

**University Medical Center of Southern Nevada
Governing Board Meeting
October 30, 2024**

Kirk Kerkorian School of Medicine at UNLV
625 Shadow Lane – MEB Room 234
Las Vegas, Clark County, Nevada
Wednesday, October 30, 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 2:02 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
Mary Lynn Palenik
Robyn Caspersen (WebEx)
Harry Hagerty
Renee Franklin
Chris Haase
Jeff Ellis (WebEx)

Ex-Officio Members:

Present:

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

Absent:

None

Others Present:

Mason Van Houweling
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Anna Caputo, Equal Opportunity Program Manager
Nilesh Gokal, MD – Nevada Physician Wellness Coalition
Maria Sexton, Chief Information Officer
Susan Pitz, 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 September 25, 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 presented. Motion carried by unanimous vote.

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

FINAL ACTION:

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

SECTION 2: CONSENT ITEMS

ITEM NO. 4 Approve the October 2024 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on October 22, 2024; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Credentialing Activities

ITEM NO. 5 Approve the Clinical Quality and Professional Affairs Committee's recommendation for approval of the UMC Policy and Procedures Committee's activities from its meeting held on August 7, 2024; and take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- August Policies and Procedures

ITEM NO. 6 Approve and recommend approval by the Board of Hospital Trustees the proposed amendments to the UMC Medical and Dental Staff Bylaws and

Rules & Regulations; as approved and recommended by the Medical Executive Committee on September 24, 2024; and take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Medical and Dental Staff Bylaws

ITEM NO. 7 Receive a report on the emergency repairs of deteriorated sanitary/domestic water main/pipes; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Services Agreement

ITEM NO. 8 Approve and authorize the Chief Executive Officer to sign the Therapeutic Apheresis Services Agreement with Vitalant; and to exercise any extension/renewal options; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Therapeutic Apheresis Services Agreement
- Disclosure of Ownership

ITEM NO. 9 Approve and authorize the Chief Executive Officer to sign the Revenue Cycle Assessment Statement of Work with Vizient, Inc.; exercise the extension option and execute future amendments within the not-to-exceed amount of this agreement; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Statement of Work

ITEM NO. 10 Ratify the Second Amendment to Hospital Services Agreement with Health Plan of Nevada, Inc., Sierra Health and Life Insurance Company, Inc. and Sierra Healthcare Options, Inc.; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Hospital Services Agreement – Amendment Two
- Disclosure of Ownership

ITEM NO. 11 Approve and authorize the Chief Executive Officer to sign the Professional Services Agreement (Clinical Services) for pathology services with Quest Diagnostics Incorporated and Hoffman, M.D., Associated Pathologists, Chartered; exercise any extension options; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Professional Services Agreement
- Disclosure of Ownership

ITEM NO. 12 Award the RFP No. 2024-07 for Federal and State Advocacy Services to R&R Partners, Inc.; and authorize the Chief Executive Officer to sign the Services Agreement and execute any extension options and future amendments within the not-to-exceed amount of this Agreement; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- RFP 2024-07 Fed & State Advocacy Agreement
- Disclosure of Ownership

ITEM NO. 13 Award the Bid No. 2024-08, UMC 2040 Administrative Office Buildout Floors 3, 4 & 5 Project PWP# CL-2024-521, to Martin-Harris Construction, LLC, the lowest responsive and responsible bidder, contingent upon submission of the required bonds and insurance; authorize the Chief Executive Officer to execute change orders within his delegation of authority; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- ITB 2024-08 - Administrative Office Buildout Project Agreement
- Disclosure of Ownership

ITEM NO. 14 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Amendment Four to Master Professional Services Agreement and its Statement of Work with Medicus Healthcare Solutions, LLC for locum tenens and advanced practitioners staffing services; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Amendment Four
- Disclosure of Ownership

ITEM NO. 15 Review and recommend for award by the Board of Hospital Trustees for University Medical Center of Southern Nevada the Bid No. 2024-03, UMC 6 North & 1 South Renovation Project PWP# CL-2024-535, to Builders United, LLC, the lowest responsive and responsible bidder, contingent upon submission of the required bonds and insurance; authorize the Chief Executive Officer to execute change orders within his delegation of authority; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- ITB 2024-03 - UMC 6 North & 1 South Project Agreement
- Disclosure of Ownership

ITEM NO. 16 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Lease Agreement with Tonopah Partners, LLC for rentable space at 2100 West Charleston Blvd., APN# 13932804013; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Lease Agreement
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Hagerty that Consent Items 4-16 be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 17 Receive an informational presentation from Anna Caputo, UMC Equal Opportunity Program Manager, regarding UMC's Pregnant Workers Fairness Act; and direct staff accordingly. (*For possible action*)

DOCUMENT(S) SUBMITTED:

- PowerPoint

DISCUSSION:

Anna Caputo, UMC Equal Opportunity Program Manager, provided an informational overview of the Pregnant Workers Fairness Act (PWFA).

The PWFA requires UMC, as a covered employer, to provide a reasonable accommodation to a qualified employee's or applicant's known limitations related to, affected by, or arising out of pregnancy, childbirth, or related medical conditions, unless it will cause the employer an undue hardship. The act only applies to accommodations and went into effect on June 27, 2023. In April of 2024, the EEOC issued final regulation to carry out the law; regulation went into effect on June 18th of this year.

Ms. Caputo explained some of the actions that the PWFA prohibits, such as failure to make a reasonable accommodation, denial of employment opportunities to a qualified employee, punishment or retaliation against an employee or applicant for requesting or using a reasonable accommodation, requiring an employee to take leave if another reasonable accommodation can be provided, etc. Undue hardship analyses are reviewed through the EOP office.

A known limitation is a physical or mental condition related to, affected by, or arising out of pregnancy, childbirth, or related medical conditions that the employee or the employee's representative has communicated to the covered entity, whether or not such condition meets the definition of disability under the ADA. The discussion continued with a review of the undue hardship analysis process.

Four pregnancy accommodations that are reasonable and that should be granted are: additional restroom breaks, food and drink breaks, allowing water and other drinks to be kept nearby, and allowing sitting or standing, as necessary. Other key takeaways, possible reasonable accommodations and available modified duty programs were reviewed.

Under the Nevada Pregnant Workers Fairness Act, written notice of the right to an accommodation must be given to an employee within 10 days of any supervisor receiving notice of the pregnancy.

FINAL ACTION:

None

ITEM NO. 18 Review and discuss the Governing Board 2024 Action Plan, to include an informational presentation from Nilesh Gokal, MD, FAAFP, regarding the Nevada Physician Wellness Coalition; and direct staff accordingly. (For possible action)

DOCUMENT(S) SUBMITTED:

- PowerPoint

DISCUSSION:

Mr. Van Houweling provided a brief introduction of Dr. Gokal to the Board.

The Nevada Physician Wellness Coalition (NPWC) is an independent, autonomous, non-profit organization founded by physicians for physicians. Their mission is to address the highly sensitive nature of physician burnout and associated stigma and to provide resources that serve Nevada physicians, medical students and families, regardless of employment status.

The need for resources and support for physicians is urgent, due to the increased number of physician suicides. Statistics show that post-pandemic, 1 in 5 physicians plan to leave their current practice and 1 in 3 plan to reduce their hours. He added that approximately 62.8% of physician experienced at least one manifestation of burnout in 2021 compared to 38.2% in 2020. Percentages of physician exhaustion, depersonalization and burnout showed increase in 2021 over 2020.

Nevada ranks 48th out of 50 Board Certified physicians per 100K people, and for each physician that discontinues practicing, approximately 2,000 patients are impacted.

The coalition provides programming and resources designed specifically for physicians and creates a confidential space for physicians to connect with one another and learn tools and strategies to support their wellbeing. Dr. Gokal reviewed the mission and explained how community outreach, peer training, hospital leadership training and other resources benefit physicians involved in this program.

UMC is the first hospital system in Southern Nevada to have an affiliation with the coalition.

The discussion continued regarding counseling programs and resources available to physicians.

FINAL ACTION:

None

ITEM NO. 19 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

Member Mackay provided a report on the meeting which was held on Monday, October 7, 2024 at 2:01 pm. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

The Committee received an update on Pathways to Excellence and Magnet Status from Deb Fox, Chief Nursing Officer. The committee discussed the financial impact to date on the journey to Magnet, as well as the current status and timeline to achieve designation. Re-designation for Pathways will be determined in December. Document submission for Magnet is scheduled for June 2025.

Next, the Committee received an update on the adult and pediatric HCAHPS scores and ICARE4U program from Jeff Castillo, Director of Patient Experience. Score results and improvements were reviewed.

The committee reviewed and approved the UMC Policies and Procedures activities and the amendments to the Hospital Medical Executive Committee Bylaws, which are a part of today's consent agenda.

There were no emerging issues and no public comment and the meeting adjourned at 3:23 PM.

FINAL ACTION:

None

ITEM NO. 20 Receive a report from the Governing Board Strategic Planning Committee; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- None

Member Hagerty provided a report on the meeting which was held on Wednesday, October 3, 2024 at 9:00 am. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

The Committee first received an update on inpatient market shares. UMC market share rose to 8.6% in Q4 of FY2024. In FY2024, UMC was in 4th place with a share of 8.8%, behind Sunrise, Mountain View and Summerlin. The Committee would like the team to perform a fair share analysis of the market.

Next, the Committee reviewed focused service lines, including general surgery, orthopedics, cardiac services, women's and children's services and ambulatory for the 4th quarter of 2024 as compared to 2023.

Last was a review of the operational initiatives to improve the outcomes of focused service lines.

Emerging issues were discussed and there was no public comment. The committee went into closed session and adjourned at 11:25 a.m.

FINAL ACTION:

None

ITEM NO. 21 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, October 23, 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 presentation from Ernest Barela, Practice Plan Administrator, regarding managed medicine pertaining to UMC's ambulatory care practice. Traditional and managed Medicare/Medicaid plans were discussed. A high-level summary of payment methods, incentive payments and challenges were discussed.

The Committee received a report from the CFO on the monthly financial results and fiscal year-end financials for September 2024.

The business items were reviewed and approved or ratified 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 was no public comment and the meeting adjourned.

FINAL ACTION:

None

ITEM NO. 22 Receive the monthly financial report for the September FY25; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- September FY25 Financial Reports

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for September FY25.

The key indicators for September showed admissions below budget 7.3%. The AADC was 573. Average length of stay was at 6.23 days. Overall hospital acuity was 1.90 and Medicare CMI was 2.13. Inpatient surgeries were 3% below budget. Outpatient surgeries were 6.79% above budget. There were 19 transplant cases, which was a record high. ER visits were down 2%. Approximately 22% of ED patients are being admitted. Quick care and primary care visits were up. There were 456 telehealth visits, 1,653 ortho clinic visits and 104 deliveries.

The income statement for the month showed operating revenue above budget \$2.8 million. Total operating expenses above budget \$4.8 million. Total income from ops was \$1.1 million on a budget of \$3.2 million, leaving us \$2 million below budget. September year to date income statement was next reviewed.

Salaries, wages and benefits showed labor over budget approximately \$3.6 million for the month. Overtime is below budget by approximately 7.4%. There are still challenges with contract labor, primarily related to radiology. Contract labor is expected to come down, with the addition of 5 new radiologists. All other expenses were \$1.3 million above budget and the key driver was supplies, related increased surgical cases and 340B revenue.

FINAL ACTION:

None

ITEM NO. 23 Receive an update from the Dean of the Kirk Kerkorian School of Medicine at UNLV; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- None

At this time, Chairman O'Reilly thanked the Dean and his team for the hospitality in hosting UMC at the Medical School.

Dean Kahn reminded the Board that the 10-Year Celebration event would take place after the board meeting. This represents 10-years for NSHE approval for the school.

There was a record number of applications received for the medical school, over 2,400. Students are in the application process for resident and fellowship programs for the next class.

The school is preparing for an accreditation visit, which is scheduled for October 2025.

The school is beginning a process to start a new Department of Neurology and discussions are underway to start a residency program with the Lou Ruvo Center. Other strategies are being discussed for cancer care. Lastly, the school is preparing for the next legislative session and one priority for discussion is to increase funding for GME and Academic Health.

There was continued discussion regarding GME funding and proposals in the legislature.

FINAL ACTION:

None

ITEM NO. 24 Receive an update from the Hospital CEO; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

CEO Update

DISCUSSION:

Mason Van Houweling, UMC CEO provided the following CEO updates:

- ReVITALize update – The project is 85% complete and is on time and on budget. December 11th the City will be doing a ribbon cutting on Charleston celebrating the beautification.
- CVS update – UMC will be leasing this location. It is a 10-year lease.
- DaVinci 5 is now operating in the OR
- Outpatient Infusion Center – This will open January 25th.
- 7 story tower refresh project scheduled – estimated June 2025
- New provider and staff parking garage approved by City Council
- Southern Highlands Primary Care Expansion – open mid-December
- Preparations for emergency management for Formula 1 is underway
- Las Vegas Marathon closing Charleston – Sunday, November 3rd
- Spirit Halloween in-store donations benefit UMC’s Children’s Hospital
- UMC Community Events brochure updates were provided.
- Lastly, Mr. Van Houweling reviewed the planned construction of a parking structure for staff at UMC.

FINAL ACTION:

None

SECTION 4: EMERGING ISSUES

ITEM NO. 25 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.

At this time, a motion was made by Member Mackay to go into closed session.

FINAL ACTION TAKEN:

A motion was made by Member Hagerty that the Board go into closed session. Motion carried by unanimous vote.

There being no further business to come before the Board at this time, at the hour of 4:25 PM. Chair O'Reilly adjourned the meeting.

APPROVED: November 13, 2024

Minutes Prepared by: Stephanie Ceccarelli, Governing Board Secretary