Talent Development and Executive Compensation Committee

Committee Members
Yasmin Simon, JD - Chair
Eric G. Bing, MD, PhD
Farida Minner, RN
Marjorie Petty, JD
Miriam Sharma, RN

Agenda for the ***Talent Development and Executive Compensation Committee*** meeting of the Dallas County Hospital District is scheduled for ***Wednesday, Aug. 5, 2026, 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: **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. Opening/Call to Order/Determine the Presence of a Quorum Present/Mission Statement/Opening Remarks ***Advance Wellness | Relieve Suffering | Develop and Educate*** **I CARE** **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
1. Public Comments Regarding Agenda Items See public comment registration information and rules at *https://www.parklandhospital.com/board-of-managers*			

	PAGE	TIME (MIN)	PRESENTER(S)
II. Reports Requiring Deliberation(s) and/or Possible Action			
A. Office of Talent Management ("OTM") Overview on Department Goals & Commitment	*4*	5	Felicia Miller
B. Pulse Survey Update	*7*	5	Shauntee Mayfield
C. Compensation Update: Market Review Adjustments and Upcoming Programs	*10*	10	Stacy Dorsey
D. Employee Wellness & Benefits Review, Changes to 2027 Benefits Plan	*18*	10	Sharon Chisholm Tawana McCullough
E. FY26 Succession Planning Process and Timeline for Director and SVP Positions and Talent Profile Risks	*37*	10	Stephanie Speights
F. Workforce Development: 2026 Summer Interns & Career Expo	*42*	10	Theresa Wilson
III. Executive Session			
A. Tex. Gov't Code §§551.074			Chair
1. Review of CEO Duties as Related to FY2027 Goals 2. FY26 Succession Planning Process and Timeline for Director and SVP Positions and Talent Profile Risks	*46*		
IV. Reports Requiring Deliberation(s) and/or Possible Action			Chair
1. Metrics Review	*54*		
2. People Metrics (Detailed Pages)	*67*		
3. Demographics Metrics	*74*		
4. Communications Schedule of Office of Talent Management Activity to Employees	*81*		
V. Action Items			Chair
A. Board May Take Action on Any Agenda Item(s) Above			
VI. Adjourn			Chair
A. Closing Remarks			
B. Call to Adjourn			

Board TDEC Meeting

August 5, 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

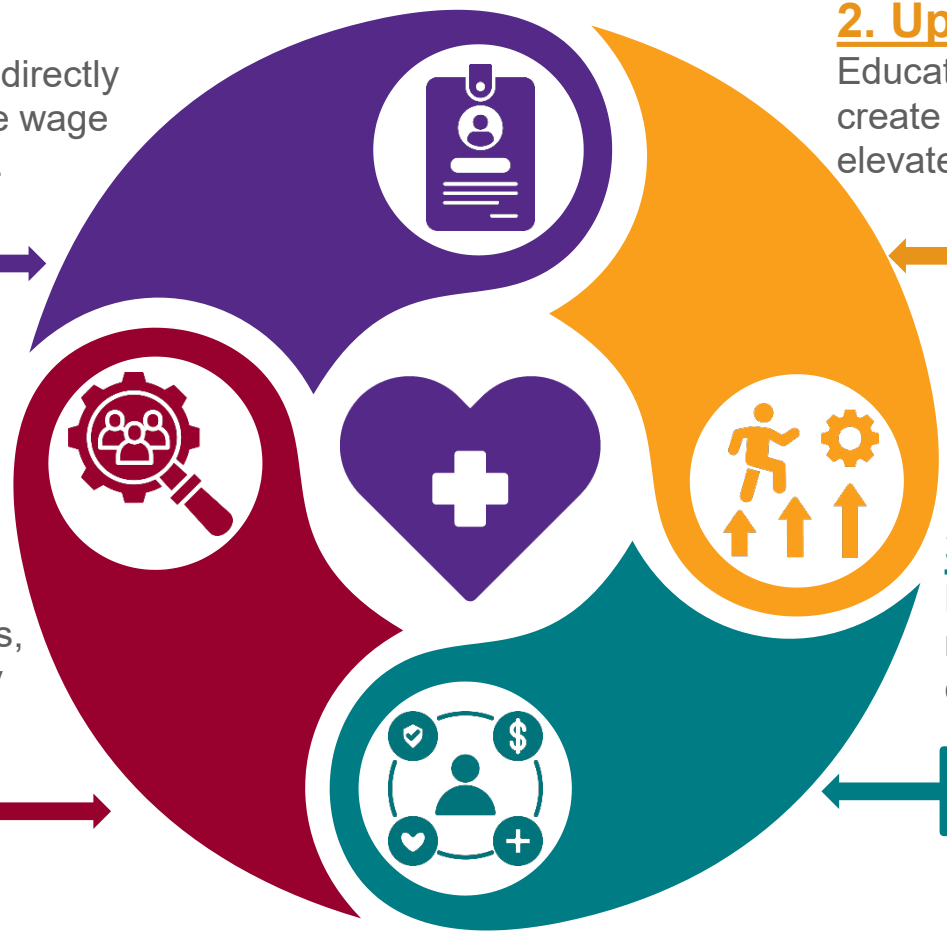
Ready-to-hire candidates are placed directly into open roles, earning a competitive wage with seeing opportunities to advance.

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 Adjusted Occupied Bed (AOB)

Bolded goals = Organizational KPIs

Pulse Survey Update

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

Pulse Survey Overview

Parkland

PULSE SURVEY

The **Pulse Survey** is a short version of the One Survey that measures workforce engagement.

Feedback helps assess strengths and identify areas for improvement before the One Survey administration next year.

Survey Window: July 20 – August 10, 2026

Participation Goal – 85%

- Early Bird Drawing
- Daily and Weekly Drawings
- Gift for all members for achieving system goal

Performance Goal:

Key Performance Indicator (KPI) – FY2026

Maintain or improve Press Ganey's Engagement Indicator (EI) target scores:

- Employee Group: **4.13**
- Hospital Group: **4.07**
- Clinic Provider Group: **3.92**

Pulse Survey Snapshot

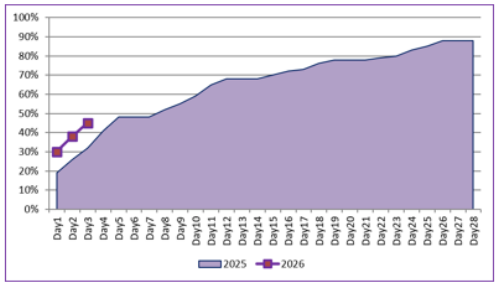
Participation Snapshot

Parkland

Engagement Survey Participation Rates 2017 – 2026

Employees Cumulative Percent by Day of Survey

	2017	2018	2021	2022	2023	2024	2025	2026
Day1	12%	19%	25%	19%	21%	18%	19%	30%
Day2	18%	29%	31%	22%	29%	26%	26%	38%
Day3	20%	36%	37%	25%	38%	31%	32%	45%
Day4	24%	44%	44%	28%	47%	43%	41%	
Day5	24%	50%	54%	28%	52%	47%	48%	
Day6	24%	50%	54%	28%	53%	47%	48%	
Day7	28%	50%	54%	30%	53%	47%	48%	
Day8	37%	62%	58%	40%	56%	50%	52%	
Day9	40%	67%	61%	43%	59%	52%	55%	
Day10	43%	69%	63%	45%	62%	55%	59%	
Day11	45%	71%	65%	48%	67%	59%	65%	
Day12	45%	74%	69%	48%	71%	63%	68%	
Day13	45%	74%	69%	48%	71%	63%	68%	
Day14	48%	74%	69%	49%	71%	63%	68%	
Day15	55%	74%	71%	54%	73%	65%	70%	
Day16	59%	77%	73%	57%	74%	68%	72%	
Day17	62%	79%	74%	58%	76%	70%	73%	
Day18	65%	81%	76%	60%	79%	75%	76%	
Day19	65%	82%	79%	60%	81%	78%	78%	
Day20	65%	82%	79%	60%	81%	78%	78%	
Day21	74%	82%	79%	63%	81%	78%	78%	



- **Highest Day 1 Employee Response Rate ever**
- **Response Rates improved in all groups: employees, clinic, and hospital providers**

Engagement Indicator (EI) Score Components

The 2026 Pulse Survey EI score will be based on responses the following statements:

- I would stay with this organization if offered a similar position elsewhere.
- I would like to be working at this organization three years from now.
- I feel like I belong in this organization.
- Overall, I am a satisfied employee.
- I would recommend this organization as a good place to work.

***Additional items on trust, respect, teamwork, safety, burnout, etc.**

Compensation Update: Market Review Adjustments and Upcoming Programs

Stacy Dorsey, SHRM-SCP
SVP & Chief Workforce Officer

Compensation Strategy

COMPENSATION APPROACH

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

EXECUTIVE SUMMARY

Program Overview

Parkland's FY26 Compensation Annual Market Review has progressed through its initial implementation phase, advancing the organization's philosophy of maintaining market competitiveness while ensuring responsible financial stewardship.

The review encompassed

- Market pricing of all positions across the organization
- Provider compensation review — Physicians, Advanced Practice Providers (APPs), Certified Registered Nurse Anesthetists (CRNAs)
- Executive compensation evaluation
- Salary structure modernization

FY26 MARKET REVIEW COST ANALYSIS

Phase I Annual Review

Job Families Approved & Implemented

The following Phase I job families were approved by Leadership and implemented effective **June 24, 2026.**

These families have been updated in Workday and are now live.

Implementation is complete as of **June 24, 2026.**

Job Family Group	EE Count	EE Adjusted	Total Annual Cost
Clinical Support	106	65	$137,827.26
Laboratory	180	156	$801,602.07
Nutrition & Dietary	44	34	$160,482.90
Radiology	264	168	$1,029,449.86
Respiratory Care	107	91	$419,408.05
Grand Total	**1164**	**869**	**$4,301,248.15**

FY26 MARKET REVIEW COST ANALYSIS

Phase II Annual Review

Job Families Still Under Review

The job families listed were still under review as part of the FY26 Market Review.

An approval decision is needed to either move forward with implementing the recommended adjustments or make no further adjustments.

If approved, implementation would begin at the **start of FY27.**

Job Family Group	EE Count	EE Adjusted	Total Annual Cost
Administration	163	94	$221,903.16
Analytics & Reporting	21	15	$46,102.61
Facilities	33	15	$44,685.11
Finance & Accounting	9	6	$33,369.33
Human Resources	23	14	$59,763.30
Information Systems	10	4	$5,476.58
Legal & Compliance	11	11	$119,960.89
Marketing & Communications	3	3	$20,817.64
Nursing	52	21	$115,590.62
Nutrition & Dietary	2	2	$8,033.09
Operations	23	11	$22,722.51
Pharmacy	417	292	$1,593,966.56
Social Services	30	29	$142,626.14
Supply Chain	39	29	$244,480.89
Grand Total	**849**	**546**	**$2,679,498.43**

WHERE WE STAND

Overall Program Status

INITIATIVE	STATUS	TARGET COMPLETION
Phase I Annual Market Review	Completed	June 24, 2026
Phase II Market Review Recommendations	Chiefs Review	August 3, 2026
Physicians / APPs / CRNAs	Approved	October 1, 2026
Executive Market Review	Completed	FY27 Philosophy Rollout
Salary Structure Redesign	In Progress	January 2027
Executive Merit Philosophy	In Progress	FY27 Merit Cycle

Completed · In Review / Approved · In Progress

Timeline

Implementation Roadmap

DONE

Phase I Market Adjustments

Approved market adjustments live for designated job families.

NEXT

Chiefs Review

Delayed market recommendations presented for approval decision.

PLANNED

Provider Adjustments Go-Live

Physician, APP & CRNA compensation updates implemented.

PLANNED

Phase II Market Adjustments

Remaining market adjustment recommendations go live, if approved.

PLANNED

Structure Go-Live

Redesigned enterprise salary structure deployed org-wide.

PLANNED

Executive Merit Modernization

Executive merit programs refreshed.

FINANCIAL IMPACT

Cost Snapshot

SALARY & WAGE BUDGET	FY25 Salaries & Wages	FY26 Market Adjustment Budget	Projected Actuals
	$1.197B	2.5%	1.0%

PHASE I — ALREADY DELIVERED

$1.25M

FY26 implementation cost

Adjustments live June 24, 2026

$4.6M

Annualized cost

Ongoing impact of Phase I adjustments

PLANNED — ESTIMATED FY27 IMPLEMENTATION

ESTIMATED

$3.6M

Physicians

Market updates & progression

ESTIMATED

$2.7M

Phase II Market Adjustments

Delayed job families, if approved

ESTIMATED

$1.1M

APP / CRNA

Provider structure alignment

TOTAL

$7.4M

Total FY27

Combined estimated implementation

Employee Wellness & Benefits Review, Changes to 2027 Benefits Plan

Sharon Chisholm
Sr. Director, Talent Mgmt Operations

Tawana McCullough
Sr. Director, Shared Services & Benefits

Mission

We will advance wellness, relieve suffering, develop and educate.

Vision

We will advance health equity through excellence as a public health system.

Benefits Objective

To deliver sustainable, whole-person employee benefits that advance health equity, foster wellbeing, and cultivate a happier, healthier, and more engaged workforce that thrives personally and professionally.

Whole Person Wellness Strategy

Physical Wellness

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

Career Wellness

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

Mental Wellness

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

Workplace Wellness

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

Financial Wellness

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

Social Wellness

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

Parkland

2027 Benefits

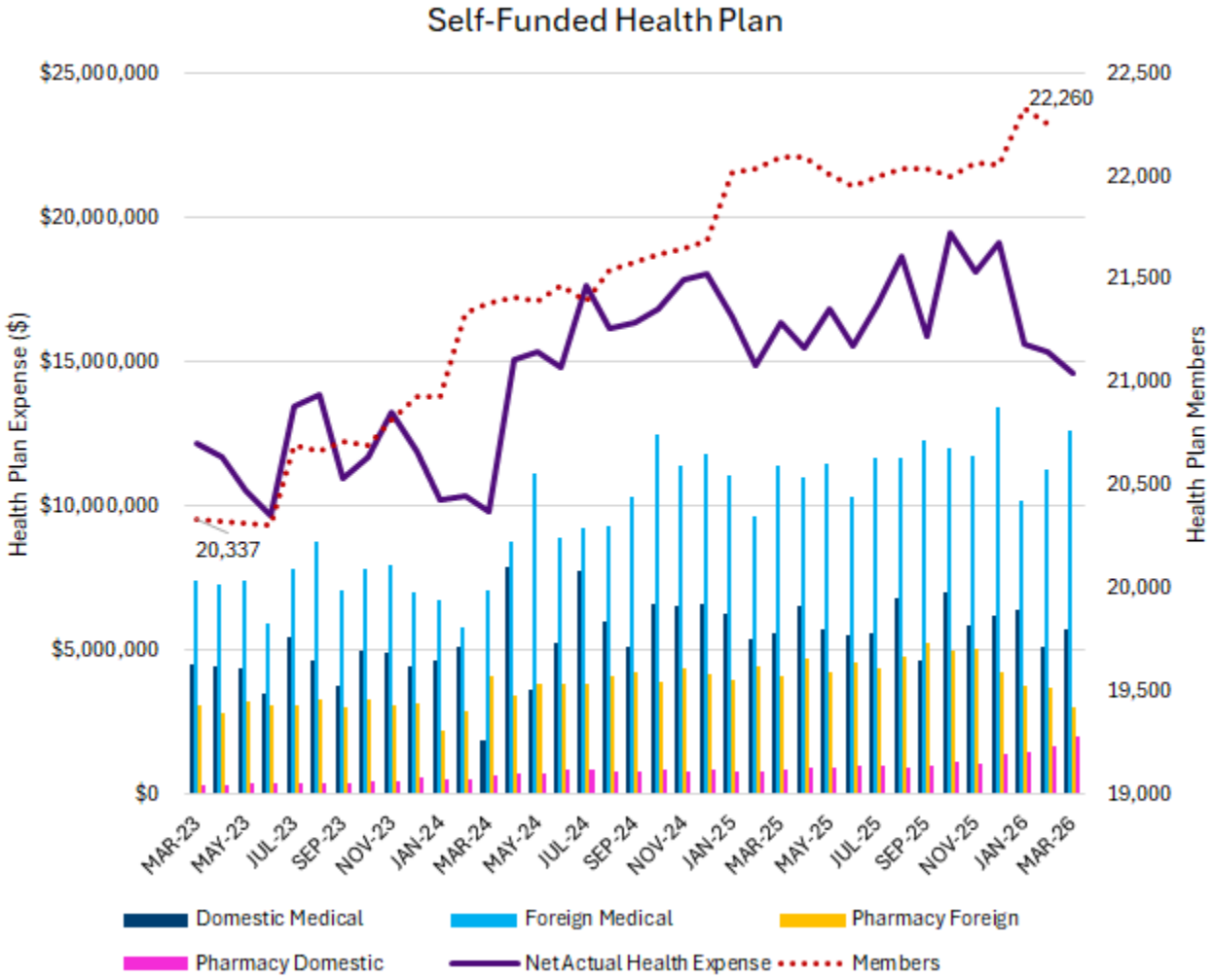
Summary

- Parkland Benefits and Employee Health team partnered with Marsh McLennan Agency (MMA) to benchmark plan design benefit richness and complete a financial actuarial assessment of 2025 and 2026 plan performance, market trend, and impact of operational changes to establish plan year 2027 forecasts.
- Parkland Benefits and Employee Health team also partnered with Cigna and Evernorth to benchmark plan and develop programmatic solutions for plan year 2027.
- The primary drivers of rising cost include:
  - ✓ High-cost catastrophic incidents
  - ✓ High-cost cancer episodes of care
  - ✓ High-cost outpatient hospital services (e.g., infusions, labs, radiology, and surgeries)
  - ✓ High-cost drug utilization (e.g., GLP-1, immunotherapy, biologics, and medical infusions)
  - ✓ High-cost domestic charges – especially for outpatient services
  - ✓ Increased plan members, retention and utilization of benefits.
  - ✓ Rising risk score of population – driven by demographics, social factors, chronic conditions, high-cost medications, and utilization.

Summary

- Material plan design changes for 2026
  - ✓ Increased premiums by 8%
  - ✓ Increased deductibles for domestic and non-domestic
  - ✓ Increased out-of-pocket maximums for domestic and non-domestic
  - ✓ Increased non-domestic PCP and specialist copays
  - ✓ Increased ER copay
  - ✓ Expanded diagnostic mammography to 100% (Aligned with colonoscopies)
  - ✓ Implemented PathWell Specialty program to direct site of care restrictions on high-cost infusion and specialty medications (with Domestic carve out)
  - ✓ Eliminated out-of-network benefits (Tier 3)
  - ✓ Expanded behavioral health navigation with Cigna Enhanced Behavioral Health program
  - ✓ Restrict coverage of GLP-1 for weightloss medications to domestic pharmacy only
  - ✓ Restrict Diabetes Program 100% coverage incentive to domestic pharmacy only

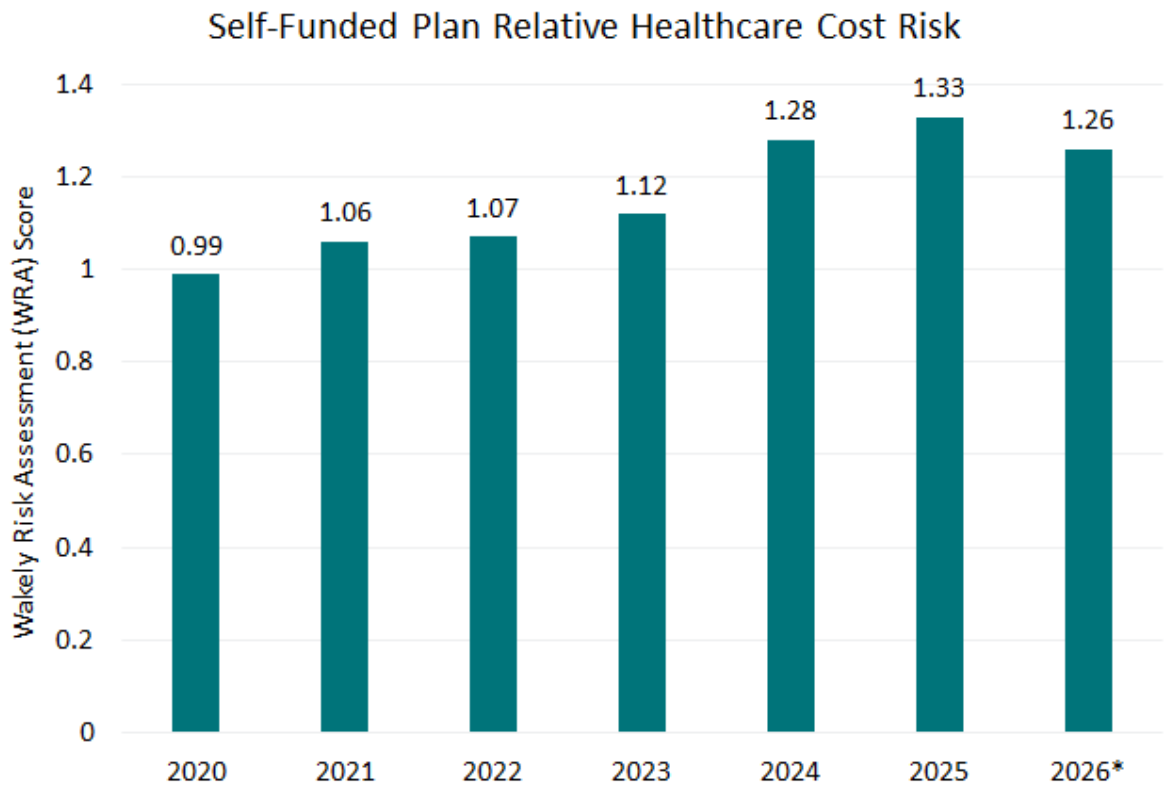
Self-Funded Health Plan Financial Trend



Overview:

- Plan growth – 2,000 more members since 2023.
- 2026 plan design changes appear to be leading to a favorable financial trend since Jan. 2026.
- Continue experiencing high-cost claimants, however at a slower and less costly rate.
- Improvements in domestic pharmacy volume with reduction of foreign pharmacy.

Healthcare Cost Risk Assessment



The Wakely Risk Assessment (WRA) model uses each member's eligibility, medical claims, and pharmacy claims data from a 12-month assessment period to determine the individual's relative healthcare cost risk, as compared to an average population risk. WRA Risk Score is a measure of an individual's risk based on their demographic information and condition profile, relative to an average person in the calibration population. A relative risk score of 1.00 is average. An individual with a relative risk score of 1.50 is predicted to require 50% more healthcare resources compared to the average person.

- Parkland's self-funded health plan's members bear a relative risk score higher than the average population.
- Since 2020, member risk scores have increased steadily until 2024.
- 2024 – 14% increase in risk primarily driven by GLP-1 utilization, ER use, and increase in catastrophic conditions/claims. Rise in overall disease burden.
- 2025 – Flattened out with 4% increase in risk due to continued high-cost care utilization. Rise primary care and outpatient services.
- 2026 – First time risk score has declined in 6 years. Current and 12m prospective models suggest bending of risk curve. Driven by improved controls on high-cost services, disease management, and medication UM.

Summary of 2027 Plan Design Changes

- Increase employee premiums
- Change part-time benefit eligibility
- Increase PPO deductible
- Increase PPO out-of-pocket maximum
- Increase ER copay
- Tiered Spousal Surcharge (per pay period)
- Expand Outpatient Pre-Cert/Prior Authorization
- Zero cost telemedicine benefits

Premiums = ($1,953,451)

- Increase $45k-$65k 3% / $65k-$100k 4% / >$100k 5%

Part-Time Benefit Eligibility = ($2,073,419)

- Increase part-time benefit eligibility from 20 to 24 hours per week.

PPO Deductible = ($813,113)

- Domestic: $600 to $700 individual / $1,200 to $1,400 family
- Non-domestic: $1,800 to $2,300 individual / $5,200 to $6,300 family

PPO Out of Pocket Max = ($791,657)

- Domestic: $2750 to $3500 individual / $6500 to $7000 family
- Non-domestic: $6500 to $7000 individual / keeping $14000 family

ER Copay = ($187,471)

- $450 to $500

Tiered Spousal Surcharge = ($284,700)

- Under $45k = $100 / $45k-$65k = $125 / $65k-$100k = $150 / $100k = $200

Expand Outpatient Pre-Certification/Prior Authorization = (5,064,346)

- Change from Cigna's Basic to Preferred Tier.

Telemedicine Copay = $137,795

- $25 Copay to $0 copay for urgent, primary, and specialty care.

Overview of 2027 Benefit Plan Amendments

Requires Board of Managers Approval

Overview of Amendments

- Regulatory Updates
- Part-Time Benefits Eligibility
- Flexible Benefits Plan
- 403(b) Supplemental Savings Plan Restatement

Federal Law Changes

- Raise the age for determining mandatory distributions from 70-1/2 to 75
- Raise the catch-up contribution limit in the 403(b) and 457(b) Supplemental Savings Plans for participants from ages 60 to 63
    - $11,250 instead of $8,000

Applicable Laws

- ***SECURE 2.0 Act of 2022*** ("SECURE 2.0") enacted as Division T of the Consolidated Appropriations Act of 2023
- ***Setting Every Community Up for Retirement Enhancement Act of 2019 ("SECURE 1.0")*** enacted as Division O of the Further Consolidated Appropriations Act of 2019
- Latest Amendment Deadline allowed by IRS—December 31, 2029, as announced in IRS Notice 2024-2

Plans Affected:

- Retirement Income Plan—traditional pension for full-time employees hired on or before December 12, 2023

- Mandatory Savings Plan—account balance savings plan for full-time employees hired after December 12, 2023

- Supplemental Savings Plans
  - 403(b) for employee voluntary savings
  - 401(a) for matching contributions
  - 457(b) for additional employee voluntary savings

Part-Time Benefits Eligibility Amendment

From: Eligibility based on Employment Status

- Used an individual's employment status to determine benefits eligibility.
- Two employment status classifications for 0.5 FTE.
  - Part-time WITH benefits
  - Part-time WITHOUT benefits.
- Leadership had discretion to determine if part-time employee would be eligible for benefits.
- Created inconsistencies in part-time eligibility classifications and does not align with prevailing market practices of using FTE designation.

Employment Status	FTE	Benefits Eligibility
Full-Time	1.00	Eligible for full-time benefits
	0.90	
Part-Time with Benefits	0.60	Eligible for part-time benefits
	0.50	
Part-Time	0.50	Not eligible for benefits.
PRN	0.10	Not eligible for benefits.

To: Eligibility based on Full Time Equivalent (FTE) Designation

- Uses an employee's FTE designation to determine benefits eligibility.
- Benefits status is no longer based on leadership discretion.
- To ensure employees kept their current benefits eligibility status with the transition from PeopleSoft to Workday, the following mapping was done as a temporary solution.
  - 0.6 FTE status WITH benefits
  - 0.5 FTE status WITHOUT benefits.
- Both designations continue working only 20hrs per week.

FTE Designation	Benefits Eligiblity
1.00	Full-Time Benefits
0.90	Full-Time Benefits
0.60	Part-Time Benefits
0.50	Not Eligible for Benefits
0.10	Not Eligible for Benefits

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1.00	Full-Time Benefits
0.90	Full-Time Benefits
0.60	Part-Time Benefits
0.50	Not Eligible for Benefits
0.10	Not Eligible for Benefits

Dependent Day Care Spending Account Increase

- Increase Dependent Day Care Spending Account maximum amount from $5,000 to $7,500 as permitted by Federal law enacted in 2025
  - Change to be effective for Parkland employees starting in January 2027
  - Applies to voluntary before tax contributions by employees that are not matched by Parkland

- Parkland will continue to match 25% of employee contributions up to a maximum of $1,000 annually

- Parkland's contribution match will be re-evaluated after the new employee daycare center is operational and the sliding fee scale has been finalized (Spring 2027)

IRS Required Cycle 2 Restatement

- Routine update to IRS pre-approved wording in the Adoption Agreement and Basic Plan Document for the 403(b) Supplemental Savings Plan
- Update to IRS favorable opinion letter
- Parkland's plan design is not changed
- IRS restatement deadline is December 31, 2026

Parkland

Appendix

2027 Health Matter Care Management Program

Outpatient Services Requiring Review	Current Tier: Basic	Recommended Tier: Preferred	Description / Example of Services
Durable Medical Equipment (DME)		X	Motorized wheelchair, automated seat lifts, speech-generating devices
Gastroenterology		X	EGD, commonly called upper GI, and most capsule endoscopy procedures
High Tech Imaging		X	CT, MRI, and PET Scans
Home Health Care		X	Skilled clinical care in the home by a RN, LVN, PT, or OT - wound care, strengthening exercise
Home Infusion Therapy	X	X	Home infusion therapy for immunotherapy, continuous medications and pain management
Medical Injectables	X	X	Review for dosage, frequency, most appropriate / cost-effective place of service to treat MS, cancer and RA for example
Medical Oncology	X	X	Chemotherapy regimen of care, including medical infusions and pharmacy supportive medications
Molecular Lab		X	Genetic testing for services which include breast and ovarian, colorectal and exome
Musculoskeletal / Spine Procedure		X	Review of major joint procedures and joint injections
Outpatient Surgery		X	Gastric bypass, implanting replacement of epidural drug infusion pump, varicose vein therapy
Potentially Cosmetic Procedures	X	X	Helps evaluate procedures to determine if cosmetic only or medically necessary due to injury or illness
Potentially Experimental / Investigational / Unproven Procedure	X	X	May still be in clinical trials, may not be approved by FDA or similar government bodies or is not routinely used in the medical or surgical treatment of a specific illness or condition
Private Duty Nursing	X	X	Requires continuous skilled nursing clinical monitoring and decision-making
Radiation Therapy	X	X	Proton beam therapy, IMRT, hyperthermia therapy
Sleep Management		X	Sleep services for diagnostic or sleep therapy - services may be conducted in the home setting
Transplant	X	X	Cigna LifeSOURCE Transplant Network helps coordinate every phase of the transplant process for recipient and donor
Unlisted Procedures	X	X	Used if there is no other specific code that defines a service provided; often for newly approved or released drugs
Vascular Procedures		X	Review of vascular surgeries and procedures

FY26 Succession Planning

Stephanie Speights, PhD

SVP, Talent Management Development & Chief Learning Officer

FY2026 Succession Planning Process and Timeline

Assess Future Leadership Needs

Success Profile

Source Possible Successors Broadly

Talent Review

Prepare Successors Through Experiences

Development Plans

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

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

Initiate Succession Calibrations

May – Jun 2026

Socialize opportunities with candidates

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

Jul – Aug 2026

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: 2026 Summer Interns & Career Expo

Theresa Wilson
Director Workforce Development

2026 Summer Internship Program

49 Interns Onboarded | 33 Departments | 34 Supervisors

HOST DEPARTMENTS

12 B Hospitalist	Environmental Services Administration	PCHP Operations
Accounting Administration	Foundation Finance	PCHP Quality
ASC Administration	HIM Informatics	Planning, Design & Construction
C V Roman Clinic-Red Bird	Internal Audit	Poison Center
Center of Innovation of Care	Language Services	Radiology
Change Mgmt/Patient Experience	Legal Affairs	Risk Management
Clinical Education	Occupational Health	Supply Chain
Community Relations	Office of Health Equity	Supply Chain Administration
Correctional Health	Palliative Care/Global Cancer Program	WISH Administration
Emergency Services Administration	Patient Transportation	WISH Community Program
Engineering Services, COPC	PCAAP Nursing Research	

2026 Summer Internship Program

1283 Applicants | 506 Screened | 96 Interviews | 52 Offers | 49 Onboarded

HIGH SCHOOL REPRESENTATION

- 25 Interns
  - 6 Males
  - 19 Females
  - 16 High Schools (7 DISD)
  - 7 SNI/CHNA residents
  - 7 SNI/CHNA schools

COLLEGE REPRESENTATION

- 24 Interns
  - 5 Males
  - 19 Females
  - 13 Colleges
  - 5 SNI/CHNA residents

ICARE VALUES IN ACTION PROJECT

Interns are encouraged to become active observers of workplace behaviors, decision-making, teamwork, and patient-centered service as they connected the values to workplace culture.

PARKLAND PITCH PROJECT

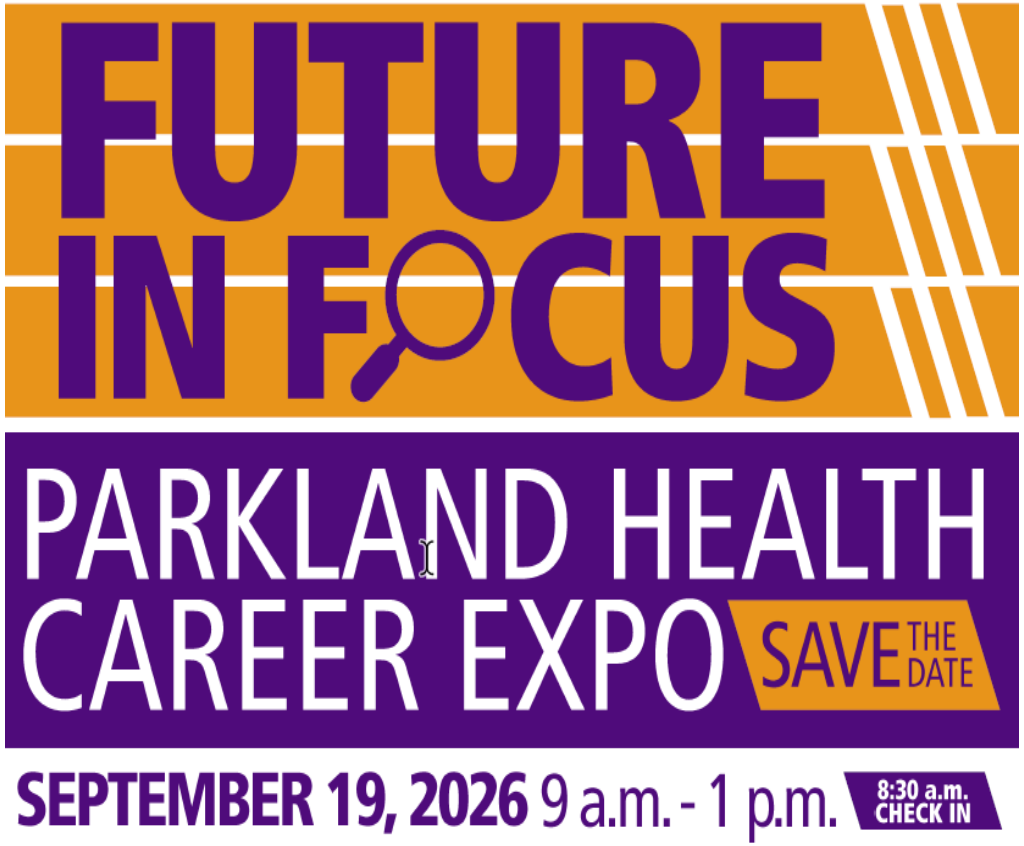
"Shark Tank"- style competition designed to engage interns in developing creative solutions to real Parkland challenges.

- Improving Shuttle Transportation
- Moody Garage Bottleneck
- Elevator Etiquette and Safe Usage
- Parkland Retiree Network Engagement
- Parkland Auxiliary Scholarship Engagement

Two tracks. One summer. One showcase. August 7 | 9:30 a.m.

2026 Community Career Expo

125 Students | 25 Exploration Booths | Facility Tour | Lunch



OBJECTIVE

The **Future in Focus Expo** is a one-day immersive event designed to **inspire and empower students in grades 8 - 12** to explore diverse career opportunities in healthcare.

Students will benefit from:

- **Hands-on activities** simulating real healthcare tasks.
- **Interactive learning** across clinical and non-clinical roles.
- **Direct engagement** with Parkland professionals to explore career pathways and ask questions.

Review of CEO Duties as Related to FY2027 Goals

Metrics Review

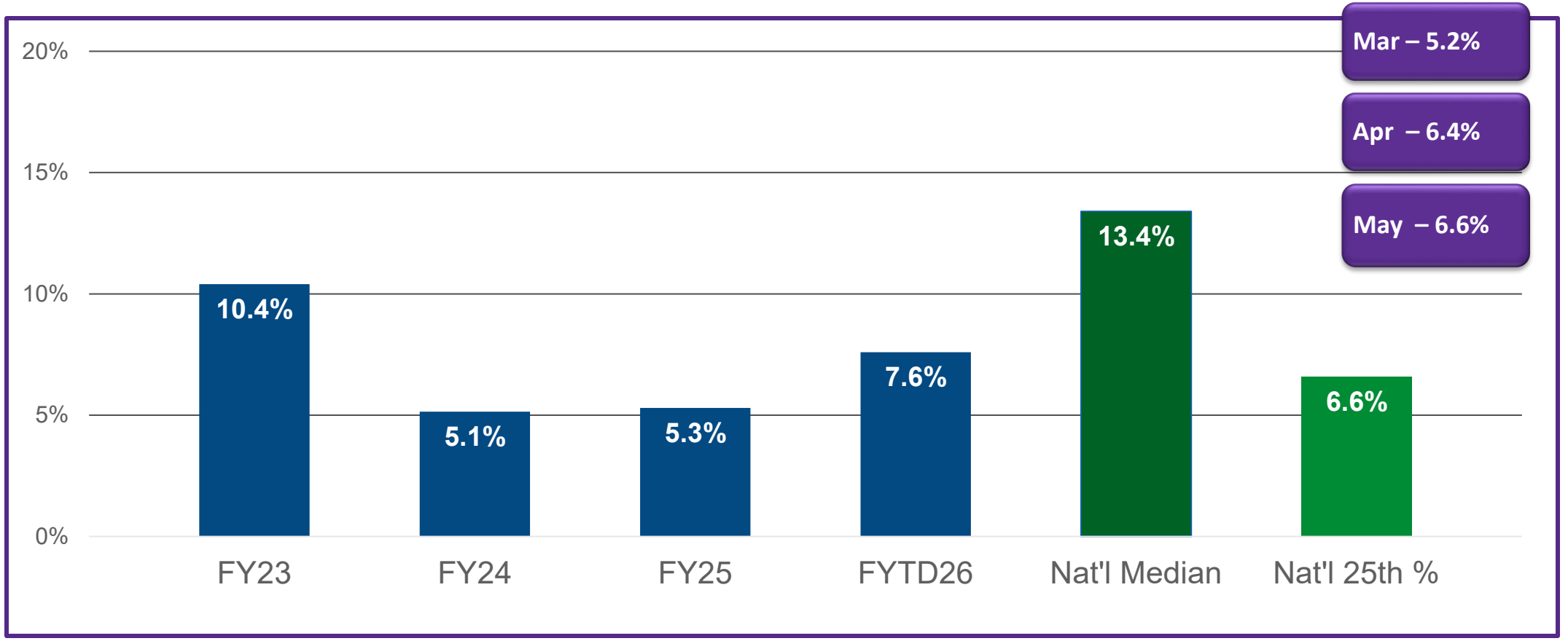
Dan Enright, MBA, SPHR, CCP, CBP
Director, Workforce Planning & Analytics

People Metrics Summary

Metric	Numerator	Denominator	FY2026	FY2025	Benchmark*
Vacancy	1,037	13,687	7.6%	5.3%	13.4%
Nurse Vacancy	498	4,898	10.2%	7.4%	10.3%
Turnover	1,090	12,661	11.5%	12.1%	17.2%
Voluntary Turnover	904	12,661	9.5%	10.2%	13.7%
Nurse Turnover	354	4,407	10.7%	11.3%	13.9%
First Year Turnover	259	1,473	23.5%	27.8%	39.8%
Nurse First Year Turnover	77	481	21.3%	20.6%	25.5%

*National Median: Saratoga Hospital Industry published in 2025

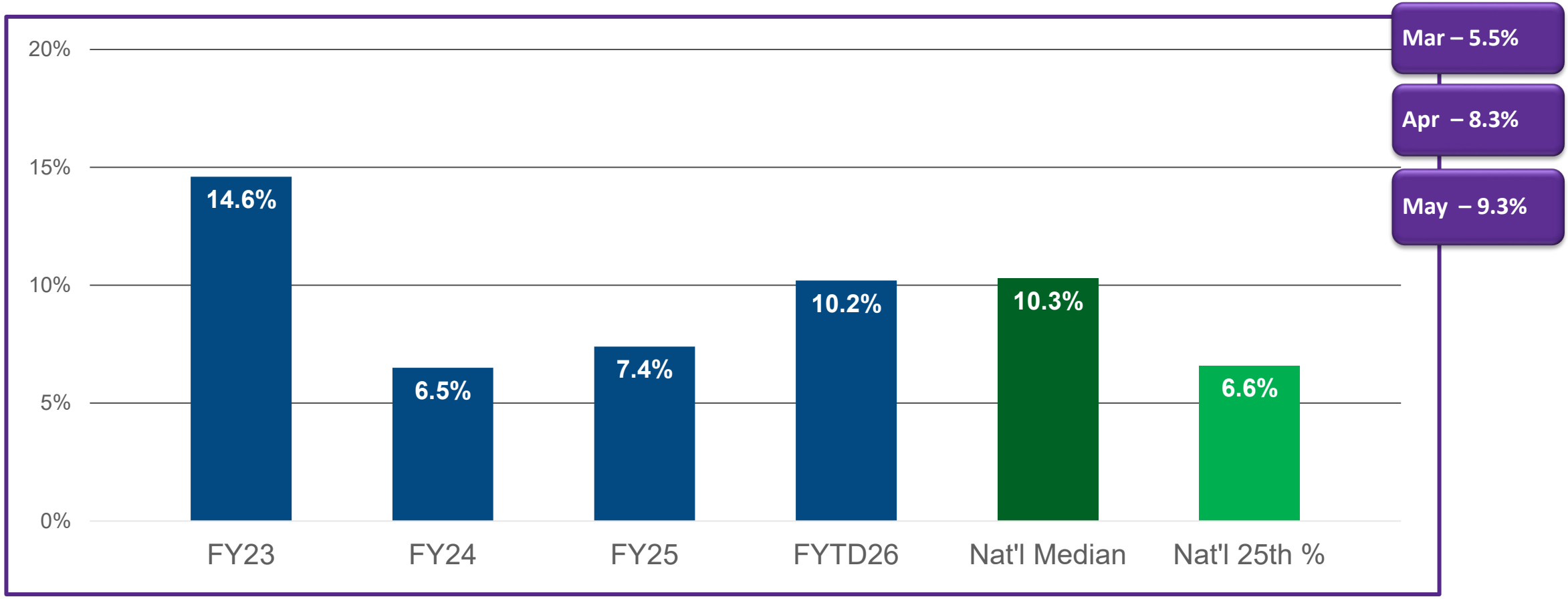
Vacancy Rate



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

National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

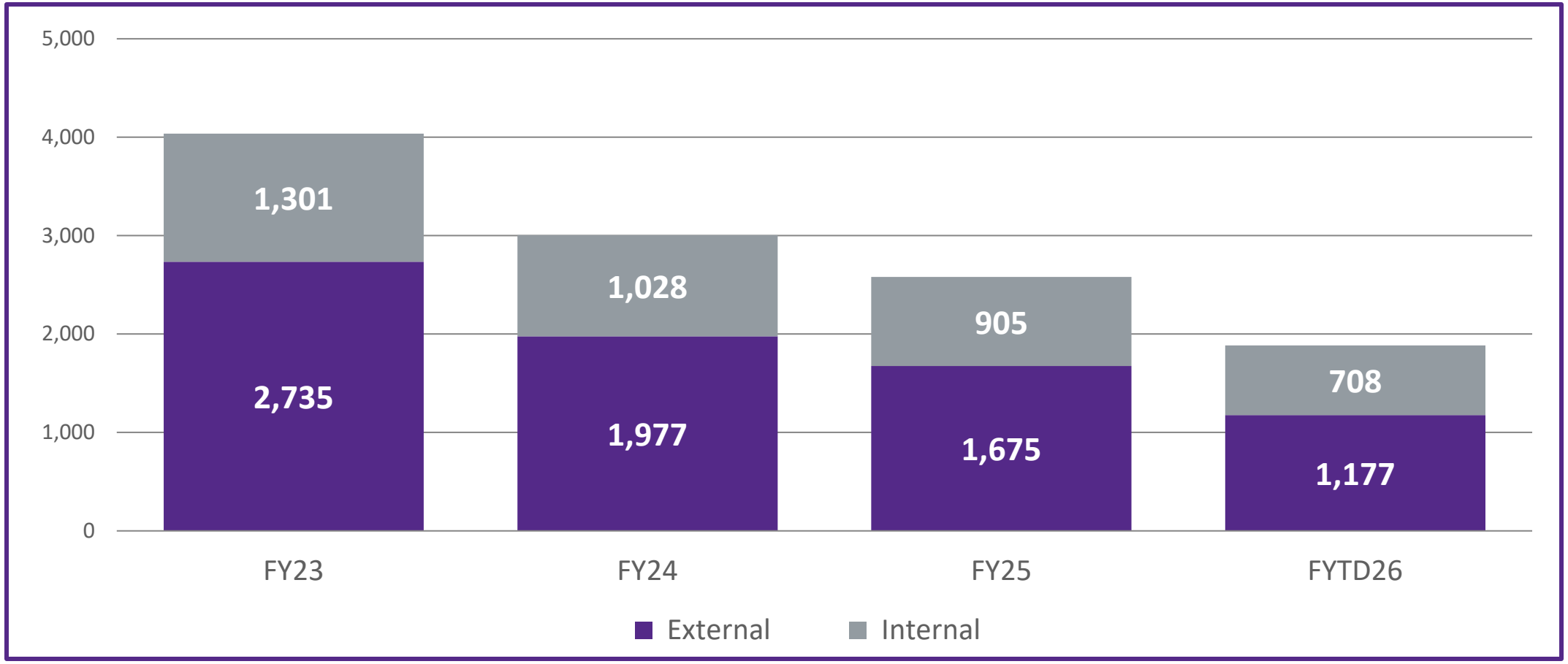
Nurse Vacancy Rate



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

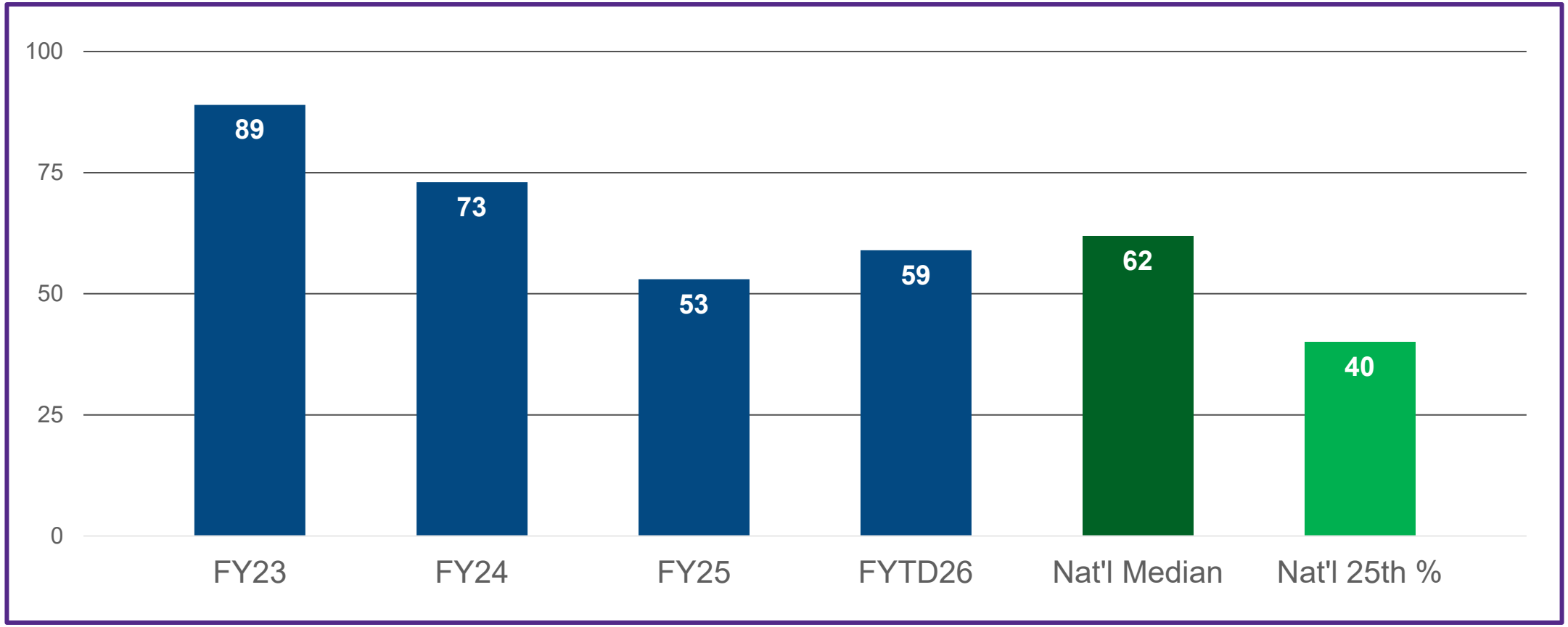
National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

Total Hires



Formula: Total Hires (external + internal)

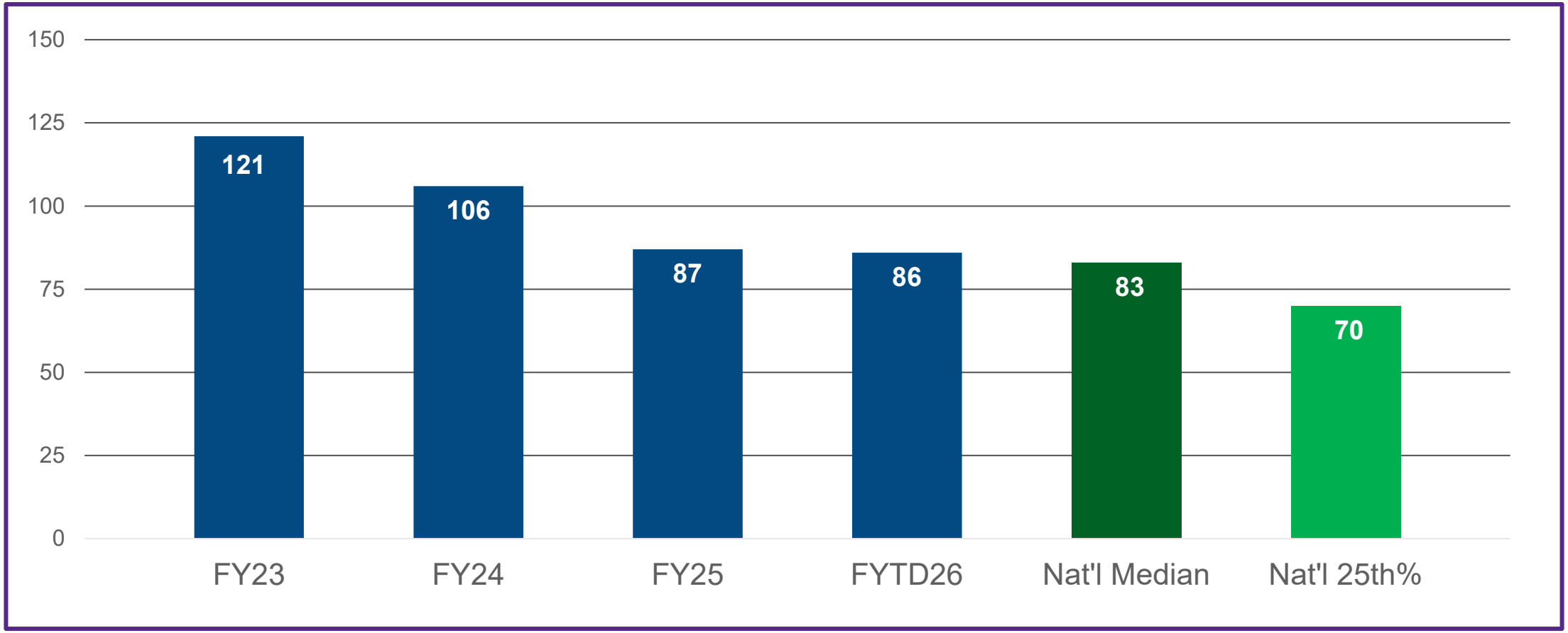
Days to Fill



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

National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

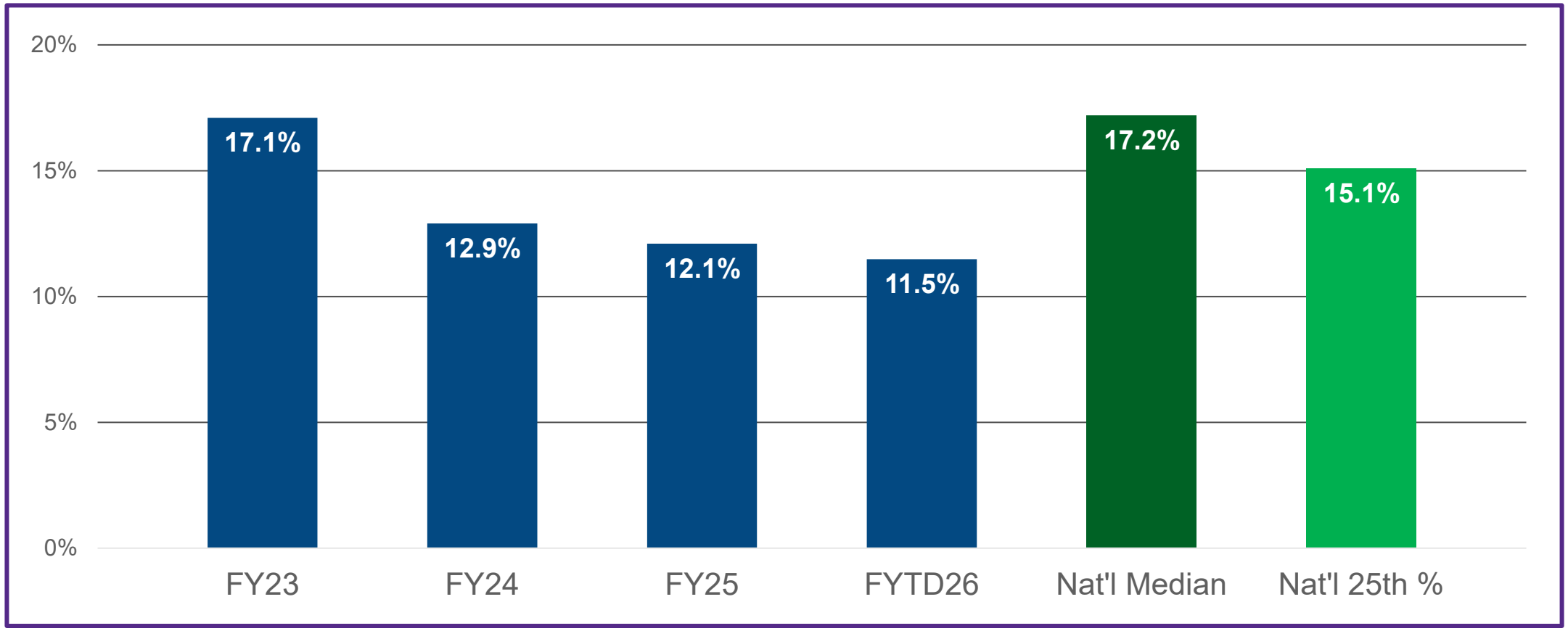
Days to Start



Formula: Average Days Between Job Requisition Open and Start Date

National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

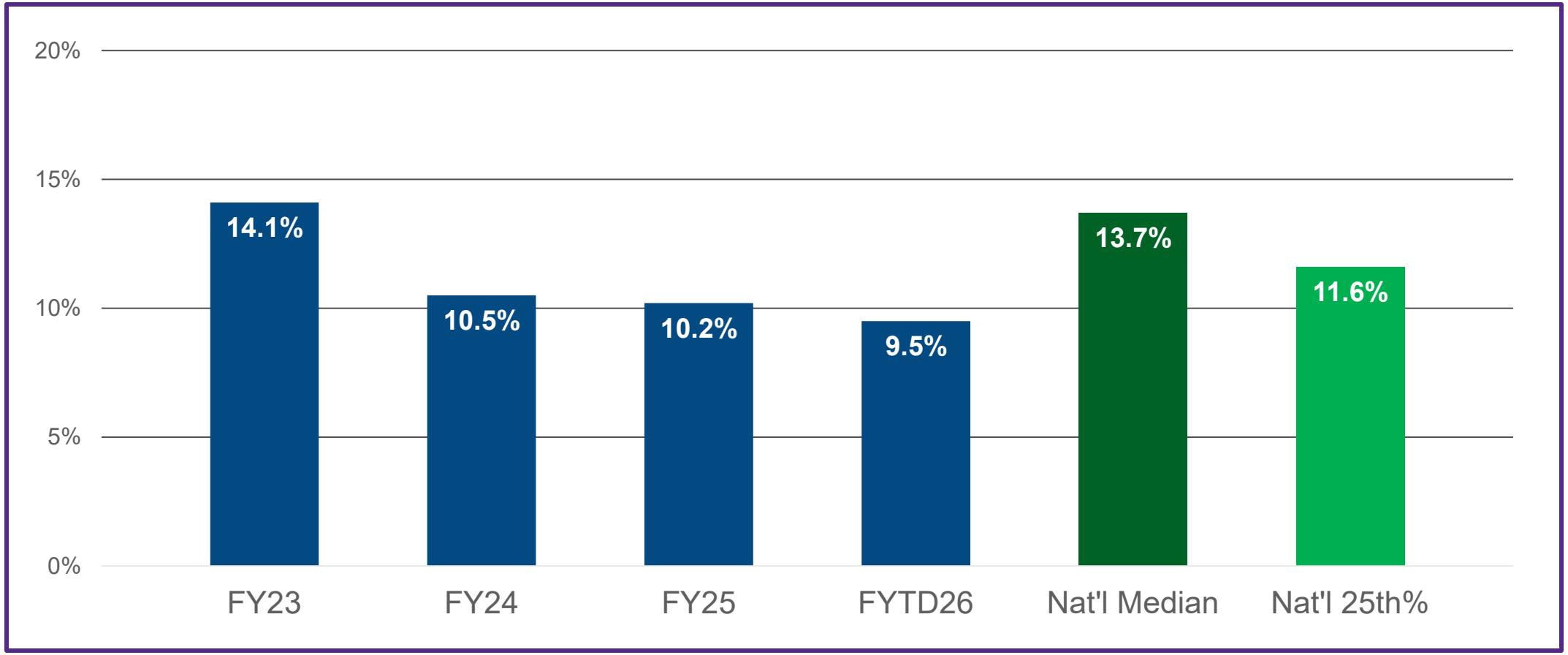
Turnover Rate



Formula: Total Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

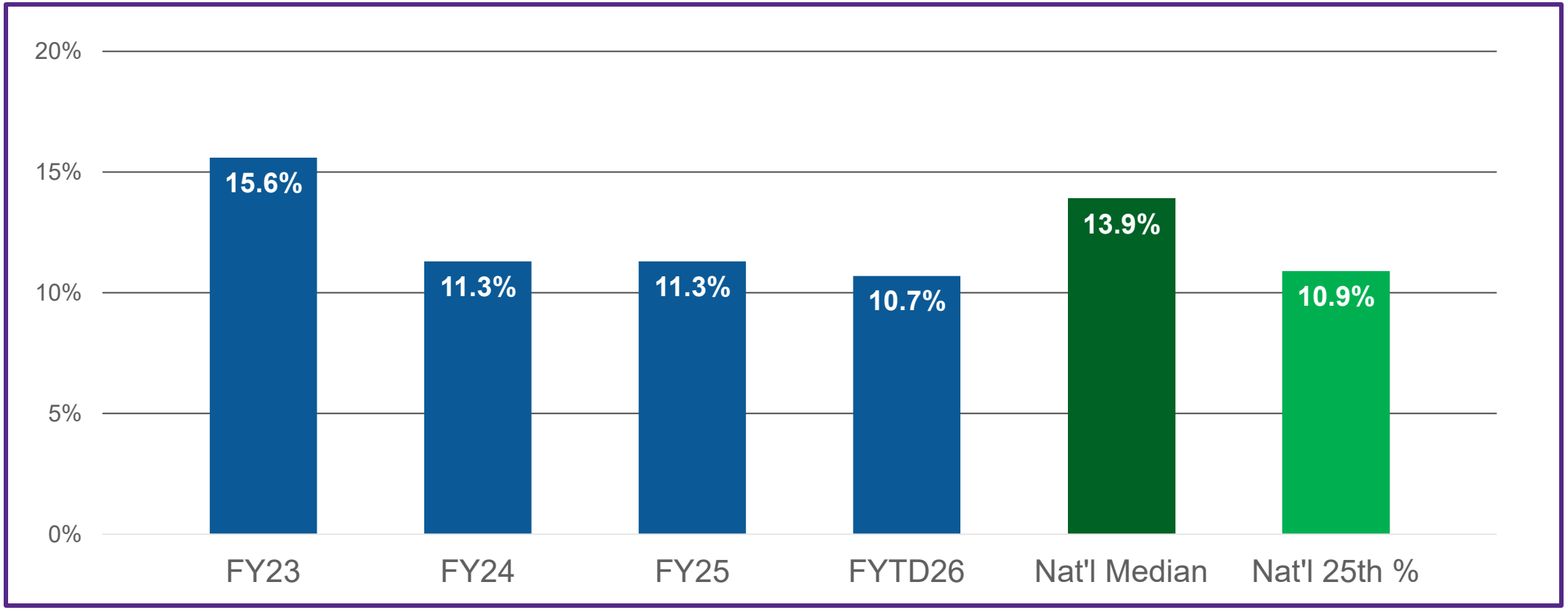
Voluntary Turnover Rate



Formula: Total Voluntary Terminations / Regular Headcount

National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

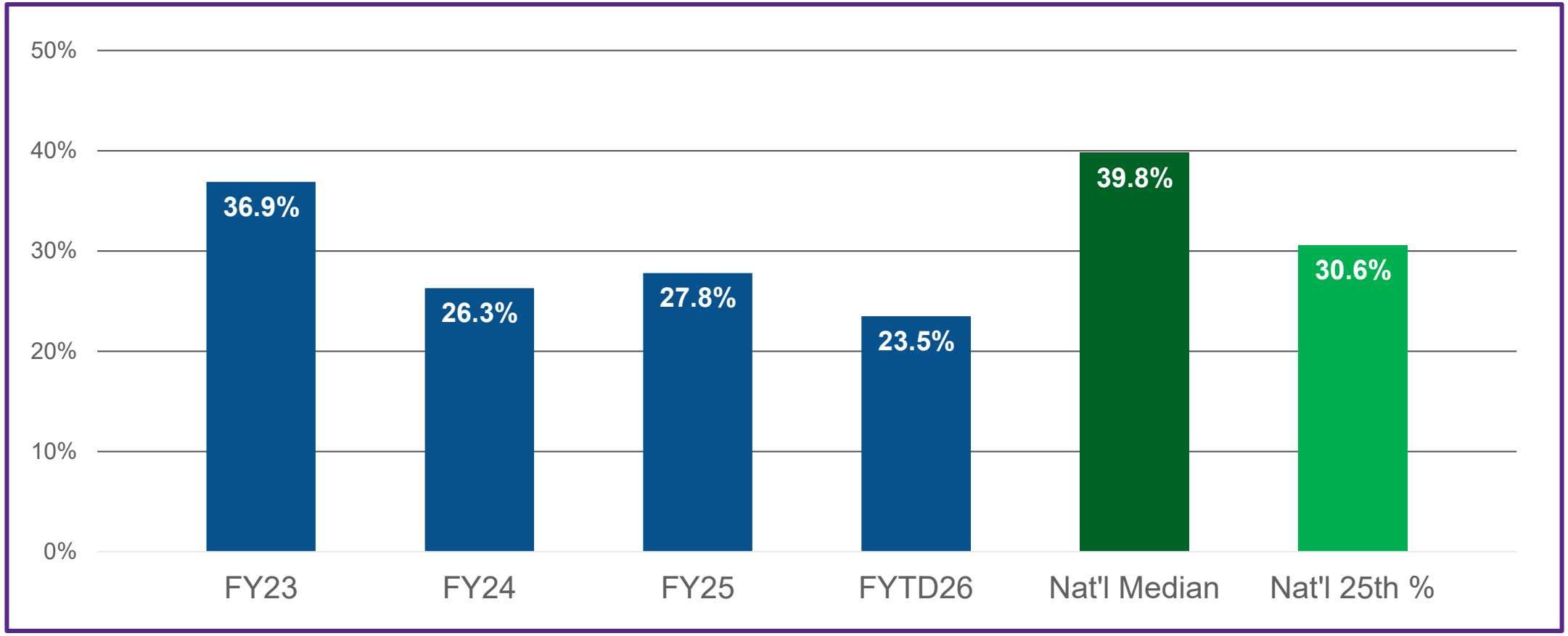
Nurse Turnover Rate



Formula: Total Nurse Terminations / Nurse Headcount

National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

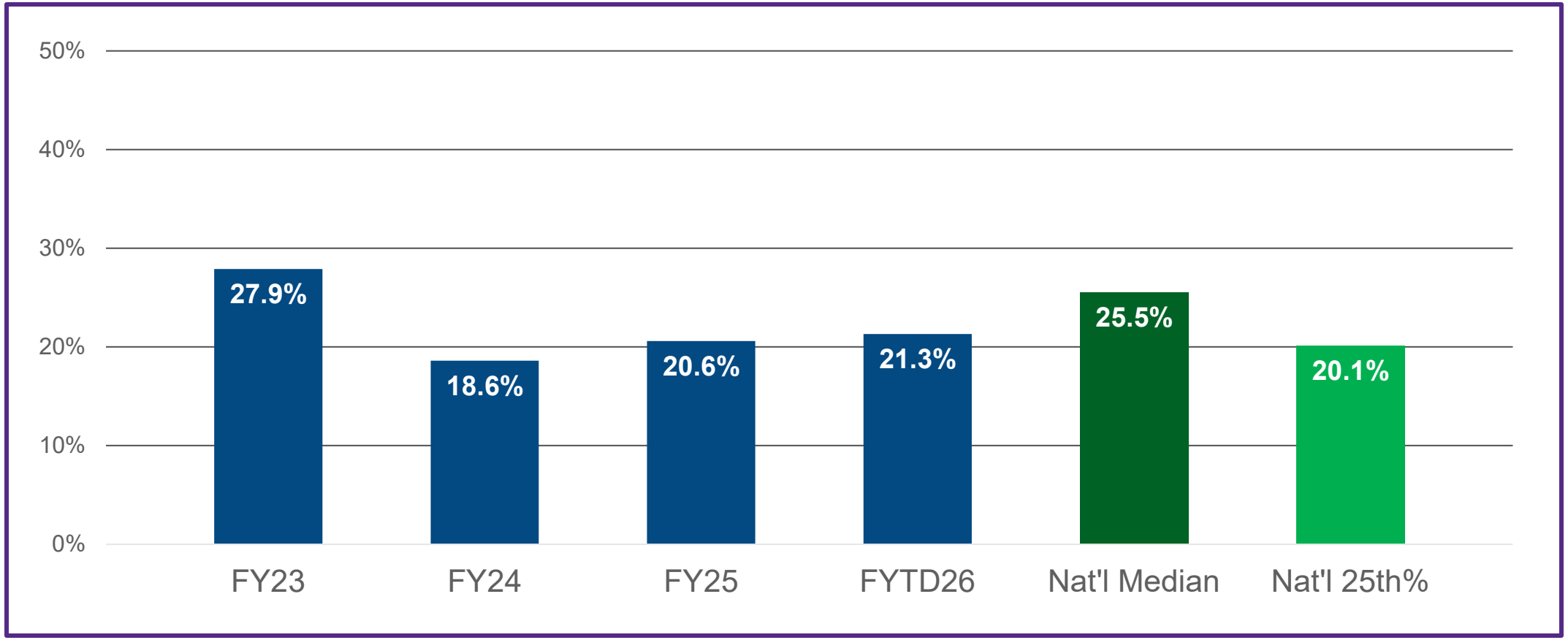
First Year Turnover Rate



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

National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

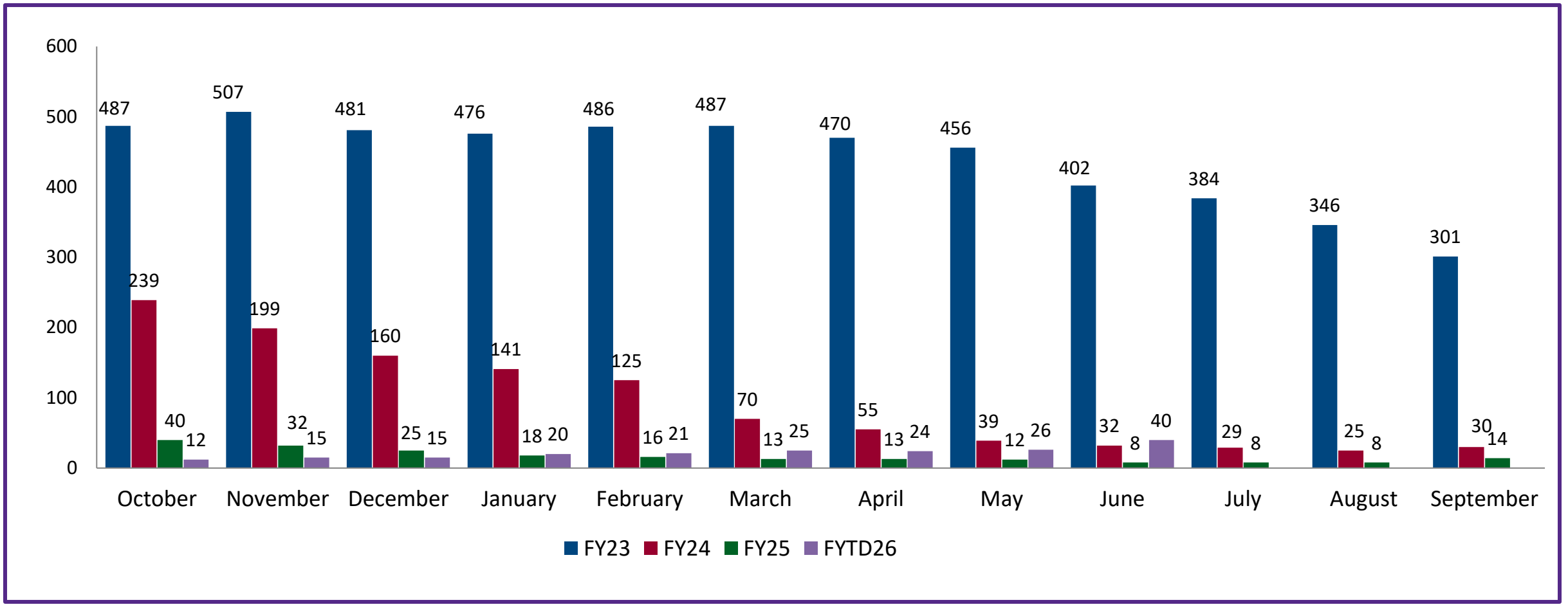
Nurse First Year Turnover Rate



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

National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

Contract Labor Utilization



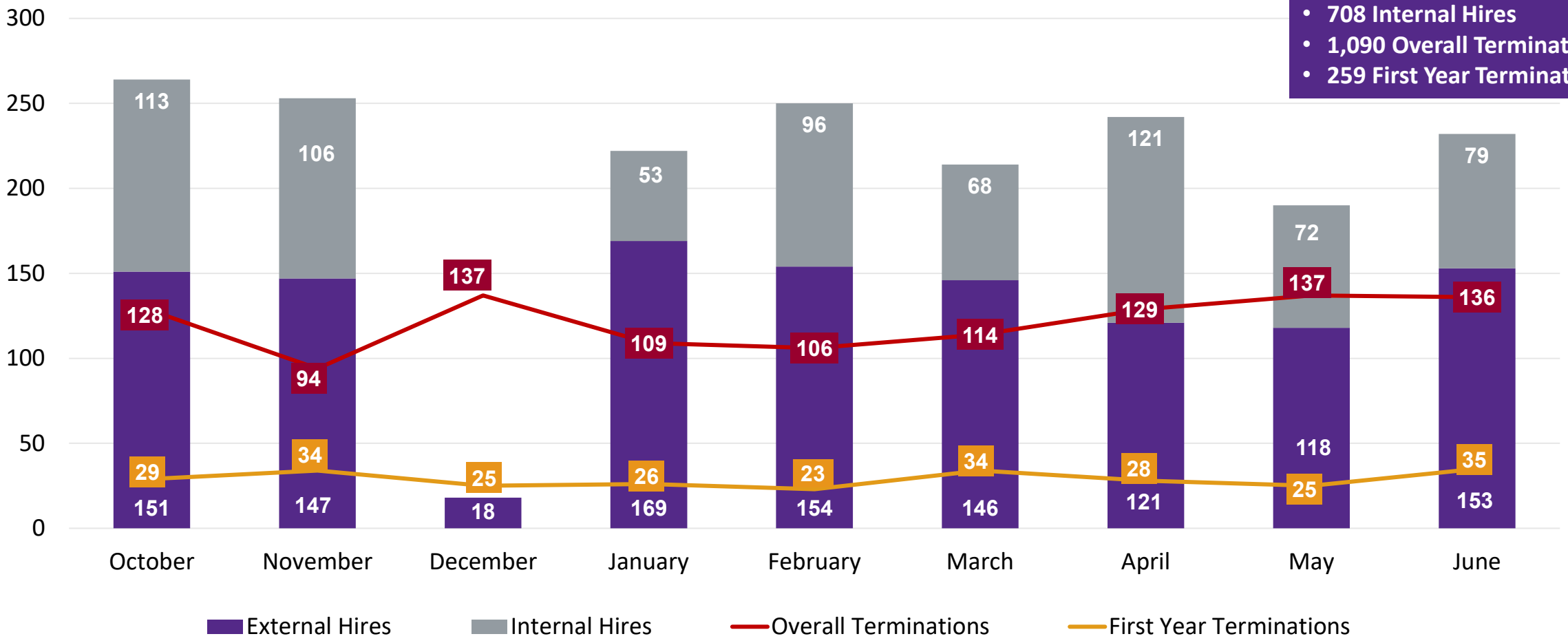
Formula: Total Contractors from AHSA (Headcount)

People Metrics (Detailed Pages)

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

FYTD26 Overall Terminations & Hires

- 1,177 External Hires
- 708 Internal Hires
- 1,090 Overall Terminations
- 259 First Year Terminations



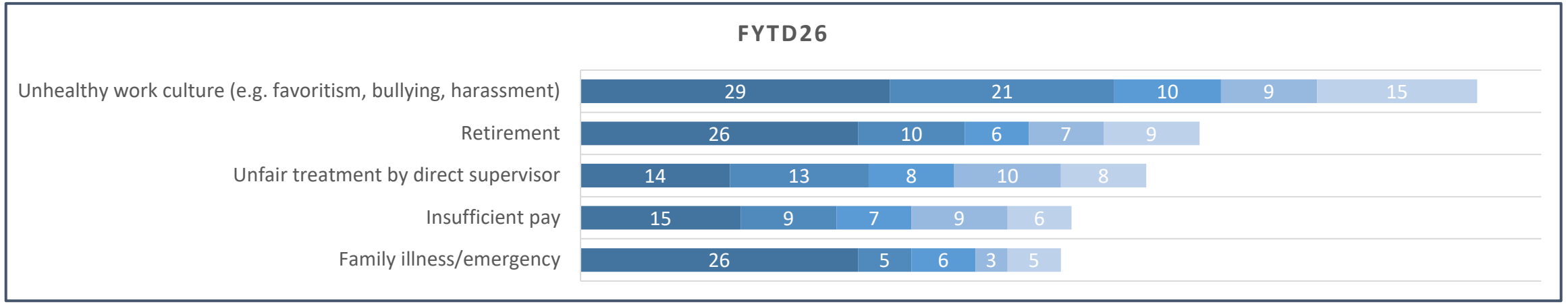
Post Resignation Survey - Overall Results

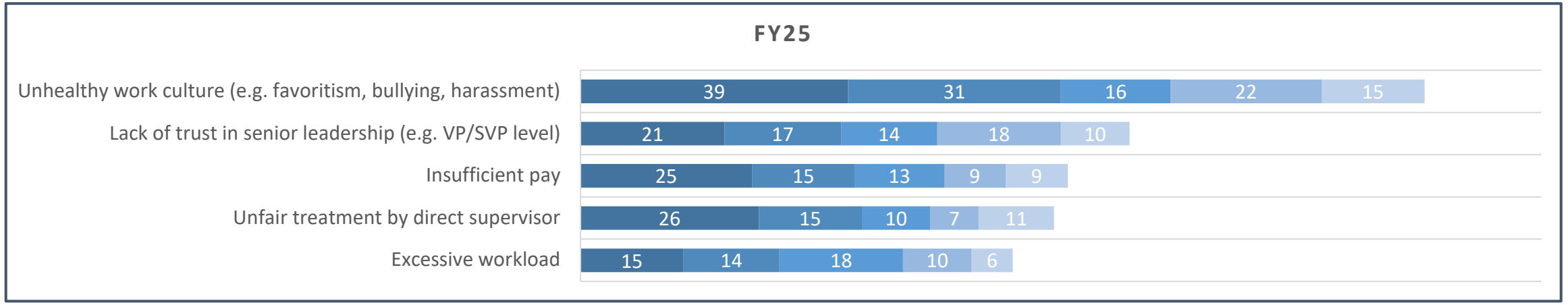
Fiscal Year	FY25			FYTD26		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	23%	41%	36%	27%	39%	34%
Work Environment	25%	43%	32%	29%	39%	32%
Collaboration among departments	19%	48%	33%	30%	40%	30%
Compensation	23%	50%	27%	22%	56%	22%
Benefits	34%	55%	11%	37%	52%	11%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	37%	28%	35%	39%	27%	34%
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%		32%	68%	
Job realistically presented when interviewed	31%	69%		30%	70%	

*Aggregated from 226 responses

Post Resignation Survey Top Reasons for Leaving – Overall

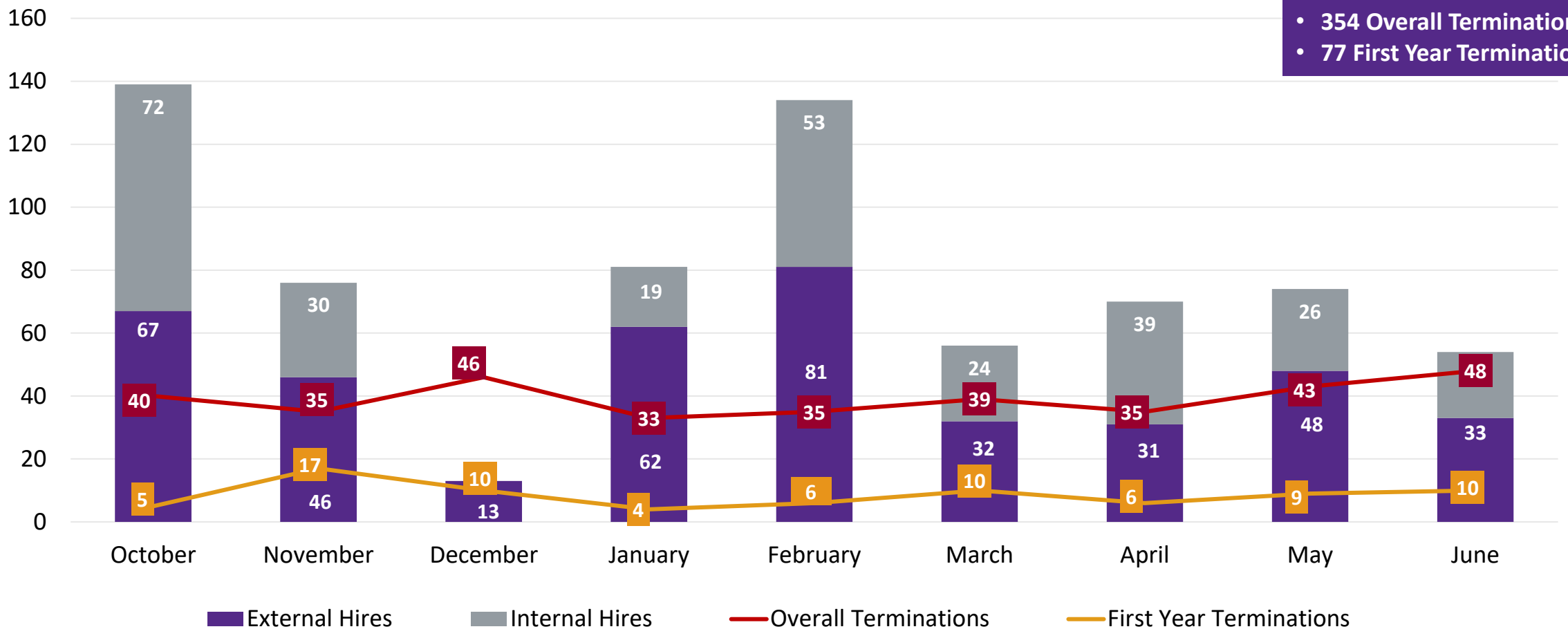
Survey responders have an opportunity to identify the top factors contributing to their departure. The charts below depict how many selected each of the top reasons as their first, second, third, fourth, and fifth contributing factor, respectively.





FYTD26 Nurse Terminations & Hires

- 413 External Hires
- 284 Internal Hires
- 354 Overall Terminations
- 77 First Year Terminations



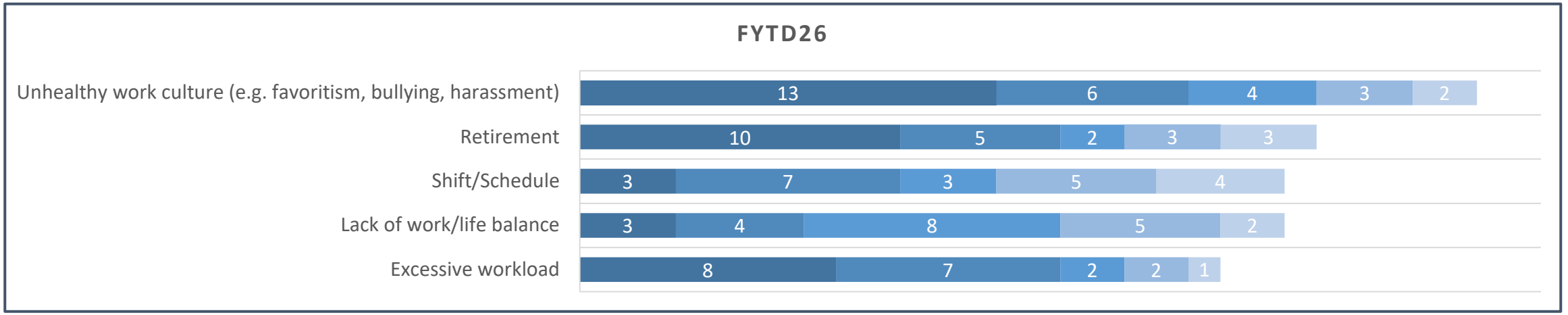
Post Resignation Survey – Nursing Results

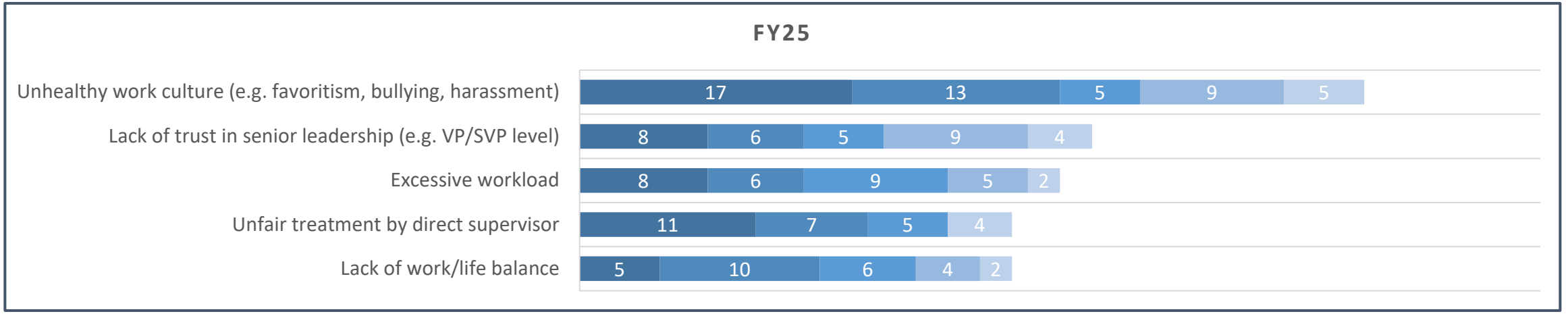
Fiscal Year	FY25			FYTD26		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	29%	50%	21%	29%	50%	21%
Work Environment	25%	41%	34%	29%	43%	28%
Collaboration among departments	21%	50%	29%	32%	40%	28%
Compensation	34%	46%	20%	25%	58%	17%
Benefits	37%	58%	5%	39%	50%	11%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	33%	27%	40%	42%	26%	32%
Job Specific Responses						
Category	**No**	**Yes**		**No**	**Yes**	
Received sufficient training for position	14%	86%		10%	90%	
Would recommend Parkland as a place to work	38%	62%		28%	72%	
Job realistically presented when interviewed	28%	72%		25%	75%	

*Aggregated from 90 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%	76.1%
Management	5.5%	11.9%	20.0%	29.1%	40.6%	59.3%
Executives	6.6%	9.8%	15.1%	21.5%	28.9%	47.1%
Nurses	7.1%	14.1%	25.3%	42.4%	64.2%	67.5%
Physicians	16.2%	22.8%	30.9%	40.7%	48.0%	78.9%

Female	10th	25th	Median	75th	90th	Parkland
Overall Headcount	75.6%	77.2%	79.9%	81.7%	83.3%	75.8%
Management	65.4%	68.2%	70.2%	72.4%	75.0%	66.8%
Executives	43.2%	47.6%	50.8%	54.4%	60.8%	54.4%

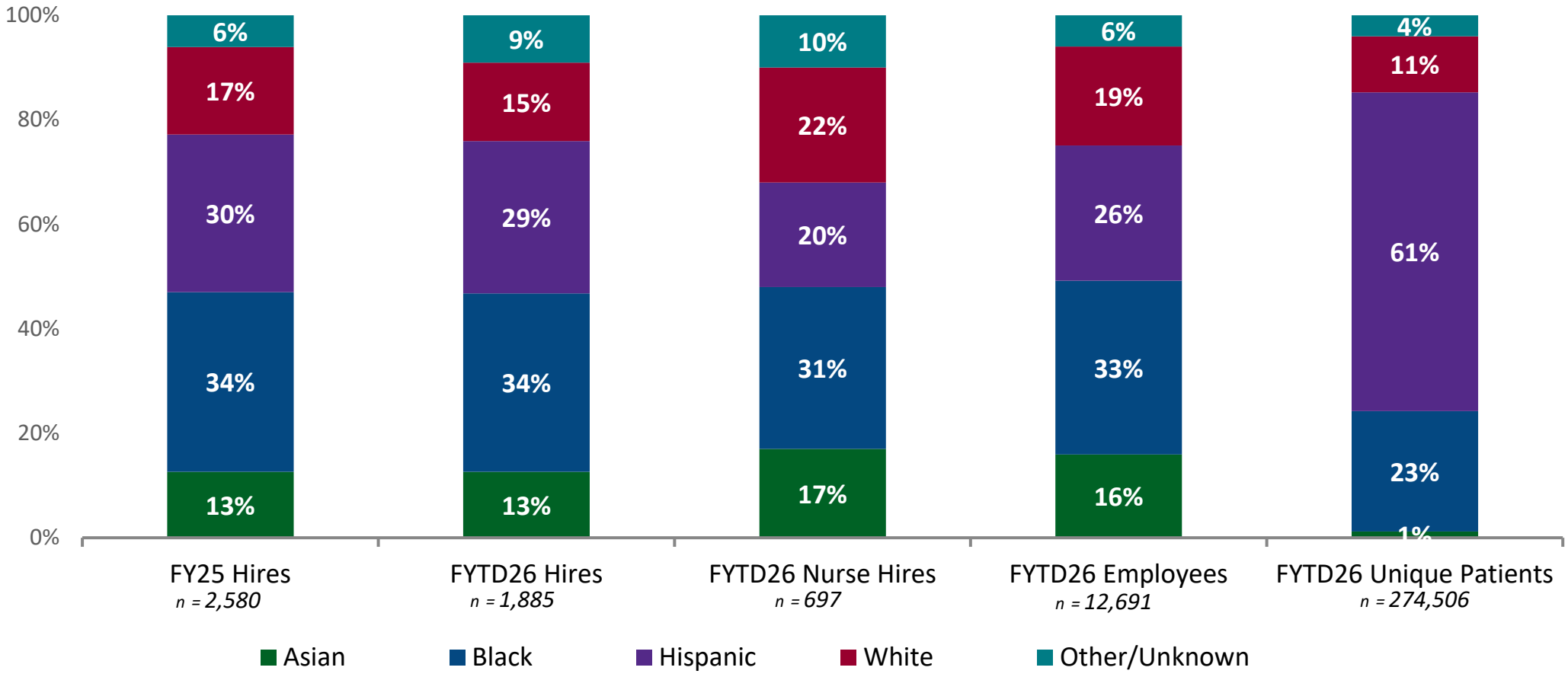
Source: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

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%	34.0%	0.1%	26.5%	4.8%	0.2%	17.4%	77.8%	76.8%
Supervisor	0.6%	17.0%	27.2%		25.8%	4.2%		25.2%	70.6%	68.0%
Manager	0.6%	11.3%	32.9%		13.5%	3.9%	0.2%	37.7%	58.4%	67.3%
Director		11.1%	24.1%	0.5%	11.1%	6.9%		46.3%	46.8%	67.6%
VP	2.5%	15.0%	17.5%		12.5%	5.0%		47.5%	47.5%	57.5%
SVP	4.4%	13.0%	8.7%		17.4%	4.3%	4.4%	47.8%	47.9%	52.2%
EVP			25.0%		25.0%			50.0%	50.0%	50.0%
President								100.0%		

Overall	0.5%	16.2%	33.5%	0.1%	25.6%	4.7%	0.2%	19.2%	76.1%	75.8%
VP+	3.0%	13.2%	14.7%		14.7%	4.4%	1.5%	48.5%	47.1%	54.4%
Unique Patient		1.3%	23.3%		60.6%	3.9%		10.9%	85.2%	60.6%

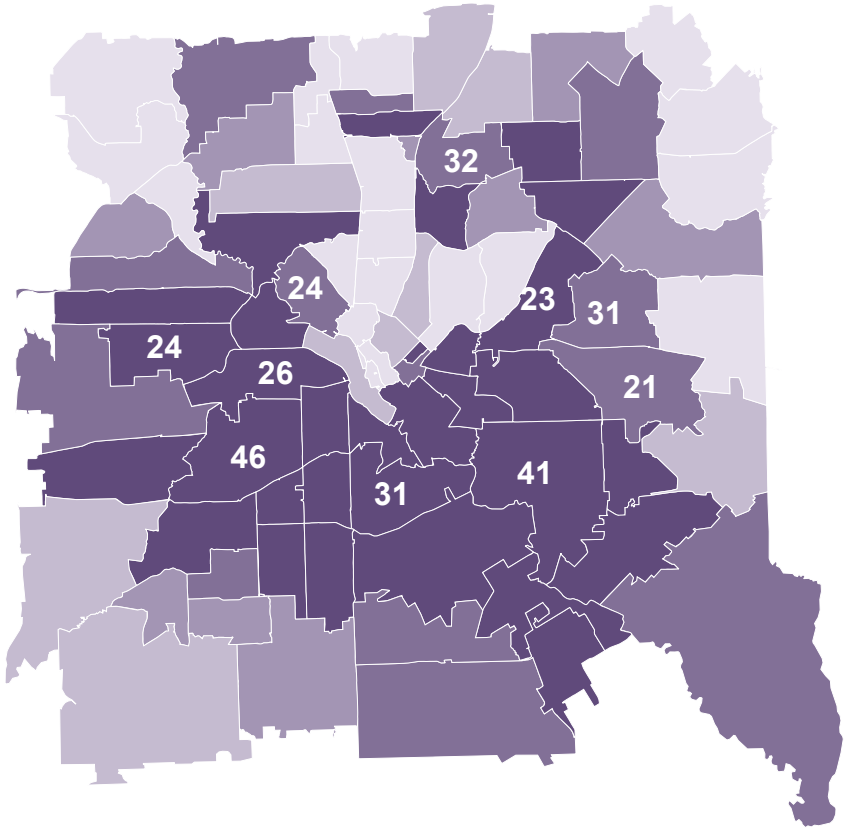
FYTD26 Demographics of Hires vs. Patients



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

30.7% 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	43	3
5	75217	98.2	39	2
4	75243	79.6	31	1
5	75216	98.6	30	1
4	75150	73.6	28	3
5	75212	98.8	26	0
4	75235	73.0	21	3
5	75060	89.9	21	3
5	75228	94.2	23	0
4	75149	81.2	21	0
FYTD26 Total SNI 4-5 ZIP Code Hires: 578 Average Salary: $58,218				

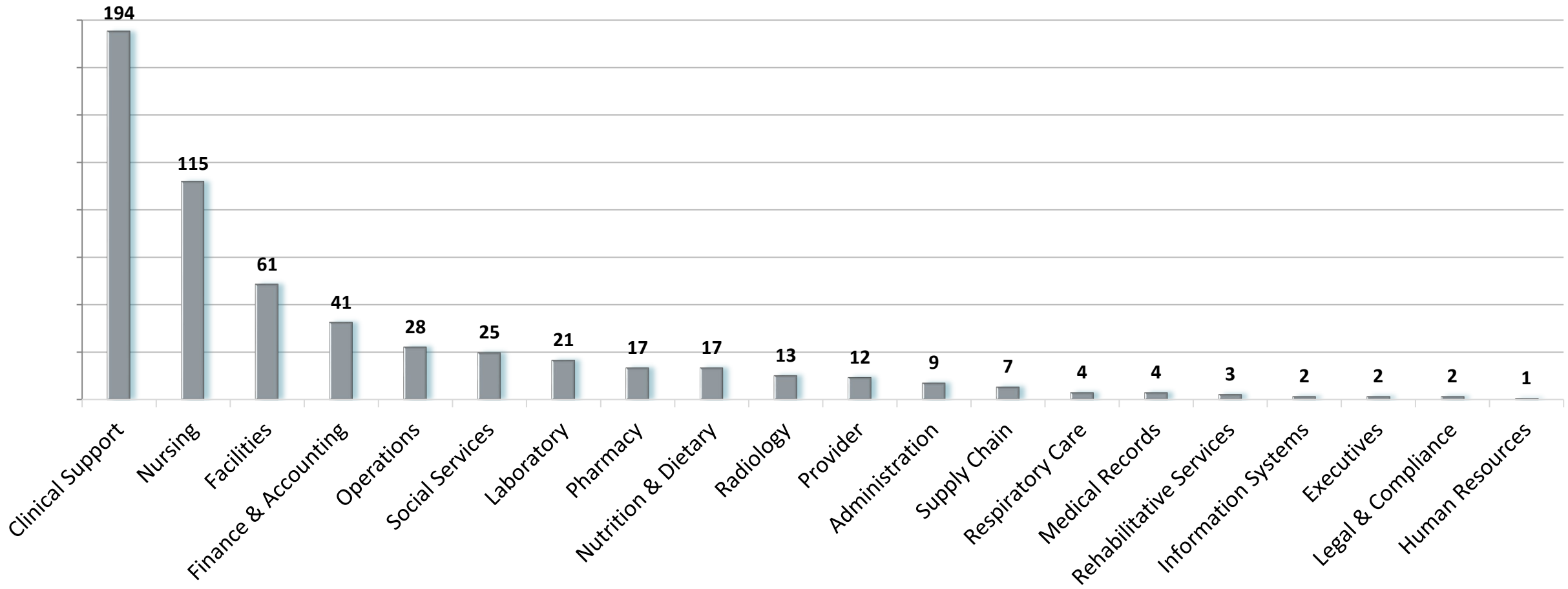


2026 Living Wage: Dallas County	
Single Adult	$48,485

Rank
5
1

25% of FYTD26 hires from ZIP codes with an SNI of 4 or 5 were from CDVI ZIP Codes (145/578).

ZIP Codes with SNI 4-5 Hiring by Job Family Group

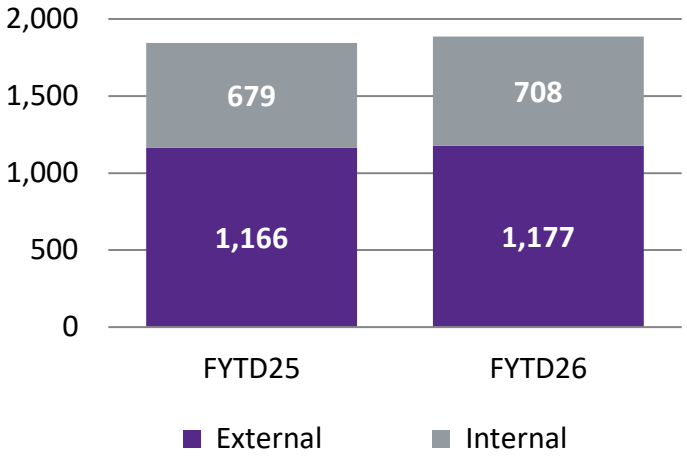


FYTD26: Talent Acquisition

Hiring volume for the third quarter in FYTD26 was higher than the same period in FY25 by 2%. The ongoing trend in both overall and nursing hires exceeding the number of staff leaving the organization continued through Q3.

Community Focus continues with 30.7% of our hires in Q3 FYTD26 coming from SNI ZIP Codes ranked 4 or 5 compared to 34.1% in Q3 FYTD25.

FYTD Hiring



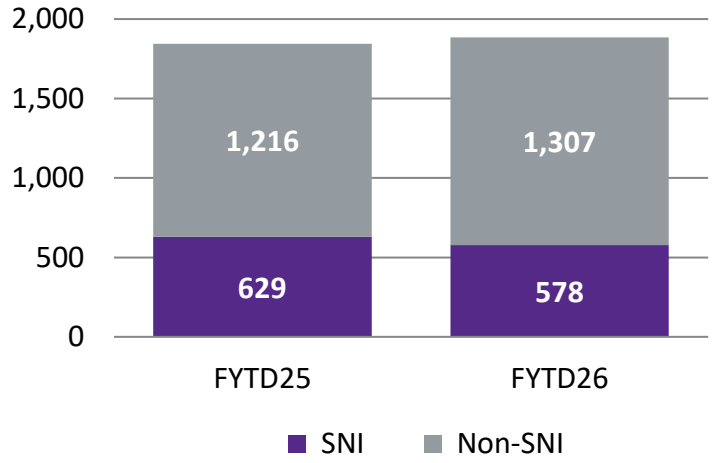
Hires vs Terms

- 1,177 External Hires
- 708 Internal Hires
- 1,090 Overall Terminations
- 259 First Year Terminations

Nursing Hires vs. Terms

- 413 External Hires
- 284 Internal Hires
- 354 Overall Terminations
- 77 First Year Terminations

Hires from SNI ZIP Codes



Communications Schedule of OTM Activity to Employees

Sean Gorman, MBA
OTM Communications Manager

August 2026 Communications

August 2026

Monday	Tuesday	Wednesday	Thursday	Friday
8/3/2026	8/4/2026	8/5/2026	8/6/2026	8/7/2026
Pulse Survey Parkland Now	Pulse Survey Banner	Pulse Survey Parkland Later	Leadership Forum	Pulse Survey Banner
Pulse Survey Timeclock TV	Pulse Survey Timeclock TV	Annual Training Parkland Later	Pulse Survey Banner	Pulse Survey Timeclock TV
Total Rewards Statement Parkland Now	Pulse Survey Participation Total Reminder	Pulse Survey Timeclock TV	Pulse Survey Timeclock TV	Annual Required Training Banner
Annual Required Training Parkland Now	URS Leader Email	Pulse Survey Banner	Pulse Survey Participation Total Reminder	
Pulse Survey Banner	Annual Required Training Banner	Annual Required Training Banner	Annual Required Training Banner	
Annual Required Training Banner				
Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**
8/10/2026	8/11/2026	8/12/2026	8/13/2026	8/14/2026
PULSE SURVEY CONCLUDES				
Pulse Survey Parkland Now	DART Banner	DART Banner	DART Banner	DART Banner
Annual Training Reminder PN	Pulse Survey All Staff Recap Email	DART Parkland Later	Annual Required Training Banner	Annual Required Training Banner
DART Parkland Now Story	Annual Required Training Banner	Annual Training Parkland Later		
21-Day Challenge Teaser Parkland Now		Annual Required Training Banner		
Pulse Survey Timeclock TV				
DART Banner				
Pulse Survey Banner				
Annual Required Training Banner				
Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**
8/17/2026	8/18/2026	8/19/2026	8/20/2026	8/21/2026
Annual Training Reminder PN	DART Banner	Annual Training Parkland Later	Town Hall	DART Banner
DART Parkland Now Story	State Fair Banner	DART Parkland Later	DART Banner	State Fair Banner
Annual Required Training Parkland Now	Annual Required Training Banner	DART Banner	State Fair Banner	Annual Required Training Banner
DART Banner		State Fair Banner	Annual Required Training Banner	
Annual Required Training Banner				
Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**
8/24/2026	8/25/2026	8/26/2026	8/27/2026	8/28/2026
Parkland at State Fair Parkland Now Story	State Fair Banner	Annual Training Parkland Later	State Fair Intranet Banner	State Fair Intranet Banner
DART Parkland Now Story	DART Banner	State Fair Parkland Later	DART Banner	DART Banner
Annual Training Reminder PN	Annual Required Training Banner	DART Parkland Later	Annual Required Training Banner	Annual Required Training Banner
DART Banner	Leader Reminder: Holiday Attendance	DART Banner		
State Fair Banner		State Fair Intranet Banner		
Monday		Annual Required Training Banner		
8/31/2026				
DART Parkland Now Story				
Annual Required Training Parkland Now				
State Fair Banner				
DART Banner				
Annual Required Training Banner				

Thank you!