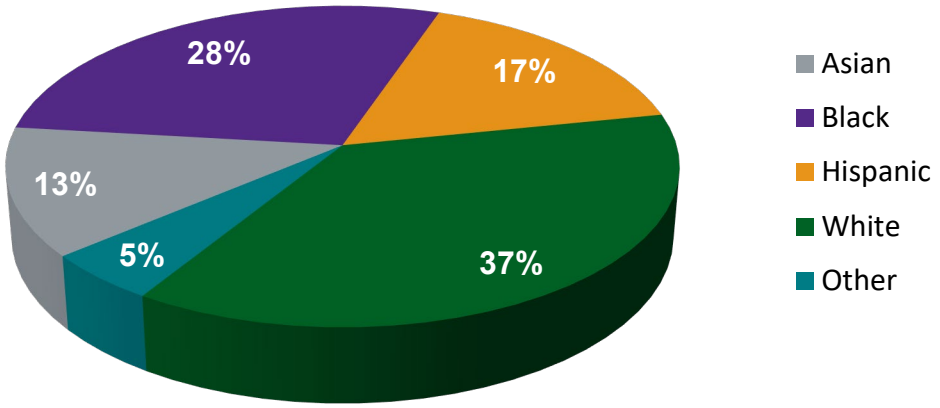




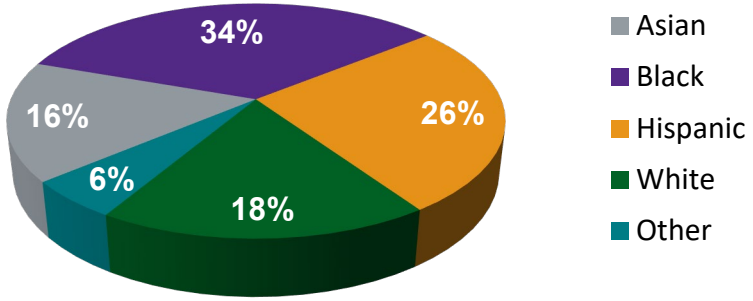


Current Leaders & Non-Leaders by Ethnicity

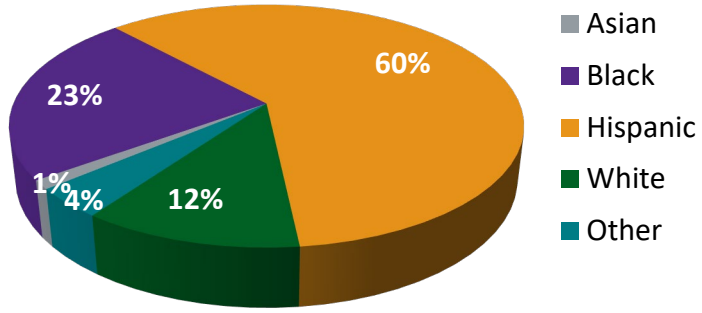
FY25 Current Leaders by Ethnicity (n=1,168)



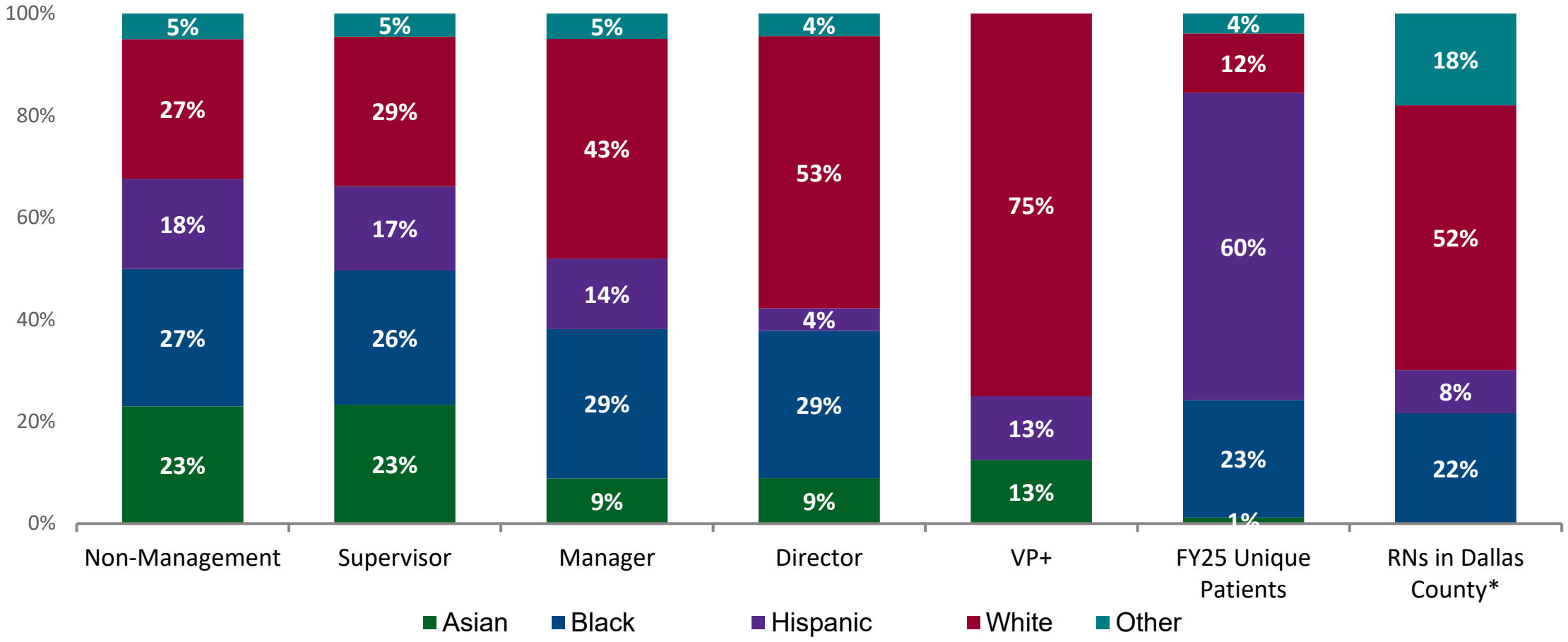
FY25 Current Non-Management by Ethnicity (n=11,463)



FY25 Unique Patients by Ethnicity (n=314,656)



FY25 Diversity in Nursing Leadership

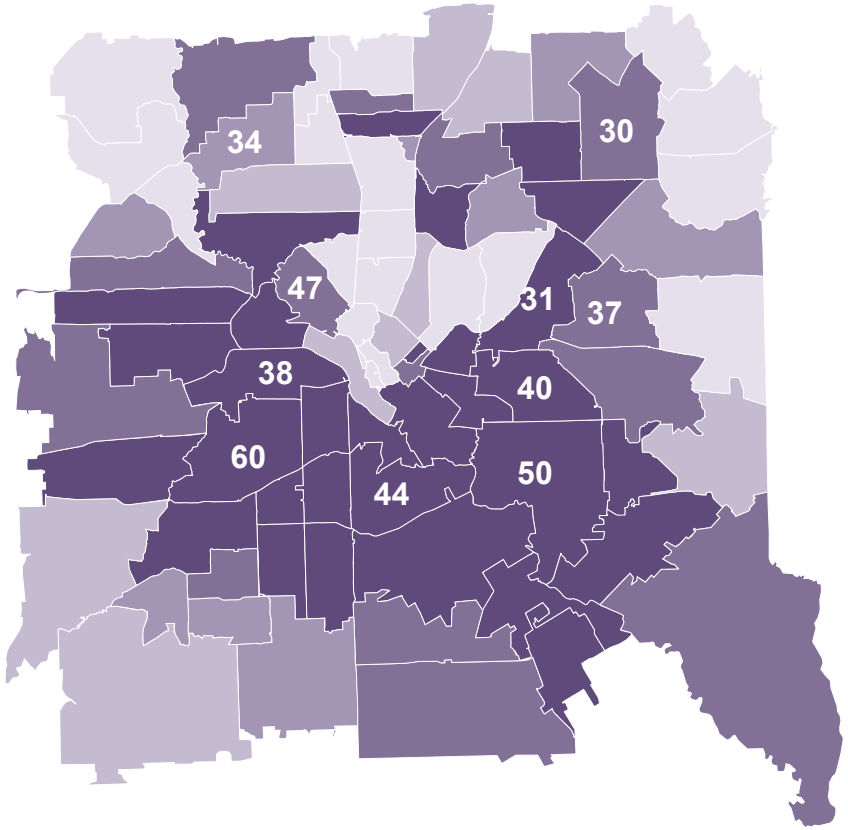


*Source: Texas Board of Nursing – 2019

Hires from Dallas County ZIP Codes with SNI Ranking 4-5

33.6% of hires in FY25 came from SNI 4-5 ZIP codes

SNI Rank	Top Ten ZIP Codes	SNI Index	Hires FT	Hires PT
5	75211	97.3	57	3
5	75217	98.2	43	7
4	75235	73.0	45	2
5	75216	98.6	40	4
5	75227	96.6	37	3
5	75212	98.8	38	0
4	75150	73.6	34	3
4	75243	79.6	31	3
5	75228	94.2	28	3
4	75040	74.8	29	1
FY2025 Total SNI 4-5 Zip Code Hires: 866				
Average salary: $55,188				



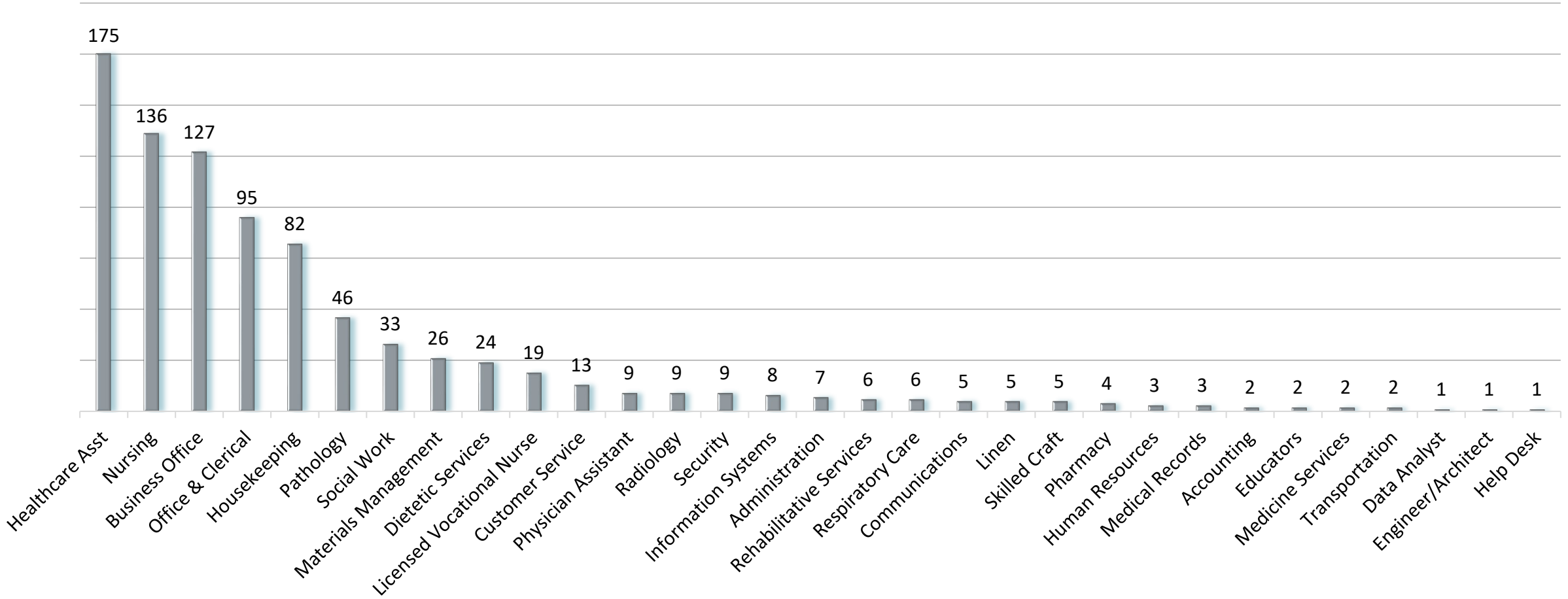
2024 Living Wage: Dallas County	
Single Adult	$47,965

Rank
5
1

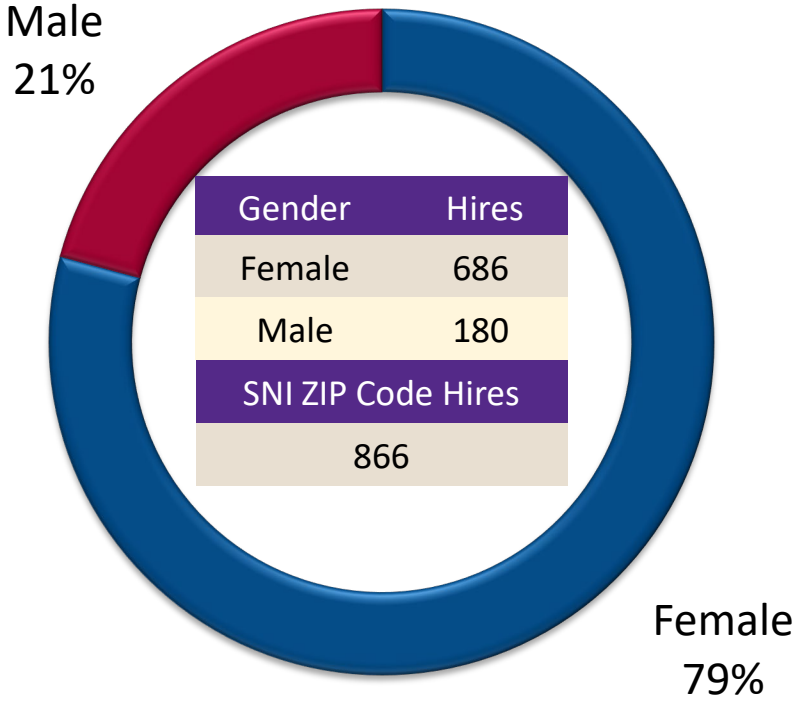
22% of FY25 hires from ZIP codes with an SNI of 4 or 5 were from CDVI ZIP Codes (194/866)

- Combined: Asian 4%, Black 33%, Hispanic 59%, Not Specified 1%, White 3%

ZIP Codes with SNI 4-5 Hiring by Job Family



ZIP Codes with SNI 4-5 Hiring by Gender



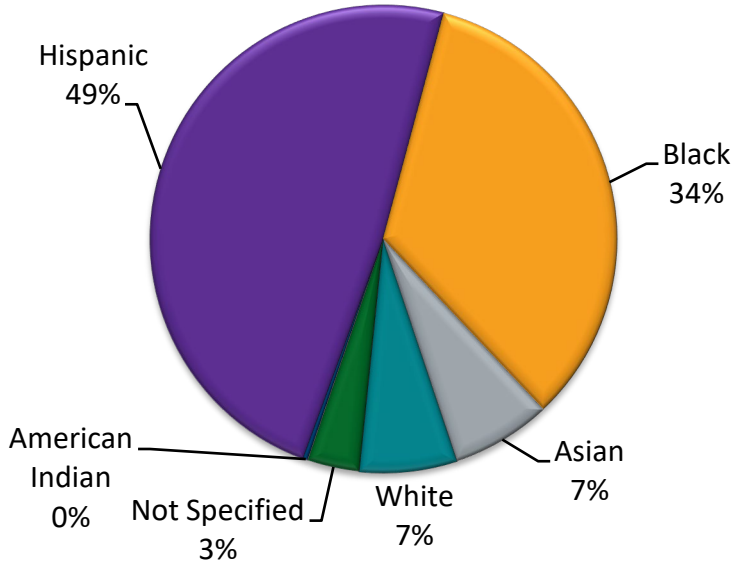
Gender	Hires
Female	686
Male	180
SNI ZIP Code Hires	
866	

82% of FY25 hires from CDVI ZIP Codes were Female (18% Male)

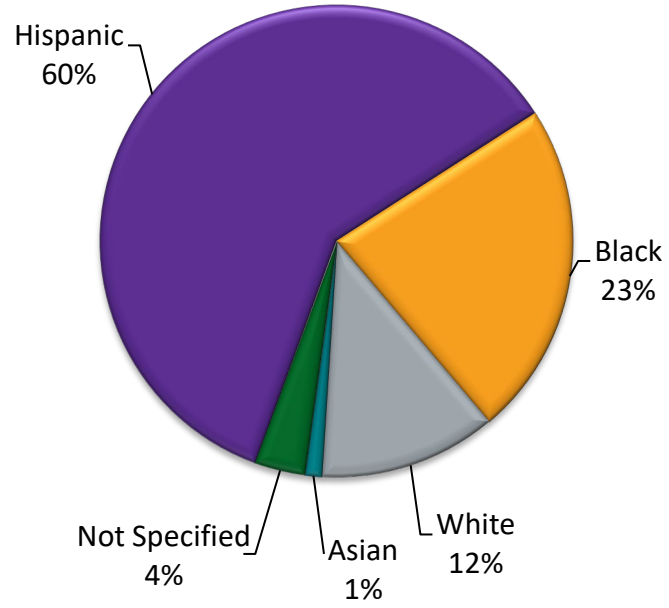
ZIP Codes with SNI 4-5 Hiring by Ethnicity

Ethnicity	Hires
Hispanic	421
Black	293
Asian	60
White	58
American Indian	3
Not Specified	31
Total SNI ZIP Code Hires	
866	

SNI ZIP Code Hires By Ethnicity

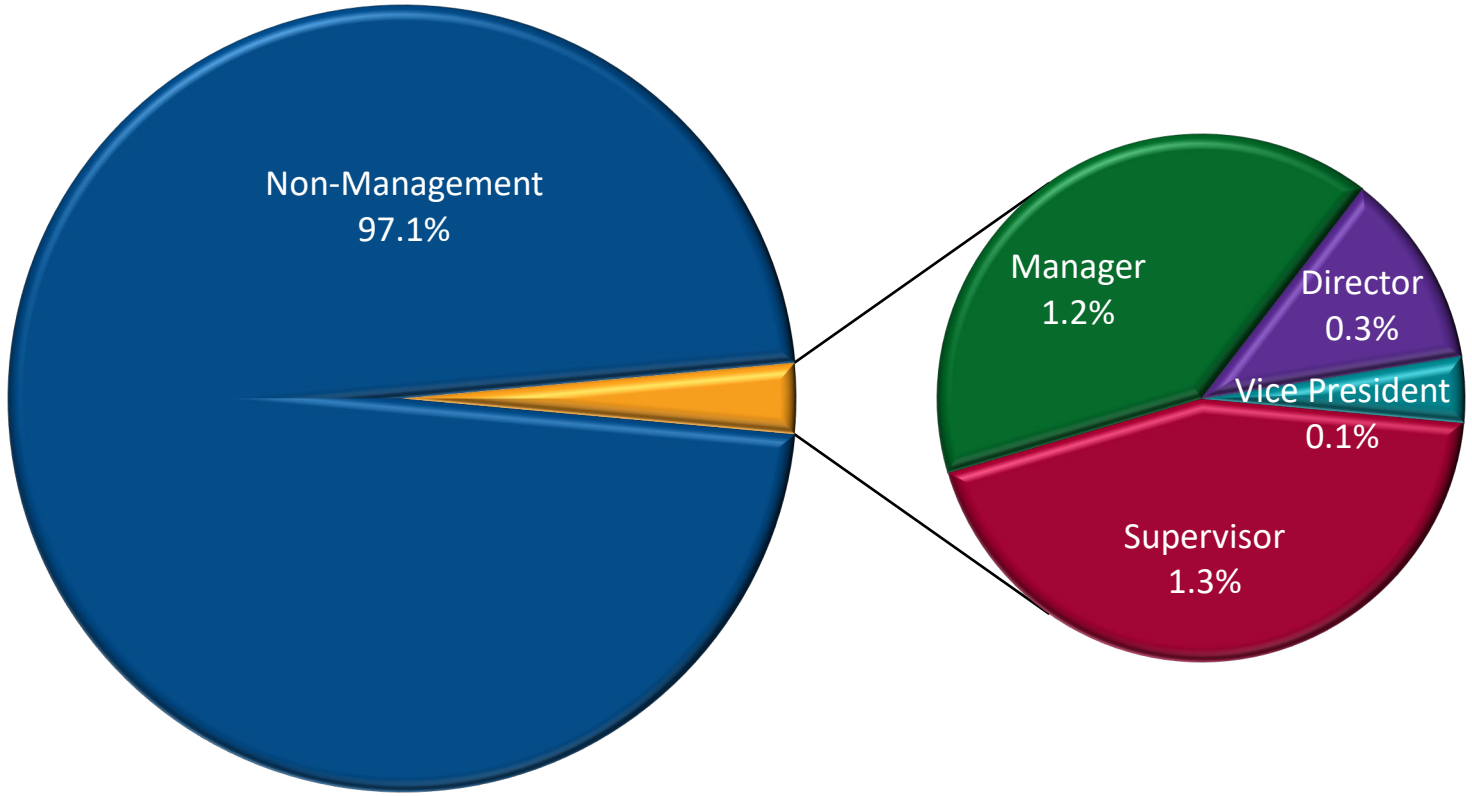


FY2025 Q3 Patient Demographics Summary



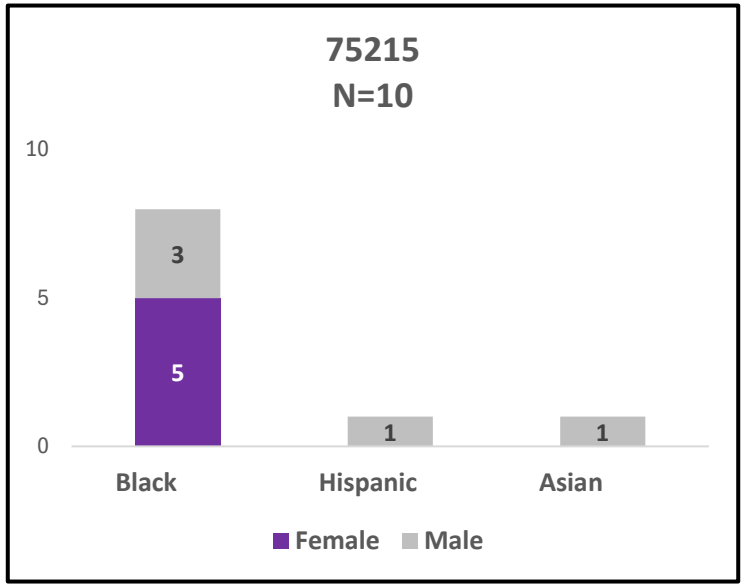
ZIP Codes with SNI 4-5 Hiring by Management Level

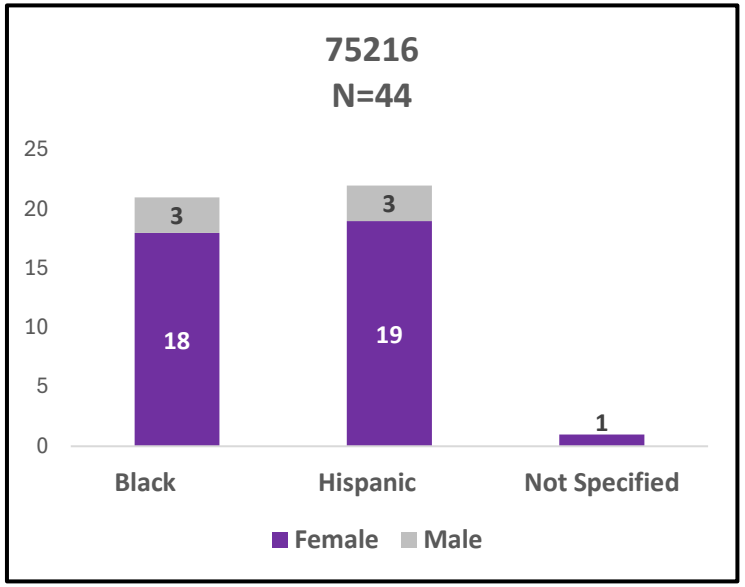
Management Level	Hires
Non-Management	841
Supervisor	11
Manager	10
Director	3
Vice President	1
Total SNI ZIP Code Hires	
866	

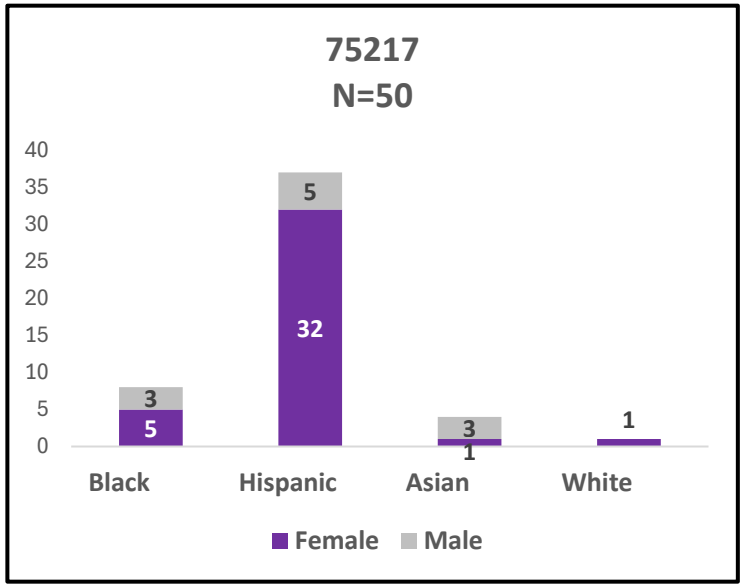


97% of FY25 hires from CDVI ZIP Codes were Non-Management (1% Supervisor, 1% Manager, 1% Director)

FY25 Hires from ZIP Codes with SNI 4-5







Top Jobs

- Medical Practice Assistant (10, 10%)
- Phlebotomy Technician (7, 7%)
- Environmental Svc Tech (9, 9%)
- Unit Technician (7, 7%)

Average Annual Salary

$48,233

12% of FY25 hires from ZIP codes with an SNI of 4 or 5 were from these three ZIP codes (104/866)

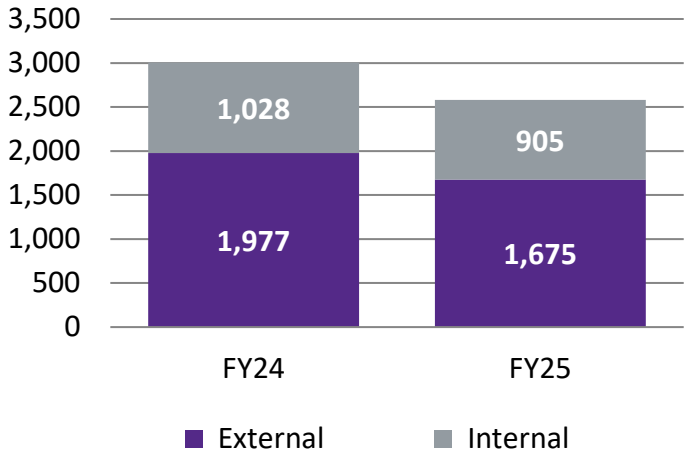
- Combined: Black 35%, Hispanic 58%, Asian 5%, Not Specified 1%, White 1%

FY25: Talent Acquisition

Hiring volume for FY25 was 14% lower than FY24. The ongoing trend of both overall and nursing hires exceeding the number of staff leaving the organization continued through Q4. This has resulted in fewer positions submitted to Talent Acquisition for posting.

Community Focus continues with 33.6% of our hires in FY25 coming from SNI ZIP Codes ranked 4 or 5 compared to 32.4% in FY24. Both years' volumes exceeded our goal of 30%.

Fiscal Year Hiring



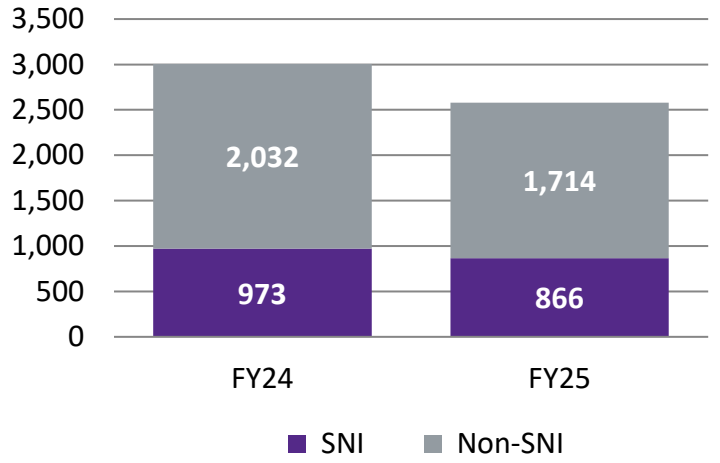
Hires vs Terms

- 1675 External Hires
- 905 Internal Hires
- 1513 Overall Terminations
- 406 First Year Terminations

Nursing Hires vs. Terms

- 520 External Hires
- 332 Internal Hires
- 497 Overall Terminations
- 99 First Year Terminations

Hires from SNI ZIP Codes



Communications Schedule of OTM Activity to Employees

Sean Gorman, MBA
OTM Communications Manager

November 2025 Communications

November 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						11/1/2025
11/2/2025	11/3/2025	11/4/2025	11/5/2025	11/6/2025	11/7/2025	11/8/2025
		Open Enrollment Concludes				
	Flu Shots Timeclock TV	Flu Shots Timeclock TV	Flu Shots Timeclock TV	Leadership Forum	Flu Shots Timeclock TV	
	PA Leader Reminder - Appraisals due 11/20	Benefits Confirmation Statement - Targeted Email		Flu Shots Timeclock TV		
	Goal Setting Reminder Parkland Now			Workday Huddle Handout		
				Workday Leader Email		
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11/9/2025	11/10/2025	11/11/2025	11/12/2025	11/13/2025	11/14/2025	11/15/2025
						Flu Shots Campaign Concludes
	Flu Shots Timeclock TV	Flu Shots Timeclock TV	Flu Shots Timeclock TV	ICARE I Share Donations Timeclock TV	ICARE I Share Donations Timeclock TV	
	ICARE I Share Email - Donor Platform is Live	ICARE I Share Donations Timeclock TV	Flu Shots Final Reminder Parkland Later	Workday Intranet Banner	Workday Intranet Banner	
	Workday - Preview SharePoint Page and Training Dates - Parkland Now	Workday Intranet Banner	ICARE I Share Donations Timeclock TV			
	Flu Shots Final Reminder Parkland Now		Workday Intranet Banner			
	Goal Setting Reminder Parkland Now					
	Workday Intranet Banner					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11/16/2025	11/17/2025	11/18/2025	11/19/2025	11/20/2025	11/21/2025	11/22/2025
			OTM Dial-In Call	Performance Appraisals Deadline		
	ICARE I Share Donations Timeclock TV	ICARE I Share Donations Timeclock TV	Workday SharePoint Site is Live!	Town Hall	ICARE I Share Donations Timeclock TV	Workday Intranet Banner
	Workday Intranet Banner	Workday Intranet Banner	ICARE I Share Donations Timeclock TV	ICARE I Share Donations Timeclock TV	Workday Intranet Banner	
	Workday Reminder Parkland Now		Workday Intranet Banner	Workday Intranet Banner		
	PA Reminder - All Staff (If Needed)					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11/23/2025	11/24/2025	11/25/2025	11/26/2025	11/27/2025	11/28/2025	11/29/2025
		ICARE I Share Donations Close		Thanksgiving	Day After Thanksgiving	
	ICARE I Share Donation Reminder Email	ICARE I Share Donations Timeclock TV	Workday Intranet Banner	Workday Intranet Banner	Workday Intranet Banner	Workday Intranet Banner
	ICARE I Share Donations Timeclock TV	Workday Intranet Banner	Workday Reminder Parkland Later			
	Workday Intranet Banner					
Sunday	Goal Setting Reminder Parkland Now					
11/30/2025						

Thank you!