



UMC Governing Board Special Meeting

February 24, 2021 at 10:00 am

Delta Point Emerald Suite

Conference Dial-in Number: (844) 740-1264 Access Code: 133 883 4858#

AGENDA

University Medical Center of Southern Nevada GOVERNING BOARD SPECIAL MEETING

February 24, 2021, 10:00 a.m.
901 Rancho Lane, Las Vegas, Nevada
Delta Point Building, Emerald Conference Room (1st Floor)

Notice is hereby given that a special meeting of the UMC Governing Board has been called and will be held on Wednesday, February 24, 2021, commencing at 10:00 a.m. at the location listed above to consider the following:

This meeting has been properly noticed and posted in the following locations:

University Medical Center 1800 W. Charleston Blvd. Las Vegas, NV (Principal Office)	CC Government Center 500 S. Grand Central Pkwy. Las Vegas, NV	Third Street Building 309 S. Third St. Las Vegas, NV	Regional Justice Center 200 Lewis Ave., 1 st Flr. Las Vegas, NV
City of Las Vegas 400 Stewart Ave. Las Vegas, NV	City of Henderson 240 Water St. Henderson, NV		

- The main agenda is available on University Medical Center of Southern Nevada's website <http://www.umcsn.com>. For copies of agenda items and supporting back-up materials, please contact Stephanie Ceccarelli, Governing Board Secretary, at (702) 765-7949. The Governing Board may combine two or more agenda items for consideration.
- Items on the agenda may be taken out of order.
- The Governing Board may remove an item from the agenda or delay discussion relating to an item at any time.
- Consent Agenda - All matters in this sub-category are considered by the Governing Board to be routine and may be acted upon in one motion. Most agenda items are phrased for a positive action. However, the Governing Board may take other actions such as hold, table, amend, etc.
- Consent Agenda items are routine and can be taken in one motion unless a Governing Board member requests that an item be taken separately. For all items left on the Consent Agenda, the action taken will be staff's recommendation as indicated on the item.
- Items taken separately from the Consent Agenda by Governing Board members at the meeting will be heard in order.

SECTION 1. OPENING CEREMONIES

CALL TO ORDER

PLEDGE OF ALLEGIANCE

INVOCATION

1. Public Comment.

PUBLIC COMMENT. This is a period devoted to comments by the general public about items on **this** agenda. If you wish to speak to the Board about items within its jurisdiction but not appearing on this agenda, you must wait until the "Comments by the General Public" period listed at the end of this agenda. Comments will be limited to three minutes. Please step up to the speaker's podium, clearly state your name and address, and please **spell** your last name for the record. If any member of the Board wishes to extend the length of a presentation, this will be done by the Chair or the Board by majority vote.

2. Approval of Agenda. *(For possible action)*

SECTION 2: BUSINESS ITEMS

3. Introduction and opening comments from Chairman John O'Reilly.
4. Receive a report from UMC CEO, Mason Van Houweling, regarding the Southern Nevada healthcare environment and market assessment; and take any action deemed appropriate. *(For possible action)*
5. Receive a report from the Governing Board Clinical Quality and Professional Affairs Committee; and take any action deemed appropriate. *(For possible action)*
6. Discuss 2021 initiatives of the Governing Board Clinical Quality and Professional Affairs Committee, to include community outreach goals and quality initiatives; and take any action deemed appropriate. *(For possible action)*
7. Receive an educational update on the Medical Staff's roles and responsibilities at UMC from Chief of Staff Frederick Lippmann, M.D.; and take any action deemed appropriate. *(For possible action)*
8. Discuss 2021 initiatives of the Governing Board Human Resources and Executive Compensation Committee, to include employee workforce initiatives; and take any action deemed appropriate. *(For possible action)*
9. Roundtable discussion on Nevada's COVID-19 response with community leaders; and take any action deemed appropriate. *(For possible action)*

SECTION 3: CLOSED SESSION

10. Go into closed session, pursuant to NRS 241.015(3)(b), to receive training regarding the legal obligations of the public body and to receive information from UMC's Office of General Counsel regarding potential or existing litigation involving matters over which the Board has supervision, control, jurisdiction or advisory power, and to deliberate toward a decision on the matters; and direct staff accordingly. *(For possible action)*

COMMENTS BY THE GENERAL PUBLIC

A period devoted to comments by the general public about matters relevant to the Board's jurisdiction will be held. No action may be taken on a matter not listed on the posted agenda. Comments will be limited to three minutes. Please step up to the speaker's podium, clearly state your name, and address and please **spell** your last name for the record.

All comments by speakers should be relevant to the Board's action and jurisdiction.

UMCSN ADMINISTRATION KEEPS THE OFFICIAL RECORD OF ALL PROCEEDINGS OF UMCSN GOVERNING BOARD. IN ORDER TO MAINTAIN A COMPLETE AND ACCURATE RECORD OF ALL PROCEEDINGS, ANY PHOTOGRAPH, MAP, CHART, OR ANY OTHER DOCUMENT USED IN ANY PRESENTATION TO THE BOARD SHOULD BE SUBMITTED TO UMCSN ADMINISTRATION. IF MATERIALS ARE TO BE DISTRIBUTED TO THE BOARD, PLEASE PROVIDE SUFFICIENT COPIES FOR DISTRIBUTION TO UMCSN ADMINISTRATION.

THE BOARD MEETING ROOM IS ACCESSIBLE TO INDIVIDUALS WITH DISABILITIES. WITH TWENTY-FOUR (24) HOUR ADVANCE REQUEST, A SIGN LANGUAGE INTERPRETER MAY BE MADE AVAILABLE (PHONE: 702-765-7949).

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
AGENDA ITEM**

Issue: Chairman's Comments	Back-up:
Petitioner: Mason VanHouweling, Chief Executive Officer	Clerk Ref. #
Recommendation: That the Governing Board receive introduction and opening comments from Chairman John O'Reilly; and take any action deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
February 24, 2021

Agenda Item #

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**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
AGENDA ITEM**

Issue: CEO Update	Back-up:
Petitioner: Mason VanHouweling, Chief Executive Officer	Clerk Ref. #
Recommendation: That the Governing Board receive a report from UMC CEO, Mason Van Houweling, regarding the Southern Nevada healthcare environment and market assessment; and take any action deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

The Governing Board will receive an update regarding the Southern Nevada healthcare environment and market assessment from Mason VanHouweling, Chief Executive Officer, University Medical Center of Southern Nevada.

Cleared for Agenda
February 24, 2021

Agenda Item #

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Las Vegas
Hospital
System
Activity



HCA Healthcare

Hospital	Bed Count	Top Services	Strategic Activity
Sunrise	762	- Level 2 Trauma - Pediatrics (CV Surgery) - Comprehensive Stroke Center - Additional Specialty Services	- Largest Hospital in Nevada - Financial challenges due to be the largest Medicaid provider in state (high NICU volumes due to ad campaign) - New 5-story Patient Tower (72 new all-private beds) - Adult & Pediatric Emergency Department expansion (50 to 77 beds) - New Burn Center
MountainView	408	- Heart Center/ Stroke Surgery (Multiple DaVinci Robots) - Rehab Focus	- New CEO - Positive Location with high ER growth - MOB presence and alignment - New GME program - Level 3 Trauma application submitted - Broke ground in Northwest on a new hospital-based ER - Opened cardiology practice, Las Vegas Heart Associates - Named a top teaching hospital by Leapfrog Group
Southern Hills	252	- Behavioral Services - Women's Services/ Family Health - Cardiovascular Services	- New Inpatient Behavioral 80-bed Unit (March 2019) - Dropped Level 3 Trauma Application - Positioned in a high-growth area of town (Southwest) - New stand alone ER at Blue Diamond
Emergency Room facilities at Aliante, The Lakes, Green Valley	12 @ each	Emergency Services	- Feeder to main hospitals - Serves as a market disruptor to acute care competitors
Care Now	17 Locations	Urgent Care	- HCA Owned & New Regional CEO - Lobbyist Strength & Spend - Integrated with HCA Network
Effective January 1 st , 2020 HPN/SHL/SHO became in network with Sunrise System, providing access to 500,000 members			

Universal Health Services

Hospital	Bed Count	Top Services	Strategic Activity
Summerlin	454	- Children's Hospital (Level 3 NICU, PICU, ER) - Medical Surgical Services - Cancer Services	- Investing \$16M Campus expansion & renovation - Right of first refusal for Healthcare expansion in Summerlin area
Spring Valley	364	- Women's Health - Orthopedics & Rehabilitation - NICU	- Recent expansion of 108 beds - Freestanding ER in southwest region - Level 3 Trauma application submitted - Hybrid Operating Rooms
Valley	306	- Behavioral Services - Cardiac Cath/ Interventional Radiology - Rehabilitation	- New CEO - Added ER beds - Engaged in Master Planning & involved in LV Medical District - Lack of OB Services, synergy with UMC - Comprehensive Stroke application
Desert Springs	293	- Cardiovascular/ Heart Hospital - Primary Stroke Center	EMS Activity Focus to drive cardiac services
Centennial Hills	262	Community Services	- New patient tower (56 new patient beds) - Level 3 Trauma application submitted - Aggressive growth in North valley
Henderson	166	- Women's & Children's - Cardiology - Surgical Services	- Planning new patient tower - Aggressive growth in Southeast valley – Bought property near Raiders' practice field - Freestanding ER
Desert View	25	Rural & Critical Access	VHS Feeder with Medicare focus

Dignity Health

Hospital	Bed Count	Top Services	Strategic Activity
St. Rose Siena	326	• Level 3 Trauma • Cardiovascular Services • Wide-range of community based services	• Pursue of academics • Decreased market share • New Rehabilitation Facility • Strong Philanthropy Networking
St. Rose San Martin	147	• High volume in elective surgeries	• New Market Leadership (CNO to CEO) • Two new operating rooms • Loyal medical staff • Utilize as a level loading facility
St. Rose de Lima	119	• Consolidation of services to transition to a neighborhood hospital model	• New Market Leadership after CEO retired • Decline in market share & EMS traffic • Lack of marketing
Neighborhood Hospitals @ Blue Diamond, NLV, Sahara, & Flamingo	Four Locations	• Emergency Services • Limited Medical/Surgical Beds	• Feeder to main hospitals • Limited medical services due to SNHD field criteria • UMC only hospital outside of Dignity Health with transfer agreement • MOB Space

Other Facilities

Name	Service Type	Strategic Activity
Nellis	Military Hospital	- Level 3 Trauma application submitted - Strong alliance with UMC clinical services - Developed Office of Military Medicine with UMC
VA	Government Hospital	- New CEO - Mission aligned with Nellis and GME programs
North Vista	Hospital	Provides inpatient psychiatric care to geriatric population
Code 3	Urgent Care	- Texas-based and located in McCarran Airport - Desire to place micro hospital - Closed – UMC to take over this service
Elite Medical Center	Emergency	- Not CMS Accredited causing out-of-network care - Caters to resort corridor - Does not need to abide by EMTALA & no payor contracts - Marketing as “Resort Care”
Mountain’s Edge	Short-Term Acute	130 Beds - New 5-room OR for orthopedic services
Spring Mountain Treatment Center	Behavioral	110 beds mental health facility
MonteVista	Behavioral	Lost CMS accreditation, attempting to reobtain - CLOSED
Desert Parkway	Behavioral	152 beds mental health facility
Sana Behavioral Hospital	Behavioral	Provides inpatient psychiatric care to geriatric population

Intermountain

Overview

- Utah-based not-for-profit & faith-based system
- 24 Hospitals (Including Virtual Hospitals) and 160 Clinics located in Utah, Idaho, & Nevada
- Medical Group 2,400 Physicians & Advance Providers
- 38,000 Employees
- Health Plans under “SelectHealth”
- Academic Affiliation with University of Utah

Strategic Initiative

Market Positioning

Healthcare Partners

- Primary care, urgent care, and specialty care
- Specialists include cardiology, endocrinology, oncology/hematology, pediatrics, and women’s health
- Aligned provider network in Las Vegas, North Las Vegas, Pahrump, Henderson, Mesquite and Boulder City

P3

- Medicare-Advantage insurance product

Hometown Health

- Insurance division of Renown Health

Southern Nevada Location

- Possible market-entry establishing a pediatric specialty service center located by Tivoli

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
AGENDA ITEM**

Issue:	Report from Governing Board Clinical Quality and Professional Affairs Committee	Back-up:
Petitioner:	Mason VanHouweling, Chief Executive Officer	Clerk Ref. #
Recommendation: That the Governing Board receive a report from the Governing Board Clinical Quality and Professional Affairs Committee; and take any action deemed appropriate. <i>(For possible action)</i>		

FISCAL IMPACT:

None

BACKGROUND:

The Governing Board will receive a report on the February 8, 2021 Governing Board Clinical Quality and Professional Affairs Committee meeting.

Cleared for Agenda
February 24, 2021

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**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
AGENDA ITEM**

Issue:	Discussion regarding Governing Board Clinical Quality and Professional Affairs Committee's community outreach goals and quality initiatives.	Back-up:
Petitioner:	Mason VanHouweling, Chief Executive Officer	Clerk Ref. #
Recommendation: That the Governing Board discuss 2021 initiatives of the Governing Board Clinical Quality and Professional Affairs Committee, to include community outreach goals and quality initiatives; and take any action deemed appropriate. <i>(For possible action)</i>		

FISCAL IMPACT:

None

BACKGROUND:

The Governing Board will participate in a discussion regarding community outreach goals and quality initiatives of the Clinical Quality and Professional Affairs Committee.

Cleared for Agenda
February 24, 2021

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**Governing Board
Clinical Quality and Professional Affairs Committee Update
February 24, 2021**

- Establishes the framework necessary to promote a culture of quality, safety, accountability, and reliability that includes:
 - Identification of objective measures to monitor and evaluate the quality and safety of care/services that aim to:
 - Ensure reliable processes
 - Decrease variation and defects
 - Focus on improved outcomes
 - Use evidence to ensure safe and effective care / service delivery
 - Ensure improvements are sustained
 - Collaboration with department leaders and organizational staff to identify opportunities for improvement and implement actions
 - Analysis of safety intelligence data for patterns / trends
 - Risk assessment to identify and mitigate risk
 - Identification of priorities for improvement and frequency of data collection
 - Enhance continuous learning of the organization in the improvement of processes and system design

- Quality / Safety Program
 - Promote culture of quality, safety, accountability, and reliability
 - Reduce hospital acquired infections
 - Reduce hospital acquired safety events
- Patient Experience
 - Responsiveness of Staff
 - Cleanliness of Environment
 - Quietness of Hospital
 - Discharge Information
- Regulatory
 - Policy & procedure framework
 - Retain successful Joint Commission (TJC) accreditation

- Quality / Safety Program
 - Promote culture of quality, safety, accountability, and reliability
 - 10% increase in safety intelligence (SI) reporting
 - 1% of reported SI's were near misses
 - 78 wins identified since program redesign
 - Reduce hospital acquired infections
 - Decrease in catheter associated urinary tract infections (CAUTI)
 - Decrease in surgical site infections for colon surgery (SSI-Colon)
 - Reduce hospital acquired safety indicators
 - Improved in 6 of 11 specific patient safety indicators
 - Sustained rates in overall PSI-90
- Patient Experience (HCAHPS)
 - Improved in 6 of 10 domains
 - Moved from 1 star to 2 stars in HCAHPS star ratings
- Regulatory
 - Policy & procedure framework
 - Implemented electronic solution for policy/procedure management



Experience Update



Right now, you truly
are far more than
a staff member.

You are a patient's
family, friend and
confidant.

While friends and family aren't allowed to visit loved ones in the hospital, here are some ways you can make our patients feel more comfortable during this difficult time:

- Refer to your patients by their first or last name, depending on their preference.
- Strike up a conversation about their loved ones, asking about any grandchildren or others at home who are thinking about them and wishing them well.
- Ask about their hobbies and discuss any common interests you might have.
- Offer to connect a loved one via a phone call or FaceTime, and assist our patients with that technology. If a device isn't available, please speak with a Charge Nurse or Patient Experience.



- Continued ICARE training for every new hire employee
- Reinvigorated EVS staff with ICARE training specific to “Cleanliness of the Environment” – HCAHPS scores increased quarter over quarter
- Collaborated with nursing for our “Quiet at Night” initiative – scores have increased quarter over quarter
- Continued to train residents on ICARE
- Virtual annual mandatory ICARE training for all employees since we can't be together in big conference rooms
- Decreased the number of HCAHPS questions from 71 to 41 – response rate increased
- Patient Experience Team has been leading the screening tables, the COVID-19 Testing Center and now the COVID-19 Vaccination Center
- Resuming daily rounds
- Inspiring a post-pandemic culture that focuses on the patient experience and not solely on COVID-related safety measures

"The organization from the moment we entered the parking lot until we were vaccinated was **excellent!** Everyone was **helpful and pleasant**. We couldn't have asked for a better experience."

"The experience was **fantastic**. Great job. This was **very well organized**."

"I don't know really who to tell, and I hope the message gets to the people doing the work, but the job you are doing delivering vaccines to seniors at the Encore Casino is **beyond all expectations!** So well **organized, kind, patient and competent**. I am so relieved having you in charge and just want to say thank you all!"

"Very **clean and well put together**. We were in and out with no delay and given all the information needed."

"The vaccine process was very well organized. **Clean, easy and well thought out process.**"





935,000 + COVID-19 Tests



25,600 + COVID-19 Vaccines



Community Outreach

More than 1,000 community members

52 Senior Celebrations meals distributed

193 car seats installations

Awards and Recognition

- Nevada Business Magazine **Health Care Heroes** – Dr. Shadaba Asad, Dr. Luis Medina-Garcia, Dr. John Fildes and Dr. Deborah Kuhls
- Heath Care Quarterly **Top Doctors** – Dr. Shadaba Asad and Dr. Luis Medina-Garcia
- Vegas Chamber **Customer Service Excellence Award** – Dr. Shadaba Asad and Dr. Luis Medina-Garcia
- Vegas Inc **Health Care Headliners** – Amy Runge, RN
- Las Vegas Review-Journal **Best of Las Vegas**



UMC Foundation

- Spirit Halloween - \$134,484
- Farmer Boys - \$8,383
- Anonymous personal donation - \$250,000



PTE & MAGNET DETAILS

SPECIAL UMC BOARD MEETING 2021



2-24-2021

THEORETICAL HIGHLIGHTS- PTE

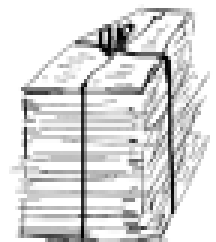
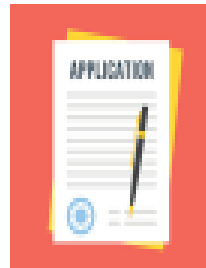
- **PATHWAY TO EXCELLENCE DESIGNATION:**

- **THE AMERICAN NURSES CREDENTIALING CENTER, A SUBSIDIARY OF THE AMERICAN NURSES ASSOCIATION, PROVIDES INTERNATIONAL OVERSIGHT FOR THIS DESIGNATION VIA THE COMMISSION ON PATHWAY TO EXCELLENCE.**
- **THE EXCELLENCE FRAMEWORK CONSISTS OF SHARED DECISION-MAKING, LEADERSHIP, SAFETY, QUALITY, WELL-BEING, AND PROFESSIONAL DEVELOPMENT.**
- **BY EXECUTING PROGRAMS AND INFRASTRUCTURE FOCUSED ON THE ABOVE FOSTERS A CULTURE OF PROFESSIONALISM AND CLINICAL EXCELLENCE, A REWARDING WORK ENVIRONMENT, AND A MUTUAL LEADER-CLINICAL NURSE PARTNERSHIP FOCUSED ON SHARED PROBLEM-SOLVING AND IMPROVEMENT.**
- **THE ABOVE WORK FORMS THE FOUNDATION UPON WHICH A SUCCESSFUL MAGNET DESIGNATION IS BUILT.**
- **COMPETITION:**
 - **UMC- LAS VEGAS (564 BEDS)**
 - **VA OF SOUTHERN NEVADA HEALTHCARE SYSTEM- LAS VEGAS (90 BEDS)**
 - **SAINT MARY'S REGIONAL MEDICAL CENTER- RENO (380 BEDS)**
 - **RENOWN SOUTH MEADOWS MEDICAL CENTER- RENO (40 BEDS)**
 - **BANNER CHURCHILL COMMUNITY HOSPITAL- FALLON (25 BEDS)**
- **196 PTE FACILITIES IN THE US**

THEORETICAL HIGHLIGHTS- MAGNET

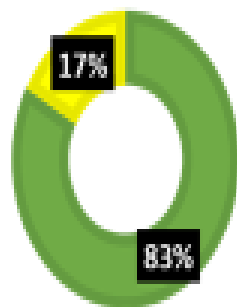
- MAGNET DESIGNATION:

- THE AMERICAN NURSES CREDENTIALING CENTER, A SUBSIDIARY OF THE AMERICAN NURSES ASSOCIATION, PROVIDES INTERNATIONAL OVERSIGHT FOR THIS DESIGNATION VIA THE COMMISSION ON MAGNET.
- MAGNET DESIGNATION IS THE HIGHEST AND MOST PRESTIGIOUS CREDENTIAL A HEALTHCARE ORGANIZATION CAN ACHIEVE. THIS CREDENTIAL IS BASED ON EMPIRICAL OUTCOMES THAT CAN BE MEASURED AND SUSTAINED OVER TIME.
- THE MAGNET MODEL IS CENTERED ON EMPIRICAL OUTCOMES THAT ARE REACHED THROUGH TRANSFORMATIONAL LEADERSHIP, STRUCTURAL EMPOWERMENT, EXEMPLARY PROFESSIONAL PRACTICE AND NEW KNOWLEDGE, INNOVATIONS AND IMPROVEMENTS.
- PHASES OF MAGNET APPRAISAL PROCESS:
 - APPLICATION
 - SUBMISSION OF THE DOCUMENT
 - SITE VISIT
 - COMMISSION ON MAGNET RECOGNITION (COM) DESIGNATION
- CORE TO MAGNET ARE 97 SOURCES OF EVIDENCE (SOE'S):
 - 18 REQUIRE EMPIRICAL VALIDATION THROUGH DATA GRAPHICS SUSTAINED OVER 8 ROLLING QUARTERS
 - 10 REQUIRE POLICY AND MODEL VALIDATION
 - 69 REQUIRE STORY EXEMPLARS VALIDATING ENCULTURATION
- COMPETITION FOR MAGNET:
 - MAIN STATES- IL (38), TX (34), OH (28), CA (26), NJ (24), NC (23), PN (23), NY (22), FL (19), VA (18)
 - ZERO IN ARIZONA, NEVADA, UTAH (WEST COAST ARE ORGEON, WASHINGTON STATE, AND CALIFORNIA)
 - 461 MAGNET HOSPITALS REPRESENTING ONLY 7.6% OF ALL LICENSED US HOSPITALS (6090). ONLY ABOUT 3% OF MAGNET HOSPITALS ARE SUCCESSFULLY RE-DESIGNATED.



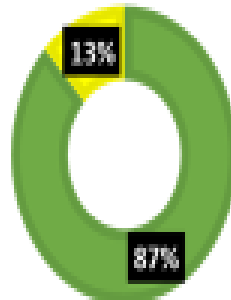
FOUNDATIONAL

■ Core ■ Remaining



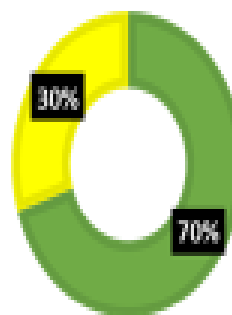
APPLICATION

■ Complete ■ Remaining



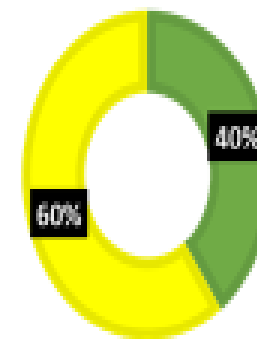
NURSE SENSITIVE DATA

■ At or Above Mean ■ Improving



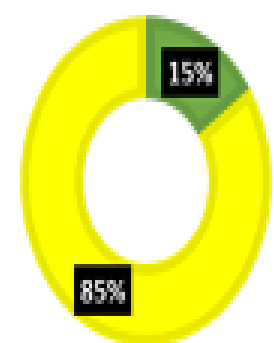
PATIENT EXPERIENCE

■ At or Above Mean ■ Improving



DOCUMENT

■ Complete ■ Remaining



**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
AGENDA ITEM**

Issue: Receive an update from Frederick Lippmann, M.D.	Back-up:
Petitioner: Mason VanHouweling, Chief Executive Officer	Clerk Ref. #
Recommendation: That the Governing Board receive an educational update on the Medical Staff's roles and responsibilities at UMC from Chief of Staff Frederick Lippmann, M.D.; and take any action deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

Chief of Staff, Frederick Lippman, M.D., will provide an educational update on the Medical Staff's roles and responsibilities at University Medical Center.

Cleared for Agenda
February 24, 2021

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Chief of Staff Report

Medical and Dental Staff

- Physicians (MD, DO, DMD, DDS, DPM): 1064
- Advanced Practice Professionals (APRN, CNM, PAC, CRNA): 122

13 Departments, which include: Department Chief, Department Vice Chief and Section Chief

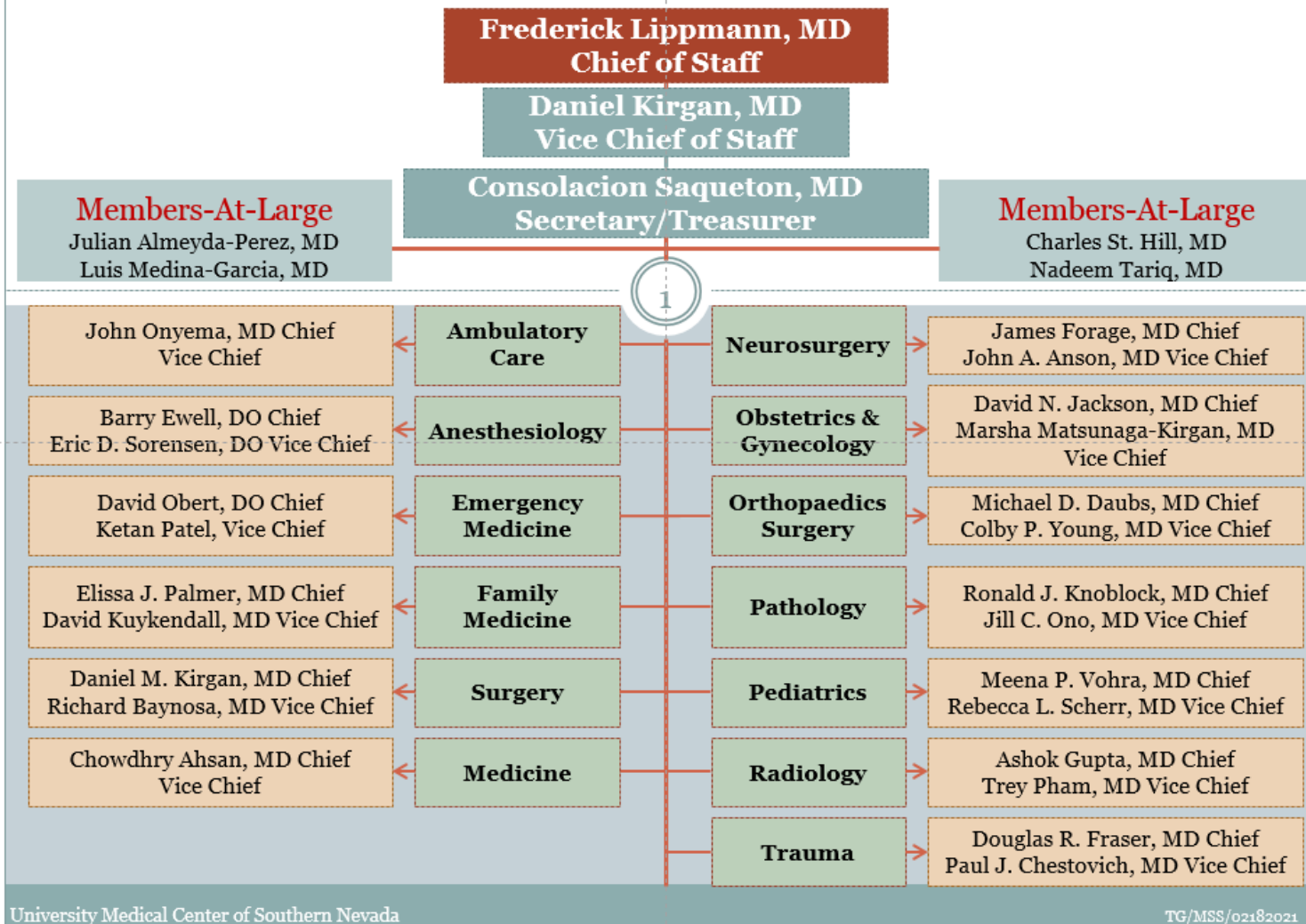
Responsibilities of Department Chief:

- Recommend criteria for Delineation of Privileges (DOP), review practitioners applications and recommend to Credentials. Credentials then forwards to the MEC.

MEC Members:

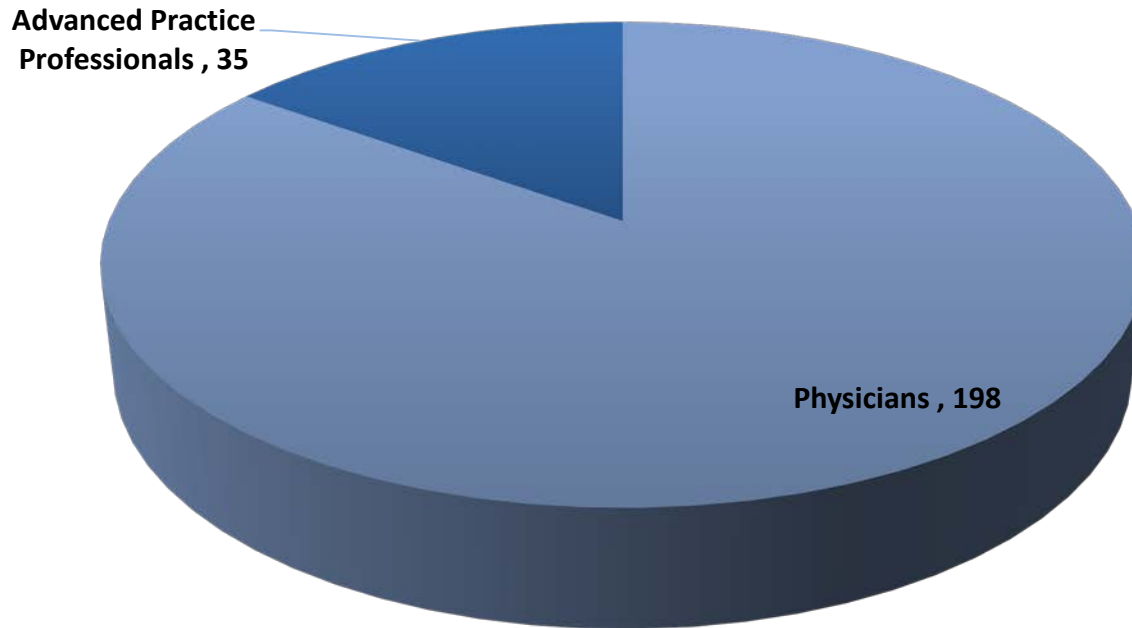
- Officers of the Medical Staff and MEC At-Large members
- 12 Department Chiefs
- Chairman (APP Committee, Bylaws, Credentials, CQPS, PIC)

UMC MEDICAL STAFF ORGANIZATION CHART-2021



Initial Credentialed Practitioners

12/1/2019-11/30/2020



Average Days to Process

12/01/2018-11/30/2019: **57**

12/01/2019-11/30/2020: **49**

Benefited by a new electronic initial application.

Medical Staff Services Professionals

Medical Staff Professionals:

Gathering all required information per the Bylaws for review and approval by the Department Chief as it relates to all credentialing activity.

- Primary source verifications (NPDB, OIG, Malpractice, Affiliations, etc.)
- Verification of current licensure, DEA and Pharmacy license
- Education, Training and Employment verifications
- Clinical activity and/or evaluate competency
- Ongoing FPPE evaluation
- Synopsis of any red flags

Volume:

- Initials Processed per year: **200**
- Reappointments Processed per year: **600**

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
AGENDA ITEM**

Issue:	Discussion regarding Governing Board Human Resource and Executive Committee's employee workforce initiatives.	Back-up:
Petitioner:	Mason VanHouweling, Chief Executive Officer	Clerk Ref. #
Recommendation: That the Governing Board discuss 2021 initiatives of the Governing Board Human Resource and Executive Compensation Committee, to include employee workforce initiatives; and take any action deemed appropriate. <i>(For possible action)</i>		

FISCAL IMPACT:

None

BACKGROUND:

The Governing Board will participate in a discussion regarding employee workforce initiatives of the Human Resource and Executive Compensation Committee.

Cleared for Agenda
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FY2021 HR Goals and Initiatives



- In support of UMC's mission to be fiscally responsible, execute established staffing standards prior to budget year beginning July 2021
- Develop and implement the employee engagement survey with a >50% participation rate. Evaluate survey data to identify action items
- Review and update the employee off-boarding program to include a revised Exit Survey
- Update Leadership Boot Camp material based on lessons learned, and new CBA with all managers attending by end FY21

- Further develop staff skills within the Employee Development and Succession Planning Programs
- Develop interdisciplinary participation in all major organizational training programs
- Review and update entry level job descriptions
- In collaboration with the Communication and Diversity Committee, provide educational materials to all MPLAN staff via the online Harvard Implicit Association Tests, and attend Cultural Competency training to foster introspection in regards to implicit bias, cultural competency, and inclusive leadership
- Maintain “Best in Class” benefit programs
- Continue to embrace patient and staff satisfaction toward an improved culture

Salaries and Wages	\$250.7M
CAL	\$31.0M
Total Salaries	\$281.7M
Contract Labor	\$2.9M
PERS	\$76.0M
Insurance (CCSF)	\$19.6M
Insurance (HPN)	\$11.7M
Longevity	\$11.9M
EIB	\$8.3M
Other Benefits (FICA, Unemp, WC, Etc.)	\$3.5M
Total Benefits	\$131.0M
Total SWB	\$415.6M
Benefits as a % of Salaries	46.49%

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
AGENDA ITEM**

Issue:	Roundtable discussion on Nevada’s COVID-19 response with community leaders.	Back-up:
Petitioner:	Mason VanHouweling, Chief Executive Officer	Clerk Ref. #
Recommendation: That the Governing Board have a roundtable discussion on Nevada’s COVID-19 response with community leaders; and take any action deemed appropriate. <i>(For possible action)</i>		

FISCAL IMPACT:

None

BACKGROUND:

The Governing Board will participate in a roundtable discussion on Nevada’s COVID-19 response with community leaders.

Cleared for Agenda
February 24, 2021

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**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
AGENDA ITEM**

Issue: Closed Door Session	Back-up:
Petitioner: Mason VanHouweling, Chief Executive Officer	Clerk Ref. #
Recommendation: That the Governing Board go into closed session, pursuant to NRS 241.015(3)(b), to receive training regarding the legal obligations of the public body and to receive information from UMC's Office of General Counsel regarding potential or existing litigation involving matters over which the Board has supervision, control, jurisdiction or advisory power, and to deliberate toward a decision on the matters; and direct staff accordingly. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
February 24, 2021

Agenda Item #

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