

**University Medical Center of Southern Nevada
Governing Board Meeting
March 25, 2026**

Emerald Conference Room (1st Floor)
Delta Point Building
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, March 25, 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 2:09 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 (via Teams)
Donald Mackay, M.D.
Chris Haase
Renee Franklin
Laura Lopez-Hobbs
John Fildes, M.D.

Ex-Officio Members:

Present:

Bobbette Bond, Ex Officio – Non-Voting
Dr. Sayed Shah, Chief of Staff

Absent:

Mary Lynn Palenik (Excused)
Bill Noonan (Excused)
Alison Netski, Dean of Kirk Kerkorian SOM at UNLV

Others Present:

Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Kim Jefferies, CEO of Campus for Hope
Dr. Deborah Kuhls, UMC Chief of Trauma
Robert L. Hernandez, Jr. M.D. – Vice Dean of AAE - Kirk Kerkorian School of Medicine
Susan Pitz, General Counsel
Stephanie Ceccarelli, Governing Board Secretary
UMC Tranquility Nursing Team

SECTION 1: OPENING CEREMONIES

CALL TO ORDER

PLEDGE OF ALLEGIANCE

INVOCATION

TRANQUILITY MOMENT

The Board members took part in an interactive activity focused on aroma therapy as a benefit to reduce anxiety and promote healing.

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 regular meeting of the UMC Governing Board held on meeting held on February 25, 2026. (Available at University Medical Center, Administrative Office) (For possible action)

FINAL ACTION:

A motion was made by Member Fildes 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 agenda be approved as presented. Motion carried by unanimous vote.

SECTION 2: CONSENT ITEMS

ITEM NO. 4 Approve the march 2026 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on March 24, 2026; and take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Credentialing

ITEM NO. 5 Approve changes to various HR Policies and Procedures; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Various HR Policies and Procedures

ITEM NO. 6 Accept the Single Audit from BDO USA, LLP, Certified Public Accountants for University Medical Center of Southern Nevada; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- 2025 BDO Audit Wrap Up

ITEM NO. 7 Approve and authorize the Chief Executive Officer to sign the Amendment to the RFP 2024-06 Comprehensive Care Consulting Agreement with Practice Partners, LLC; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Agreement
- Amendment One
- Disclosure of Ownership

ITEM NO. 8 Approve and authorize the Chief Executive Officer to sign the Equipment Acquisition Agreement and Instrument Lease Proposal with Werfen USA LLC; authorize the Chief Executive Officer to execute future amendments and extensions; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Agreement
- Sourcing Letter
- Disclosure of Ownership

ITEM NO. 9 Approve and authorize the Chief Executive Officer to sign the Agreements with Epic Systems Corporation for Cheers & Campaigns Modules; authorize the Chief Executive Officer to execute extensions and amendments; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Cheers Campaign – Redacted
- Cheers Call Management – Redacted
- Disclosure of Ownership

ITEM NO. 10 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Agreements for Epic Support and Epic Strategic Projects with Hummingbird Healthcare; authorize the Chief Executive Officer to execute the extension option; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Agreement for Epic Support - Redacted
- Agreement for Strategic Projects - Redacted
- Disclosure of Ownership

ITEM NO. 11 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Lease Agreement by and between Nevada Health & Bioscience Asset Corp. and University Medical Center of Southern Nevada; 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 Franklin that Consent Items 4-11 be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 12 Receive an educational presentation from Kim Jefferies, CEO of Campus for Hope, regarding activities of the nonprofit Campus for Hope in the Las Vegas valley; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mr. Van Houweling introduced Kim Jefferies, CEO of Campus for Hope, who provided a high-level overview of the activities of the Campus for Hope organization in the Las Vegas community.

State legislation to establish a program which would provide funding for projects related to the prevention of homelessness began in 2023 and the Campus for Hope organization was created in 2024. Campus for Hope is a transformative investment addressing homelessness and finding the underlying cause of homelessness. The campus, which will be located on Charleston and College Campus Drive, sits on a 25-acre plot of land, with a total of 11 structures on site, including 5 residential buildings with a 900-bed capacity. A rendering of the property was shown.

An array of services will be accessible through existing nonprofit partnerships, local governmental partnerships for ongoing funding, as well as healthcare and law enforcement systems. Other services provided on campus will include case management, housing assistance, mental health services, job support, basic needs, education, legal support, family services and more.

Client profiles for Campus for Hope clients include economically displaced individuals and families, individuals with low to moderate acuity, those with involvement or exiting the justice system and individuals and families fleeing domestic violence.

Ms. Jefferies reviewed and explained the five step Campus for Hope journey from arrival, decompression, understanding, rebuilding to graduation from the program. The average length of stay in Las Vegas is anticipated to be approximately nine months. An overview of the site plan and services was reviewed. The goal of the campus is to build community, provide a small town feel to the residents, and to prevent a return to homelessness to those receiving assistance. Lastly, Campus for Hope donor funding was reviewed.

Member Haase asked if the units are single or double occupancy, and how do the homeless find out about it. Ms. Jefferies responded that these are double occupancy units, with the exception of family units. Outreach to inform individuals of the service is provided through multiple outlets including metro, homeless outreach teams, navigation centers, and other entry point providers.

Member Bond asked if there is criteria for those accepted to receive the service. Ms. Jefferies listed the criteria related to background checks and required sobriety testing for potential residents of the campus.

Member Lopez-Hobbs asked what percent of the homeless population would be affected. Ms. Jefferies responded that approximately 25% of the homeless population could be benefitted.

The discussion continued regarding challenges in helping people successfully get through the system and what is anticipated locally. The board discussed the challenges which included gaming, housing, and employment, and strategies to encourage success.

Chair O'Reilly asked if the campus services are limited to residents. Ms. Jefferies noted some services that are specific to campus residents, but there are other services that are available to the community. A discussion ensued regarding safety and security on the campus site.

FINAL ACTION:

None

ITEM NO. 13 Receive and discuss the Governing Board 2026 Action Plan, to include an update from Dr. Deborah Kuhls, Chief of Trauma at UMC, regarding trauma updates and statistics; and direct staff accordingly. (For possible action)

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Dr. Deborah Kuhls, Chief of Trauma at UMC provided a high level overview of the trauma services provided at UMC.

UMC is Nevada's only verified and designated Level I Trauma Center and the only verified and designated Level II Pediatric Trauma Center. The UMC Trauma Center is distinct and separate from the ED and the emergency medicine and

trauma teams have dedicated resources, to include over 11 resuscitation beds, 14 trauma ICU beds, 3 trauma ORs, and 4 PACU beds, as well as a CT scanner, Angio suite and a satellite blood bank. In 2025, approximately 14K trauma and burn patients were seen in the trauma center.

The 2025 UMC adult trauma registry was reviewed. Dr. Kuhls highlighted that in the last quarter of 2025, the adult volume was 4,700 patients, down 3% from 2024. A five-year average shows that volumes were actually up over 9%. The adjusted mortality rate is 3%, which is less than the benchmark of 5%. A brief discussion ensued related to how the statistics are calculated by the American College of Surgeons.

Resource utilization data for 2021-2025 was reviewed. In 2025, average length of stay decreased to 6.1 days, ICU length of stay was slightly less than in 2024, with 6.6 days, and ventilator days dropped slightly to 8.4 days. These benchmarks affect staffing and hospital bed stays as well.

Dr. Kuhls next reviewed the top ten 2025 trauma injury mechanisms. Falls disproportionately represent 32% of patient volume, followed by motor vehicle, motorcycle crashes and pedestrian. She highlighted that although pedestrian volume is 7.5%, it represents 12.6% of deaths. Gun shot wounds represent 17.5% of deaths. The discussion continued with the mortality rates of auto vs. pedestrian.

Next, Dr. Kuhls highlighted the increase of E-bike and E-scooter incidents, which have an increase in 336% from 2022-2025. For pediatric patients, the increase is over 400% in the last three years. Legislation to require helmet use and proper lighting is being considered statewide to help decrease these percentages. Lastly, Pediatric trauma data was reviewed.

Trauma verification as an Adult and Pediatric Trauma Center will be in September of this year.

Discussions ensued related to education and research provided by the school district and other sources related to E-scooter safety, as well as pediatric mortality related to gun and motor vehicle trauma.

Mr. Van Houweling announced that Dr. Kuhls was nationally recognized as Master of Critical Chair of Medicine from American College Society of Critical Medicine. Congratulations!

FINAL ACTION:

None

ITEM NO. 14 Receive a report from the Governing Board Human Resources and Executive Compensation Committee; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- None

DISCUSSION:

Member Lopez-Hobbs provided a report on the meeting, which was held on Monday, March 9, 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 educational presentation regarding disciplinary tracks of the various employee categories at UMC.

Next, there was an update on year-to-date hires and turnovers. Turnovers continue to be below the national healthcare averages. First year turnovers are slightly above 13% overall. The majority of first year turnovers are per diem employees. UMC employs over 4,400 employees.

The Chief Human Resources Officer provided updates to various policies and procedures, which were reviewed and approved as a part of the consent agenda.

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

FINAL ACTION:

None

ITEM NO. 15 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 meeting, which was held on Wednesday, March 18, 2026 at 2:00 p.m. A quorum was in attendance and one member was excused. There was no public comment, and the minutes and agenda were both approved unanimously as presented or amended.

Financial statements were provided for the months of February, 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 the county RFP for ERP system, DSH audit, 340B HRSA audit, and new supplemental payment program.

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.

The committee reviewed the proposed budget for FY27. The preliminary budget was reviewed and the committee decided it would be necessary to revisit the budget at a special meeting scheduled for April 15th.

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

Chairman O'Reilly suggested holding a special meeting of the Governing Board to discuss the 2027 proposed budget if necessary.

FINAL ACTION:

None

ITEM NO. 16 Receive the monthly financial report from the Chief Financial Officer for the February FY26 financial report; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- February FY26 Financial Report

DISCUSSION:

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

The key indicators for February showed admissions 27 cases above budget. ADC was 399 and the average length of stay was 5.18 days. Overall acuity was 1.82 and Medicare CMI was 2.31. Inpatient surgeries were 26 cases below budget and outpatient surgeries were 104 above budget. There were 12 transplant cases, below prior year due to the allocation of cases.

ER visits were at a record high. Conversion rate was 21.81%. Quick cares were above budget 6%. Telehealth had 376 visits for the month. Orthopedic Clinic saw approximately 3,200 patients. There were 95 deliveries. The CSC volumes have increased slightly to 241 patients. Outpatient infusion clinic is showing high volumes.

The income statement for the month showed operating revenue was below budget \$7.7 million and operating expenses were below budget \$2.3 million. EBITDA for the month was \$13.8 million on a budget of \$4 million. Year-to-date statistics were reviewed.

Salaries, wages, and benefits were on budget for the month. All other expenses were favorable to budget.

A brief discussion ensued regarding the Crisis Stabilization Center volumes. Mr. Van Houweling commented that the County is in support of this service line.

FINAL ACTION:

None

ITEM NO. 17 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

DISCUSSION:

Robert L. Hernandez, Vice Dean for Academic Affairs and Education for the Kirk Kerkorian School of Medicine, provided the following updates:

Liaison Committee for Medical Education Accreditation of the MD Program – Full accreditation was awarded to the school.

MD Program Match 2026 Results – The class performed above the national average and 100% of the graduates obtained PGY-1 positions; 30.8% will complete residency in Nevada.

UNLV Residency Programs Match Results for 2026 - 100% of the positions offered were matched.

Admissions Data for Class of 2029 – the MD programs continues to attract and retain a diverse cohort of medical students. The students enrolled in UNLV are far higher than national averages. Outcomes on licensing exams were reviewed in the outcomes data.

Community Engagement – High school programs, community clinics, the Gateway Program, and the Summer Anatomy Program are some of the programs available to support the community.

Research Updates – currently there are 31 active grants, and 99 student and resident research projects have been supported this year.

Upcoming Events include the KSOM First Annual Blood Drive, Couple and Family Therapy Open House and the Class of 2026 Commencement and Academic Hooding Ceremony.

FINAL ACTION:

None

ITEM NO. 18 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:

Eight residents were matched in the Radiology Residency Program at UMC. This is a 4-year advanced program.

- AABA Burn Verification has been completed, and we are awaiting the official report of verification.
- The CVS building renovation/construction is underway. This will be a 24-hour quick care. Anticipated completion is the fall of 2026.
- Becker's Hospital Review – UMC ED Top Busiest in Nation at #38.
- Seven-story tower refresh is beginning and will take about one year to complete.
- DNV visit is scheduled for April 20 as a follow-up to annual survey.
- DNV Stroke Survey recertification is scheduled for May 14-15.
- Doctors Day Celebration
 - Ambulatory Breakfast Monday, March 30 at 6:30am.
 - Campus Lunch Wednesday April 1, 2 At 12:00 pm.
- Legislative Tours – State lawmakers were invited to UMC.
- UMC will be testifying at the Joint Session of the Interim Healthcare Committee in April regarding a host of healthcare issues.

Member Lopez-Hobbs announced that Ricky Russell, CHRO was named one of the Top 140 Human Resources Officers in the country.

Mr. Van Houweling highlighted some of the stories in the UMC News brochure.

FINAL ACTION:

None

SECTION 4: EMERGING ISSUES

ITEM NO. 19 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 Mackay that the Board go into the closed sessions.

FINAL ACTION TAKEN:

At this time, Member Mackay moved to go into the closed session, pursuant to NRS 241.015(4)(c), as outlined in the agenda. The motion was carried by unanimous vote.

At this time, Member Mackay 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 3:49 p.m., the Board recessed to go into closed sessions.

The meeting was reconvened in closed session at 3:58 p.m.

SECTION 5: CLOSED SESSIONS

ITEM NO. 28 Go into closed session, pursuant to NRS 241.015(4)(c), to receive information from the General Counsel regarding potential or existing litigation involving matters over which the Board had supervision, control, jurisdiction or advisory power, and to deliberate toward a decision on the matters; and direct staff accordingly. *(For possible action)*

ITEM NO. 29 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 4:37 p.m., the closed sessions on the above topics ended and the meeting was adjourned.

APPROVED: April 29, 2026

Minutes Prepared by: Stephanie Ceccarelli, Governing Board Secretary