

**University Medical Center of Southern Nevada  
Governing Board Meeting  
June 26, 2024**

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Emerald Conference Room  
Delta Point Building (1<sup>st</sup> Floor)  
901 Rancho Lane  
Las Vegas, Clark County, Nevada  
Wednesday, June 26, 2024  
2:00 PM.

The University Medical Center Governing Board met in regular session, at the location and date above, at the hour of 2:00 PM. The meeting was called to order at the hour of 2:04 PM 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  
Donald Mackay, M.D., Vice-Chair  
Laura Lopez-Hobbs  
Renee Franklin  
Chris Haase  
Robyn Caspersen (WebEx)  
Harry Hagerty (WebEx)  
Mary Lynn Palenik (WebEx) (joined meeting at 2:45 p.m.)

**Ex-Officio Members:**

**Present:**

Steve Weitman, Ex-Officio (WebEx)  
Dr. Meena Vohra, Chief of Staff  
Dr. Marc Kahn, Dean of Kirk Kerkorian SOM at UNLV

**Absent:**

Mason Van Houweling, Chief Executive Officer (Excused)  
Jeff Ellis (Excused)  
Bill Noonan, Ex-Officio (Excused)

**Others Present:**

Tony Marinello, Chief Operating Officer  
Jennifer Wakem, Chief Financial Officer  
Corey McDaniel, Privacy Officer  
Tiffanie Fleming, Director of Patient Access and Ambulatory Care  
Susan Pitz, General Counsel  
James Conway, Assistant General Counsel  
Stephanie Ceccarelli, Governing Board Secretary

**SECTION 1. OPENING CEREMONIES**

**CALL TO ORDER**

**PLEDGE OF ALLEGIANCE**

**INVOCATION**

**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.

Speakers: None

**ITEM NO. 2 Approval of Minutes of the meeting of the UMC Governing Board held on May 29, 2024. (Available at University Medical Center, Administrative Office) (For possible action)**

**FINAL ACTION:**

A motion was made by Member 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 Haase that the agenda be approved as recommended. Motion carried by unanimous vote.

**SECTION 2: CONSENT ITEMS**

**ITEM NO. 4 Approve the June Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on June 25, 2024; and take action as deemed appropriate. (For possible action)**

**DOCUMENT(S) SUBMITTED:**

- June Credentialing

**ITEM NO. 5 Approve the UMC Policies and Procedures Committee's activities of April 3 & May 1, 2024 including, the recommended creation, revision, and /or retirement of UMC policies and procedures; and take any action deemed appropriate. (For possible action)**

**DOCUMENT(S) SUBMITTED:**

- April Policies and Procedures
- May Policies and Procedures

- ITEM NO. 6 Approve and authorize the Chief Executive Officer to sign the Agreement to Provide Auditing Services with BDO USA, P.C.; exercise any extension options and execute future amendments; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Agreement to Provide Auditing Services

- ITEM NO. 7 Approve and authorize the Chief Executive Officer to sign the Master Service Agreement with Clarity Healthcare Solutions, LLC d/b/a Brundage Workforce Solutions for Clinical Documentation Integrity Services; execute the extension options and future amendments within the not-to-exceed yearly amount of this Agreement; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Master Service Agreement

- ITEM NO. 8 Approve and authorize the Chief Executive Officer to sign the Agreement with Ed Vance & Associates Architects for the purchase of architectural services related to elevator modernization; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Contract - Redacted
- Disclosure of Ownership

- ITEM NO. 9 Approve and authorize the Chief Executive Officer to sign the OEC C-Arm MiniView and 3D Imaging System Agreement with GE Healthcare; authorize the Chief Executive Officer to execute future amendments within his delegation of authority; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- OEC C-Arm Miniview & 3D Imaging Systems Agreement – Redacted
- C-Arm Sourcing Letter
- Disclosure of Ownership

- ITEM NO. 10 Approve and authorize the Chief Executive Officer to sign the Laboratory Services Agreement and Patient Specimen Collection Services Agreement with Laboratory Corporation of America; authorize the Chief Executive Officer to execute future amendments within his delegation of authority; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Laboratory Services Agreement
- Patient Specimen Collection Service Agreement
- Disclosure of Ownership

- ITEM NO. 11 Approve and authorize the the Chief Executive Officer to sign the Agreement with Medline Industries, LP, for the placement of air blowers**

throughout the UMC campus and for the purchase of related disposables; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Contract – Redacted
- Sourcing Letter
- Disclosure of Ownership

**ITEM NO. 12 Approve the Contract Closing Reconciliation with Sound Physicians Emergency Medicine of Nevada (Bessler), PLLC; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Contract Closing Reconciliation

**ITEM NO. 13 Approve and authorize the the Chief Executive Officer to sign the Primary Commitment Agreement and Exhibit D. Commitment Acknowledgement with Medline Industries, Inc.; authorize the Chief Executive Officer to execute future amendments within his delegation of authority; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Master and Reprocessing Agreement – Redacted
- Sourcing Letter
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Franklin that Consent Items 4-13 be approved as presented. Motion carried by unanimous vote.

**SECTION 3: BUSINESS ITEMS**

**ITEM NO. 14 Receive an informational presentation from Privacy Officer, Corey McDaniel regarding UMC’s Privacy Compliance Program; and take any action deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

PowerPoint Presentation

DISCUSSION:

Corey McDaniel, UMC Privacy Officer, provided annual education regarding UMC’s HIPAA Privacy program.

PHI is any information transmitted or maintained by an entity in any medium, including any past, present or future demographic information used to identify a person.

Examples of information protected by HIPAA include, written documentation and all paper records, spoken and verbal information, including voice mail messages,

any electronic information, photographic images, as well as audio and video recordings. Permitted use of PHI is only for treatment, payment or certain healthcare operations.

All workforce members, including Board Members, Providers, Administrators and all staff are responsible for adhering to privacy safeguards. Safeguard areas for the Board include discussing patient information, media requests, securing electronic PHI and minimum necessary information.

The hospital has a duty to keep patient information and data private and secure. UMC has developed detailed privacy and information security policies as part of its HIPAA compliance program.

The HIPAA penalties depend on the tier level of culpability and can include civil monetary penalties, as well as potential criminal penalties. A violation of each requirement may be counted separately.

There are approximately 18 identifiers that can be used to identify patients, including demographics, numbers, addresses, zip code, etc. Exceptions may be considered due to natural disasters or infectious outbreaks.

FINAL ACTION:

None

**ITEM NO. 15 Review and discuss the Governing Board 2024 Action Plan, to include an informational presentation from Tiffanie Fleming, Executive Director of Patient Access and Ambulatory Care, regarding Value-Based Care; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

PowerPoint Presentation

DISCUSSION:

Tiffanie Fleming, Executive Director of patient Access and Ambulatory Care, provided an educational update on incentive programs for ambulatory care at UMC.

CMS establishes the quality measures in the Quality Incentive Program (QIP) annually. UMC is measured on approximately 21 HEDIS measures and Star Ratings. UMC participates in 9 QIPs, 8 Commercial MCOs and 1 ACO program. These provide additional revenue opportunities for the hospital. Performing well maximizes revenue. UMC is a top performer in addressing quality measures, as well as closing gaps care. She listed some of the quality measures that UMC will work on this year.

UMC manages nearly 26K lives every year. Achieving performance measures and closing gaps in care is the responsibility of all UMC staff members. Proper HEDIS and CMS documentation is a must. Ms. Fleming added that patient compliance is considered the greatest barrier in meeting quality measures and

closing gaps in care. The discussion continued with a review of the steps taken in order to achieve these performance goals.

Lastly, a snapshot of the incentive dollars that have been collected from FY20 to FY24 was shown. UMC is on track to receive over \$2 million in incentive dollars this year.

FINAL ACTION:

None

**ITEM NO. 16 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

DISCUSSION:

The meeting held on Monday, June 3, 2024 at 2:00 pm. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

An update was received on Clinical Research and Institutional Review Board activities from Ron Roemer, Director of Clinical Research. There are 185 active studies by department at UMC, with the majority being in oncology and emergency. UNLV has 117 active studies, with the majority being conducted in surgery and internal medicine.

Next a report on the annual infection prevention program was received from Kathy Johnson, Director of Infection Prevention. Accomplishments from 2023 were reviewed and future goals were discussed.

Patty Scott, Quality, Safety and Regulatory Officer provided an update on the Quality, Safety and Regulatory program.

There were 33 safety events reports were reported, all within the proper State time frames and corrective actions were taken. UMC's Leapfrog score has dropped from a B grade to a C grade.

The Committee approved the Policies and Procedures, which were approved as a part of today's consent agenda.

An update was provided on the status of the FY24 Organizational goals. At this time, four of the five goals are being met.

There were no emerging issues discussed and after last call for public comment, the meeting was adjourned at 3:08 p.m.

FINAL ACTION:

None

*There was a brief pause due to technical difficulties.*

**ITEM NO. 17 Receive a report from the Governing Board Strategic Planning Committee Meeting; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

None

DISCUSSION:

Member Hagerty provided a report on the meeting held on Thursday, June 13, 2024 at 9:00 pm. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

Ron Roemer provided an update the the Committee regarding how clinical trials are initiated, budgeted and funded. UMC's team is involved in monitoring and vetting proposed clinical trials. Approximately six federal laws govern the clinical trial process. Hospital excellence is a key driver in increased clinical trials. Oncology is an active user of clinical trials.

Next, was an update on UMC's involvement in the Medical District. UMC continues to play a leading role in the development of the Medical District. UMC is working with the city to develop an economic development plan for Charleston neighborhoods. RTC will be initiating a transport service to provide better access between hospital systems and the airport. UMC is working with other key tenants in the Medical District to develop and coordinate agenda items for the next legislative session.

A draft of the 5-year Financial Plan was reviewed covering FY25 to FY29. Key operating assumptions of the plan were reviewed. The Committee will review the plan every six months.

Lastly, the committee reviewed proposed performance objectives for FY25.

There were no emerging issues discussed and after last call for public comment, the meeting was adjourned at 10:45 a.m.

FINAL ACTION:

None

**ITEM NO. 18 Receive an update a report from the Governing Board Audit and Finance Committee; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

None

DISCUSSION:

Member Caspersen provided a report on the meeting which was held on Wednesday, June 20, 2024 at 2:00 pm. There was a quorum in attendance.

There was no public comment and minutes and the agenda were both approved unanimously.

The Committee received a report regarding financial results for May and year to date financials, which included key financial matters, performance indicators, trended stats data and actual results compared to budget.

BDO was appointed as UMC's independent auditor for FY24 and FY25 and is included as a part of today's consent agenda.

Next, the Committee discussed matters related to establishing performance goals for FY25. Opportunities to improve the operational performance and financial strength of the hospital was discussed. No action was taken during the meeting for this item. Management will propose goals in July.

There were other business items that were reviewed and approved by the Committee during the meeting. All of the contracts that were approved during the meeting are a part of today's consent agenda.

Emerging issues were identified and discussed, there was no public comment and the meeting adjourned at 3:16 PM.

FINAL ACTION:

None

**ITEM NO. 19 Receive the monthly financial report for May FY24; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

May FY24 Financials

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for May FY24.

The key indicators for May showed admissions below budget 10%. The AADC was 557. Average length of stay was at 6.22 days. Overall hospital acuity was 1.93 and Medicare CMI was 2.19. Inpatient surgeries were down 12%. Outpatient surgeries were strong, 15% above budget. There were 16 transplant cases. ER visits were below budget 14%. Approximately 22% of ED patients are being admitted.

Quick cares were down 16% from budget due to closure of the Rancho location and the delay of construction with the Southern Highlands Clinic. Primary cares were almost 15% below budget. There were 566 telehealth visits for the month and the Orthopedic Clinic had 2,100 patient visits.

The income statement for the month showed total operating revenue was above budget \$2.4 million. Total operating expenses above budget \$3.2 million. Total income from ops was \$6.7 million, exceeding budget by \$120K. The year-to-date



income statement showed revenue and operating expenses below budget. At this time we are below budget \$2.5 million.

Salaries, wages and benefits were \$700K over budget for the month primarily due to radiology and contract labor. She commented on the challenges in hiring radiologists.

All other expenses were \$2.5 million above budget due to supplies.

FINAL ACTION:

None

**ITEM NO. 20 Receive an update on the Kirk Kerkorian School of Medicine at UNLV; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

None

DISCUSSION:

The Dean stated that the school welcomed new interns and residents last week. Fellows will be welcomed in a few weeks. A new Rheumatology Fellowship program will start July 1<sup>st</sup>.

The school is collaborating with UMC, Renown and UNR to develop strategies to grow additional residency programs in the state, to include ophthalmology, neurosurgery, neurology and dermatology. Leadership is working with the state in preparation of the upcoming legislative session to try to receive funding for GME expansion in Nevada.

A consultant group has been hired to help develop a practice plan with the Academic Health Center and with the School of Medicine. UMC has been involved with these discussions.

The school is in the process of closing out their fiscal year. Twenty new faculty members have been hired to date. There are continuing negotiations with other candidates; this is in an effort to expand care in the community.

FINAL ACTION:

None

**ITEM NO. 21 Receive an update from the Hospital CEO; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

CEO Update

DISCUSSION:

Tony Marinello, UMC COO provided the CEO updates which included hospital updates and recent community events.

Images of the remodeled OR 15 and 16 and Trauma refresh and Interventional Radiology rooms were shown.

- ED and Hospitalist update- Hiring has been completed. Onboarding will be done Thursday and Friday
- Trauma Resus CT and IR suite now open
- Cath lab completed – set for July inspection
- Revitalize update – The project is ontime and on budget it is about 70% completed. Shadow Lane entry will be complete in August. Lighting has been installed on the 7<sup>th</sup> Story tower and the Healing Gardens are set to be named July 1<sup>st</sup>.
- UMC’s Cardiology Symposium successful 14<sup>th</sup> year –Thank you for your support.
- Employee Diversity Fair – this was a success on Monday
- Jennifer Wakem – Named one of Becker’s “CFO to Know”

FINAL ACTION:

None

**Item No. 22 Affirm, modify, or reverse the recommendation of the UMC Medical Executive and Fair Hearing Panel, or take other action as it deems appropriate, in regards to the clinical privileges and medical staff membership of Ammar Wehbeh, M. D. (For possible action)**

DOCUMENT(S) SUBMITTED:

None

DISCUSSION:

This matter is tabled until the conclusion of Item 24.

FINAL ACTION:

None

**SECTION 4: EMERGING ISSUES**

**ITEM NO. 23 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. (For possible action)**

DISCUSSION:

None

FINAL ACTION:

None

**COMMENTS BY THE GENERAL PUBLIC:**

Comments from the general public were called.

There were none.

A motion was made by Member Mackay to go into closed session pursuant to NRS 450.140.

There being no further business to come before the Board at this time, at the hour of 2:56 PM, Chair O'Reilly adjourned the meeting, and the Board recessed to go into closed session.

#### **SECTION 5: CLOSED SESSION**

**ITEM NO. 24 Go into closed session pursuant to NRS 450.140, to consider the Fair Hearing appeal, and the character, alleged misconduct, professional competence, or physical or mental health, of Ammar Wehbeh, M.D.**

The meeting was reconvened in closed session at 3:10 P.M.

At the hour of 4:26 P.M., the closed session ended on the above referenced matter and the Governing Board returned to the open session meeting.

**Item No. 22 Affirm, modify, or reverse the recommendation of the UMC Medical Executive Committee and Fair Hearing Panel, or take other action as it deems appropriate, in regards to the clinical privileges and medical staff membership of Ammar Wehbeh, M. D. (For possible action)**

#### **DISCUSSION**

At 4:27 P.M., Chair O'Reilly called the open meeting back to order to continue with the Agenda and Item No. 22. Chair O'Reilly noted that Item No. 22 was modified to include the word "Committee". Chair O'Reilly stated that a review panel has reviewed the evidence presented along with presentations by Dr. Wehbeh and Dr. Vohra. Chair O'Reilly stated that the review panel has recommended that the Governing Board affirm the recommendation of the UMC Medical Executive Committee and the Fair Hearing Panel and adopt the decisions of the same. Counsel was asked to prepare the appropriate decision and order to be effective as of this date.

#### **FINAL ACTION**

A motion was made by Member Mackay to affirm the recommendation of the UMC Medical Executive Committee and the Fair Hearing Panel. Motion carried by unanimous vote.

#### **COMMENTS BY THE GENERAL PUBLIC:**

At this time there was a final call for public comment.

There were none.

There being no further business to come before the Board at this time, at the hour of 4:31 PM. Chair O'Reilly adjourned the meeting.

APPROVED: July 31, 2024

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary