University Medical Center of Southern Nevada
Governing Board
December 13, 2017

UMC Emerald Room
901 Rancho Lane, Suite 180
Las Vegas, Clark County, Nevada
Wednesday, December 13, 2017
3:00 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, November 15, 2017 at the hour of 3:00 p.m. The meeting was called to order at the hour of 3:07 p.m. by Chair O'Reilly. 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
Robyn Caspersen
Renee Franklin (via phone)
Donald Mackay, M.D.
Harry Hagerty
Christian Haase
Laura Lopez-Hobbs
Jeff Ellis

Absent:

Ex-Officio Members:

Present:
Mary Lynn Palenik
Barbara Atkinson, M.D, Planning Dean, UNLV School of Medicine

Absent:

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.

Randi Newton, is here for Item number 21, RFP 2017-09. He is the Plant Manager with Angelica, UMC's current distribution and linen provider. On behalf of his coworkers and his family he is here today to ask the Board to consider Angelica as the linen provider and vendor. They are a local and in state provider and are the only fully dedicated health care laundry in the state. They have been accredited with the HLAC accreditation and are currently TRSA accredited. This is a requirement in the RFP and he is not sure if the other vendors meet the requirements. This requirement is not only for patient and staff safety but for their employee's safety.

By awarding the RFP to an out of state vendor, they will have to lay off 19% of their workforce, or 20 full time employees along with another 6 full time linen distribution employees that work at the UMC facility.

Angelica's staff worked around the clock on 1 October to assist UMC during the tragedy and they are currently assisting with the Epic transition. He thanked the Board for listening and he hopes they will consider all options before awarding the RFP.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board on November 15, 2017. ***(Available at*** **University** ***Medical Center, Administrative Office) (For possible action)***

Dr. Mackay referred to Item No. 10 on the November minutes and stated that Barbara Fraser is a part time instructor in the Department of Health Care Administration and Policy at UNLV.

FINAL ACTION: A motion was made by Member Hagerty that the minutes be approved as amended. Motion carried by unanimous vote.

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

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive an overview of Clark County's Policy on Document Destruction from Mercedes Ward, Principal Management Analyst, Department of Information Technology, Clark County, Nevada; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Clark County, Nevada Records and Information Management Program

DISCUSSION: Mercedes Ward, Management Analyst with Clark County provided an overview on records compliance.

Ms. Ward is the County's Record Manager and UMC is covered under Administrative Guideline 14.

The goal is to start driving down costs of storage and eliminate paper while tracking data better and improving operational efficiencies.

She is working closely with the Legal team and the Information Technology group to ensure best practices. The records retention program is mandated by federal and state statues and guides the organization on best practices. It also provides infrastructure internally for the organization on how we can be more efficient and save money.

Dr. Mackay asked Ms. Ward how records are destroyed and she replied that they are at an offsite, secure location, Iron Mountain. She is currently working with the Financial team to work with Iron Mountain to start to destroy the physical paperwork. A strategy is being worked on for electronic records.

Chair O'Reilly asked if UMC had a comprehensive checklist for records destruction.

General Counsel, Susan Pitz replied that there is a checklist that is followed prior to any document destruction.

Chair O'Reilly requested staff present the checklist for discussion at the next meeting.

FINAL ACTION: No action taken.

ITEM NO. 5 Receive an update on replacement of the Electronic Health Record (EHR) product; and direct staff accordingly. (*For possible action)*

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

DISCUSSION: Brian Rosenberg provided a "Go Live" update. Epic is now live and has been for 11 days.

All applications are live and approximately 4,000 different people are using Epic currently. The cut over began at 5:30 am on November 30, with 75 people assisting. The cutover was completed at 12:30 on December 1. The team expected a go live time of 4 am but the actual time was 5:10 am.

The first few hours of Go Live were busy with people making adjustments to the new systems. Due to all the help available, everyone was assisted and overall it went very well. There was a steady improvement in resolution of issues and comfort of application.

Top issues include rover devices and label printing. A few isolated incidences were physician training and a desire to get new hardware.

Revenue has been above baseline (We have been charging the same, if not more through Epic).

Phase II Planning include expanding the modules (oncology and transplant), community connect, and workflow optimization.

Chair O'Reilly asked for a timeline in involving UNLV Medical School.

Mr. Rosenberg replied that the project has already began and will begin to pick up next week. The first clinics will be brought up April 1, and then one by one on a monthly basis over a three month period so they will all be operational by July 1.

Mr. Rosenberg thanked the Board and staff for all their operational support as well as the financial support throughout this project.

FINAL ACTION: No action taken.

ITEM NO. 6 **Receive a report from the Governing Board Clinical Quality and Professional Affairs Committee and take any action deemed appropriate.** ***(For possible action)***

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

DISCUSSION: Dr. Mackay, Chair of the committee provided a brief summary from the last Clinical Quality meeting on December 13, 2017.

A report on HCAHPS scores was received, an update on ICARE4U was provided as well as a viewing of the CARE4U video.

A report on Quality Indicators and an update on Leapfrog were presented. UMC downgraded from a “C” to a “D”. Staff noted that Leapfrog uses infection data that was old, cumulative and does not reflect the current numbers.

A report on Patient Grievances was given and 32% of grievances arose from the ED and 45% arose from the Quick Cares, most of which came from the Spring Valley and Summerlin locations. Most grievances were related to billing.

Member Franklin added that with regards to the Leapfrog data, it is rolling data and it goes back as many as three years and that is why the data hurts us.

Jenny Gaca, Associate Administrator for Clinical explained that it is a rolling calendar that they use the data from. The scoring statistics are also changed each year so you could be a 2.5 this year and that would earn you a “B” grade but next year they would change the range and that same score could be a “C”. Also, Leapfrog takes their data from CMS, UMC feeds data to CMS, and this is old data.

Member Hagerty commented that we should measure our progress as closely as possible moving forward.

Ms. Gaca said that Epic will help with this and monitor the data in real time.

FINAL ACTION: No action taken.

ITEM NO. 7 Receive a report from the Governing Board Strategic Planning Committee and take any action deemed appropriate. *(For possible action)*

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

DISCUSSION: Chair Raney provided a summary of the December 7, meeting.

Mr. Rosenberg provided a Telehealth Strategy presentation and it was noted that Epic is set up for Telehealth. Patients could call in and have a telehealth visit and perhaps we would set up a telehealth center where a Physician could conduct calls from this central command center.

Multiple uses for telehealth were identified such as triaging those patients at Quick Cares, express care online, nursing home and extended care facilities, etc.

A return on investment will be brought back in 60 days to the Strategy Committee.

There was an update on ambulatory provided and the committee requested a proforma on Southern Highlands. It was noted that the Blue Diamond clinic is doing very well.

Workers compensation was discussed and the committee asked for a proforma on this as well.

The Epic implementation went well at all the clinics.

A 6 month update was requested from Mr. VanHouweling regarding his goals.

FINAL ACTION: No action taken.

ITEM NO. 8 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: Member Hagerty provided a summary from the A&F meeting held on December 6.

An internal audit report on staff travel was presented. Management has committed to replace the outdate policy with a new one.

A report was provided on the Epic implementation.

No financials were provided due to the meeting being held earlier in the month.

Management's action plan for improving the financials was provided.

Item number 30 on today's agenda was pulled off the A&F agenda so the committee did not review that item.

Three topics were requested for the next Audit and Finance meeting:
1. Electronic billing and payment initiatives
2. Marketing budget and assessment of results from those expenditures
3. How much we are spending on coding and potential saving opportunities

FINAL ACTION: No action taken.

ITEM NO. 9 Receive the monthly financial report for FY November 2017; and direct staff accordingly. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- MD&A November FY2017

DISCUSSION: Ms. Wakem provided the following monthly financial report updates for FY November 2017.

We did not hit budget but we are back in the black this month as we have income from earnings.

UMC is $1.4 million over budget year to date.

Ms. Waken noted that there is a cost savings plan that staff is focused on moving forward

-Total admissions are up from prior year 8.5%
-ER visits are up 3.3%
-Quick Care visits are up 1.3%
-Primary Care visits are down 6.0%
-Average Daily Censuses was 406
-Admissions are running favorable

Vice-Chair Raney added that Nellis and Peccole have the worst payor mix so she would like to know how what the team is doing about this.

Ms. Wakem replied that an option is to put a few Eligibility workers out at the clinics and have a few workers focus solely on self-pay accounts.

We have not received the DSH payment yet so that is contribution to the decrease in operating activities. $5.6 million for October and November will be coming to UMC. In December we should also be receiving the UPL payments, which come quarterly.

A discussion ensued regarding the restriction of hiring coders who live outside of Clark County and therefore driving up our expenses by contract with out of state vendors.

FINAL ACTION: None

ITEM NO. 10 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 Barbara Atkinson provided updates from the school.

Students are finishing up their six month of medical school and are doing very well. The school has accepted 27 students out of the 60 for the next class. 1,170 applications for the 60 spots were received.

The CFO position is vacant as Jim Albertson is retiring.

There were two philanthropy donations from the Englestad Foundation but the school does have to match the dollars with other donations in order to receive the $26 million.

FINAL ACTION: None taken

ITEM NO. 11 Receive an update from the Hospital CEO; and direct staff accordingly. *(For possible action)*

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

DISCUSSION: Mr. VanHouweling provided the following operational updates.

- New Chief of Staff was elected and Dr. Fred Lippmann, a UMC Primary Care physician was named
- UMC was named best of Las Vegas for Urgent Care
- UMC is leading the way in child abuse prevention and education
- You Drink You Drive You Lose Event was held last month
- Reminder of Holiday party on January 6, at Texas Station

Chair O'Reilly asked Mr. VanHouweling to share his "Year in Review" slide show that he showed at the MEC meeting last night, with the rest of the Board.

FINAL ACTION: None

ITEM NO. 12 Submit a recommendation to the UMC Board of Hospital Trustees for the reappointment of two Governing Board members, Jeff Ellis and Donald Mackay, whose terms expire on December 31, 2017, for a three (3) year term ending December 31, 2020; and take any action deemed appropriate. *(For possible action)*

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

DISCUSSION: Chair O'Reilly thanked Members Ellis and Dr. Mackay for their service and commented that they agreed to serve for another three year term.

FINAL ACTION: A motion was made by Member Raney to approve as recommended and submit a recommendation to the UMC Board of Hospital Trustees. Motion carried by unanimous vote.

ITEM NO. 13 Recognize the service of Mike Saltman and Eileen Raney; and take any action deemed appropriate. *(For possible action)*

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

DISCUSSION: Mr. Saltman had to leave for a flight so he was thanked and presented with a thank you in absentia by Chair O'Reilly.

Chair O'Reilly presented Member Raney with a commemorative vase and thanked her for her numerous years of service on UMC's Governing Board and the multiple committees she served on.

Member Raney commented that it has been a great experience and she is impressed with the dedication and time people have given to UMC. Her focus is on a sick family member right now so she feels that is her number one priority. She will miss everyone and thanked everyone.

FINAL ACTION: None

ITEM NO. 14 Approve and submit a recommendation to the UMC Board of Hospital Trustees for the appointment of Mary Lynn Palenik for a three year term ending December 31, 2020; and take any action deemed appropriate. *(For possible Action)*

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

DISCUSSION: Mary Lynn has accepted the appointment.

FINAL ACTION: A motion was made by Member Caspersen to approve as recommended and submit a recommendation to the UMC Board of Hospital Trustees. Motion carried by unanimous vote.

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ITEM NO. 15 Review the standing committee assignments and make any changes necessary for the calendar year 2018, including adding new member Christian Haase to various committees; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- 2018 Draft Committee List

DISCUSSION: No discussion ensued.

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

ITEM NO. 16 Approve future meeting dates and times through calendar year 2018; and take any action deemed appropriate. ***(For possible action.)***

DOCUMENT(S) SUBMITTED**:**
- 2018 Calendar

DISCUSSION: Member Caspersen suggested moving the committee meetings to a committee day, thus having meetings back to back in one day. This would help her schedule but also hopes it may help the other committee members.

A discussion ensued regarding if this would work for staff and other members. It was mentioned that there was a week time frame put in between some of the meetings to allow for time to approve items and then submit the items for approval by the Governing Board.

Member Lopez-Hobbs said that committing a full day is not feasible with her schedule.

Member Franklin mentioned consolidating.

Member Hagerty commented that he wasn't sure it was convenient for having a large amount of the Administrative staff sequestered for an entire day in meetings. Member Hagerty also commented that we would be looking at a ten hour day of just meetings if they are all on one day.

Mr. VanHouweling said he would like to make it convenient for the Board so he is open for discussion.

Chair O'Reilly asked the Chairs of the committees to discuss and streamline if it makes sense and get their ideas back to the Governing Board Secretary.

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

SECTION 3: CONSENT ITEMS

ITEM NO. 17 Approve the award by the Governing Board RFP 2017-14 Advertising and Marketing Services to R&R/CRR Holdings, LLP d/b/a B&P Advertising; approve the Agreement for Advertising & Marketing Services; authorize the Chief Executive Officer to exercise the extension option; and take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- B&P Agreement

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

ITEM NO. 18 Approve the Opportunity Agreement (Task Order 39) between Duke University and University Medical Center of Southern Nevada for the Sildenafil study described below; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Pediatric Trial Network Opportunity #3

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

ITEM NO. 19 Approve Amendment One to Assignment and Assumption Agreement between Horizontech Technologies, Inc. d/b/a Horizontech, Inc. and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Amendment One to Assignment and Assumption Agreement

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

ITEM NO. 20 Approve the First Amendment to Network Participation Agreement between OneHealth and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- OneHealth First Amendment to Network Participation Agreement

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

ITEM NO. 21 Approve the RFP No. 2017-09 Linen Management and Distribution Services to Staheli Laundry Services, LLC d/b/a Staheli Laundry; approve the RFP No. 2017-09 Service Agreement; authorize the Chief Executive Officer to approve the addition or deletion of services for any offsite clinic and satellite locations within the not-to-exceed amount of this Agreement and exercise any extension options; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**

- Service Agreement

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

ITEM NO. 22 Approve the Second Amendment to the Hospital Blood Services Agreement between Blood Systems, Inc. (dba United Blood Services) and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Second Amendment to Hospital Blood Services Agreement

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

ITEM NO. 23 Approve the ratification of Amendment One to Agreement for Consulting Services between United Audit Systems, Inc. D/B/A UASI and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT SUBMITTED:
- Amendment One to Agreement for Consulting Services

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

ITEM NO. 24 Approve the ratification of Amendment One to the Agreement for Epic At The Elbow (ATE) Support Services between ALKU Technologies, LLC and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT SUBMITTED:
- Amendment One to Agreement for Staff Augmentation Services

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

ITEM NO. 25 Approve the in-Hospital Dialysis Services Agreement and accompanying Letter of Agreement between Fresenius Kidney Care Nevada, LLC and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT SUBMITTED:
- In-Hospital Dialysis Services Agreement
- Agreement

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

ITEM NO. 26 Approve the RFP No. 2017-02 Hospital Video Surveillance and Security Management System to Stanley Convergent Security Solutions, Inc.; approve the RFP No. 2017-02 Master Agreement; authorize the Chief Executive Officer to execute future Statement of Works within the not-to-exceed amount of this Agreement and exercise any extension options; and take action as deemed appropriate. *(For possible action)*

DOCUMENT SUBMITTED:
- Master Agreement

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

ITEM NO. 27 Approve the Microsoft Enterprise Enrollment Program Signature Form, and Pricing Proposal with SHI International Corp., an authorized Microsoft Reseller; authorize the CEO to process any additional fund requests for the annual True-ups that are within his delegation; and take action as deemed appropriate. *(For possible action)*

DOCUMENT SUBMITTED:
- EA Agreements
- Quote with Terms
- Product Selection Form
- Disclosure of Ownership

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

ITEM NO. 28 Approve the ratification of Amendment Four to the Agreement for Staff Augmentation Services between Optimum Healthcare IT, LLC and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT SUBMITTED:
- Amendment Four to Agreement for Staff Augmentation Services

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

ITEM NO. 29 Approve the Renewal Content License Order Form with Truven Health Analytics, LLC; and take action as deemed appropriate. *(For possible action)*

DOCUMENT SUBMITTED:

- Renewal Content License Order Form
- Disclosure of Ownership

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

ITEM NO. 30 Approve the Agreement for Physician Medical Directorship and Physician Professional Services between Laboratory Medicine Consultants, Ltd. and University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT SUBMITTED:
- Agreement

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

SECTION 4: EMERGING ISSUES

ITEM NO. 31 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

Member Caspersen asked to receive an interim report on the CEO's accomplishments through the first six months, rather than waiting until the end of the year.

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.

None

There being no further business to come before the Board at this time, at the hour of 4:55 p.m. Chair O'Reilly adjourned the meeting.

SECTION 5: CLOSED SESSION

ITEM NO. 31 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)***

A motion was made by Chair O'Reilly that the Board go into closed session pursuant to NRS 450.140(3). Motion carried by unanimous vote.

At the hour of 4:55 p.m., the Board recessed to go into closed session.

The meeting was reconvened in closed session at 5:02 p.m.

At the hour of 5:45p.m. the closed session was adjourned.

FINAL ACTION: No action was taken by the Board.

Minutes Prepared by: Terra Lovelin
APPROVED: January 31, 2018