

**University Medical Center of Southern Nevada  
Governing Board Meeting  
February 26, 2025**

---

Emerald Conference Room (1<sup>st</sup> Floor)  
Delta Point Building  
901 Rancho Lane  
Las Vegas, Clark County, Nevada  
Wednesday, February 26, 2025  
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  
Mary Lynn Palenik  
Robyn Caspersen  
Harry Hagerty  
Renee Franklin  
Chris Haase  
Bill Noonan

**Ex-Officio Members:**

**Present:**

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

**Absent:**

None

**Others Present:**

Mason Van Houweling, Chief Executive Officer  
Tony Marinello, Chief Operating Officer  
Jennifer Wakem, Chief Financial Officer  
Debra Fox, Chief Nursing Officer  
Tony Sanchez, NV Energy Executive Vice President of Business Development and External Relations  
Marsha Al-Sayegh, Employee Experience Program Manager  
James Conway, Assistant General Counsel  
Stephanie Ceccarelli, Governing Board Secretary

**SECTION 1. OPENING CEREMONIES**

**CALL TO ORDER**

**PLEDGE OF ALLEGIANCE**

**INVOCATION**

**ITEM NO. 1 PUBLIC COMMENT**

Chair O'Reilly asked if there were any persons present in the audience wishing to be heard on any item on this agenda.

Speakers: None

**ITEM NO. 2 Approval of Minutes of the meeting of the UMC Governing Board held on January 29, 2025. (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:

Member Hagerty informed the Board that he would abstain as to the vote on Item 9 on the Consent Agenda.

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

**SECTION 2: CONSENT ITEMS**

**ITEM NO. 4 Approve the February 2025 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on February 25, 2025; and take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Credentialing Activities

**ITEM NO. 5 Approve the UMC Policies and Procedures Committee's activities of December 4, 2024 and January 2, 2025 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 2024 and January 2025 Policies and Procedures

**ITEM NO. 6 Approve and authorize the Chief Executive Officer to sign the Master Agreement and Product Schedule with Optum360, LLC for the Optum Enterprise Computer-Assisted Coding Platform; authorize the Chief Executive Officer to execute extensions and amendments; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Master Service Agreement
- Product Schedule
- Disclosure of Ownership

**ITEM NO. 7 Approve and authorize the Chief Executive Officer to sign the Deferred Equipment Agreement with Masimo Americas, Inc. for the purchase of pulse oximetry sensors and accessories; authorize the Chief Executive Officer to execute future amendments within his delegation of authority; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Deferred Equipment Agreement
- Sourcing Letter
- Disclosure of Ownership

**ITEM NO. 8 Approve and authorize the increase of funding for the Agreement for Contingent Permanent Placement with Optimum Healthcare Solutions, LLC; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Contingent Placement Agreement – Amendment 2
- Disclosure of Ownership

**ITEM NO. 9 Approve and authorize the Chief Executive Officer to sign the Da Vinci Xi 4 Service Agreement with Intuitive Surgical, Inc.; authorize the Chief Executive Officer to execute future amendments within his delegation of authority; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- DaVinci Xi 4 Service Agreement
- Disclosure of Ownership

**ITEM NO. 10 Approve and authorize the Chief Executive Officer to sign the Specialist Physician Services Agreement with Renal Payer Solutions, Inc. dba Champion Health Plan of Nevada for managed care services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Provider Service Agreement
- Disclosure of Ownership

**ITEM NO. 11 Award the RFP No. 2024-15 for Bad Debt Collections to Aargon Agency, Inc.; authorize the Chief Executive Officer to sign the Service 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:

- 2024-15 RFP - Bad Debt Collections Service Agreement
- Disclosure of Ownership

**ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the Agreement with Abbott Laboratories Inc. for the lease of equipment and purchase of related disposables; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Agreement – Redacted
- Sourcing Letter
- Disclosure of Ownership

**ITEM NO. 13 Award the RFP No. 2024-11 for Managed Print Services to Advanced Imaging Services; authorize the Chief Executive Officer to sign the Agreement and execute any extension options/amendments within the not-to-exceed amount of this Agreement; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Contract
- Disclosure of Ownership

**ITEM NO. 14 Approve and authorize the Chief Executive Officer to sign the Sexual Assault Nurse Examiner Agreement with Rose Heart, Inc.; authorize the Chief Executive Officer to execute amendments or renewal options; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- SANE Agreement
- Disclosure of Ownership

**ITEM NO. 15 Approve and authorize the Chief Executive Officer to Sign the Amendment (2) two to the Agreement for Landscaping Services with Brightview Landscape Services Inc. and exercise any extension options; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Brightview Landscaping Service – Amendment 2
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Hobbs that Consent Items 4-15 be approved as presented. Motion carried by unanimous vote. Member Hagerty abstained as to the vote on Item 9.

**SECTION 3: BUSINESS ITEMS**

**ITEM NO. 16 Accept the appointment of Dr. John Fildes to serve on the Governing Board as an Ex-Officio member; and take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- CV for John Fildes, MD

DISCUSSION:

Pursuant to the bylaws of the Governing Board, the Governing Board Chair has the authority to appoint member to the Governing Board as Ex-Officio members.

Chairman O'Reilly welcomed Dr. John Fildes as the new Ex-Officio member to serve on the Governing Board.

FINAL ACTION:

None

**ITEM NO. 17 Receive recognition from Tony Sanchez, Executive Vice President of Business Development and External Relations at NV Energy, recognizing UMC for its participation in two energy efficiency projects in 2024; and direct staff accordingly. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Video Presentation

DISCUSSION:

Tony Marinello introduced Tony Sanchez, Executive Vice President, Business Development and External Relations at NV Energy. Mr. Sanchez recognized the partnership with UMC and efforts implemented to create energy-efficient opportunities in the community.

Tony Sanchez, commented on the partnership UMC has with NV Energy. And the cost-effective measures that were put in place to save energy and improve efficiencies in energy consumption. Mr. Sanchez presented a plaque and a check in the amount of \$182,000, representing the saving outcomes, recognizing UMC for the completion of two large-scale capital improvement projects that provide significant energy savings. A video presentation was shown.

Thank you to the UMC Plant Operations team and the NV Energy Shift team for your dedication and support. Congratulations!

FINAL ACTION:

None

- ITEM NO. 18 Receive an educational presentation from Marsha Al-Sayegh, Employee Experience Program Manager, regarding Wellhub at UMC; and direct staff accordingly. (For possible action)**

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Marsha Al-Sayegh, UMC Employee Experience Program Manager, presented the Wellhub benefit program to the Board.

Wellhub is a new era of Employee wellness that emphasizes everyday well-being for every employee. A brief video introduction was shown. This benefit focuses on holistic well-being and connects employees to the best options for fitness, mindfulness, nutrition, and sleep, so they can continue to provide the best care to patients.

The Wellhub was launched on January 17<sup>th</sup>, and over 900 employees have accessed the app to date. The application is available to use nationally. Ms. Al-Sayegh described the app's versatility and the cost savings that are available to employees. There is something in the app for everyone. She next provided a review of the local facilities and online options that employees can take advantage of.

Staff was encouraged to review the benefits and participate in challenges that improve healthy living.

The goal is to have 30% or more employees participate in the program and receive the benefits.

FINAL ACTION:

None

- ITEM NO. 19 Review and discuss the Governing Board 2025 Action Plan, to include an informational presentation from Deb Fox, Chief Nursing Officer, regarding the S.A.N.E. services at UMC; and direct staff accordingly. (For possible action)**

DOCUMENT(S) SUBMITTED:

- PowerPoint

DISCUSSION:

Deb Fox, Chief Nursing Officer, provided an update on the status of SANE forensic nursing services provided at UMC.

Forensic Nurses provide specialized care for both adult and pediatric victims of violence, abuse, or trauma. These nurses partner with criminal justice entities to provide care and legal follow-up for victims of violence.

Sexual Assault Nurse Examiners (SANE) nurses are registered nurses who specialize in sexual assault care. As they work in partnership with the Sexual Assault Response Team (SART), they provide valuable support, clinical care and healing to survivors, conduct medical examinations, collect evidence, play a critical role in the trial process, etc.

Requirements for this specialized service include experience as an emergency nurse, completion of a sanctioned education and training program, preceptor and contact hours, and national certification. To recertify, these nurses must have a minimum of 300 clinical hours every three years. Statistical data on the cases in Las Vegas was provided. It was noted that two out of three assault cases go unreported.

At this time, UMC is the only hospital in Las Vegas providing dedicated SANE service coverage to assist victims. UMC is working with political leaders, other entities, and community partners to develop an aligned SANE strategy to benefit the community and assist individuals needing assistance.

There was continued discussion regarding the unification of stakeholders to provide education, community strategies, and improved support to the community.

A lengthy discussion ensued regarding some of the specialized training and skills required by these nurses and the need for a leadership summit that may address this and other community needs.

Chairman O'Reilly would like a status report on this topic at the next board meeting.

Member Caspersen thanked Ms. Fox for the report, which was an emerging issue suggested by the Audit and Finance Committee. The board would like to of other community issues should be highlighted and discussed.

FINAL ACTION:

None

**ITEM NO. 20 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 report on the meeting, which was held on Monday, February 3, 2025, at 2:00 p.m. A quorum was in attendance. There was no public comment, and the minutes and the amended agenda were both approved unanimously.

Dave Bustos and Patty Scott updated the committee on the workplace violence prevention program. Policies and procedures are in place, including reporting, follow-up, and risk mitigation procedures. All incidents are investigated. Staff reviewed the increase in incidents and procedures and initiatives in place to identify and monitor incidents at the hospital and ambulatory locations.

Next, an update was received on the quality, safety, and regulatory programs. All safety events were reported within the required state timeframes, and corrective actions were taken in all cases. Grievances by location were reviewed. All contract evaluations were reviewed and met reporting standards.

The Comprehensive Stroke Certification survey is scheduled for May 20-21, 2025.

An update on FY2025 Organizational Goals was reviewed. All goals are currently being met with two exceptions.

The Committee reviewed and approved the Policies and Procedures Committee's activities of December 4, 2024, and January 22, 2025, which were a part of today's consent agenda.

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

FINAL ACTION:

None

**ITEM NO. 21 Receive a report from the Governing Board Strategic Planning Committee; and take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- None

DISCUSSION:

Member Hagerty provided a report on the meeting, which was held on Thursday, February 6, 2025, at 9:00 a.m. A quorum was in attendance. There was no public comment, and the minutes and agenda were both approved unanimously.

The Committee first received an update on service line performance improvement, including general surgery, orthopedics, cardiac services, women's and children's services, and ambulatory. Although there have been positive trends, opportunities for improvement were also discussed. Increases in robotic surgeries were noted. Advertising campaigns were presented to the Committee for the various service lines.



Next, the Committee reviewed market share data. UMC remains in 4<sup>th</sup> place behind Sunrise, Mountain View and Summerlin and maintains 8.6% of the market share.

Lastly, the Committee reviewed a presentation on the proposed performance initiatives for FY26.

There was one emerging issues and there was no public comment. The committee went into closed session and adjourned at 11:45 a.m.

FINAL ACTION:

None

**ITEM NO. 22 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 Caspersen provided a report on the meeting, which was held on Wednesday, February 19, 2025, 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.

Next, the CFO provided a report on the monthly financial results and fiscal year-end financials for January 2025. The discussion included successes and challenges in operational improvements and initiatives to improve results. Status of federal supplemental payments was provided. An update on the status of the organizational performance goals was also provided within the report.

The other 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 one emerging issue regarding the SANE program, no public comment, and the meeting adjourned.

FINAL ACTION:

None

**ITEM NO. 23 Receive the monthly financial report for January FY25; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- November and December FY25 Financial Reports

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for February FY2025. Statistics were compared to budget, prior year and the 12-month average.

The key indicators for February showed admission 13% above budget. AADC was 610 and the average length of stay was 5.87. days. Overall acuity was 1.82 and Medicare CMI was up 8%. Inpatient surgeries were on budget and outpatient surgeries were 6.2% above budget. There were 13 transplant cases.

ER visits were above budget 3.78%. The conversion rate showed improvement. Quick care volumes were on budget and primary care volumes were above budget 1%. Telehealth visits were 15% below budget. The Orthopedic Clinic had 2,522 visits for the month, which was a record high. There were 137 deliveries, 12% above budget. She also reported that 90% of deliveries at UMC come from UNLV.

The income statement for January showed operating revenue above budget \$3 million in operating revenue. The net to gross was 18.5%. Operating expenses were above budget \$950k. EBITDA was \$5.2 million on a budget of \$2.8 million, \$2.4 million above budget. January year to date EBIDTA was \$17 million on a budget of \$21.2 million, leaving us \$4.2 million below budget.

Salaries, wages, and benefits were in the green overall. Staff has been doing a good job monitoring overtime and contract labor. Overtime was 49% below budget, and contract labor was above budget, primarily due to radiology. All other expenses were above budget \$1.9 million.

FINAL ACTION:

None

**ITEM NO. 24 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

The Dean began the discussion by inviting the Board to Match Day on Friday, March 21st, at the medical education building. The celebration commences at 8 a.m. and announcements begin at 9 a.m. Next, Dean Kahn introduced Dr. David Jackson, Chair of OBGYN, to provide a report on the status of deliveries at UNLV.

Dr. Jackson briefly shared his background at UMC and then reviewed the historical and present status of hospital deliveries from 2000 to the present. Between 2000 and 2023, data shows a general decrease of approximately 6.6% in maternal annual births in Clark County. Nationwide, there has been a 6-7% decrease in deliveries. The attrition of private practitioners is the primary driver of decreased volumes. Data comparisons between UMC and other area hospitals were reviewed, as well as the decline in the trend line over a five-year period.

Multiple graphs were reviewed comparing trends between UMC, UNLV, and private physicians.

The Board inquired why the decline was significantly higher at UMC than at other area hospitals. Dr. Jackson noted a similar decline overall in private deliveries and mentioned that more private physicians delivered at UMC in prior years than we have currently. UNLV deliveries have declined approximately 11% over the past five years.

In 2024, there were more deliveries at UMC than at Sunrise Hospital.

Initiatives to increase deliveries include providing maternal transport services and MFM recruitment for UMC delivery, increase Nellis relationships for delivery, reestablishing resident continuity and high-risk clinics at 1707 W Charleston, increased generalist clinics for KKSOM at UNLV, marketing and collaborative relationship building with our department and Private MD. and market residents as added value to private practices. He noted resolving traffic, construction and parking issues will also improve patient access.

Lastly, he provided annual data of deliveries by month between 2020 and 2024 between UMC and Sunrise Hospital. A lengthy discussion continued regarding opportunities and initiatives to improve the volumes from private physicians and strengthen the partnership between UMC and UNLV OBGYN.

Dean Kahn highlighted the commitment between UMC and UNLV.

FINAL ACTION:

None

**ITEM NO. 25 Receive an update from the Hospital CEO; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Tony Marinello, Chief Operating Officer, provided the following CEO updates:

- DNV survey update – UMC is in the window through March.
- Crisis Stabilization update – the facility is due to open in July.
- 6-North dedicated unit – will be ready in approximately 6 months
- Online Care transition from Amwell to Epic – March 3<sup>rd</sup>
- GME Radiology – the program has been approved and begins July 2026
- Dental Anesthesia Residency – begins July 1<sup>st</sup>.
- Legislative Update – this is week 3 of the session, and there have been 60 Bills introduced to date.
- UMC recognized by Becker’s as the 46<sup>th</sup> busiest ED in the nation

- Cashman Good Government Recognition – UMC is the only facility that has received this honor twice. Congratulations!
- UMC was awarded a new hospitalist contract beginning March 17<sup>th</sup>.

FINAL ACTION:

None

**ITEM NO. 26 Recommend to the Board of Hospital Trustees for University Medical Center of Southern Nevada, an amendment to the Bylaws of University Medical Center of Southern Nevada; and direct staff accordingly. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Committee Assignments

DISCUSSION:

James Conway, Assistant General Counsel, informed the Board that the Bylaws were amended to address the new CMS accreditation surveyor for the hospital and address relevant revisions to the Clark County Code.

FINAL ACTION:

A motion was made by Member Franklin that Bylaws be approved and recommend to the UMC Board of Hospital Trustees for approval. Motion carried by unanimous vote.

**SECTION 4: EMERGING ISSUES**

**ITEM NO. 27 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. (For possible action)**

DISCUSSION:

Education regarding patient services primarily provided at UMC  
Share an update on UMC accomplishments  
Ribbon cutting celebration for the Façade Project and completion of road improvements on Charleston Blvd.

FINAL ACTION:

None

**COMMENTS BY THE GENERAL PUBLIC:**

Comments from the general public were called. No such comments were heard.

FINAL ACTION TAKEN:

None

There being no further business to come before the Board at this time, at the hour of 4:28 PM, Chair O'Reilly adjourned the meeting.

APPROVED: March 26, 2025

Minutes Prepared by: Stephanie Ceccarelli, Governing Board Secretary