University Medical Center of Southern Nevada
Governing Board Meeting
June 30, 2021

UMC Emerald Conference Room
Delta Point Building (1st Floor)
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, June 30, 2021
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 2:13 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
Robyn Caspersen
Laura Lopez-Hobbs
Christian Haase
Renee Franklin
Harry Hagerty (via WebEx)
Mary Lynn Palenik (via WebEx)
Jeff Ellis (via WebEx)

Ex-Officio Members:

Present:
Barbara Fraser, Ex-Officio
Dr. Frederick Lippmann, Chief of Staff

Absent:
Dr. Marc Kahn Dean UNLV

Others Present:
Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Kurt Houser, Chief Human Resource Officer
Carissa Rey, Academic and External Affairs Officer
Susan Pitz, General Counsel
Stephanie Ceccarelli, Board Secretary
Lt. Col. Jeremy Kilburn, MD – Director, Office of Military Medicine
Chief Nikki Owens
Keith Slade, Privacy Officer

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 special meeting and the regular meeting of the UMC Governing Board held on May 26, 2021. *(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 Franklin that the agenda be approved as presented. Motion carried by unanimous vote.

SECTION 2: CONSENT ITEMS

ITEM NO. 4 Approve the June 17, 2021 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on June 22, 2021; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Credentialing Activities

ITEM NO. 5 Approve and recommend for approval by the Board of Hospital Trustees, the proposed amendments to the UMC medical and Dental Staff Bylaws and Rules & Regulations; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Proposed Bylaws

ITEM NO. 6 **Approve the UMC Policy and Procedures Committee's activities from its meetings held on June 7, 2021; and take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED**:**
- Policies and Procedures

ITEM NO. 7 **Approve and authorize the Chief Executive Officer to sign the Hospital Services Agreement with Cigna Health and Life Insurance Company; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Hospital Services Agreement
- Disclosure of Ownership

ITEM NO. 8 **Approve and authorize the Chief Executive Officer to sign the Amendment 005 to Hospital Services Agreement with Aetna Health, Inc.; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Amendment 005

ITEM NO. 9 **Approve and authorize the Chief Executive Officer to sign the Service Agreement with Medline Industries, Inc. for the Snap Panel Privacy Curtain project; or take action as deemed appropriate *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Service Agreement
- Disclosure of Ownership
- Sourcing Letter

ITEM NO. 10 **Approve and authorize the Chief Executive Officer to sign the Amendment Three to Master Agreement with CareDX Transplant Management, Inc. for the Transplant Database System; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Amendment Three
- Disclosure of Ownership

ITEM NO. 11 **Approve and authorize the Chief Executive Officer to sign the Agreement for Diagnostic Imaging Services, and exercise the extension option with West Coast Healthcare, LLC for temporary staffing services of diagnostic personnel; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Agreement for Diagnostic Imaging Services
- Disclosure of Ownership

ITEM NO. 12 **Approve and authorize the Chief Executive Officer to sign the Master Agreement and its Schedules and Exhibits with Zimmer US, Inc. d/b/a**

Zimmer Biomet for the purchase and maintenance of the ROSA Knee System; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Master Agreement
- Disclosure of Ownership

ITEM NO. 13 Approve and authorize the Chief Executive Officer to sign the Customer Orders, and execute future orders within his delegation of authority with CareFusion Solutions, LLC for the Pyxis Medication Management project; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Airport Customer Order
- 6 North Customer Order
- Airport Implementation Timeline
- 6 North Implementation Timeline
- Disclosure of Ownership
- Sourcing Letter

ITEM NO. 14 Approve and authorize the Chief Executive Officer to sign the Master Customer Agreement, and exercise any extension options with Experian Health, Inc. for identity verification, patient financial clearance and claims management services; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Master Customer Agreement
- Disclosure of Ownership

ITEM NO. 15 Approve or authorize the Chief Executive Officer to sign the Dialysis Products Purchase Agreement with Baxter Healthcare Corporation; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Purchase Agreement
- Disclosure of Ownership

ITEM NO. 16 Approve and authorize the Chief Executive Officer to sign the Third Amendment to Service Agreement and Addendum, and exercise any extension options with CyraCom, LLC for interpretation and translation services; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Third Amendment
- Addendum
- Disclosure of Ownership

ITEM NO. 17 Approve and authorize the Chief Executive Officer to sign the Amendment 2 to Agreement for Integrated Pest Management Program with Terminix International Company Limited Partnership d/b/a Terminix Commercial for

pest control services; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Amendment Two

ITEM NO. 18 Approve and recommend for ratification by the Board of Hospital Trustees, the Fiscal Year 2022 salary plan cost of living adjustment ("COLA"), effective July 1, 2021, to the current Collective Bargaining Agreement between UMC and the Service Employees International Union, Local 1107; and recommend approval of the same percentage increases in the salary range for non-bargaining unit employees, excluding management plan employees, physicians, physician assistants, nurse practitioners, and those employees covered by a separate collective bargaining agreement; and direct staff accordingly. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Summary of Changes
- Tentative Agreement
- Fiscal Impact Summary of COLA for FY22
- Salary Plan for FY22 after COLA

ITEM NO. 19 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the First Amendment to Hosting Services Agreement with Epic Hosting, LLC and request for additional funding for licensing and project implementation with Epic Systems Corporation; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Amendment to Hosting Services Agreement

ITEM NO. 20 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Second Amendment to Participation Agreement with HealthTrust Purchasing Group, L.P.; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Amendment to Participation Agreement
- Disclosure of Ownership

ITEM NO. 21 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the First Amendment to Lease Agreement with HIP Valley View, LLC; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- First Amendment to Lease
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Mackay that Consent Items 4-21 be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 22 Receive an educational overview from Dr. Jeremy Kilburn regarding the Office of Military Medicine; and direct staff accordingly. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- 2021 Military Medicine PowerPoint Presentation

DISCUSSION:

Lt. Col. Jeremy Kilburn, MD – Director, Office of Military Medicine, shared an educational presentation regarding Las Vegas Military/Civilian Partnership. This represents the largest and most advanced military-civilian medical collaboration in the US and it is poised for further growth.

UMC is a core strategic partner with three major Air Force organizations: the 99th MDG Smart Program, USAFSAM Smart Program and Special Operations Surgical Teams. Dr. Kilburn continued the discussion with a breakdown of these programs and the benefits these training programs provide.

The Office of Military Medicine provides a singular node within UMC and UNLV to coordinate and maximize military medical activities. There are 41 integrated providers and 40 rotating providers, 10 integrated nurses and 100 rotators per year and 15 integrated technicians with approximately 100-200 rotating per year. He added that USAF sponsors 33 UNLV GME positions and future growth is expected.

He concluded his presentation by thanking Mr. Van Houweling for his leadership and mentorship and the hospital administration for its continued support of this collaboration. There was continued conversation regarding the great partnership with military medicine and the training provided.

A conversation ensued regarding future growth planned for Nellis Air Force Base.

FINAL ACTION:

None

ITEM NO. 23 Receive an educational presentation from Keith Slade, Privacy Officer, on UMC's HIPAA Privacy Program; and direct staff accordingly. *(For possible action)*

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

DISCUSSION:

Keith Slade, Privacy Officer presented the annual refresher of the UMC HIPAA Privacy Program to the Governing Board. There are seven elements of ongoing program activities and safeguards that are designed to foster organizational compliance with HIPAA rules, which include standards of conduct, program oversight, training and education, monitoring non-compliance, open communication, auditing and monitoring activities for noncompliance, investigations and corrective action for noncompliance and enforcement of standards. All workforce members are required to participate in the mandatory trainings and adhere to privacy safeguards.

Safeguard reminders were given to the Board regarding discussion of patient information, media requests and securing ePHI in encrypted email. Media related disclosures should be sent to administration or the patient experience officer for review and minimum necessary information should be used to accomplish your purpose.

Lastly, Mr. Slade detailed the HHS enforcement process of intake, review, investigation and resolution including civil monetary penalties. Tiers of the civil monetary penalties were displayed.

FINAL ACTION:

None

ITEM NO. 24 Review and discuss the Governing Board 2021 Action Plan, to include a presentation from Kurt Houser regarding the Executive Summary of UMC's 2021 Employee Engagement Survey; and take any action deemed appropriate; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**

- Executive Summary - Employee Engagement Survey

DISCUSSION:

Kurt Houser, Chief Human Resource Officer, provided the Executive Summary from UMC's 2021 Employee Engagement Survey.

An overview of the results showed there were 2,038 respondents to the survey, which was a response rate of 61%. The previous high response rate was 38%. PressGaney was used for the first time, allowing UMC to have a benchmark against other hospitals.

The three major areas were engagement with a score of 3.94, safety culture with a score of 3.64, and resilience with a score of 4.02. A breakdown of the engagement scores was provided. Overall engagement performed in the 24th percentile compared to the national average. UMC received a moderate leader index score of 76%, slightly below the national average of 85%. Mr. Houser also provided a list of the high performing theme items that were promoted and the areas for improvement and focus. He highlighted six engagement questions of focus. Discussion ensued regarding productivity and telework activity.

Mr. Houser continued by displaying the rank of key performance areas of focus and the impact that key driver items have on the engagement score. He concluded with a brief review of the leader index. A focus group is being formed to determine why certain work unit areas scored lower than anticipated.

Chair O'Reilly asked how many questions were included in the survey. Mr. Houser stated that there were approximately 74 questions provided by PressGaney and UMC added 12 additional questions. The time to complete the survey was 12 – 15 minutes. Chair O'Reilly suggested that the team consider having smaller surveys throughout the year, with fewer questions, and focus on particular areas of interest and concern.

Member Caspersen asked what is the plan to share the results with the team. Mr. Houser stated that an email will go out to provide a summary of the results and there are town halls scheduled to provide more detailed information.

FINAL ACTION:

None

ITEM NO. 25 Receive a report from the Governing Board Strategic Planning Committee; 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 3, 2021 at 9:00 am. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

An update was provided on market positions. Our inpatient market share position is just above 8% and we were 5th position overall. There has been good growth in ambulatory. There is a decrease in general surgery cases, but a 58% improvement in contributions per case. Orthopedics are holding steady and there have been technology improvements with the addition of the ROSA robot. Cardiac services showed a share increase of 7% and additional capacity improvements are in the works. He continued his report by providing statistics in ambulatory, oncology and pediatric services.

UMC is the first in the market to launch the ION Robotic Bronchoscope and we have been working with the Kirk Kerkorian School of Medicine at UNLV to develop an interventional pulmonology program.

A report was received on UMC's plans for rollout of telehealth services, with the first phase launching in 90-days.

Lastly, the Committee reviewed the year to date CEO performance objectives. A final recommendation will be made to HR at the next meeting.

There were no emerging issues identified and no public comments. The Committee recessed into closed session and the meeting adjourned at 11:25 am.

FINAL ACTION:

None

ITEM NO. 26 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:

Member Mackay provided a summary of the June 7, 2021 meeting.

The meeting was called to order at 3:01 pm. There was a quorum of members in attendance. There was no public comment. The minutes of the April 5, 2021 meeting were approved and the agenda was approved.

Debra Fox, CNO, provided updates on the Magnet journey. Her presentation included a review of a core foundational document adopted by nursing staff, new academic requirements required by nurses and emphasis on nurse sensitive data. Ms. Fox also discussed the implementation of tools that will assist in patient care and measure nursing performance.

Patty Scott provided the Quality, Safety and Regulatory update. Discussions included quality, safety and infection prevention program measures, as well as a review of HCAHPS and ICARE4U initiatives was provided. CEO quality performance objectives were also discussed.

The committee unanimously approved the activities of the UMC Policy and Procedures Committee meeting from March 24, 2021 and the UMC Medical and Dental Staff Bylaws and Rules and Regulations.

Lastly, emerging issues included an invitation for Ron Roemer to provide updates regarding clinical trials and to receive an update on infectious disease. The Committee discussed rescheduling the August 9th meeting. There was no public commentary and the meeting adjourned at 4:20 pm.

FINAL ACTION:

None

ITEM NO. 27 Receive a report from the Governing Board Human Resource and Executive Compensation Committee; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**

None

DISCUSSION:

Member Ellis provided a summary from the meeting held on June 21, 2021 at 2:00pm. There was no public comment, a quorum of all members were present, and the minutes from January 25, 2021 meeting and agenda were approved.

The Committee received a briefing on the creation of the staffing standards for UMC. This will be a useful tool in monitoring staffing and determining staffing needs based on census.

The next item discussed was the cost of living increase (COLA) which was recommended for approval to the Board of Trustees as a part of today's consent agenda. Lastly, there was an in-depth discussion regarding the employee engagement survey.

There was one emerging issue identified regarding the bonus eligibility and what will be done moving forward. There were no public comments and the meeting adjourned at 3:38pm.

FINAL ACTION:

None

ITEM NO. 28 Receive 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 held on Wednesday, June 23, 2021 at 2:02pm. There was a quorum in attendance. There was no public comment and minutes were approved unanimously and the agenda had one change and was approved unanimously.

A report was received from internal audit regarding cash controls. Findings were reported and recommendations for improvement were approved by management

The May FY21 financial statements were reviewed. There was focus on performance against budget and compared to 2019 and pre-pandemic levels. Expenses continue to exceed prior year followed by contract labor and SWB, which were over budget due to the high cost of contract labor.

The cash position of the hospital is strong. Federal supplemental payments are still behind.

The business items 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.

There were no emerging issues and no public comment. The open session meeting adjourned and the committee recessed into closed session, after which the meeting adjourned at 4:07pm.

FINAL ACTION:

None

ITEM NO. 29 Receive the monthly financial report for May FY21; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
May FY 2021 Financial Report

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial report for May FY21.

The key indicators for May were compared to prior year. Admissions were over prior year approximately 26%. The AADC had an average of 537 for the month and acuity remains high. Inpatient surgeries were up 47% and outpatient surgery volumes were up 58%. ER visits are up 38%. Quick cares up 26% and primary cares up 30% above prior year.

The income statement for the month showed income from ops at $8.1 million. This is the 5th month of positive income from operations. Ms. Wakem added that we are only about $1 million upside down for the year as of May.

Salaries, wages and benefits showed contract labor has been high; there are internal plans to reduce contract labor, along with overtime.

All other expenses are below prior year $1.2 million. Supply costs have dropped over prior year and COVID expenses have dropped significantly.

FINAL ACTION:

None

ITEM NO. 30 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 report from the Kirk Kerkorian School of Medicine at UNLV was tabled.

FINAL ACTION:

None

ITEM NO. 31 Receive an update from the Hospital CEO; and take any action deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
CEO Update

DISCUSSION:

Mr. Van Houweling, UMC CEO provided the following updates:

We are keeping a watchful eye on slight increase in COVID hospitalizations and positivity increases. We are at 11.3% positivity rate.

Mr. Van Houweling highlighted the four categories of interest that would benefit UMC the American Rescue Plan Act funding.

Ion Procedure UNLV @ UMC Partnership – First in Nevada.

Both Cath Labs now open and the new CT project will be complete in 4 weeks.

Congratulations to Deb Fox, CNO and the nursing division for Re-Designation with Distinction of ANCC Nurse Residency Program. UMC is the only hospital in the state to reach this designation.

Congratulations to Dr. Saquib for receiving CNN national coverage with the discussion on summertime burn prevention.

Amazon Smile – sign up to donate to the UMC Foundation

The UMC Employee Service Recognition Ceremony will be held on July 23rd at Santa Fe Station. The Board was invited to attend.

Everyone is invited to participate in the UMC Gift of Hope 5K run/walk on October 16th; sign up through the UMC website.

Member Franklin complimented the team on the use of the QR codes on the flyer that provides easy access to the sign-up page.

Chair O'Reilly asked if the Board could receive a report at a future meeting on the activities, plans and goals of the UMC Foundation. A conversation continued regarding the activities of the organization.

FINAL ACTION:

None

SECTION 4: EMERGING ISSUES

ITEM NO. 32 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. No such comments were heard.

A motion was made by Dr. Mackay to go into closed session pursuant to NRS 241.015(3)(b)(2).

There being no further business to come before the Board at this time, at the hour of 3:47 PM, Chair O'Reilly adjourned the meeting, and the Board recessed to go into closed session.

SECTION 5: CLOSED SESSION

ITEM NO. 33 Go into closed session, NRS 241.015(3)(b)(2), to receive information from the General Counsel regarding potential or existing litigation involving matters over which the Board had supervision, control, jurisdiction or advisory power, and to deliberate toward a decision on the matters; and direct staff accordingly. ***(For possible action)***

The meeting was reconvened in closed session at 4:01 PM.

At the hour of 5:12 PM, the closed session on the above topic ended.

FINAL ACTION TAKEN:

None

There being no further business to come before the Board at this time, at the hour of 5:12 PM. Chair O'Reilly adjourned the meeting.

APPROVED: July 28, 2021

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary