

**University Medical Center of Southern Nevada
Governing Board Meeting
April 29, 2026**

Emerald Conference Room (1st Floor)
Delta Point Building
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, April 29, 2026
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
Harry Hagerty, Vice Chair
Donald Mackay, M.D. (via Teams)
Chris Haase
Renee Franklin
Laura Lopez-Hobbs (via Teams)
John Fildes, M.D.
Mary Lynn Palenik
Bill Noonan

Ex-Officio Members:

Present:

Bobbette Bond, Ex Officio – Non-Voting
Alison Netski, Dean of Kirk Kerkorian SOM at UNLV
Dr. Sayed Shah, Chief of Staff

Absent:

None

Others Present:

Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Susan Pitz, General Counsel
Stephanie Ceccarelli, Governing Board Secretary
UMC Tranquility Nursing Team
Dr. Lawrence Weekly, CSN Executive Director
Janice Glasper, CSN Dean of CSN
Elizabeth Solomon, CSN Director of Nursing
Michelle Sanchez, Health Trust
Shaunda Phillips, UMC Director of Administrative Services

SECTION 1: OPENING CEREMONIES

CALL TO ORDER

PLEDGE OF ALLEGIANCE

INVOCATION

TRANQUILITY MOMENT

The Board members took part in an interactive activity focused on stress awareness and recognizing signs of stress. The board members participated in a breathing exercise. The board was reminded of activities promoting Earth Day.

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:

Chris Heavy, Interim President of UNLV, spoke in support of Agenda Item 23. He emphasized the vital relationship between UMC and UNLV. He thanked Mr. Van Houweling, Tony Marinello, and Susan Pitz for their negotiations that brought the historic agreement before the Board. He also thanked the UNLV team, including Dean Netski, Joanne Strobe, David Keene, and Shannon Richard, as well as Marcia Turner of NSHE and Regent Stephanie Goodman. He added that the relationship is vital to the future of the UNLV School of Medicine and to serving the healthcare needs of the community. He will speak in strong support of the agreement at the Board of Regents meeting. He looks forward to decades of productive work and service together.

ITEM NO. 2 Approval of Minutes of the regular meeting of the UMC Governing Board held on meeting held on March 25, 2026. (Available at University Medical Center, Administrative Office) (For possible action)

FINAL ACTION:

A motion was made by Member Noonan 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 Hagerty that the agenda be approved as presented. Motion carried by unanimous vote.

SECTION 2: CONSENT ITEMS

ITEM NO. 4 Approve the April 2026 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on April 28, 2026; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Credentialing

ITEM NO. 5 Approve the UMC Policies and Procedures Committee's activities of February 2, 2026 and March 4, 2026, 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:

- December 2026 and January 2026 Policies and Procedures

ITEM NO. 6 Receive a report on the emergency repairs of the HVAC system at 2040 W. Charleston Blvd.; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Provider Agreement – Amendment 11
- Disclosure of Ownership

ITEM NO. 7 Approve and authorize the Chief Executive Officer to sign the Master Subscription and Services Agreement and the Etch for Health System Order Form with ZHealth Documentation, LLC; exercise the extension options and execute future amendments and Order Forms within his yearly delegation of authority; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Participating Facilities Agreement - Redacted
- Disclosure of Ownership

ITEM NO. 8 Approve and authorize the Chief Executive Officer to sign the Commercial Services Agreement with Cox Communications Las Vegas, Inc. d/b/a/ Cox Business; authorize the Chief Executive Officer to exercise any renewal options and future service orders; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Extension Agreement - Amendment 1
- Disclosure of Ownership

ITEM NO. 9 Approve and authorize the Chief Executive Officer to sign the Professional Services Agreement for Pediatric Urology On-Call Coverage with Children's Urology Associates, LLC; exercise any extension options; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Service Agreement

ITEM NO. 10 Approve and authorize the Chief Executive Officer to sign the First Amendment to the Contingent Permanent Placement Agreement with Optimum Healthcare Solutions, LLC; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Purchase Order Quote - Redacted
- Sourcing Letter
- Disclosure of Ownership

ITEM NO. 11 Approve and authorize the Chief Executive Officer to sign the Physician/Advanced Practice Provider & Physician Executive Multiple Search Agreement with Jackson Physician Search, LLC; execute extensions and amendments; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Professional Services Agreement
- Disclosure of Ownership

ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the Renewal Order Form and Amendment to Hyland Master Agreement with Hyland Software, Inc.; authorize the Chief Executive Officer to execute extensions and amendments; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Master Agreement Order Form
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Franklin that Consent Items 4-12 be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 13 Recognize UMC's longstanding partnership with College of Southern Nevada (CSN), providing a pipeline of education and experience to our community's healthcare workforce; and direct staff accordingly. (For possible action)

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mr. Van Houweling highlighted the longstanding partnership between CSN and UMC and began the discussion by sharing a video showcasing the Health Sciences Program, as well as the benefits and training opportunities at College of Southern Nevada. In 2025 alone, approximately 419 students rotated through in-depth training at UMC.

Dr. Lawrence Weekly thanked the Governing Board, UMC Administration, the Board of County Commissioners, and UNLV for their continued support and partnership, and for their role in future growth.

Dr. Elizabeth Solomon, Director of Nursing, added that this program contributes to the growth of all of Nevada and is an investment in the future. The support from UMC is appreciated, along with the opportunities for growth that are available to CSN nurses.

Dr. Janice Glasper, Dean of the School of Health Sciences at CSN, thanked UMC and echoed the previous statements. UMC is the one of the largest supporters for clinical learners at the school and supports most of the programs. She is grateful to UMC for their involvement in the training and learning experiences provided to students during their rotations at the hospital.

Lastly, UMC Respiratory Therapist Maribel Thiel shared her experience as a CSN graduate and thanked UMC for their support.

The Governing Board thanked CSN for their support of the hospital and the community.

FINAL ACTION:

None

ITEM NO. 14 Receive an educational update from Michelle Sanchez with Health Trust, regarding the current market conditions impacting supply chain; and direct staff accordingly. (For possible action)

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Michelle Sanchez, Account Director with Health Trust, provided educational update on the global supply chain.

A visual overview of the global healthcare supply chain, showing manufacturing locations for medical and surgical products as well as pharmaceuticals, demonstrating the global nature of healthcare supply chain operations.

The current outlook for 2026 highlights the key challenges related to tariffs and ongoing trade, geopolitical risks, cybersecurity threats, inflationary cost pressures, labor disruptions, market uncertainty, and other unforeseen events.

To mitigate inflationary pressures, geopolitical tensions, and other cost increases, Health Trust tracks commodities such as cotton and plastics, among other critical commodities. Tariffs on critical materials and surgical-related products are also monitored due to potential border delays. Ms. Sanchez highlighted challenges and impacts related to Middle East conflicts. Technological and helium shortages were reviewed, and steps for UMC to mitigate disruptions were provided.

Health Trust's goal is to focus on managing supply chains and to implement methods to avoid or offset potential cost increases caused by tariffs. Health Trust proactively develops and implements mitigation strategies in collaboration with key suppliers.

UMC is highly compliant. The contract penetration remains high, and the vast majority of UMC's spend remains protected via firm pricing.

FINAL ACTION:

None

ITEM NO. 15 Review and discuss the Governing Board 2026 Action Plan, to include an update from Shaunda Phillips, UMC Director of Administrative Services, regarding Nevada Patient Information on Advance Directives; and direct staff accordingly. (For possible action)

DOCUMENT(S) SUBMITTED:

- Advance Directives Packet

DISCUSSION:

Shaunda Phillips provided a high-level overview of patient Medical Advance Directives, surrogate decision-making, and the challenges associated with patients who become incapable of making health care decisions for themselves.

Nevada is unique in that the surrogate decision-maker is not automatically recognized as a decision-maker unless there is a need to discuss end-of-life decisions.

Ms. Phillips highlighted the importance of completing a durable power of attorney for healthcare and of identifying an agent to speak for a patient if the patient becomes incapacitated. She added that it is important for the patient's agent to know the patient's wishes and be able and willing to carry them out.

It was recommended that you carry a durable power of attorney with you, should you have an unplanned or planned hospital visit.

FINAL ACTION:

None

ITEM NO. 16 Receive a report from the Governing Board Strategic Planning Committee; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Member Palenik provided a report on the meeting, held on Thursday, April 9, 2026, at 9:15 a.m. A quorum was present. There was no public comment, and the minutes and agenda were unanimously approved as presented.

The Committee received an educational presentation on length of stay as a key operational driver at UMC. This is a primary measure used to manage and improve performance. Length of stay can be tracked by service line, DRG, and physician group. The financial impact of length of stay was discussed and will be used to evaluate service line strategies and performance moving forward.

Next, the Committee received an update on service line performance for all major service lines, as well as a discussion on market share data with year-over-year trends and fair share data, which compared cases by hospital and by bed count. UMC ranks 5th in the geographic market area.

Operational performance goals for FY26 were reviewed.

A status update on the status of the Strategic Planning Committee 2026 priorities were reviewed, and all are on track or in progress.

There was one emerging issue, no public comment, and the meeting adjourned at 12:27p.m.

FINAL ACTION:

None

ITEM NO. 17 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:

- PowerPoint Presentation

DISCUSSION:

Member Franklin provided a report on the meeting, which was held on Monday, April 20, 2026, at 2:00 p.m. A quorum was in attendance. There was no public comment, and the minutes and agenda were both approved unanimously as presented.

The Committee received an update on the Annual Infection Prevention Program, highlighting key accomplishments, challenges, and opportunities for improvement. The 2026 risk priorities and interventions were reviewed.

A presentation on UMC's Hand Hygiene Campaign was provided. The goal is to improve hand hygiene compliance. A hospital-wide strategy has been implemented to encourage compliance.

Next, the team reviewed HCAHPS and CCAHPS goals and patient satisfaction measures. Eight of ten measures were trending positively. Single use Easy Communication patient boards were highlighted for use with non-verbal patients.

An update on the FY2026 organizational goals were reviewed. All measures are being met, with the exception of one.

The Committee reviewed the UMC Policies and Procedures Committee's activities of February 2, 2026 and March 4, 2026, which were approved and are a part of today's consent agenda.

Lastly, there were emerging issues related to Magnet Status and length of stay.

There was one emerging issue, no public comment, and the meeting adjourned.

FINAL ACTION:

None

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

DOCUMENT(S) SUBMITTED:

- None

DISCUSSION:

Member Hagerty provided a report on the meetings, which were held on Wednesday, April 15, and April 22, 2026 at 2:00 p.m. A quorum was in attendance . There was no public comment, and the minutes and agendas for the meetings were both approved unanimously as presented.

A special meeting was held on April 15th to discuss the revised 2027 budget, noting changes from the preliminary budget presented in March. The Committee approved the revised budget as presented and recommended for approval by the Governing Board.

At the regular meeting on April 22nd, a report was received on the audit plan for FY 2026. The plan includes a review of cash controls and contracts.

The Committee reviewed financial statements provided for the month of March, which covered factors affecting financial outcomes, comparisons to the budget, as well as operating and key financial indicators, trending stats, and payor mix.

Next, the Committee received updates regarding a new HRSA audit, DME task force, and the expected impact of HR1.

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 included in today's consent agenda.

There were no emerging issues identified, no public comment, and the meeting adjourned.

FINAL ACTION:

None

ITEM NO. 19 Receive the monthly financial report from the Chief Financial Officer for the March FY26 financial report; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- March FY26 Financial Report

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for March FY2026.

The key indicators for March showed admissions 3% above budget. ADC was 377 and the average length of stay was 5.80 days. Overall acuity was 1.87, and Medicare CMI was 2.12. Inpatient surgeries were 43 cases below budget, and outpatient surgeries were 54 above budget. There were 10 transplant cases, and there were over 10.9K visits to the ER.

Quick cares were on budget, and primary cares were under budget 17%. Telehealth had 375 visits for the month. Orthopedic Clinic was above budget 18%. There were 84 deliveries. The CSC volumes have increased to 409 patients. Outpatient infusion clinic is showing record high volumes.

The income statement for the month showed operating revenue was below budget \$3.3 million and operating expenses were below budget \$4 million. EBITDA for the month was \$2.6 million on a budget of \$1.7 million, leaving us \$900K above budget. Year-to-date statistics were reviewed. EBITDA was \$13.2 million above budget year-to-date.

Salaries, wages, and benefits was \$1.8 million below budget for the month. All other expenses were favorable to budget. All other expenses were \$2.2 million favorable to budget.

FINAL ACTION:

None

ITEM NO. 20 Approve the Proposed Final FY2027 Operating Budget to be submitted to Clark County, and discuss any changes; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Power Point Presentation

Ms. Wakem provided a review of the changes made to the proposed budget based on feedback received. The timeline to submit the budget to the county remains unchanged.

Fiscal year 2026 projected key statistics were reviewed. AADC is projected to land at 614, ALOS is 5.66, and hospital and Medicare CMI remain consistent. Inpatient surgeries is below budget and outpatient surgeries are above budget.

The FY26 income statement projection shows adjusted net patient revenue down \$26 million. Supplemental payments are on budget. Other revenue is down. Operating revenue is expected to be \$46.9 million below budget. EBITDA is projected to be \$33 million, compared with a budget of \$22.9.

FY2027 Budget Assumptions were reviewed highlighting key statistics, strategic service line initiatives included in the budget, federal supplemental payments, and expenses.

Adjustments from the FY2027 Proposed Final Budget vs. the FY 2026 Projection Key Stats are as follows:

Admissions increase by 2%, LOS decreases by 3%, and inpatient and outpatient surgeries were pushed up to 7%.

The income statement shows adjusted net patient revenue is up 6.27%, supplemental payments are up \$3 million, net patient revenue going up \$44.4 million. Operating revenue is \$45 million over projection. EBITDA is \$23.2 million.

Salaries, wages, and benefits are going up 5%. Contract labor will be going down due to a change in services. Professional fees are up to \$2.8 million due to radiology. Supplies are up 5%, and purchased services will go up to \$3.5 million.

Other expenses added \$2.9 million, related to the new supplemental payment program.

Member Noonan asked if there are any tariff rebates that are available. There was a brief discussion regarding the rebates received through the GPO. Ms. Wakem will follow up regarding any potential rebates that are available.

FINAL ACTION TAKEN:

A motion was made by Member Palenik to approve the Proposed Final FY2027 Operating Budget and make a recommendation to the Governing Board to approve the budget and submit it to the County. Motion carried by unanimous vote.

Chairman O'Reilly thanked all of the board members and staff for their cumulative years of business experience and expertise in creating the budget. Thank you for your contribution and time in reinvesting in UMC.

ITEM NO. 21 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:

- PowerPoint Presentation

DISCUSSION:

Dean Netski provided the following updates:

In February, the school had over 7K patient encounters at UMC, as well as 2,100 unique patients, and 2,299 surgical procedures.

Physician Recruitment:

Two new ENT physicians will start in October and November, and a new trauma physician, and two new psychiatrists beginning in the summer.

Community Engagement and Events:

HERO – Healthcare Exposure Rural Outreach Day will take place on May 1, 2026, and will encourage high school students interested in the medical field.

Graduation is scheduled Friday, May 8th for the 9th medical school class.

The 10th class will begin in July.

The Dean added her excitement to see the Academic Health Center Affiliation Agreement on the agenda and looks forward to continuing the relationship between UMC and UNLV. She thanked everyone involved in completing the agreement.

There was a brief discussion regarding the 86 deliveries at UMC.

FINAL ACTION:

None

ITEM NO. 22 Receive an update from the Hospital CEO; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mason Van Houweling, UMC Chief Executive Officer, provided the following updates:

Mr. Van Houweling reviewed the UMC News brochure highlighting events across the community.

- UMC Diagnostic Innovation Lab – this will expand current lab capabilities and incorporate new testing in 2027.
- DNV Survey update – A items requiring review have been resolved.
- DNV Comprehensive Stroke Survey – to be held on May 14th and 15th
- Burn Care Open House – held today from 9 a.m. to noon. UMC is the only verified Burn Center in the valley.
- BDO will be on site this week to review revenue cycle.
- Interim Health and Human Services update – UMC was able to present along with other
- Additional resident conference room and workspace will be available.
- UMC’s inaugural Nursing Academic Summit will be on May 5.
- Boulder City Hospital Layoffs – UMC has been working to fill needs for impacted employees.
- Images of the Radiology Match were shown.
- UMC Celebrates National Volunteer Week. Thank you to all volunteers at UMC.

FINAL ACTION:

None

ITEM NO. 23 Recommend for approval by the Board of Hospital Trustees the Academic Health Center Master Affiliation Agreement between the Board of Regents of the Nevada System of Higher Education on behalf of the University of Nevada, Las Vegas, and its School of Medicine and University Medical Center of Southern Nevada; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Master Affiliation Agreement

DISCUSSION:

Chairman O’Reilly commented on the history of the relationship between UMC and UNLV. Reflecting on the months of negotiation, he said that he is pleased to think about the potential moving forward and the opportunities ahead.

FINAL ACTION:

A motion was made by Member Palenik to approve the to approve the Academic Health Center Master Affiliation Agreement and make a recommendation to the Board of Hospital Trustees for approval. Motion carried by unanimous vote.

Mr. Van Houweling thanked President Heavy, Susan Pitz, Dean Netski, and many members of UMC and UNLV staff, as they worked together to come to a successful agreement. He added that we will be stronger together.

Dean Netski echoed Mr. Van Houweling’s comments and added that it was a great opportunity and exercise in coming together to discuss challenges and

opportunities and solve them. It was a great commitment by both teams, and now both parties can focus on moving forward.

SECTION 4: EMERGING ISSUES

ITEM NO. 24 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 for:

Speakers: None

A motion was made by Member Noonan that the Board go into the closed session.

FINAL ACTION TAKEN:

At this time, Member Noonan moved to go into the closed session, pursuant to NRS 450.140(3), as outlined in the agenda. The motion was carried by unanimous vote.

At 4:07 p.m., the Board recessed to go into closed sessions.

The meeting was reconvened in closed session at 4:20 p.m.

SECTION 5: CLOSED SESSIONS

ITEM NO. 25 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.

FINAL ACTION:

At the hour of 5:50 p.m., the closed session on the above topic ended and the meeting was adjourned.

APPROVED: May 27, 2026

Minutes Prepared by: Stephanie Ceccarelli, Governing Board Secretary