



Home Health and Hospice Care, Inc
Board of Directors Human Resources Committee Minutes
Microsoft Teams Meeting
May 22, 2025

Present: Sarah Wilson, Chief Financial Officer
Dr. Jay Carraway, Committee Member
Jennifer Whitley, Chief Executive Officer

Excused: Vince Watson, Committee Chair
Mike Davis, Committee Member
Dr. Donna Lake, Committee Member

1. **Welcome** – Mr. Carraway called the meeting to order at 4:05.
2. **Review and approval of prior meeting minutes** – Mr. Carraway approved the minutes from the last committee meeting.

Updates – Mrs. Wilson provided the following updates:

3. 401K

- a. We are waiting for ADP to finish a few things for compliance testing for 2024 and then our 401k audit will get underway with CLA.

4. Human Resources Updates

- a. Compensation – We have decided that we will do both merit raises as well as tenure bonuses this summer.
 - i. Merit raises – To be based on 12/31/24 evaluation scores + any necessary market adjustments + possibly an across the board.
 - ii. Tenure bonuses – Beginning at 3 years of service, with higher amounts at each recognized milestone (3, 5, 10, 15, etc).
 - iii. The committee discussed the need for raises, even in light of 3HC's current financial constraints. Management feels that we must provide increases to team members in order to retain the staff we have and to be able to recruit the additional staff we need. The committee had discussion on the need to "stabilize" the workforce as much as possible, although we do not feel that we will ever reach the level of stabilization that we used to enjoy, as this newer generation simply tends to change jobs more often than older generations.

- b. ADP Comprehensive Talent – We are still working through implementation of our talent strategy, which will continue over the rest of this year. We are slowly building out career paths, etc. for our team members.
 - i. We do have our ADP talent consultant set to come to our July leadership meeting to lead our team through a DISC assessment review and training on communication. This will kick off our formal, regular training with our leadership team.

2. Recruitment/Retention

- a. Turnover – Our turnover history for the last few years:
 - i. 44.4% – 2022
 - ii. 34.8% – 2023
 - iii. 44.6% – 2024
 - iv. We are trending towards 47.3% for the year, which is not unexpected.
 - v. 20.6% – 2024 NC ADP Benchmark (all industries)
- b. Attrition/Hiring/Vacancies – We have had quite a bit of clinical turnover in the last couple of months. There have been several organizational changes over the last few months that may have impacted retention. We are working to address underlying issues. Again, this supports the need for team member increases.
- c. 3HC currently had 10 contract nursing staff agency-wide, 5 of whom have been onboarded in the last two months. We are still working to recruit several more.

3. Other Updates

- a. Health insurance – SIA is doing an analysis/review of our current health plan to see if they can save us money and improve member/3HC experience at the same time. We are meeting the first Monday in June to look at an initial proposal. Mr. Watson will be attending that meeting as well.

4. Other Business – No other business was noted.

5. Adjournment – Mr. Carraway adjourned the meeting at 4:35 pm.