University Medical Center of Southern Nevada
Governing Board Meeting
December 14, 2022

ProVidence Conference Room
UMC Trauma Building (5th Floor)
800 Hope Place,
Las Vegas, Clark County, Nevada
Wednesday, December 14, 2022
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 2:05 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
Harry Hagerty
Chris Haase (via Webex)
Mary Lynn Palenik (via WebEx)
Jeff Ellis (via WebEx)

Ex-Officio Members:

Present:
Barbara Fraser, Ex-Officio
Steven Weitman, Ex-Officio
Dr. Meena Vohra, Chief of Staff
Dr. Marc Kahn Dean UNLV

Absent:
Robyn Caspersen (Excused)

Others Present:
Mason Van Houweling, Chief Executive Officer
Jennifer Wakem, Chief Financial Officer
Maria Sexton, Chief Information Officer
Luis Medina-Garcia, Medical Director Telehealth Program
Susan Pitz, General Counsel
Stephanie Ceccarelli, Board Secretary
Ryan High, Executive Director of the Silver State Health Exchange

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 November 16, 2022. *(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. Member Palenik abstained, as she was not present at the last meeting.

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

FINAL ACTION:

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

SECTION 2: CONSENT ITEMS

ITEM NO. 4 Approve the November 2022 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on November 22, 2022; and take action as deemed appropriate. *(For possible action)*

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

ITEM NO. 5 Approve the UMC Policy and Procedures Committee's activities from its meetings held on October 5, 2022 and November 2, 2022; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Policies and Procedures – October 5, 2022
- Policies and Procedures – November 2, 2022

ITEM NO. 6 Approve the M-Plan revisions as recommended by the Human Resources and Executive Compensation Committee; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- UMC Management Compensation Plan

ITEM NO. 7 Accept the Fiscal Year 2022 Basic Financial Statements and Independent Auditor's Report from BDO USA, LLP, Certified Public Accountants for University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Auditors Report – Audit Wrap-Up
- Basic Financial Statements

ITEM NO. 8 Award RFP No. 2022-10 Promotion, Advertising, & Promotion to RR/CRR Holdings dba B&P Advertising; authorize the Chief Executive Officer to sign the RFP No. 2022-10 Service Agreement and exercise any extension options; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Promotion Advertising Marketing Agreement
- Disclosure of Ownership

ITEM NO. 9 Approve and authorize the Chief Executive Officer to sign the agreements with Zunesis Inc. and Customer Storage, LLC for UMC's Compute & Storage project; authorize the Chief Executive Officer to exercise any extension options and execute future amendments within his yearly delegation or authority; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Quote 006679
- Quote 006680
- Quote 006681
- Quote 006682
- Quote 006683
- Quote 006816
- Quote 006817
- cStor - Migration Quote
- Zunesis Disclosure of Ownership
- cStor Disclosure of Ownership

ITEM NO. 10 Approve and authorize the Chief Executive Officer to sign the Construction Service Agreement with Clark Welding & Fabricating for replacement and installation of UMC's Autoclave Sterilizer & Boiler; authorize the Chief Executive Officer to exercise any amendments/extension options; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**

- Autoclave Boiler Agreement – Redacted
- Disclosure of Ownership

ITEM NO. 11 Approve and authorize the Chief Executive Officer to sign the First Amendment to Hospital Services Agreement with Health Services Coalition; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- First Amendment and Rate Schedule 11 - Redacted

ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the Records Management and Storage Services Agreement with Iron Mountain Information Management, LLC; authorize the Chief Executive Officer to exercise any extension options within his delegated authority and execute future amendments; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Document Storage contract – Redacted
- Sourcing Letter
- Disclosure of Ownership

ITEM NO. 13 Approve and authorize the Chief Executive Officer to sign the Professional Services Agreement for Pathology Clinical Coverage with Laboratory Medicine Consultants ("LMC"), Ltd.; authorize the Chief Executive Officer to exercise any extension options; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Professional Services Agreement

ITEM NO. 14 Approve and authorize the Chief Executive Officer to sign the Agreement for Software Licensure and Hardware Products with Orthogrid Systems Inc.; authorize the Chief Executive Officer to exercise any extension options; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Agreement for Software Licensure and Hardware Products
- Disclosure of Ownership

ITEM NO. 15 Ratify the Amendment A03 to Professional Services Agreement with Southern Nevada Health District for sub-recipient grant funding; authorize the Chief Executive Officer to execute any future amendments/extensions; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Amendment A03 to Professional Services Agreement

ITEM NO. 16 Approve and authorize the Chief Executive Officer to sign the Vizient Data Connector Services Statement of Work with Vizient Inc.; authorize the Chief

Executive Officer to exercise any extension options/order forms within his delegation of authority; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Data Connector Services SOW
- Disclosure of Ownership

ITEM NO. 17 Receive a report on the emergency contract with W.W. Williams Company, LLC for Emergency Rental Generator and Repair Services; or take action as deemed appropriate. ***(For possible action)***

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

FINAL ACTION:

A motion was made by Member Mackay that Consent Items 4-17 be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 18 Receive a presentation from Ryan High, Executive Director of the Silver State Health Exchange on the state of Nevada's Healthcare Insurance Exchange; and take any action deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
PowerPoint Presentation

DISCUSSION:

Mason Van Houweling, Chief Executive Officer, provided a brief introduction of Ryan High, Executive Director of the Silver State Health Exchange.

Mr. High reviewed the mission of the exchange for Nevadans and explained what the exchange is and what it does. The exchange is a state agency that operates the online marketplace, which is Nevada Health Link. It connects uninsured Nevadans with comprehensive health insurance coverage. Individuals may purchase ACA certified health and dental plans through the exchange. Nevadans can get access through the NevadaHealthLink.com website.

Plan year 2020 was Nevada Health Link's first Open enrollment as a state-based exchange and in 2022, there were over 101k Nevadans enrolling through Nevada Health Link, which was a 24% increase. Open enrollment for 2023 is from November 1, 2022 through January 15, 2023. A breakdown of the qualified health and dental plans was shown. Free enrollment assistance is available statewide through licensed enrollment professionals. A short video presentation was shown advertising Nevada Health Link.

Due to increasing health needs since 2021, the Inflation Reduction Act extended the expansion of the premium tax credits on ACA plans until 2025. This will allow many Nevadans, who were previously ineligible for financial assistance, to receive subsidies for the first time. The discussion continued regarding special enrollment periods and a list of qualifying life events was reviewed.

Lastly, Mr. High shared the actions Nevadans enrolled in Medicaid need to take to renew their coverage and not lose health insurance when the public health emergency ends. He emphasized the need to stay up to date on Medicaid changes and listed things to know when considering coverage through Nevada Health Link.

Member Fraser asked if anyone exceeds the income level cap, are they able to enroll in the program to receive subsidies. Mr. High responded that no Nevadan would pay more than 8.5% of their income in premiums in the county where they reside.

Chair O'Reilly, asked about the total of Federal subsidies that supports the program. Mr. High replied that there are no state funds received to support operations and he will provide supplemental follow-up information to the Board.

FINAL ACTION:

None

ITEM NO. 19 Receive an update from Maria Sexton, UMC Chief Information Officer on technology updates; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
PowerPoint Presentation

DISCUSSION:

Maria Sexton, UMC CIO provided a technology update and recapped the status of the allocated FY22 and FY23 capital funding. To date for FY22, $3.7 million has been allocated to address end of life technology, workstation refreshes, data backup systems, workstations on wheels, as well as Phase 1 of compute and storage infrastructure. For FY23, $3.1 million in funding has been allocated for data network infrastructure refresh, WOW Phase 2, compute and storage infrastructure Phase 2 and enterprise wide fiber network upgrades.

Ms. Sexton was able to show the Workstation on Wheels.

Areas of focus over the next 12-18 months include customer experience upgrades to monitors and upgraded operating systems, clinician experience, UMC Online Care, telephone/unified communications, compute and storage and cyber security. UMC will also implement network segmentation to better protect high risk data and systems and expand single sign on capabilities.

Chair O'Reilly asked if the UMC system upgrades are coordinated with UNLV. There was continued discussion on this subject matter.

The Epic strategy over the same time period will be focused on the payer platform, patient experience, surgery and OR optimization, the nursing and provider experience.

Lastly, Ms. Sexton reviewed the cost savings opportunities that can be optimized in Epic. There was a brief discussion regarding modules that have not been implemented so far in Epic.

There was continued discussion regarding notetaking and documentation tools and upgrades to the data back-up software system.

FINAL ACTION:

None

ITEM NO. 20 Review and discuss the Governing Board 2022 Action Plan, to include an informational update from Dr. Luis Medina-Garcia, Medical Director of Telemedicine Services, regarding Telehealth implementation; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
None

DISCUSSION:

Dr. Luis Medina- Garcia, UMC Medical Director Telehealth Program, provided a high level overview of Telehealth at UMC.

UMC is moving traditional medicine into the present and future by creating a hybrid model with online care. Telehealth is the future of medicine and telemedicine is the right tool to get us to where we want to go. A diagram from the Canterbury Integrated Health System was shown that described how healthcare gets infused into the community. Dr. Medina emphasized how telemedicine brings the hospital system into the community, which strengthens our integrated health system. Data shows that there is a minimal number of individuals that needed in person follow up care after a telemedicine visit, which would improve access to care for patients and improve productivity for providers.

UMC is officially a member of the ATA Telemedicine Association. A slide comparing development of the program from June of 2022 and November 2022 was reviewed. There was improvement in program inputs by 1.2% and program structure by 5.2% and a decrease in provider engagement by 11%.

To date, there have been over 4,500 visitors to the site, with 98% customer satisfaction with the platform. Dr. Medina next reviewed the statistical data, operational updates, strategic next steps and technology strategies. New marketing campaigns and advertising efforts have been initiated; this has resulted in an increase of enrollments during advertising campaigns and has exceeded benchmarks. There was 176% lift in enrollments and 91% lift in visits.

UMC is the only scalable academic medicine option in Southern Nevada. A comparison of the local competitor landscape was discussed. UMC Online Care has the ability to innovate due to investments in technology and partnership with UNLV. Relationships with government entities to assist in public health crises and population health management, as well as with local gaming entities, allows telehealth urgent care to be an available option to Las Vegas visitors and outlying areas in the state.

Lastly, Dr. Medina- Garcia shared opportunities for future developments. There was continued discussion regarding the opportunities for strategic growth and communication with patients.

FINAL ACTION:
None

ITEM NO. 21 Receive an update 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, December 1, 2022 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 all service lines. Due to the limitations in availability of anesthesiologists, we are limited to 8 surgical rooms. Upgrades are taking place in operating rooms to improve technology in surgical suites. There was a review of general surgery market share, orthopedic market share improvements, revenue enhancements and technology updates. There was discussion regarding more efficiency in servicing patients and potential need for Cath lab expansion. He continued his report by providing market updates in ambulatory, pediatric services and women's services.

The UMC Orthopedic and Spine Institute opened on November 1st and 70 patients per day have been seen on average. The Aliante Primary Quick Care is planned to open in February.

The Committee next reviewed the strategic alignment between UMC and UNLV. There was discussion regarding oncology and strides to make UMC and UNLV Centers of Excellence in stroke care.

There were no emerging issues identified and no public comments. The Committee recessed into closed session and the meeting adjourned at 10:40 am.

<u>FINAL ACTION:</u>
None

ITEM NO. 22 Receive an update a report from the Governing Board Clinical Quality and Professional Affairs Committee; and take any action deemed appropriate. *(For possible action)*

<u>DOCUMENT(S) SUBMITTED</u>**:**
None

<u>DISCUSSION</u>:

Member Mackay provided a report on the meeting held on Monday, December 5, 2022 at 3:03 pm. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

Steve Weitman was welcomed as the new Ex-Officio member to the committee. He provided insight on the philosophy and protocols that have led to the success of properties in the hospitality industry.

An update was provided by Patty Scott on quality, safety, infection and regulatory issues. The Leapfrog Hospital Safety Grade from the fall of 2022 is a C grade for UMC, which is unchanged from the spring, however the numerical score has increased.

The Committee next reviewed all FY23 quality performance objectives. It was noted that the Joint Commission will survey the hospital in July of 2023. Regulatory survey activities by CMS and State of Nevada and departmental accreditation surveys were reviewed. Grievances and reported safety events were discussed. UMC Policies and Procedures Committee activities were approved.

There were no emerging issues identified and no public comments. The Committee recessed into closed session and the meeting adjourned at 3:41 p.m.

<u>FINAL ACTION:</u>
None

ITEM NO. 23 Receive an update a report from the Governing Board Audit and Finance Committee; and take any action deemed appropriate. *(For possible action)*

<u>DOCUMENT(S) SUBMITTED</u>**:**
None

<u>DISCUSSION</u>:

Member Hagerty provided the Audit and Finance report on the meeting which was held on Wednesday, December 7, 2022 at 2:00pm. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

The UMC fiscal year 2022 Audit and Financial statement and independent auditor's draft report was received from UMC's external auditor BDO, with no audit adjustments or significant findings and the report was an unmodified/clean opinion. Communication standards with BDO and internal control matters were discussed. The Single Audit of Federal Awards is expected to be complete early 2023. The audit objectives and scope of work performed were reviewed. Summary of results included audit practices, policies and estimates. There were no deficiencies or weaknesses reported. The report and financial statements were a part of today's consent agenda.

Next, there was a review of the October financials, YTD FY23 results and a CFO report was received. The November report were not available due to the early meeting date. Key financial statements, labor, liquidity and cash collections were discussed. Average length of stay has increased slightly.

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

There were no emerging issues, no public comment and the meeting adjourned at 3:12 PM.

FINAL ACTION:
None

ITEM NO. 24 Receive the monthly financial report for October FY23; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
October FY22 Financials

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial report for October FY23.

The key indicators for October were compared to prior year. Admissions were strong for the month and exceeded budget by 5.5%, which is a record high. The AADC continues to be high for the month and length of stay was also high. Hospital CMI was 1.73 and Medicare CMI was 1.82. Inpatient and outpatient surgeries were below budget, due to challenges with anesthesia. There were 11 transplants in the month. ER visits totaled 9,844, which was 9.29% over prior year; the key driver being pediatrics. Quick care and primary care volumes were significantly over budget. There were 133 deliveries in June.

The income statement for the month showed $67.6 million in net revenue. Operating expenses were over budget $3 million for October. Income from ops adding back depreciation and amortization showed earnings of approximately $800K, which is below budget 75%, due to a drop in surgical cases. Year to date we are approximately $4.5 million below budget.

Salaries, wages and benefits showed increase in salaries. Overtime has decreased and is being managed well. Contract labor was over budget 17.36%.

In all other expenses, purchase services was over budget by 7.67%. Utilities will continue to be high due to rate increases.

FINAL ACTION:

None

ITEM NO. 25 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:

Dr. Marc Kahn, Dean of the Kirk Kerkorian School of Medicine at UNLV, updated the on the activities of the school.

The medical education building is open and a time will be arranged for the Board to tour the space. The planning stages for an ambulatory building and lab is being discussed. The Dean next reviewed some of the personnel changes that are taking place on at the school.

The university continues discussions about the build out of the Academic Health Center, with the goal of making it a world class academic health center that the community deserves. Plans regarding hematology/oncology and anesthesia residency program are also in discussions. The school has received state funding to begin a residency in rheumatology, with the goal of hiring 2 to 4.

FINAL ACTION:
None

ITEM NO. 26 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 provided the following CEO updates:

- Capacity – There was 10% growth over last year in volumes. Cardiology has seen tremendous growth.
- RSV update – RSV cases have stabilized.
- Anesthesia – A meet and greet was hosted with incoming anesthesiologists and CRNAs. UMC is working closely with UNLV.
- UMC's Orthopedic and Spine Institute – Approximately 125 patients are seen per day.

- UMC Online Care
- General Medical Staff meeting – Thank you to those who were able to attend.
- The following items and local events were highlighted: VGK “Player for a Day”, Lights of Love, Canine Therapy and Pediatric Patient Burn Holiday Party
- UMC was named Best of Las Vegas in multiple categories this year and earned prestigious awards in the for:
  - Urgent Care/Walk-In Clinic
  - Place to Have a Baby
  - Hospital
  - Medical Practice
  - Pediatrician
- Lastly, UMC is close to doing its first pancreas transplant this month.

FINAL ACTION:
None

ITEM NO. 27 Finalize the meeting dates for calendar year 2023 for the Governing Board and the Governing Board’s standing committees; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
2023 Calendar

DISCUSSION:

Chair O’Reilly stated that the meeting dates have been suggested and documented previously. The meetings dates for the Governing Board and the Committees were reconfirmed and there were no changes to the approved meeting schedules. Meeting dates are subject to change as needed with proper notice.

FINAL ACTION:
A motion was made by Member Hagerty to approve the meeting schedule change for the calendar year 2023. Motion carried by unanimous vote.

SECTION 4: EMERGING ISSUES

ITEM NO. 28 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

DISCUSSION:

1. January Committee assignments/reassignments.

2. Reminder to complete the Governing Board survey

Chair O’Reilly also welcomed suggestions from members in ways to improve the quality of the Board meetings.

FINAL ACTION:
None

COMMENTS BY THE GENERAL PUBLIC:

Comments from the general public were called.

Elizabeth Bolhouse, Las Vegas, NV resident, SEIU Chief Nursing Steward representing over 1,400 nursing and CNAs at UMC. Ms. Bolhouse is a 25 yr RN; 23 yrs here at UMC – Pediatric ICU Charge Nurse.

Ms. Bolhouse stated some issues that should be considered. The clinical staff are struggling. One issue is the staffing model (how many staff is on each unit) is reactive, not proactive. It seems with staffing, we are always behind the 8 ball. We cannot afford one nurse to be sick. If a nurse calls out, it is a serious issue. If we were staffed appropriately, it would not be such a traumatic event.

In May 2022, the Surgeon General advised of healthcare worker burn out. This issue is very real. Pediatric nurses are struggling with ratios of one nurse to six pediatric patients. One nurse for six ill kids is not appropriate. We cannot use parents as a relief to help us. Vacation time has been restricted, so we're not getting time to decompress. When people call out sick, it's a severe consequence, this means it is a knee jerk reaction. People get questioned outside of the normal HR due process.

Ms. Bolhouse spoke about positive outcomes that occur because of the dedication of the staff. The nurses and respiratory therapists caused the good outcomes, but the failed system has weaknesses.

Please reconsider the pediatric ratio of 1 to 6; that is when burnout increases. Happy holidays and I will probably be working here on overtime.

There being no further public comment, Chair O'Reilly closed the public comment section.

FINAL ACTION TAKEN:

None

There being no further business to come before the Board at this time, at the hour of 4:01 PM. Chair O'Reilly adjourned the meeting.

APPROVED: January 25, 2023

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary