Parkland

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, Nov. 4, 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*** **ICARE** **I**ntegrity **C**ompassion and Collaboration **A**ccountability **R**espect **E**quity The agenda has been developed by the Chief Governance Officer in consultation with the Board Chair and reviewed and affirmed by Counsel.			Chair
A. 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.	Discussion Regarding Workforce & Patient Experience	*7*	15	Shauntee Mayfield
C.	Update and Report Regarding Executive Succession Planning	*21*	5	Stephanie Speights
D.	Discussion Regarding Alignment for Employee Access to Care While Managing Benefits Spend	*23*	10	Sharon Chisholm Tawana McCullough
E.	Update and Report Regarding Optimization of Workday (Human Capital Management)	*28*	5	Stacy Dorsey
F.	Update Regarding Office of Talent Management Collaborative Efforts Across Internal Departments and Community Partners	*31*	5	Felicia Miller
G.	Office of Talent Management Metrics Review	*34*	10	Dan Enright
III.	**Executive Session** Tex. Gov Code §§551.074			
A.	Discussion Regarding Annual CEO Performance Appraisal	*47*	45	SullivanCotter
IV.	**Reports Requiring Deliberation(s) and/or Possible Action**			Chair
A.	People Metrics (Detailed Pages)	*48*		
B.	Demographics Metrics	*55*		
C.	Communications Schedule of Office of Talent Management Activity to Employees	*62*		
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

November 4, 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

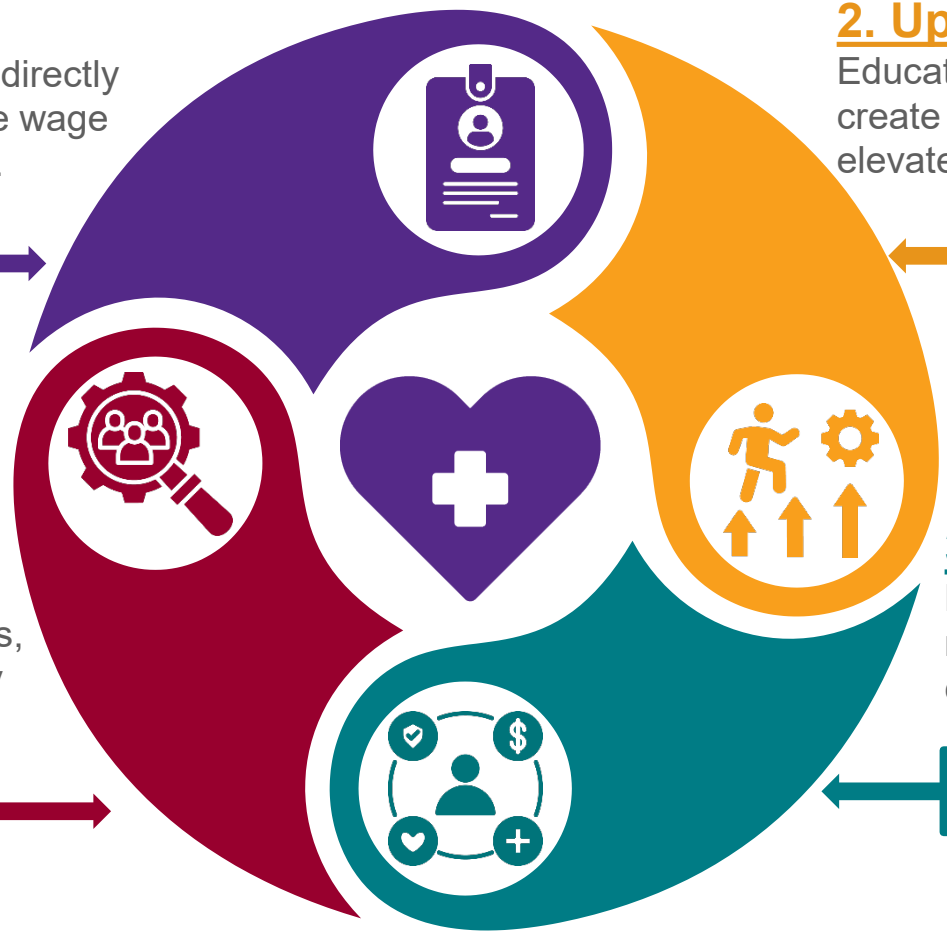
Ready-to-hire candidates are placed directly into open roles, earning a competitive wage with seeing opportunities to advance.

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

Discussion Regarding Workforce & Patient Experience

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

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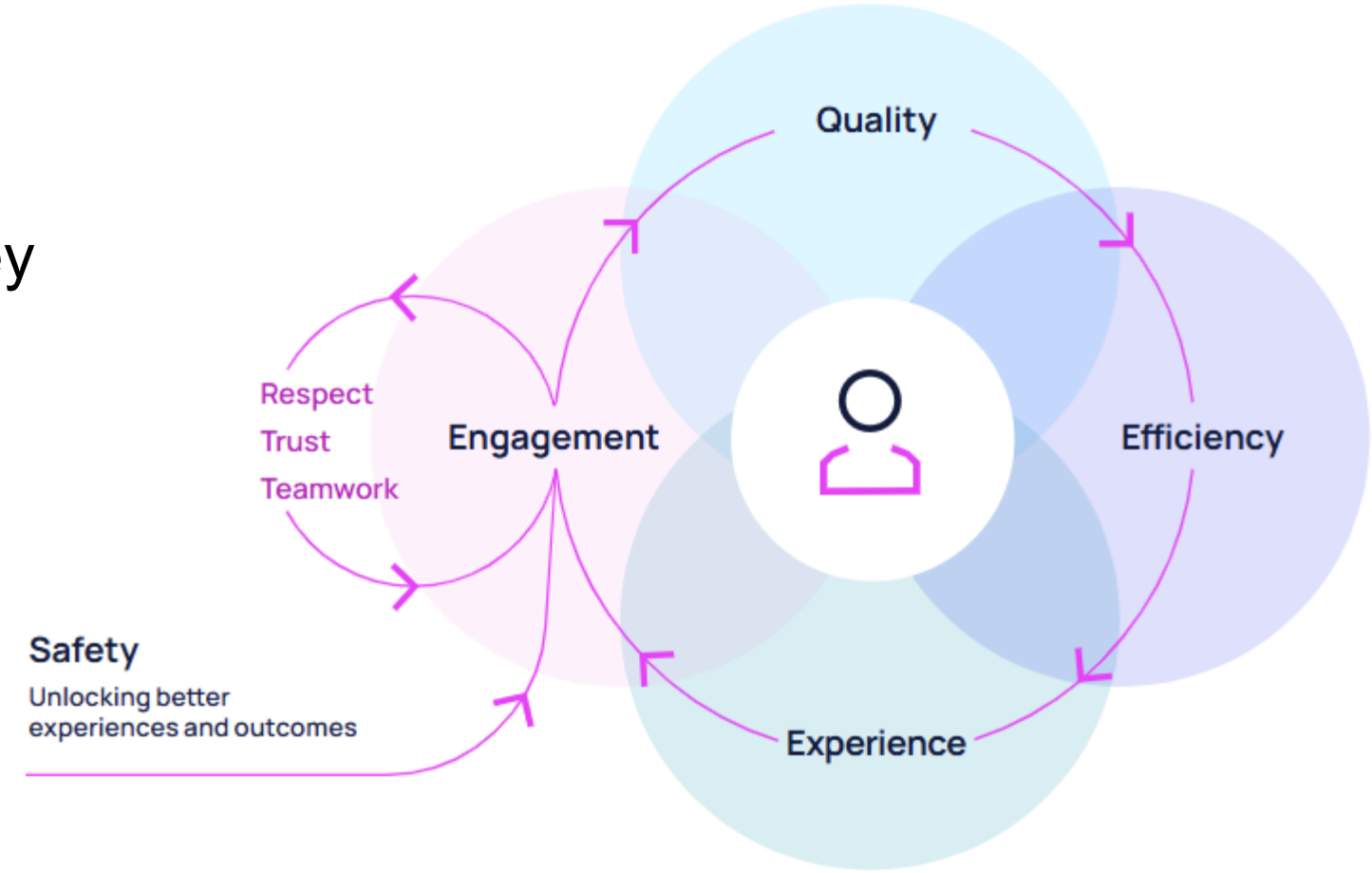
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Social capital is the cornerstone of excellence

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



Top performing facilities on engagement are 3x more likely to be top performers for patient experience.

Activating your social capital strategy

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Mission Moments

Parkland's Pulse Survey
2026 Verbatim Comments

"I love the mission. It's a true calling. **My work is fulfilling and engaging.** Every day I clock in, I know I'm making a difference."

"**I like Parkland's mission** of caring for anyone regardless of their ability to pay."

"I appreciate **being part of a collaborative and dedicated team** that prioritizes compassionate, high-quality care."

"I love Parkland values. ICARE values are not just a signature on our email. **We demonstrate ICARE in our day-to-day activities**."

"**The mandate, mission, and values are aligned with my personal values.** Our priority is creating health and wellness for our community versus creating wealth for shareholders."

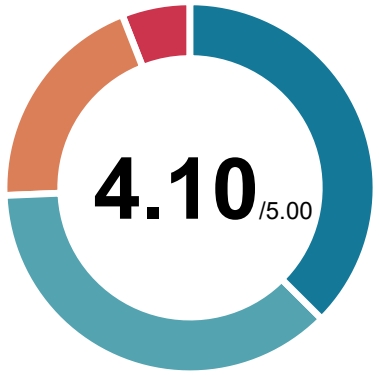
"I like that this organization is known for delivering excellent service and putting customers first. **Being part of a team that values quality and customer satisfaction is something I find motivating**."

"I like that the organization actually follows its values as stated. It's actually committed to health equity and inclusion, compassion, and high-quality care - **the values aren't just lip service**, and I love that."

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Engagement Survey Results Snapshot (Employee Group)

Your Organization's Engagement Score and Respondent Distribution



	2026	2025
Highly Engaged	37%	39%
Engaged	37%	37%
Neutral	20%	19%
Disengaged	6%	5%

-0.03 vs. 2025 survey

78th Rank vs. Nat'l Safety Net Hospital

59th Rank vs. Nat'l HC (Empl)

90% Response Rate (88% in 2025)

< 2.75	2.75 - 3.74	3.75 - 4.49	4.50+

Statistical significance rule of thumb for a cohort this size: +/-0.03

Strengths

- **Respect** from an individual's direct leader is the highest-scoring item and is one of the highest-ranked items
- High favorability for **work unit** pride in the care and service delivered and enjoying **working with coworkers**, however perceptions of the climate of trust on the unit declined significantly

Opportunities

- Perceptions of **being involved in decisions** that affect one's work and **employees and management collaborating** to ensure the safest possible working conditions
- **All Key Drivers declined** and indicate an opportunity to address Safety and safety-related items
- **Segmenting the data** to identify and address unique barriers and pain points
  - Senior Management, Non-Clinical Professional, Nursing – RN, and Security Positions
  - Flexible or Rotating and Weekend Shifts
  - 6-11 months and 1-5 years of Tenure

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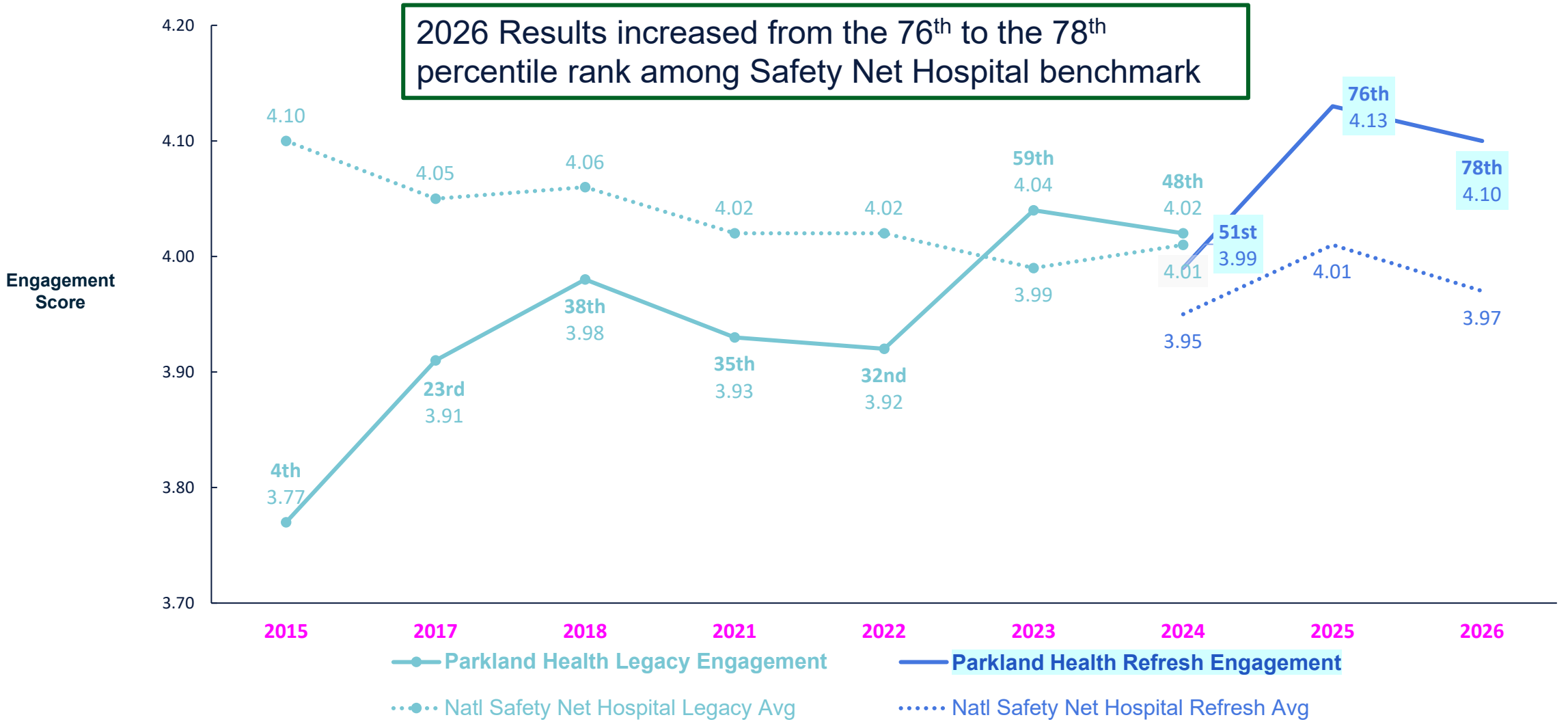
Items Included in Your Engagement Score

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

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Your Engagement Relative to Historical and Peer Performance

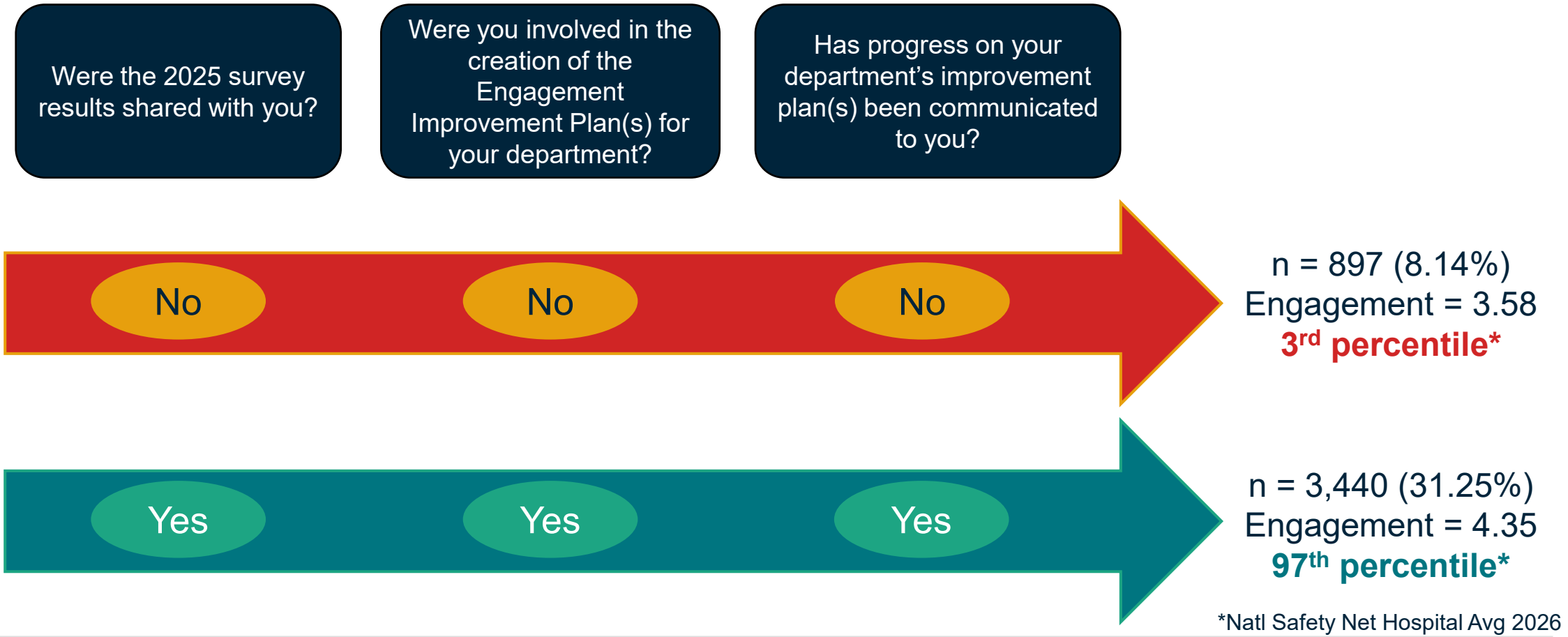
2026 Results increased from the 76th to the 78th percentile rank among Safety Net Hospital benchmark



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Impact of Accountability: Parkland Employee Engagement

The Value of Sharing and Acting on Survey Results



*Natl Safety Net Hospital Avg 2026

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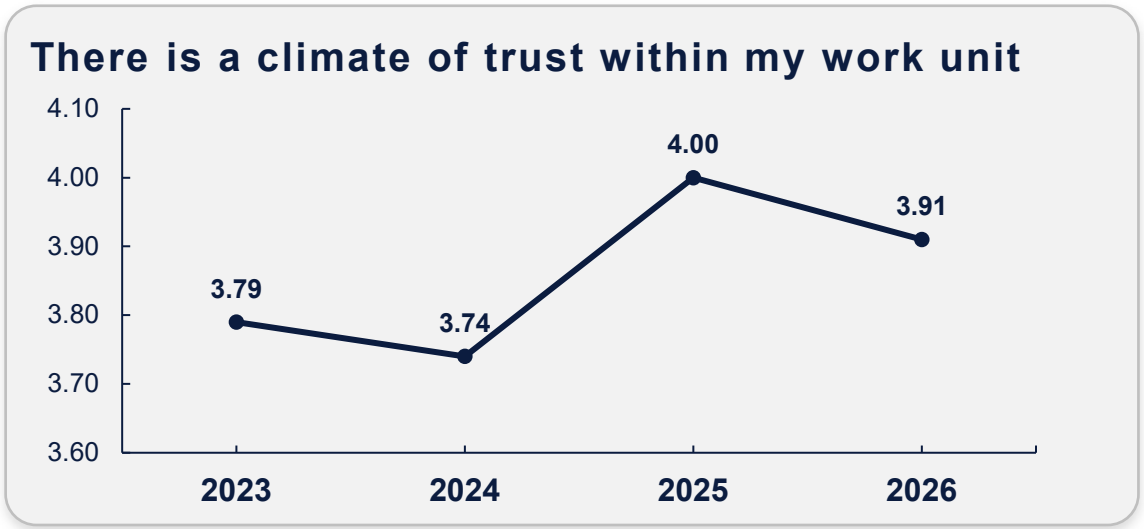
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Data summary and insights



Parkland Health top drivers of unit trust

1. Unit works well together
2. Enjoy working with coworkers
3. Compliance with policies, code of conduct, ethics
4. Confidence in senior leadership
5. Mistake reporting focused on problem solving, not writing up
6. Leader gives useful feedback

Recurring themes in comments:

- **Teamwork**: communication, conflict resolution, favoritism, recognition
- **Trust**: accountability, transparency, psychological safety
- **Work environment**: work/life balance, workplace culture

Analysis based on those feeling a lack of trust, and the open-ended item "Please provide one suggestion on how to make this organization a better place to work"

Priorities

Leaders set the stage

Leader actions set the stage of psychological safety within the team. Leaders who communicate effectively, treat people fairly, follow-through on commitments, and hold team members accountable create an environment for their team to thrive.

Accountability & fairness

Employees must see that standards are applied consistently within and across groups and levels, and that speaking up leads to improvement, not consequences.

Trust is first experienced locally

Invest in leaders and departments/units that are larger and where trust is low, and declining.

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What items are driving a climate of trust at Parkland?

Driver analysis completed on 2025 survey data because the 2026 survey did not have a large range of driver items.

Teamwork	**My work unit works well together.**
Teamwork	**I enjoy working with my coworkers.**
Accountability & Learning Culture	**I see people around me at Parkland consistently taking action to comply with our policies and Code of Conduct and Ethics, even if doing so has consequences.**
Leadership	**I have confidence in senior management's leadership.**
Accountability & Learning Culture	**When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.**
Leadership	**The person I report to gives me useful feedback.**

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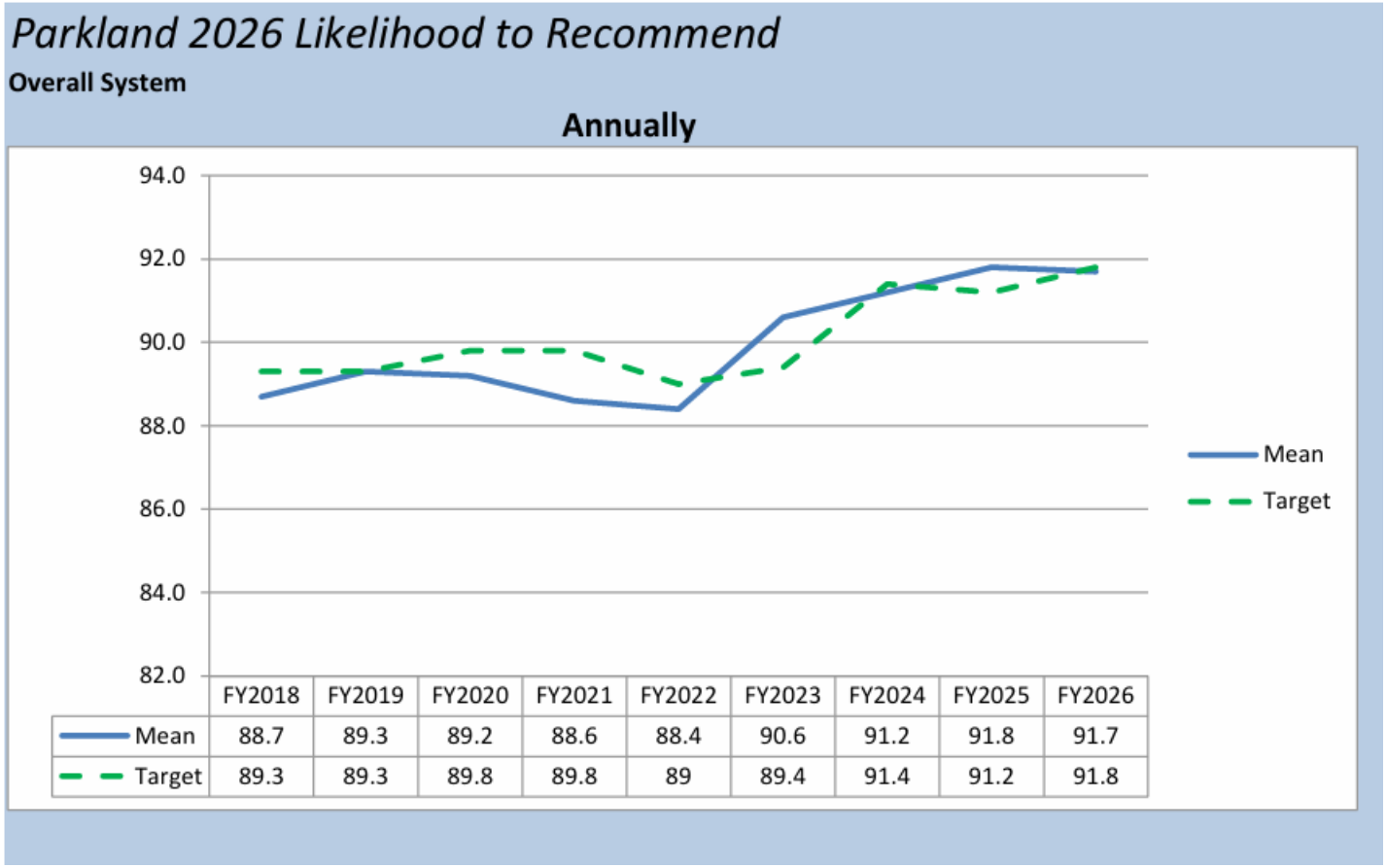
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Patient Experience Journey



	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Mean	88.7	89.3	89.2	88.6	88.4	90.6	91.2	91.8	91.7
Target	89.3	89.3	89.8	89.8	89	89.4	91.4	91.2	91.8

Impact of “climate of trust in unit” on patient experience measures

Top performing units on “climate of trust in unit” are more likely to be top performing on these patient experience measures

PX Measure	Likelihood of being a top performer on PX measure increases by…
Rate hospital 0-10	2.4x
Nurses treat with courtesy/respect	2.3x
Staff worked together for you	2.1x
Nurses listen carefully to you	2.0x
Recommend the hospital	2.0x
Staff gave info on symptoms	2.0x
Staff helped with care plan	1.9x

Source data: EX/PX unit level matches; 42k employee responses; 332k inpatient survey responses

Top performer = >50th percentile

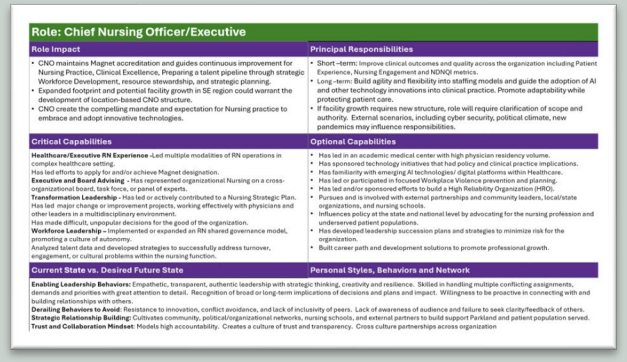
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Update and Report Regarding Executive Succession Planning

Stephanie Speights, PhD

SVP, Talent Management Development & Chief Learning Officer

Succession Planning Supported by Milestone-based Development

2026 Goal: C-Suite Succession Plans Development Planning Continues	2026 **NEW** Programs Supporting Succession and Development at Key Career Milestones		**2027 FOCUS Hardwire and Commit**
 	Optimized Leadership	**Situational Leadership II** With the fundamentals of leadership established, this model helps leaders adapt behaviors and coaching style to match the developmental readiness of the worker. No more "one size fits all" approach.	As part of goal setting, each Parkland leader commits to one development item, such as: • Refresh/apply key skills or practices that strengthen team performance. • Pursue experiences, learning, or mentorship to strengthen a Parkland leader competency. • Assess the team for succession consideration, personalized coaching needs, or participation in structured development programs.
	Strategic Transition	**New to Leadership** 60% of first-time leaders fail or underperform. This cohort-based series uses a mentoring-circle approach and tackles the mindset changes and challenges unique to this career transition.	
	Upward Mobility	**Exploring Leadership** Is leadership for me? This program focuses on self-awareness, reflection, collaborative inquiry, and development planning—all with the objective of making an informed decision whether to pursue a career in leadership.	
	Career Entry	**Radiology Apprenticeship** In partnership with **Dallas College**, employed Radiology Aids complete 18-month Associate's degree program *at Parkland,* graduating as Radiology Technologists.	

Discussion Regarding Alignment for Employee Access to Care While Managing Benefits Spend

Sharon Chisholm
Sr. Director, Talent Mgmt. Operations

Tawana McCullough
Sr. Director, Shared Services & Benefits

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.K.S. Peer Support
- Workplace Violence Training & Safety Programs
- Occupational Health Programs
- Health & Wellness Champions and Onsite Events
- Meditation 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

How We Improve Access to Care

2026 Highlights

- Expanded diagnostic mammography coverage to 100%
- Awareness and Preventive Care Events
  - Cervical Cancer
  - Colorectal Cancer
  - Women's Health Event
  - Men's Health Event
  - Heart Health Blood Pressure Check Event
- Offered 6 OnSight Eyes and 6 Jet Dental events for employees to receive optometry and dental services on-campus.
- Implemented Cigna's Enhanced Behavioral Health Program to assist members with addressing behavioral health needs.
- Provided 10 EAP webinars
- Host Empower Retirement representative on-site every Monday.
- Offered Retirement webinar series to employees

Managing Benefits Spend

Parkland is managing benefit spend by increasing member cost sharing, narrowing network leakage, aggressively managing specialty and pharmacy costs, directing care to lower-cost settings, and using analytics-driven vendor partnerships to redesign benefits. Early results suggest these actions are helping offset the impact of membership growth and rising healthcare costs while improving the plan's overall financial trajectory.

Why These Actions Were Needed

Parkland identified several major cost drivers:

- Catastrophic and complex medical claims
- Cancer treatment episodes
- High-cost outpatient services such as infusions, surgeries, radiology, and laboratory services
- Expensive specialty drugs and GLP-1 medications
- Increased enrollment, higher utilization of benefits, and a population with growing health risks and chronic conditions

Managing Benefits Spend

Key Cost Management Actions

Increase employee cost sharing
- Increased premiums by 8%
- Raised deductibles, out-of-pocket maximums, and copays
- Increased ER copays

Guide members to more cost-effective care
- Eliminated out-of-network coverage
- Directed specialty treatments and infusions to lower-cost approved sites
- Expanded behavioral health support
- Encouraged use of domestic providers and pharmacies

Control pharmacy costs
- Limited GLP-1 weight loss drug coverage to domestic pharmacies
- Restricted diabetes program incentives to domestic pharmacies
- Focused on managing high-cost specialty drug utilization

Invest in preventive care
- Expanded diagnostic mammography coverage to 100%
- Increased access to preventive services to help reduce future healthcare costs

Parkland partnered with Marsh McLennan Agency (MMA), Cigna, and Evernorth to benchmark plan competitiveness, analyze 2025-2026 financial performance, and develop cost and care management strategies to improve the sustainability of the health plan through 2027.

Update and Report Regarding Optimization of Workday (Human Capital Management)

Stacy Dorsey, SHRM-SCP
SVP & Chief Workforce Officer

Workday: early wins

Implemented January 2026

75

manual reports eliminated

Annual Training Dashboard

98

new reports built

4,300 runs per month by OTM and leaders

75%

reduction in data entry

Hiring incentive processing

1.5

hours saved per week

Automated open positions report

Easier access

Mobile access plus dashboards for annual training, recruiting, training and performance appraisals.

Payroll visibility

Enhanced auditing and reporting help Payroll identify and resolve issues faster.

Background-check_x000B_integration

Eliminates data entry and reduces the risk of error.

Workday: what's next

Implemented
January 2026

Enhancements

- License & certification tracking
- Contingent worker management
- Reporting & analytics
- Security roles and access management
- Integration optimization

Continued Rollout

- Complete benefits open enrollment
- Performance appraisal cycle
- Merit administration
- Paradox candidate management
- Additional Payroll integrations

Update Regarding Office of Talent Management Collaborative Efforts Across Internal Departments and Community Partners

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

OTM collaborative efforts

Selected cross-functional collaborations this year

Workforce Planning

342
FTEs hired
For facility expansion across 7 initiatives

<1%
growth in paid FTEs year over year
FTE budget & position management

Flexibility with Purpose	Defined work locations to support community through in-person interaction.
Drug-Free Workplace	Multidisciplinary collaboration to create a single comprehensive framework.
Fitness for Duty	Consistent assessments of employees' ability to safely and reliably perform essential job functions.
High School Future in Focus	Career expo attracted local students and counselors.
Dallas College Partnership	Expanding programs and solutions, including the leap imaging apprenticeship.

OTM collaboration across Parkland

Selected cross-functional collaborations this year

Service Excellence & Recognition

Develop & adopt a patient-customer service model: Universal Relationship Skills (URS)

Quarterly ICARE Awards

Recognition for living ICARE values through words and actions

Years of Service Recognition

Recognition of milestone service anniversaries

Pulse Survey Administration

Measurement of engagement to identify strengths and improvement focus areas

DFW Hospital Council Awards

Highlight & recognize the impact of outstanding healthcare employees

Service Recovery Framework

Support the workforce in addressing service recovery opportunities in real-time (HEART)

Office of Talent Management Metrics Review

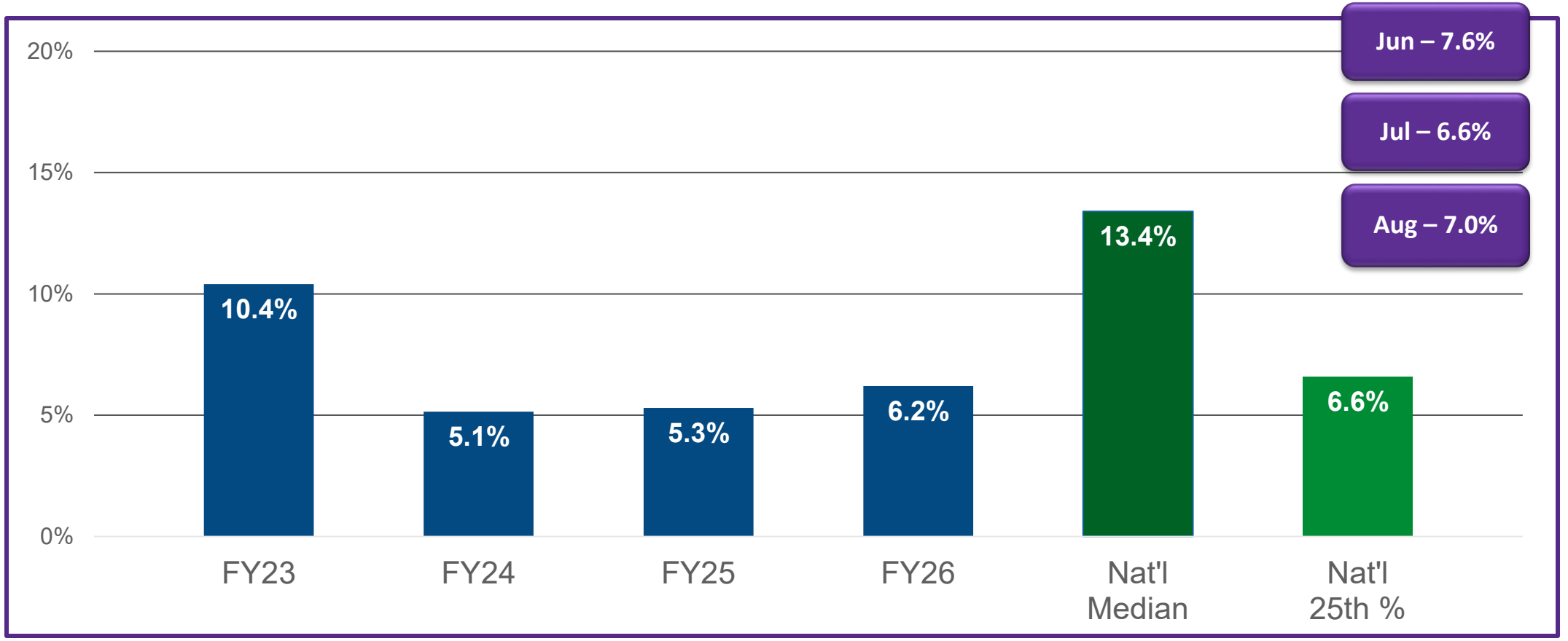
Dan Enright, MBA, SPHR, CCP, CBP
Director, Workforce Planning & Analytics

People Metrics Summary

Metric	Numerator	Denominator	FY2026	FY2025	Benchmark*
Vacancy	852	13,726	6.2%	5.3%	13.4%
Nurse Vacancy	393	4,909	8.0%	7.4%	10.3%
Turnover	1,509	12,706	11.9%	12.1%	17.2%
Voluntary Turnover	1,239	12,706	9.8%	10.2%	13.7%
Nurse Turnover	506	4,431	11.4%	11.3%	13.9%
First Year Turnover	355	1,493	23.8%	27.8%	39.8%
Nurse First Year Turnover	102	500	20.4%	20.6%	25.5%

*National Median: Saratoga Hospital Industry published in 2025

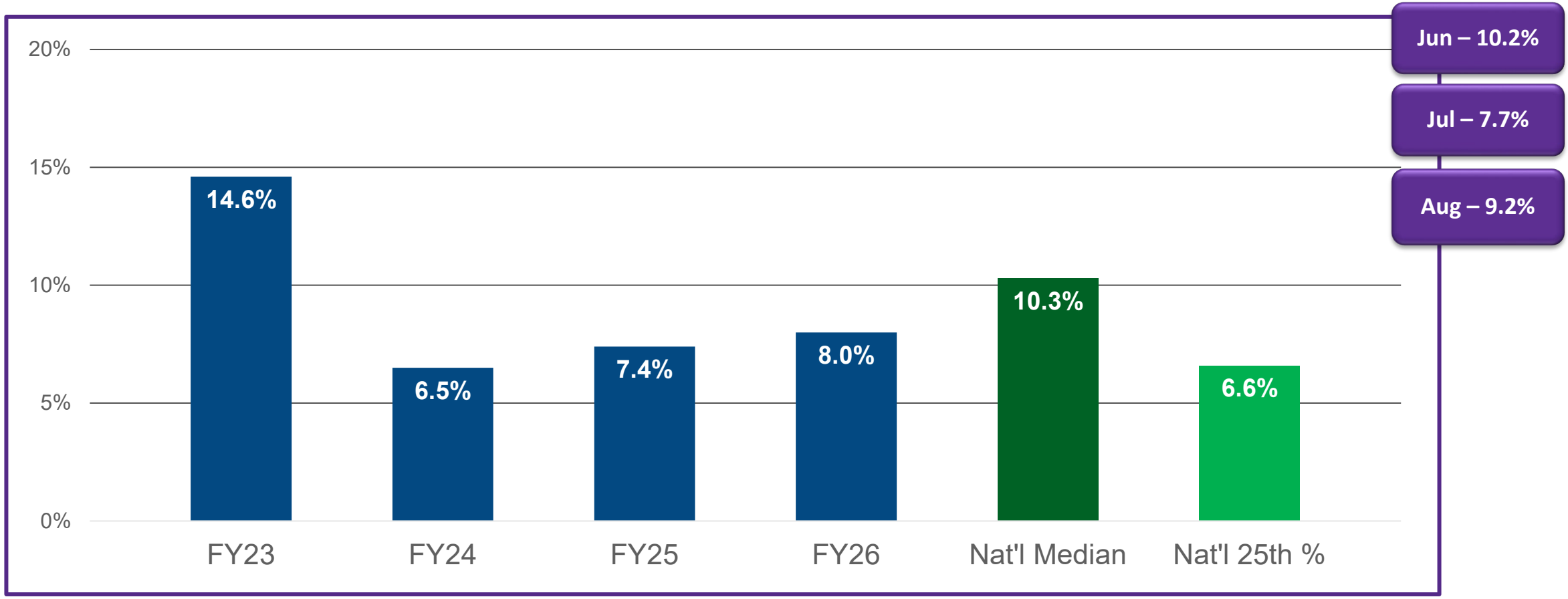
Vacancy Rate



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

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

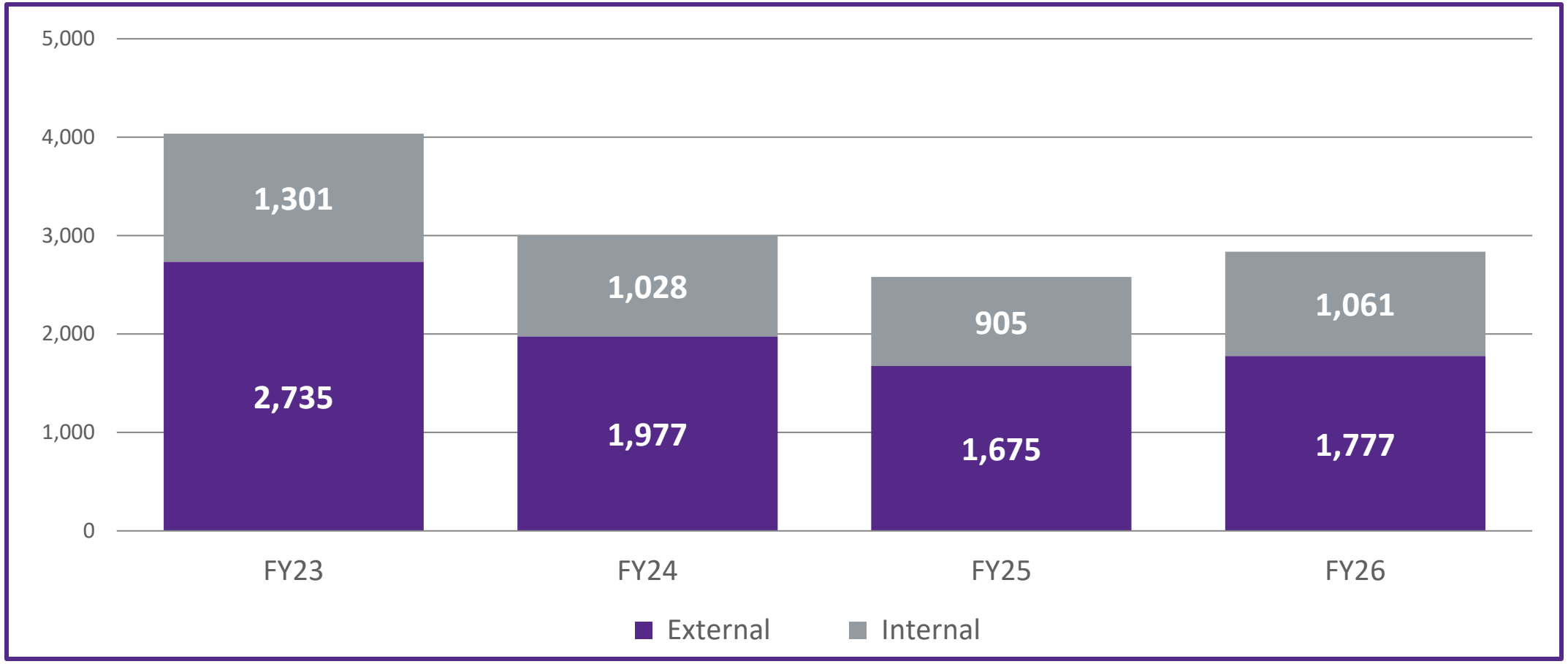
Nurse Vacancy Rate



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

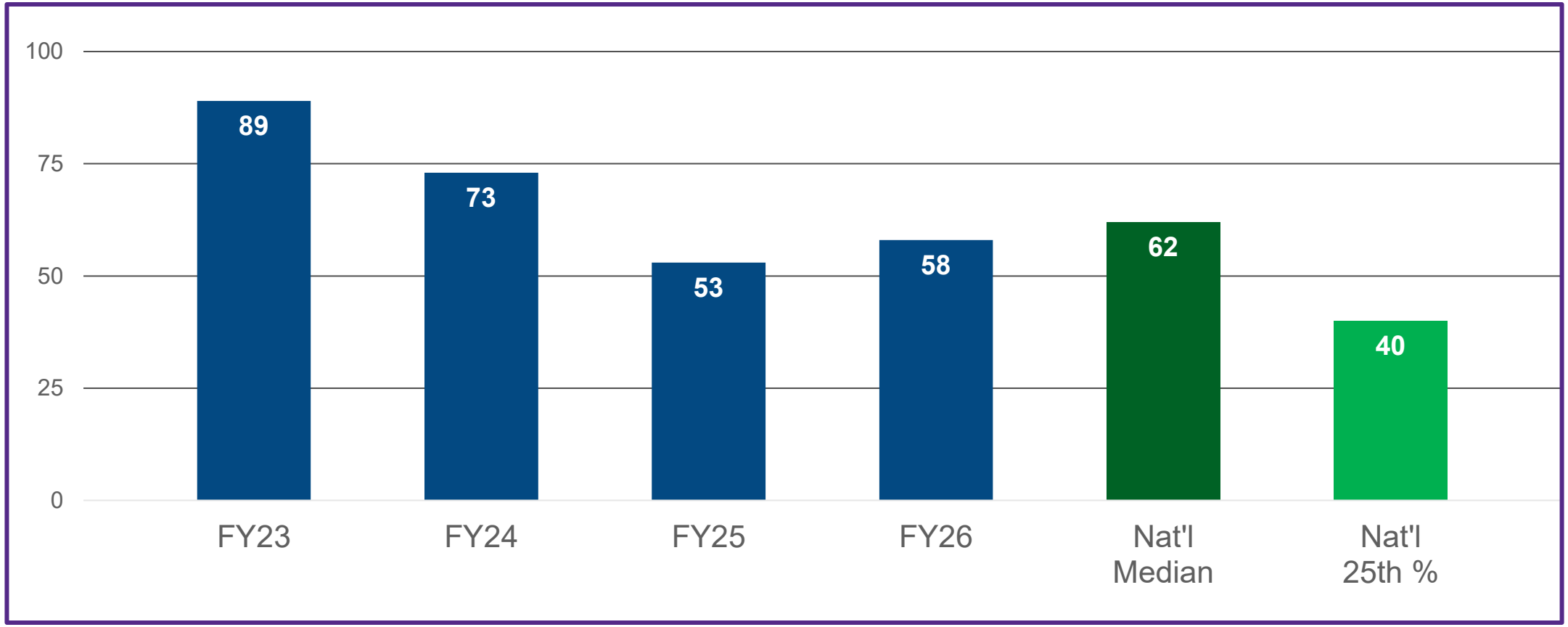
National Median & 25th Percentile: Saratoga Hospital Industry published in 2025

Total Hires



Formula: Total Hires (external + internal)

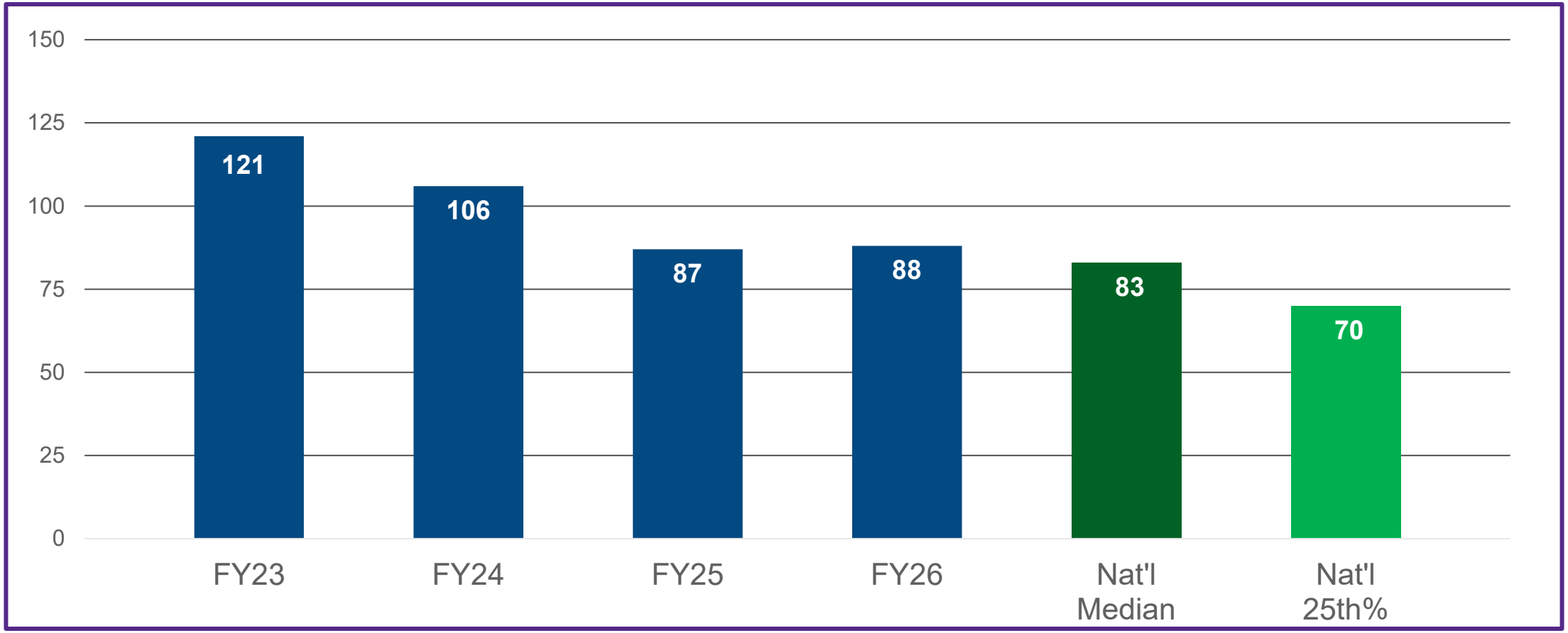
Days to Fill



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

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

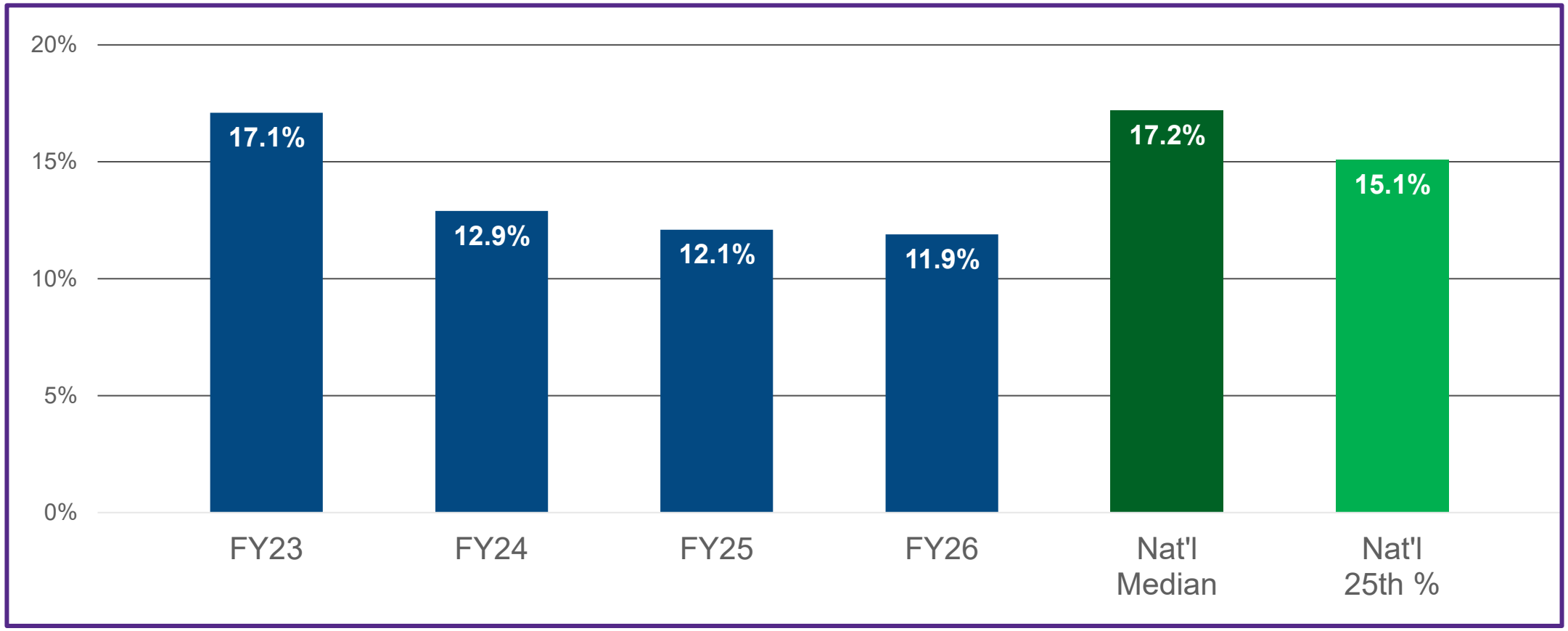
Days to Start



Formula: Average Days Between Job Requisition Open and Start Date

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

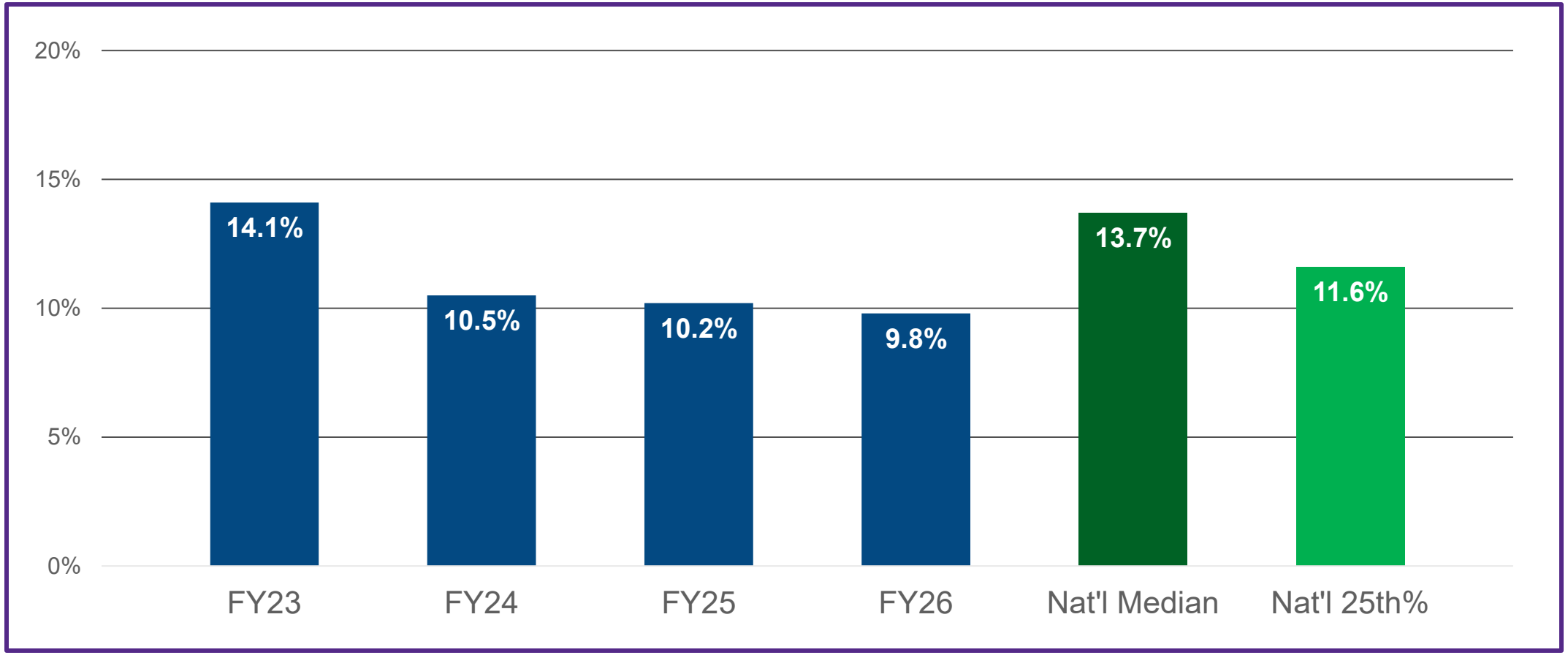
Turnover Rate



Formula: Total Terminations / Regular Headcount

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

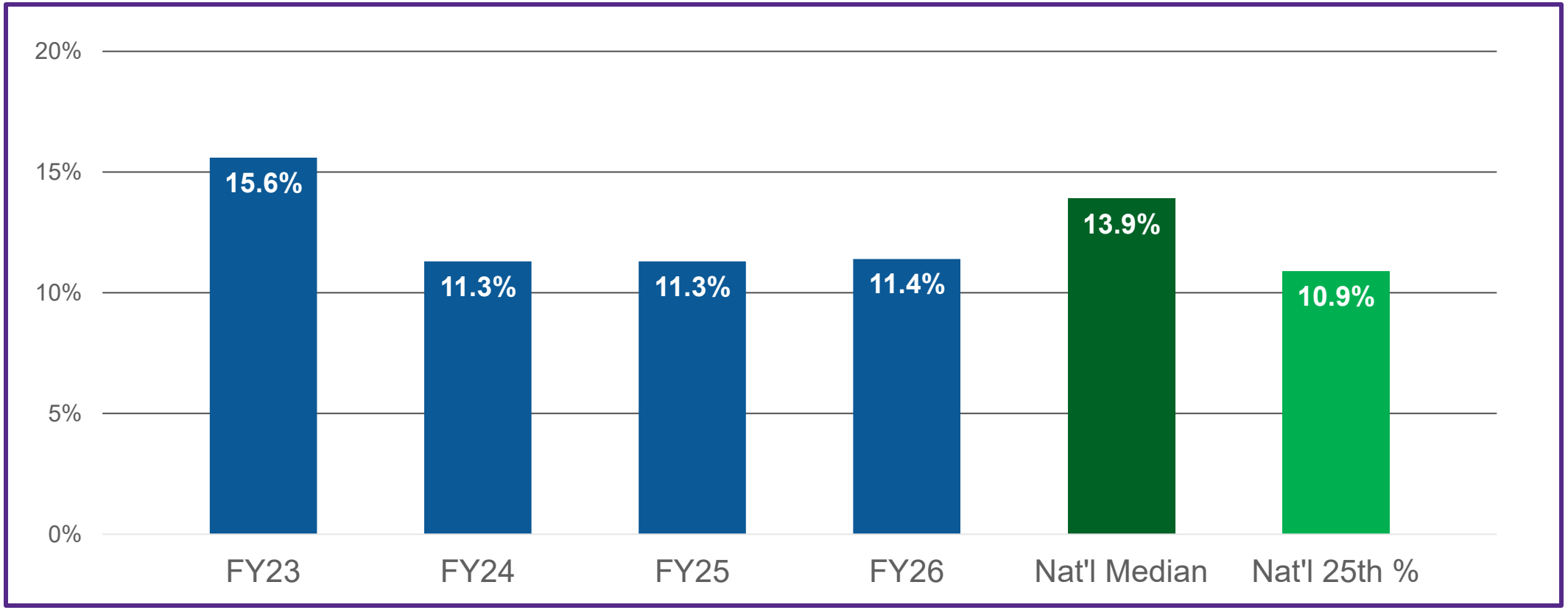
Voluntary Turnover Rate



Formula: Total Voluntary Terminations / Regular Headcount

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

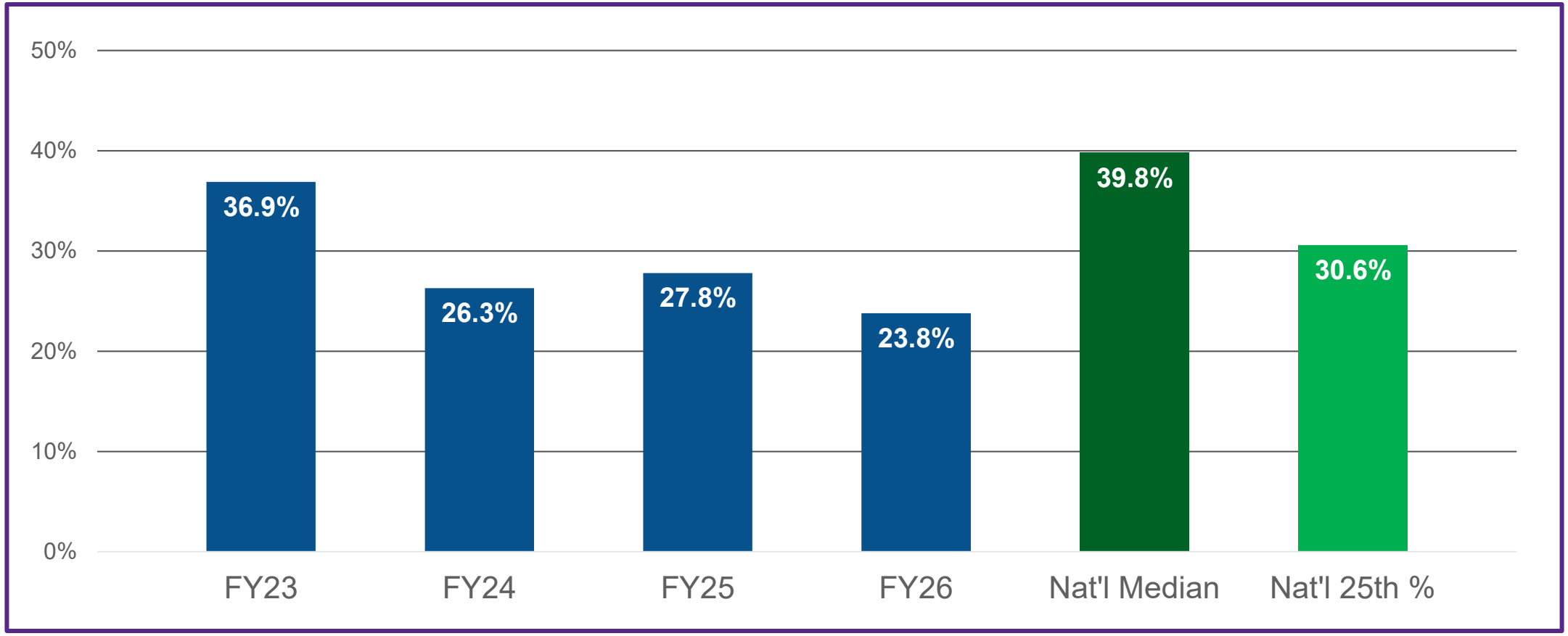
Nurse Turnover Rate



Formula: Total Nurse Terminations / Nurse Headcount

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

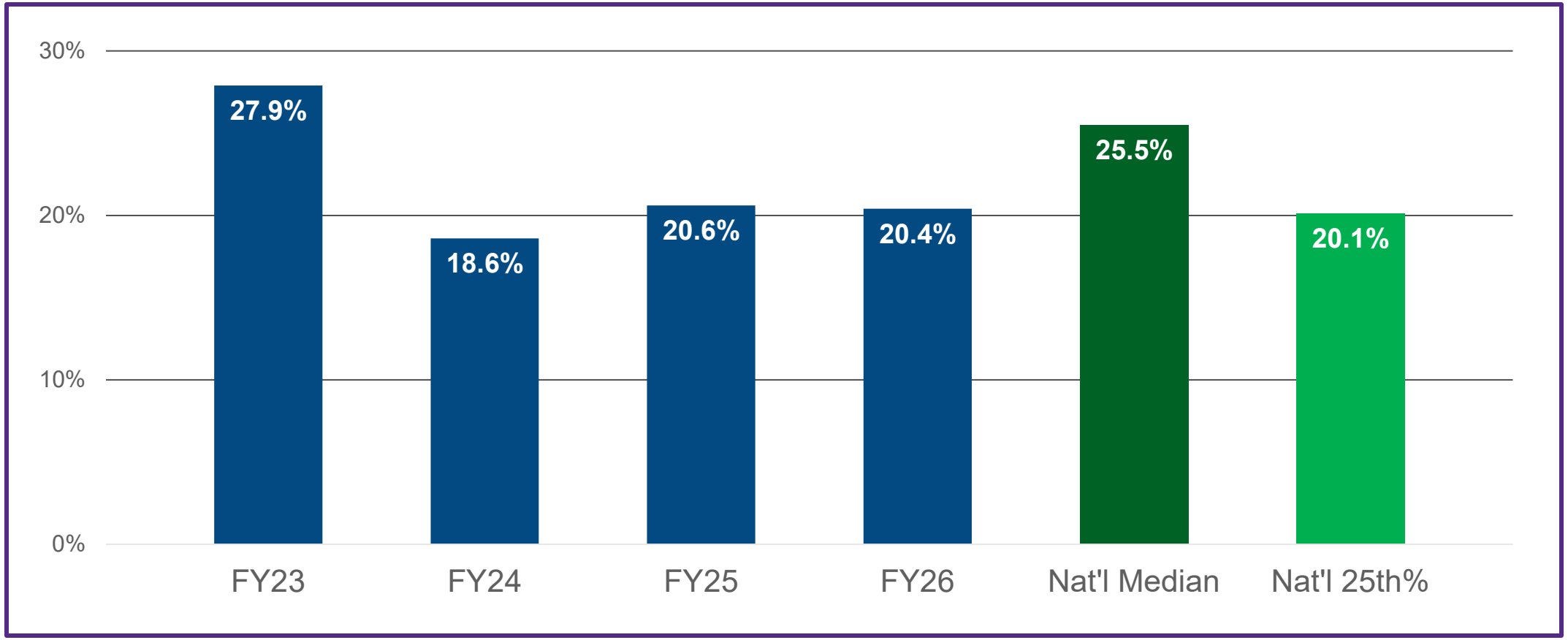
First Year Turnover Rate



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

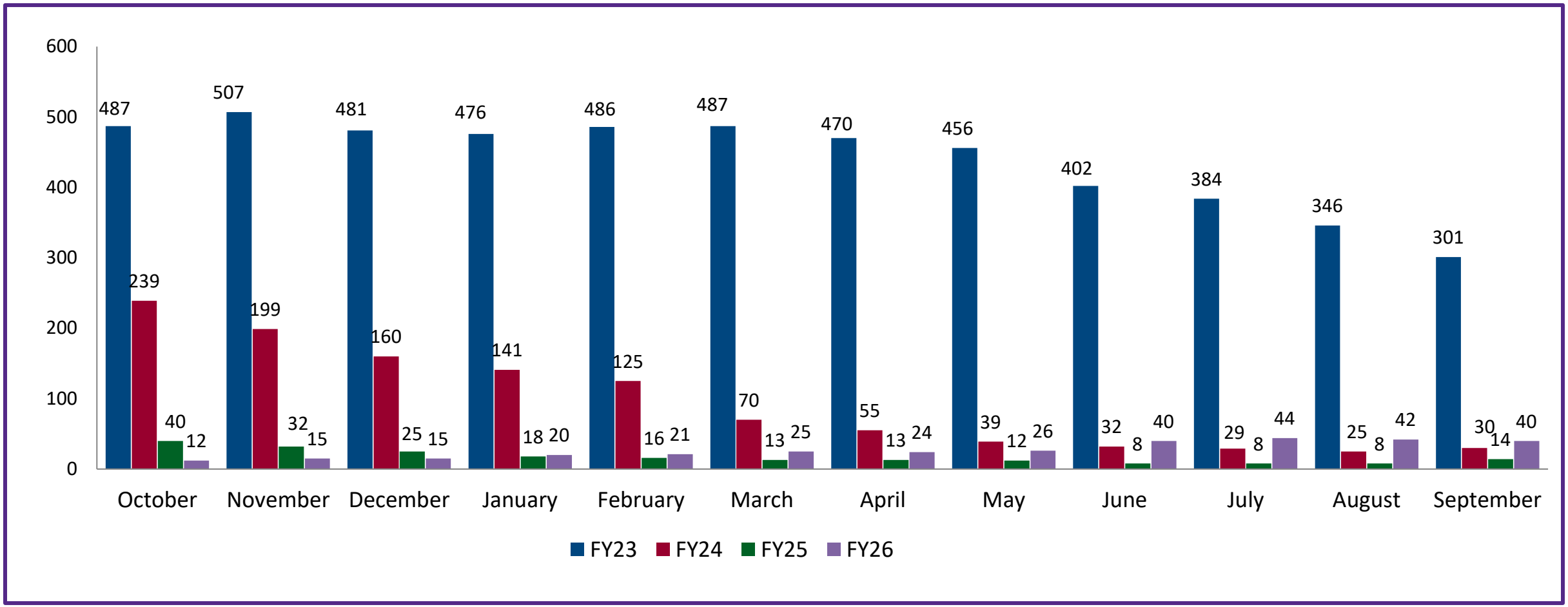
Nurse First Year Turnover Rate



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)

Discussion Regarding Annual CEO Performance Appraisal

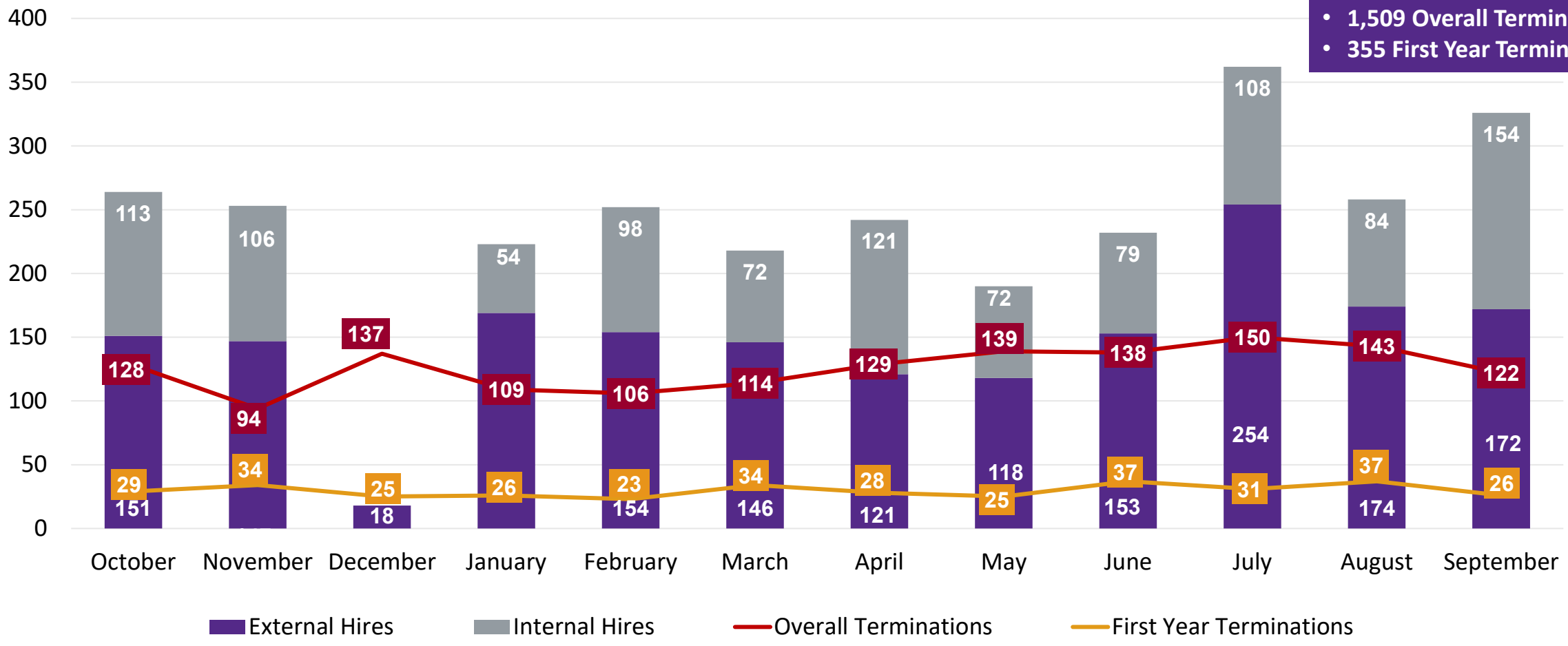
SullivanCotter

People Metrics (Detailed Pages)

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

FY26 Overall Terminations & Hires

- 1,777 External Hires
- 1,061 Internal Hires
- 1,509 Overall Terminations
- 355 First Year Terminations



Post Resignation Survey - Overall Results

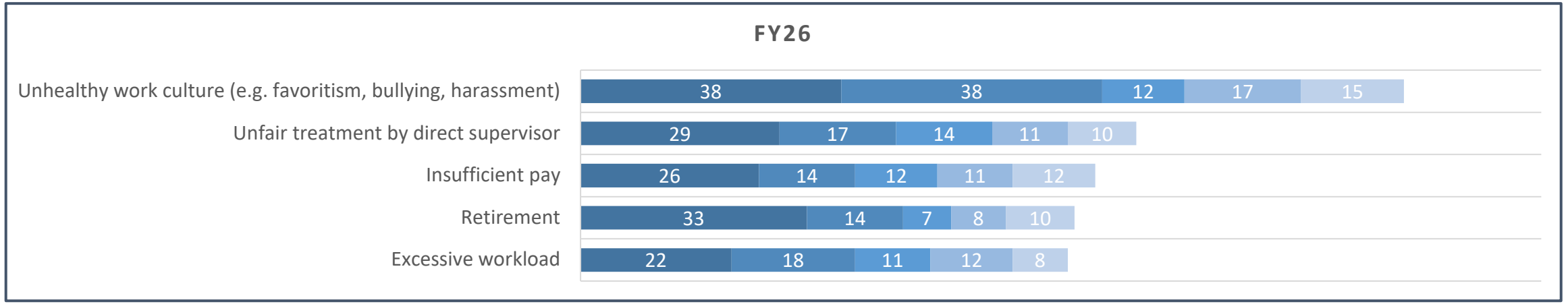
Fiscal Year	FY25			FY26		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	23%	41%	36%	26%	40%	34%
Work Environment	25%	43%	32%	28%	39%	33%
Collaboration among departments	19%	48%	33%	28%	40%	32%
Compensation	23%	50%	27%	23%	54%	23%
Benefits	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%	26%	35%

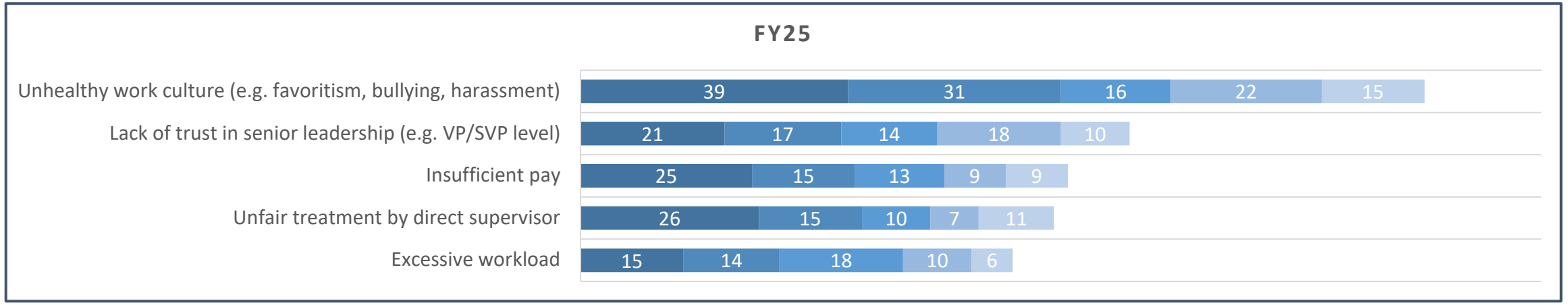
Job Specific Responses				
Category	**No**	**Yes**	**No**	**Yes**
Received sufficient training for position	22%	78%	19%	81%
Would recommend Parkland as a place to work	37%	63%	31%	69%
Job realistically presented when interviewed	31%	69%	30%	70%

*Aggregated from 342 responses

Post Resignation Survey Top Reasons for Leaving – Overall

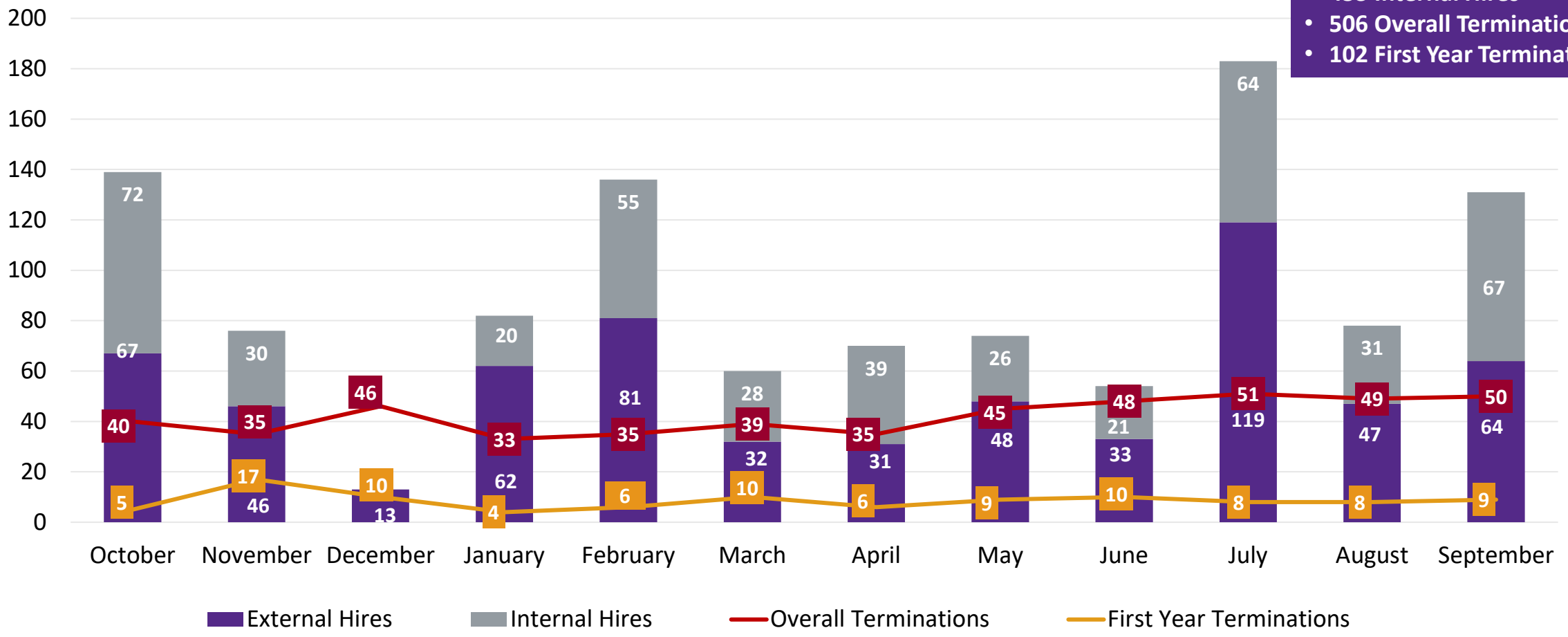
Survey responders have an opportunity to identify the top factors contributing to their departure. The charts below depict how many selected each of the top reasons as their first, second, third, fourth, and fifth contributing factor, respectively.





FY26 Nurse Terminations & Hires

- 643 External Hires
- 453 Internal Hires
- 506 Overall Terminations
- 102 First Year Terminations



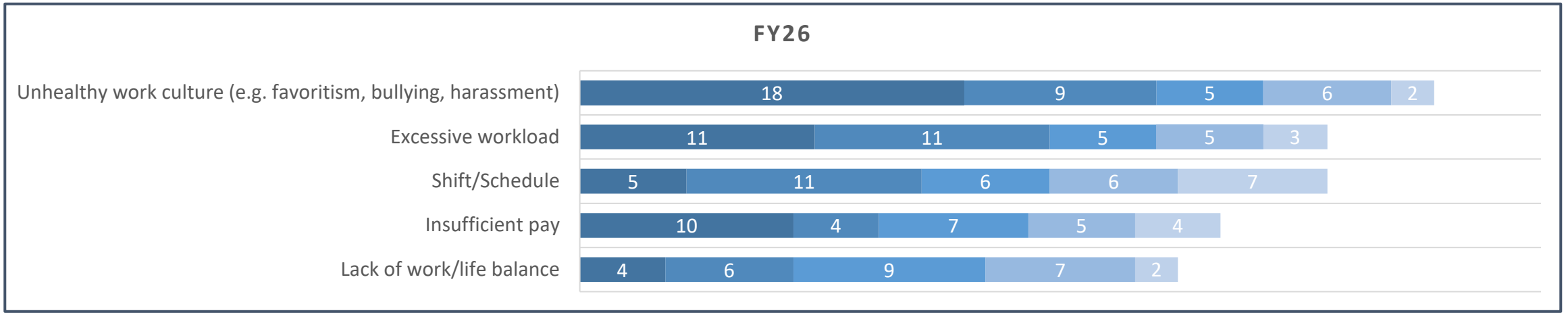
Post Resignation Survey – Nursing Results

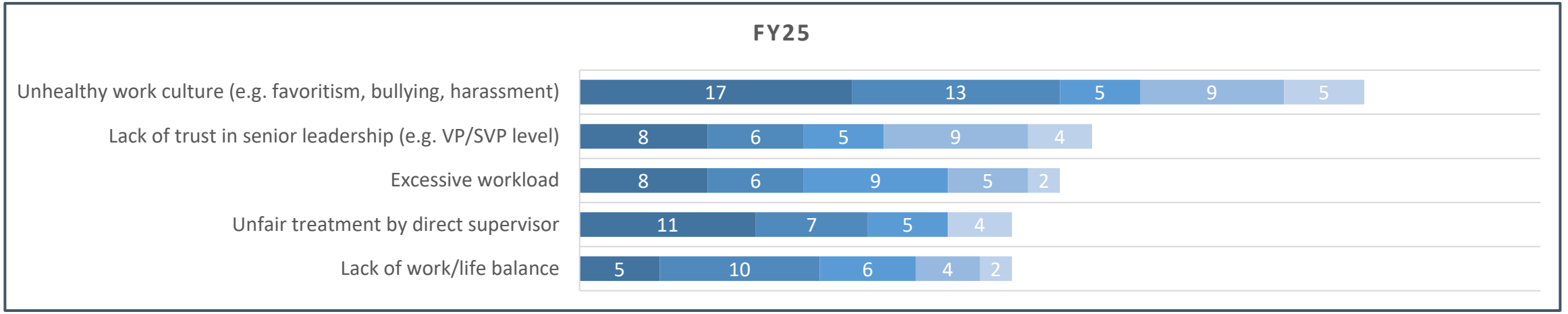
Fiscal Year	FY25			FY26		
Category	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
Opportunity for Advancement	29%	50%	21%	31%	48%	21%
Work Environment	25%	41%	34%	27%	44%	29%
Collaboration among departments	21%	50%	29%	32%	42%	26%
Compensation	34%	46%	20%	24%	56%	20%
Benefits	37%	58%	5%	38%	49%	13%
Supervisor/Manager Rating						
Based on fair treatment, encouragement, conflict resolution, & interest in career development	**Excellent**	**Acceptable**	**Poor**	**Excellent**	**Acceptable**	**Poor**
	33%	27%	40%	41%	25%	34%
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%		24%	76%	
Job realistically presented when interviewed	28%	72%		25%	75%	

*Aggregated from 135 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.





Demographics 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%	76.5%
Management	5.5%	11.9%	20.0%	29.1%	40.6%	59.6%
Executives	6.6%	9.8%	15.1%	21.5%	28.9%	46.4%
Nurses	7.1%	14.1%	25.3%	42.4%	64.2%	68.8%
Physicians	16.2%	22.8%	30.9%	40.7%	48.0%	77.9%

Female	10th	25th	Median	75th	90th	Parkland
Overall Headcount	75.6%	77.2%	79.9%	81.7%	83.3%	75.9%
Management	65.4%	68.2%	70.2%	72.4%	75.0%	66.8%
Executives	43.2%	47.6%	50.8%	54.4%	60.8%	53.6%

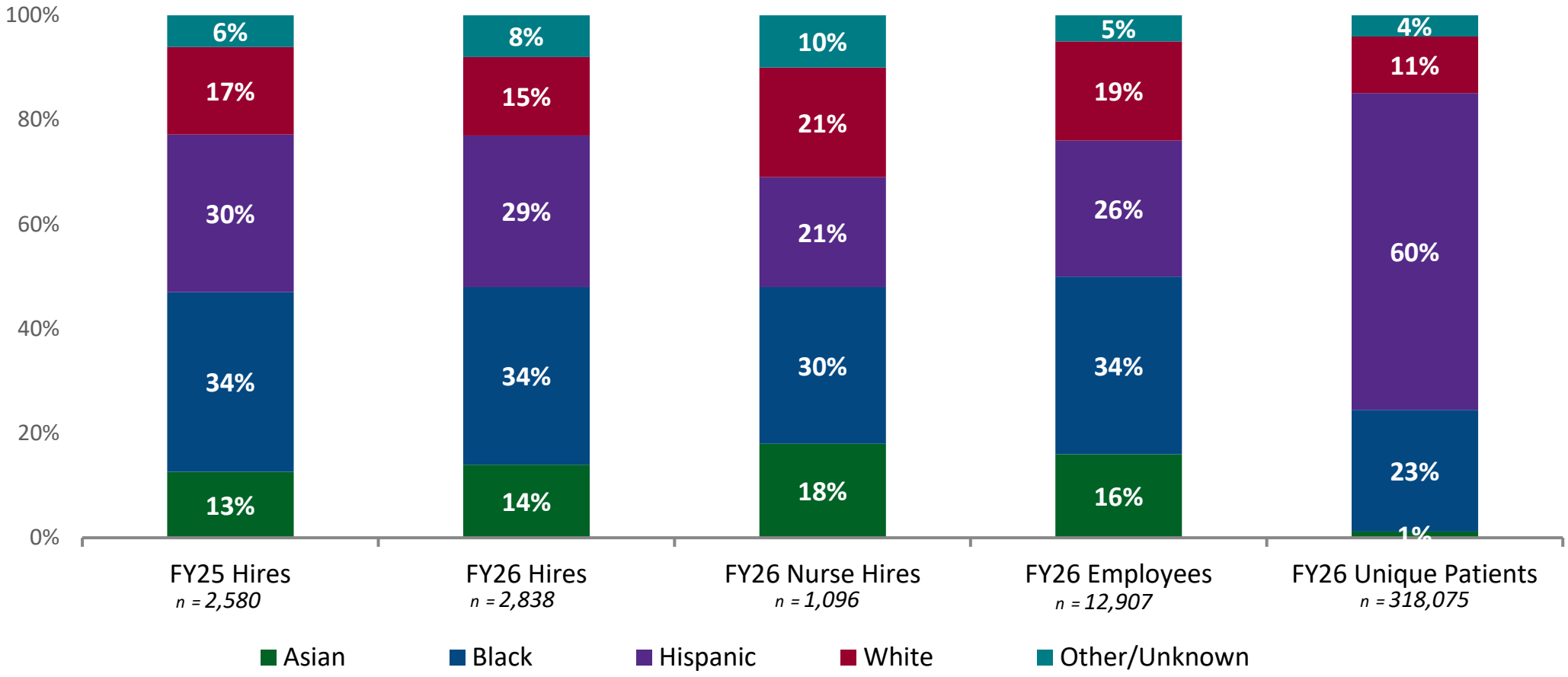
Source: Saratoga Health & Hospital Systems Industry benchmark, published in 2025

FY26 Workforce Demographics

Workforce	American Indian	Asian	Black	Hawaiian	Hispanic	Not Specified	Two or More Races	White	Minorities	Female
Non-Management	0.5%	16.7%	34.0%	0.1%	26.6%	4.7%	0.3%	17.1%	78.2%	76.9%
Supervisor	0.6%	17.4%	27.3%		24.6%	4.1%	0.3%	25.7%	70.2%	67.7%
Manager	0.5%	11.4%	33.2%		13.1%	3.9%	0.4%	37.5%	58.6%	67.5%
Director		11.4%	25.1%	0.5%	11.4%	6.6%		45.0%	48.4%	67.8%
VP	2.4%	14.6%	17.1%		12.2%	4.9%		48.8%	46.3%	56.1%
SVP		13.7%	9.1%		18.2%	4.5%	4.5%	50.0%	45.5%	54.5%
EVP			20.0%		40.0%			40.0%	60.0%	40.0%
President								100.0%		

Overall	0.5%	16.4%	33.5%	0.1%	25.7%	4.7%	0.3%	18.8%	76.5%	75.9%
VP+	1.5%	13.0%	14.5%		15.9%	4.3%	1.5%	49.3%	46.4%	53.6%
Unique Patient		1.3%	23.2%		60.3%	4.0%		11.2%	84.8%	59.8%

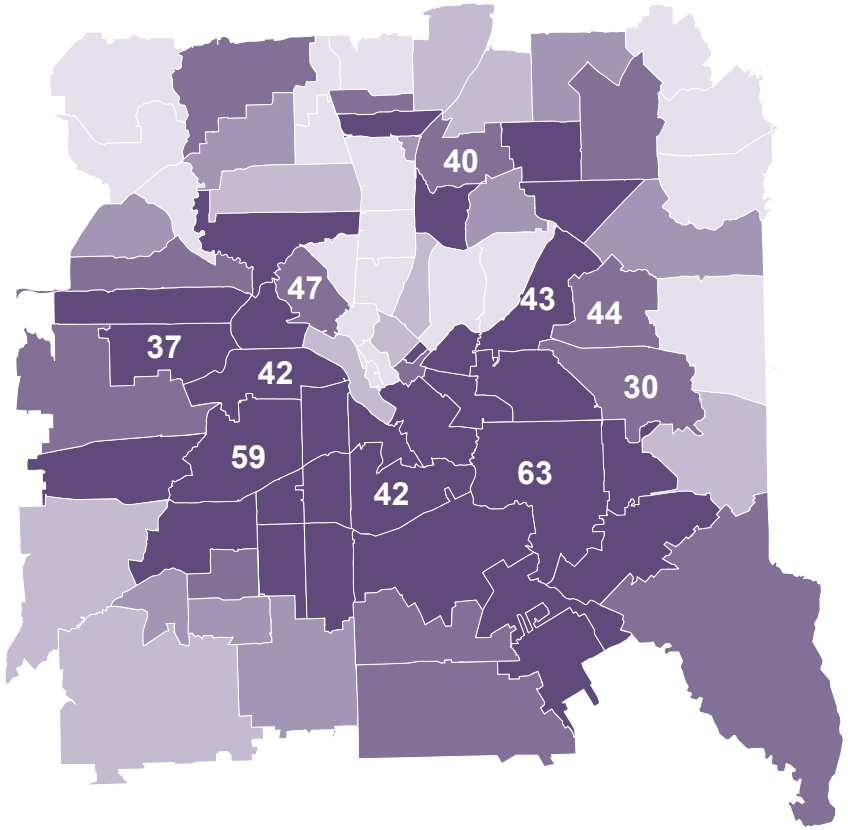
FY26 Diversity in Hires



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

31.2% of hires in FY26 came from SNI 4-5 ZIP codes

SNI Rank	Top Ten ZIP Codes	SNI Index	Hires FT	Hires PT
5	75217	98.2	59	4
5	75211	97.3	55	4
4	75235	73.0	41	6
4	75150	73.6	39	5
5	75228	94.2	40	3
5	75212	98.8	42	0
5	75216	98.6	40	2
4	75243	79.6	39	1
5	75060	89.9	34	3
4	75149	81.2	30	0
FY26 Total SNI 4-5 ZIP Code Hires: 885 Average Salary: $59,426				



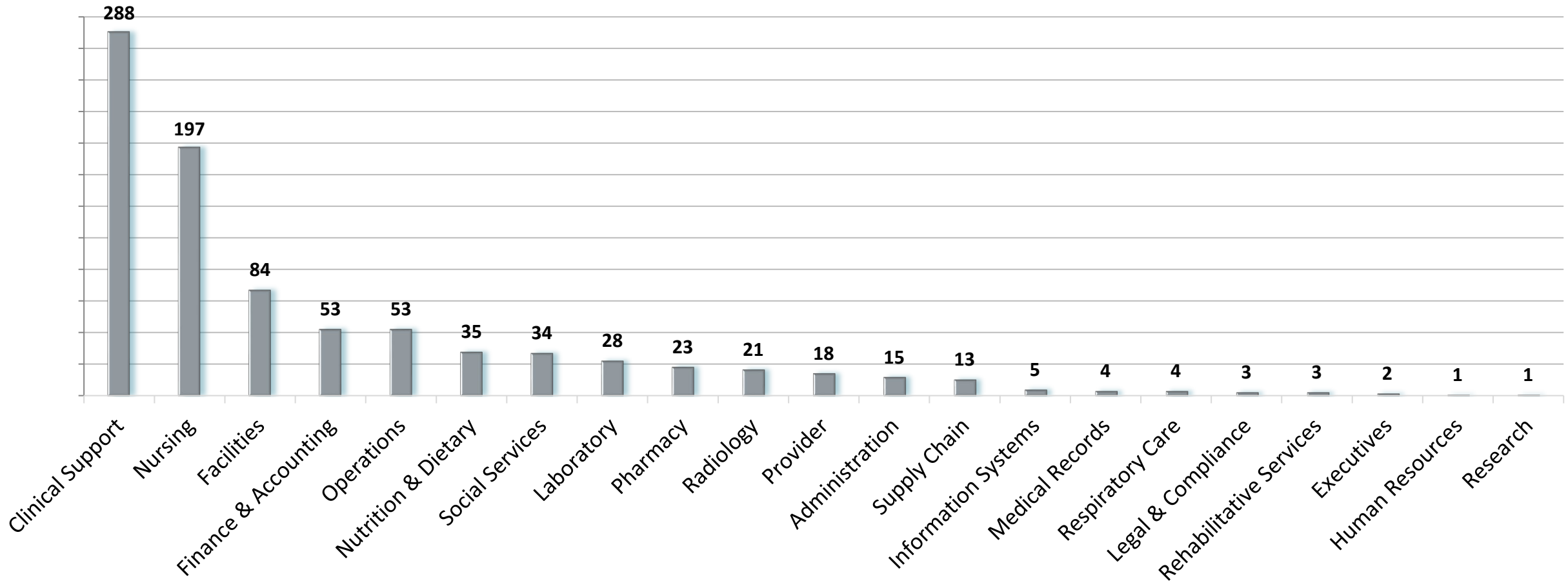
2026 Living Wage: Dallas County	
Single Adult	$48,485

Rank
5
1

23% of FY26 hires from ZIP codes with an SNI of 4 or 5 were from CDVI ZIP Codes (204/885)

- Combined: American Indian 1%, Asian 2%, Black 25%, Hispanic 67%, Not Specified 2%, White 3%

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

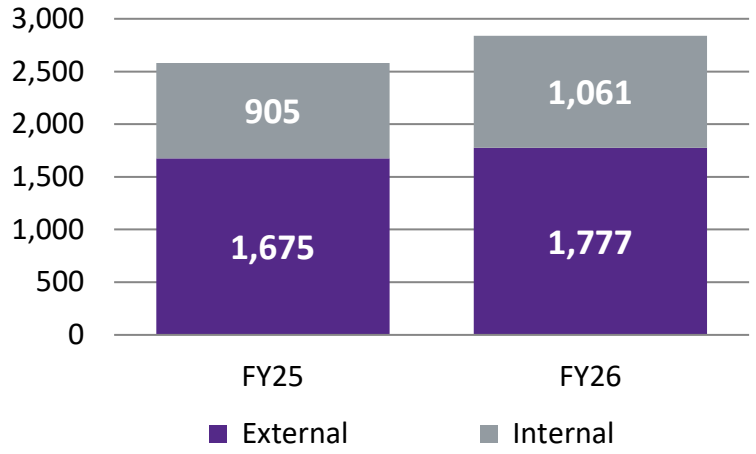


FY26: Talent Acquisition

Hiring volume for FY26 was higher than FY25 by 10%. The ongoing trend in both overall and nursing hires exceeding the number of staff leaving the organization continued through FY26.

Community Focus continues with 31.2% of our hires in FY26 coming from SNI ZIP Codes ranked 4 or 5 compared to 33.6% in FY25.

FY Hiring



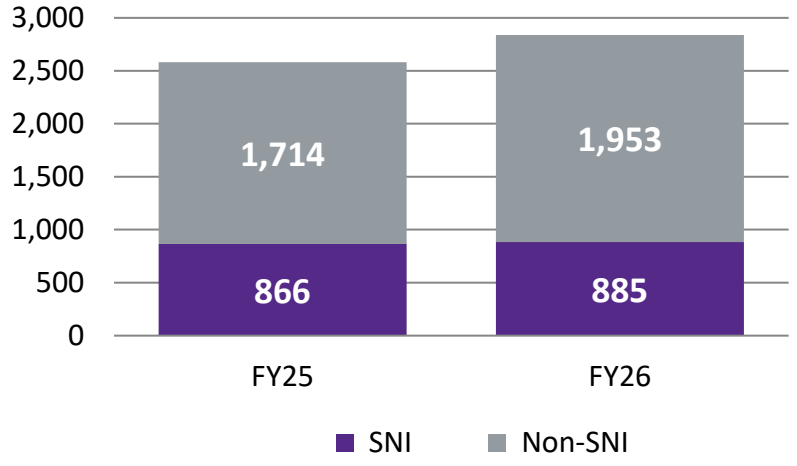
Hires vs Terms

- 1,777 External Hires
- 1,061 Internal Hires
- 1,509 Overall Terminations
- 355 First Year Terminations

Nursing Hires vs. Terms

- 643 External Hires
- 453 Internal Hires
- 506 Overall Terminations
- 102 First Year Terminations

Hires from SNI ZIP Codes



Communications Schedule of Office of Talent Management Activity to Employees

Sean Gorman, MBA
OTM Communications Manager

November 2026 Communications

November 2026

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11/1/2026	11/2/2026	11/3/2026	11/4/2026	11/5/2026	11/6/2026	11/7/2026
		OnSight Eyes on Campus	OnSight Eyes on Campus State of Patient Experience Event	OnSight Eyes on Campus PYP headshot Event		
Flu Shot Campaign Banner Flu Shot Campaign Timeclock TV OnSight Eyes Banner	Flu Shot Campaign Timeclock TV PYP Headshot Event - PN Flu Shots Reminder PN OnSight Eys PN Flu Shot Campaign Banner OnSight Eyes Banner	Flu Shot Campaign Timeclock TV Flu Shot Campaign Banner OnSight Eyes Banner	Flu Shot Campaign Timeclock TV PYP Headshot Event - PL ICARE I Share Donor Platform PL OnSight Eyes PL Flu Shot Campaign Banner OnSight Eyes Banner	Leadership Forum Flu Shot Campaign Timeclock TV Flu Shot Campaign Banner OnSight Eyes Banner	Flu Shot Campaign Timeclock TV Flu Shot Campaign Banner	Flu Shot Campaign Banner Flu Shot Campaign Timeclock TV
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11/8/2026	11/9/2026	11/10/2026	11/11/2026	11/12/2026	11/13/2026	11/14/2026
	ICARE I Sharo Donor Platform Opens					
Flu Shot Campaign Banner Flu Shot Campaign Timeclock TV	Flu Shot Campaign Timeclock TV ICARE I Share Email - Donor Platform is Live ICARE I Share Donor Platform PN ICARE I Share Donor Platform Banner Flu Shot Campaign Banner	Flu Shot Campaign Timeclock TV ICARE I Share Donations Timeclock TV ICARE I Share Donor Platform Banner Flu Shot Campaign Banner	Flu Shot Campaign Timeclock TV Flu Shots Final Reminder Parkland Later ICARE I Share Donations Timeclock TV ICARE I Share Donor Platform PL Flu Shot Campaign Banner ICARE I Share Donor Platform Banner	ICARE I Share Donations Timeclock TV Flu Shot Campaign Banner ICARE I Share Donor Platform Banner Flu Shot Campaign Timeclock TV	ICARE I Share Donations Timeclock TV Flu Shot Campaign Banner ICARE I Share Donor Platform Banner Flu Shot Campaign Timeclock TV	Flu Shot Campaign Banner ICARE I Share Donor Platform Banner Flu Shot Campaign Timeclock TV
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11/15/2026	11/16/2026	11/17/2026	11/18/2026	11/29/2026	11/20/2026	11/21/2026
Flu Shots Deadline			OTM Dial-In Call			
Flu Shot Campaign Banner ICARE I Share Donor Platform Banner Flu Shot Campaign Timeclock TV	ICARE I Share Donor Platform Banner ICARE I Share Donations Timeclock TV ICARE I Share Donor Platform PN	ICARE I Share Donations Timeclock TV ICARE I Share Donor Platform Banner	ICARE I Share Donations Timeclock TV ICARE I Share Donor Platform PL ICARE I Share Donor Platform Banner	Town Hall ICARE I Share Donations Timeclock TV ICARE I Share Donor Platform Banner	ICARE I Share Donations Timeclock TV ICARE I Share Donor Platform Banner	ICARE I Share Donor Platform Banner
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11/22/2026	11/23/2026	11/24/2026	11/25/2026	11/26/2026	11/27/2026	11/28/2026
			ICARE I Share Donations Close	Thanksgiving	Day After Thanksgiving	
ICARE I Share Donor Platform Banner	ICARE I Share Donations Timeclock TV ICARE I Share Donor Platform PN ICARE I Share Donations Timeclock TV ICARE I Share Donor Platform PN ICARE I Share Donor Platform Banner	ICARE I Share Donor Platform Banner ICARE I Share Donations Timeclock TV	ICARE I Share Donor Platform PL ICARE I Share Donor Platform Banner			
Sunday	Monday					
11/29/2026	11/30/2026					

Thank you!