NOTICE OF MEETING

NORTH BROWARD HOSPITAL DISTRICT

BOARD OF COMMISSIONERS

A Human Resource Committee meeting will be held on Tuesday, November 12th, 2019, immediately following the Finance Committee meeting, at the Broward Health Corporate Spectrum Location: 1700 Northwest 49 Street, Fort Lauderdale, Florida, 33309. The purpose of this committee meeting is to review and consider any matters within the committee’s jurisdiction.

Persons with disabilities requiring special accommodations in order to participate should contact the District by calling 954-473-7481 at least 48 hours in advance of the meeting to request such accommodations.

Any person who decides to appeal any decision of the District’s Board with respect to any matter considered at these meetings will need a record of the proceedings, and for such purpose, may need to ensure that a verbatim record of the proceedings is made which record includes testimony and evidence upon which the appeal is to be based.
HUMAN RESOURCE COMMITTEE MEETING
Immediately following the Compliance & Ethics Committee Meeting
September 12, 2018

NOTICE

Notice of this meeting is attached to the official Minutes as EXHIBIT I. The official Agenda for
this meeting, as presented for the consideration of the Committee, is attached to the official
Minutes as EXHIBIT II.

CALL TO ORDER 1:40 p.m.

COMMITTEE MEMBERS

Present:  Commissioner Steven A. Wellins, Chair
Commissioner Christopher T. Ure
Commissioner Ray T. Berry

Senior Leadership
Additionally Present:  Nancy W. Gregoire/Commissioner, Andrew M. Klein/Commissioner,
Beverly Capasso/President/Chief Executive Officer, Gino Santorio/Chief
Operations Officer, Alan Goldsmith/Chief Financial Officer, Lynn
Barrett/Corporate General Counsel, Nick Hartfield/Chief Compliance
Officer, Nigel Crooks/Chief Internal Auditor

PUBLIC COMMENTS  None

APPROVAL OF MINUTES


MOTION  It was moved by Commissioner Berry to:

Approve the Human Resource Committee meeting minutes dated July 18, 2018.

Motion carried unanimously, without a second.

TOPIC OF DISCUSSION

2.  Board Resources

MOTION  It was moved by Commissioner Berry, seconded by Commissioner Ure, to:
Recommend to the board that Patricia Alfaro, a Board Report, be elevated as an exempt employee with a new job description, a budget and the ability for her to hire an assistant.

Motion carried unanimously.

3. Review the Board Report Contract

Commissioner Wellins reported that a labor attorney was requested to provide a generic template agreement that could be customized according to the board report position. Commissioner Wellins asked that committee members review the template and send any questions or concerns to Ms. Barrett, so that the template be finalized and approved in October.

4. Contracting Processes

Commissioner Wellins reminded the committee of a previous discussion when Commissioner Ure requested he provide a bullet point draft of what he thought a more comprehensive and transparent contract process would look like. Commissioner Wellins walked the committee through the proposed process.

5. Personal Leave Policy

In regards to Board Reports, Commissioner Wellins opined that the personal leave policy should revert back to what was in place prior to the new policy that existed for Executive Management.

Mr. Goldsmith shared that prior to the policy change, employees were using the plan more as a retirement savings account versus a vacation plan; defeating the purpose of the plan. Mr. Goldsmith suggested the committee decide if they wanted to offer a strict vacation plan or if they were willing to let the time be accrued when not taken.

6. Head of HR

Commissioner Wellins shared that he requested Ms. Hatcher take on the Human Resource department’s responsibilities during the interim of finding a permanent head of HR. Mr. Goldsmith clarified that Ms. Hatcher was already running the day-to-day responsibilities for the department and that he was the acting liaison between Ms. Hatcher, the CEO and COO.

7. HR SR VP Search

Commissioner Wellins suggested a top notch executive global firm be identified to fill the SVP, Chief Human Resource Officer position. Mr. Goldsmith agreed with the suggestion and reported that the procurement department was in the process of finding out if another organization had recently completed a similar bid, so that Broward Health could use it. He further reported that a national search historically took three months to process and that Senior Management wanted Commissioner Wellins’ input.
8. Audit Resource Staff

Mr. Nigel Crooks, Interim Chief Internal Auditor, presented the audit department's budget to the committee. He reported that his department completed close to 30 audits with only 4 auditors, Mr. Crooks requested an incremental increase of $500K within the next two years.

Commissioner Wellins suggested Mr. Crooks fine tune his budget and give the committee a best case scenario to do what he needed to do. He reminded Mr. Crooks that he would be responsible for critical audits the following year, therefore the new positions needed to be put in place as soon as possible.

9. CEO Workshop

Commissioner Wellins announced that two HR meetings would be scheduled at 1.5 hours each. The first meeting would cover all unfinished HR business and the second meeting would be allotted to discuss CEO metrics.

Commissioner Wellins listed pending items below:

- Recommendation of board resources
- Complete and approve contract process
- Complete board report agreement template
- Review personal leave policy for board reports
- Search and hire of senior vice president of human resource department
- Resolve audit budget
- Tier two document

Commissioner Gregoire stated that she was given the understanding that consideration of making Mr. Crooks permanent Chief Internal Auditor would be discussed at the current meeting. Commissioner Klein agreed to address it at the full board meeting.

ADJOURNMENT 3:15 p.m.

MOTION It was moved by Commissioner Berry, seconded by Commissioner Ure, to:

Adjourn the Human Resource Committee Meeting.

Motion carried unanimously.

Respectfully submitted,
Commissioner Stacy L. Angier, Secretary/Treasurer
NOTICE

Notice of this meeting is attached to the official Minutes as EXHIBIT I. The official Agenda for this meeting, as presented for the consideration of the Committee, is attached to the official Minutes as EXHIBIT II.

CALL TO ORDER 4:15 p.m.

COMMITTEE MEMBERS

Present: Commissioner Steven A. Wellins, Chair
Commissioner Ray T. Berry

Not Present: Commissioner Christopher T. Ure

Senior Leadership

Additionally Present: Nancy W. Gregoire/Commissioner, Stacy L. Angier (pending oath of office), Andrew M. Klein/Commissioner, Gino Santorio/Acting President/Chief Executive Officer, Alan Goldsmith/Chief Financial Officer, Lynn Barrett/Corporate General Counsel

PUBLIC COMMENTS None

APPROVAL OF MINUTES None

TOPIC OF DISCUSSION

1. Personal Leave Policy for Board Reports - Melanie Hatcher

Ms. Hatcher highlighted the key points of the policy applicable to Broward Health employees who report directly to the Board of Commissioners as Board Reports

* Due to this being the first official live stream meeting, technical difficulties presented themselves, which resulted in inaudible recording for a portion of this item.

MOTION: It was moved by Commissioner Berry, seconded by Commissioner Wellins, to:
Amend first bullet point under section “F” to allow the CEO to request approval for personal time off (PTO) from the Chairman of the Board versus all six Board Members.

Motion carried unanimously.

2. Review Board Report evaluation forms and process to be used – Melanie Hatcher

   Ms. Hatcher reported on the evaluation process for all employees, which included managers and Board Reports. On day of evaluation, a general average score would be taken and reported in an open meeting format, in an effort to maintain transparency. The Committee agreed this process should continue to be followed.

3. Schedule review for Board Reports – Melanie Hatcher

   MOTION: It was moved by Commissioner Berry, seconded by Commissioner Wellins, to:

   Approve the Proposed Board Report Evaluation Form and Process.

   Motion carried unanimously.

4. Review new NBHD Board & Non-Board Report employment contract template

   Commissioner Wellins stated that he would not be opposed to deferring review of the template with the caveat that no new employment contract would be executed until after the Committee’s review was complete. It was agreed that the item be tabled until November, to allow additional time to consult with outside counsel.

   * Commissioner Klein excused himself from the meeting due to a previous engagement.

5. Review new Board Report contract process.

   MOTION: It was moved by Commissioner Berry, seconded by Commissioner Wellins, that:

   The Board of Commissioners of the North Broward Hospital District consider the Contract Negotiation Process for Board Reports.

   Motion carried unanimously.

6. Review new job description and job title for Board Liaison – Melanie Hatcher

   Commissioner Wellins requested that Ms. Hatcher combine items 6 and 7 and present them together.

7. Review job description and job posting for new executive assistant to Board – Melanie Hatcher
Discussion ensued clarifying that the Records Custodian and 119 responsibilities remain within the legal department.

**MOTION:** It was moved by Commissioner Berry, seconded by Commissioner Wellins, that:

The job description for the Director of the Offices of the Board of Commissioners Support Services be approved.

Motion carried unanimously.

Ms. Hatcher described the scope and responsibilities for an additional position titled, Executive Secretary Analyst to the Director of the Offices of the BOC Support Services and that the position was at a pay-grade level (11).

Ms. Hatcher recommended that the Special Assistant to the Board of Commissioners be upgraded to the position of Director of the Board of Commissioners Support Services. Ms. Hatcher shared two salary options as a starting point for discussion, option #1, at a minimum salary of $91,520 with possibility of reevaluation at six months and option #2, at a midrange salary of $114,504.

**MOTION:** It was moved by Commissioner Wellins, seconded by Commissioner Berry, that:

The salary for Patricia Alfaro, Director of the Board of Commissioners Support Services, be approved at $100K, an exempt position, with a six month performance review and that an Executive Assistant Analyst be retained in support of the new position.

Motion carried unanimously.

8. Office of the Board of Commissioners’ Budget – Melanie Hatcher

Item postponed.

9. Market Adjustment Staff – Melanie Hatcher

Ms. Hatcher further reported that the adjustment recommendation was for approximately $2.74 million, impacting 1500 Allied Health clinical positions. This item was previously approved and already reflected in the budget, which should have gone into effect last July 1, 2018.

**MOTION:** It was moved by Commissioner Berry, seconded by Commissioner Wellins, that:

The Allied Health Clinical Staff Market Adjustment be approved retroactively to July 1, 2018.

Motion carried unanimously.

10. Tier II Proposal – Melanie Hatcher
Commissioner Wellins reported that the Tier II item had previously been approved subject to a document being drafted that would memorialize the Tier II Management Incentive Plan for fiscal year 2018.

**MOTION**: It was *moved* by Commissioner Berry, *seconded* by Commissioner Wellins, to:

- **Accept the document as planned.**

Motion *carried* unanimously.

**MEETING ADJOURNED**

The Human Resource Committee meeting was adjourned by Commissioner Wellins, the Human Resource Chair, at 6:15 p.m.

Respectfully submitted,
Commissioner Stacy L. Angier, Secretary/Treasurer
HUMAN RESOURCE COMMITTEE MEETING
Immediately Following Building Committee Meeting
July 24, 2019

1. **NOTICE**

Notice of this meeting is attached to the official Minutes as EXHIBIT I. The official Agenda for this meeting, as presented for the consideration of the Committee, is attached to the official Minutes as EXHIBIT II.

* Please note, due to technical difficulties the live stream video was inaudible and could not be viewed until the commencement of item 6.

2. **CALL TO ORDER** 4:52 pm.

3. **COMMITTEE MEMBERS**

   √ Ray T. Berry / Chair
   √ Andrew M. Klein
   X Marie C. Waugh (Not Present)

**ADDITIONALLY PRESENT** Commissioner Nancy W. Gregoire, Commissioner Stacy L. Angier, Gino Santorio/CEO, Alan Goldsmith/CAO, Alex Fernandez/CFO, Linda Epstein/General Counsel, Brett Bauman/Associate General Counsel, Nigel Crooks/Chief Internal Auditor.

4. **PUBLIC COMMENTS** None.

5. **APPROVAL OF MINUTES**

Approval of the Human Resource Committee meeting minutes dated March 21, 2019.

**MOTION** It was *moved* by Commissioner Klein, *seconded* by Commissioner Berry, to:

**APPROVE THE HUMAN RESOURCE COMMITTEE MEETING MINUTES DATED MARCH 21, 2019.**

Motion *carried* unanimously.
6. **TOPIC OF DISCUSSION**


Ms. Hatcher stated that items 6.1, 6.2 and 6.3 on the agenda were for informational purposes and that no action would be taken. A PowerPoint presentation was given, detailing each item as seen below.

6.1.1. Employee PL Cash in

Employee PL Cash in would allow eligible employees to cash up to 80 hours of their accrued personal leave time, as they could forgo taking time off in support of their commitment to the organization. Mr. Goldsmith clarified the cash out amount was already accounted for in the financials.

6.1.2. Management Merit Process

A market review would be conducted and based on the data all leaders with a passing score would be eligible to receive a board approved percentage increase. The staff recommendation was to add a one, two or three percent, based on an individual’s score.

6.1.3. Performance Appraisal Timeline for Board Reports

- September Human Resource Committee Meeting: Discuss the process in detail
- October 1\textsuperscript{st}: Self-evaluation for board reports due
- October 4\textsuperscript{th}: Self-evaluations transmitted to board members for review
- October 25\textsuperscript{th}: Individual board member response due
- October Human Resource Committee Meeting: Reviews conducted
- October Board Meeting: Final board approval
6.2. Balance Scorecard

Mr. Fernandez presented on the metrics, targets and points that were established to serve as Broward Health’s Fiscal-Year 2020 Balanced Scorecard. A Power Point presentation was given detailing each pillar, which included, People, Quality, Growth, Finance, and Service.

6.2.1. Approval of 2020 Balance Scorecard

6.2.2. Balance Scorecard Spreadsheet, Informational

The committee agreed to move Approval of the Balance Scorecard action item to the consent agenda for the July 31st board meeting. The committee requested that staff provide comparative data, industry best practices and Broward Health’s 2019 metric results for further discussion.

7. **ADJOURNMENT** 5:46 pm.

**MOTION** It was moved by Commissioner Klein, seconded by Commissioner Berry, to:

**ADJOURN THE HUMAN RESOURCE COMMITTEE MEETING.**

Motion **carried** unanimously.

Respectfully submitted,
Commissioner Stacy L. Angier, Secretary/Treasurer.
HUMAN RESOURCE COMMITTEE MEETING
Immediately following the Quality Assessment & Oversight Committee Meeting
September 11, 2019

1. **NOTICE**

Notice of this meeting is attached to the official Minutes as EXHIBIT I. The official Agenda for this meeting, as presented for the consideration of the Committee, is attached to the official Minutes as EXHIBIT II.

2. **CALL TO ORDER** 11:50 a.m.

3. **COMMITTEE MEMBERS**

   **Present:** Commissioner Ray T. Berry, Chair

   **Not Present:** Commissioner Marie C. Waugh
   Commissioner Andrew M. Klein

   **Senior Leadership**
   **Additionally Present:** Commissioner Nancy W. Gregoire, Commissioner Stacy L. Angier, Commissioner Christopher T. Ure, Gino Santorio/President/Chief Executive Officer, Alan Goldsmith/Chief Administrative Officer, Alex Fernandez/Chief Financial Officer, Linda Epstein/Corporate General Counsel, Jerry Del Amo/ Sr. Associate, General Counsel

Both Ms. Linda Epstein, General Counsel, and Mr. Brett Bauman, Sr. Associate General Counsel, confirmed that no action could be taken at the Human Resource Committee meeting due to lack of quorum.

4. **PUBLIC COMMENTS** None

5. **ELECTION OF HUMAN RESOURCE COMMITTEE OFFICERS**

   No action taken.

6. **APPROVAL OF MINUTES**

   No action taken.
7. **TOPIC OF DISCUSSION**

7.1. Discussion of Management Appraisal Evaluations as it pertains to Board Reports.

Ms. Hatcher introduced Faith Simone-Hunt, Director of Employee Relations & Immigration, who she characterized as an expert in her field in addition to having been an employee at Broward Health for over 14 years.

Direct Reports for the Board of Commissioners are evaluated annually in accordance with performance review criteria established by the Board.

Ms. Hatcher shared the process and timeline for Board Report Evaluations, as seen below.

- October 1: Self evaluations due
- October 4: Delivery of scoring template, self-evaluation, and job description to the Board
- October 25: Board submission of appraisals
- November 20: Combined appraisal information presented at Human Resource Committee meeting

There are ten dimensions that define leadership competencies and used for Board Reports evaluation.

- Strategy and Planning
- Operations Management
- Leadership
- Financial Management
- Human Resources
- Exceptional Service
- Collaborative Team
- Accountability for Positive Outcomes
- Fostering Innovations (one of the 5 star values)
- Valuing our Employee Family (one of the 5 star values)

Ms. Hatcher gave an overview of the performance evaluation scoring system and how standard targets and goals are set.
The committee requested that the individual’s departmental budget be provided as a measure for financial performance.

Discussion ensued on the importance of employee reviews and investing time in their improvement so that they could reach their potential.

Chairman Berry requested that Ms. Hatcher provide Ochsner Healthcare’s HR manual, containing a 5 foot and 10 foot policy on greeting patients and visitors in the hallways.

Chairman Berry acknowledged Broward Health for having a substantial amount of minorities on staff and making it a priority. He further noted that the figures were far better than he had seen at any other organization.

8. **ADJOURNMENT**

The meeting was adjourned at 12:32 p.m.

Respectfully submitted,
Commissioner Stacy L. Angier, Secretary/Treasurer