

***University Medical Center of Southern Nevada  
Governing Board Meeting  
October 29, 2025***

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Emerald Conference Room (1<sup>st</sup> Floor)  
Delta Point Building  
901 Rancho Lane  
Las Vegas, Clark County, Nevada  
Wednesday, October 29, 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 2:10 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.  
Mary Lynn Palenik  
Robyn Caspersen  
Chris Haase  
Laura Lopez-Hobbs (Teams)

**Ex-Officio Members:**

**Present:**

Dr. Meena Vohra, Chief of Staff  
Alison Netski, Dean of Kirk Kerkorian SOM at UNLV

**Absent:**

Renee Franklin (Excused)  
Bill Noonan (Excused)  
John Fildes, MD, Ex-Officio (Excused)

**Others Present:**

Tony Marinello, Chief Operating Officer  
Jennifer Wakem, Chief Financial Officer  
Deb Fox, Chief Nursing Officer  
Janella Green, Lean Transformation Specialist  
Marsha Al-Sayegh, Employee Experience Program Manager  
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 participated in an interactive exercise related to the healing power of dance and movement.

### **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:

Vick Gill – Las Vegas, Nevada – Presented the ACHE Senior Careerist Healthcare Executive Award to Tony Marinello, UMC Chief Operating Officer. Congratulations!

### **ITEM NO. 2 Approval of Minutes of the regular Meeting of the UMC Governing Board held on September 24, 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:**

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 October 2025 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on October 28, 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 August 6, 2025, and September 3, 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:

- Policies and Procedures for August and September

- ITEM NO. 6** Approve and recommend approval by the Board of Hospital Trustees, the proposed amendments to the UMC Medical and Dental Staff Bylaws and Rules & Regulations as approved and recommended by the Medical Executive Committee at its July 22, 2025 meeting; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Medical and Dental Staff Bylaws

- ITEM NO. 7** Approve and authorize the Chief Executive Officer to sign the Amendment One to the Provider Group Services Agreement with Optum Health Networks, Inc. for Managed Care Services; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Group Services Agreement – Amendment 1 – redacted
- Disclosure of Ownership

- ITEM NO. 8** Ratify the Fifth Amendment to the Facility Participation Agreement with United Healthcare Insurance Company for Managed Care Services; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Facility Agreement - Amendment 5
- Disclosure of Ownership

- ITEM NO. 9** Approve and authorize the Chief Executive Officer to sign the Master Services Agreement and Order Forms with Bluesight, Inc. for pharmacy procurement, inventory management and compliance solutions; exercise any 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:

- Master Services Agreement and Order Forms
- Disclosure of Ownership

- ITEM NO. 10** Approve and authorize the Chief Executive Officer to sign the Agreement for Construction Management Services with Grand Canyon Construction, Inc.; execute future amendments and extensions; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Services Agreement
- Disclosure of Ownership

**ITEM NO. 11 Approve and authorize the Chief Executive Officer to sign the Purchaser Specific Agreement with Laboratory Corporation of America; execute future amendments and extensions; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Purchaser Specific Agreement – Redacted
- Sourcing Letter
- Disclosure of Ownership

**ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the Equipment Schedule No. 019 to Master Agreement 21237667 with Flex Financial, a division of Stryker Sales, LLC; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Equipment Schedule No. 019 to Master Services Agreement
- Disclosure of Ownership

**ITEM NO. 13 Approve and authorize the Chief Executive Officer to sign the Terms and Conditions of Appointment for Resident Physician template agreement; exercise any extension options and amendments; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Terms of Appointment

**ITEM NO. 14 Approve and authorize the Chief Executive Officer to sign the First Amendment to Professional Services Agreement (Individual Diagnostic Teleradiology Coverage) with Nicholas M. D'Alesio, DO; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Professional Services Agreement– Amendment 1
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Mackay that Consent Items 4-14 be approved as presented. Motion carried by unanimous vote.

**SECTION 3: BUSINESS ITEMS**

**ITEM NO. 15 Receive a presentation from, regarding Information Technology program updates at UMC; and direct staff accordingly. (For possible action)**

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Don Barnwell, UMC Executive Director of Information Technology, provided a high-level overview of the activities of the IT Department.

The mission is to create innovative and reliable information technology solutions to enhance patient care and operational efficiency, as well as to provide secure, seamless, and user-friendly IT services that support UMC's goal of improving healthcare delivery. The department partners with healthcare professionals to deliver exceptional care and improve patient outcomes by fostering a culture of collaboration, continuous improvement, and excellence. Strategic goals and initiatives of the department were provided as informational.

The IT Division is made up of four departments, Analytics, IT Security, Epic and Operations. Mr. Barnwell briefed the Board on the items implemented during 2025 and future integrations for 2026, including UMC Online Care, Payer Platform, UKG upgrade, Epic service account refresh, AI employee awareness training and internet and intranet redesign, as well as other operations upgrades. The team meets with local government entities quarterly to improve collaboration and communication to discuss applications and issues related to cybersecurity. Mr. Barnwell next reviewed the statistics related to production storage, physician and virtual servers and email storage.

In cyber security, there have been approximately 33K threat related detections, with 239 escalated for personnel to investigate, but no incidents were noted.

Mr. Barnwell next discussed the use of augmented artificial intelligence, which does not replace human intelligence, but is a tool to assist in decision making. On the Gardner AI Maturity Model, UMC is between Levels 2 and 3, meaning although AI is actively being used, it is still in the process of creating value, and we are expanding with multiple initiatives. Key achievements and impacts in service delivery were discussed.

Member Hagerty asked how the team is staying ahead of technology trends. Mr. Barnwell noted that UMC is updating network infrastructure and the Windows system.

Chair O'Reilly inquired about the UKG time clock system and if all employees are capable of using the system and if Epic billing is used for professional services. Mr. Barnwell responded that all hourly employees use the UKG system. He next explained the use and process of using the Epic billing system by the providers.

Discussions ensued regarding project management, Windows upgrades, Epic community connect and collaboration with other entities regarding cyber security.

FINAL ACTION:

None

- ITEM NO. 16 Receive and discuss the Governing Board 2025 Action Plan, to include a presentation from Shana Tello, UMC Academic and External Affairs Administrator and Lynn Heather, Academic Affiliation Analyst, regarding the Annual Institutional Review (AIR) Summary for Graduate Medical Education; and direct staff accordingly. (For possible action)**

DOCUMENT(S) SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Shana Tello, UMC Academic and External Affairs Administrator and Lynn Heather, Academic Affiliation Analyst, provided an update regarding the Annual Institutional Review (AIR) Summary for Graduate Medical Education. The ACGME requires that the DIO provides the Board with an update regarding the sponsoring institution and its activities. The GMEC Committee members were reviewed.

Ms. Tello stated that although UMC has received accreditation, two citations were received, and action plans were immediately implemented.

Institutional performance indicators are core focus areas and interviews have begun. Surveys for residents and faculty were listed. Six action plans are in place to ensure compliance. The GMEC will ensure compliance with updates and review of the action plans at each GMEC meeting until voted and approved that all action items have been successfully accomplished.

FINAL ACTION:

None

- ITEM NO. 17 Receive a report from the Governing Board Clinical Quality Committee; and take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- None

DISCUSSION:

Member Mackay provided a report on the meeting, which was held on Wednesday, October 6, 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.

An educational presentation was received by Tory Begay, Emergency Preparedness Coordinator, regarding emergency preparedness program at UMC. Program accomplishments, trainings, engagements, and exercises were reviewed and discussed. Goals for 2025 were outlined.

Patty Scott, Quality, Safety and Regulatory Officer provided an update on the Quality, Safety and Regulatory program. There were 11 safety events reported in Q2, and all matters were reported within the required time frames. Corrective actions were taken on all cases. There were 48 grievances for Q1 and Q2 of 2025.

Next, the committee received an update on the FY2026 Organizational Performance Goals. All goals are in progress to improve hand hygiene compliance.

The Committee reviewed and approved the Policies and Procedures activities and the Medical and Dental Staff Bylaws, both of which are a part of today's consent agenda.

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

FINAL ACTION:

None

**ITEM NO. 18 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, October 9<sup>th</sup> 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 reviewed the competitive landscape in Las Vegas for healthcare services, as compared to other facilities in the valley.

Next, the Committee reviewed trends highlighting growth, improvements, and challenges in the focused service lines, which included surgery, orthopedics, cardiac services, ambulatory care, women's and children's services.

There were no emerging issues identified, no public comment, and the meeting adjourned after the closed session. Due to timing constraints, the closed session was continued in a special meeting on October 16, 2025.

FINAL ACTION:

None

**ITEM NO. 19 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, October 22, 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.

The CFO presented a report on the monthly financial results and the fiscal year-end financials for September 2025. The discussion covered factors affecting financial outcomes, comparisons to the budget, as well as operating and financial metrics, and organizational goals. Ms. Wakem also discussed the performance of the Crisis Stabilization Center and remediation steps, as well as any possible impacts received due to the shutdown of the Federal Government.

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 were no emerging issues identified, no public comment, and the meeting adjourned after the closed session.

FINAL ACTION:

None

**ITEM NO. 20 Receive the monthly financial report from the Chief Financial Officer for the September FY26 financial report; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- August FY26 Financial Report

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for September FY26.

The key indicators for September year-to-date showed admissions below budget 1,888. There were 732 observation cases. The AADC was 361. Average length of stay was 5.71 days. Overall hospital acuity was 1.88 and Medicare CMI was 2.08. Inpatient surgeries were above budget by 14 cases and outpatient surgeries were below budget 31 cases. There were 17 transplant cases. Approximately 21% of ER patients are being admitted. Quick cares and primary cares were below budget for the month. There were 342 telehealth visits and orthopedic clinic were up significantly, with 811 more patients than expected. There were 109 deliveries. The Crisis Stabilization Center had 162 visits for the month.

The income statement for the month showed operating revenue was \$2.5 million below budget. Total operating expenses were \$2.9 million below budget. Total



EBITDA was \$1.4 million, compared to a budget of \$1.3 million, exceeding budget by \$153K. Year-to-date statistics were reviewed.

Salaries, wages, and benefits for September showed labor down \$1.25 million. Overtime was managed well, but contract labor was up due to radiology. All other expenses were \$1.7 million favorable to budget due to supplies.

A conversation ensued regarding the focus on increasing deliveries at the hospital and performance improvement plans to increase births. Additionally, the Board briefly discussed the increase in volume at the Crisis Stabilization Center.

FINAL ACTION:

None

**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:

- None

Dean Alison Netski provided highlights on the activities for the School of Medicine.

The Dean shared the following highlights:

The school completed the LCME site visit, the accreditation body of the AAMC for the MD Program. Final feedback will be received by June 2026.

GME: The annual surgical cadaver lab specialty training was held at the school, covering general surgery, plastic surgery, trauma, and OBGYN specialties. A total of 100 fellows, residents, and faculty received specialty training.

The school has hosted 10 Medical Education Program activities, allowing physicians to gain CME credits.

Lastly, the Dean highlighted clinical trial of the MIRA Robot, which will be performed by Dr. Nadia Gomez.

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:

Tony Marinello, UMC COO, provided the following updates:

- Magnet Health Links prep survey November 3-5<sup>th</sup> – Thank you to Deb Fox, CNO and the team for your hard work.
- The Magnet survey November 17-19<sup>th</sup>
- APP Appreciation Breakfast – November 4<sup>th</sup>
- 8<sup>th</sup> Annual Research Symposium – November 5<sup>th</sup>
- DNV Cardiology survey – Nov 4<sup>th</sup> and 5<sup>th</sup>
- ACGME Accreditation for UMC's Radiology Program – interviewing residents
- Laughlin's "Connection to UMC Online Care" – Grand opening today at 3:00 p.m.
- Successful "Halloween Safetacular" – hosted over 2000 people for safety event

FINAL ACTION:

None

**SECTION 4: EMERGING ISSUES**

**ITEM NO. 23 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 Hagerty 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 Hagerty 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 3:39 p.m., the Board recessed to go into closed session.

The meeting reconvened in closed session at 3:48 p.m.

**SECTION 5: CLOSED SESSION**

**ITEM NO. 24** 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. 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 4:38 p.m., the closed sessions on the above topics ended and the meeting was adjourned.

APPROVED: November 19, 2025

Minutes Prepared by: Stephanie Ceccarelli, Governing Board Secretary