University Medical Center of Southern Nevada
Governing Board
August 24, 2016

UMC Emerald Room
901 Rancho Lane, Suite 180
Las Vegas, Clark County, Nevada
Wednesday August 24, 2016
2:00 p.m.

The University Medical Center Governing Board met in regular session, at the regular place of meeting in the Emerald Room, 901 Rancho Lane, Suite 180, Las Vegas, Clark County, Nevada, on Wednesday, August 24, 2016, at the hour of 2:00 p.m. The meeting was called to order at the hour of 2:10 p.m. by Chair John O'Reilly and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
John O'Reilly, Chair
Eileen Raney, Vice Chair (via conference phone)
Robyn Caspersen
Renee Franklin
Donald Mackay, M.D.
Laura Lopez-Hobbs
Michael Saltman
Jeff Ellis (arrived 2:26pm)
Harry Hagerty

Ex-Officio Members:

Present:
Thomas Schwenk, M.D., Dean, University of Nevada School of Medicine

Absent:
Barbara Atkinson, M.D, Planning Dean, UNLV School of Medicine (Excused)

Also Present:
Mason VanHouweling, Chief Executive Officer
Susan Pitz, General Counsel
Terra Lovelin, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chair O'Reilly asked if there were any persons present in the audience wishing to be heard on any item on this agenda.

Speaker(s): Patricia Greaux-Maddox, Unit Clerk and member of SEIU commented that the employees want to recommend the ratification of the Collective Bargaining Agreement for approval to the County Commissioners.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board on June 22, 2016. ***(Available at*** **University** ***Medical Center, Administrative Office) (For possible action)***

FINAL ACTION: A motion was made by Dr. Mackay that the minutes be approved as recommended. Motion carried by unanimous vote.

ITEM NO. 3 Approval of Agenda *(For possible action)*

FINAL ACTION: A motion was made by Member Saltman that the agenda be approved as presented. Motion carried by unanimous vote.

Chair O'Reilly announced that they will listen to public comment prior to going into Closed Session.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Accept a donation in the amount of $10,000 from Bob Fleming to Children's Hospital of Nevada. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- None submitted

DISCUSSION: CEO Mason VanHouweling introduced Bob and Julie Fleming, owners of Hammers Grill and Bar. They held a Bloody Mary fundraiser June 5 through the 12, for the Children's Hospital and they raised $10,000.

Mr. Fleming thanked Erica Nansen and his wife for being so helpful during this process. He had done this sort of a fundraiser before in Illinois and thought he would try it again here in Nevada and it was a great success.

Mr. VanHouweling then introduced Chris Jones with Team UMC and he explained that during the annual car show they were able to raise $2,957.25 for the Children's Hospital.

FINAL ACTION: No action taken.

ITEM NO. 5 Receive a presentation from the Smith Group. *(For possible action)*

DOCUMENT(S) SUBMITTED**:** Master Planning Process Update
- None submitted

DISCUSSION: Craig Passey from the Smith Group is here to update the board on the master planning process.

Mr. Passey explained that they have been very busy and making great progress. They have formed a Steering Committee team comprised of Administration, Governing Board members, representatives from UNLV, clinical staff, facilities and members of the design team to provide guidance on key issues.

The overarching objectives that were identified are:
1. Create a nationally recognized academic medical health system
2. Create a hospital campus that is easy to navigate
3. Expand and integrate inpatient and outpatient services on the hospital campus and throughout the Las Vegas Valley.

There is a number of consultants and vendors UMC has engaged that the Smith Group is working with including Diamond Health and Patient Pal.

They are closing in on the completion of the discovery phase and moving into the analysis stage within the next few weeks. The master plan process is a data driven process and the first step is understanding what the current demands are and what the current market supports. Their team is doing the demographic analysis now which they will then use to determine demand projections. They are utilizing current population forecasts that are developed by the states demographers' office as well as Diamond Health Care studies.

Establishing benchmarks is important as they are based on drivers and serves as a basis for developing the gross building program.

Chair O'Reilly suggested that we spend time understanding the process and not just the results.

The next Steering Committee meeting will be on September 7.

Member Saltman asked if Mr. Passey had a dollar figure of what the costs will be over the next 20 years and he replied that he did not as it would be premature.

FINAL ACTION: No action taken.

ITEM NO. 6 Receive a presentation from the Hospital CNO on UMC's nursing structure. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- PowerPoint Presentation

DISCUSSION: Deb Fox presented an outline of where UMC nursing is at currently and how she would like to see it evolve.

The first step to achieving our goal of being a premier academic medical center is to focus on a shared partnership between leadership and clinicians and we do this by the implementation of a robust shared governance model and through the evolution of a culture that is just and focused on shared decision making.

Only 6% of hospitals across the United States have achieved magnate status and we hope to achieve that status.

UMC needs to develop a culture where leadership resides with everyone. Nursing has to develop a strategic plan that is focused on these priorities with a roadmap on how it will get there.

The three pillars that the plan is built around is:
-Empowerment
-Evolution
-Excellence

After implementing the Triad model in 5 North and 5 South the changes in such things as call light response and patient satisfaction were incredibly positive. There have been less call offs, staff voted 100% to keep the triad model and patients and families have noticed the change. They don't know what changed but something has and they said to keep doing it. This model is now being rolled out in 4 North and 4 South.

Nursing feels this energy and feels like things are moving forward.

Chair O'Reilly thanked Ms. Fox for her dedication and commitment.

Member Ellis asked if we went up in FTE since implementing the Triad model.

Ms. Fox replied that they have increased FTEs but that is because there was no enough FTEs to adequately staff the floors.

Dr. Dale Carrison told the Board that this is a success! Such a dramatic change has been made on 5 North and 5 South and no one has ever had the persistence such as Ms. Fox to make a change like this. A culture change was needed and in the 25 years that he has been here, he is finally seeing a culture change.

Moved to Item #13 at this time

FINAL ACTION: No action taken.

ITEM NO. 13 Receive an update on the University of Nevada Reno School of Medicine; and direct staff accordingly. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
-None submitted

DISCUSSION: Dean Schwenk commented that the nursing restructure and the master plan is a huge step forward.

As of last Thursday, we have a comprehensive transition agreement signed between UNR and the UNLV Presidents, Deans and Chancellors of higher education. This will be effective July 1, 2017 and is very detailed on how the transition will occur.

UNLV received notification earlier this month that they were approved as a GME sponsor.

FINAL ACTION: No action taken.

ITEM NO. 7 Receive an update on the Electronic Health Record (EHR) System Replacement; and direct staff accordingly. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- EHR PowerPoint

DISCUSSION: Brian Rosenberg, Consultant provided the Board with an update on the EHR project.

This project launched in May and they identified a team to send off to training. The last two months have been focused on the training process.

They have been working through all the interface systems that they will be doing between Epic and other systems and identifying and cataloging over 100 different systems that currently interface today and determining if we will be using them in the future.

Key tasks that were completed recently:
-Scope Meetings
-CORE kickoff
-Technical kickoff
-Third party software selections
-Conversion Strategy Documented

Training Update:
-Projects: 123 Required
89 Completed

72% complete

-Exams:	200 Required 121 Completed 61% Complete
-Certifications	111 Required 53 Completed 48% Complete

The tests are hard and the tests are significant. The Epic expectation is that we will get to 70% complete by the time we complete phase one which will be September 3 and we expect to beat that number significantly.

The people that are part of the UMC team who are committed to this have put a lot of time and effort into this with traveling; it's been a rough summer with delayed and cancelled flights. Despite those issues, morale has been high and things are going good.

They are holding daily huddles where everyone is updated on the project activities and what is upcoming.

Communication within the hospital has been ramped up and there has been a town hall meeting held with two more planned. An internet site has also been launched to provide information and get feedback.

A survey will be conducted to get more formal feedback in the future.

The project is on time and on target.

Chair O'Reilly asked if staff will have to keep traveling to Madison and Mr. Rosenberg replied no, but in order to get recertified they will have to travel in the future.

FINAL ACTION: No action taken.

ITEM NO. 8 Receive a report from the Governing Board Human Resources and Executive Compensation Committee and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
-None submitted

DISCUSSION: Chair of the Human Resources Committee, Laura Lopez explained that John Espinoza, Chief Human Resource Officer is going to give a report of what was discussed at the meeting in the next item.

FINAL ACTION: No action taken.

ITEM NO. 9 Approve and recommend for ratification by the Hospital Board of Trustees, in accordance with Clark County Ordinance 3.74.030(12); the Collective Bargaining Agreement between University Medical Center and the Service Employees International Union, Local 1107. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
-CBA FY17 Attachment I
-CBA FY17 Attachment II
-CBA FY17 Attachment III
-Negotiation Summary

DISCUSSION: Mr. Espinoza acknowledged and thanked the SEIU and Management negotiating team for all the time they spent over the last five months negotiating the contract that is in front of the Board today for approval.

Mr. Espinoza went over a few of the changes and highlights to the new contract.

Chair O'Reilly' thanked everyone for a collective and effective process.

FINAL ACTION: A motion was made by member Lopez-Hobbs to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 10 Receive a report from the Clinical Quality and Professional Affairs Committee and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:** None submitted

DISCUSSION: Chair of the Clinical Quality Committee, Jeff Ellis gave a summary of what was discussed at the last meeting held on August 15, 2016.

HCAHPS scores were presented and they are not improving dramatically but with the new nursing roll out hopefully these will improve.

Chair O'Reilly asked if we could educate the patients on the HCAHPS process so they could ask questions before they leave the hospital.

Chair Ellis said we are addressing those issues and Mr. VanHouweling said that there are limits on what we can say to the patients with regards to the survey. Also, Patient Pal is now calling patients after discharge so those initiatives will help us. We are not allowed to specifically ask the questions that will be on the survey.

Value based purchasing was also discussed as what we are being judged upon by CMS is changing significantly in 2017.

FINAL ACTION: No action taken.

ITEM NO. 11 Receive a report from the Governing Board Audit and Finance Committee and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
-None submitted

DISCUSSION: Chair of the Audit and Finance Committee, Harry Hagerty gave a summary of what was discussed at the last meeting held on August 17, 2016.

We had two internal audit reports and they reviewed 11 contracts which are on the consent agenda today. They received reports on the SEIU contract and the financial reports for May and June. Robotics was also discussed and the results were not what was expected on the micro level. It was suggested that we be more realistic about future financial predictions.

The committee also received a report on historical and projected capital expenditures.

FINAL ACTION: No action taken.

ITEM NO. 12 Receive the monthly financial report; and direct staff accordingly. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
-May and June Preliminary FY2016 Financials

DISCUSSION: Chief Financial Officer, Stephanie Merrill gave a review of the May and June Preliminary FY2016 Financials.

-ED volumes increased in May and decreased in June.
-Positive operating income in both May and June which is the 13th month in a row.
-Salary and benefits over budget due to Nursing Incentive Plan
-Self pay is down
-Medicare and Medicaid is up over prior years
-We exceeded our total budget and expenses by $600,000 which requires us to notify the State.
-Operating income is better than budgeted.
-Supplies exceeded budget in May and June
-Outpatient visits were a bit down during the summer months.

FINAL ACTION: No action taken.

ITEM NO. 14 Receive an update on the University of Nevada Las Vegas School of Medicine; and direct staff accordingly. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
-None submitted

DISCUSSION: Dean Atkinson is unable to be here today.

Mr. VanHouweling mentioned the transfer agreements and that he has reviewed them.

FINAL ACTION: No action taken.

ITEM NO. 15 Receive an update from the Hospital CEO; and direct staff accordingly. *(For possible action*

DOCUMENT(S) SUBMITTED**:**
-None submitted

DISCUSSION: Mr. VanHouweling provided the board with a few updates.

Market Share: There was an 8.7% increase in inpatient admissions in the Valley and UMC outpaced the average growth with 12.2% to bring our market share to 10.9%.

Vizient Stock Transfer: We transferred over 9,000 shares of stock to our UMC Foundation.

Member Hagerty commented that we have no basis for what the stock is worth.

March of Dimes recognition for low early elective delivery rate in the OB department.

CEO Town Halls took place this month and there was good attendance.

Legislative Session: The County approved four legislative items to take forward and one is related to indigent tax on property bills, which will effect UMC.

Chair O'Reilly will be honored by the Nevada Hospital Association on September 2, as Trustee of the year.

Dr. Dale Carrison will be recognized on October 27 at the Four Seasons for the Inspired in Excellence in Health Care award. He was also written about in David Magazine.

Next week Dr. Jay Fisher and others will be recognized as Health Care Heroes at Red Rock Casino.

Also notable, a great article in the Review Journal on one of our infection control nurses, Skip Galla. He is nurse by day, opera singer by night!

The entire fifth floor received the Daisy Award for all their hard work.

A few staffing changes: Don Burnett, County Manager will be stepping down at the end of the year; he has been a great supporter of UMC. Our Chief Information Officer Ernie McKinley will be retiring and we have started a national and local search for his replacement. Marcia Turner will be joining our UMC team to help at the Executive Level with the Foundation and help with grant writing.

FINAL ACTION: No action taken.

SECTION 3: CONSENT ITEMS

All matters of this section were considered to be routine and were acted upon in one motion.

ITEM NO. 16 Approve the Facility Use Agreement between CarboFix Orthopedic Inc. ("CarboFix") and University Medical Center of Southern Nevada ("UMC"); and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
-Facility Agreement

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 17 Approve Amendment One to Agreement for Medical Coding Support between Global Medical Coding, Inc. and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Amendment One to Agreement for Medical Coding Support

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 18 Approve the Professional Services Agreement between Jerry L. Cade, M.D., and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Professional Services Agreement (Clinical Services

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 19 Approve ratification by the Governing Board the Clinical Affiliation Agreement between Idaho State University and University Medical Center of Southern Nevada; and take action as deemed appropriate. ***(For possible action)***

DOCUMENT SUBMITTED:
-Clinical Affiliation Agreement

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 20 Approve the new Contract Labor Agreement for interoperative neuromonitoring services between Neuromonitoring Associates, Inc. and University Medical Center of Southern Nevada ("UMC"); and take action as deemed appropriate. ***(For possible action)***

DOCUMENT SUBMITTED:
-Contract Labor Agreement
-Business Associate Agreement
-Disclosure of Ownership/Relationship

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 21 Approve the Agreement for Staffing Agency Services for Assistant Chief Nursing Officers ("ACNOs") between The HealthCare Initiative and University Medical Center of Southern Nevada ("UMCSN") and authorize the Chief Executive Officer to exercise the extension options; and take action as deemed appropriate. ***(For possible action)***

DOCUMENTS SUBMITTED:
-Disclosure of Ownership/Relationship
-Agreement for Staffing Agencyy Services for ACNO's

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 22 Approve Amendment Three to Quality Measures Abstraction Agreement between Primaris Holdings, Inc. and University Medical Center of Southern Nevada; and take action as deemed appropriate. ***(For possible action)***

DOCUMENTS SUBMITTED:
-Amendment Three

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 23 Approve Amendment Two to the Partnership Agreement between FocusOne Solutions, LLC ("FocusOne") and University Medical Center of Southern Nevada ("UMC") and authorize the Chief Executive Officer to sign the second renewal option in 2017; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:
-Amendment Two Partnership Agreement

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 24 Approve the Governing Board the Philips Healthcare Telemetry System Upgrade Quote (which includes Amendment One to Terms & Conditions); and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:
-Amendment One to Terms and Conditions

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 25 Approve Amendment One to Contract for Out-of-County Billing and Collection Services between Sunbelt Medical Billings, Inc. d/b/a Sunbelt Medical International and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:
-Amendment One to Contract for Out-of-Country Billing and Collection Services

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 26 Approve the Professional Services Agreement with University of Nevada School of Medicine Multispecialty Group Practice South, Inc. for Plastic, Micro and Replantation Surgery Services; and take action as deemed appropriate. *(For possible action)*

DOCUMENTS SUBMITTED:
-Professional Services Agreement (Group Physician On-Call Coverage)

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

SECTION 4: EMERGING ISSUES

ITEM NO. 27 Identify emerging issues to be addressed by staff or by the Board at future meetings; 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.

SECTION 5: CLOSED SESSION

ITEM NO. 28 Go into closed session, pursuant to NRS 241.015(3)(b)(2), to receive information from General Counsel regarding potential or existing litigation involving a matter over which the Board had supervision, control, jurisdiction or advisory power, and to deliberate toward a decision on the matter; and direct staff accordingly. *(For possible action)*

There being no further business to come before the Board at this time, at the hour of 4:13 p.m. Chairman O'Reilly adjourned the meeting.

Minutes Prepared by: Terra Lovelin

APPROVED: September 28, 2016