

**University Medical Center of Southern Nevada  
Governing Board Strategic Planning Committee  
February 6, 2025**

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UMC Providence Suite  
Trauma Building, 5<sup>th</sup> Floor  
800 Hope Place  
Las Vegas, Clark County, Nevada  
Thursday, February 6, 2025  
9:00 a.m.

The University Medical Center Governing Board Strategic Planning Committee met at the time and location listed above. The meeting was called to order at the hour of 9:04 a.m. by Chair Hagerty and the following members were present, which constituted a quorum of the members thereof:

**CALL TO ORDER**

**Board Members:**

**Present:**

Harry Hagerty, Chair  
Dr. Donald Mackay  
Renee Franklin  
Christian Haase (Via WebEx)  
Mary Lynn Palenik (Via WebEx)

**Absent:**

Robyn Caspersen (Excused)

**Also Present:**

Mason Van Houweling, Chief Executive Officer  
Tony Marinello, Chief Operating Officer  
Jennifer Wakem, Chief Financial Officer  
Chris Jones, Executive Director of Support Services  
Danita Cohen, Chief Experience Officer  
Vick Gill, Business Development Officer  
Susan Pitz, General Counsel  
Stephanie Ceccarelli, Board Secretary

**SECTION 1. OPENING CEREMONIES**

**ITEM NO. 1 PUBLIC COMMENT**

Chair Hagerty asked if there were any persons present in the audience wishing to be heard on any item on this agenda. No such comments were heard.

**ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on December 5, 2024. *(For possible action)***

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

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

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

**SECTION 2. BUSINESS ITEMS**

**ITEM NO. 4 Receive a report regarding UMC Service Line Performance Overview; and direct staff accordingly. (*For possible action*)**

DOCUMENT SUBMITTED:

- Service Line Update

DISCUSSION:

Tony Marinello, Chief Operating Officer, reviewed the Service Line updates for all service lines. Danita Cohen, Chief Experience Officer, provided an update of the marketing campaigns for all of the service lines.

Mr. Marinello next reviewed the operational updates for the general surgery service line, strategic next steps and tech strategies. The discussion focused on growth and operational initiatives with the DaVinci Robot surgeries and statistics.

Orthopedics operational updates showed improvement in Q1 2025 for total knee and hip arthroplasty but a slight decrease in shoulder arthroplasty procedures. Joint camp class attendance is at 77%. Other updates include program expansion opportunities and an application for Hip/Knee Advance Certification. Mr. Marinello shared slides highlighting the joint camp program dashboard and opportunities for improvement. Ortho Clinic updates and statistics for Q2 were reviewed. Nuance Dax AI is being implemented in the clinics to improve charting for physicians.

The Committee inquired about what is being done to encourage physicians to come to UMC. Ms. Cohen stated that a team is dedicated to providing physician and community outreach and awareness of the services provided at UMC through marketing. Mr. Van Houweling added that the business development team also works with the experience team on marketing needs. There was continued discussion regarding targeted marketing strategies related to the demographics around the valley.

In cardiac service updates, the third Cath Lab room is fully operational, and the team is actively working with physicians to book additional cases and increase time slots. Mr. Marinello highlighted several expense and cost-saving opportunities, along with strategic next steps to promote growth in the service line. The goal is for 300 procedures per month. Ms. Cohen provided a first look at new branding for UMC and discussed UMC branding opportunities.

The women's and children's service lines were next discussed, along with revenue enhancements and strategic next steps. Mr. Marinello introduced Stacie Wichman-Roch, Business Development Officer to the Committee, as she will be

leading the hospital committee meetings to improve initiatives in this service line. Ms. Cohen highlighted marketing strategies for Children's Hospital at various locations around the valley. The tagline for this marketing campaign is Heroism, Courage, and Strength.

In ambulatory, volumes are up, and the self-scheduling utilization rate is at 74% utilization rate. No-call, no-show rate is at 13%; the target is 10%. The goal is to incorporate telehealth visits as an alternative for patients who are unable to keep in-person appointments. Expense opportunities, strategic next steps, and technology strategies were reviewed. The discussion continued regarding the implementation of cost-saving processes, as well as updates to the UMC Online Care application. Ms. Cohen reviewed the marketing slides for the ambulatory service line.

FINAL ACTION TAKEN:

None taken.

**ITEM NO. 5 Receive a report regarding UMC Service Line Market Share Update; and direct staff accordingly. (For possible action)**

DOCUMENT SUBMITTED:

-PowerPoint Presentation

DISCUSSION:

Mr. Jones provided the market share data for Q2 FY24 through Q1 FY25.

Overall, market share has dropped slightly. UMC is number 6 in the market, down .2%. HCA had the highest increase in market share, at .5%, and Valley Health System was down .4%. He noted that West Henderson Hospital opened in December.

Chair Hagerty commented that quality and quantity of the rooms at UMC is essential for growth.

General surgery has gained .4% in the market overall. HCA has gained .4% and the Valley Health System is down .7% in the market. UMC is maintaining at number 3 in the market.

Chair Hagerty asked about the loss of share in the market in Orthopedics despite UMC's successes. Mr. Jones responded that the team is monitoring this. He noted that Sunrise has an inpatient rehab center, which could help retain patients at their facility. UMC was down .3% in the market, and HCA gained 1.8%.

In cardiac services, UMC is number 6 in the market, but lost .4% of the market; HCA has gained .7% and the Roses have gained .2%. He added that the two

market leaders are Mountain View and Sunrise Hospitals. There was continued discussion regarding the similar data decline in this service line.

Mr. Gill commented that the data provided was only inpatient data, but if normalized with outpatient procedures, there would be a change in the statistics. Mr. Marinello added that in orthopedic and cardiac services, the trend is higher in outpatient services.

In children's hospital, there has been a decline quarter over quarter, but maintaining number 3 in the market share. Sunrise is up .3% and UMC has declined .3%. Although women's services has declined, there has seen a slight increase in the market share. UMC is 9<sup>th</sup> in the market overall, UMC lost .5%, HCA gained .7% and Valley Health gained .5%.

FINAL ACTION TAKEN:

None taken.

**ITEM NO. 6 Receive an update on the FY26 Budget Initiatives; and direct staff accordingly. (For possible action)**

DOCUMENT SUBMITTED:

-PowerPoint Presentation

DISCUSSION:

Mr. Marinello discussed the following draft budget initiatives for FY2026, to focus on Ambulatory, Cardiology, Interventional Radiology, Comprehensive Stroke Certification, Orthopedics and operating room efficiencies.

**Ambulatory**

- Realigning Staffing for efficiencies
- Integrate PC/QC/Telehealth
- Southern Highlands QC Expansion
- Nellis QC/PC Relocation –Jan 2026
- Liver Care Program
- Infusion Clinic
- Delta Point Lease
- Leased 710 Tonopah
- Crisis Stabilization Center

**Cardiology**

- Full year of 3 cath labs
- Inventory management system

**Interventional Radiology Integration**

- Restructure Department
- Inventory Management System
- Agency Reduction
- Expand Services
- Implement Clinical Trials

**Achieve Comprehensive Stroke Certification**

**Orthopedics**

- OP All 3 Clinics are up and running

**Operating Room Department Efficiencies**

- SPD Assessment
- Dedicated Supply Manager
- First Case Starts
- Optimize Operating Room Utilization
- Preference Card Update
- Surgery Scheduling time adjustment EPIC
  - Robotics
  - General Surg
  - All others

Chair Hagerty asked if space would be available for the additional interventional radiology cases. Mr. Marinello responded that that has already been incorporated into the planning.

Chair Hagerty asked if interventional radiology is considered the service line to grow for FY26. Mr. Marinello confirmed that this is the service line proposed for growth in the new fiscal year.

**FINAL ACTION TAKEN:**

None taken

**SECTION 3: EMERGING ISSUES**

**ITEM NO. 7 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)***

**DISCUSSION:**

At future meetings, the Committee would like an update on the following:

1. Report on physician recruitment
2. DaVinci census in southern Nevada and OR suite comparison
3. EHR systems used at other hospitals

**FINAL ACTION TAKEN:**

No action taken

**COMMENTS BY THE GENERAL PUBLIC:**

Comments from the general public were called for prior to going into closed session. No such comments were heard.

A motion was made by Member Franklin that the go into closed session pursuant to NRS450.140(3). Motion carried by unanimous vote.

At the hour of 10:45 a.m., the Committee went into closed session.

**SECTION 4. CLOSED SESSION**

**ITEM NO. 9    Go into closed session pursuant to NRS 450.140(3) to discuss new or material expansion of UMC's health care services and hospital facilities.**

There being no further business to come before the committee this time, at the hour of 11:17 a.m.

APPROVED: April 3, 2025

MINUTES PREPARED BY: Stephanie Ceccarelli, Board Secretary