***University Medical Center of Southern Nevada***
***Governing Board Meeting***
***October 25, 2023***

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Emerald Conference Room
Delta Point Building (1st Floor)
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, October 25, 2023
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 2:03 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 (WebEx)
Donald Mackay, M.D., Vice-Chair
Laura Lopez-Hobbs
Harry Hagerty
Robyn Caspersen (WebEx)
Chris Haase WebEx)
Renee Franklin (via WebEx)
Jeff Ellis (via WebEx)
Mary Lynn Palenik (via WebEx)

Ex-Officio Members:

Present:
Steve Weitman, Ex Officio (WebEx)
Dr. Meena Vohra, Chief of Staff (WebEx)
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
Colonel Jeremy Kilburn, MD Office of Military Medicine
Maria Sexton, Chief Information Officer
Susan Pitz, General Counsel
Stephanie Ceccarelli, Governing Board Secretary
Silver State ACO Representatives

**SECTION 1. OPENING CEREMONIES**

**CALL TO ORDER**

**PLEDGE OF ALLEGIANCE**

**INVOCATION**

**ITEM NO. 1 PUBLIC COMMENT**

Vice Chair Mackay 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 September 27, 2023.** ***(Available at University Medical Center, Administrative Office) (For possible action)***

FINAL ACTION:

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

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

*Due to time constraints, Dean Kahn will present his update, which is Agenda Item 22, after Agenda Item 17.*

FINAL ACTION:

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

**SECTION 2: CONSENT ITEMS**

**ITEM NO. 4 Approve the October 2023 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on October 24, 2023; and take action as deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Credentialing Activities

**ITEM NO. 5 Approve and authorize the Chief Executive Officer to sign the Amendment Two to Purchasing Agreement with Steris Corporation for Phase I of the surgical suite refresh project; authorize the Chief Executive Officer to exercise any future amendments within his delegated authority; or take action as deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Amendment Two
- Disclosure of Ownership

**ITEM NO. 6** **Approve and authorize the Chief Executive Officer to sign the Amendment Two to RFP 2019-08 Service Agreement with Firm Revenue Cycle Management, LLC for out-of-state Medicaid billing and collection services; authorize the Chief Executive Officer to execute future amendments within the not-to-exceed amount of this Agreement; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- Amendment Two to RFP 2019-08 Service Agreement

**ITEM NO. 7** **Approve and authorize the Chief Executive Officer to sign the Amendment 1 to RFP No. 2020-16 Service Agreement with Firm Revenue Cycle Management, LLC for Workers' Compensation Services; authorize the Chief Executive Officer to execute extension options or amendments; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- First Amendment to RFP No. 2020-16 Service Agreement

**ITEM NO. 8** **Award RFP No. 2023-10 Zero Balance Review Services to Firm Revenue Cycle Management, LLC; authorize the Chief Executive Officer to sign the RFP No. 2023-10 Service Agreement; exercise extensions or amendments; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- RFP 2023-10 Service Agreement

**ITEM NO. 9** **Approve and authorize the Chief Executive Officer to sign the Service Agreement with Neustaedter & Associates, Inc. d/b/a HCS Healthcare Consulting Solutions for Chargemaster Consulting, Compliance and Revenue Cycle Services; authorize the Chief Executive Officer to exercise any extension options and amendments within the not-to-exceed amount of this Agreement; 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 Letter of Agreement with TJK Consulting Engineers, Inc. for a Microgrid Sustainability Study; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- Letter of Agreement

**ITEM NO. 11** **Award Bid No. 2023-13, UMC 2040 2nd Floor Remodel, to Monument Construction, the lowest responsive and responsible bidder; authorize the Chief Executive Officer to sign the Service Agreement; exercise any change orders within his delegation of authority; or take action as deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Notice of Award
- Bid Attachment 8
- Disclosure of Ownership

**ITEM NO. 12** **Approve and authorize the Chief Executive Officer to sign the Agreements with Philips North America, LLC for the CT System turnkey project; authorize the Chief Executive Officer to execute future Change Order within the not-to-exceed amount of this Agreement; or take action as deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Incisive 5100 CT Agreement
- Incisive 5100 CT Quote
- Sourcing Letter
- Disclosure of Ownership

**ITEM NO. 13** **Approve and authorize the Chief Executive Officer to sign the Fifth Amendment to Agreement with Change Healthcare Technologies, LLC for InterQual Services subscription; or take action as deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Amendment

**ITEM NO. 14** **Approve and authorize the Chief Executive Officer to sign the Notice of Award with the Department of Health and Human Services, Assistant Secretary for Preparedness & Response for Award Number 5 HITEP220075-02-00; or take action as deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- MZ Grant Year 2 Notice of Award

**ITEM NO. 15** **Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Second Conditional Offer to Purchase Real Property between Clark County Real Property Management and Interagro Inc.; authorize the Chief Executive Officer to execute necessary documents to effectuate the transaction for the purchase of real property; or take action as deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Conditional Offer

FINAL ACTION:

A motion was made by Member Hobbs that Consent Items 4-15 be approved as presented. Motion carried by unanimous vote.

## SECTION 3: BUSINESS ITEMS

**ITEM NO. 16 Receive an educational overview from Lt. Col. Jeremy Kilburn, MD regarding the Office of Military Medicine; and direct staff accordingly.** ***(For possible action)***

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

DISCUSSION:

Mr. Van Houweling introduced Col. Jeremy Kilburn, MD - Director, Office of Military Medicine, shared an educational update regarding the Las Vegas Military/Civilian Partnership. This partnership represents the largest and most advanced military-civilian medical collaboration in the US and it is poised for further growth. The Office of Military Medicine oversees all of the military medicine at UMC.

There are over 45 integrated providers, 45 rotating providers, 10 integrated nurses with 100 rotators per year and 15 integrated technicians with approximately 150 rotating per year. The military medics have been fully integrated at UMC to assist in medically serving the community.

The Mission Zero grant, sponsored by the National Academy of Science, Engineering and Medicine, has been awarded to assist in zero preventable trauma deaths. The funding supports credentialing and UMC salary support, medical malpractice and education.

UMC is a core strategic partner with three major Air Force organizations: the 99$^{th}$ MDG Smart Program, USAFSAM Smart Program and Special Operations Surgical Teams. Col. Kilburn continued the discussion with a breakdown of these programs and the benefits these training programs provide and reviewed the organizational structure.

He concluded his presentation by thanking Mr. Van Houweling for his leadership and mentorship and the hospital administration for its continued support of this collaboration. There was continued conversation regarding the great partnership with military medicine and the training provided.

Chairman O'Reilly thanked the team for the success of the program.

Lastly, Colonel Kilburn introduced staff members that he works with daily who aide in the success of the program.

FINAL ACTION:
None

**ITEM NO. 17 Receive an update from Maria Sexton, UMC Chief Information Officer regarding the 2023 Epic User Group Meeting (UGM) program recommendations; and direct staff accordingly.** ***(For possible action)***

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

DISCUSSION:

Maria Sexton, Chief Information Officer provided an update on the UGM Epic Seminar event. She provided a high-level overview of the takeaways from the seminar.

The focus of UGM were the challenges of healthcare and what can be done to reduce costs and increase revenue. The 12-18 month strategic focus for the hospital since the Epic meeting was reviewed. UMC has been working on the following OR revenue Increase and cost reduction, supply costs, revenue cycle automation, patient scheduling, billing and experience, as well as patient flow and clinician efficiency.

Mr. Van Houweling asked about direct scheduling with my chart. Patient and direct scheduling in my chart has been made available for patients. Ms. Sexton detailed some of the benefits of this tool.

Chairman O'Reilly asked if there is a project leader for each item of strategic focus. Ms. Sexton responded that there is a project leader/manager, as well as an operational stakeholder, and IT project manager to move the initiative forward.

Chairman O'Reilly suggested that the Board receive a regular status update and progress on each of the initiatives shown on the slide.

FINAL ACTION:
None

*At this time, the Board heard Item 22.*

**ITEM NO. 22 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 Board on the activities of the school.

The School is actively hiring clinicians, research technicians and those engaged in clinical research. The school has been working with UMC to receive more state funding for GME slots.

The Dean thanked the Experience team for the Gala event and congratulated the UMC team for the recognition received by the India Chamber of Commerce.

FINAL ACTION:
None

*The Board returned to hear Item 18.*

**ITEM NO. 18 Receive an update from the Governing Board Clinical Quality and Professional Affairs Committee; and direct staff accordingly. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
None

DISCUSSION:

Member Mackay provided a report on the meeting which was held on Monday, October 2, 2023 at 3:00 pm. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

The Committee received a presentation from Dr. Anne Weisman, Associate Professor of Medical Education at UNLV and Director of Well Being and Integrated Medicine. The program mission is to create and sustain a culture of wellbeing and encourage health seeking behavior. The Committee was educated on the mind/body connection, including stress, stress response, impact on healthcare, etc. Positive feedback has been received from staff and students.

Next, there was a report from Kenneth Jarrett-Lee, Director of Care Management regarding practices that are in place for safe patient discharge planning.

Lastly, an update was received on the Quality, Safety and Regulatory program for the 2$^{nd}$ quarter of 2023. All safety reports were reported within the state time frames a corrective actions were taken. All grievances were reviewed and approved and appropriate recommendations.

Meeting schedule was reviewed for 2024.

Policies and procedures activities were reviewed and approved.

There were no emerging issues and no public comment and the meeting adjourned at 3:46 p.m.

FINAL ACTION:
None

**ITEM NO. 19 Receive an update from the Governing Board Strategic Planning Committee; and direct staff accordingly. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**

None

DISCUSSION:

Member Hagerty provided a report on the meeting which was held on Thursday, October 5, 2023 at 9:00 a.m. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

A presentation was received from Maria Sexton on technology strategy, which was a two part discussion on enterprise wide technology and Epic. There was a discussion on system upgrades and current standards.

Market share update for the $4^{th}$ quarter of 2023. Overall, UMC is #4 in the market, behind Summerlin and Mountain View and Sunrise. UMC held the highest growth in share. The Committee discussed detailed market share results in all service lines.

Meeting schedules for 2024 were discussed, for a total of 6 scheduled meetings.

There were no emerging issues. The meeting went into closed session and the meeting adjourned at 11:15 am.

FINAL ACTION:
None

**ITEM NO. 20 Receive an update a report from the Governing Board Audit and Finance Committee; and take any action deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
None

DISCUSSION:

Member Caspersen provided a report on the meeting which was held on Wednesday, October 18, 2023 at 2:00 pm. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

The Committee received a report from UMC's Internal Auditor on the accounts payable audit which were favorable. Financial results from September FY23 and year to date financials, which included trended stats and data were reviewed. This report also reviewed past due supplemental payments. Monthly updates will be received.

A report was received by management on the scope of work construction projects. Process improvements have been identified and have been implemented.

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

There were no emerging issues, no public comment and the meeting adjourned at 3:16 PM.

FINAL ACTION:
None

**ITEM NO. 21 Receive the monthly financial report for September FY24; and take any action deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
September FY24 Financials

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for September FY24.

The key indicators for September were reviewed and compared to the 12-month average. Admissions were below budget just under 5%. AADC was at 545, length of stay was 6.57 days, 5% below budget. Hospital acuity was 1.83 and Medicare acuity was 1.99. There were 799 inpatient surgeries, 9% below budget and outpatient surgeries were 15% above budget. There were 18 transplants in the month.  Approximately 22% of patients were admitted from the ER to observations/admission. Quick cares were down 10% above budget and primary cares were almost 37% below budget. There was a total of 532 telehealth visits and orthopedic clinic visits were approximately 24% above budget and deliveries were 18% above budget.

The income statement for the month showed net revenue below budget $2.3 million and operating expenses were $2.1 million below budget. Total income from ops was almost $4.8 million on a budget of $4.3 million, which is about $300K above budget. Year to date, is about $11.6 million below budget and expenses are down $11.2 million.  Income from ops is $14.4 million on a budget of $13.5 million, $900K above budget.

Salaries, wages and benefits were below budget. Overtime was a record low; staff has been doing well managing overtime. All other expenses were above budget $1.8 million. Supplies were below budget in surgical cases.

The final bond payment was made in September and there is zero balance outstanding on bonds.

FINAL ACTION:

None

**ITEM NO. 23 Receive an update from the Hospital CEO; and take any action deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**

CEO Update

DISCUSSION:

Mason Van Houweling, UMC CEO provided the following updates:

- Silver State ACO/Kindred Hospice check presentation – this is the 6th year with UMC. There was a check presentation in the amount of $434K. In the last five years $2.6 million has been distributed. The goal is to lower cost and bring quality to healthcare. Thank you!
- Manage Medicaid Providers – Uncompensated care is being monitored. There is concern regarding Medicaid enrollees, DSH and directed payments. We are working closely regarding the disproportionate payments.
- ReVITALize update – Construction is active throughout the entire campus. Trauma building is 75% complete. Parking lots are done. Trauma Healing Garden work will begin soon. Grant funding has been secured from the City for the Healing Garden.
- Radiology update – Go Live on November 30th with the UMC Radiology department. Medicus will be available during the transition.
- Sound Physicians – they will be available as hospitalists.
- ECMO – These procedures will be starting at UMC.
- Recent news Media: Nevada Newsmakers interview on many topics, including the Gala and Fox News regarding primary care shortages.
- Final Bond Payment – this was complete in September
- General Medical Staff Meeting on December 12th at 5:00pm – The Board is welcome to attend.
- Safetacular Event –Saturday at 10:00 a.m. – Will be held at the Clark County Amphitheater
- UMC recognition – Hope Chaplins and Asian American Group and Indian Nation presented awards to UMC.
- Evening of Hope Gala – Thank you to the Board for supporting the Gala – Swag Bag was given. There was a video presentation shown. Thank you to the experience team for their work.
  JOR added that Experience has been a great experience.

A lengthy discussion ensued regarding the population of Medicare and Medicaid recipients in Nevada.

FINAL ACTION:
None

**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:

Chairman O'Reilly commented that the audio in the room is good. He would like IT to review the video in the room to tweak the camera system.

Member Palenik commented that the Gala was an extraordinary night and thanked the team for a wonderful evening.

FINAL ACTION:
None

**COMMENTS BY THE GENERAL PUBLIC:**

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

FINAL ACTION TAKEN:

None

A motion was made by Member Hobbs to go into closed session.

There being no further business to come before the Board at this time, at the hour of 3:30 p.m., Vice Chair Mackay adjourned the meeting, and the Board recessed to go into closed session.

**SECTION 5: CLOSED SESSION**

**ITEM NO. 22 Go into closed session pursuant to NRS 241.015(3)(b)(2), to receive information from UMC's Office of General Counsel regarding potential or existing litigation involving a matter over which the Board has supervision, control, jurisdiction or advisory power, and to deliberate toward a decision on the matter; and direct staff accordingly.**

The meeting was reconvened in closed session at 3:35 PM.

At the hour of 4:40 PM, the closed session on the above topics ended.

FINAL ACTION TAKEN:

None

There being no further business to come before the Board at this time, at the hour of 4:40 PM, Chair O'Reilly adjourned the meeting.

APPROVED: November 8, 2023

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary