Minutes of the Talent Development and Executive Compensation Committee meeting of the Board of Managers of the Dallas County Hospital District, held Wednesday, November 9, 2022, scheduled for Noon in the WISH Building Executive Conference Room (02-175) at Parkland Health and via Webex. These minutes do not constitute a certified agenda from the meeting.

I. Attendance and Call to Order

Committee Chair Lisa Sutter noted that a quorum was physically present and called the meeting to order at 12:15 p.m. Committee members Farida Minner, RN; Elizabeth Palacios, MD; and Jeff Tillotson, JD, attended in-person.

Committee member John Proctor was not present.

Board Member attendees included: Chair Marjorie Petty, JD; Reina Gonzalez, JD, joined the meeting at 12:36 p.m.

Staff Present (via Webex and in-person) included:

Carolyn Foster, Deputy General Counsel
Daniel Enright, Director Talent Management Analytics
DeLancey Johnson, SVP & Associate Chief Talent Officer
Donna Richardson, EVP & Chief Nursing Executive
Edmundo Castañeda, EVP & Chief Operating Officer
Felicia Miller, EVP & Chief Talent Officer (in-person)
Forrest Stovall, Governance Program Manager (in-person)
Fred Cerise, President & Chief Executive Officer (in-person)
Pamela Bryant, SVP Chief Supply Chain Officer
Rick Humphrey, EVP & Chief Financial Officer
Saul Cordero, Chief Governance Officer (in-person)
Sharon Chisholm, Administrative Director, OTM Strategic Operations
Shauntee Mayfield, VP & Chief Experience Officer
Stacy Dorsey, SVP & Chief Workforce Officer/Talent Acquisition
Stephanie Speights, SVP Talent Mgmt Development
Steven Roth, EVP & Chief Legal Officer (in-person)
Sean Gorman, Manager, OTM Communications
Vic Summers, SVP Internal Audit

II. Mission Statement

Committee Chair began the meeting by stating the mission statement:
Advance Wellness | Relieve Suffering | Develop and Educate

III. Public Comments Regarding Agenda Items

No members of the public registered for comments regarding the agenda items.

IV. Conflicts of Interest

After review of the agenda, the Chair noted zero conflicts of interest for Board Members present.

V. Reports Requiring Deliberation(s) or Approval(s)

A. Office of Talent Management Introduction

Felicia Miller reviewed the environmental landscape Parkland has been working against during the past year. Some challenges include inflation, economic pressures, fatigue and high turnovers driven in part by agencies with high compensation which created the opportunities for Parkland to step up and be competitive in our market and attentive to our staffs needs as well as provide high quality patient care. She noted we were able to avoid all the negative impacts on healthcare. She reported the ongoing efforts of Parkland's commitment to always be an employer of choice.

The Committee members asked questions and received additional information related to the Office of Talent Management Introduction.

B. Recruitment

Felicia Miller reported on the key challenges facing recruitment efforts. Market competitive pay shifting quickly and competition in the DFW market for higher pay are two of the biggest challenges. Solutions for these were sign-on incentives, paid relocation, competitive pay, and recruitment outside of Parkland. Next, she reviewed recruiting metrics. She reported two consecutive years of record-breaking hiring volume. The vacancy rate increased to 15.1% which is above prior year and the regional benchmark. Turnover rates improved in Q4 but remained above prior year and benchmarks. Overall, turnover rates have outpaced recruitment efforts which will require continued focus on retention and recruitment in FY23. Next, she reported on 2023 ongoing recruitment efforts to increase candidate flow.

The Committee members asked questions and received additional information related to Recruitment

C. Development

Felicia Miller reported on Development. She reported key challenges, solutions and 2022 results. Key highlights are ICARE trainings, leadership development programs, tuition assistance and loan repayment options, and redesigned New Employee Orientation and New Resident programs.

The Committee members asked questions and received additional information related to Development.

D. Total Rewards

Felicia Miller reported on Total Rewards. She reported key challenges, solutions and 2022 results. She highlighted annual market reviews, improved access to employee health services, a new health plan option, and retention initiatives for employees.

The Committee members asked questions and received additional information related to Total Rewards.

E. Engagement

Felicia Miller reported on Engagement. She reported key challenges, solutions and 2022 results. Felicia reviewed employee engagement results from the Press Ganey survey and initiatives developed from the engagement plans. She noted there are opportunities to improve provider engagement scores in 2023.

The Committee members asked questions and received further information related to Engagement.

F. Metrics Review

Dan Enright reviewed the key Talent Management metrics. He noted the variances of each metric to those of DFW Hospital Council and the national benchmarks. Dan noted turnover was higher than the previous year but continued to improve gradually throughout the year and held a consistent downward trend. He noted inflation numbers through September were still over 8% year over year, but the unemployment rate has stayed below 4% for the majority of the last 10 months which has made a difficult context for recruiting and retention. He noted that the post resignation survey results show insufficient pay and work culture were consistent reasons why people have left. Excessive workload has been climbing the list in first year terminations as well as overall.

The Committee members asked questions and received additional information related to the Metrics Review.

VI. Executive Session

At 12:45 p.m., the Committee went into executive session to discuss the items on the Executive Session agenda.

Members of management were excused from the discussion of topics as necessary.

A. Discussion of Duties and Responsibilities of the CEO in Relation to Succession Planning

B. CEO Performance Appraisal Discussion

Members of management in executive session attendance included:

Felicia Miller and Fred Cerise

Committee Chair Lisa Sutter, adjourned Executive Session and moved into Open Session at 1:00 p.m.

VII. Adjourn

With no further business to discuss, Committee Chair Lisa Sutter adjourned the meeting at 1:00 p.m.

SO RECORDED:

Lisa Sutter
Lisa Sutter (Dec 19, 2022 16:22 CST)

Lisa Sutter
Committee Chair

Steven J Roth
Steven J Roth (Dec 19, 2022 15:42 CST)

Steve Roth, JD, MPH
Assistant Secretary