Talent Development and Executive Compensation Committee

Committee Members

Yasmin Simon (Chair)
Eric G. Bing, MD, PhD
Farida Minner, RN
Marjorie Petty, JD

Agenda for the ***Talent Development and Executive Compensation Committee*** meeting of the Dallas County Hospital District is scheduled for ***Wednesday, May 6, 2026, at 11 AM 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: 2310 799 8975, 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/Callto Order/Mission Statement *Advance Wellness | Relieve Suffering | Develop and Educate* **ICARE** **I**ntegrity **C**ompassion and Collaboration **A**ccountability **R**espect **E**quity			Chair
II. Public Comments Regarding Agenda Items *See public comment registration information and rules at https://www.parklandhospital.com/board-of-managers*			
III. Reports Requiring Deliberation(s) or Approval(s)			
A. Consideration and appropriate action regarding the Talent Development & Executive Compensation Committee Charter		5 minutes	Chair
B. Office of Talent Management ("OTM Overview on Department Goals & Commitment		5 minutes	Felicia Miller
C. 2026 Workforce Experience Priorities & Events		5 minutes	Shauntee Mayfield

	PAGE	TIME (min)	PRESENTER(S)
D. Compensation at Parkland: Philosophy and Upcoming Program		10 minutes	Stacy Dorsey
E. Executive Succession Planning Update		5 minutes	Stephanie Speights
F. Workforce Development 2025 Summary		5 minutes	Stephanie Speights
G. 'OTM Year in the Life' Discussion of High Impact Seasonal Programs		15 minutes	Felicia Miller
H. Update on Workday and OTM's New Human Resource Information System Department		5 minutes	Stacy Dorsey

IV. Possible Deliberation of Documents Submitted to Committee

A. Metrics Review
B. People Metrics (Detailed Pages)
C. Demographics Metrics
D. Communications Schedule of OTM Activity to Employees

V. Action Items

VI. Closing Remarks — Chair

VII. Call to Adjourn — Chair

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
September 25, 2024
November, 19 2025

Board TDEC Meeting

May 6, 2026

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

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

Parkland's Talent Commitment

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

1. Attract/Hire

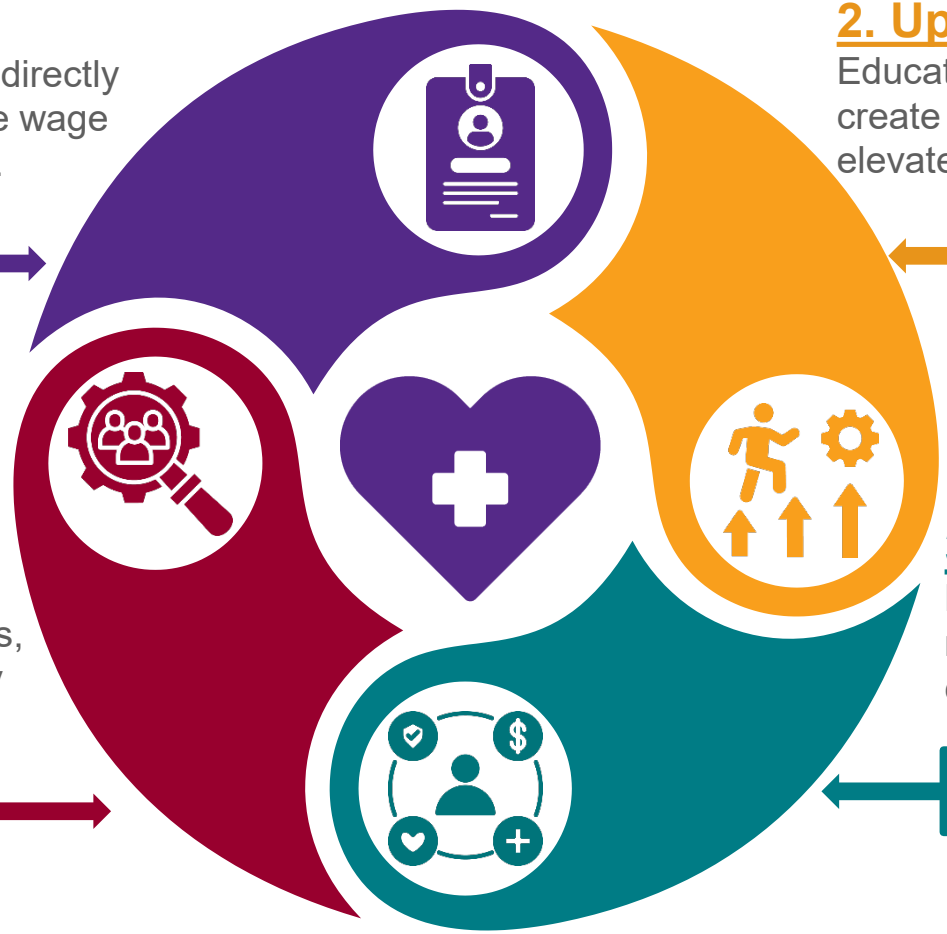
Ready-to-hire candidates are placed directly into open roles, earning a competitive wage with seeing opportunities to advance.

STRATEGIC HIRING

2. Upskill/Reskill/Develop

Education and apprentice programs bridge skill gaps and create a pipeline for key roles. Leadership programs elevate performance and sustain our future.

INTERNAL MOBILITY



3. Engage and Support

Meaningful work, health programs, financial wellness resources, and merit-based recognition promote commitment and growth.

CONTINUOUS IMPROVEMENT

4. Retain and Review

Reliable talent data, market insights, and Parkland strategy continuously guide our people priorities.

ORGANIZATIONAL ALIGNMENT

FY2026 Goals

TRUST

Maintain or improve Press Ganey's Patient Experience Survey overall system metric, Likelihood to Recommend (LTR) score

Maintain or improve Press Ganey's One Survey item, "There is a climate of trust within my work unit/this hospital/clinic"

PEOPLE

Maintain or improve Press Ganey's One Survey Engagement Indicator (EI) score for Employee, Hospital and Clinic Provider groups

Achieve FY26 milestones for C-suite Succession Planning

Maintain or improve key talent metrics, including turnover and vacancy rates

ACCESS

Streamline employee access to care while managing benefits spend

Stabilize and optimize Workday (Human Capital Management)

FY26 Cascaded Productivity Goal
Achieve less than 6.72 FTE per AOB

Bolded goals = Organizational KPIs

Examples of Productivity Goals within OTM – Fixed Departments

- **Director, Talent Acquisition: Increase candidate quality and through-rate**
  Increase candidate “route” to “offer accepted” rate from 8.7% to 16% through strategic intakes, active pre-screening, timely follow-up, and hiring leader feedback.

- **Director, Workforce Development: Support a ready pipeline for imaging roles**
  Facilitate and analyze data from employee listening labs, partner with Imaging/Radiology leadership and Dallas College to design apprenticeship model: Radiology Aide to Certified Radiology Technologist.

- **Director, Leadership and Professional Development: Align to industry standards**
  Identify, validate, and create benchmarked standards (programming + FTE) for restructured department.

- **Director, Compensation: Build reliable processes to minimize re-work**
  Create SOPs for 100% of core processes, conduct quarterly audits with ≤ 5% error rate in compensation transactions, conduct monthly compliance review.

2026 Workforce Experience Priorities & Events

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

Human Experience (HX) Strategic Priorities

Mission

Foster a culture of compassion and connection, ensuring every human experience at Parkland is exceptional.

Vision

Create lasting, person-centered experiences that transform lives.

Priorities

I. Foster a **Culture** of Excellence, Recognition, and Engagement

II. Leverage Data and Infrastructure to Drive **Continuous Improvement**

III. Empower Staff and Providers to Deliver **Exceptional Care** through Alignment and Support

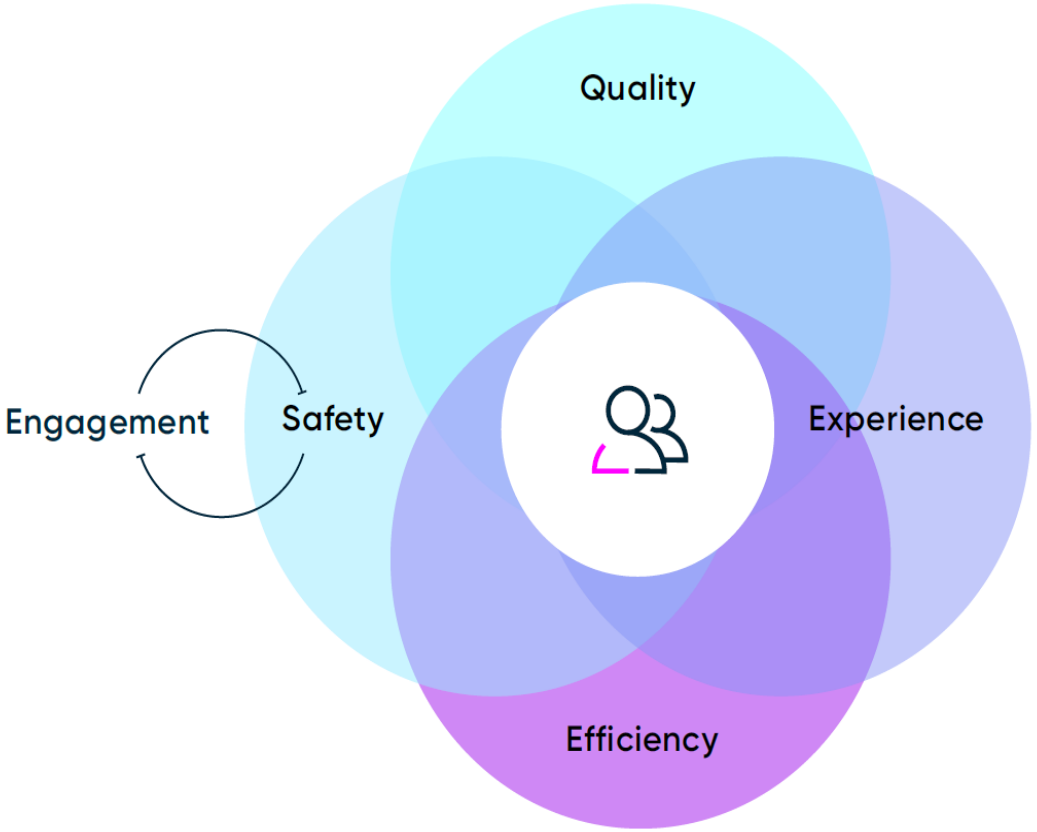
Workforce Experience

- Improve Engagement and Commitment
- Strengthen Collaboration and Relationships
- Optimize Provider Experience and Alignment
- Build a Culture of Recognition and Appreciation

Patient Experience

- Build a Culture of Service Excellence
- Strengthen Communication and Transparency
- Establish a Sustainable PX Infrastructure
- Leverage Data to Drive Improvement

Alignment, Action, Accountability



The Virtuous Cycle

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**.

-Press Ganey

Parkland's DFW Hospital Council Nominees

Themed "Be Extraordinary," in a salute to the North Texas hospital workforce, the Dallas-Fort Worth Hospital Council (DFWHC) Foundation's 28th Annual Employee of the Year Luncheon was held April 21 at the Hurst Conference Center. More than 700 attendees turned out to honor 160-plus nominees and 14 award recipients from health systems across the region.

This recognition is critical to boost staff morale, retain a strong workforce and honor the roles of every employee who contributes to the successful delivery of patient care, whether on the front lines or behind the scenes. (Dallas-Fort Worth Hospital Council, April 22, 2026)

Parkland was well represented among nominees and attendees, garnering two regional winners:

- Dustin Trevino, Preceptor of the Year
- Beena Varghese, Community Service Award

Celebrate US! May 11-16

HEALING HAPPENS HERE

Exciting activities:
Parkland Born, World-Wide Wednesday, Throwback Thursday, Hawaiian Luau & more

Parkland-branded gift and **complementary meal** provided to all Parkland team members

11 MAY MONDAY	**KICK OFF A WEEK OF GRATITUDE** **Executive Welcome** **Park Market,** 7:30 – 9 a.m. Breakfast snack for employees **Wear your Parkland purple apparel**	11 MAY MONDAY
12 MAY TUESDAY	**TREAT A PEER** **Night Shift Hawaiian Block Party** 8:30 – 10:30 p.m Food • Fun • Music • Lei's giveaway Wear any Celebrate Us! T-Shirt/Hawaiian Shirt	12 MAY TUESDAY
13 MAY WEDNESDAY	**WORLD-WIDE WEDNESDAY** (Hosted by the Office of Health Equity) **Parkland's ERG and Language Services booth** **Park Market,** Noon – 1 p.m. Music • Swag • Giveaways • Games	13 MAY WEDNESDAY
14 MAY THURSDAY	**THROWBACK THURSDAY** (Wear old Parkland Gear or '80s attire) **Parkland Born** **Park Market,** 11 a.m. – noon Photo op • Badge reels • Music	14 MAY THURSDAY
15 MAY FRIDAY	**HAWAIIAN LUAU PARTY** (badge required for meal) **Party in Garden** **Outside Hospital Cafeteria,** 11 a.m. – 2 p.m. Wear any Celebrate Us! T-Shirt/Hawaiian Shirt Food • Fun • Music • Yard games • Lei's giveaway	15 MAY FRIDAY
16 MAY SATURDAY	**CELEBRATE US! WEEKEND CELEBRATION** **Party at the Market** **Park Market,** 11 a.m. – 1 p.m. Music • Fun • Complimentary meal • Parkland Born photo ops Lei giveaways • Complimentary meal	16 MAY SATURDAY

Three Months Until Pulse Survey!

Improving Engagement

Strategic Priority: Staff and Provider Engagement

Leaders Focus on Engagement Action Plans

Pulse Survey

July 20 – August 10, 2026

Participation Goal:

85%

Leader Actions:

- ✓ Express personal commitment to improve engagement
- ✓ Round on employees
- ✓ Recognize improvement efforts
- ✓ Share success stories
- ✓ Update teams on progress and solicit feedback

- **Gift for system-wide goal achievement**
- **Daily & weekly drawings**

Compensation at Parkland: Philosophy and Upcoming Programs

Stacy Dorsey, SHRM-SCP
SVP & Chief Workforce Officer

Parkland
COMPENSATION APPROACH

Compensation Strategy

> At Parkland, our employees are our greatest asset. Aligned with our mission, values, and operational principles, we are committed to a system-wide compensation strategy that recognizes the value of people, promotes equity, and supports our ability to attract, engage, and retain top talent. This strategy enhances organizational effectiveness and drives progress toward Parkland's goals and vision.

Key Objectives

- Ensure alignment with "Living Wage" principles
- Maintain market competitiveness
- Promote equitable and consistent pay practices
- Support long-term financial sustainability
- Ensure compliance with all legal and regulatory standards
- Recognize and reward high performance and growth

Parkland
COMPENSATION APPROACH

Compensation Philosophy

Market Positioning

- Target 50th percentile for base salary
- Annual market data algot to reflect current conditions

Grade Criteria

- **Clinical: ±5% of market | Non-clinical: ±10% of market**
- Job framework drives consistency
- PRN rates at 10% above midpoint

Targeted Investment & Mitigation

- Reduce compression from Living Wage and market movement
- Maintain differentiation across levels and performance
- Prioritize high turnover, high vacancy, and high-impact roles
- Focus on large FTE groups with cost-to-market gaps

Guiding Principle: Market alignment + intentional investment to drive retention and structure integrity

Parkland
COMPENSATION APPROACH

Compensation Annual Cycle

key milestones across the fiscal year: merit, market and job descriptions

NEW FOR FY2026

Job Description Standardization Initiative

This year, a structured job description review is underway from Jan-Sept 2026. Going forward the annual review window below will apply.

Annual Cycle at a Glance

Planning & Preparation Oct-Nov
Compensation team prepares guidelines, tools, and communication for the upcoming cycle

Market Analysis Jan-Apr
Benchmarking, pay structure review and equity analysis conducted by the comp team.

Communication & Implementation Jun-Sep
Pay changes and structure updates are rolled out before fiscal year-end.

Dec-Jan Job Descriptions & Merit:
Leaders review and submit job descriptions for changes. Merit increases are effective.

Mar-May Leadership Review & Approvals
Market structure, equity adjustments and budget proposals reviewed and approved by leadership

Parkland
MARKET INSIGHTS

Insights & Implications

Understanding the dynamics of our labor market is crucial for effective compensation planning.

Broad & Sustained Labor Cost Acceleration

Affecting both clinical and non-clinical roles across Dallas, indicating a long-term market shift, not just short-term fluctuations.

Non-Clinical Roles Drive Growth

These positions now represent most of the highest market growth, increasing risk outside traditional clinical focus areas (61% of highest growth jobs are non-patient facing).

Compression Risk in High-Volume Roles

Lowest-paid, high-volume roles are currently competitive, but continuous external movement poses a near-term threat to compensation structure.

Uneven Market Pressure

Signals that targeted, role-based investment will yield greater effectiveness than broad, across-the-board adjustments.

Future Exposure Masked by Current Competitiveness

Our current position is sound, but without modernized salary structures and investment strategies aligned with the market, future vulnerabilities will emerge.

Implications

Operational Continuity & Risk

Non-clinical roles (IT, revenue cycle, operational support) are critical enablers; market lag creates hidden disruption risks.
High-volume, entry-level roles are foundational; compression can quickly cascade upward.

Financial Sustainability

Across-the-board increases would be costly and inefficient. Precision investment, aligned to market velocity and role criticality, offers stronger ROI.

Talent Attraction & Retention

Rapid market growth in select roles increases vulnerability to attrition, especially against faster-moving competitors.
Maintaining competitiveness without structural updates leads to increasingly reactive pay decisions.

Workforce Competitiveness

Sustained market movement will cause compression without evolving the structures. Compression risk threatens career progression credibility and retention.

Source: 2025 Mercer Pay Practice Survey

ICARE

Market Review Observations

Strong Overall Market Position with Targeted Gaps: Parkland remains highly competitive in the market overall, with strategic targeted adjustments needed in specific areas.

MARKET POSITION

- Majority aligned to market (50th percentile)
- Bedside Nursing - 2% below market
- APPs & CRNAs: Inline with market
- Gaps isolated to select roles (5-11%)

TARGETED INVESTMENT

- Prioritize below-market roles
- Salary structure update (since 2019)
  - Bring to min of new ranges
- Compression mitigation
- Market-based philosophy

OUTCOMES

- Improved market alignment
- Reduced compression risk
- Modernized structure
- Sustainable comp strategy
- Optimized FY26 budget use

Below Market Focus Areas

5-7%

Providers (Opt/Dent/Pod), Respiratory, Paramedics, Lab, Histology, LVNs

8-11%

Nurse Navigators, MD/DO, Radiology, Dietitians, Guest Services, Pharmacy, Data Analysts

Executive Succession Planning Update

Stephanie Speights, PhD

SVP, Talent Management Development & Chief Learning Officer

FY2026 Succession Plan Goal

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)

Stretch Goal, 2026

7. Chief Medical Officer (CMO)
8. Chief Health Officer (CHO)

Deliverables for each position

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

FY2026 Succession Planning Timeline

Nov – Dec 2025

✓During CEO performance calibration, introduce succession plan scope and schedule

✓**Build alignment on key components of the process**

Jan – Apr 2026

✓ Create Success Profiles for Group 1 positions

✓Prepare Workday platform and leaders to launch retention risk and potential assessments

✓Initiate Succession Calibrations

✓Identify development investments

May – Jun 2026

✓Socialize succession opportunities with candidates

✓Create development plans, budget for investments, coordinate experiential learning, & determine job reassignments for FY27

Jul – Aug 2026

Review with chair, Present to TDEC in Aug for feedback

Apply feedback from TDEC

Establish cadence for review, process for updates

Sep – Oct 2026

Publish final version of plans

Identify positions for FY2027 succession planning

Prepare messaging for calibrations

Nov – Dec 2026

Introduce scope and schedule

Launch 9-box “talent review” for select audience

Workforce Development 2025 Summary

Stephanie Speights, PhD

SVP, Talent Management Development & Chief Learning Officer

Workforce Development 2025 Summary

INTERNSHIP EXPERIENCE

PROGRAM PARTCIPANTS

49 Summer interns
4 Multi-semester interns

LEAP APPRENTICE

44 Total PCA apprentice
15 Internal / 29 External
82% Retained

CAREER NAVIGATION

PROGRAM PARTCIPANTS
156 CN clients

REACH FOR THE STARS SCHOLARSHIP

36 Scholarships
$443,735 Awarded

EDUCATION AT WORK

PROGRAM PARTCIPANTS
11 New EAW awardees

STUDENT LOAN REPAYMENT ASSISTANCE

92 Participants
$69,200 Paid

TUITION REIMBURSEMENT

99% Participant retention
$3.4K Reimbursement avg per recipient

Parkland

Community Expo 2026

Get a closer look at healthcare careers!

This interactive “show and tell” event let’s students in grades 8-12 connect with real professionals and try hands-on activities.

- Securing a Parkland internship
- Interactive career exploration activities
- Giveaways and drawings
- Parkland campus tour

REGISTRATION OPENS AUGUST 3, 2026

Office of Talent Management

ICARE

Coming January 2027: Radiology Apprentice Pilot

Eligibility for the 18 - month earn and learn program is limited to ***internal team members*** who have satisfied prerequisite requirements prior to cohort start date.

Program at-a-Glance

Duration: January 4, 2027 – June 9, 2028

Curriculum Structure: 8 terms ✕ 8 weeks (64 weeks)

Workweek Model: 50% program / 50% aide job

1888 training hours per apprentice

$47,200 investment per apprentice

2026 Timeline

May
- Employee information sessions

August/September
- Applications open

October/November
- Cohort interview/selection
- Onboard Dallas College instructor
- Onboard Parkland clinical educator

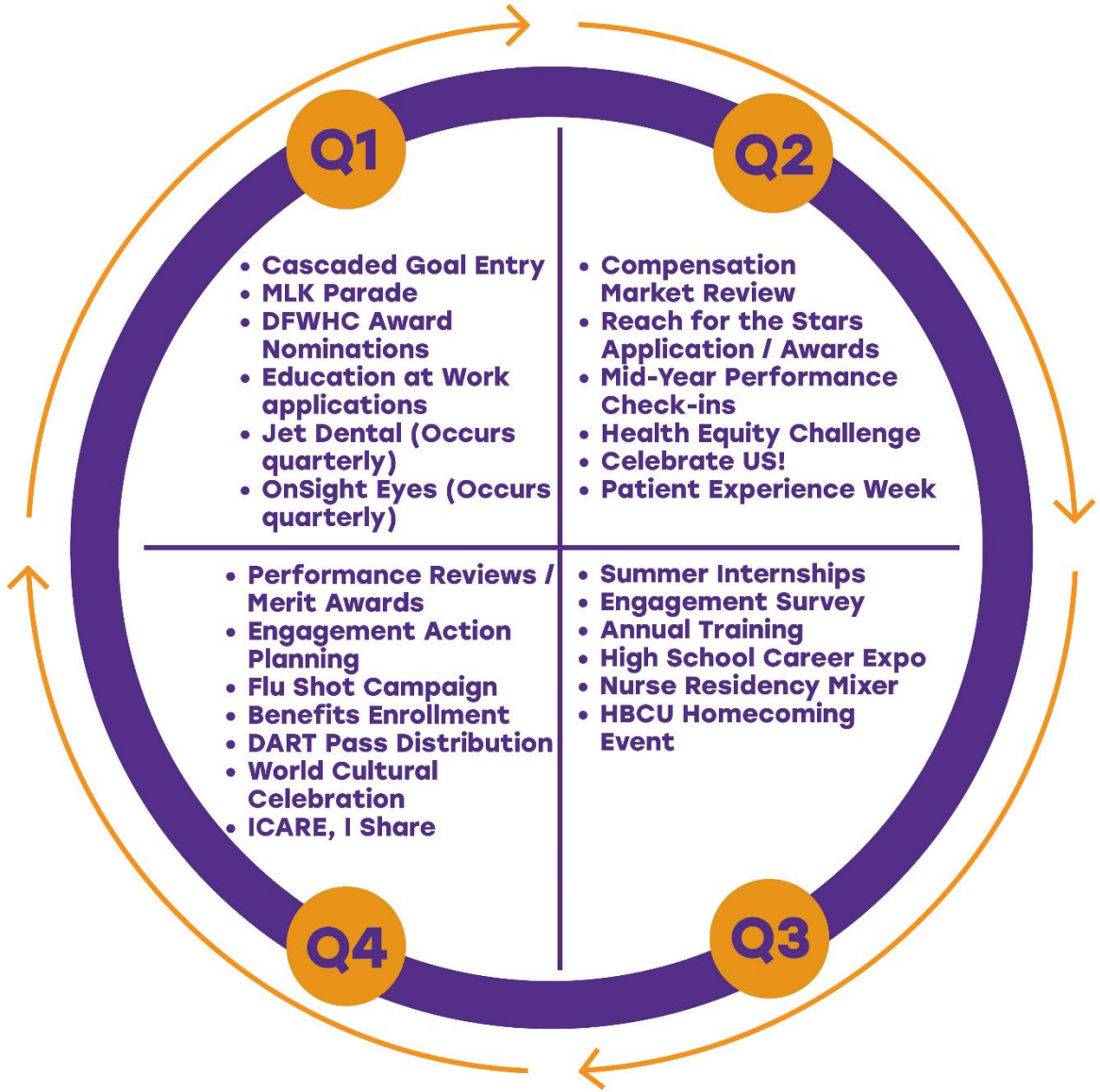
December
- Cohort orientation

‘OTM Year in the Life’ Discussion of High Impact Seasonal Programs

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

OTM Year in the Life

A full-year view of critical HR programs, initiatives, and cycles across the organization.



Update on Workday and OTM's New HRIS Department

Stacy Dorsey, SHRM-SCP
SVP & Chief Workforce Officer

Our Workday Journey

From go-live to operational maturity — a structured path forward for HR systems.

Where We Were

Go-Live: January 1, 2026

Core Workday platform deployed across the organization, establishing the foundation for all HR operations.

Where We Are

Stabilization Mode

Focusing on operational readiness: ensuring people are paid correctly, have the access they need, and compliance standards are fully in place. This has kept us in implementation mode post go-live.

Where We're Going

Standard Business Mode

Transitioning out of implementation into a sustainable structure that supports all HR systems long-term, with defined ownership, governance, and continuous improvement.

HR Technology Roadmap

Clear Path to HRIS Maturity

Phase 1: Design

People: Hire HRIS Director, realign identified staff to department. Reallocate vacant positions, begin external hiring

Work: go-live issue resolution, establish stable foundation, transfer configuration ownership, implement release governance, create HR technology roadmap

2026

Phase 2: Build

People: Post and hire net new specialized roles

Work: Expand capabilities, refine workflows, strengthen governance, improve data quality and HR Analytics, reduce IT dependency, expand UKG support

2027

Phase 3: Maintain

People: Move to business as usual and retain staff

Work: Drive efficiency, achieve full HRIS maturity, streamline workflows, improve data quality and HR Analytics, reduce IT dependency, expand UKG and additional HR Systems support

2028

Metrics Review

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

People Metrics Summary

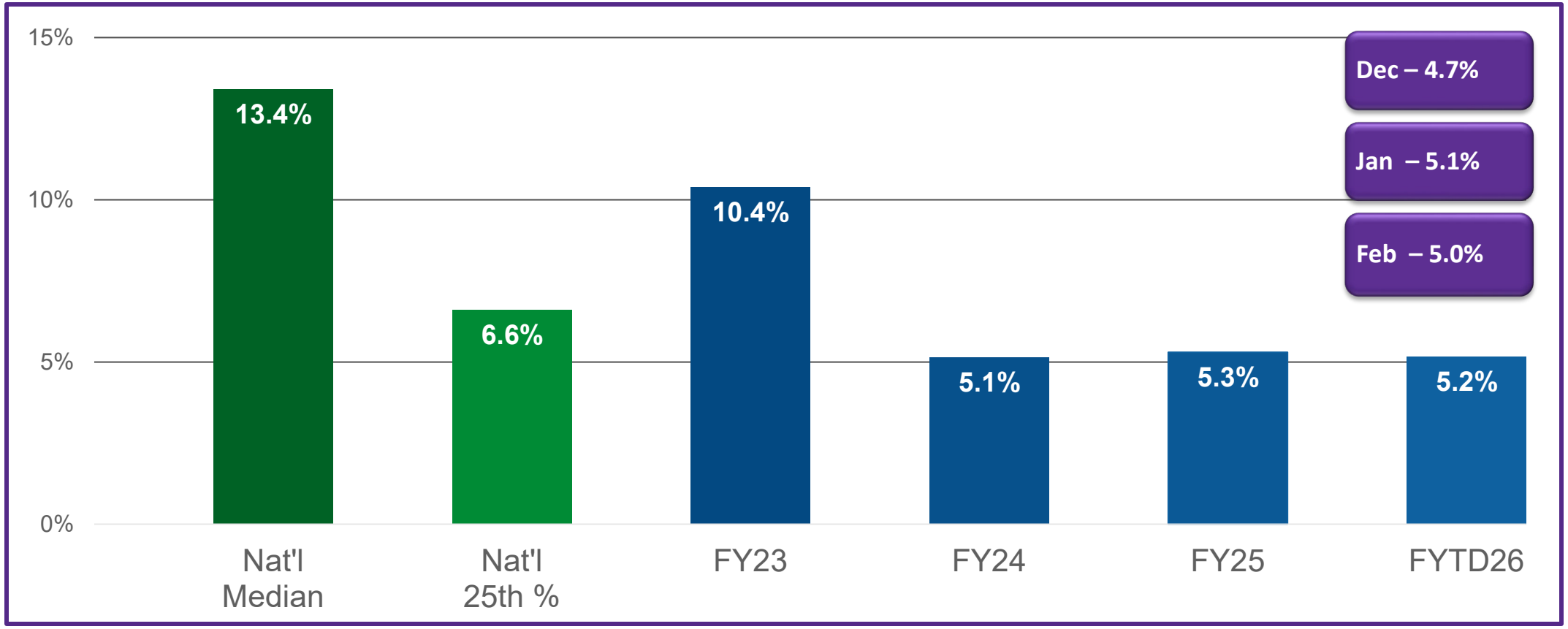
Metric	Numerator	Denominator	FY2026	FY2025	Benchmark*
Vacancy	693	13,394	5.2%	5.3%	13.4%
Nurse Vacancy	257	4,692	5.5%	7.4%	10.3%
Turnover	685	12,651	10.8%	12.1%	17.2%
Voluntary Turnover	563	12,651	8.9%	10.2%	13.7%
Nurse Turnover	227	4,399	10.3%	11.3%	13.9%
First Year Turnover	170	1,476	23.0%	27.8%	39.8%
Nurse First Year Turnover	52	474	21.9%	20.6%	25.5%

*National Median: Saratoga Hospital Industry published in 2025

People Metrics (Detailed Pages)

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

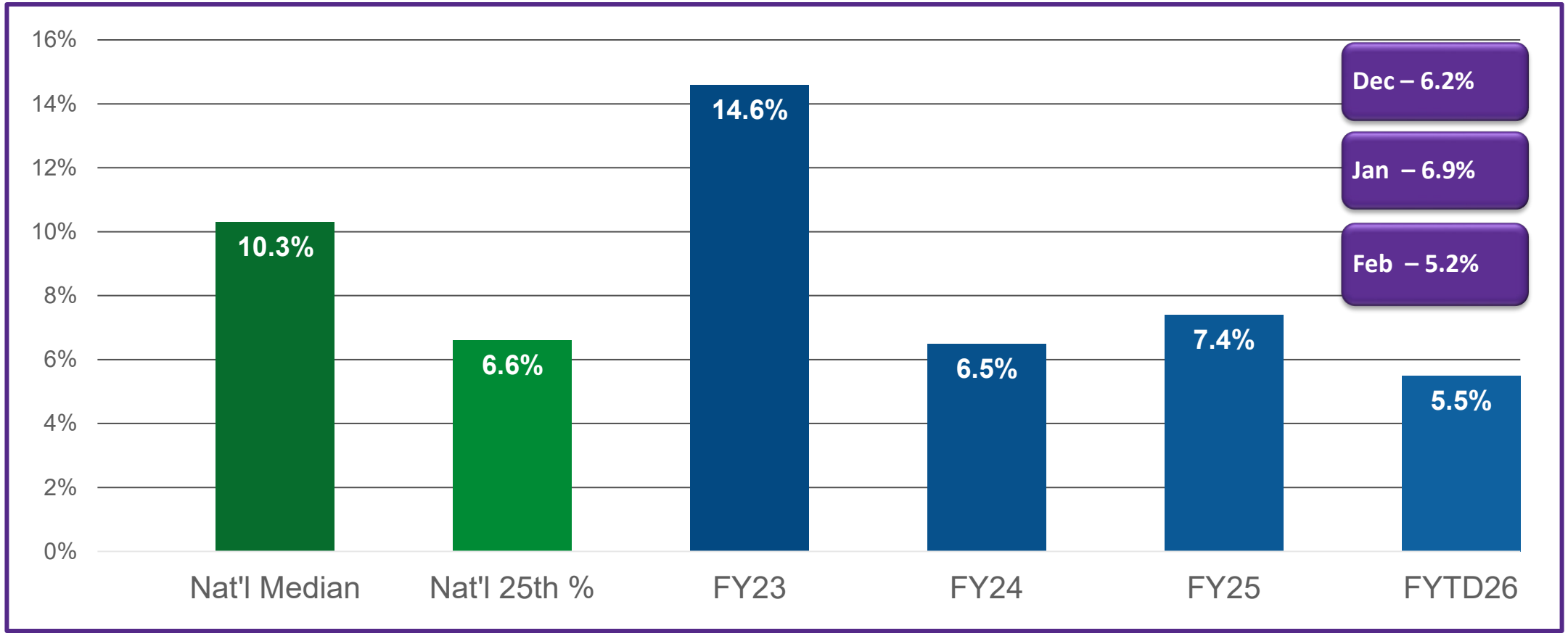
Vacancy Rate



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

National Median & 25th Percentile: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

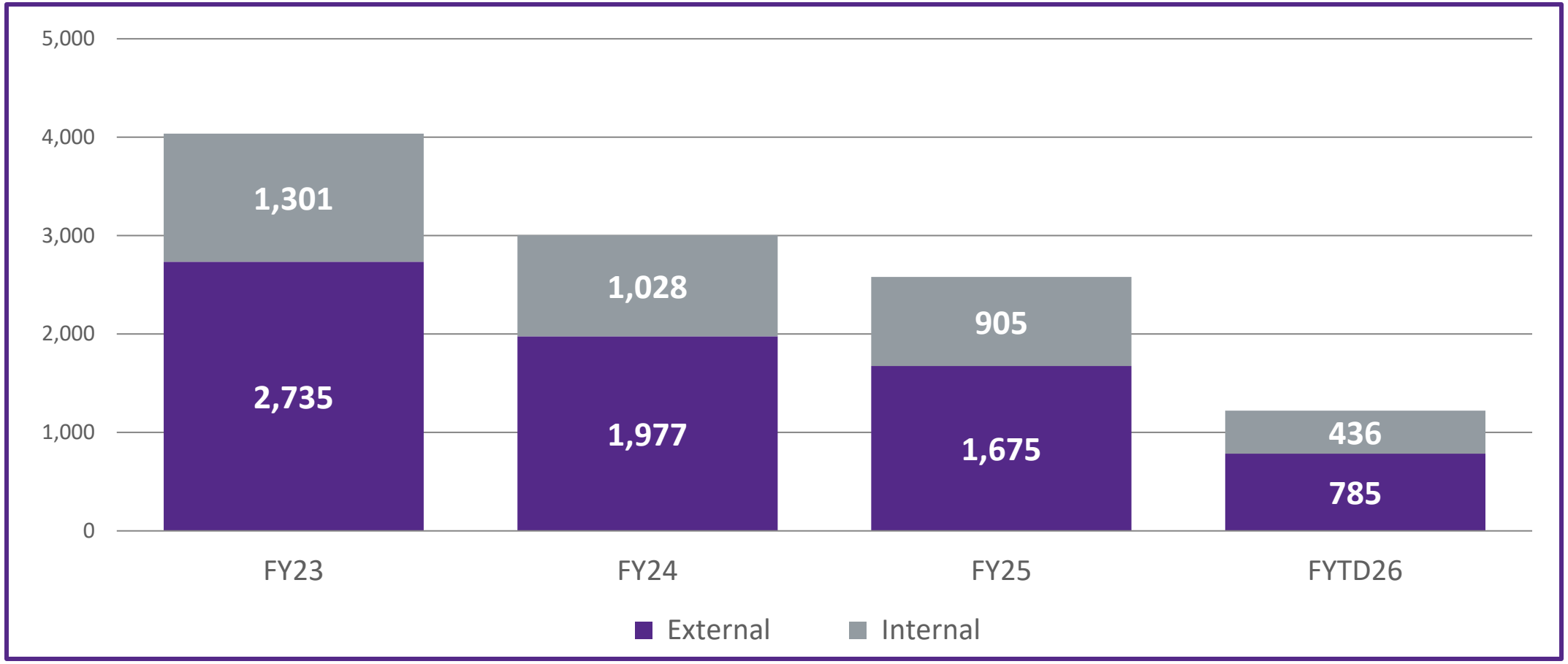
Nurse Vacancy Rate



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

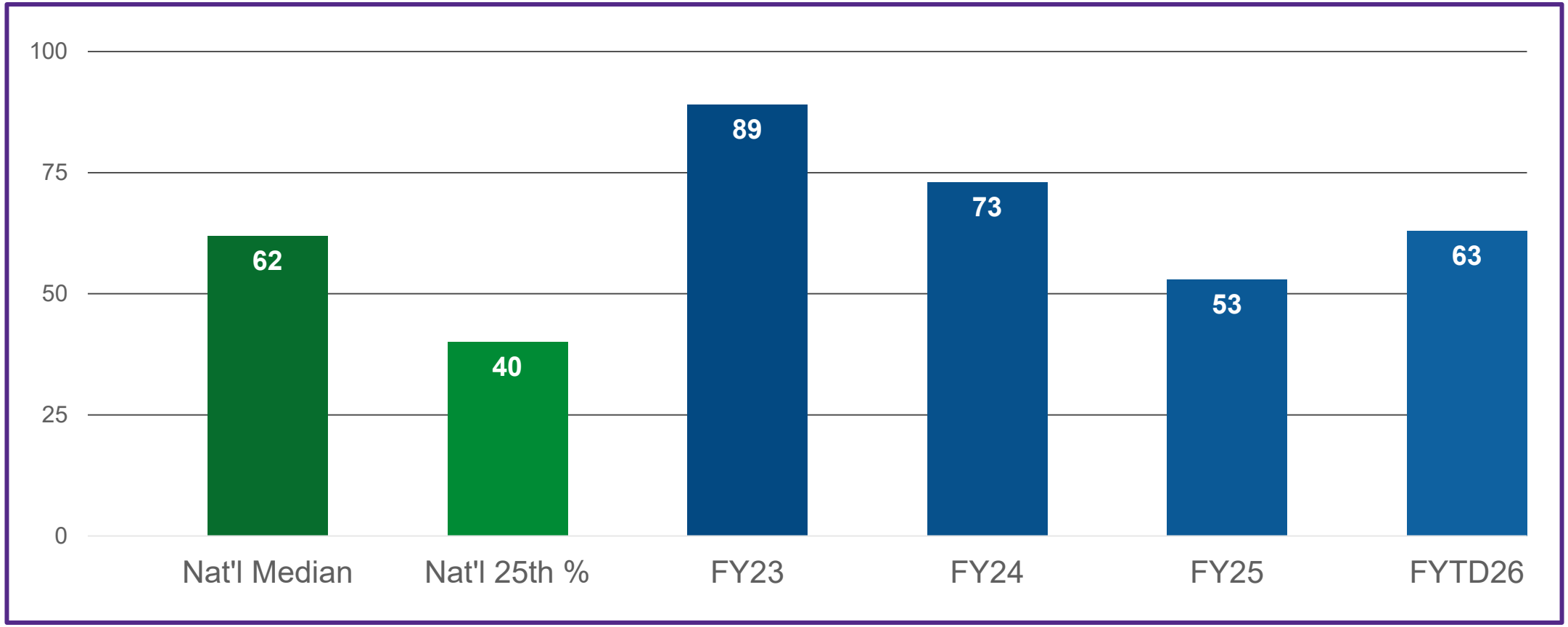
National Median & 25th Percentile: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

Total Hires



Formula: Total Hires (external + internal)

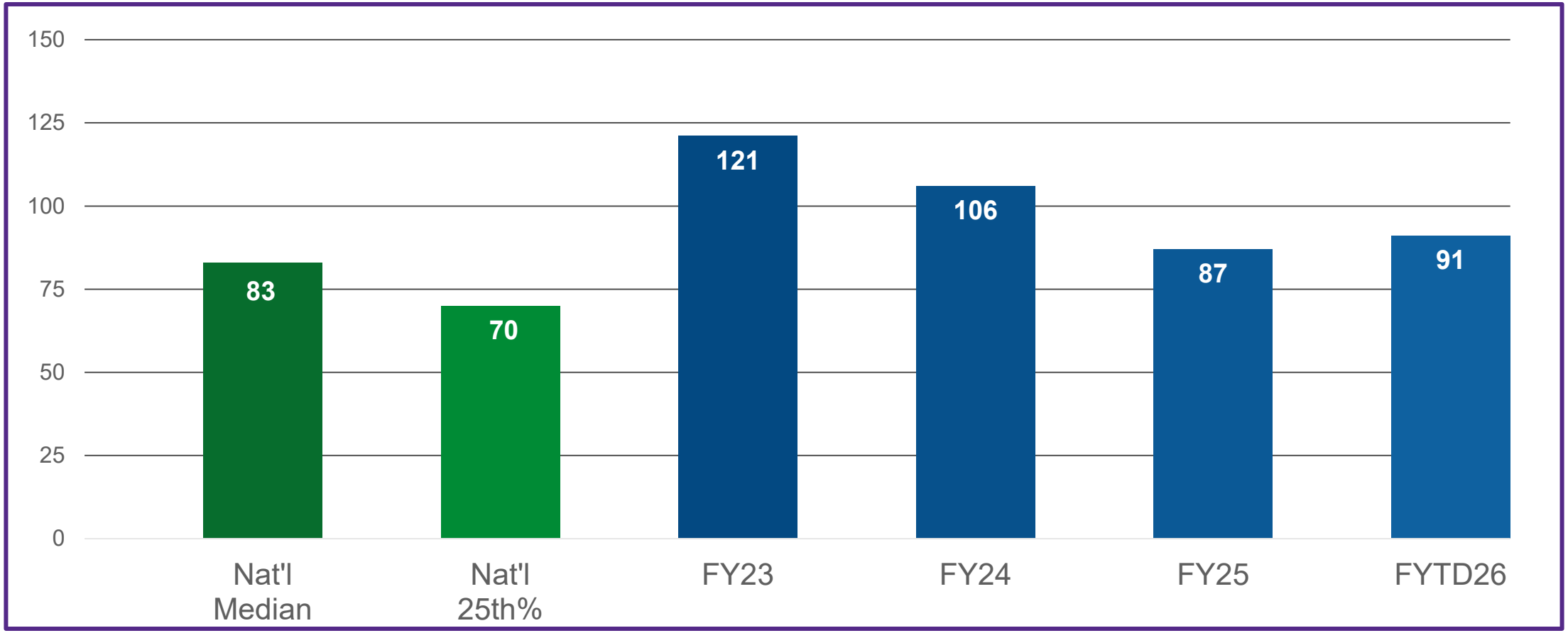
Days to Fill



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

National Median & 25th Percentile: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

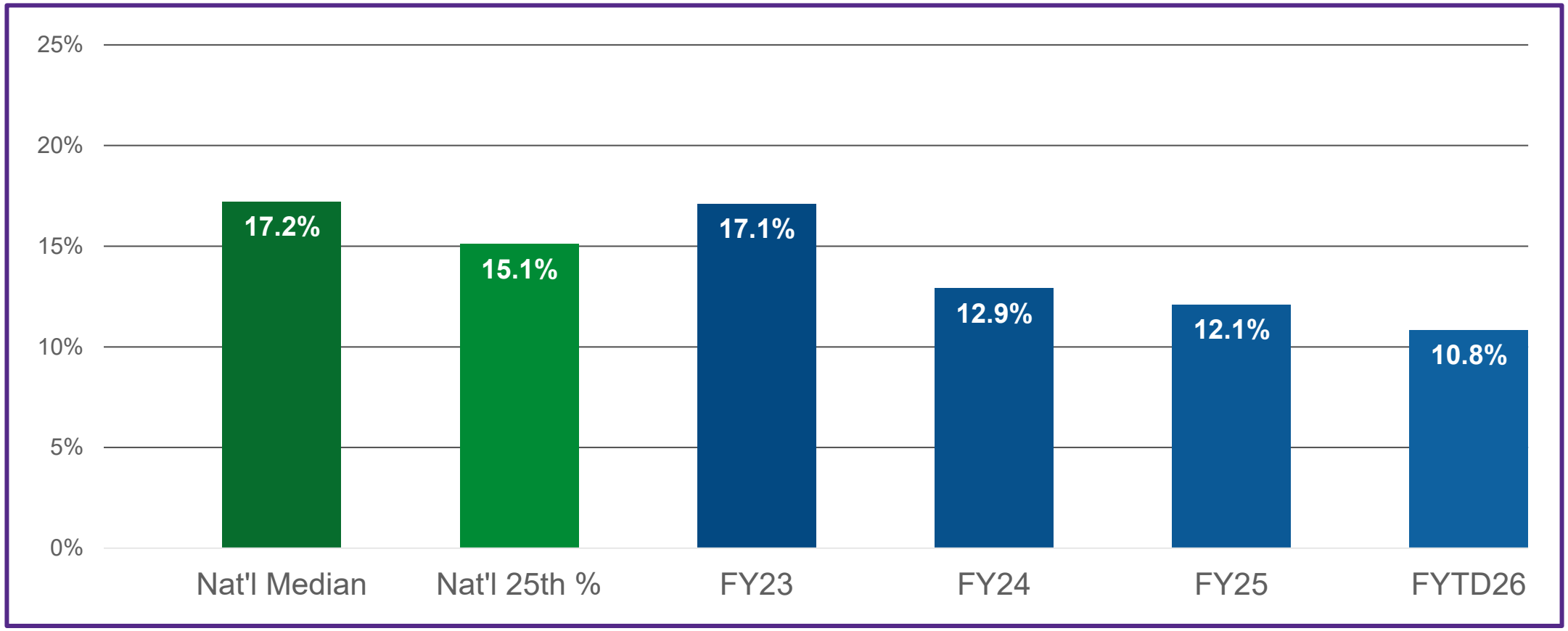
Days to Start



Formula: Average Days Between Job Requisition Open and Start Date

National Median & 25th Percentile: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

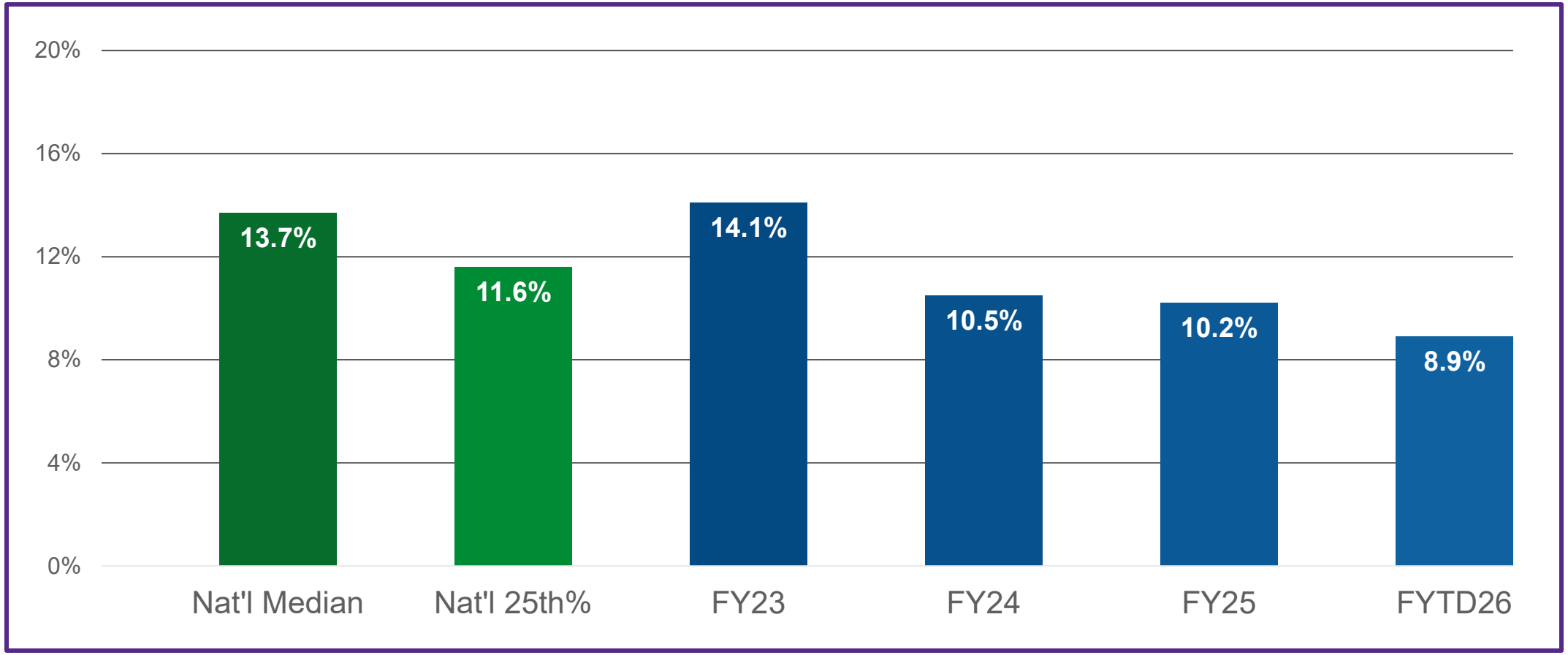
Turnover Rate



Formula: Total Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

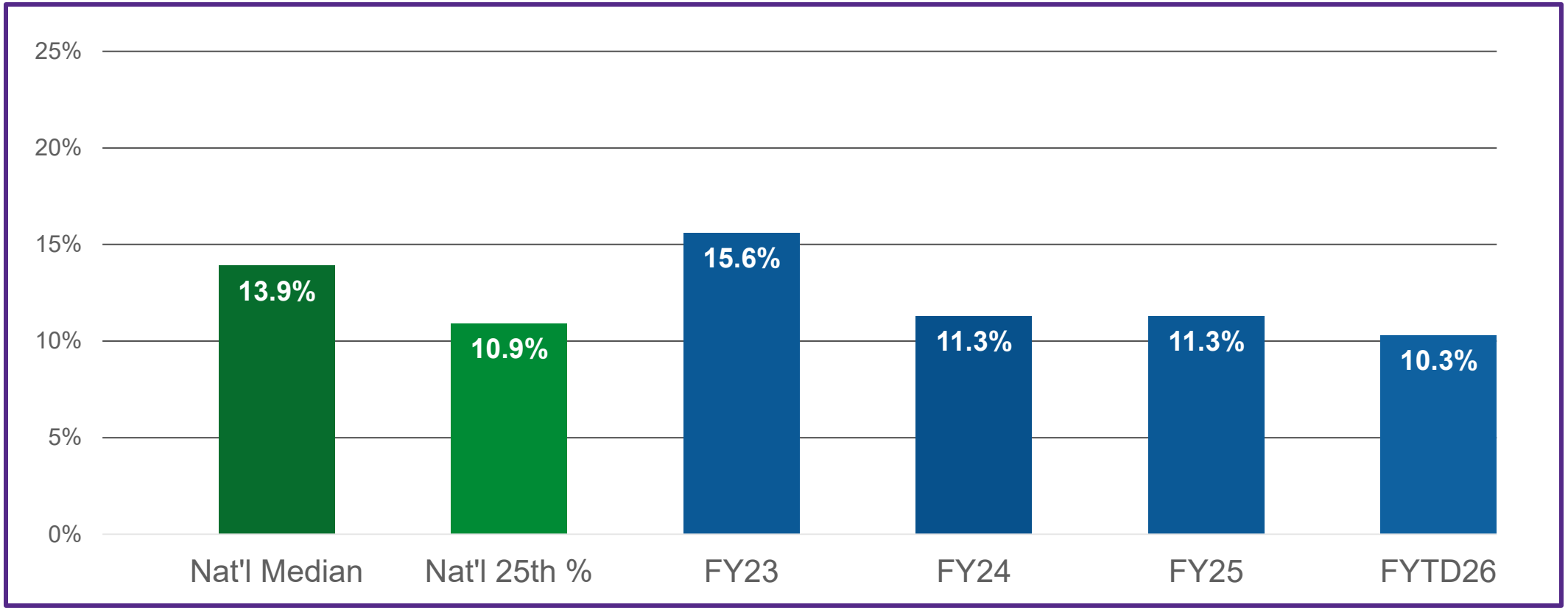
Voluntary Turnover Rate



Formula: Total Voluntary Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

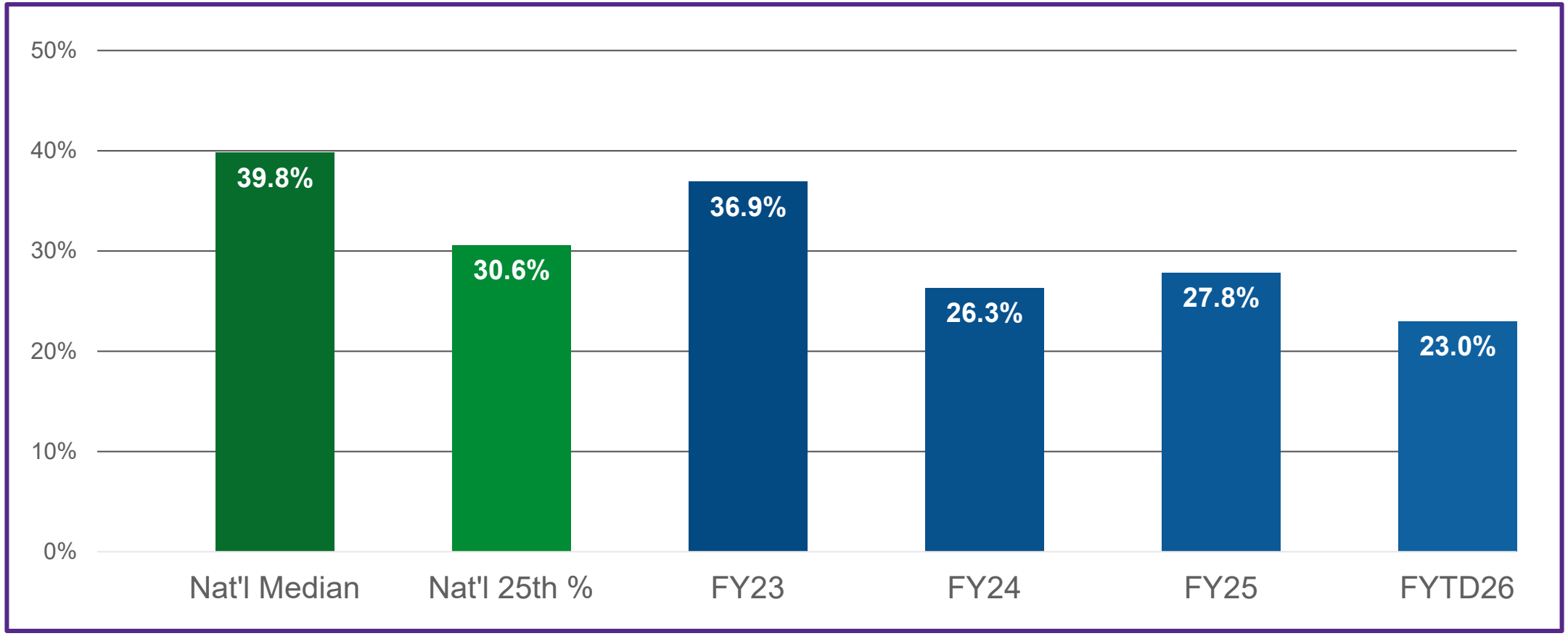
Nurse Turnover Rate



Formula: Total Nurse Terminations / Nurse Headcount

National Median & 25th Percentile: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

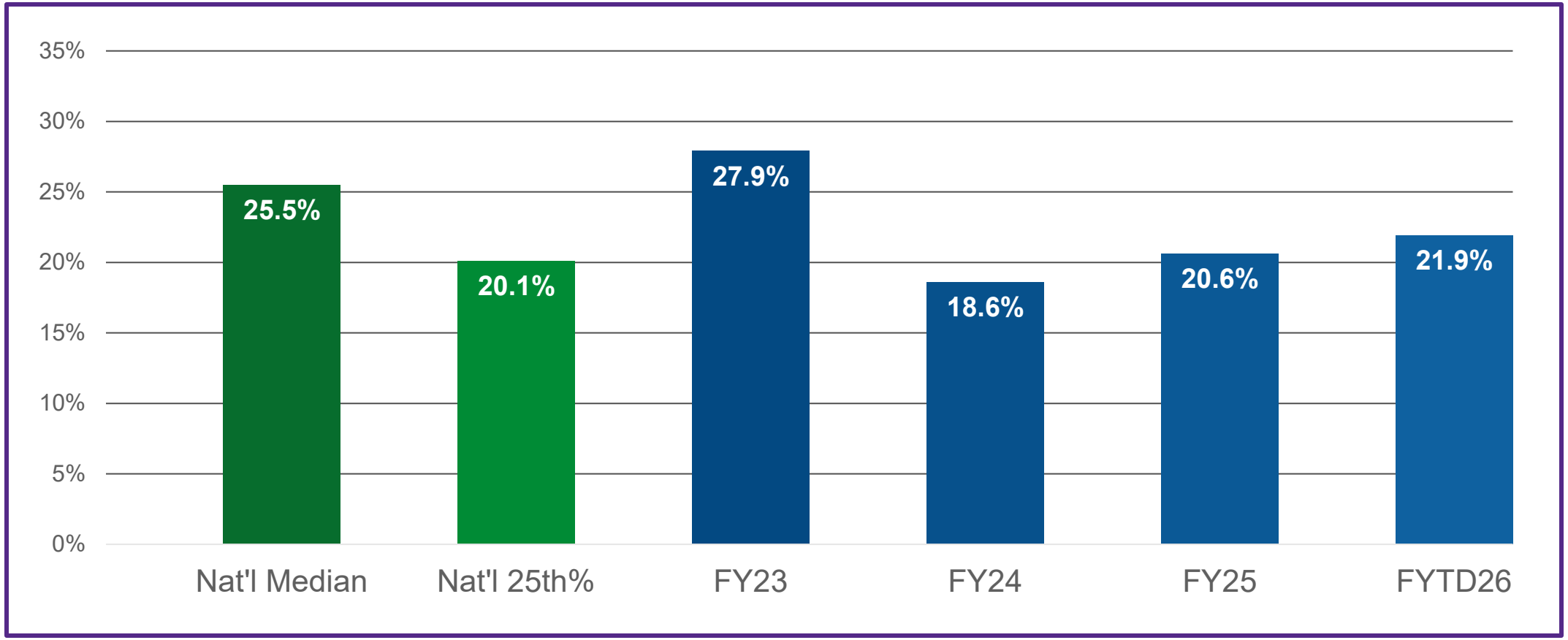
First Year Turnover Rate



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

National Median & 25th Percentile: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

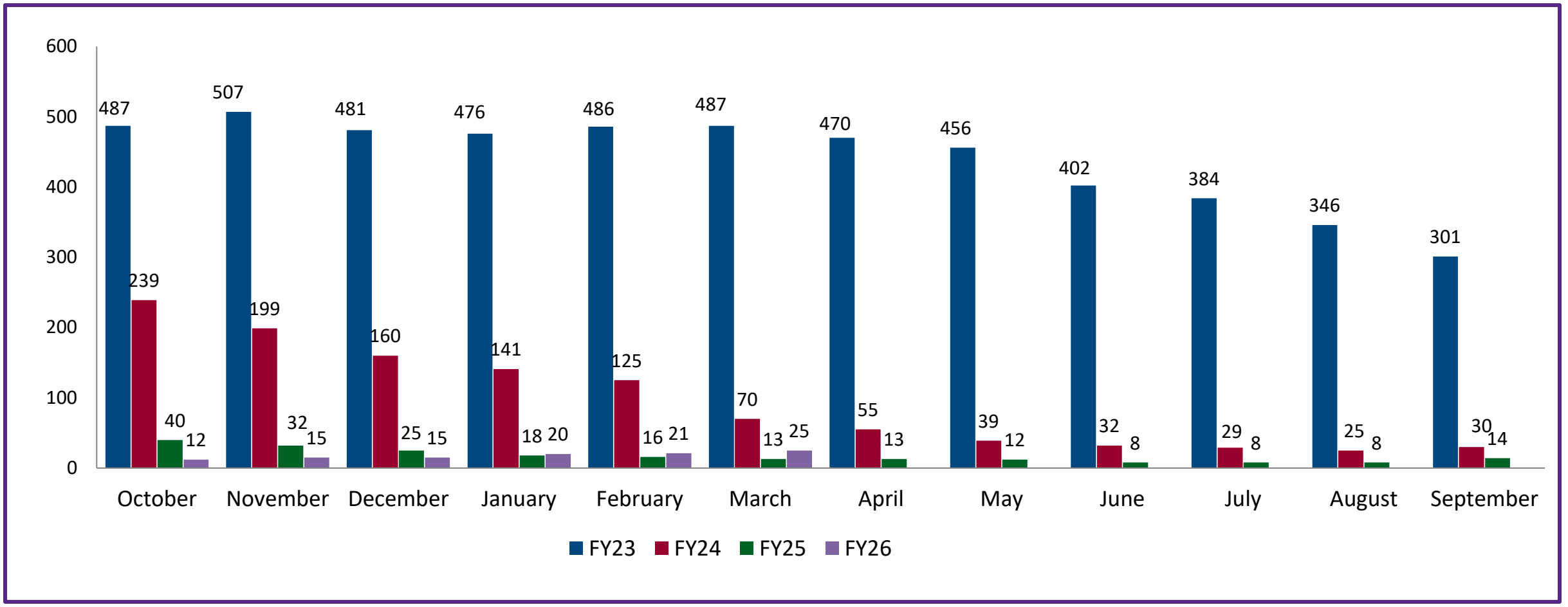
Nurse First Year Turnover Rate



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

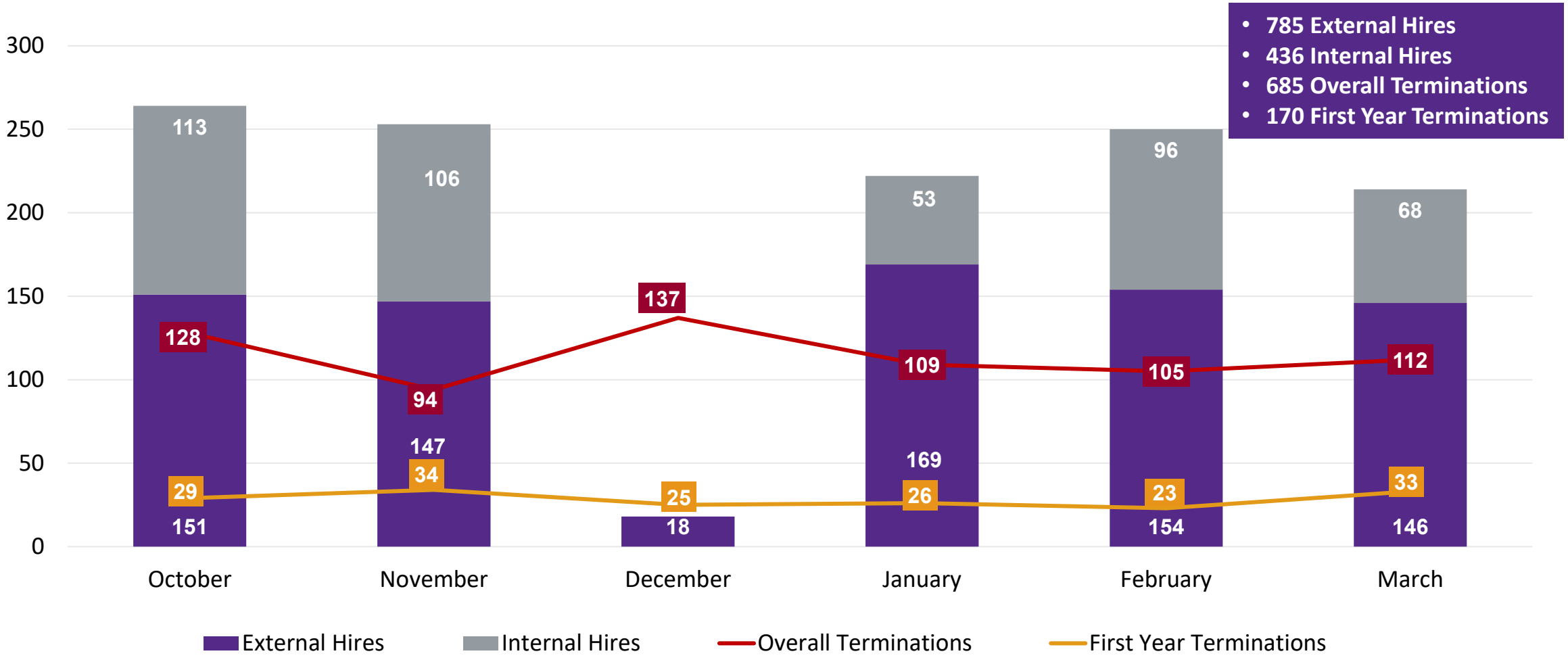
National Median & 25th Percentile: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

Contract Labor Utilization



Formula: Total Contractors from AHSA (Headcount)

FYTD26 Overall Terminations & Hires



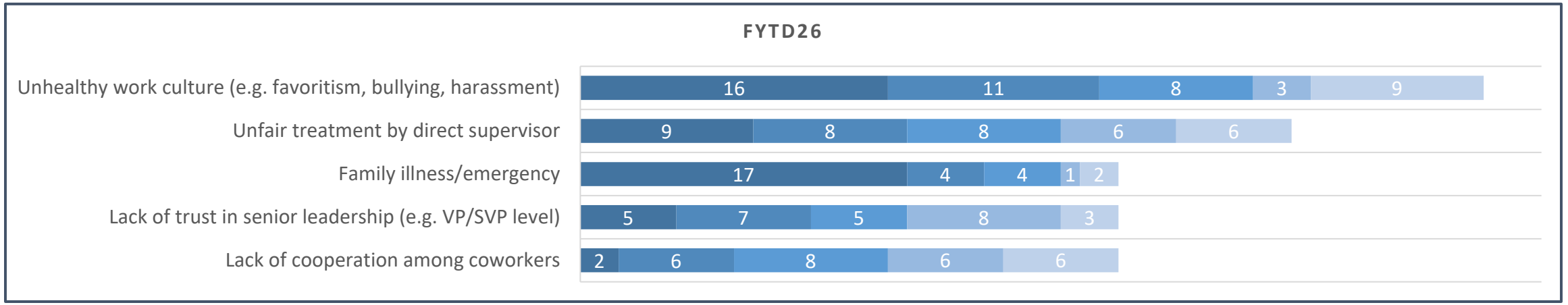
Post Resignation Survey - Overall Results

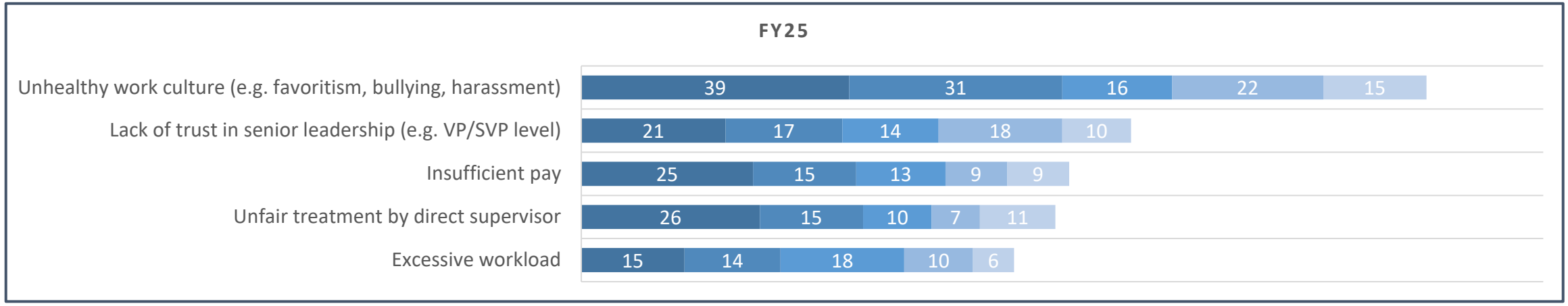
Fiscal Year	FY25			FYTD26		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	23%	41%	36%	30%	34%	36%
Work Environment	25%	43%	32%	29%	39%	32%
Collaboration among departments	19%	48%	33%	31%	35%	34%
Compensation	23%	50%	27%	29%	49%	22%
Benefits	34%	55%	11%	39%	49%	12%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	37%	28%	35%	39%	24%	37%
Job Specific Responses						
Category	**No**	**Yes**		**No**	**Yes**	
Received sufficient training for position	22%	78%		18%	82%	
Would recommend Parkland as a place to work	37%	63%		35%	65%	
Job realistically presented when interviewed	31%	69%		27%	63%	

*Aggregated from 131 responses

Post Resignation Survey Top Reasons for Leaving – Overall

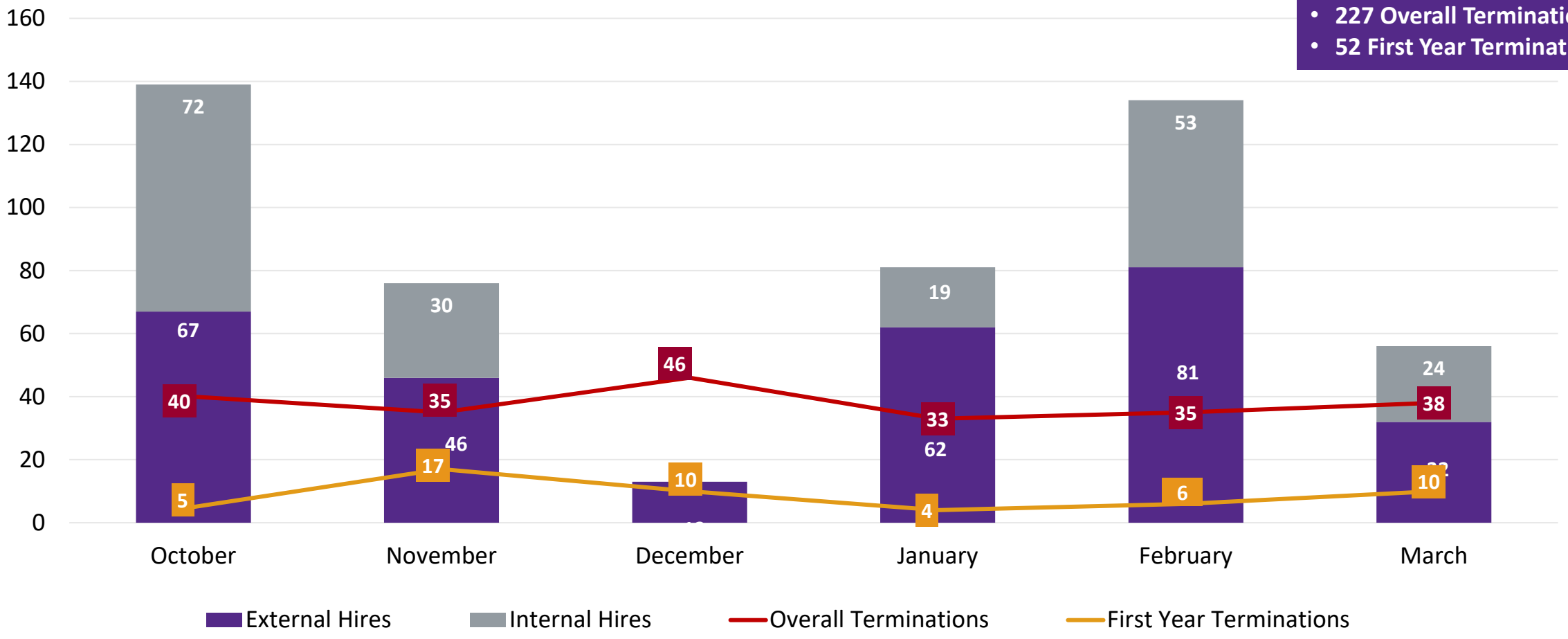
Survey responders have an opportunity to identify the top factors contributing to their departure. The charts below depict how many selected each of the top reasons as their first, second, third, fourth, and fifth contributing factor, respectively.





FYTD26 Nurse Terminations & Hires

- 301 External Hires
- 198 Internal Hires
- 227 Overall Terminations
- 52 First Year Terminations



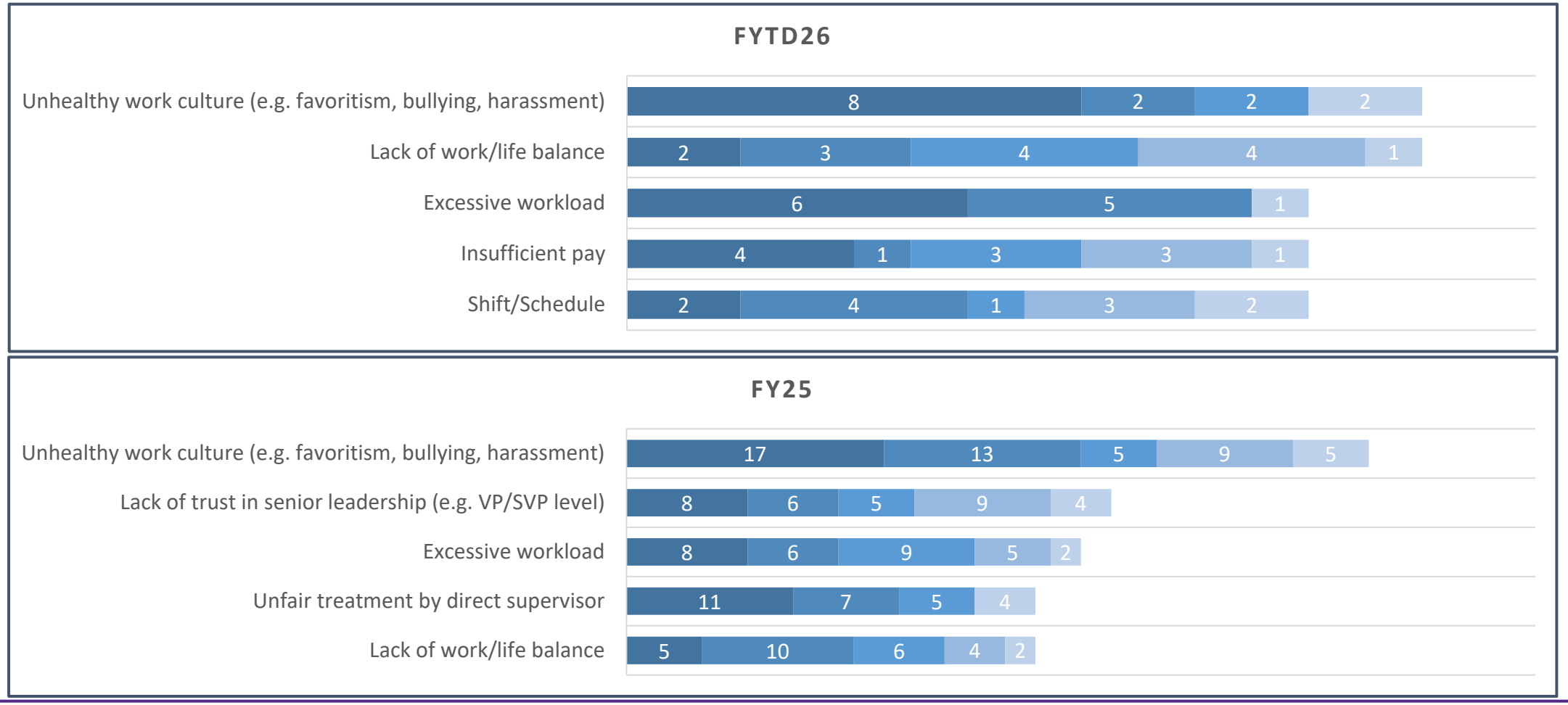
Post Resignation Survey – Nursing Results

Fiscal Year	FY25			FYTD26		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	29%	50%	21%	32%	46%	22%
Work Environment	25%	41%	34%	28%	40%	32%
Collaboration among departments	21%	50%	29%	32%	36%	32%
Compensation	34%	46%	20%	32%	48%	20%
Benefits	37%	58%	5%	40%	50%	10%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	33%	27%	40%	40%	27%	33%
Job Specific Responses						
Category	**No**	**Yes**		**No**	**Yes**	
Received sufficient training for position	14%	86%		12%	88%	
Would recommend Parkland as a place to work	38%	62%		32%	68%	
Job realistically presented when interviewed	28%	72%		24%	76%	

*Aggregated from 51 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.



Demographic Metrics

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

Benchmark Comparison

Total Non-White	10th	25th	Median	75th	90th	Parkland
Overall Headcount	13.6%	21.5%	35.3%	45.6%	57.2%	75.6%
Management	5.5%	11.9%	20.0%	29.1%	40.6%	59.1%
Executives	6.6%	9.8%	15.1%	21.5%	28.9%	44.9%
Nurses	7.1%	14.1%	25.3%	42.4%	64.2%	67.0%
Physicians	16.2%	22.8%	30.9%	40.7%	48.0%	78.7%

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%	55.1%

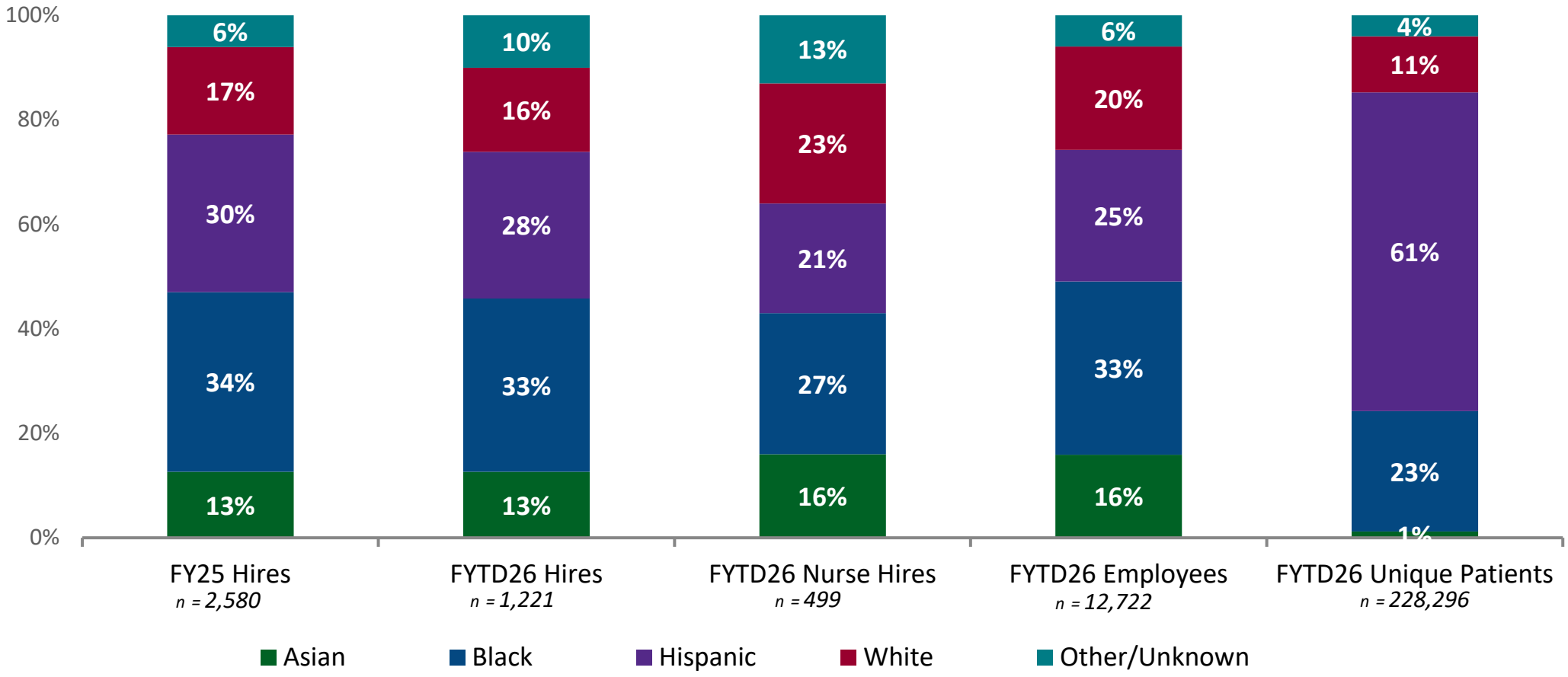
Source: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

FYTD26 Workforce Demographics

Workforce	American Indian	Asian	Black	Hawaiian	Hispanic	Not Specified	Two or More Races	White	Minorities	Female
Non-Management	0.5%	16.5%	33.7%	0.1%	26.3%	4.9%	0.1%	17.8%	77.3%	76.9%
Supervisor	0.3%	18.3%	27.2%		25.5%	4.3%		24.4%	71.3%	67.6%
Manager	0.6%	11.4%	32.8%		13.5%	3.9%	0.2%	37.6%	58.5%	67.0%
Director		10.9%	23.6%	0.5%	10.9%	7.3%		46.8%	45.9%	67.7%
VP	2.5%	15.0%	12.5%		12.5%	5.0%		52.5%	42.5%	60.0%
SVP	4.1%	12.5%	12.5%		16.7%	4.2%	4.2%	45.8%	50.0%	50.0%
EVP			25.0%		25.0%			50.0%	50.0%	50.0%
President								100.0%		

Overall	0.5%	16.2%	33.3%	0.1%	25.4%	4.9%	0.1%	19.5%	75.6%	76.0%
VP+	2.9%	13.0%	13.0%		14.5%	4.4%	1.5%	50.7%	44.9%	55.1%
Unique Patient		1.3%	23.3%		60.9%	3.8%		10.7%	85.5%	61.2%

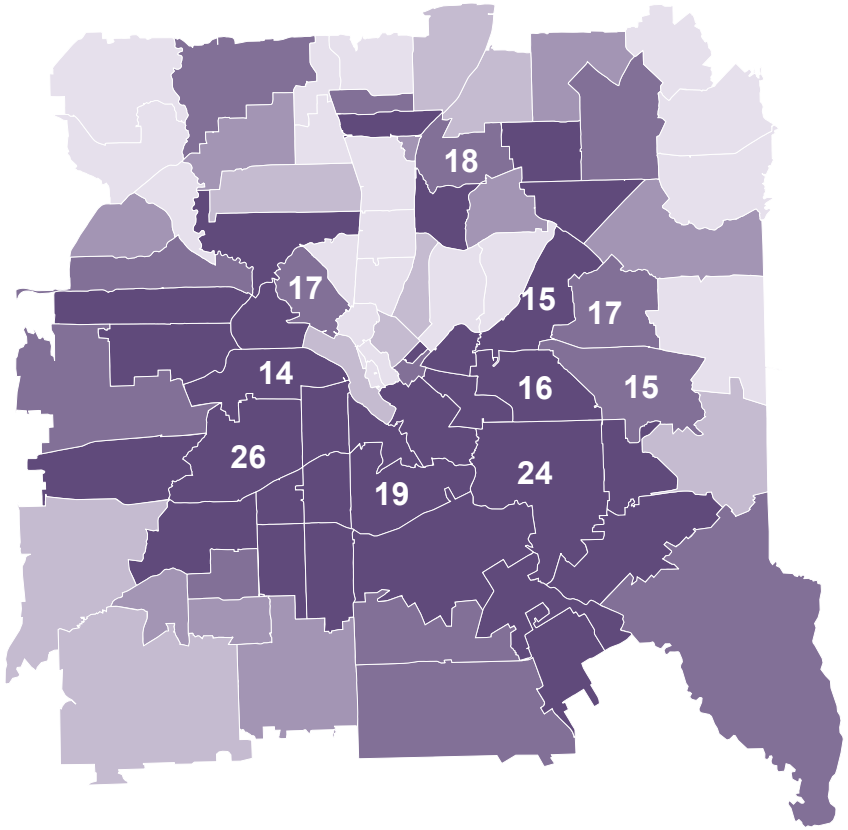
FYTD26 Diversity in Hires



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

28.8% of hires in FYTD26 came from SNI 4-5 ZIP codes

SNI Rank	Top Ten ZIP Codes	SNI Index	Hires FT	Hires PT
5	75211	97.3	24	2
5	75217	98.2	22	2
5	75216	98.6	19	0
4	75243	79.6	17	1
4	75235	73.0	16	1
4	75150	73.6	15	2
5	75227	96.6	16	0
4	75149	81.2	15	0
5	75228	94.2	15	0
5	75212	98.8	14	0
FYTD26 Total SNI 4-5 ZIP Code Hires: 352 Average Salary: $58,540				



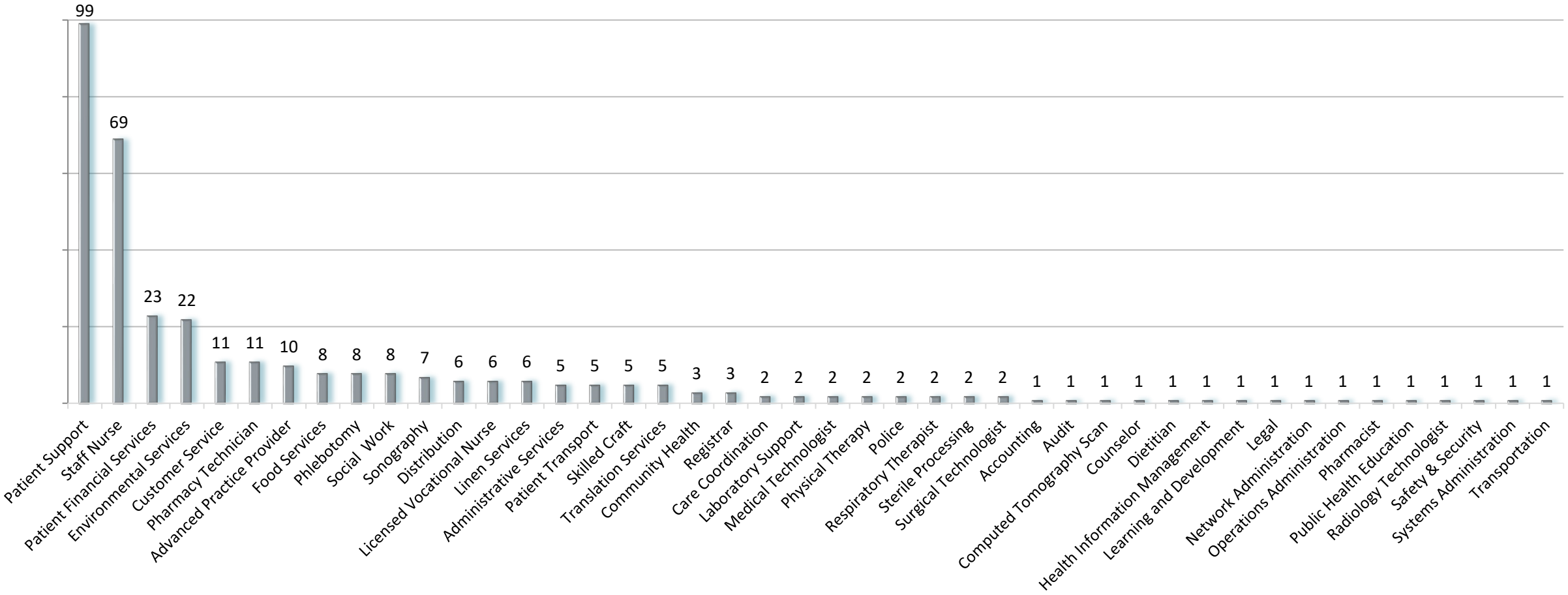
2026 Living Wage: Dallas County	
Single Adult	$48,485

Rank
5
1

24% of FYTD26 hires from ZIP codes with an SNI of 4 or 5 were from CDVI ZIP Codes (86/352)

- Combined: American Indian 1%, Asian 4%, Black 27%, Hispanic 66%, Not Specified 1%, White 1%

ZIP Codes with SNI 4-5 Hiring by Job Family

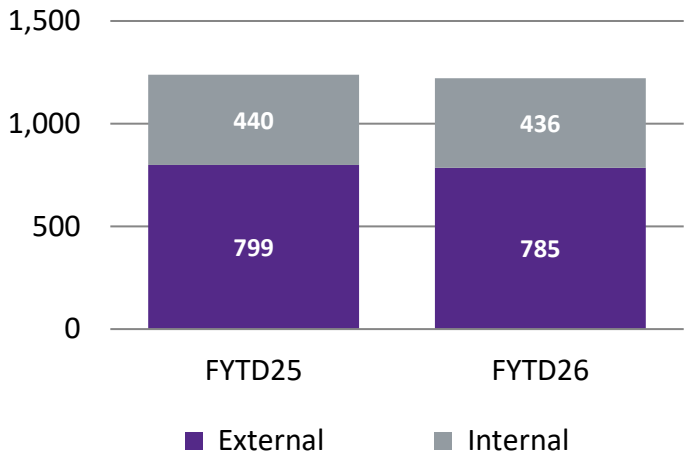


FYTD26: Talent Acquisition

Hiring volume for the second quarter in FYTD26 was lower than the same period in FY25 by 1%. The ongoing trend in both overall and nursing hires exceeding the number of staff leaving the organization continued through Q2. This has resulted in fewer positions submitted to recruitment for posting.

Community Focus continues with 28.8% of our hires in Q2 FYTD26 coming from SNI ZIP Codes ranked 4 or 5 compared to 33.3% in Q2 FYTD25.

FYTD Hiring



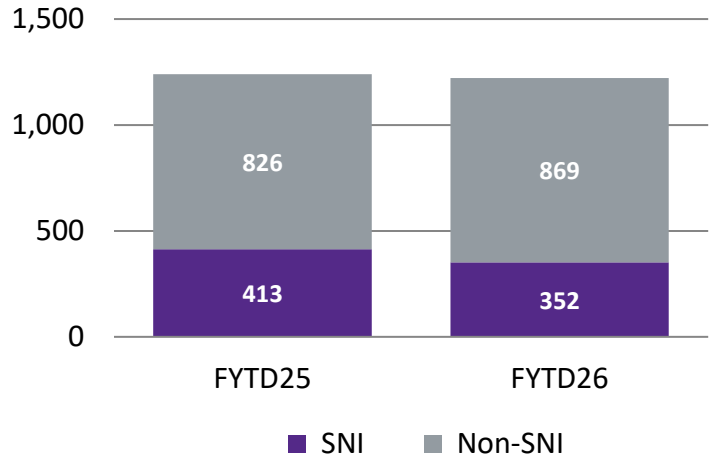
Hires vs Terms

- 785 External Hires
- 436 Internal Hires
- 685 Overall Terminations
- 170 First Year Terminations

Nursing Hires vs. Terms

- 301 External Hires
- 198 Internal Hires
- 227 Overall Terminations
- 52 First Year Terminations

Hires from SNI ZIP Codes



Workforce Insights: Internal Workforce Risks

Overview

This analysis highlights key departments and roles with elevated turnover and vacancy rates, indicating potential operational and clinical risks.

Where pay is not the primary driver, pay is being evaluated in collaboration with operational and workforce initiatives.

Risk	Focus	Potential Actions
High turnover in hospital departments (ICU, L&D, ED)	Stabilize critical care workforce	Targeted adjustments + leadership support + workload balancing
Turnover in entry-level / pipeline roles (PCA, Transport, Techs)	Strengthen workforce pipeline	Career pathways, step progression, and early-tenure retention programs
Provider and specialty vacancies (APPs, CRNAs, Behavioral Health)	Improve fill rates in hard-to-recruit roles	Market adjustments + sign-on/retention incentives + targeted recruiting
Diagnostic and access gaps (Mammography, Phlebotomy, Access Center)	Maintain patient access and throughput	Focused hiring strategies + workflow optimization + staffing models
Operational support strain (Call Center, Guest Experience)	Protect patient experience	Stabilize staffing + performance incentives + process improvements

Minimum Pay Strategy

Key insight: The $20 minimum is now close to the Dallas living wage* of about $23 per hour; the real issue is compression. The strategy is to elevate pay through targeted adjustments and structure improvements rather than broad-based increases.

Parkland Minimum Pay

$20 per hour

Implemented June 2025.

Current Market Position

Compression zone: Right above Parkland minimum pay
Current Dallas living wage: $23.13
Average pay for jobs in this range: **$22.65**
Parkland minimum pay: $20.00

FY26 Recommendation: No broad-based change, elevate pay through targeted adjustments, focus on compression

Three Key Focus Areas

Market Position

- Avg pay near living wage
- Competitive
- Market stabilizing

Our Approach

- Targeted adjustments
- Structure updates
- Focus on progression

Outcomes

- Raises avg pay
- Reduces compression
- Fiscal discipline

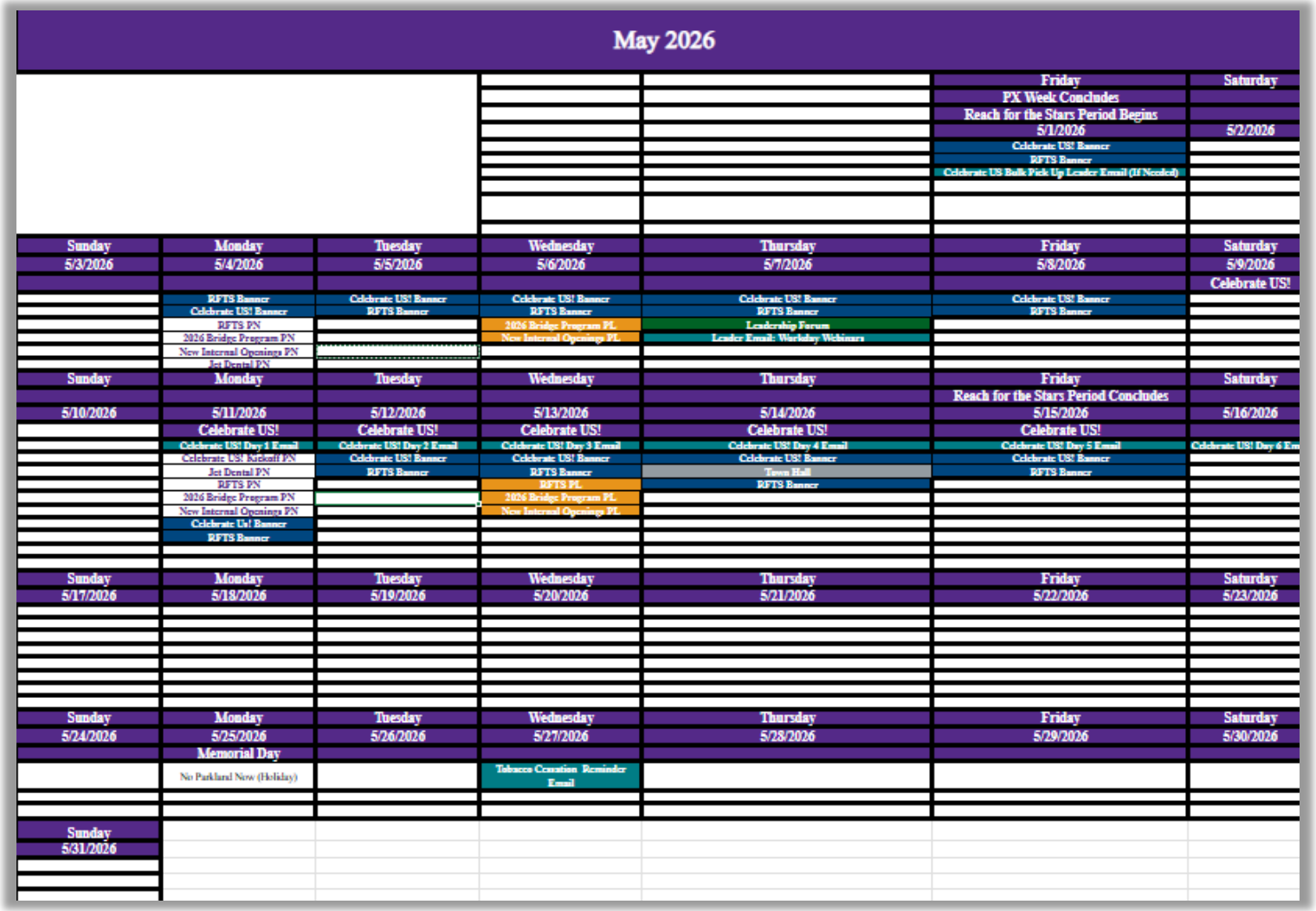
*Source: MIT Living Wage Calculation

ICARE
INTEGRITY • COMPASSION AND COLLABORATION • ACCOUNTABILITY • RESPECT • EQUITY

Communications Schedule of OTM Activity to Employees

Sean Gorman, MBA
OTM Communications Manager

May 2026 Communications



May 2026

					Friday PX Week Concludes Reach for the Stars Period Begins 5/1/2026 Celebrate US! Banner RFTS Banner Celebrate US Bulk Pick Up Leader Email (If Needed)	Saturday 5/2/2026
Sunday 5/3/2026 RFTS Banner Celebrate US! Banner RFTS PN 2026 Bridge Program PN New Internal Openings PN Jet Dental PN	Monday 5/4/2026 Celebrate US! Banner RFTS Banner	Tuesday 5/5/2026 Celebrate US! Banner RFTS Banner	Wednesday 5/6/2026 Celebrate US! Banner RFTS Banner 2026 Bridge Program PL New Internal Openings PL	Thursday 5/7/2026 Celebrate US! Banner RFTS Banner Leadership Forum Leader Email: Workday Webinars	Friday 5/8/2026 Celebrate US! Banner RFTS Banner	Saturday 5/9/2026 Celebrate US!
Sunday 5/10/2026 Celebrate US! Day 1 Email Celebrate US! Kickoff PN Jet Dental PN RFTS PN 2026 Bridge Program PN New Internal Openings PN Celebrate US! Banner RFTS Banner	Monday 5/11/2026 Celebrate US!	Tuesday 5/12/2026 Celebrate US! Celebrate US! Day 2 Email Celebrate US! Banner RFTS Banner	Wednesday 5/13/2026 Celebrate US! Celebrate US! Day 3 Email Celebrate US! Banner RFTS Banner RFTS PL 2026 Bridge Program PL New Internal Openings PL	Thursday 5/14/2026 Celebrate US! Celebrate US! Day 4 Email Celebrate US! Banner Town Hall RFTS Banner	Friday Reach for the Stars Period Concludes 5/15/2026 Celebrate US! Celebrate US! Day 5 Email Celebrate US! Banner RFTS Banner	Saturday 5/16/2026 Celebrate US! Day 6 Em
Sunday 5/17/2026	Monday 5/18/2026	Tuesday 5/19/2026	Wednesday 5/20/2026	Thursday 5/21/2026	Friday 5/22/2026	Saturday 5/23/2026
Sunday 5/24/2026	Monday 5/25/2026 Memorial Day No Parkland New (Holiday)	Tuesday 5/26/2026	Wednesday 5/27/2026 Tobacco Cessation Reminder Email	Thursday 5/28/2026	Friday 5/29/2026	Saturday 5/30/2026
Sunday 5/31/2026						

Thank you!