



**MINUTES**  
**BOARD OF DIRECTORS MEETING**  
**Hilton Garden Inn Lakeland | 11:30a**  
**November 18, 2021**

Members		Members		Members		Staff & Guests Present	Staff & Guests Present
Khan, Adil, <b>Chair</b>	P	Garner, Ginger	P	Sapp, Sherry	P	Stacy Campbell-Domineck	Eshia Smith
Adams, John	P	Hall, Lisa	P	Sorg, David	P	Candace Franklin	Wyatt Dube
Altieri, Jorge	P	Jantomaso, Cyndi	E	Tripp, Huston	P	Emilisse Ortiz	Christina Gasperino
Case, Karen	P	Lunsford, Katrina	P	Wilson, Amanda	P	Gerardo Meza	Marcy Hamrick
Clark, Gary	P	McCraw, David	P	Woodard, Derrick	P	Megan Gooden	Amy Santorelli
Dimmick, Scott	P	Miller, Jr., Albert	P	Wright, Sharon	P	Arthur Harris	Susan Hames
Gander, Patti	P	Olivas, Yesse A	P		P	LaTonya Mays	
Garcia-Falconetti, Angela	P	Rider, Melody	E				

**CALL TO ORDER**

The meeting was called to order by Chair Khan at 11:36a, followed by introductions of all those present.

**APPROVAL OF MINUTES**

Chair Khan called for a motion to approve the Board of Directors minutes from the August 19, 2021, meeting. Motion made by David Sorg and seconded by Gary Clark. The floor opened for discussion. There was no discussion. All voted. Motion carried unanimously.

**BUSINESS VOICE**

Chair Khan called on CEO Stacy Campbell-Domineck to proceed with moderating the panel discussion. Each member of the panel was asked to introduce themselves and share information about their company and workforce. CEO Campbell-Domineck explained that the purpose of the panel is to discuss state of the workforce, share hiring struggles/ successes among employers, and to see how CareerSource Polk can better serve its main customer: employers.

Wyatt Dube, Technical Recruiter for Florida Caribbean Distillers Scott Dimmick, Chief Human Resources Officer of Lakeland Regional Health, Amy Santorelli, Human Resources with AdventHealth, and Marci Hamrick, Senior Manager of Talent Acquisition at Publix all introduced themselves. CEO Campbell-Domineck asked Dube about his experience at CareerSource Polk's job fair the previous day. Dube said it was successful and he looks to make two or three successful hires out of the visit.

**Panelist Question: How has your workforce been impacted by COVID-19 or the current environment?**

**Wyatt Dube** – We are the first registered distiller in Florida and have just under 250 employees. I have the benefit of getting to look at and speak to each candidate. My connection rate is much higher after I am able to build rapport with the candidates over the phone and get to know them. Only 1 out of 10 may not lead to a successful hire.

**Scott Dimmick** – In healthcare, I have two huge stakeholders: patients and team members. In Feb. 2020, when we started getting COVID patients, staff was beside themselves with everything they heard in the media. Being agile and flexible with nursing units and plans of care was crucial. We redesigned where we put patients. None of that could have been possible without a foundation of culture of participative management, employee involvement and employee empowerment. Talent strategy – everyone needs one. How do you interact with employees? Is it top-down, or bottom-up? A bottom-up organizational chart is one where employees run the show and leaders facilitate.

We have mechanisms in place to gather employee ideas quickly. When the employees are the ones providing ideas, change happens quickly. Based on this organizational concept, changes happened very quickly. That was secret to our success.

**Amy Santorelli** – AdventHealth acquired two hospitals in Polk County on Sept. 1, 2019, so we were bringing staff onboard to a new facility. Five months into this process, the pandemic hit, and we had to pivot very quickly and very often. I learned many things in this acquisition, coupled by the pandemic. We were concerned with keeping patients and families and staff safe. We had the concern of staff being scared to bring the virus home. We were looking at how to cohort patients and provide them care amid staffing shortages. High pay rates for travel nurses have led to short staffing. Because of this, we started an LPN program at two facilities. RNs are hard to come by in hospital setting. We are looking at LPN strategy.

**Marci Hamrick** – Publix has been around for 91 years. We have a promote from within philosophy. Open door policy. Stock ownership plans. We also have a strong employer brand and consumer brand. More than 225,000 associates in 7 states. 1500 retail stores and distribution centers. My responsibility is to build a strategy for recruitment for all areas. The pandemic made things challenging as a grocery store, which was determined to be an essential business. At first, it was difficult keeping up with high volumes of submissions of applicants. Then the pendulum swung so rapidly. We are still in 'unprecedented' times. I've learned that we cannot look at historical information to tell us how we are performing in the present because the present is so different to anything we have ever seen. We cannot even look back at 2018. We must have a different mind shift as an organization. We must focus on what do have control of and do the best with that. Otherwise, we are just hamster in a hamster wheel.

**CEO Summary of the panelists' key points:** We cannot look at the past to tell us what we should do in the present and future. We must repurpose, like AdventHealth focusing on LPNs because it's difficult to get RNs. Managing from the bottom up. Organizations are no longer competing industry for industry, they are just competing with other employers, period.

**Panelist Question:** Before the recent challenges, the unemployment rate was low. In the pandemic, it was a different beast. Do you feel like you were experiencing different challenges or not?

**Wyatt Dube** – We were increasing hours and adding people during the pandemic because our product was always in demand. There was a perception of safety among employees. We had no third-party vendors coming into office. Employees needed to see the extra cleaning to feel safe at work. Before, there was no clear hierarchy in my organization. You just work until next guy is out and you can get bumped up. Now we have a hierarchy as retention incentive. Before, we had no shift differential. Now we have implemented a 5% shift differential.

**Scott Dimmick** – Most organizations are doing workforce planning. Analyzing labor supply and labor demand. The pandemic increased our volume of patients. At peak, we had 350 positive in-patients. The volume is still surging, so we need more workers. The labor demand for healthcare has skyrocketed. I have added 10-15% to workforce and I am looking to add 10-15% more. Is the supply there? The pandemic scared individuals. Enrollments in nursing programs declined. For last 12 months, we were experiencing a lag. Enrollments are now increasing and stabilizing. Labor supply is always an issue because age 65+ will double in the next few years and this directly reflects demand of healthcare. Staff exodus. We have had employees leaving healthcare and taking contracts. The average hourly rate of nurses is \$34/hour. We are paying upwards \$150/hr from contract labor agencies to fill nursing vacancies. It is now a \$300k position for a (travel) nurse. Talent acquisition is great but there only so many nurses out there. We have been lobbying at state level and seeing how can work with colleges to build a better healthcare workforce. We have created 45 fully funded career advancement programs for employees. Polk County has endless supply of low-skilled talent. We trying to take that talent and transform it into the technical positions we need. Remove financial barriers, flexible with hours.

**Amy Santorelli** – We already had pre-pandemic challenges with recruiting and retaining as part of growth and acquisition. Our biggest challenge once the pandemic hit was the number of people leaving healthcare. Trying to meet workforce demand while turnover rates have doubled and tripled. It has been a challenge to keep up with turnover. People are afraid of bringing the virus home to their family or they are having to care for kids at home.

**Marci Hamrick** – For Publix, the challenges of COVID were the number of applications coming in, ghosting in entry level positions, and turnover and the different factors that lead to it. Time of life (high school age employees), burnout, unpleasant customers, violence from customers. Volume of turnover has become much greater. We are receiving fewer applications but need to hire more people. Organizations have to be careful that this does not lead to not hiring the right person. Hiring Managers can never solve a retention problem with recruitment. We have to focus on what we can control. Focus on stopping the bleeding. Can't put a band-aid over a hemorrhage. Can't solve retention problem with recruitment. Do a stay interview. Find out why people are staying and focus on that. Relying on consumer brand to staff stores. It is a balancing act right now.

**Panelist Question: – What are key positions that you recruit for the most?**

**Marci Hamrick** – Our highest volume is retail. Entry level staffing for grocery clerks and skilled positions. Selector positions and warehouse and distribution. Line workers. Trades. Maintenance technicians. Corporate environment.

**Amy Santorelli** – We hire just about everything. Licensed clinical professionals. RNs, LPNs, for labs, imaging, housekeepers, food services, supply chain. Almost like hiring for hospitality but also healthcare. Hard to find RNs. Medical technologists and phlebotomists. Techs for imaging. ICU nurses are getting burnt-out.

**Scott Dimmick** – We have been on big hiring spree for positions. We are trying to become an academic medical center. We will be launching a physician school with seven different specialties and 200 resident positions. Organizations can place too much emphasis on hiring from outside instead of taking care of their current people. We added a manager of employee health and wellness. Our director of labor relations is the chief advocate for employees. It is important for us to focus on the mental health of our employees. LRHC is launching new Behavioral health hospital. Those resources are available to employees.

**Wyatt Dube** – I was brought into this position to address the need for skilled tradesmen. Most critical of their workforce. Without production, we are not making money. Mechanics and electricians are critical to our bottom line. Peers in the industry are seeing the same thing. They need to hire skilled tradesmen. Automation techs – We are also having to attract automation techs, which are a new type of technician.

CEO Campbell-Domineck opened the floor for board members to ask questions of the panelists.

Derrick Woodard, Jr. – For the two healthcare recruiters, how are you affording to pay 3.5x the hourly rate for nurses than you once were? **Amy Santorelli**– An amazing finance team. We are always looking to see where we can save. At the height of the pandemic, half of our workforce was travel nurses. So we try to save money in other areas. You have to pivot and see how you can do things differently. We are trying to build a culture of permanent employees and get rid of temporary staff. When it comes to expectations for the patient experience, it is hard to get temporary workforce on that bandwagon.

Gary Clark – There is national debate on newscasts about racism and diversity. I heard a commentary by someone that the reason we can't get truckdrivers is because companies won't hire black truck drivers. Has that affected you at all? Where does meritocracy fit in your plans? **Marci Hamrick**– We promote from within for truck drivers. This benefits us. Truck drivers used to be a highly coveted position. It is very competitive role internally. We struggle more with gender diversity in truck driving than with race. We do have a diversity and inclusion department in Publix, and I work with the manager closely. We have implemented urban league affiliates. Our associates need to represent communities they serve. We also work with differently abled people. The pandemic has forced us to work differently internally. The communication dept has developed a partnership with United Way. We leverage partnerships like this to build those talent pipelines.

**Wyatt Dube** – Truck drivers screening. We have specific needs because of endorsements. Our truck drivers also drive locally so we are not offering over-the-road money. On the diversity side, we owned by Cuban American family owned by a Puerto-Rico based company. We have a strong bilingual population. Since I personally meet each new hire, I can tell you specifically that we have two white drivers, but most are African American and Hispanic.

Sharon Wright – Focusing on management, all employers need to look at who are the managers and develop them into leaders. I read a quote that said, “People do not leave organizations- they leave bad managers.” We need to look at what we can be doing internally to make people stay. Thanked the panel.

Chair Khan – What are the panel’s strategies concerning the vaccination mandates that are estimated to affect 40% of the workforce? **Wyatt Dube** – We conducted a company survey to get an idea of who has and has not been vaccinated and to see how to proceed. **Marci Hamrick**– We have been tracking cases. We are developing a database to see who was vaccinated and who wasn’t. We have to start making plans to see how to test so many individuals on a weekly basis. We have started developing policy and have involved our lawyers in this process.

**Amy Santorelli** – We started vaccinating employees in Jan. of this year and started tracking them. 74% of team has been vaccinated. We are focusing on getting everyone vaccinated or helping them apply for waiver.

CEO Campbell-Domineck concluded the panel. Chair Khan thanked the committee.

#### **ACCEPTANCE OF CONSENT AGENDA**

David Sorg made a motion to approve the Consent Agenda, seconded by Katrina Lunsford. All voted. Motion carried.

#### **NEW BUSINESS**

##### **Board Chair Reports and Recommendations (Adil Khan)**

##### **Recommendation: Approval of revisions to system-wide salary ranges**

Chair Khan brought forth the recommendation on behalf of the Executive Committee to approve the proposed revisions to the systemwide salary ranges. David Sorg motioned to approve. Sherry Sapp seconded. Chair Khan opened the floor for discussion. There were no questions or comments. All voted. Motion carried unanimously.

##### **Recommendation: Approval to Issue RFP for Audit Services for PY2022**

Chair Khan directed the members to the recommendation for approval to issue RFP for audit services for PY2022. Lisa Hall motioned to approve. David Sorg seconded. All voted. Motion carried unanimously.

##### **Recommendation: Approval to Issue RFP for One-Stop Operator for PY2022**

Chair Khan directed the members to the recommendation for approval to issue RFP for One-Stop Operator services for PY2022. Amanda Wilson motioned to approve. Sherry Sapp seconded. Chair Khan opened the floor for discussion. There was minimal discussion. All voted. Motion carried unanimously.

##### **Recommendation: Approval of the Audit Report PY2020-2021 Year Ending June 30, 2021**

Chair Khan directed the members to the recommendation of the Executive Committee to approve the audit report. This is being delayed as the audit report has not yet been submitted. No vote took place.

##### **Workforce Performance Council (Gary Clark)**

##### **Recommendation: Approval of One-Stop Operator Compliance Report 1<sup>st</sup> Quarter PY2021**

Gary Clark brought forth the recommendation on behalf of the Workforce Performance Council to approve the One-Stop Operator Compliance Report 1<sup>st</sup> Quarter PY2020-2021. Chair Khan opened the floor for discussion. No questions or concerns. All voted. Motion carried unanimously.

##### **Recommendation: Approval of Direct Provider of Services Report 1<sup>st</sup> Quarter PY2021**

Gary Clark brought forth the recommendation on behalf of the Council to approve the Direct Provider of Services Report 1<sup>st</sup> Quarter. Floor opened for discussion. All voted. Motion carried unanimously.

**Recommendation: Approval of Training Provider for Initial Eligibility**

Chair Clark called for a motion to approve Cruz Institute as a training provider for initial eligibility and commented that it met all the requirements to become an approved eligible training provider. No questions or comments. All voted. Motion carried unanimously.

**Youth Development Council (Katrina Lunsford)**

**Recommendation: Approval to Issue RFP for Teen Pregnancy Prevention Programs**

Katrina Lunsford brought forth the recommendation on behalf of the Youth Development Council for approval to issue RFP for Teen Pregnancy Prevention Programs. No questions or comments. All voted. Motion carried unanimously.

**President & CEO Update**

CEO Campbell-Domineck directed the board members to the contents of their packets. She highlighted the FWDA newsletter article and the FWDA Membership brochure. CEO Campbell-Domineck shared that CareerSource Polk in collaboration with CareerSource Tampa Bay was approved for the Get There Faster grant to work with veterans. CEO Campbell-Domineck thanked the panel and the board members for their leadership and volunteer time.

**Public Comment and Closing Remarks**

Chair Khan asked for comments. There were no comments.

**Meeting adjourned at 1:06p**

A handwritten signature in cursive script, appearing to read "Sherry Sapp", is written over a horizontal line.

Sherry Sapp, Treasurer